



HONOLULU-PACIFIC FEDERAL EXECUTIVE BOARD

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April 20, 2005

To: Federal Agencies and Commands in Hawaii-Pacific Area

From: FEB Executive Director

Subj: FY06 Pacific Leadership Academy Nomination Information

The Honolulu-Pacific Federal Executive Board (HPFEB), in partnership with the U.S. Office of Personnel Management (OPM), is soliciting nominations for our FY06 Pacific Leadership Academy programs. The Academy will offer two tracks:

Senior Leaders Program (SLP)

- September 22, 2005 - Orientation (Half-day)
- October 24-28, 2005 - 1st Session
- February 13-17, 2006 - 2nd Session
- May 15-19, 2006 - 3rd Session
- The three-week Senior Leaders Program is for GS-13 to GS-15's/military equivalent. High potential GS-12's may apply by including a written justification. See Attachment A.

Emerging Leaders Program (ELP)

- July 14, 2005 - Orientation (Half-day)
- August 8-12, 2005 - 1st Session
- October 31-November 4, 2005 - 2nd Session
- The two-week Emerging Leaders Program is for GS-9 to GS-12's/military equivalent. High potential GS-7's may apply by including a written justification. See Attachment B.

The feedback from the Fellows has been overwhelmingly positive, and these classes have clearly met the developmental needs of these individuals. This is one of the first steps in ensuring Hawaii's federal agencies are poised to meet the future leadership challenges with well trained and qualified leaders. Visit the HPFEB website at: <http://www.honolulu-pacific.feb.gov/pla/PacificLeadershipAcademy.htm> to view previous class photos and materials.

Additional benefits and details of the Academy leadership development program are outlined below:

BENEFITS

1. **Baselined OPM Competencies:** High quality, contemporary and practical leadership development for our next generation of leaders based on approved and certified OPM Senior Executive Service (SES) leadership competencies.

2. **Accredited Programs:** Training that offers 6 graduate-level university semester hours in the Public Administration Program from the University of Hawaii, Manoa available to graduates of the Senior Leaders Program. Training for the Emerging Leaders Program provides 4 undergraduate credits or 3 graduate credits through the American Council of Education (ACE).
3. **Professional Networking:** A unique opportunity to network (including through alumni and assigned consultants) and partner with peers, managers and leaders from other federal agencies and state government agencies in the Pacific region and/or foreign government officials.
4. **Quality Faculty:** Professional and high quality training by expert Mainland instructors and faculty.
5. **Convenient Location and Schedule:** Training is completed on-site in Honolulu with minimum disruption to work and personal schedules.
6. **Cost Effectiveness:** Training provided at a very reasonable cost that involves no travel costs for local agencies (comparable OPM training in CONUS would cost \$9,900 for tuition and travel).
7. **Return-on-Investment (ROI):** Both the SLP and ELP incorporate Individual Action Plans that link the content of the courses to the participants' real world environment. The results of these action plans are measured in terms of value added to the sponsoring organization.

PROGRAM DESCRIPTION

The Academy's mandatory core curriculum consists of a half-day Program Orientation plus classroom instruction (one week every three months) conducted by faculty from the OPM Management Development Center in Denver.

The curriculum is based on selected OPM leadership competencies required for Senior Executive Service (SES) certification. Attachment C provides a brief description of these competencies as applied in the Academy leadership training courses. The training will involve learning the competencies, applying the competencies on the job and evaluating the application of the competencies. The Academy will offer a personalized on-line 360° competency assessment and relevant assessment instruments and inventories. Nominees are strongly encouraged to be enrolled in their own individual agency leadership development program and to have an assigned mentor before commencement of the Academy's first session.

An Academy Handbook will be provided to nominees at the Program Orientation and will be available on the FEB website at www.honolulu-pacific.feb.gov.

ENROLLMENT LIMITATIONS

- Senior Leadership Program is limited to 36 Fellows.
- Emerging Leaders Program is limited to 42 Fellows

PRIORITY AND SELECTION

Eligibility for the Academy is prioritized:

1. U.S. Federal Government U.S. citizen civilian employees in the Asia-Pacific region
2. U.S. military personnel, U.S. Government foreign nationals, U.S. contractors and academia
3. Where space is available, the Academy's leadership development program will also be offered to State of Hawaii, City and County of Honolulu, and private sector employees.

