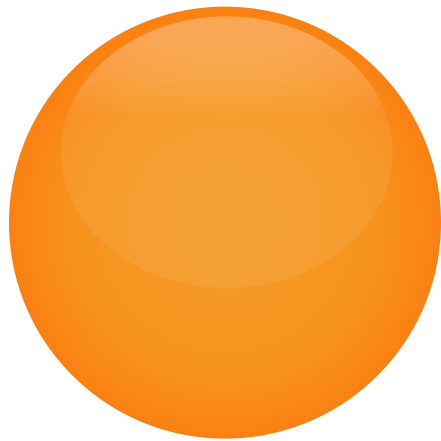# Virginia Department of Behavioral Health & Developmental Services

Growing Future Leaders for Virginia's Behavioral Health & Developmental Services System

SystemLEAD

OUTLINE

Introduction

Defining leadership

Program Goals and Competencies

Program Highlights and Activities

Application process

Human Capital Vision 2020

SystemLEAD is a component of the DBHDS Human Capital Vision 2020

Recruitment

- Evaluate candidates on additional competencies(emotional intelligence, cross cultural, soft skills) rather than solely evaluating based on a resume of standard accomplishments
- Increase emphasis on social networks
- Embrace the concept of talent branding as a mechanism to attract quality talent

Learning Management

- Align learning with organizational priorities through the Virginia Public Sector Leadership Certificate Program (VPSL)
- Integrate social media collaboration tools engage employees & foster a learning culture
- Use mapped system competencies, stakeholder focus groups, and direction from Leadership, to develop and implement foundational on-line courses to be used for on-boarding and core employee knowledge

Goals & Performance

- Move from bureaucratic annual reviews to dynamic business drivers
- Develop process of continuous coaching & improvement
- Incorporate flexible performance conversations that provide information on how to ascend the organization
- Recognize both individual and organizational goal achievement

Career Development

- Support the Direct Support Professional program to enhance the knowledge and skills of direct service professionals.
- Outline employee goals with the business needs of the agency in support of workforce development initiatives
- Develop opportunities for Certification/ professionalization
- Expand opportunities for stretch assignments & tours of duty

Reward & Compensation

- Communicate to realize the value of rewards delivered
- Build manager skills in making pay decisions
- Reward for performance
- Identify methods for sustained high performance

Succession Planning

- Build culturally-diverse leadership teams and workforces with divergent backgrounds, perspectives and ideas
- Continue to operate the SystemLEAD Leadership development program designed to provide future leaders with broad exposure to the senior leadership competencies

LEADERSHIP DEVELOPMENT

WHY DO WE DO IT?

➢ SystemLEAD is a long-term organizational strategy whose purpose is to clearly define a leader's roles, abilities and pathway to improvement within the specific context of the work in the behavioral health and developmental services system.

➢ The intention is to instruct leaders on effective management principles and skills for successful agents of change in the public sector.

WHAT IS OUR RETURN ON INVESTMENT?

The SystemLEAD program will:

❖ result in leaders who have strong people skills, clear direction and the ability to communicate both interpersonally and across the public sector.

❖ prepare employees for senior level positions.

❖ enhance their existing supervisory skills.

❖ support a stronger internal structure for the organization and positive organizational culture.

❖ help to foster trustworthiness in the leadership with the followers

❖ help to create engaged and invested employees.

But Ultimately…

LEADERSHIP DEVELOPMENT IS A PERSONAL JOURNEY

- Leaders are not created by one organized program, rather, it is a continual process where the individual takes personal responsibility to educate, inspire and be proactive with self-education and training.

- SystemLEAD will not guarantee you a leadership position in the Department, rather the program gives you the skills and abilities you need to be a high-value employee and the knowledge you need to continue to grow in alignment with the Department long after the program is over.

What are Leadership Competencies?

Virginia Department of Behavioral Health & Developmental Services

The U.S. Office of Personnel Management reports that "moving forward, key qualifications for leaders in government will be those that create an organizational culture which drives results, serves customers, and builds successful teams and coalitions within and outside the organization" (Sept. 2012).

These are skills that are learned and developed over time and with intentional effort.

