



EM's Leadership Excellence Program

**CBC Presentation
February 2009**



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Topics To Be Discussed

- LEP Team
- LEP is....
- LEP does not...
- LEP Status: Recent Events
- Discussion on LEP
- Solicit your input....comments/reaction



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LEP Team

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LEP is.....

- For everyone; everyone is a potential leader....
- Whether as a manager, team leader, or leader within an office or group
- Strongly endorsed by EM senior management
- A roadmap to senior leadership in the EM program
- A focused and balanced approach to leadership excellence....begins with onboarding and continues through retirement
- Successful only if there are engaged employees and supportive supervisors
- The ultimate responsibility of the employee



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LEP does not.....

- Replace the technical and functional development of employees....
- Rather, the LEP, in conjunction with these areas of development, produces the best qualified leadership
- Ensure an employee will be promoted through participation in the program



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LEP STATUS: “RECENT” EVENTS

- **10/10/08** EM-1 memorandum established LEP
 - Distributed to each EM employee, along with LEP trifold
- **10/26 – 10/29/08** Leadership Seminar, Wintergreen, VA
 - LEP presented to all SESs...kickoff to senior management
- **11/13/08** EM FEDCAST
 - 10/10/08 memorandum, with LEP trifold attachment, placed on EM portal
 - Announced career development plan for each employee in place each rating year
 - EEP templates on EM portal; Individual Development Plan (IDP) available on Employee Self Service (CHRIS)
- **1/12/09** Trip to SRS to discuss LEP
- **1/23/09** LEP Catalog now web-based; on EM Portal
- **1/27/09** Trip to RL/ORP to discuss LEP
- **2/11/09** Trip to ID to discuss LEP



EM's LEP = Succession Planning

- Vision: Establish a competency-based program to develop future leaders and enhance the competence of the EM SES team
- LEP's three-tier approach encompasses EM's entire workforce
 - Tier 3: SESs
 - Tier 2: Emerging Leaders (GS 14/15)
 - Tier 1: Potential Leaders (GS-13 and below)
- EM's LEP provides the employee the opportunity to
 - Establish an EEP for SESs; IDP for non-SESs



EM's Three-Tier Approach



- Leadership enhancement: EEP
- Augment current leadership skills through LEP opportunities
- Focus: On 10 specific leadership competencies

- Career development: IDP
- Succession planning for Emerging Leaders (GS-14/15)
- Focus: All 22 leadership competencies

- Career development: IDP
- Succession planning for Potential Leaders (GS-13 and below)
- Focus: Master 6 fundamental competencies, begin to address 22 leadership competencies



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Executive Core Qualifications

LEADING CHANGE	LEADING PEOPLE	RESULTS DRIVEN	BUSINESS ACUMEN	BUILDING COALITIONS
LEADERSHIP COMPETENCIES				
Creativity and Innovation	*Conflict Management	Accountability	Financial Management	Partnering
External Awareness	*Leveraging Diversity	Customer Service	*Human Capital Management	Political Savvy
Flexibility	*Developing Others	Decisiveness	*Technology Management	*Influencing/ Negotiating
Resilience	*Team Building	Entrepreneurship		
*Strategic Thinking		*Problem Solving		
*Vision		Technical Credibility		

* SESs should first focus on these 10 specific ECQ competencies in enhancing their leadership skills.

Fundamental Competencies: These competencies are the foundation for success in each of the Executive Core Qualifications

- Interpersonal Skills
- Written Communication
- Oral Communication
- Integrity/Honesty
- Continuing Learning
- Public Service Motivation



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Tier 3: SESs

- Implementation Vehicle: All SESs will be on a EEP for the FY 2009 performance period
- EEP establishes a set of enhancement opportunities for each SES, that include
 - Two focused corporate executive learning sessions from MIT Sloan School of Management, one in spring, one in fall
 - Additional tailored executive learning session from a highly regarded institution
 - Online training courses
 - LEP Library of suggested readings
 - Mentor/Mentee and/or coaching
 - Rotational assignments
 - Participating in professional societies



Tier 2: Emerging Leaders (GS-14/15)

- Implementation Vehicle: All Emerging Leaders will be on an IDP for the FY 2009 performance period
- IDP establishes a set of learning opportunities that include
 - Classroom training
 - Online training courses
 - LEP Library of suggested readings
 - Mentor/Mentee
 - Rotational assignments
 - Participating in professional societies



Tier 1: Potential Leaders (GS-13 and below)

- Implementation Vehicle: All Potential Leaders will be on an IDP for the FY 2009 performance period
- IDP establishes a set of learning opportunities that include
 - Attending formal classroom training
 - Taking online training
 - LEB Library of suggested readings
 - Mentor/Mentee
 - Rotational assignments
 - Participating in professional societies
- In addition to current Potential Leaders, EM's Professional Development Corps serves as a pipeline in developing Potential Leaders



LEP CATALOG

- Web-based as of 1/23/09
- Each LEP tier consist of three sections; each as an Excel file
 - Training opportunities
 - Readings
 - On-line courses
- EM portal <https://edoe.doe.gov/portal/server.pt>; questions... call 202-586-1900
- An aid for both employee and supervisor in developing FY 2009 EEP (SEs)/IDP (non-SEs)



Career Development Plan Implementation Vehicle

- **SES/EEP**
 - Will be on an EEP for the FY 2009 performance period
 - EEP has been posted on EM portal
 - Expected to be a mentor to at least one employee or
 - Sign up with a certified, professional executive coach
- **Non-SES/IDP**
 - Will be on an IDP for the FY 2009 performance period
 - Mentor/Mentee opportunities
 - IDP in on CHRIS <https://mis.doe.gov/ess/>.
- **EEP/IDP to be**
 - Signed by employee and supervisor
 - Reviewed during performance reviews, or as needed



Career Development Plan

Next Steps

- Each employee to self-identify their leadership development needs
- Documented in FY 2009 IDP/EEP
- Discuss with supervisor development plans for FY 2009
- Employee/Supervisor sign agreed to plan
- Development plan to be reviewed as part of performance review, or as needed
- Should be updated at least annually



Solicit Your Input....

Comments/Reaction

- LEP activities to date
 - What's been “right”
 - What's been “wrong” and suggested steps to be taken to improve
- What do we need to keep in mind as we move forward



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