

# THE CITY OF NEW YORK

Michael R. Bloomberg, Mayor

## THE LEADERSHIP INSTITUTE

### NYC Department of Citywide Administrative Services

Municipal Building, 1 Centre Street, Room 2445

New York, NY 10007

(212) 669-3615

### Bureau of Personnel Development

Michael Forte, Assistant Commissioner

### Citywide Organizational & Executive Development Programs

Barbara Grossman, Director

[www.nyc.gov/executivedevelopment](http://www.nyc.gov/executivedevelopment)

Department of Citywide Administrative Services

Martha K. Hirst, Commissioner

Division of Citywide Personnel Services

James G. Hein, Deputy Commissioner



## APPLICATION PACKAGE

**Application Deadline:**  
August 1, 2008

**Program Dates:**  
October 2008 - February 2009

# *New York City Leadership Institute*

## *Mission*

The New York City Leadership Institute is an intensive four-month (16 session) executive development program for outstanding middle-level New York City managers. The Leadership Institute identifies excellent City managers and provides them with specialized training in strategic change management. This training and the access to key people and resources will enable participants to be successful in change initiatives in their current work and will continue to have value in any senior City management position to which they aspire. Follow-up seminars and related activities are also provided for all graduates. By drawing on the best resources around the City to provide initial and ongoing training, the Leadership Institute seeks to develop a cadre of skilled managers to assist change efforts in New York City government.

## *Curriculum & Faculty*

The Institute assumes a proficiency among its participants in daily management and crisis management. The curriculum focuses on how to bring about a strategic change and how to bring a large group of people through the change process. The curriculum is organized into three sections – organizational diagnosis, direction setting, and implementation strategy – and looks at management frameworks and tools and their application to organizational change in the public sector. Topics are taught by experts from New York City government and other municipalities, the academic community, and the non-profit and private sectors. The Institute constantly updates and focuses its content for relevance and applicability, given the unique and changing demands which confront NYC managers.

## *Continuing Services*

In addition to the program curriculum, the Leadership Institute provides several long-term benefits to its participants. The professional network, which Institute members build for themselves, will be supported by follow-up seminars and related activities for all Institute graduates. Graduates may also have the opportunity to serve as faculty and curriculum advisors. By providing initial and ongoing training as well as continuing exposure to senior managers and other developmental resources, the Leadership Institute seeks to assist its participants in achieving their organizational and career goals in NYC government.

## *Qualifications*

Applicants to the Leadership Institute should be outstanding middle-level managers who are in an appropriate position to bring about strategic change, and who have had several years of management experience. A candidate for the Leadership Institute is usually a manager who has significant decision making authority in his/her area of work and is, at most, two positions away from a senior management position in the agency. Some managers from small agencies and offices may have a smaller span of control but should have a significant policy making role in their agencies or the City. Candidates should be committed to public service and to working in a diverse environment. Finally, they should be eager to take on broader responsibilities with the goal of becoming senior managers in City government.

Send three (3) copies of your application including all supporting material and your agency appraisal to:

**Organizational & Executive Development Programs**  
**The Leadership Institute**  
**New York City Department of Citywide Administrative Services**  
**1 Centre Street, Room 2445**  
**New York, NY 10007**

Program inquiries should be directed to:

**Barbara Grossman, Director**  
**Citywide Organizational & Executive Development Programs**  
**(212) 669-3615**

*(This application will not be considered if submitted without a fully completed and attached agency appraisal.)*

---

***Candidate Information***

Name \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

Agency Address \_\_\_\_\_

Reference # \_\_\_\_\_  
(from paycheck)

Current Civil Service Title \_\_\_\_\_

Business Telephone #: \_\_\_\_\_ E-mail: \_\_\_\_\_ Fax#: \_\_\_\_\_

***Optional Data:***

Ethnicity:

White \_\_\_\_\_ (not of Hispanic origin) Black \_\_\_\_\_ (not of Hispanic Origin) Hispanic \_\_\_\_\_

Asian or Pacific Islander \_\_\_\_\_ American Indian or Alaskan Native \_\_\_\_\_ Other \_\_\_\_\_

Gender:

Male \_\_\_\_\_ Female \_\_\_\_\_

***Instructions***

Please answer all questions on a separate sheet(s) of paper and attach to this form. *Please limit responses to 350 words per question.*

***Background***

1. Please attach an updated copy of your resume, and list any other management development programs in which you have participated.

***Experience***

2. Please briefly explain: the basic responsibilities of your position; the numbers and levels of staff that you directly and indirectly supervise; and any policy role you may have. Attach an organizational chart that includes the levels below you and all those levels between you and the Agency Head.

3. The curriculum of the Leadership Institute is focused on strategic change management. Give one example of a strategic change you hope to bring about. Explain how this change will benefit the agency and some of the strategic challenges which must be addressed.
4. Provide an analysis of a strategic or organizational problem you have addressed in your current position. Reflect on your role in this situation. What resources and obstacles were present? What do you consider the successes in the project and what would you do differently?
5. Participant input will be critical to the success of the Leadership Institute. What are the strengths you think you will bring to the participant group? What content areas do you think will be helpful in your leadership development?



I understand that participation in the Leadership Institute will require a time commitment of one day per week (generally from 9:00 a.m. - 2:30 p.m.) for approximately 16 sessions during the fall and winter of 2008/2009. I also understand that participation in the Institute will require outside assignments and agency-based application projects. If selected to participate in the Leadership Institute, I will, to the best of my ability, meet all participation requirements.

---

Candidate's Signature

---

Date

Please have three (3) copies of your application sent with a fully completed and attached agency appraisal to the following address by August 1, 2008:

**Organizational and Executive Development Programs  
The Leadership Institute**

NYC Department of Citywide Administrative Services  
1 Centre Street, Room 2445  
New York, NY 10007

*(The candidate application will not be considered if submitted without this fully completed agency appraisal.)*

---

***Candidate Information***

Name \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

Agency Address \_\_\_\_\_

---

***Recommender/Evaluator Information***

Name \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

Business Telephone #: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Please note:** Recommender should be a current or former supervisor.

***Instructions:***

- Answer all questions on a separate sheet(s) of paper and attach to this form.
- Sign the evaluation in the designated space.
- Have the Agency Head fill out the recommendation and release section (on other side) and sign.

***Questions:*** Please respond as concisely as possible.

1. What is/has been your relationship to the candidate?
2. The Leadership Institute assumes a proficiency among its participants in basic managerial skills. Please give an example of how the candidate has demonstrated excellence in meeting the daily management demands of his/her office.

3. The Leadership Institute seeks managers who have broad authority and responsibility in their agencies. The curriculum is focused on strategic change management.
  - a. Explain how the candidate is in an appropriate position in the agency to bring about strategic change.
  - b. What about the candidate's performance suggests a strong potential for assuming larger leadership roles in an agency or Citywide ?
4. Do you think the candidate has a long-term commitment to working in New York City government? Upon what do you base this assessment?

---

Recommender's Signature

---

Date

***TO BE COMPLETED BY THE AGENCY HEAD ONLY***

I very highly recommend \_\_\_\_ highly recommend \_\_\_\_ recommend \_\_\_\_ this candidate for admission to the Leadership Institute.

I understand that participation in the Leadership Institute will require a time commitment of one day per week (generally from 9:00 a.m. - 2:30 p.m.) for approximately 16 sessions during the fall and winter of 2008/2009. This candidate has my support and will be released to fully participate if he or she is selected to participate in the program.

**Please Note: Your agency will be assessed \$1,800 for each manager selected to participate in the Institute.**

---

Agency Head's Signature

---

Date

Please attach this appraisal to the candidate's application. The completed candidate's application package must be submitted to the Department of Citywide Administrative Services by **August 1, 2008**.

If you have any questions about the application process please call the Leadership Institute at (212) 669-3615.