

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 3, 2019.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: County of Henrico
Program Title: Emerging Leaders Program: Leadership Development for Non-Supervisors
Program Category: Organizational Development

CONTACT INFORMATION

Name: Victoria Davis
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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Anthony McDowell
Title: Deputy County Manager for Public Safety
Signature: Anthony E. McDowell

Program Overview

Henrico County expects employees to resolve customer concerns without an abundance of red tape and to demonstrate leadership regardless of their titles. This requires an empowered workforce with the skills and support to step out of traditional hierarchical roles and take personal accountability for success.

Launched in 2014, the Emerging Leaders Certification Program (ELCP) provides non-supervisors with the framework, tools, and learning experiences to strengthen their leadership skills, self-awareness, and initiative. Participants invest in their own development; support and collaborate with others; and make an impact at every level of the organization. Comprised of four challenging levels, ELCP has recently “graduated” the first set of participants completing all four levels.

The results are clear and resounding. We have received 564 applications – from every department, from diverse job titles, with six months to 40 years’ service, and with ages ranging from 20-71. Forty employees have been promoted to supervisor and state that ELCP was pivotal to their success. Just as powerfully, numerous current participants assert that ELCP has empowered them to speak up, share ideas, display initiative, and take leadership – a significant achievement both for them and for Henrico County.

Problem/Challenge/Situation Faced by Locality

Henrico County has a vision of *Leadership at All Levels*. Non-supervisors and supervisors alike are expected to share their ideas and take ownership for providing innovative solutions as well as excellent customer service. While the county’s Leadership Development Program (LDP) focuses on developing supervisors’ leadership skills, there was no corresponding program for non-supervisors.

This needed to change. Not only would a leadership development program for non-supervisors help participants develop the skills and confidence to contribute even more in their current roles, it would also: 1) create a talent pipeline for succession management; 2) engage employees who had not previously accessed professional development services; and 3) give managers a tool for attracting, developing, engaging, and retaining high quality employees. Perhaps most importantly, it would demonstrate the county's commitment to the concept of *Leadership at all Levels*, providing front line employees with career development, recognition, and prestige.

How Program Fulfilled Awards Criteria

It is extraordinary how much impact a single idea can have. Now imagine those ideas coming from anyone in the organization. Having a truly engaged workforce, empowered to act where necessary and resolve problems at the lowest possible level, is priceless to our organization. Through the help of ELCP, Henrico County is a place where non-supervisors take personal accountability to lead and all employees are focused on service.

These values are what ELCP is all about: creating a workforce where all employees feel confident in their decision making; who are knowledgeable about county functions; who have a robust network of peers with whom to collaborate; and who take responsibility to lead for the betterment of our citizens.

Employees who take part in ELCP report that they feel connected to a greater whole, and they feel appreciated and empowered to share who they are, not just what they do. They truly embody the county's vision of *Leadership at all Levels* and other people notice: their peers scramble to join the program and their supervisors rave about how formerly hesitant employees now sign up to lead committees and rally their peers on challenging days. And while the program was not

designed to get people promoted, participants who had not previously thought of themselves as leaders now apply for promotions – and get them! – thanks to the increased confidence and knowledge gained from ELCP.

Best of all, this program is replicable for any locality. All it takes is dedicated staff who are willing to engage in a vision of *Leadership at all Levels*.

How Program Was Carried Out

As Henrico's leadership consistently shared the vision and expectation of *Leadership at All Levels*, it became clear that we needed a program to support non-supervisors in their professional development. Demonstrating *Leadership at All Levels* herself, a non-supervisor in the Organizational Learning and Talent Development (OLTD) division of Human Resources led her team in creating the program that exists today, with the objectives of: 1) enhancing individual leadership skills; 2) empowering employees to effectively serve customers; 3) creating a forum for non-supervisors to learn from others by engaging in experiential projects, discussion groups, collaboration, and classroom experiences; and 4) creating a framework for individual contributions that enhances the reputation and services provided by Henrico County.

ELCP was unveiled in April 2014 and the very first ELCP applications (see Supplement 1) were accepted in May 2014. We intentionally created an application process rather than automatically accepting people based solely on their titles. Applicants are required to state their goals for joining the program and describe how ELCP could help them achieve these goals in approximately 150 words. The application serves the dual purpose of putting accountability on employees to demonstrate effort and commitment to personal development right from the start, and of giving

OLTD good information to help ensure that the program is right for participants based on their stated goals.