Planning

- **Designed using existing models and best practices from around the country**

- **Was the source of a toolkit we developed for dissemination at Secretariat level**

- **A part of the DBHDS Succession Plan**

- **Tailored from internal & external analysis of our own workforce data and future workforce trends in our system**

Program Objectives

Virginia Department of
Behavioral Health &
Developmental Services

1) **One or more well-qualified internal candidates are prepared and ready to assume each key leadership position**

2) **Few or no superior performers who leave the organization because of lack of opportunity or lack of development**

3) **Low or no turnover rates for high potentials and high performing employees**

Core Competencies Areas

Leading State Government
- key concepts in public administration
- policy analysis and program evaluation
- communicating with Governor and Secretary's offices
- finance and budgeting
- the lawmaking process
- understanding our system

Leading the Organization
- managing change
- solving problems and making decisions
- managing politics and influencing others
- taking risks and innovating
- setting vision and strategy
- managing the work
- understanding and navigating the organization

Leading self
- demonstrating ethics and integrity
- displaying drive and purpose
- exhibiting leadership behaviors
- managing yourself
- increasing self-awareness
- developing adaptability

Leading others
- communicating effectively
- developing others
- valuing diversity and difference
- Effectively resolving conflict
- coaching & mentoring
- building and maintaining relationships
- managing teams and work groups

Program Structure

Assessment
- MBTI/EQ 360 Assessment
- Intercultural Development Inventory
- Individual Development Plan
- Coaching sessions

Training
- Orientation
- MVP
- GA Day
- Leadership Certificate Program
- MPA in a day
- Monthly Workshops

Special assignments
- Stretch assignments
- cross training
- Job shadowing
- Learning communities

Group Project
- Teams based on mutual interests
- Related to DBHDS Topic
- Presentation to high level leadership

PROGRAM HIGHLIGHTS

Activities to expose the participants to the overall policy development environment in which DBHDS operates and will focus heavily on the role the General Assembly plays in guiding DBHDS related policy

Tentative date 2/07/20

General Assembly Day

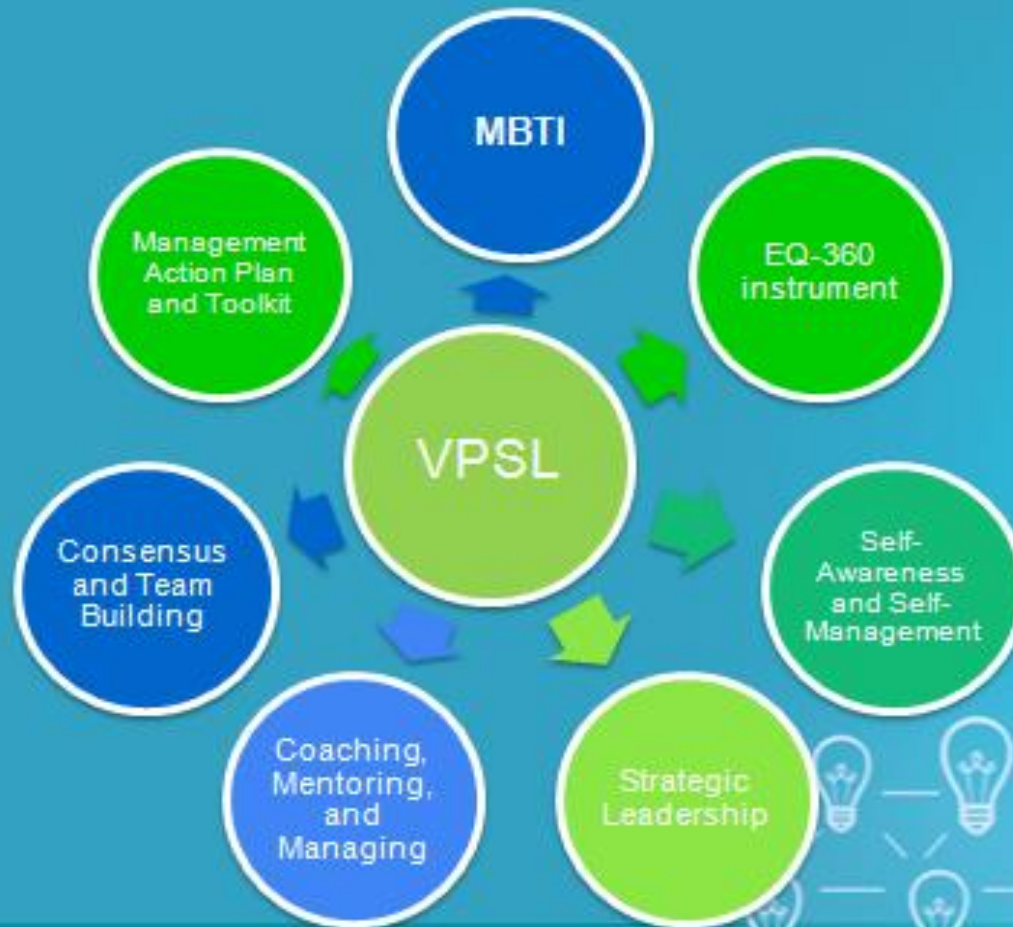# Emotional Intelligence High Performance Skills

