

APPLICATION PACKAGE

Application Deadline:
Wednesday, February 5, 2020

Program Dates:
April 2020 - June 2020



The New York City **LEADERSHIP INSTITUTE** 2020

NYC

Bill de Blasio
Mayor

Citywide
Administrative
Services

Lisette Camilo
Commissioner

Citywide
Organizational & Executive
Development Programs

TRAINING NEW YORK CITY LEADERS TO BE
AGENTS OF CHANGE FOR MORE THAN

25 YEARS

About the New York City Leadership Institute

Mission

The New York City Leadership Institute is an intensive, four-month program for outstanding middle-level New York City managers. The Leadership Institute identifies excellent City managers and provides them with specialized training in strategic change management. This training, and the access to key people and resources, will enable participants to be successful in change initiatives in their current work, and will continue to have value in any senior City management position to which they aspire. Follow-up seminars and related activities are also provided for all graduates. By drawing on the best resources around the City to provide initial and ongoing training, the Leadership Institute seeks to develop a cadre of skilled managers to assist change efforts in New York City.

Curriculum & Faculty

The Institute assumes a proficiency among its participants in daily management and crisis management. The curriculum focuses on how to bring about a strategic change and how to bring a large group of people through the change process. The curriculum is organized into three sections - organizational diagnosis, direction setting, and implementation strategy-and looks at management frameworks and tools as well as their application to organizational change in the public sector. Topics are taught by experts within City government, the academic community, and the private sector. The Institute constantly updates and focuses its curriculum to make certain it is relevant and applicable for the unique and changing demands that confront NYC managers.

Continuing Service

In addition to the program curriculum, the Leadership Institute provides several long-term benefits to its participants. The professional network, which Institute members build themselves, will be supported by follow-up seminars and related activities for all Institute graduates. Graduates may also have the opportunity to serve as faculty and curriculum advisors on future programs. By providing initial and ongoing training as well as continuing exposure to senior managers and other developmental resources, the Leadership Institute seeks to assist its participants in achieving their organizational and career goals in NYC government.

Qualifications

Applicants to the Leadership Institute should be outstanding middle-level managers who are in an appropriate position to bring about strategic change, and who have several years of management experience. A nominee for the Leadership Institute is usually a manager who has sufficient decision-making authority in his/her area of work and is, at most, two positions away from a senior management position in the agency. Some managers from small agencies and offices may have a smaller span of control, but should have a significant policy making role in their agencies or the City. Nominees should be committed to public service and to working in a diverse environment. Finally, they should be eager to take on broader and/or more increased responsibilities with the goal of becoming senior managers in City government.

Fees

Agencies will be assessed a nominal fee of **\$3,500** for each nominee selected to participate in the Leadership Institute.

The New York City Leadership Institute

Part 1: Nominee Profile Information

Today's Date: _____

Nominee Background

Last Name: _____ First Name: _____

Work ID/Employee Reference #: _____

Current Office Title: _____

Civil Service Title: _____

Agency: _____

Agency Address (Street, No., Fl., Rm): _____

City, State, Zip: _____

Agency Telephone: _____

Agency E-Mail: _____

*Optional Demographic Information (Your responses would be greatly appreciated.)

- | | | | |
|--------------------------------------|--|---|--|
| • Race: | _____ White | _____ Black or African American | |
| | _____ Asian | _____ Two or more races | |
| | _____ American Indian or Alaska Native | _____ Native Hawaiian or Other Pacific Islander | |
| | | _____ I choose not to disclose | |
| • Are you Hispanic or Latino? | _____ Yes | • Gender: _____ Female | |
| | _____ No | | _____ Male |
| | _____ I choose not to disclose | | _____ Unknown/I choose not to disclose |

**The above demographic information is completely voluntary and is collected for reporting purposes only.*

The New York City Leadership Institute

Part 2: Nominee Application and Support Materials

Application Instructions

On separate sheets of paper, please respond to the following five (5) statements/requests and attach your responses to this form for submission. (When asked, please limit responses to approximately 350 words per statement/question.)

