



U.S. Department of Homeland Security
FELLOWS PROGRAM

2006 – 2007

*A DIFFERENT KIND OF LEADERSHIP DEVELOPMENT...
FOR LEADERS WHO WANT TO MAKE A DIFFERENCE*

DHS FELLOWS PROGRAM



The Department of Homeland Security, in partnership with the Council for Excellence in Government, announces the inaugural “Department of Homeland Security (DHS) Fellows Program.”

This leadership program focuses on *collaboration* across DHS components, a *common compelling vision*, unified *operations*, high-performing *teams* and *results* for the American people.

COURSE OVERVIEW:

The DHS Fellows Program will be a transformational experience with a unique concentration on leadership and management challenges specific to the Department of Homeland Security. The program will develop, motivate and energize collaborative, accountable, results-oriented career leaders.

The curriculum will address issues related to risk management, the application of adaptive force packages, cross-cutting infrastructure challenges, righting the department’s structure, education and development, and leading for results.

The DHS Fellows Program...

Targets GS 14’s, 15’s and exceptional 13’s in cohorts of 25;

Focuses on developing leadership through individual and team coaching, practical and experiential learning, and structured practice and feedback;

Benchmarks and assesses successful, relevant organizations and leaders in the public and private sectors;

Organizes team results projects to translate learning into action and measurable outcomes in real time; and

Builds an ongoing cross-component network of DHS career leaders.

DHS Fellows will achieve core qualifications for the Senior Executive Service as well as incorporate core DHS mission-related requirements:

SES Core Qualifications

- Leading Change -
- Leading People -
- Results Driven -
- Business Acumen -
- Building Coalitions -

Mission Related Requirements

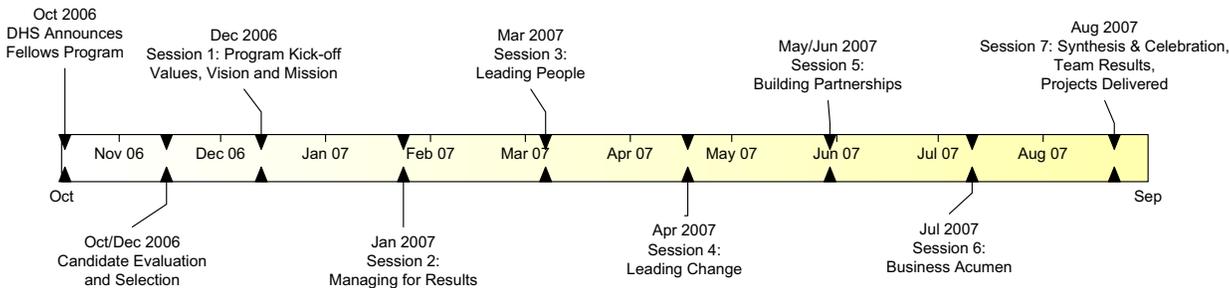
- The Threats and the Adversary -
- Catastrophic Event Planning Preparation and Response -
 - Policy and Strategy -
 - Asymmetric Thinking -
 - The Players -
 - Practicum -
- Risk Assessment -



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TIMELINE:

The DHS Fellows Program will allow participants to remain on the job during a year-long fellowship. Fellows dedicate 2-3 days every six weeks to the program. This will allow DHS Fellows the on-going opportunity to practice new leadership approaches and skills. In addition, the team results projects will deliver value to the Department of Homeland Security throughout the year.



SELECTION PROCESS:

To select the first cohort of promising career GS-14s, GS-15s and exceptional 13s from across the department, a DHS Executive Steering Committee, assisted by the Council for Excellence in Government, will review applications from each component agency. Selections will be made on the basis of the following criteria:

- Broad representation of DHS components;
- Outstanding performance and leadership potential; and
- Willingness to work in teams to advance solutions to critical challenges.

Applications from each component agency should be submitted by **November 13, 2006** via email, fax, or hard copy to:

Attn: DHS Fellows Program
 Email: dhsfellows@excelgov.org
 Fax: 202-728-0422
 The Council for Excellence in Government
 1301 K Street NW
 Suite 450 W
 Washington, DC 20005

Final selections will be made November 22, 2006 and the program will begin December 5-7, 2006.

