

THE PROGRAM

Advancing the leadership capabilities of individual public leaders is fundamental to the Council for Excellence in Government's mission to improve government performance in an era of unprecedented challenges. Because government agencies must produce high-quality results for citizens, their leaders must be visionaries, innovators, and accountable managers possessing the character and qualities that engender trust in their followers and in the American people.

The purpose of the Excellence in Government Fellows Program is to contribute to the development of leadership at the highest levels of government. By helping mid-level and senior-level government officials grow as results-oriented leaders, the program aspires to institutionalize the principles of leadership and the practice of achieving measurable results that benefit the American people. The operating framework, referred to as the *Leadership Delta*, represents the principles of leadership that form the foundation of the program:

An effective leader is one who seeks first to serve others and who embraces a compelling **vision**, holds to a set of core values, and carries out a fundamental mission. In doing so, such a leader engages others in purposeful **action** to produce significant **results** that better the lives of others.

While continuing in their current jobs, Fellows participate in a year-long series of activities that explore the demands of executive leadership and the commitments and actions required of effective leaders. The Excellence in Government Fellows Program uses tools and methodologies that help participants become creative leaders and professionals by learning from challenging experiences, from senior leaders in the public and private sectors, and from each other.

RESULTS

During the fellowship year, participants develop their abilities as leaders while creating strategies for meeting the complex challenges facing their organizations. As part of the program, Fellows should be prepared to identify and accomplish significant, measurable, and visible results that benefit the American people. These results serve as practice fields for developing leadership skills and provide a return on investment for the sponsoring agencies. Fellows are expected to select outcomes that are aligned with the visions, values and missions of their agencies and that demand significant leadership skills to accomplish. Applicants can learn more about Fellows' results by visiting our website at www.excelgov.org/leaddev/index.html to see what Fellows from previous years have accomplished.

LEADERSHIP BENCHMARKING

At the heart of the program is the Fellows' interaction with benchmark leaders during discussions and site visits to public and private sector organizations that have achieved significant results. These dialogues with CEOs and senior administrators ground the learning in the experiences, insights and results of real-world leaders. The Council for Excellence in Government is uniquely positioned to bring these leaders to this program through its large number of Council Principals (members), all of whom have served in the public sector and from its relationship with the Innovations in American Government award winners (a program of the Ford Foundation and the John F. Kennedy School of Government at Harvard University in partnership with the Council). Leadership benchmarking is designed to move participants through a sequence of learning exercises from observation of best practices to the production of results.

COACHING

At day-long sessions, working in groups under the guidance of a leadership coach, participants explore the leadership choices that face them and what it will take for them to achieve the results they seek. The program provides individual coaching as well as coaching in the group. During these sessions, participants work on the leadership curriculum, examine core leadership concepts, discuss the leadership practices they witness at benchmark site visits, move forward their results agendas, and synthesize what they are learning so that they can make decisions about how to apply it.

PEER COACHING

Between scheduled sessions, participants meet in teams to further explore the concepts presented during formal sessions and to work on their individual and team results. Participants also coach each other on specific challenges that they are facing. This peer coaching helps the team to develop the skills necessary to support their colleagues and subordinates and, in so doing, to help develop other leaders.

INFORMATION TECHNOLOGY

Fellows use technology as a lever for achieving their results. Exploration, guidance and facilitation in the use of technologies and methodologies are an element of the program. Through interaction with the Council's Technology Leadership Consortium, Fellows also have the opportunity to benchmark the individuals and organizations shaping government's future use of information technology.

LEADERSHIP CURRICULUM

The Council has created a leadership model, the *Leadership Delta*, that serves as the foundation of its curriculum. The goal is to challenge participants to build fast-moving, customer-focused, results-oriented organizations. Through a series of interactive learning activities built on the curriculum, Fellows explore ways to:

- Create and communicate a powerful vision, clear mission and shared values;
- Determine and declare results and the critical few measures that will align the organization to accomplish them;
- Choose and initiate the actions that will enable them to achieve these results, including leading change, leading people, and building coalitions.