Applications are accepted twice a year, with the selection process taking place at the end of each May and November. In addition to the essay component, there are two additional eligibility criteria: applicants must be non-supervisors and must have been with the county for more than six months to allow them time to learn their job responsibilities before joining ELCP.

An OLTD panel screens the essays, determining whether applicants state specific learning goals and describe how the program can facilitate their achieving these goals. Successful applicants focus their essays on developmental and growth goals within the length requirements; unsuccessful candidates state goals that have nothing to do with learning, such as their “supervisor told them to join” or “this will look good for promotion,” and ignore essay length requirements. Successful applicants receive an acceptance email with next steps outlined, and unsuccessful applicants receive an email explaining the rationale for this outcome and encouraging them to apply again in the future.

Once accepted, participants progress through a program that consists of four levels (see Supplement 2). Each level corresponds with competency-based themes that are key to developing leaders:

Level I – Understanding the Business of Henrico County

- Class Requirement: Mandatory half-day class, “What It Takes to Be a Leader,” which includes an ELCP orientation, plus 16 hours of instructor-led classes offered by OLTD that meet this level’s competencies
- Projects: Complete three projects selected from a list (see Supplement 3)

- Timeframe for completion: Two years
- Competencies: *Understanding the Business of Henrico County* and *Communication*

Level II – Customer Service the Henrico Way

- Class Requirement: Eight hours of instructor-led classes offered by OLTD that meet the *Serving Customers* competency, plus four two-hour facilitated discussion group sessions
- Projects: Complete one customer service-related project
- Timeframe for completion: Two years
- Competencies: *Serving Customers*, *Communication*, and *Understanding the Business of Henrico County*

Level III – Self-Awareness and Leadership

- Class Requirement: Two instructor-led classes of any length offered by OLTD that meet this level's competencies, plus five two-hour facilitated discussion group sessions
- Projects: Complete one project selected from a project list (see Supplement 4)
- Timeframe: Two years
- Competencies: *Communication*, *Leading and Influencing*, *Personal Accountability*, and *Results Driven*

Level IV – Empowering to Give Back

- Class Requirement: Full-day customized session that includes a half-day of presentation skills training and another half-day of interactive, experiential learning
- Projects: Create and focus on a personal leadership goal and create a group presentation with a subset of ELCP Level IV participants focused on a leadership topic
- Timeframe: One year
- Competencies: *Leading and Influencing*, *Managing and Transferring Knowledge*, *Results Driven*, and *Personal Accountability*

Some highlights of the program include:

- Discussion groups, which are facilitated by an OLTD trainer and consist of no more than ten people per group to allow for full participation and trust building.
 - Level II group topics include: GRIP Model, Communication Styles & Hot Buttons, Circles of Concern/Influence/Control, and Customer Feedback
 - Level III group topics include: Delivering Feedback, Defining Your Core Values, Emotional Intelligence, Resiliency, and Experiential Leadership
- Reflection is a big part of the program. In the Spring of each year, participants from Levels I-III meet all others in their level to share what they learned. In small groups, they discuss their completed Leadership Plan (see Supplement 5), including highlights from classes or discussion groups they attended, projects they completed, and what they applied back on the job.
- In Level IV, participants share presentations in front of an audience of ELCP participants in Levels I-III, who in turn ask questions about how they came up with their presentations and what they learned from collaborating on them.
- In Level IV, participants are handed their original ELCP application so they can reflect on how they have met their original goals and grown in all four levels of the program.

In 2018 – four years after the inception of ELCP – we had a thriving program with participants in all four levels, and so we were able to implement one final element of ELCP: an awards ceremony to recognize participants who have completed each level and officially celebrate our first “graduates” of the program.

During the ceremony, Level IV employees sat with the county manager and engaged in informal conversation, which was a great opportunity for these accomplished non-supervisors to share

what they learned while going through the program, and for the county manager to encourage them to continue to lead. The ceremony itself consisted of the county manager sharing his thoughts on leadership and asking members of Levels I-III to stand and be recognized. Then, inspired by the concept of class valedictorian, a member of Level IV who was elected by his peers presented a short speech to participants, sharing insights discovered throughout the four ELCP levels. After this presentation, each Level IV recipient came forward to receive a certificate of completion from the county manager – a moment which was captured photographically as a memento of this distinguished moment.