This broad eligibility for Academy fellowship is designed to strengthen leadership capabilities throughout the Pacific community and enhance the diversity of the Academy's classes.

Agency Selection Consideration and Prioritization

We make the following suggestions in selecting your nominee(s) based on our experiences with past courses:

1. Determine if the employee intends to stay in their current position for at minimum the duration of the program. We've had several Fellows who have accepted new jobs mid-course or transferred with their spouses.
2. As 100 percent participation and completion of program requirements are mandatory, ensure that your nominee's time away from the job does not adversely affect your customers or mission.
3. Supervisory support is vital to ensure the Fellows' success in the program. Supervisors must be sensitive to the Fellows' schedule of classroom sessions so they do not assign due dates or travel during those timeframes. They may not ask students to leave class for meetings or other assignments.
4. If you have multiple nominees, please prioritize your applicants and indicate the priority on Attachment D.

Academy Selection Criteria

Nominees will be selected by a panel of interagency members as assigned by the HPFEB Policy Committee to ensure a balanced and diverse learning environment. The selection criteria include the following:

- Priority eligibility
- Mix of Department of Defense (DoD) and civilian agency nominees
- Balanced mix of nominees from each of the four DoD services
- Diversity of grade levels and job positions/titles
- Demographic balance
- Agency prioritization of multiple nominees

Nominees will be notified of selection with a confirmation letter or by email.

COST AND PAYMENT

- Senior Leadership - \$4,400
- Emerging Leadership - \$2,800

The tuition fee includes all course materials, assessments, individual consultations and parking fees.

Payment should be made **after** selection and confirmation of the nominee. Confirmation letters with directions for payment will be sent to selected nominees.

The FEB accepts the following forms of payment:

- Agency checks made payable to the “Honolulu-Pacific Federal Executive Board”
- Government purchase order, DD1556, SF182
- Government credit card (MasterCard or Visa) directly to the FEB at (808) 541-2637

In relation to commitment of current fiscal year (FY05) funds for training in the next fiscal year (FY06), agencies should rely on their interpretation of Comptroller General Decision B-238940 regarding properly charging current fiscal year funds (FY05) to this training program. In this respect, OPM has formally advised agencies that *“in Decision B-238940, the United States Comptroller has ruled that when there is a ‘bona fide’ need for training in the present year, an agency may set aside funds that will be used in the next fiscal year provided the time between procurement and performance is not ‘excessive’. The same Comptroller General Decision permits agencies to pay for discounted tuition payment in one fiscal year for training to be completed in the next fiscal year – again, provided the time between payment for the receipt of training is not excessive.”*

CANCELLATION AND SUBSTITUTION POLICY

In the event that nominees who are selected and registered for the program cancel their enrollment, substitutions will be considered up to four weeks prior to the start of the first week of class. Substitutions are subject to approval by the HPFEB and will be charged an administrative fee of \$200. All cancellation/transfer notices must be received in writing.

Tuition for selected and confirmed registrations is non-refundable. Since the costs of the Academy’s program are fixed and not retrievable, agencies will not be given a refund (full or prorated) of the tuition fee if a Fellow is dropped or withdraws from the program for any reason at any time.

ATTENDANCE AND REQUIREMENTS

Academy requirements are rigorous. All Fellows are expected to participate fully in each of the one-week sessions, as well as complete **ALL** course requirements for graduation. Academy Fellows are required to **attend every day** of each of the Academy’s required sessions since the material presented in the course builds on the previous material. Missing class and/or Academy activities jeopardizes the Fellow’s ability to integrate/apply the program’s curricula and satisfy the requirements for ACE accreditation. Fellows are allowed to miss not more than ½ day of classroom time for the entire program.