SOME RESULTS FORMER FELLOWS HAVE PRODUCED DURING THE FELLOWS YEAR AND BEYOND:

Geralyn Johnson, a 1998-99 Fellow from the Bureau of Primary Health Care at DHHS initiated a much improved TB screening process for use with illegal immigrants and refugees. The traditional TB screening process conducted at Immigration and Naturalization Service Processing centers took up to 5 days and often immigrants were released before the process could be completed. The new system takes 4 hours and now more detainees with active TB are identified and treated prior to release. Because TB is highly infectious, each instance of TB prevention saves lives and treatment costs. In the case of multiple drug resistant TB, the cost savings per case is between \$250,000 and \$300,000.

Jim Bednar, a 1992-93 Fellow, headed the Federal Highway Administration team that developed contracting methods to restore the Santa Monica Freeway in record time after the 1994 earthquake. Working with state and local officials, Bednar and his team awarded a rebuilding contract in 19 days and work was completed in 66 days—two months ahead of the contractor's original schedule, and *twenty-one* months ahead of the initial projections.

FirstGov for Seniors is a web site at <http://www.seniors.gov> created by **Tom Lesko**, during his Fellows year in 1999-2000. His goal was to provide secure, easy access to government services and benefits for seniors; and to foster cross-agency participation in developing improvements in government services. As a result of his leadership, senior citizens are empowered to obtain valuable health and security information and services at one location via the Internet.

GUEST LEADERS

GUEST LEADERS HAVE INCLUDED:

***MARK ABRAMSON**
Executive Director
Endowment for the Business of Government
PricewaterhouseCoopers

J. MARC ADAM
Vice President, 3M

***DENNIS W. BAKKE**
President and CEO, AES Corporation
Former Deputy Assistant Administrator, Federal Energy
Administration

***DOROTHY BERRY**
Vice President for Human Resources,
International Finance Corporation
Former Deputy Assistant Secretary,
Department of Education

***MARTHA O. BLAXALL**
Director, Development Alternatives, Inc.
Former Director, National Marine Fisheries Service

PETER BLOCK
Author and Change Consultant

***WALTER BROADNAX, PH.D.**
Dean, The American University, School of Public Affairs
Former Deputy Secretary, Health and Human Services

ANN BROWN
Chair, U.S. Consumer Product Safety Commission

CARRIE B. BROWN
U.S. Fire Administrator

JAY BUTLER
Senior Vice President
Technology and Operation Support of Global Corporate
Investment, Bank of America

***JANET CALDOW**
Executive Director,
Institute for Electronic Government, IBM

***WILLIAM DONALDSON**
Founder and Senior Advisor,
Donaldson, Lufkin, & Jenrette

***THOMAS M. DOWNS**
CEO, National Association of Homeowners
Former Commissioner, New Jersey Department of Transportation

PAUL F. EVANS
Police Commissioner, City of Boston Police Department

JOHN FAHEY
President, National Geographic Society

***DENNIS FISCHER**
Senior Vice President, VISA Inc
Former Commissioner, Federal Technology Service, GSA

MARILYN HUGHES GASTON
Assistant Surgeon General for Public Health Service
and Director, Bureau of Primary Health Care

RONALD HUTCHINSON
VP, Harley-Davidson Motor Company

IRA JACKSON
Executive Vice President, BankBoston
Former Commissioner of Revenue, State of Massachusetts

***JIM JOHNSON**
Former Chairman and CEO, Fannie Mae

***JOSEPH E. KASPUTYS**
Chairman and CEO, Primark Corporation
Former Assistant Secretary for Administration,
Department of Commerce

***ROBERT KOHLER**
Former Executive Vice President and General Manager
TRW Avionics & Surveillance Group
Former Director, Office of Development and Engineering
Central Intelligence Agency

***PHILIP LADER**
Former Ambassador to Great Britain
Former Director, Small Business Administration

JOHN LATSCHAR
Superintendent, Gettysburg National Military Park

***PAUL C. LIGHT**
Vice President and Director of Government Studies,
The Brookings Institution

***CAROLYN LUKENSMEYER**
Executive Director, Americans Discuss Social Security
Former Deputy Project Director for Management,
National Performance Review

***JOHN D. MACOMBER**
Principal, JDM Investment Group
Former President and Chairman
Export-Import Bank of the United States

