

Frequently Asked Questions

Participant/General Questions

1. Can new CHHS employees participate in the LDA?

Yes.

2. Must one currently be in a leadership position to be in the LDA?

No. Minimum requirements are at least two years of management in the public sector. Applicants must be at least:

- SSM II or equivalent in small departments
- SSM III or equivalent in large departments

3. Who can I ask to sponsor me for the LDA? What if my manager won't endorse my application? Can I still apply for the LDA?

This is one of the reasons why we allow self-nomination to the LDA. An employee has the option to recruit a sponsor of his/her choosing for endorsement, as long as the sponsor understands and is willing to fulfill his/her responsibilities associated with the LDA.

The selection process is competitive and the criteria for LDA are very clear. The LDA Advisory Committee expects each application to reflect how well the candidate meets these criteria.

4. If I leave CHHS during the LDA, can I continue with the LDA?

No. The LDA is designed around the CHHS core competencies and the CHHS culture. Although you will learn skills that would apply in any leadership position, our intent is to enhance the core competencies and leadership skills of managers within the CHHS family. However, it is understood that promotions may occur and you may leave your CHHS department. If this occurs, the LDA Advisory Committee will review the situation on a case-by-case basis and determine if continued participation is allowed.

5. What am I committing to if I am accepted to the LDA?

You are expected to come prepared to each class, to attend every session of the Academy, and actively participate in each class.

6. Does my participation in the LDA improve my future employment opportunities over other job candidates?

No. Participation does not guarantee anything. It is our hope that your participation in the LDA will improve your leadership skills and strengthen your ability to implement the CHHS core competencies.

7. How much time am I expected to commit between Academy sessions?

At the onset of the Academy, you will invest a few hours identifying peers, co-workers, and managers for the Leadership Practice Inventory (LPI) tool and answering some questions. Later in the Academy, participants are expected to dedicate a few hours possibly of their own personal time before each session for pre-work. Also, as part of the LPI process you will be given a personalized development plan. How much time individuals spend on that plan will be different for each person. Also, what is learned at the Academy should be applied on the job between sessions.

Sponsoring Manager Questions

1. What is my role as the sponsor or endorsing manager?

The sponsor or endorsing manager provides support to the applicant and later participants and recommends potential candidates. If you endorsed an applicant who is selected for LDA participation, we expect your full support to the candidate for the duration of the LDA. Other activities include:

- ♦ Offer assistance on the draft individual development plan,
- ♦ Help link development and business objectives,
- ♦ Help create challenging skill development opportunities,
- ♦ Commit to regular 'progress check' meetings,
- ♦ Hold LDA participant accountable to apply their learning on-the-job,
- ♦ Provide increased real-time and scheduled coaching and feedback to the LDA participant, and
- ♦ Participate in follow up surveys to evaluate the long term effectiveness of the LDA.

2. I am a manager with an employee who is doing an adequate job at their level. I don't see him/her moving up. Should I sponsor this person?

You should sponsor or endorse candidates who meet the LDA criteria and those who will benefit from it.

3. I have been asked to sponsor or endorse someone. What are some qualities I should look for in the candidate?

LDA applicants should demonstrate leadership potential. They should have a demonstrated desire to learn and enhance their leadership skills. They must give their full commitment as a participant in the Academy. Participants in the LDA should have the potential for or the demonstrated capacity for the following to achieve the core competencies the Agency has adopted:

Personal Characteristics & Traits	Professional Characteristics & Traits
<ul style="list-style-type: none">• Tactful• Shows Initiative• Takes Personal Responsibility• Motivates Others• Values and Promotes Teamwork• Commitment to Self-Study or Professional/ Personal Growth	<ul style="list-style-type: none">• Provides and Receives Well Constructive Feedback• Demonstrated Professional Competencies both Oral and Written• Effective Decision Maker• Customer Focus

How the Academy Works

1. How will the LDA Advisory Committee measure the effectiveness of the LDA?

At the pilot LDA, the class provided formal and informal feedback at each session evaluating the course content, materials, content delivery, instructors and facilities. Adjustments of the LDA have been made based on that feedback. Our goal is to confirm that the results we achieve are more than worth the resources invested. We will continue to evaluate the LDA with subsequent classes.