At the end of each one-week session, Fellows will complete an Individual Action Plan (IAP) before the next session begins. At the conclusion of the final classroom session, in lieu of an IAP, a research paper is due. These assignments require thought, time and follow-up with assigned Consultants. Please consider these requirements when applying for the Academy program. Assignment due dates shall be met within specified time frames. Exceptions shall **be pre-arranged by Fellows** with their assigned Consultant. Consultants may grant no more than a 2-week extension.

Affected agency will be notified of Fellow withdrawal and of Academy enrollment termination. In either case, Fellows who fail to successfully fulfill academic and/or attendance requirements, will be held accountable for the cost of training in accordance with their agency policy and procedures. In the event an absence is due to mission, emergency or medical reasons, graduation certification will be determined on a case-by-case basis.

HOW TO APPLY

1. Complete the application form (Attachment D) and supplemental application form (Attachment E) for each nominee and submit to the HPFEB by the following due dates:
 - Emerging Leaders Program - **May 25, 2005**
 - Senior Leaders Program - **July 29, 2005**
2. Include justifications for high potential nominees in accordance with course eligibility requirements. See Attachments A and B.
3. The agency comptroller or other authorized official must sign the application to indicate ability and commitment for payment. Applications that do not include the comptroller's/ authorized official's signature will not be processed.
4. An approved DD 1556 or SF182 **along** with the application form may be used.

Once selections have been made, the nominee and agency point of contact (POC) will receive a confirmation letter with directions for payment. **Payment must be received in the HPFEB office by the following due dates:**

- Emerging Leaders Program - **July 5, 2005**
- Senior Leaders Program - **September 20, 2005**

If payment is not received by the due date, the quota will be given to the next person on the wait list.

Agency POC shall forward application form and supplemental application form by one of the following methods:

- Mail to Honolulu-Pacific Federal Executive Board, 300 Ala Moana Boulevard, Box 50268, Honolulu, HI 96850
- Fax to HPFEB at 808-541-3429
- Email to gareese@hpfeb.org

SPECIAL NEEDS

Participants who require special accommodations (e.g., sign language interpreter, large print materials, and mobility devices) should have their Departmental Personnel Office notify the FEB of these requirements at the time of nomination. Accommodations for special needs participants must be provided/funded by the nominating agency.

QUESTIONS

For questions or additional information, contact the following:

- Program/Eligibility - Gloria Uyehara at 808-541-2638 or guyehara@hpfeb.org
- Payment - Gerry Reese at 808-541-2637 or gareese@hpfeb.org



GLORIA UYEHARA
Executive Director

- Attachment A – Senior Leaders Program Description
- Attachment B – Emerging Leaders Program Description
- Attachment C – Key OPM Leadership Competency Definitions
- Attachment D – Pacific Leadership Academy Application Form
- Attachment E – Pacific Leadership Academy Supplemental Application Form

PACIFIC LEADERSHIP ACADEMY
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SENIOR LEADERS PROGRAM – COURSE DESCRIPTION

Dates and Location

Orientation: September 22, 2005, 8:00 a.m. to 12:00 noon
 Note: Required for all Oahu nominees. Attendance is optional for off-island nominees. Those nominees who are unable to attend will be provided an information packet.

Week 1: **Leading People** - October 24-28 2005, 8:00 a.m. to 4:00 p.m.
Week 2: **Leading Organizations** - February, 13-17, 2006, 8:00 a.m. to 4:00 p.m.
Week 3: **Leading for Results** - May 15-19, 2006, 8:00 a.m. to 4:00 p.m.

Location: All sessions will be held at Tokai University, 2241 Kapiolani Boulevard, Honolulu, HI

Eligibility

This course is open to GS-13 to GS-15's and military equivalents. High potential GS-12's may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy. Justifications for nominations for GS-12's are required to provide the name, grade and title of the nominee and **one typewritten page** addressing the following criteria:

1. Past and present job performance in the area of leadership, management and operations
2. Describe the career impact the Academy training will have on the employee's professional development
3. Describe the impact the leadership training will have on the employing agency's mission
4. Description and dates of any past leadership development training

See the announcement letter for a description of admittance to the Academy based on priority and selection.