***DANA MEAD**
Chairman and CEO, Tenneco, Inc.
Former Deputy Director, White House Domestic Council

JOHN MITCHELL
Deputy Director, U.S. Mint

***CONSTANCE BERRY NEWMAN**
CEO, Upstart Partners
Former Under Secretary, Smithsonian Institution
Former Director, Office of Personnel Management

OLZA M. (TONY) NICELY
Chairman, President and CEO, GEICO

***PHILLIP A. ODEEN**
Executive Vice President, TRW
Former Director of Program Analysis
National Security Council

***PAUL H. O'NEILL**
Secretary, Treasury Department
Former Chairman, Alcoa, Inc.
Former Deputy Director,
Office of Management and Budget

ELLIOT L. RICHARDSON (DECEASED)
Former Head of Departments of Justice; Commerce;
Defense; Health, Education and Welfare

***NANCY RISQUE ROHRBACH**
Director, National Museum of Women in the Arts
Former Assistant to the President and Secretary to the Cabinet

CHARLES ROSSOTTI
Commissioner, IRS
Former CEO, American Management Systems

HOWARD SAFIR
Police Commissioner, NYC Police Department

DAVID SATCHER
Former U.S. Surgeon General

JOHN C. SAWHILL (DECEASED)
Former President and CEO, The Nature Conservancy
Former Deputy Secretary, Department of Energy

***LEN SCHAEFFER**
Chairman and CEO, Wellpoint Health Networks
Former Administrator, Health Care Financing Administration

***SUSAN SCHWAB**
Dean, School of Public Affairs, University of Maryland
Former Assistant Secretary and Director-General,
U.S. and Foreign Commercial Service

ALBERT SIMONE
President, Rochester Institute of Technology

ERIC SMITH
Superintendent, Charlotte, NC School District

GEORGE SPIX
Chief Architect, Consumer Platform Division
Microsoft Corporation

BUTCH VICCELLIO
President, USAA
Former General, U.S. Air Force

***JOHN P. WHITE**
Principal, Global Technology Partners, LLC
Former Deputy Secretary for Defense

***G. KIM WINCUP**
Corporate Vice President, SAIC
Former Counsel to the Committee on Veterans Affairs,
U.S. House of Representatives

ANTHONY WILLIAMS
Mayor, Washington, D.C.

MORLEY WINOGRAD
Former Senior Advisor to Vice President Al Gore and Director
of the National Partnership for Reinventing Government

JAMES LEE WITT
Former Director, Federal Emergency Management Agency

JANET WOODCOCK
Director, Center for Drug Evaluation and Research, FDA

* denotes Council Principal

BENCHMARK VISITS

LEADERSHIP BENCHMARKING VISITS HAVE INCLUDED:

AES Corporation
America Online
American Express
American Management Systems
American Museum of Natural History
ARAMARK
Asea Brown Boveri
AT&T
Automatic Data Processing
BankBoston
Bank of America
Bausch & Lomb
Bell Atlantic
Ben and Jerry's
Boeing Company
Boston Police Department
Burlington Northern Santa Fe Railway
Campbell Soup
CellularOne
Center for Creative Leadership
Center for Drug Evaluation & Research, FDA
Chase Manhattan Bank
Chrysler Corporation
Circuit City Stores
City of San Antonio
D.C. Central Kitchen
Defense Intelligence Agency

Department of Energy
Department of Housing and Urban Development
Department of the Treasury
Digital Commerce Corporation
Disney Wilderness Preserve
Donaldson, Lufkin, & Jenrette
Duke Energy
Eastman Kodak Company
Edison International
EDS
Environmental Protection Agency
Fannie Mae
Federal Bureau of Investigation
Federal Express
Federal Emergency Management Agency
Federal Technology Service
Ford Motor Company
GEICO Insurance
General Services Administration
Gettysburg National Military Park
Government Technology Services Inc.
Hewlett-Packard
IBM
Imagitas
Intel Corporation
Kaiser Aerospace and Electronics
Lockheed Martin