SKILL BUILDING: Share results from neuroscience research that has led to a revolution in what competencies are proven to be essential for navigating life success.

CONDUCTORS OF POSSIBILITY: Participants will explore an organizational leadership approach that promotes their EQ skill development.

COLLABORATIVE SERVANT LEADERSHIP: Being our best as performers fulfilling the goals and objectives given to us by elected policymakers and working in our connected world to better achieve our mission.

RESILIENCY & DISCIPLINE: Focus on participants' own resiliency and resolve to further develop their abilities and demonstrate a leadership spirit of hope, optimism and action.

Virginia Public Sector Leadership Certificate

MBTI

EQ-360 instrument

Management Action Plan and Toolkit

VPSL

Self-Awareness and Self-Management

Consensus and Team Building

Coaching, Mentoring, and Managing

Strategic Leadership

A 5-day Seminar designed with praxis in mind

Theoretical learning will take place in the first half of the day, and "praxis" (group work and tactical implementation) will take place in the second half of each session

Managing Virginia Program

MVP Communication Skills
MVP Conflict Management Skills
MVP Customer Service Skills
MVP e-Learning Tutorial
MVP HR Policy & Law - Emergency and Security Awareness
MVP Enhancing Employee Performance
MVP Ethical Decision Making
MVP HR Policy & Law - Alcohol and Other Drugs
MVP HR Policy & Law - ADA
MVP HR Policy & Law - Compensation
MVP HR Policy & Law - Employee Selection
MVP HR Policy & Law - FMLA
MVP HR Policy & Law - Financial Fundamentals
MVP HR Policy & Law - Freedom of Information Act
MVP HR Policy & Law - EEO Law

MVP HR Policy & Law - Leave Policies
MVP HR Policy & Law - Teleworkers
MVP HR Policy & Law - Performance Management
MVP HR Policy & Law - Workplace Harassment
MVP HR Policy & Law - Return-to-Work
MVP HR Policy & Law - Risk Management
MVP HR Policy & Law - Standards of Conduct
MVP HR Policy & Law - Grievance Procedure
MVP HR Policy & Law - State Government
MVP HR Policy & Law - Ergonomics
MVP Leadership Styles and Essentials
MVP Overview
MVP Self Management
MVP Valuing Differences

Virginia Department of Behavioral Health & Developmental Services

Connect!

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Leading the Organization
Leading Self
Leading Others
Additional Components
Free Sites

SystemLEAD Portfolio

What is a Portfolio?

Contemporary public sector leadership skills are generally described as the ability to create a culture that is performance based, customer driven, and coalition focused. These competencies come from qualities such as being an effective communicator, exuding confidence, being a positive force, modeling objectivity, demanding transparency, building trust, demonstrating commitment, being inspirational, showing humility, and serving the mission.

A portfolio documents how the participant has achieved or is working towards achieving the SystemLEAD competency areas designed to drive results, serve customers, and build successful teams, within and and outside the organization.

What does a Portfolio demonstrate?

A portfolio is a visual illustration of how SystemLEAD participants:

- lead in a challenging and rapidly changing political climate
- posses the necessary professional skills for superior public service
- participate in and contribute to the public policy process
- analyze, synthesize, think critically, solve problems and make effective decisions
- articulate and apply a public service perspective
- communicate and interact productively with a diverse and constantly changing demographic and work environment.

Special thanks to Virginia Tech's Center for Public Administration and Policy's MPA program concept of the student portfolio concept. Several content inclusion ideas ideas on this site are drawn from Master of Public Administration portfolios. The design and ownership of this site is that of the Virginia Department of Behavioral Health and Developmental Services, Commonwealth of Virginia.

