



**Riverside Leadership Excellence
Certificate**

or

**Riverside Emerging Leaders Program:
2020 Cohort Application Form**

Riverside Leadership Excellence Certificate or Riverside Emerging Leaders Certificate Application Form for 2020 Cohort

NOTE: Only Complete Applications will be considered if submitted by the due date – Applications are due to Riverside’s OD & Learning Dept. no later than 11/15/2019.

Purpose

Riverside is committed to the strongest possible leadership team in support of assuring Riverside remains a place where employees choose to work for their personal best, where physicians choose to practice, and where patients choose to receive their care. To that end, we are offering two leadership development programs: the **Riverside Leadership Excellence Certificate** program and the **Riverside Emerging Leaders Program**. Descriptions of both programs follow below.



The Riverside Leadership Excellence Certificate is an evidence-based 12 month program targeted at front level supervisors or managers new to leadership. The cohort is limited to approximately 20 Riverside staff per cohort from non-Leadership Council leaders. The program provides classes, coaching, and targeted post-class application.



The Riverside Emerging Leaders Certificate is a 12 month program. It is developed for individuals with the potential and interest to become a supervisor or are a new frontline supervisor who is beginning their leadership journey. Participants meet once/month for four hours with a focus on management skill development and coaching on Riverside policies and evidence-based leadership practices. This cohort is limited to approximately 20 Riverside staff.

Eligibility and Selection Criteria

Riverside Leadership Excellence Certificate Eligibility Criteria:

1. Minimum of a .9 to 1.0 FTE within any corporation of Riverside HealthCare
2. Must be in a non-Leadership Council position.
3. Must be rated at Achieves Expectations level or higher on the most recent annual performance appraisal on all items or a 2.25 or greater on the most recent LEM evaluation.
4. Must have a minimum educational level of a high school diploma/degree.
5. Already in a management position and new to leadership are preferred.

Riverside Emerging Leaders Certificate Eligibility Criteria:

1. Minimum of a .9 to 1.0 FTE within any corporation of Riverside HealthCare
2. Must be in a non-Leadership Council position.
3. Must be rated at Achieves Expectations level or higher on the most recent annual performance appraisal on all items or a 2.25 or greater on the most recent LEM evaluation.
4. Must have a minimum educational level of a high school diploma/degree.
5. Individuals with the potential and interest to become a supervisor or are a new frontline supervisor.

Selection Criteria:

Selection of attendees is based upon the above eligibility criteria, approval from your Riverside Director to support your attendance in the program, and a fully completed application by the due date.

Agreement and Understanding:

If chosen to attend the Riverside Leadership Excellence Certificate or Riverside Emerging Leaders Program, participants agree to regularly attend and actively participate in all scheduled sessions, to complete all assignments and to provide feedback on helpfulness of the entire program.

Note: *In order to earn the completion certificate associated with either program, attendees must complete 100% of all courses, coaching sessions, and assignments.*

Application Process:

A completed application (including the essay) for any eligible Riverside employees interested in participation in either program must be submitted to Riverside's Organizational Development and Learning Department by the application due date for consideration. All applicants will be notified if they have been approved to attend or not by early December 2019. *Note: Incomplete applications will not be considered for either program and will be returned to the applicant.*

NOTES:

- Items to be reviewed will include attendance records and past performance evaluations. Existence of any corrective actions in the past 12 months may be grounds for disqualification from this opportunity.

For Additional Information:

For additional information, contact: Janet Jensen, 815-935-7256, ext. 4817; Organizational Development & Learning Department.

What other leadership programs might be the right fit for me?

What other leadership development programs might be the right fit for me? If interested in the Riverside Young Professionals (RYP) Program described below, must submit the separate RYP application.

Riverside Young Professionals

18 month program that meets once per month targeted at high potentials or new frontline supervisors who are new to the organization:

Riverside employees, employed at least one year

- ✓ Must be 0.9 FTE or more
- ✓ Ages 21-41 preferred
- ✓ Strong employee evaluation history
- ✓ Non-Leadership Council members

Provides a deep and broad orientation to Riverside HealthCare with community service projects, networking with like-minded employees and relationship building, and access to the Riverside executive team.



Riverside Leadership Excellence Certificate or Riverside Emerging Leaders Certificate Application Form for 2020 Cohort

Directions for Completion: Please complete all sections of the entire application. Incomplete applications will NOT be considered for participation.