Financing and Staffing

There was no capital cost incurred in the development of this program, and operating costs consisted primarily of staff time. Program coordinators are salaried employees in HR, and facility costs are nonexistent due to meeting at county sites. Program materials are available online and require only that each employee complete and print two pages per level. Level II participants each receive binders in which to store materials at a cost of \$1.06 per binder. Two of the required classes use outside vendors at a cost of \$1080 for one and \$1400 for the other. These vendors bring specific expertise that adds depth to the program, although the content could be taught internally if these costs become a burden. The program culminates with an Award ceremony/luncheon costing \$2,800. Maintaining the program does not cost the county any additional money.

Program Results

OLTLD has received a total of 564 applications from every county department, and 83% of applicants have been accepted into the program. Participants hold diverse job titles, have six months to 40 years' service, and have an age range of 20 to 71.

The first graduating class raved about all they had learned in the program, including:

- *Each of us had to work more independently. We had to learn how to listen, follow, lead, and work as a team, and know when to be a leader and when to be a supporter.*
- *Because of this experience I feel I now have a voice. I have learned how to appropriately share my thoughts and I find myself pushing myself out of my comfort zone more often.*
- *I almost quit the program because I was a severe introvert and I knew Level IV involved a presentation. However, I steadily progressed to where I could stand in front of a group and I built so much confidence in myself with the support of my peers.*

Participants from all levels have reported significant application of learning:

- *I became more self- and socially-aware and have made a conscious effort to be less critical.*
- *I have gained political astuteness, which has been instrumental in my development.*
- *I have improved my customer service, both internally and externally.*
- *My confidence level is off the charts from when I started.*

A significant theme echoed by participants is the benefit of networking with peers:

- *It is reassuring to know that others experience the same things I do. Receiving feedback on how others have handled situations has helped me turn challenges into successes.*
- *I have been able to contact people from other departments to better serve customers.*
- *My peers have provided perspective and given me different viewpoints to consider.*
- *I have been with the county for over 19 years, and this program is the first opportunity I have had to learn what other agencies do.*

While ELCP is not designed for this purpose, 40 participants have been promoted and 64% of these supervisors have continued their professional development by joining LDP. Promoted participants have shared the following about how ELCP prepared them for formal leadership:

- *ELCP has helped me ask questions to prioritize what's important; give clear directions regarding deadlines for assignments; and work with my staff to get things done.*
- *Without ELCP, I'm not sure I would have gotten promoted. I am now much more self-aware, and I take the time to respond and act differently than I would have before.*
- *I have learned SO much about myself and what type of leader I am. ELCP has given me an opportunity to learn from others, receive constructive feedback, and become more self-aware to strengthen my leadership skills. I'm grateful to have participated in ELCP and know the skills I've developed through it will be a huge asset as I take on this new role.*

Participants' supervisors have acknowledged performance improvements such as: taking on more projects, stepping up to lead committees, and altering communication. For example, a supervisor reported that one ELCP participant now "asks questions before speaking." This type of feedback has resulted in positive performance appraisals and recommendations that more of their employees apply for ELCP.

Brief Summary

Henrico County has an expectation of *Leadership at All Levels*, which means having empowered employees who take responsibility to lead for the betterment of our organization and our citizens. This requires that employees have the confidence and knowledge to make decisions and solve problems without being limited by their titles. ELCP was created to meet this need, providing non-supervisors with the framework, tools, and learning experiences to strengthen their leadership skills, self-awareness, and initiative.

ELCP is made up of four challenging levels, and since the program's unveiling in 2014, participants have invested in their own development; learned about diverse county functions; and created a robust network of peers with whom to collaborate. Applications continue to increase, and participants come from all departments and represent a wide variety of ages and years of service. The first class graduated in 2018, and emeritus members have already offered to come back and volunteer their time mentoring current ELCP members. Forty participants have been promoted to supervisor and state that ELCP was pivotal to their success.

The program has been transformational and there's a genuine excitement about a leadership program designed expressly for non-supervisors. Participants have had a profound impact on the organization, sharing multiple stories about pushing themselves out of their comfort zones and displaying initiative; having a voice and the confidence to share their thoughts and ideas; raising their self-awareness and strengthening their leadership skills; and feeling appreciated, empowered, and connected to a greater whole – a significant achievement both for them and for Henrico County.