Everyone is expected to create an online personal portfolio of your leadership qualifications.

A Leadership Portfolio is a demonstration of individual accomplishments, skills, activities, programs and related experiences that have contributed to one's leadership development and how they align with one's current professional trajectory.

Leadership portfolios are used in any situation in which one needs to demonstrate leadership abilities, such as a job or internship interview.

They are also a key exercise in identifying strengths and weaknesses.

Final portfolio will be due on September 30th.

Guidelines and sample portfolio can be seen at

http://dbhdssystemlead.weebly.com/

Capstone Project

Draft projects are due October 29th for mock presentations.

Final presentations to the Secretary, Commissioner, and other invited guests are November 12th .

GOAL –
The focus of the project will be to identify a key challenge in the BHDS system and develop a plan for ameliorating it.

- Participants will review website, comprehensive plan, All-In updates, and interview existing leadership to determine the topic of their project.
- The discussion should include the identification of the current strengths and opportunities, core issues, key stakeholders, important policy processes that might be necessary, and where opportunities for innovation might exist.
- Each group has 25 minutes for presentation and Q&A from the Commissioner and invited guests.

Reading assignments will come with most workshops.

There will also be optional reading.

areas

The MORE
that You read,
the MORE things
You will know.
The MORE that You
LeARN,
the MORE places You'll go.

THING 1

THING 2
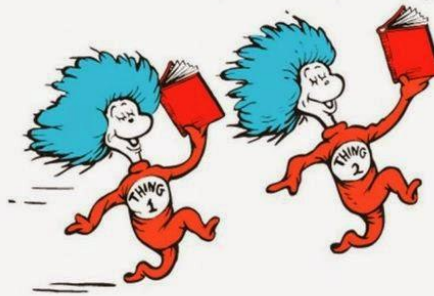
Reading Assignments

Timeline at a Glance

2020 SystemLEAD Dates

- February - Begin EQ 360/MBTI/ MVP
- 2/07 Orientation/General Assembly Day (tentative)
- 3/09 to 3/13 - Virginia Public Sector Leader Program (VPSL II)
- 4/9 – Workshop One- Emotional Intelligence (tentative)
- 5/7 - Workshop Two – Public Administration Professional
- 5/28 - Workshop Three – 40,000 Feet
- 6/25 – Workshop Four – Behavioral Health in the 21st Century
- 7/16– Workshop Five – Wicked Problems, Big Opportunities
- 8/13 – Workshop Six – The Disparities Puzzle
- 9/10 – Workshop Seven – A Life like Yours – Transforming ID/DD services
- 9/24 – Workshop Eight – Persons, Places, and Processes – Balancing Organizations & Their People
- 10/15- Workshop Nine – Hop on the Train- Future of Human Capitol
- 10/29 – Project Practice & Catch Up
- 11/12 – Group Presentations & Graduation

Application Process

Applicant Eligibility

- Full-time classified DBHDS employee
- Pay band 4 or above
- No active violations of state's standards of conduct
- Completed probationary period by the program start of February 2020
- Recent evaluation that meets or exceeds expectations
- Aspire to a leadership role

Basic KSAs for Selection

Applicants must demonstrate through their resume and narrative the following knowledge, skills, and abilities:

- Introductory knowledge of management practices/principles
- Analytical and problem solving skills
- Communication skills (oral & written)
- Computer skills

Expectations

Participants who are accepted to the program will be expected to:

- Attend one full week long session, monthly, and two bi-monthly, day-long workshops.
- Complete pre-workshop readings and outside classwork.
- Participate in online learning communities.
- Contribute to team projects.
- Participate in workshop activities.
- Be prepared to speak in front of peers and system leaders.
- Be an active member of the cohort; not a passive one.

Application Process

Virginia Department of
Behavioral Health &
Developmental Services

Candidate application
- ✓ Complete form @ https://www.surveymonkey.com/r/SystemLEADApplication2020
- ✓ Email resume & signed performance evaluation to patricia.bullion@dbhds.virginia.gov

Supervisor Recommendation
- ✓ Get supervisor to complete form @ https://www.surveymonkey.com/r/SystemLEADSupervisorRec20

Other Recommendation
- ✓ Choose someone who will spend time articulating your strengths
- ✓ Have them complete form @ https://www.surveymonkey.com/r/SystemLEADAdditionRec20

Panel interviews – First week in December

Selected Participant Announcement- First week of January

Application Essay Questions

1. Please describe your motivation for applying to the SystemLEAD program (max 300 words).

2. Provide a brief description of your role at your agency, including the day to day activities for which you are responsible. This should add to, and not repeat, the information provided in your resume (max 300 words).