Please check which leadership program you are applying for:

____ Riverside Leadership Excellence

____ Riverside Emerging Leaders

Section I: Personal Information

Name _____ Previous Name _____

Address _____

City, State, Zip _____ Home Phone_(_____)_____

Email _____

List all Current Completed Academic Degree (s) or Certifications (e.g. HS Diploma, GED, BSN, MSN, MBA, etc.)

Section II: Educational Plans

Are you currently pursuing a degree or certificate? If so, please list what degree/certificate below:

College/University: _____

When do you anticipate graduation/completion of this program: _____

Section III: Employment History and Background

(Please include any breaks in employment – must be a .9 FTE or greater to be considered)

RHC Hire Date _____ Current FTE Status _____

Current RHC Department _____

How many employees do you directly supervise _____

How long have you been in a supervisory role at Riverside? _____

How much supervisory experience do you have in your entire career?

List all employment below, starting with the most recent, up until employment at RHC.

Employer	City/State	Dates
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Section IV: Essay Statement

Please attach a **maximum two -page typed statement** that includes information you believe the selection team should know as they consider your application. Please include your responses to the following question in your written statement:

1. Why do you want to be selected to participate in the program, and how do you intend to use knowledge gained from participation within your work at Riverside?
2. What do you feel are your leadership skills you do well, and what leadership skills do you want to develop or improve?
3. What outcomes would you expect to achieve if you were selected to attend either program?
4. What other leadership or management development programs have you attended in your entire career?

Section V: Resume/Reference List

Please attach with your application your one-page typed resume/curriculum vita, including the names, title, and contact information for two references who can speak to the quality of your work, educational participation, and/or leadership skills or potential.

Section VI: Applicant Checklist and Authorization Review

Applicant Checklist:

- ☐ All sections of this application are complete
- ☐ Resume/curriculum vita is attached including reference contact information
- ☐ Typed Essay statements are attached
- ☐ Authorization Review section is complete and signed by applicant.
- ☐ Required Leader Signatures are complete on application

Authorization Review:

By signing this application form, I attest the information provided on this application is true and accurate. I hereby authorize the review of all information in order that my eligibility for the certificate program may be determined.

Please check any/all of the boxes below to indicate your review and understanding:

- ☐ I understand that selection as a Riverside Leadership Excellence or Emerging Leaders participant does not guarantee a promotional or management position at Riverside and that priority to participate in this program may be given to individuals already in a Riverside leadership role.
- ☐ I understand and agree participation in the Riverside Leadership Excellence Certificate or Riverside Emerging Leaders Certificate is voluntary and that if my time to attend is paid, it will be paid by my department and time to attend coordinated with my immediate leader.
- ☐ I understand the expectation to participate in all course and coaching sessions, and to work to incorporate this training into my work environment and share with my leader. I further agree to actively discuss and participate in all class sessions.
- ☐ By signing this application form, I attest the information provided on this application is true and accurate.
- ☐ I understand that to earn the certificate for the Leadership Excellence Certificate or Emerging Leaders program, I must complete 100% of scheduled courses and coaching sessions, along with completing all assignments.
- ☐ Given the investment in my professional development with this program, I further understand and agree that if selected for this program, I agree to continue working at Riverside for at least 12 months after the conclusion of either program.

Print Applicant Name

Signature of Applicant

Date Signed

APPLICANT: Please meet with your Director to discuss this application and obtain approval on the next page.

My signature below represents I have discussed this application with my employee and give my full support and recommendation for this employee to participate in the Riverside Leadership Excellence Certificate or Riverside Emerging Leaders program. I have also made arrangements with the employee regarding their work schedule to attend this program.. I further attest the employee meets the following eligibility criteria:

- ☐ Must be in good standing as an employee (no corrective actions in past 12 months).
- ☐ Is a minimum of a .9 to 1.0 FTE within any corporation of Riverside HealthCare
- ☐ Has actively worked at Riverside in a non-Leadership Council position and is a current, active Riverside employee.
- ☐ Was rated at Achieves Expectations level or higher on the most recent annual performance appraisal on all item or a 2.25 overall on the most recent LEM evaluation.
- ☐ Has at least a high school diploma/degree.
- ☐ I will support scheduling them to attend all courses and understand time to attend is expensed to the employee's own department.

Signature of Riverside Director or Designee

Date Signed

Printed Name of Riverside Director

APPLICANT: Please send the application and attachments to OD & Learning Department at Riverside.

My signature below represents that I have reviewed this application and recommend this employee be considered for the Riverside Leadership Excellence Certificate and/or Riverside Emerging Leaders Certificate based upon their appraisal and corrective action status.