TUITION COSTS:

Tuition Cost: \$10,800
 Approximate Travel Expenses: \$2,500

The Council for Excellence in Government

This program is administered by the nonpartisan, nonprofit **Council for Excellence in Government (CEG)**, which works to improve the performance of government, as well as citizen's participation, understanding and trust in government. Since 1988, CEG's *Excellence in Government Fellows Program* has graduated an elite group of more than 2000 public sector leaders, who are making a real and significant impact — and achieving results for the American people.



An Annie E. Casey Foundation evaluation rated the EIG Fellows program:
 "... the best performance-based leadership development program outside the business world."

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DHS Fellows Program Elements

Leadership Benchmarking. The DHS Fellows will benchmark several private, public and non-profit organizations. During these site visits, Fellows interact with senior and mid-level leaders, learn from their successes and failures, and cull the lessons to apply to their challenges.



The DHS Executive Steering Committee will help to choose benchmarking site visits that are particularly relevant to the mission of the Department. For example, to provide a greater awareness of intergovernmental connections and the role of first responders, Fellows could visit the state-of-the-art emergency operations centers in several big cities. Other trips could include a visit to a border site or tour a Coast Guard installation to examine how components of DHS can effectively work together. Another option would be to visit a Center of Excellence to learn about promising innovative technology applications. Private sector visits would concentrate on risk assessment, management of critical infrastructure and assets, and the role of public-private partnerships.

Team Results Projects. Fellows focus throughout the year on specific, team results projects that will benefit: the individual (by applying what is being learned in the program); the agency (by accomplishing an important, mission-related outcome); and the public as a whole. The DHS Executive Steering Committee will guide and provide feedback on the DHS Fellows' team results project. Key goals and themes for these projects are: (1) risk management; (2) the application of adaptive force packages; and (3) cross-cutting infrastructure efforts to right the department's structure such as, IT consolidation, acquisition/procurement consolidation, education and development. Each session will allow time for teams to work on their results projects, with follow up actions and communications between sessions.

Exercises and Case Studies. The program uses case studies of teams and leaders who have achieved important results in the face of process, resource and other barriers. The Fellows also participate in exercises that illuminate the issues involved in collaborating with internal and external players to achieve a desired result. DHS-related themes will be integrated into the exercises, case studies and role playing. Working with the Executive Steering Committee, the Council will design a series of exercises, drawing upon the 15 scenarios in the National Preparedness Plan, to illustrate the challenges the Department faces and the value of collaborative leadership.

Guest Leaders and Expert Speakers. The DHS Fellows Program will highlight speakers who have faced real leadership challenges in the area of Homeland Security. The Council, working with the DHS Executive Steering Committee, will invite guest leaders and experts who can address the DHS context on a wide range of issues, for example Mayor Giuliani's experience during 9/11 would be of great interest as well as Admiral Allen's challenge when he took over the Hurricane Katrina response, in addition to others who were challenged to lead from the middle of their organizations. In addition to federal, state and local government leaders, speakers with expertise and experience in topics such as threat assessment, risk management, emergency planning, response and recovery, and information sharing and security will be invited to speak at sessions.





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For example, terrorism experts could include: James Dobbins or Brian Jackson from RAND, Richard Falkenrath with the New York City Police Department, David Heyman from CSIS or Peter Bergen. Other speakers could include experts in emergency response domestically or internationally such as officials from Great Britain and Israel and the head of disaster response from the United Nations, and USAID's Office of Foreign Disaster Assistance.

Readings. The required and suggested reading list will be tailored to include readings relevant to the DHS mission and context. Some possibilities include: *Collapse: How Societies Choose to Fail or Succeed* by Jared Diamond, *The World is Flat* by Thomas Friedman, *The Looming Tower: Al Qaeda and the Road to 9/11* by Lawrence Wright, *Terrorism and Homeland Security* by Jonathan R. White, and *Dividing Lines: The Politics of Immigration Control in America* by Daniel J. Tichenor and *The 9/11 Commission Report*. In addition, DHS Fellows will read and discuss compelling leadership books from the best selling authors including *The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All* by Michael Useem, *The Heart of Change* by John Kotter & Dan Cohen, *How (Un)Ethical Are You?* by Mahzarin R. Banaji, Max H. Bazerman, and Dolly Chugh, *Getting Past Yes: Negotiating As If Implementation Mattered* by Danny Ertel, and *Good to Great: Why Some Companies Make the Leap and Other's Don't* by Jim Collins.