2. How is the LDA being developed and funded?

Through a collaborative process the multi-department Advisory Committee and Stakeholder Workgroup developed the LDA. The Stakeholder Workgroup consists of representatives from all CHHS departments. The Advisory Committee consists of representatives from CHHS Agency, Department of Aging, Department of Public Health, Office of Statewide Health Planning and Development, and California Office of Health Information Integrity. Ongoing coordination of the LDA is provided by the LDA Advisory Committee. The CHHS Agency funds the LDA.

3. How are LDA participants selected? What criteria are used?

Participants will be assessed on the merits of their application and manager's endorsement. After review of the applications, participants will be selected by the LDA Advisory Committee.

LDA applicants should demonstrate leadership potential. They should have a demonstrated desire to learn and enhance their leadership skills. They must give their full commitment as a participant in the Academy. Participants in the LDA should have the potential for or the demonstrated capacity to achieve the core competencies the Agency has adopted. Refer to the table in Question #3 in the previous section for additional information.

4. How will I be notified if I have been selected to attend the LDA?

The College of Continuing Education will inform you via email of acceptance into the LDA to you and your sponsor.

5. What if I don't get selected as a participant in the LDA? Am I excluded from re-applying for the next session?

Not being selected for one LDA does not preclude you from applying for future LDAs as there are other classes planned.

6. So I've been selected to attend the LDA, what happens next?

The first step is to attend the Orientation that will provide more details about each aspect of the program and exactly what is expected of the participants. Written notification of the Orientation will be sent to you.

Another segment of the Orientation will include instructions and materials needed for each participant to begin collecting LPI, multi-rater feedback on his/her leadership behaviors. The tool allows you to gather anonymous feedback from your supervisor, peers, and direct reporting employees on a variety of core competencies. This data is sent to LDA consultants who will later meet one-on-one with you to provide interpretation of the findings and provide developmental guidance assistance. This data will be used to develop an Individual Development Plan.

7. Can I be removed from the LDA?

Yes, you can be removed from the LDA if you are not working towards meeting the objectives in your plan or are not performing to expectations.

8. What is a LPI review?

The LPI is a 360-degree individual assessment tool to provide participants with feedback on their leadership style and abilities based on the core competency areas. Participants receive feedback from their executive, managers, supervisors, peers, and direct reports. The assessment is taken before the first day of training, and the individual results are distributed during the training. A certified LPI coach will provide an overview of the leadership practices measured by the assessment tool.

9. What is an individual development plan?

Based on LPI feedback, you will receive one-on-one coaching with faculty in development of an individual development plan.

10. If I have already gone through a LPI, multi-rater process, how will my old LPI data be used?

The most recent data will be used because it has been linked with the CHHS core competencies.

11. If I begin a development plan, will I get support in my primary job?

Each LDA member's development plan is individualized to his/her skill gaps. In some cases, development of certain skills can be accomplished on the job, in the current job. In other cases, development will require a special assignment or project. Either way, devoting time to your development is likely to require some negotiations with your senior management.

12. How long will it take to complete the application?

Depending on your writing and composition approach, it could take between four and eight hours.

13. What happens if I miss a session?

The CHHS Leadership Development Academy (LDA) has been designed to instill common values across the entire CHHS leadership with a curriculum designed to develop a variety of skills to benefit you now and in the future. This LDA represents a significant investment of your time and of CHHS resources. It is the intent of the LDA Advisory Committee that you will best benefit from these investments by being present at all sessions, applying what you have learned between sessions, and being prepared for subsequent sessions. On your application, there was a clear statement regarding your commitment of time and effort for all nine segments of the LDA.

If an emergency arises and you are unable to attend one of the nine sessions, you may retake the session in the subsequent cohort. Your certificate and continuing education credits will not be formally issued to you until you complete all nine of the sessions. If you miss more than two sessions, regardless of reason, you will be removed from the LDA. Remember, the LDA is a program designed by CHHS Agency and paid for by the Agency. There is no cost to you or your department.