HCLDP

VETERANS HEALTH ADMINISTRATION

HEALTH CARE LEADERSHIP DEVELOPMENT PROGRAM

PROGRAM GUIDE

2017 PROGRAM YEAR
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PURPOSE AND GOAL

The Veterans Health Administration (VHA) portfolio of leadership training opportunities is designed to equip employees with the leadership skills they need to successfully navigate through and lead in the complex healthcare environment. The HCLDP is a core part of VHA’s workforce leadership development strategy and serves as the premier, highest-level program focused on developing future leaders.

The purpose of the Health Care Leadership Development Program (HCLDP) is to enhance the leadership skills of managers as they prepare for positions of higher responsibility. HCLDP targets high-potential professionals and provides the foundation for further development.

The goal of the program is to provide a foundational leadership development experience that will enhance the candidate's skills and provide VHA with effective leaders at the manager level and beyond. The HCLDP Advisory Board, under charter of the VHA Workforce Development Leadership Succession Subcommittee (WDLSS) of the National Leadership Council’s Workforce Committee, provides oversight for the HCLDP.

PROGRAM OVERVIEW

The Health Care Leadership Development Program (HCLDP) is a hands-on leadership program that targets high-potential management professionals and a foundational leadership development experience that will enhance the candidate's skills and provide VHA with emerging leaders.

HCLDP is a year-long program that includes face-to-face training sessions and a series of virtual assignments throughout which participants complete while remaining in their current position. There is no required reassignment upon completion. The emphasis is to take class members on a journey focused on personal leadership, leadership agility, leading others, and organizational leadership.

HCLDP is designed to build individual leadership competencies. HCLDP uses a blended learning approach that intersperses formal classroom training with teleconference sessions and individual self-directed activities, with time devoted to self-reflection and guided planning. It includes numerous individual assessments, self-paced virtual assignments, and coaching group sessions, in addition to the classroom training.

CURRICULUM OVERVIEW

- Week 1: Focus: Personal Leadership
- Week 2: Focus: Leadership Agility and Leading Others
- Week 3: Focus: Organizational Leadership

The HCLDP curriculum includes approximately 100 accredited hours of formal, face-to-face training and an equal amount of preparation outside of these sessions including: reading supplemental books and articles; preparing, revising, and initiating a program specific Personal Leadership Development Plan (PLDP); participating in virtual executive-coaching and peer-coaching sessions; preparing for case studies; and
holding discussions with peers and senior executives about the topics and lessons learned during the course of the program:

- Reading books and articles, and completing a variety of assignments related to the material covered in the formal training sessions.
- Preparation of multiple personal leadership style inventories and associated assessments. Professional executive-level coaches and leadership experts assist in interpreting the results and facilitating the participant’s action planning.
- Recurring small group coaching sessions led by VHA executives. The sessions serve to reinforce the content covered during classroom training by drawing parallels and applicable points with real-world work situations.
- During the program, participants will prepare a PLDP that will guide their personal career growth in the years following program completion.
- Create a talent management portfolio for use by participants and the VHA for future career growth.
- At the conclusion of HCLDP, class graduates will have:
  - Strengthened their leadership skills and preparedness for positions of increased responsibility within the VHA.
  - Improved their job performance through the application of proven leadership principles to their everyday workplace situations.
  - Internalized the value of, and learned practical techniques for, guiding the development of subordinates and creating learning opportunities for them.
  - Readied themselves for promotion into positions of higher responsibility.

ELIGIBILITY AND QUALIFICATIONS. VHA seeks high-potential leaders from the middle management ranks to apply for the HCLDP. The following are eligible to apply:

- GS 13, 14, 15 employees that do not currently hold an executive level leadership position at the facility level (i.e. designated as a facility quadrad or pentad member).
- Physician Tier 2 and 3.
- Nurse III, IV or V that do not currently hold an executive level leadership position at the facility level (i.e. designated as a facility quadrad or pentad member).
- Career Status (Applicants must be permanent, full time employees of the VA with a minimum of 12 months employment by June 1, 2016. Term employees are not eligible to apply).
- Cannot be a prior graduate of either HCLI or the ECFCDP program.
- There are no waivers to the grade or time of service requirements.

SELECTION PROCESS OVERVIEW

Applications for HCLDP are accepted until May 15 annually. Specific dates for the current application year are detailed below. Candidates must complete the electronic application and receive the endorsement of their facility, VISN or VACO office.
leadership. After the endorsement at this level, the applicant will conduct a Performance Based Interview (PBI). Following the PBI, the VISN Director or VACO Chief Officer will endorse the application and a National Rating Panel will score the written application. Candidates are selected based on their endorsements, PBI, and the results of the National Rating Panel.

**FUNDING**

All travel to the required face-to-face training is funded through the class members' local facility/office. HLTI will reimburse for the travel expenses.