Maine Department of Labor
Marriott International
MCI/WorldCom Communications
Michigan Consolidated Gas
Microsoft Corporation
Minnesota Department of Transportation
The Motley Fool
NASA, Kennedy Space Center
National Geographic Society
National Institute of Standards and Technology
National Museum of American History
The Nature Conservancy
New York City Police Department
New York Stock Exchange
Occupational Safety and Health Administration
Oracle Corporation
Patent and Trademark Office
Pension Benefit Guaranty Corporation
Picture Talk
PricewaterhouseCoopers
Primark Corporation
RAMS
Rochester Institute of Technology
SASS Institute
Saturn Corporation
SBC Communications
Science Applications International Corporation

Sierra Nevada College
Smithsonian Institution
Social Security Administration
State of Maryland, Governor's Office
St. Louis Association of Community
Organizations
Sun Microsystems
Tahoe Center for a Sustainable Future
Tenneco, Inc.
3M
Tom's of Maine
TRW Avionics and Surveillance Group
Union Bank of California
University of Miami
U.S. Coast Guard Headquarters
U.S. Consumer Product Safety Commission
U.S. Marine Corps
U.S. Mint
USAA
Wegman's Food Markets
Wells Fargo Bank
Wellpoint Health Networks
Westinghouse
Wildcat Service Corporation
The World Bank
Xerox Corporation
YWCA of Nashville

ABOUT THE COUNCIL

Nonpartisan, nonprofit and national in scope, the Council works to improve the performance of government at all levels and government's place in the lives and esteem of American citizens. It believes that the continued economic and social progress of the United States requires government to demonstrate creativity, responsiveness and accountability in managing its tasks; employ a motivated, empowered work force; and retain public respect and trust. Council programs address two primary goals. The first is strong public-sector leadership and management, driven by innovation and focused on results. Second is increased citizen confidence and participation in government and governance, achieved through better understanding of government and its role.

Four assets enable the Council to build a record of success in conceiving and carrying out its programs: Its independent, nonpartisan approach; the backgrounds, access, and credibility of its membership; its long-term commitment to its mission; and its reputation for innovative, results-oriented initiatives. The Council creates frameworks in which those with responsibility for or a stake in effective government can engage in dialogue, widen horizons, achieve solutions across boundaries, and get results.

Members, or Principals, of the Council - private-sector and nonprofit leaders who have served in government - are united by a strong, sustaining commitment to improved government performance. They are closely familiar with government's policy and regulatory environments and the dynamics of decision making in the current public sector context. Their public/private experience and collective profile add unusual value to their participation in Council programs and distinguish the Council as the only organization that can bring an experience-based, cross-sector approach to the challenge of sustained high performance in the public sector.

Founded in 1983, the Council for Excellence in Government is an independent 501(c) (3) organization. The Council is supported by project grants and other funding from government agencies, corporations and philanthropic foundations as well as individual membership contributions. Former Presidents Ford, Carter and Bush are honorary chairs of the Council.



ELIGIBILITY

TO BECOME A CANDIDATE:

The Council for Excellence in Government seeks exceptional candidates from across the government who are prepared to make a commitment to their own leadership and to accomplishing results for their agencies.

Candidates for the Excellence in Government Fellows Program should:

- Be committed to improving the performance of government
- Be seen as the current and future leaders of their agencies
- Be willing to explore new ways of working to achieve results
- Demonstrate high achievement and high potential
- Be eager for personal and professional growth
- Rank at the GS/GM-14 level or above, or equivalent in the military, state, or other pay systems. (Exceptional managers at the GS/GM- 13 level may also apply)
- Be based in the greater Washington DC area or able to travel to Washington, DC for meetings
- Be nominated by managers at the GS/GM-14 level or above
- Have appropriate documentation from their training/ human resources offices.

THE SCOTTY CAMPBELL SENIOR FELLOWS PROGRAM

After completing the Fellows Program, alumni can continue their leadership development through ongoing learning opportunities such as benchmarking, panel discussions, workshops, networking events and participation in several Fellows and Principals events. The Senior Fellows community includes more than 1,300 leaders from across government.