Signature of Vice President, Human Resources or Designee

Date Signed



Riverside Leadership Excellence Certificate Schedule

Classes meet at the dates/times below. Time to attend this program must be coordinated with and approved by your supervisor. Each session includes “put it into practice” activities to use back in your work setting, to be shared and discussed with your one-up leader, and to results and challenges shared post-implementation at the next class session. Each session and assignment support integration into practice for all selected attendees for maximum benefit of being part of the cohort.

The Class Schedule is to the right and topics covered are listed below in no particular order:

Date	Time	KCC North Extension Center
1/16/20	8:30a - Noon	Room 200
2/13/20	8:30a - Noon	Room 200
3/12/20	8:30a - Noon	Room 200
4/16/20	8:30a - Noon	Room 200
5/14/20	8:30a - Noon	Room 200
6/11/20	8:30a - Noon	Room 200
7/16/20	8:30a - Noon	Room 200
8/13/20	8:30a - Noon	Room 200
9/10/20	8:30a - Noon	Room 200
10/8/20	8:30a - Noon	Room 200
11/12/20	8:30a - Noon	Room 200
12/10/20	8:30a - Noon	Room 200

Topics Covered during the Program

- **Leader Rounding with Employees and Creating a Great Place in which to Work and Receive Care**
- **Your Leadership Style**
- **Resiliency: Decompression and Activation and Leader First Aid**
- **Using Stories to Communicate Effectively**
- **Communicating Effectively with Senior Leaders**
- **Team Huddles**
- **Interdepartmental Relationships**
- **Leading Effective Meetings**
- **Setting and Aligning Goals**
- **Communicating Goal Progress and Change Mgmt.**
- **Closing the Buddy to Boss Gap**
- **Managing Conflict**
- **Leading a Generationally Diverse Team**
- **Promoting Diversity and Inclusion**
- **Delegating Responsibilities**
- **Preparing for and Conducting Interviews**
- **Using Peer Interview Teams**
- **Onboarding New Team Members for Retention**
- **Managing Under Performing Team Members**
- **Engaging High Performers**
- **Productivity**
- **Time Management**
- **Managing Overtime**
- **Understanding Financial Reports**
- **PI Tools: Lean, A3 and High Reliability**
- **Situational Awareness/CPI**

Note: A Graduation Luncheon will occur following the conclusion of all sessions for the graduate and their one-up leader.

The Next Page shows the schedule and topics included in the Emerging Leaders Program.

Riverside Emerging Leaders Certificate Schedule



shared and discussed with your one-up leader, and to results and challenges shared post-implementation at the next class session. Each session and assignment support integration into practice for all selected attendees for maximum benefit of being part of the cohort.

The Class Schedule is to the right and topics covered are listed below in no particular order:

Classes meet at the dates/times below. Time to attend this program must be coordinated with and approved by your supervisor. Each session includes “put it into practice” activities to use back in your work setting, to be

Date	Time	KCC North Extension Center
1/16/20	1P – 5P	Room 200
2/20/20	1P – 5P	Room 200
3/19/20	1P – 5P	Room 200
4/16/20	1P – 5P	Room 200
5/21/20	1P – 5P	Room 200
6/25/20	1P – 5P	Room 200
7/23/20	1P – 5P	Room 200
8/20/20	1P – 5P	Room 200
9/17/20	1P – 5P	Room 200
10/15/20	1P – 5P	Room 200
11/19/20	1P – 5P	Room 200
12/16/20	1P – 5P	Room 200

Emerging Leaders Class Topics (sequence of presentations may vary from list below based upon cohort membership)

- **Riverside and HealthCare Landscape, Mission, Values, and Key Goals for Operational Excellence**
- **Your Leadership Style: DiSC Preferences and Stepping Up To Supervisor (Peer Today, Leader Tomorrow)**
 - So Now I’m a Leader: The First 90 Days*
 - Closing the Buddy to Boss Gap
 - Managing Conflict
- **Resiliency and Wellness**
- **Creating and Sustaining a Great Place to Work**
 - Leader Rounding and Critical Factors in Employee Engagement and Retention
 - Using Stories to Communicate Effectively
 - Communicating Effectively with Senior Leaders
- **Selecting, and Onboarding Staff**
- **Performance Management**
 - Managing Under Performing Team Members
 - Engaging High Performers
 - Coaching Solid Performers
- **Leading Effective Meetings**
- **Situational Awareness and CPI for Limit Setting, Personal Safety, Boundaries**
- **Lean Management and A3 Thinking in HealthCare**