Background

1. Attach an updated copy of your resume, and list any other management development programs in which you have participated.
2. Briefly, explain the following: a) the basic responsibilities of your position; b) the number and levels of staff that you directly and indirectly supervise; and c) any policy role you may have.
3. Please attach a current organizational chart that includes the levels between you and the Commissioner/ Agency Head.

Experience

4. The curriculum of the Leadership Institute is focused on strategic change management. Define strategic change and describe one example of a strategic change you hope to accomplish at your agency. Explain how this change will benefit your agency and some of the challenges you believe need to be overcome to successfully implement the proposed strategic change.
5. Provide an analysis of a strategic or organizational problem that you have addressed in your current position. Reflect on your role in the situation you've identified. Explain sources and obstacles that were present in the situation. Describe what you consider the successes in the project and what would you do differently if the same situation were to occur again.
6. Leadership Institute participants benefit from exposure to a wide range of perspectives. Participant input is critical to the success of the program. Describe the contribution in terms of strengths or unique experiences you may have had in your career that you will bring to the cohort. Lastly, identify and explain specific content areas (i.e., problem-solving, communication, etc.) that you think will be helpful in your continued leadership/professional development in the City.

Statement of Understanding: Nominee

I understand that participation in the Leadership Institute will require a time commitment of one day per week (generally from 9:00 am – 2:30 pm) for approximately 16 sessions during the **Spring 2020**. I also understand that participation in the Institute will require my involvement in outside assignments and agency-based application projects. If selected to participate, I will, to the best of my ability, meet all participation requirements.

Nominee's Signature: _____ Date: _____

Completed and signed applications, including all support materials, will be accepted at the following address until **February 5, 2020**.

The New York City Leadership Institute

Part 3: Supervisor Information and Nomination

(To Be Completed By The Employee's Immediate Supervisor Only)

Supervisor/Nominator Information

Last Name: _____ First Name: _____

Title: _____

Agency: _____

Agency Telephone: _____ Agency E-Mail: _____

Rationale for Nomination

Briefly explain why you believe the employee is an excellent nominee for the Leadership Institute. You can write your response in the space below, or use a separate sheet of paper and attach it to this form for submission. (Please limit your response to 350 words.)

The seal of the City of New York is centered on the page. It features a central shield with a plow, a sheaf of wheat, and a ship. Above the shield is an eagle with wings spread. The shield is flanked by two figures: a Native American on the left and a European on the right. The entire seal is encircled by a laurel wreath. The text "SIGILLUM CIVITATIS NOVI EBORACI" is written around the perimeter of the seal, and the year "1625" is at the bottom.

Statement of Understanding: Supervisor/Nominator

I understand that participation in the Leadership Institute will require a time commitment of one day per week (generally from 9:00 am – 2:30 pm) for approximately 16 sessions during the **Spring 2020** for this employee. If selected, the nominee has my full support and will be released to fully participate in the program. Finally, I am aware that my agency will be assessed **\$3,500** for each employee selected to participate in the Institute.

Supervisor/Nominator's Signature: _____ Date: _____

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Part 4: Commissioner/Agency Head Endorsement

(To Be Completed Only By The Commissioner/Agency Head)

Commissioner/Agency Head Recommendation

Please select () one of the options below that best describes how much you recommend the nominee to participate in the current Leadership Institute cohort:

Recommend

Highly Recommend

Very Highly Recommend

Statement of Understanding: Commissioner/Agency Head

I understand that participation in the *Leadership Institute* will require a time commitment of one day per week (generally from 9:00 am – 2:30 pm) for approximately 16 sessions during the **Spring 2020**. If he or she is selected, this nominee has my full support and will be released to fully participate in the program. Finally, I am aware that my agency will be assessed **\$3,500** for each employee from my agency who is selected to participate in the Institute.

Commissioner/Agency Head's Name (Print): _____

Commissioner/Agency Head's Signature: _____

Date: _____

IMPORTANT: This completed and signed application, along with any support documents and the agency endorsement, must be submitted to be considered by **February 5, 2020**.

Program inquiries should be directed to:

Citywide Organizational & Executive Development Programs

**NYC Leadership Institute
Department of Citywide Administrative Services**

1 Centre Street, Room 2445

New York, NY 10007

(212) 386-0004

www.nyc.gov/executivedevelopment

Program Highlights:

What Participants Say . . .



The highlight of the Leadership Institute, for me, was being able to further develop tools for being a leader and accomplishing large-scale strategic change. ★★★★★

The consultant (project) group was valuable because we were able to draw from our unique strengths and abilities. It moved the Leadership Institute . . . to the practical phase.



The consultants were all great!



My consulting (project) group was incredible, and hearing their perspectives on how they approach the changes they are trying to implement in their own agencies was very useful for how I will approach changes at my agency moving forward. ★★★★★

The group brought different aspects/ideas on how I will manage the strategic change within my organization. Just like tools in my toolbox, I can pull different areas to assist me. ★★★★★

The highlight of the Leadership Institute was the final course presentation because it brought together creating not only a strategic vision, but also the process and framework for doing so. The tying together of these disparate parts and concepts reinforced that leadership is not formulaic. ★★★★★

I think understanding where individuals are in terms of acceptance of change is extremely valuable to figuring out how to get stakeholders on board for a large strategic change. ★★★★★

The highlight was definitely bonding with other members of the program.



Its value was giving a tangible problem to apply the techniques/solutions we learned in various sessions. We made a concerted effort to apply a technique from virtually every session, and it was surprisingly easy to do. ★★★★★

The highlight was gaining practical tools that we can use on a daily basis to perform more effectively on our job. ★★★★★

I loved hearing about some of the work that other agencies do and some of the issues they struggled with like UBER and probation issues. It really made me think . . .

Meeting a lot of great people from other agencies with very similar issues. I think I made a lot of relationships that I will keep forever. ★★★★★



Being able to connect with colleagues across agencies and develop a network of support and collaboration, while also obtaining a deeper understanding overall.



Discussing the importance of key power players at work . . . and how to get their buy-in. I will try to identify them in my organization. ★★★★★

There were two (highlights): 1) the opportunity to discuss difficult work-related issues in a "safe space", and 2) networking with colleagues at other agencies. ★★★★★



The New York City Leadership Institute

Application Package Checklist:

Please check () that you have gathered all the required items before to submitting the application for consideration:

_____ Part 1: Completed Nominee Profile Information

_____ Part 2: Nominee Application and Support Materials (incl: organizational chart)

_____ Part 3: Supervisor Information and Signed Nomination

_____ Part 4: Signed Commissioner/Agency Head Endorsement

Please remember, only completed applications that include Commissioner/Agency Head approval/authorization will be considered.

Submission Details:

Completed applications will be accepted until **February 5, 2020**, and should be submitted to:

<u>Postal Service</u>	<u>OR</u>	<u>E-mail</u>
Citywide Organizational & Executive Development Programs NYC Leadership Institute Department of Citywide Administrative Services 1 Centre Street, Room 2445 New York, NY 10007		Send one e-mail with all application materials attached in PDF format; Subject: "Leadership Institute 2020" to executivedevelopment@dcas.nyc.gov

Program inquiries should be directed to:

Citywide Organizational & Executive Development Programs

(212) 386-0004

www.nyc.gov/executivedevelopment

NOTE: The NYC Department of Citywide Administrative Services (DCAS) is committed to Equal Employment Opportunity (EEO) and a policy of non-discrimination in the employment, development, advancement, and treatment of all City employees. DCAS will provide reasonable accommodations to employees with disabilities who need and request such accommodations. If you require an accommodation or a support service, please call us at (212) 386-0005 or email us at citywidetrainingcent@dcas.nyc.gov.