EACH CANDIDATE

APPLICATION MUST INCLUDE:

- A candidate's statement responding to questions about the candidate's career highlights, discussing the candidate's commitment to being a leader in the government, and outlining the candidate's Proposal of Results to be achieved during the Fellows year.
- Two nominators' statements supporting the candidate's participation in the program, assessing the expected value of the candidate's participation to the individual and to the government, and including the agency's charge to work on a specific goal during the year. The nominators should be managers who have equal or greater responsibility than the candidate and should be able to assess the candidate's leadership performance and potential.
- The name of the candidate's sponsor who will support the Fellow during the program. The sponsor can be an individual nominating the candidate or someone else. The sponsor should be a senior executive within the agency who will observe and contribute to the Fellow's accomplishment of Results and will take an active interest in the Fellow's leadership development.

FELLOWSHIP PROGRAM APPLICATION

NAME

TITLE

AGENCY

OFFICE/WORK UNIT

DEPARTMENT/BUREAU

MAILING ADDRESS

MAILING ADDRESS

TELEPHONE

FAX

EMAIL

CURRENT GRADE/RANK

SPONSOR'S NAME (MAY BE SAME AS NOMINATOR OR DIFFERENT)

SPONSORS EMAIL

SPONSOR'S TITLE

SPONSOR'S RELATIONSHIP TO CANDIDATE

HOW DID YOU HEAR ABOUT THE PROGRAM?

PROFESSIONAL BACKGROUND AND CAREER ACCOMPLISHMENTS

Please respond to all three items. You may substitute with a professional vitae or resume. Maximum 3 pages.

1. Career objectives
2. Employment history in reverse chronological order, beginning with current position
3. Education history, including any management/leadership development programs

PERSONAL VISION, COMMITMENT AND EXPECTATIONS

1. Explain what motivated you to apply for the Excellence in Government Fellows Program, including what return on investment you expect for yourself, your organization, the government and society. (Maximum 300 words)
2. Describe one professional accomplishment of which you are particularly proud. What specifically did you do; how did you do it; what was the result that was accomplished; why was the result important. Also include leadership insights that you learned from this experience. (Maximum 300 words)
3. Identify three specific ways in which you want to improve your leadership during the course of the Fellows' year AND how these changes will help your agency and the people your agency serves. (Maximum 300 words)
4. Describe what measures you have undertaken in the last three years to develop yourself as a public service leader.
5. Proposal of Results.

As a participant in the Fellows program, you must identify and accomplish a specific, measurable, important result for your agency. This result will serve as a practice field for developing your leadership skills and will provide a return on investment for your agency. The description of your results will evolve during the course of the year, but you should begin to think about what goal or result you are committed to achieving. Please describe this proposed result and its value using the questions below to guide you. (Maximum 500 words)

- Describe a specific strategic challenge your agency is facing.
- What important result do you want to accomplish for your agency that will help address this challenge?
- Why is that result important to you, your agency, the government and society?
- If you accomplish your result, how will people served by your agency benefit?
- How will you measure success?

Please return by July 1, 2001 to the Council for Excellence in Government, 1301 K Street NW, Suite 450 West, Washington, DC 20005 (Fax: 202-728-0422)

WHAT FELLOWS ARE SAYING

“The mission focus and unrelenting emphasis on leadership and personal responsibility has made the Excellence in Government Fellows Program a major force for federal reform and effectiveness.”

— **Dennis Wagner**
Environmental Protection Agency
1991-92 Fellow

“The program helped me to become the leader I knew I had the potential to be. I saw that I had to change my behavior in order to create change in my agency.”

— **Maxine Barron**
Department of Agriculture
1993-94 Fellow

“The program gave me the vision, tools, and people networks to truly become part of the solution for constructive change within my agency.”

— **Fred Butterfield**
Department of Energy
1994-95 Fellow

“The Excellence in Government Fellows Program is the finest leadership development program I have ever attended...and during an 18-year career in the Army, I have attended many. The opportunity for self-reflection, coupled with the support of the group and the peer coaching team, all add up to an excellent experience.”

— **William Vogt**
On-Site Inspection Agency
1995-96 Fellow

“The best part of this program is the opportunity to learn from successful leaders who have made a real difference, not only for their employees and organizations, but for society as a whole.”

— **C. Susan Santor**
Department of the Air Force
1995-96 Fellow

In 1999, the Excellence in Government Fellows Program was named the best performance-based leadership program outside of the business world in a study funded by the Annie E. Casey Foundation.