The program will also have an on-line library of and select key documents from the Department of Homeland Security and the federal government such as the National Preparedness Plan, National Response Plan, NIMS, the Pandemic Flu Plan, relevant Presidential directives, and GAO and Congressional reports. The readings for each session will be discussed by the Fellows and will be used to provide context for the exercises, benchmarking and team results projects.

Coaching. Coaching, rather than teaching, is the approach the Council uses to engage Fellows on both personal and organizational levels. It involves techniques such as effective questioning, feedback, and motivation. Team coaching will supplement individual coaching sessions throughout the year.

Self-awareness and Self-Mastery Tools. A range of assessment tools will be used including a specially designed 360° feedback instrument, the Myers-Briggs Type Indicator (MBTI) and others as appropriate. Coaches meet individually with the Fellows after Session 1 to discuss the results of these assessment tools and to provide input for their leadership development. Fellows will also be encouraged to reflect on what they are observing and experiencing in every session and to maintain a journal to capture their thoughts and their lessons learned.

Applying Learning Between Sessions. Between sessions, Fellows will apply the insights and learning of the previous sessions and prepare for future sessions. Activities include working with their team to produce results projects, reading from the curriculum list, working with their coaches, and applying new strategies in real time, on the job.



DHS Fellows Program Session-by-Session

Session 1: Vision, Values, Mission, Context (New York City, Ground Zero)



The program begins with an intensive grounding in the context in which the DHS Fellows work and self evaluation of their leadership behavior in the context of personal and organizational goals and the role of public service in our democracy. The 4-day session, starting at a location of great significance to DHS' mission, such as Ground Zero, would begin with a day of discussion of the DHS context and challenges with experienced guest leaders from DHS and others with experience in relevant threats, risk assessment and emergency management. Fellows will also discuss core values, vision, and mission from individual, organizational and national perspectives.

Session 2: Managing for Results (Washington, DC)

This session focuses on the application of results-based accountability and performance-measurement concepts and a discussion of the approach and key success factors for team results projects.

Session Two begins by discussing a number of models for evidence-based decision making and measuring performance. The Fellows will examine the differences between outcome and activity results measures. Results-based accountability and performance measurement models come into play with table top exercises in which fellows play the roles of different stakeholders. They will look at results from the perspective of how leaders develop and communicate measurable goals and how progress and success are measured.

Session 3: Leading People (Washington, DC)

This session focuses on examples of effective leadership and the identification and application of principles essential to managing and leading people and the value of diversity to achieving results.

It explores difficult issues related to leading people including motivation, conflict management, and leveraging diversity. Fellows discuss with guest leaders from the private and public sector how they motivate individuals and teams, accomplish extraordinary outcomes, and how to change an organization's culture. Fellows explore the role of conflict and various approaches that can be used to work through conflict and diverse perspectives to achieve high levels of performance. They will also focus on ethical decision making.

Session 4: Leading Change (Various locations for benchmarking site visits)

In this session, Fellows will travel to benchmark successful examples of transformational leadership and innovation in the public, private and non-profit sectors.

Benchmark site visits for DHS Fellows could include: 1) a visit to an organization that responded to an emergency situation and discuss with the leaders who integrated the efforts of multiple agencies in this response; 2) private companies that assembled resources and supplies to respond to a local emergency and their strategy and motivation for doing so; and 3) private, state and local or independent organizations that have demonstrated exceptional results in the context of major change.



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Session 5: Building Partnerships and Coalitions (Location to be determined)



This session focuses on the value of building cross boundary partnerships and the application of leadership strategies to establish effective partnerships and coalitions. Exercises and role playing are used to enhance the negotiation and communication skills of the Fellows and to emphasize the importance of strategic outreach to stakeholders to enlist their support. The Fellows work through this situation and learn the effectiveness of what they do in a situation of intense conflict and high stakes. They also look at case studies and leadership benchmarks to see how under funded and un-sponsored initiatives can succeed in spite of the odds against them.