3. What does leadership mean to you? (max 200 words)

4. What experiences have informed these understandings? (max 300 words)

5. In addition to this program, what other things are you doing to advance your professional development?

6. Ultimately, what do you hope to gain or learn through the SystemLEAD Program? (200 words max.)

7. How do you plan to balance your current work responsibilities and the expectations of the online learning community, monthly workshops, personal portfolios, online trainings, and group projects required by SystemLEAD? (300 words max)

Additional Items for Application Packet

- You will need recommendation surveys from two individuals. One must be from your immediate supervisor.

- One can be from someone who is familiar with your work, your leadership skills, and/or your management/supervision style.

- You will need to forward a copy of your **current resume** AND your **most recent SIGNED performance evaluation** to patricia.bullion@dbhds.virginia.gov.

  - *Please ensure that your resume is current and has a complete work and educational history.*

  - *It may include additional professional training and certifications that you have obtained in the course of your professional development.*

  - *The performance evaluation must have the appropriate signatures or it will not be considered complete.*

Supervisor's Acknowledgement SAMPLE

ACKNOWLEDGEMENT

I understand that this participant is applying for a rigorous nine month program that is designed to prepare her/him for a broad range of leadership roles in the state system.

If she/he is accepted, she/he will be expected to

- **attend one full week long session**
- **monthly (several bi-monthly) day-long workshops**
- **complete pre-workshop readings and outside class work**
- **participate in online learning communities**
- **contribute to team projects**
- **participate in workshop activities**
- **be prepared to speak in front of peers and system leaders**
- **be an active member of my cohort; not a passive one**

Please mark yes or no to acknowledge your support for this individual in the SystemLEAD program.

- Yes
- No
- If no, please explain

Additional Recommendation - SAMPLE

This form is to be used to provide a recommendation from an additional person who is familiar with the work style, leadership potential, or management or supervisory experience and philosophy of the individual applying for consideration as a participant in the DBHDS SystemLEAD program. Why do you believe that the applicant is a good candidate for SystemLEAD. Be Specific.

- What knowledge does the candidate have of basic management principles and practices? Be specific.
- Describe the candidates analytical and problem solving skills. Be specific.
- Describe the candidate's communication skills. Be Specific.
- How long have you know the known the candidate and in what capacity?

FAQ

How many openings are there for the program?

- Twenty-five will be selected for this cohort.

Where will the week long session be held in the state?

- All sessions will be held in the Richmond area.

Who would incur the cost of travel, lodging, food, etc. for those coming from out of town?

- The facility/CSB in which the participant works will be responsible for travel, lodging, food, etc.

The Commissioner's memo referenced the relative age of department employees. Is there an age restriction for eligibility?

- The memo referred to early to mid career professionals. This did not imply age. In other words, the program is intended for anyone who is interested in moving into leadership positions.

What if we have conflicts with the scheduled training dates? Are you able to be excused those days?

- All participants are expected to attend every session. All sessions are scheduled and included in the interview notification so that you can save the dates now.

FAQ

What is the distribution of candidate selectees from central office vs. facilities?

- The selection panel will seek to ensure a diverse representation from as many divisions within Central Office, Facilities and CSBs as possible based on the number of qualified applicants that are available.

Who selects the applicants?

- A panel selected by the Commissioner will review all qualifying applications. Screened applicants will then be selected for interviews by the panel. The panel will make a final decision after the interview process.

How will applicants be screened?

- Panel members will use a numerically based screening criteria based on a number of factors including, but not limited to, the eligibility criteria, the strength of their essay questions, their recommendations, work experience, and interview experience.

For the week long training do we have to use our own leave?

- No, this is work-related leadership development training. All of these workshops will be considered work related.

Know someone who wants to grow with us?

Tell them to contact Patricia Bullion at patricia.bullion@dbhds.virginia.gov for additional SystemLEAD information.

Virginia Department of Behavioral Health & Developmental Services