ATTACHMENTS:

Supplement 1: ELCP Application

Supplement 2: ELCP Program Overview

Supplement 3: Level One Projects

Supplement 4: Level Three Projects

Supplement 5: ELCP Leadership Plan



Emerging Leaders Certification Program Application

(Due last business day of May or November each year)

Applicant Information

Name: _____

Date: _____

Department: _____

Email Address: _____

Job Title: _____

Is this a supervisory position? ☐ Yes ☐ No

Have you been with Henrico County for more than 6 months? ☐ Yes ☐ No

State the goal you are trying to achieve in joining the Emerging Leaders Program and describe how you think joining this program might help you achieve that goal:

(Approximately 150 words. If you need additional space, send it in a Word document.)

Signature of Agreement:

This program involves participation in classroom training offsite as well as completing projects. By signing below, I understand that I am agreeing to the time commitment that participation in this program requires indicated in the ELCP Overview.

Employee Signature: _____

**Applications must be submitted to Rebecca Slough at slo@henrico.us by the last business day of May or November.*



Emerging Leaders Certification Program

ELCP Overview

LEVEL I : <i>Understanding the Business of Henrico County</i>	
<i>Requirements</i>	
CLASSES:	<ul style="list-style-type: none">• Attend a half-day class: <i>ELCP: What it Takes To Be a Leader</i>• Attend 16 hours of HR sponsored instructor-led class(es) that meet the <i>Understanding the Business of Henrico County</i> or Communication competency• Attend a 2 ½ hour class where you present the following:<ul style="list-style-type: none">➢ Classes taken➢ Your projects➢ Review Level I of the Leadership Plan
PROJECTS:	<ul style="list-style-type: none">• Complete three projects (see “Level I Project Suggestions” form)
TIMEFRAME:	<ul style="list-style-type: none">• Two years
COMPETENCIES:	<ul style="list-style-type: none">• Communication• Understanding the Business of Henrico County

LEVEL II : *Customer Service the Henrico Way*

Requirements

CLASSES:

- Attend 8 hours of HR sponsored instructor-led class that meets the *Serving Customers* competency
- Attend four two-hour quarterly discussion group sessions.

- Attend a 2 ½ hour class where you present the following:
 - Classes taken
 - Your project
 - Review Level II of the Leadership Plan

PROJECTS:

- Complete one customer service-related project of your choice

TIMEFRAME:

- Two years

COMPETENCIES:

- Communication
- Serving Customers
- Understanding the Business of Henrico County

LEVEL III : *Self-Awareness and Leadership*

Requirements

CLASSES:

- Attend two HR-sponsored instructor-led classes in the *Leadership/Professional Development* category (not including Retirement Planning seminars) that meets a competency listed below
- Attend five two-hour discussion group sessions.
- Attend a 2 ½ hour class where you present the following:
 - Classes taken
 - Your project
 - Review Level III of the Leadership Plan

PROJECTS:

- Complete one project (see “Level III Project Suggestions” form)

TIMEFRAME:

- Two years

COMPETENCIES:

- Communication
- Leading and Influencing
- Personal Accountability
- Results Driven

LEVEL IV : *Empowering to Give Back*

Requirements

CLASSES:

- Attend a full-day Level IV Orientation session
- Meet at least four times with ELCP Level IV candidates to create your group presentation
- Attend a four-hour class where you actively take part in a group presentation, review Leadership Plan, and share goal outcomes

PROJECTS:

- Create and focus on a personal leadership goal
- Create a group presentation with ELCP Level IV candidates

TIMEFRAME:

- One year

COMPETENCIES:

- Leading and Influencing
- Managing and Transferring Knowledge
- Personal Accountability
- Results Driven



Emerging Leaders Certification Program

Level I Projects

Instructions: You are required to complete *a total of three projects: one project from each of the two categories below and one of your choice from the projects listed below*. You are then required to complete Section I of the Leadership Plan. At the final two-hour session, you will be required to present information about your projects and your Leadership Plan to ELCP participants.

The purpose of these projects is to give you exposure to Henrico County services other than the ones you provide in your role. Therefore, you must select projects from the list below that *do not* relate to your current job. For example, if it is your job to go to Planning Commission meetings, you may not use that project to satisfy the requirements of a Category One project.