Program Design

The foundation for the Academy's leadership program is a series of managerial competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The leadership program incorporates three major phases: learning the competencies, applying the competencies on the job and evaluating the application of the competencies.

Curriculum

The curriculum consists of the following three week-long sessions and the successful completion of required action plans and final research paper.

A key component of the program will be the development of Individual Action Plans following each week of the program. These action plans apply the learning to Fellows' specific work situations and measure results. Fellows learn to manage individual performance, develop team performance, build relationships with managers and peers and lead employees through change.

1. Week One: Leading People

This one-week training session focuses on development of the advanced interpersonal skills required to be a leader. Emphasis will be placed on dealing effectively with both individuals and teams without simply resorting to the use of one's authority. Fellows will learn to influence others to bring about positive results for both the organization and the customers it serves. The Fellows will also complete a 360° assessment, a developmental tool designed to provide feedback on individual strengths and weaknesses.

Key Results:

- Learn key techniques for effective oral communication
- Learn to set performance expectations, develop and coach employees to meet these expectations
- Learn techniques to enhance work team productivity
- Learn to deal effectively with others at all levels in the organization
- Learn approaches for managing change and fostering innovation
- Identify different organizational structures that enhance and measure performance
- Understand the power of language in influencing the direction of the organization
- Develop the ability to effectively negotiate with and against others
- Understand the need to develop networks, collaborate across boundaries and find common ground with a wide range of stakeholders

Leadership Competencies Covered:

- Interpersonal Skills
- Team Building
- Customer Service
- Integrity/Honesty
- Conflict Management
- Leveraging Diversity

2. Week Two: Leading Organizations

This one-week session will build on the competencies learned in the first session: Leading People. Emphasis will be placed on tools for obtaining desired organizational outcomes. Fellows will explore the importance of innovation and flexibility in solving problems and attaining results. They will develop an understanding of the steps a leader must take to develop a high accountability work force. They will learn of the impact technology is having on all aspects of work and organizations.

Fellows will be involved in a variety of exercises and small group work. As in the previous sessions, they will create action plans to transfer the skills learned in the classroom to the workplace.

Key Results:

- Break down barriers to creativity and innovation and develop cultures that promote these qualities
- Implement a performance management system based upon a measurement of outcomes and core competencies
- Maximize resources via sound management of technology and finances
- Acquire skills for group problem solving and decision making
- Learn to overcome resistance and achieve buy-in while leading a change initiative

Leadership Competencies Covered:

- Creativity and Innovation
- Flexibility
- Resilience
- Problem Solving
- Influencing/Negotiating
- Human Resource Management

3. *Week Three: Leading for Results*

This one-week session will concentrate on the competencies critical for leadership success. Fellows will learn to think and act strategically in a dynamic environment and within unique organizational cultures. They will learn techniques for gaining power and using their influence to lead in all directions with subordinates, the boss, coworkers and those outside the agency.

Key activities in this session will include:

- Completion of an inventory to identify creative processes employed when dealing with change and other organizational issues
- A futures search exercise to harness insights on individual styles of creativity to generate ideas about alternative futures

Key Results:

- Learn to foster a shared sense of mission, vision, and sense of direction
- Understand how to develop appropriate performance objectives, indicators and measures
- Use feedback from others to gain insight into personal strengths and areas in which improvement will have the greatest impact
- Understand how to take a leadership role in any situation
- Learn to use leadership skills to address succession planning issues

Leadership Competencies Covered:

- Vision
- Strategic Thinking
- External Awareness
- Accountability
- Entrepreneurship
- Partnering

Course Requirements for Graduation

- Full time attendance.
- Completion of the on-line 360^o assessment and Myers-Briggs Type Indicator (MBTI) and other in-class assessments.
- Completion and timely submission of an Individual Action Plan (IAP) at the conclusion of each one-week session.
- Final research paper (8-10 pages) approximately 4-6 weeks after the end of the final session.

College Credit

Six graduate college credits in the Public Administration Program from the University of Hawaii, Manoa. Fellows are eligible to apply for the college credits only upon successful completion of all program requirements.