**2017 PROGRAM DATES**

There will be two HCLDP classes in 2017. Each class consists to three face-to-face sessions. Participants will have an opportunity to express their preference of classes after selection. For now, all applicants are asked to block the potential training dates listed below. Each of the classes will meet for three of the dates, other dates are alternate dates. The program runs from Monday through Friday noon, with Sunday and Friday as travel days:

- January 23-27, 2017
- February 27 – March 1, 2017
- March 27-31, 2017
- Apr 24-28, 2017
- May 22-26, 2017
- June 26-30, 2017
- July 24-28, 2017
- August 21-25, 2017
- September 25-29, 2017
RESPONSIBILITIES

The Health Care Leadership Program Advisory Board (HAB), is chartered under the VHA Workforce Development Leadership Succession Subcommittee (WDLSS), a subcommittee of the National Leadership Council’s Workforce Committee oversees the HCLDP and all employee development and education programs for the VHA. The HAB provides direct program oversight and approves all policies, regulations, and procedures that govern program administration.

VISN/VACO.

1. Ensure Level 1 Endorsements (Facility AD/ADPCS/CoS, or VISN/VACO direct supervisor) are submitted electronically by JUNE 8, 2016. Level 1 endorsers may not delegate the authority to submit the electronic endorsement. In the event that a Level 1 endorser is not available, the Level 2 endorser will complete both Level 1 and Level 2 endorsements. Due to the nature of the electronic application, the endorsement must be completed by the designated endorser. Staff assistants are not able to enter endorsements on behalf of the designated endorser.

2. Ensure Level 2 Endorsements (Facility Director/VISN/VACO Deputy Director) are submitted electronically by JUNE 22, 2016. Level 2 endorsers may delegate the authority to submit the electronic endorsement to an ECF member in the applicant’s supervisory chain by emailing Ronald Massey, HCLDP Program Manager. Due to the nature of the electronic application, the endorsement must be completed by the designated endorser. Staff assistants are not able to enter endorsements on behalf of the designated endorser.

3. Designate VISN PBI Coordinator. Each VISN must nominate a PBI coordinator to schedule the interviews and enter the applicant’s scores into the electronic application system. The PBI coordinator cannot be an applicant or related to an applicant for the HCLDP 2017 program. The HLTI Office will train the coordinator on how to input the PBI scores and grant access to the VISN electronic applications. Please provide the name of the VISN PBI Coordinator to Ronald Massey (HLTI) NLT MAY 15, 2016.

4. Provide a VISN PBI panel comprised of ECF members or ECFCDP/HCLDP graduates. Each interview should include 3 panel members, and VISNs are encouraged to select a sufficient number of PBI panel members to conduct all required PBIs for the VISN applicants. PBI interviews must be complete and scores submitted not later than AUGUST 15, 2016.

5. Complete Level 3 Endorsements (VISN Director/VACO Chief Officer) by SEPTEMBER 1, 2016. The VISN director/VACO Chief Officer may delegate the authority to submit the electronic endorsement to their deputy by emailing Ronald Massey, HCLDP Program Manager. Due to the nature of the electronic application, the endorsement must be completed by the designated endorser. Staff assistants are not able to enter endorsements on behalf of the designated endorser.

6. Nominate 4 individuals to serve on the National Rating Panel. Nominees must be in a facility level executive leadership position (member of a facility quadrad/pentad), VISN/VACO program office director, or otherwise be graduates of the ECFCDP or
HCLDP. Serving on a National Rating Panel provides valuable insight into the process and qualities of applicants that ensure selection and provides the field with valuable lessons to share for future years’ applicants. **Please submit rating panel nominees to Ronald Massey (HLTI) by COB AUGUST 1, 2016.** VISN’s are encouraged to send nominees that represent the diversity of our workforce as we strive to select a panel that includes members of diverse backgrounds and career fields from across all the country.

**VISN Preceptor Boards.** VISNs are encouraged to establish executive leadership boards to oversee executive level development programs in the VHA, such as the HCLDP, to ensure these programs are connected with the field. The purpose of these boards is to monitor their participants progress through the programs, to encourage high performing potential applicants, and to provide assistance to those who are applying. This would include marketing the programs to their employees, conducting the PBIs, reviewing participants’ PLDPs. Suggested membership would include a Medical Center Director as a Chair, and then have an Associate/Assistant Director, Associate Director for Patient Care Services/Nurse Executive, Chief of Staff, DLO, and HR representative.

**HCLDP Program Coaches.** The program utilizes senior VHA leaders as coaches who attend all training alongside the course participants. Participants are organized into coaching groups of 5-6 participants led by an executive level leader. These groups spend a significant amount of time in small group sessions throughout the program. The philosophy is that the coaching group process builds a bridge between learning that occurs during the program and leading back on the job. Anyone can learn, it takes courage to apply the learning in a real world setting. The coaching groups are organized to ensure maximum diversity in order to expose participants to individuals with a broad range of experience and backgrounds. This allows participants to safely practice what they are learning, receive support in drafting their PLDP, and develop a deeper network with a small group of people.