NOMINATOR'S STATEMENT

The candidate applying for the Excellence in Government Fellows Program is making a significant commitment to improving the performance of government and to becoming an effective leader who accomplishes important results. The Excellence in Government Fellows Program is a highly competitive program and your assessment of the candidate's performance and potential is an important component of the selection process.

Please assess the candidate's potential and capacity to play a leadership role in government. Please use the following questions to guide you.

- What evidence of leadership ability have you observed in the candidate's past performance?
- What specific leadership development activities has the candidate self-initiated in the last three years?
- What personal qualities or characteristics contribute to the candidate's potential as a leader?
- How well does the candidate understand the purpose of the Fellows program and what he/she will be expected to achieve in it?
- How will the candidate, your organization, and the government benefit from the candidate's selection as a Fellow?
- In what way will the Fellow's proposed results benefit your agency and the people it serves?

NAME OF CANDIDATE

NAME OF NOMINATOR

TITLE OF NOMINATOR

MAILING ADDRESS

MAILING ADDRESS

PHONE

FAX

EMAIL

ARE YOU A SENIOR FELLOW (GRADUATE OF THE EXCELLENCE IN GOVERNMENT FELLOWS PROGRAM)?

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WHAT FELLOWS ARE SAYING

“It’s an incredible opportunity to have candid, “off-the-record” conversations with the CEOs of major corporations during benchmark visits.”

— **Liz Resek**
Environmental Protection Agency
1998-99 Fellow

“The Fellows Program gave me confidence in my leadership ability by providing access to inspirational leaders. From the CEO of a large corporation, to the visionary behind Banana Kelly, a grass-roots movement in the South Bronx, I was able to learn by asking them questions that mattered to me.”

— **Randy Kruger**
Treasury Department
1998-99 Fellow

“The leadership year was a transformation for me; from a focus on process to a focus on results. This transformation took hold as I personally met leaders at all levels that made extraordinary results happen. Their common thread was a passion for the results they were seeking. Most notable was our visit with James Lee Witt, the FEMA Director. His leadership moved an organization to impressive changes that greatly enhanced emergency services for Americans.”

— **Jodee Jackson**
National Credit Union Association
1998-99 Fellow

“This program made me proud to be a government employee and has inspired me to always think about ‘getting in action’ or ‘being in action’ on providing better leadership in every aspect of my life.”

— **Gale Fleming**
NASA
1999-2000 Fellow

“Time and time again, ideas presented during our benchmarking site visits have gone through my mind during team meetings. Particularly noteworthy were our visits to the US Coast Guard and Digital Commerce Corporation. These visits provided numerous insights which have helped me guide our team through all-too-frequently contentious issues.”

— **Ingrid Sunzenauer**
Environmental Protection Agency
1999-2000 Fellow

KEY DATES AND TUITION

Applications will be reviewed as they arrive at the Council. As a result, the earlier an application is received, the earlier the applicant will be notified regarding acceptance. The Council may request an interview with a candidate at any time during the application process.

KEY DATES

July 1

Application due to The Council for Excellence in Government. Applications may be submitted electronically or via mail.

August 10

All candidates are notified of their acceptance by this date.

September 12

The kick-off session of the 2001-2002 Excellence in Government Fellows Program in Washington, DC.

October 10

Tuition payments are due to The Council for Excellence in Government.

TUITION

Tuition for each Fellow is \$7,200. Tuition payments are due to the Council by October 10, 2001. In addition to tuition, sponsoring departments are responsible for travel expenses associated with events held outside the greater Washington DC area. The maximum cost for these trips is estimated to be \$2,500 per Fellow.*

*Cost is based on travel from the greater Washington, DC area.

ON-LINE APPLICATION

For an on-line application, please go to www.excelgov.org

All applications for the 2001-2002 Fellows Program must be received by July 1, 2001.

Agencies should forward completed applications to:

fellows@excelgov.org

Excellence in Government Fellows Program

The Council for Excellence in Government

1301 K Street, NW

Suite 450 West

Washington, DC 20005

Tel: 202-728-0418

Fax: 202-728-0422

www.excelgov.org

**Questions can be directed to Heather Weston
or Kellyn Kellogg**