PACIFIC LEADERSHIP ACADEMY
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EMERGING LEADERS PROGRAM – COURSE DESCRIPTION

Dates and Location

Orientation: July 14, 2005, 8:00 a.m. to 12:00 noon

Note: Required for all Oahu nominees. Attendance is optional for off-island nominees. Those nominees who are unable to attend will be provided an information packet.

Week 1: **Personal Leadership** - August 8-12, 2005, 8:00 a.m. to 4:00 p.m.

Week 2: **Leading Through Others** - October 31- November 4, 2005, 8:00 a.m. to 4:00 p.m.

Location: All sessions will be held at Tokai University , 2241 Kapiolani Boulevard, Honolulu, HI

Eligibility

This course is open to GS-9 to GS-12's and military equivalent technical specialist, project officers and professionals who are not currently supervisors or managers. High potential GS-7's may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy. Justifications for nominations for GS-7's are required to provide the name, grade and title of the nominee and **one typewritten page** addressing the following criteria:

1. Past and present job performance in the area of leadership, management and operations
2. Describe the career impact the Academy training will have on the employee's professional development
3. Describe the impact the leadership training will have on the employing agency's mission
4. Description and dates of any past leadership development training

See the announcement letter for a description of admittance to the Academy based on priority and selection.

Program Design

The foundation for the Academy's leadership program is a series of managerial competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The Emerging Leaders Program incorporates three major phases: learning the competencies, applying the competencies on the job and evaluating the application of the competencies.

Description

This course assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are technical specialists, project managers and professionals who are not currently supervisors or managers with identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the foundation of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this course increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

Curriculum

The curriculum consists of the following two week-long sessions and the successful completion of required action plans and final research paper.

A key component of the program will be the development of Individual Action Plans following each week of the program. These action plans apply the learning to Fellows' specific work situations and measure results. Fellows gain insights into their own personal leadership traits, their strengths and their areas of improvement, as well as competencies that enable them to lead at every level within the organization.

- Week One: Personal Leadership
- Week Two: Leading Through Others

Key Results:

- Develop increased awareness of self and others
- Learn the foundation of leadership and how leadership and management are complementary but not interchangeable
- Understand the importance of effective followership
- Understand the importance of a healthy lifestyle through improved wellness
- Acquire the skills of self-leadership
- Identify structure for decision-making
- Understand situational decision-making
- Learn the traits necessary for long-term leadership growth
- Develop skills in conflict management
- Assess and profile current core skill levels via multi-rater feedback instrumentation
- Understand the importance of feedback and develop skills for delivering it

Leadership Competencies Covered:

- Continual Learning
- Creativity/Innovation
- External Awareness
- Team Building
- Problem Solving
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Resilience
- Leveraging Diversity
- Flexibility

Course Requirements for Graduation

- Full time attendance.
- Completion of the on-line 360° assessment and Myers-Briggs Type Indicator (MBTI) and other in-class assessments.
- Completion and timely submission of an Individual Action Plan (IAP) at the conclusion of each one-week session.
- Final research paper (6-8 pages) approximately 4-6 weeks after the end of the final session.

College Credit through the American Council on Education (ACE)

- 4 undergraduate college credits
- 3 graduate credit hours

Fellows are eligible to apply for the college credits only upon successful completion of all program requirements

PACIFIC LEADERSHIP ACADEMY
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**KEY OPM LEADERSHIP COMPETENCY DEFINITIONS FOR
SENIOR LEADERSHIP PROGRAM**

LEADING PEOPLE

1. **Interpersonal Skills** - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.
2. **Team Building** - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.
3. **Customer Service** - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.
4. **Integrity/Honesty** - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
5. **Conflict Management** - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
6. **Leveraging Diversity** - Recruits, develops and retains a diverse high quality work force in an equitable manner. Leads and manages an inclusive work force that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

LEADING ORGANIZATIONS

7. **Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

8. **Flexibility** - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
9. **Resilience** - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.
10. **Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.
11. **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.
12. **Human Resource Management** - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised and rewarded; takes corrective action.