Session 6: Business Acumen (Washington, DC)

Session 6 examines the art of decision making under pressure and the strategic application of core business tools and functions (human capital management, information technology, acquisition and financial management) to achieve long-term results. The session could begin with a visit to the battlefield in Gettysburg to discuss the leadership lessons and how decisions made in the heat of battle led to turning points in the conflict. In this context, current business tools and leadership strategies are examined. The discussion also focuses on the roles of Congress and the media and how to anticipate and prepare for unintended consequences. Guest leaders in this session could include Congressional staff and members of the media. Through exercises, Fellows practice briefing and communication skills that can aid them and their superiors in building well rounded and well managed programs.

Session 7: Synthesis, Integration & Celebration (Washington, DC)

This closing session focuses on how leadership competencies interrelate and their relevance to future leadership challenges. DHS Fellows present their team results projects to the DHS Executive Steering Committee and participate in an inspiring graduation ceremony with their colleagues and family members.

Advantages of the DHS Fellows Program

The DHS Fellows program:

Builds a cadre of leaders across the various components of DHS that will enhance teambuilding and help shape a mission and results driven culture at DHS;

Covers OPM's Senior Executive Service Executive Core Qualifications as well as DHS core requirements;

Allows participants to remain on the job during a year-long fellowship.

Fellows dedicate 2-3 days every six weeks to the program. This allows on-going opportunities to practice and apply the new leadership approaches and skills they develop; delivers real-time results through the team results projects; and establishes a core department-wide group of career leaders before the transition to a new Administration.

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About the Council for Excellence in Government

Founded in 1983, the Council for Excellence in Government, is a nonpartisan, 501(c)(3) organization, focused on improving the performance of government at all levels and government's place in the lives and esteem of American citizens. Former President's Carter, Ford, Bush, and Clinton are honorary co-chairs of the Council, and the Council's membership includes 650 business, education, and non-profit leaders who previously served in government.

The Council's success lies in its independent, non-partisan approach; the background, access, and credibility of its membership; its long-term commitment to its mission; and its reputation for innovative, results-oriented initiatives. All Council undertakings reflect the conviction that stewardship in the public interest builds public trust, that innovative leadership and management matter, and that partnerships get the best results.

Since its inception, the Council has a strong record of achievement in the areas of leadership development, homeland security, and emergency preparedness.

The Excellence in Government and E-Government Fellows Programs:

More than 2,300 mid-level career executives have graduated from this cornerstone of the Council's leadership portfolio. The Annie E. Casey Foundation rated it "the best performance-based leadership development program outside the business world."

We the People: Homeland Security from the Citizens' Perspective:

This two year project combined innovative town hall meetings across the country, national polling, and expert working groups to develop a comprehensive set of specific recommendations for action.

Department of Health and Human Services Emerging Leaders Program:

The Council has worked with HHS for the last three years in the delivery of this program aimed at attracting the best and brightest — and retaining them.

The Public Readiness Index:

The Council is currently working collaboratively with public and private sector leaders and survey experts to design a Public Readiness Index (PRI) to track progress and gaps in public preparedness.

CIO Boot Camp:

In partnership with the Federal CIO Council Best Practices Committee, the Council has conducted two intensive seminars designed to provide new CIO's with an outstanding roadmap to help chart the course of their agencies.

Big City Emergency Managers' Learning and Exchange Forum

CEG recently convened the third "Learning and Exchange Forum" for the directors of emergency management from Boston, New York City, Los Angeles, Chicago, Washington, D.C., San Francisco, Miami-Dade County, Philadelphia and Harris County, TX.



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NAME _____

TITLE _____

AGENCY _____

OFFICE/WORK UNIT _____

DEPARTMENT/BUREAU _____

OFFICE MAILING ADDRESS _____

HOME MAILING ADDRESS _____

OFFICE TELEPHONE _____ FAX _____ EMAIL _____

CURRENT GRADE/RANK _____

Please attach the following:

Professional Background

Please provide your resume or professional vitae including your educational background.
(Maximum three pages)

Essay Question

Why are you applying to the DHS Fellows program? As part of your answer, indicate individual and team leadership skills that you wish to develop and how you would like to contribute to your organization's mission. (Maximum 300 words)

Applications from each component agency should be submitted by **November 13th.**

Apply online at www.excelgov.org or via email, fax, or hard copy at:

Attn: DHS Fellows Program

Email: dhsfellows@excelgov.org

Fax: 202-728-0422

The Council for Excellence in Government

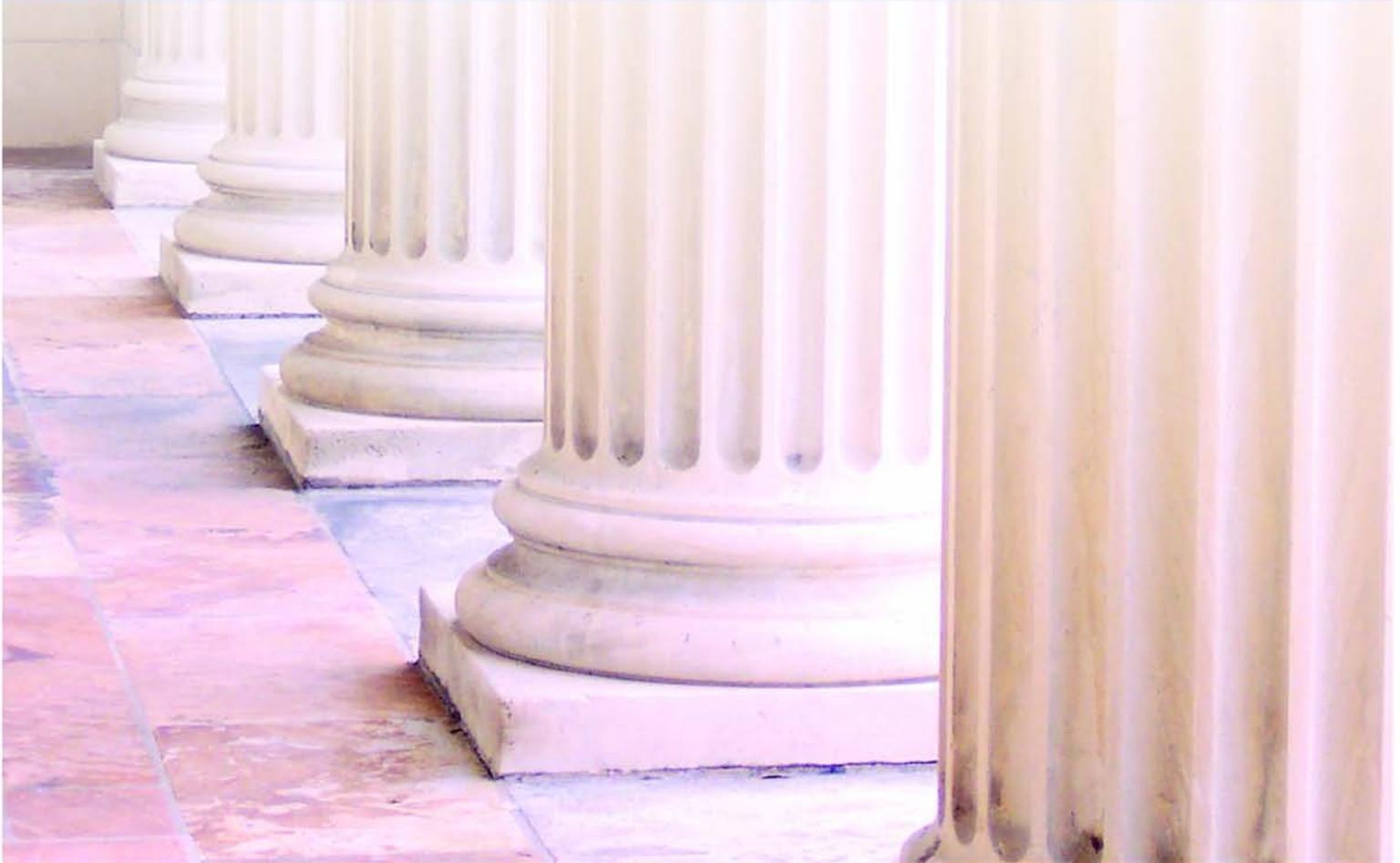
1301 K Street NW

Suite 450 W

Washington, DC 20005

**Final selections will be made by November 22, 2006
and the program will begin December 5-7, 2006.**

For additional information or questions, please contact
The Council for Excellence in Government at 202-728-0418 or visit us online at
www.excelgov.org.



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