Category One

1. Attend a Board of Supervisors meeting
2. Attend another board meeting (for example, a Planning Commission meeting)
3. Tour a facility not toured as part of the Academy
4. Watch a DVD about Henrico County and its agencies produced by Henrico County's Public Relations & Media Services department
5. Read about a NaCO award won by Henrico County
6. Review the website of a department other than your own

Category Two

1. Meet with someone who has a similar role as yours in another department. Interview them to discover similarities and differences in your roles.
2. Shadow someone in another role. Examples are a Police ride-along, riding along with a road crew, sitting with and observing the work of a colleague in a different role in your own department
3. Cross train with another County employee. Learn enough about someone else's job to help out when they need assistance or when they are not at work.
4. Identify and interview stakeholders who could help you in your career
5. Write an article or web content related to your professional specialty or a service provided by your department and get it published.
6. Serve on a committee or become a department representative for Christmas Mother, United Way or March of Dimes



Emerging Leaders Certification Program

Level III Projects

Instructions: You are required to complete one project from either category listed below. You are then required to complete Section I of the Leadership Plan. At the final two-hour session, you will be required to present information about your projects and your Leadership Plan to ELCP participants.

The purpose of this project is to give you exposure to Henrico County services other than the ones you provide in your role. Therefore, you must select a project from the list below that *does not* relate to your current job. For example, if it is your job to go to Planning Commission meetings, you may not use that project to satisfy the requirements of a Category One project.

Category One

1. Attend a Board of Supervisors meeting
2. Attend another board meeting (for example, a Planning Commission meeting)
3. Tour a facility not toured as part of the Academy
4. Watch a DVD about Henrico County and its agencies produced by Henrico County's Public Relations & Media Services department
5. Read about a NACo award won by Henrico County
6. Review the website of a department other than your own

Category Two

1. Meet with someone who has a similar role as yours in another department. Interview them to discover similarities and differences in your roles.
2. Shadow someone in another role. Examples are a Police ride-along, riding along with a road crew, sitting with and observing the work of a colleague in a different role in your own department
3. Cross train with another County employee. Learn enough about someone else's job to help out when they need assistance or when they are not at work.
4. Identify and interview stakeholders who could help you in your career
5. Write an article or web content related to your professional specialty or a service provided by your department and get it published.
6. Serve on a committee or become a department representative for Christmas Mother, United Way or March of Dimes
7. Present a 15 minute presentation at a staff meeting on what you learned at a leadership class.
8. Read a leadership book and make a presentation at a staff meeting on what you learned.



Emerging Leaders Certification Program

Leadership Plan

Name _____

Department _____

LEVEL I – Understanding the Business of Henrico County
Answer questions 1-6

1. What are your STRENGTHS as an emerging leader?

2. What are your GROWTH AREAS (weaknesses) as an emerging leader?

3. In your own words, define “The Henrico Way.”

4. In your own words, define “Leadership at all Levels.”

5. List the HR sponsored class you took and describe what you learned in this class.

6. Please list and elaborate on the projects you completed in Level I. (Projects must be from the approved Level I Project Suggestions.)

Brief description of project:	What did you learn and/or how can you apply this in your role?

LEVEL II – Customer Service the Henrico Way

Answer questions 7-11

7. List the HR sponsored class you took that met the *Serving Customers* competency and describe what you learned in this class.

8. Describe your customer service-related project completed in Level II.

9. What did you learn about yourself while working on this project?

10. What did you learn about *Customer Service the Henrico Way* while completing this project?

11. From your participation in the discussion groups, what have you learned about yourself?

LEVEL III – Self-Awareness and Leadership
Answer questions 12-15

12. List the two HR sponsored classes you took in the Leadership/Professional Development category and describe what you learned in both classes.

13. How can you apply what you learned in these classes to your role?

14. Please list and elaborate on the project you completed in Level III. (Project must be from the approved Level III Project Suggestions.)

Brief description of project:	What did you learn and/or how can you apply this in your role?

15. From your participation in the discussion groups, what have you learned about yourself?

LEVEL IV – Empowering to Give Back
Answer questions 16-21

16. Describe the leadership goal and the work you did to achieve it.

17. What did you learn about yourself while working on this goal?

18. Describe how working on this leadership goal empowered you to give back?

19. Revisit your application essay. How have you grown in ELCP since you completed this essay?

20. Look back at your answers to questions 1 and 2 in the Leadership Plan. How have your STRENGTHS and GROWTH AREAS (weaknesses) changed after participating in ELCP?

21. From creating a presentation with your group. What have you learned about yourself?

22. Based on what you have learned in ELCP, create 2-3 goals for your continued leadership growth after you have reached Emeritus in the ELCP: