

APPENDIX A

EMERGING LEADERS CONFERENCE

ALLOCATION TABLE NOMINATION / SELECTION PROCEDURES

Major Subordinate Commands:		Engineer Research & Development Center (ERDC):	2
North Atlantic Division	3		
South Atlantic Division	3	Engineering & Support Center, Huntsville	1
Great Lakes & Ohio River Division	3		
Mississippi Valley Division	3	Headquarters, HECSA, Transatlantic Center and FOA's	2
Southwestern Division	2		
South Pacific Division	2	Command Wide Pool:	10
Northwestern Division	3		
Pacific Ocean Division	2	Total:	36

There are a total of 36 participants in the Emerging Leaders Conference. Twenty-four participants are selected directly by MSC commanders; Commander, Engineering and Support Center, Huntsville; and the ERDC Director. Two participants are selected by the DCG from a list consisting of candidates who are nominated by Headquarters Staff Principals; Commander, Transatlantic Programs Center; and the Directors of HECSA and FOA's. The remaining ten slots are filled through a competitive process with additional nominees who are referred as "at large candidates" by MSC and Engineering and Support Center, Huntsville Commanders; the ERDC Director and by the previous class of ELC participants. The highest rated candidates not selected from the Headquarters / HECSA / TAC / FOA list are also included in this pool.

APPENDIX B

PROCEDURES / INSTRUCTIONS FOR NOMINATING, SELECTING AND REFERRING CANDIDATES FOR THE EMERGING LEADERS CONFERENCE

Major Subordinate Commands / ERDC / CEHNC

- Commanders/directors of these organizations will establish and disseminate local procedures within their commands to solicit the referral of nominees through their chain of command.
- Commanders/directors of these organizations select candidate(s) to participate in the ELC, according to allocation table.
- Each commander/director may nominate two additional candidates to compete as “at large” candidates in the command wide pool.
- The nomination packages of the selected candidates and the “at large” nominees are to be sent electronically to the ELC Program Manager at margaret.a.tindal-fisher@usace.army.mil with the hard copy original forwarded to HQUSACE, Directorate of Human Resources, CEHR-D, 3X41, ELC Program Manager, 441 G Street, N.W., Washington, D.C. 20314-1000.

Headquarters Directorates, CETAC, HECSA and FOA's:

- Each Headquarters Staff Principal, Commander CETAC, Directors, HECSA / FOA s may each nominate one candidate to be considered for participation in the ELC.
- Nomination packages are to be sent electronically to the ELC Program Manager at margaret.a.tindal-fisher@usace.army.mil with the hard copy original forwarded to, HQUSACE, Directorate of Human Resources, CEHR-D, 3X41, ELC Program Manager, 441 G Street, N.W., Washington, D.C. 20314-1000.
- The candidates are rated and ranked by a review panel and referred to the DCG who selects two candidates to attend the ELC. The remaining highest ranked candidates are then included in the command-wide pool of “at large” candidates.

Previous Year's Emerging Leaders Conference Alumni:

- ELC participants from the year preceding the upcoming conference are each invited to nominate a candidate for consideration in the command-wide pool.
- The completed nomination packages are to be sent electronically to the ELC Program Manager, at margaret.a.tindal-fisher@usace.army.mil with a follow-up copy to HQUSACE, Directorate of Human Resources, CEHR-D, 3X41, ELC Program Manager, 441 G Street, N.W., Washington, D.C. 20314-1000.
- The ELC alumnus who is making the nomination is requested to send a courtesy information copy of the nomination to the Headquarters Staff Principal, MSC / Engineering Center Commander, or ERDC, HECSA, FOA Director of the individual being nominated.

APPENDIX C

EMERGING LEADERS CONFERENCE

Procedures for Completing Candidate Nomination Packages

Nomination packages must be received by the ELC Program Manager NLT 4 May 2001.

Completed packages are to be sent electronically to margaret.a.tindal-fisher@usace.army.mil

A copy of the nomination package should also be either faxed to Margaret Tindal-Fisher at (202) 761-1245; or mailed to:

HQ, U.S. Army Corps of Engineers
Directorate of Human Resources
ELC Program Manager
CEHR-D, Cubicle 3X41 (Tindal-Fisher)
441 G Street, NW
Washington, D.C. 20314-1000

ELC Nomination packages consist of the four parts listed below.

1. Nomination/Referral Form (ELC-01 Form 1): Part I of this form is to be completed by the individual who is nominating a candidate to be considered for participation in the ELC. Part II is to be completed by the commander, director or staff principal who is authorizing the nomination /selection. This form also serves as the cover sheet for each candidate's nomination package.

1 (a). ELC Alumnus Nomination / Referral Form (ELC-01 Form 1 (a)): This form is to be completed by an ELC alumnus who is nominating a candidate for consideration in the command-wide pool. This form will also serve as the cover sheet for each individual package

2. Justification / Supplemental Narrative: The individual making the nomination is requested to provide a written justification describing why his/her nominee should be selected as a member of the upcoming ELC class by addressing the criteria below. **Briefly** describe and provide examples of the candidate's accomplishments and future potential in the areas of Leadership, Management, and Development.

Leadership: Describe how the candidate demonstrates leadership. Examples include how he/she sets and achieves high goals and exhibits initiative and creativity in accomplishing assignments; effectively works with and motivates others; earns the trust and confidence of co-workers and managers; confronts and tactfully resolves conflict; understands and upholds the vision, values and culture of the organization.

Management: Describe how the candidate demonstrates management skills and abilities. Examples include how he/she plans and manages work; sets goals; communicates effectively with co-workers and management; demonstrates through actions the value of customer service; applies innovation in work assignments; and delivers quality results in a timely manner.

Development: Describe how the candidate demonstrates the value of personal growth. Examples include what he/she has done in pursuing on the job career developmental opportunities; enrolling in additional academic courses or advanced degree programs; demonstrating, through work performance, a steady increase in responsibility and career progression. Also, provide examples of how the candidate promoted the development of others in the organization.

3. Candidate Profile (ELC-01 Form 2): Each nominee is to complete a biographical outline according to the format provided in ELC-01, Form 2. No other format will be accepted.

4. Leadership, Management and Development Questions. Each candidate is to address the following questions and provide a **brief** written narrative for each.

Leadership:

- a. What do you perceive as your key leadership strengths?
- b. Describe a successful example of your leadership.

Management:

- a. In your experience, describe the most valuable lesson you have learned from managing a project / program / team?
- b. What do you think should be the most important priorities and expectations of a manager?

Development:

- a. Describe your most significant accomplishment in your personal career development.
- b. What do you see as a leader's role in developing others and why?