LEADING FOR RESULTS

13. **Vision** - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.
14. **Strategic Thinking** - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
15. **External Awareness** - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.
16. **Accountability** - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
17. **Entrepreneurship** - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
18. **Partnering** - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

KEY OPM LEADERSHIP COMPETENCY DEFINITIONS FOR EMERGING LEADERS PROGRAM

PERSONAL LEADERSHIP

1. **Interpersonal Skills** - Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.
2. **Team Building** - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.
3. **Oral Communication** - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.
4. **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.
5. **Resilience** - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.
6. **Leveraging Diversity** - Recruits, develops and retains a diverse high quality work force in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

LEADING THROUGH OTHERS

7. **Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.
8. **Flexibility** - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
9. **Continual Learning** - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

10. **External Awareness** - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.
11. **Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.
12. **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

**PACIFIC LEADERSHIP ACADEMY
Application Form**

Please check the program you are registering for:

Senior Leaders Program - FY06 **Emerging Leaders Program - FY06**

Applicant's Priority:
(If submitting more than one applicant from your organization, please prioritize applicants)

NOMINEE INFORMATION

APPLICANT'S NAME:

POSITION/TITLE:

GRADE/RANK:

AGENCY:

APPLICANT'S OFFICE ADDRESS:

APPLICANT'S HOME ADDRESS:

*OFFICE PHONE:

*CELL:

*FAX:

OFFICE EMAIL:

HOME EMAIL:

*No DSN telephone numbers if possible

FUNDING APPROVAL

Comptroller or other authorized agency official must sign below certifying funding is available for the training.

Name of Person Certifying Funding:

Telephone Number:

Signature:

Payment will be made **after** selection and confirmation of the nominee.

SPECIAL REQUIREMENTS

E.g., sign language interpreter, large print, handicap accommodations, etc.

No Yes – Individual needs:

DUE DATES

Agency Point of Contact: Ensure application and supplemental forms are received in the FEB office by the following due dates:

- Emerging Leaders Program - May 25, 2005
- Senior Leaders Program - July 29, 2005

Submit forms using one of the following methods:

- Mail to Honolulu-Pacific Federal Executive Board, 300 Ala Moana Boulevard, Box 50268, Honolulu, HI 96850
- Fax to HPFEB at 808-541-3429
- Email to gareese@hpfep.org

PACIFIC LEADERSHIP ACADEMY Supplemental Application Form		
Last Name:	First:	MI(s):
Preferred Name or Nickname for Badges/Name Tags:		
Position Title:		
Immediate Supervisor:	Title:	
Number of Years in Your Present Department:	Number of Years in Federal Service:	
Number of Years in Management Position:	Number of People You Manage:	
Briefly describe your duties:		
What are your goals and/or objectives in attending the Pacific Leadership Academy?		
What do you consider your highest responsibility, skill or career achievement to date?		
Principal positions held during the previous five years:		
<u>Agency/Organization</u>	<u>Type of Organization</u>	<u>Your Title</u>
Highest degree or academic grade completed:		
List business and/or professional memberships:		
Previous management/leadership courses taken in the last 5-10 years:		

SUPPLEMENTAL FORM MUST BE INCLUDED WITH APPLICATION

List the personality assessments you have taken:	
Assessment Name or Description*	Indicate Your Level of Understanding of Your Results of Assessment on a Scale of 1 (Low) to 10 (High)
1.	_____
2.	_____
3.	_____
4.	_____
*e.g. MBTI, DISC, Element B, Firo B, etc.	
List three leadership challenges you currently face at work:	
Identify a leader who has had a great impact on your life. What qualities or attributes in that person made them a great leader?	

This program requires 100 percent attendance and satisfactory completion of all program requirements (e.g. assessments, Individual Action Plans, research papers, etc.). Both the nominee and supervisor or representative must sign the agreements below:

1. Applicant's commitment to 100 percent attendance and completion of program requirements.

Applicant's Signature
Date

2. Supervisor's commitment to support 100 percent participation and attendance.

Supervisor's Signature
Date

PRIVACY STATEMENT: This information will be available only to the Academy Program Manager, Program Administrator and the Fellow's assigned IAP Consultant.