**National Center for Organizational Development (NCOD).** NCOD provides extensive support in the executive and delivery of HCLDP. NCOD administers several personal assessments, provides the feedback results, and coordinates virtual one-on-one coaching sessions for each participants with an NCOD psychologist on those assessments. These coaching sessions are separate and distinct from the coaching group process, but participants are encouraged to share their assessment results with their assigned program coach to provide feedback to drive their PLDP.

**Faculty.** HCLDP uses a number of other internal VHA faculty, including medical center leaders and program office personnel who are subject matter experts to present various components of the curriculum.

**Participants’ Leadership.** Program participant leadership should encourage their subordinates in the program to share with them their progress, learn about what they are learning, and offer to provide any feedback or suggestions on the participant’s PLDP.
Healthcare Leadership Talent Institute (HLTI) program office.

1. Provides overall program management of the HCLDP.
2. Coordinates the application and selection process, to include managing the application process, ensuring endorsements are completed, overseeing the Performance Based Interview (PBI) process, and conducting the National Rating Panel to make final selections.

Selection of National Rating Panel. The written portion of the application is rated by a national panel. The HLTI Program Office solicits nominations for the national panel from VISN and VHACO. Rating panel nominees should be pentad level, VISN equivalent, or graduates of the ECFCDP/HCLDP. The National Rating Panel will be selected to ensure representation across all VISN/VHACO and will include a cross-section of ECF level positions. The committee strives to select a diverse group. The Chief Officer, Workforce Management and Consulting will review the list of panel members and the SWDMS committee will approve list. All members must be able to attend the entire panel session.

National Rating Panel Scoring. Panel members receive instructions on the scoring methodology. Each panel is calibrated using previous year’s applications. Each application is reviewed independently by three panel members. Panel members are randomly assigned. Panel members do not score applicants that are known to them or are from their VISN. All application scores are quality checked to assure correct scores are loaded into the scoring database.

Ranking. The final score for each applicant is computed with 25% of the weight coming from leadership endorsement, 25% from the PBI score and 50% from the national panel score. Applicants are ranked based on their final score.

Notification and Feedback. Notices the VISN Directors/VHA Chief Officers of the results of the National Panel for their applicants two business days prior to the applicant notification. VISN directors are requested to share that information with the appropriate subordinate leadership. The program office will provide official notification to all applicants regarding their selection with individual feedback reports on the comments from the National Rating Panel prior to NOVEMBER 2016.

4. Develops and updates training content to reflect needs of the VHA for succession planning and leadership development.
5. Prepares instructions to traveler and coordinates training location and facilities.
6. Ensures class members complete all required training and processes withdrawals and deferment from the program.
7. Maintains the Class Management System (CMS).
8. Prepares program evaluation for SWDMS and conducts statistical analysis as directed.
9. Conducts post-training surveys to gather feedback for use in future years’ programs.
PARTICIPANT EXPECTATIONS

During the class, participants are expected to:

1. Minimize use of electronic devices during class sessions.
2. Assign someone to manage their professional responsibilities back home while they are attending to program to allow them to focus on the course content.
3. Be engaged and involved.
4. Attend each class and coaching group session.
5. Be open, honest and trustworthy.
6. Listen to the best of their ability.
7. Stay current with their PLDP.
8. Participate in all aspects of the program and share what they are learning.
9. Push themselves to learn and grow.

It is permitted for a participant to:

1. Use the coaching group to help with a current work problem.
2. Ask a coach for a 1:1 session during the week.
3. Share aspects of their personal life if they desire.
4. Disagree (respectfully).
5. Suggest places to meet and topics for discussion.
6. Offer constructive feedback on the program.

Participants are requested not to:

1. Skip the group sessions.
2. Dominate the conversation to the exclusion of others.
4. Complain about their group to others.

During the program, participants will have the opportunity to meet with their coach or other senior level coaches during:

1. Scheduled coaching sessions.
2. Together in group sessions.
3. One-on-one by request.
4. Informal activities.
5. Optional between session contact
ATTENDANCE, PARTICIPATION, ROLLOVER, AND WITHDRAWAL POLICY

HCLDP is an important part of VHA Succession Planning and it vital to the preparation of future leaders. Course members are required to attend all three training weeks in succession in order to complete the program. Each applicant signs a commitment on their application to attend the various training weeks and to reserve those dates on their calendar.

Unfortunately, due to the structure of the program and the manner in which successive weeks build upon one another, and class member who is approved to roll into the following class must start over with week 1. There is simply no way to make up any of the sessions because the program relies so heavily on the in-person experience and group interaction. When a member withdraws from the program, the VHA loses a valuable training slot that would have otherwise been filled in an extremely selective leadership development program.

The program completely recognizes that the VHA mission is first and foremost, but respectfully makes the strongest appeal that facilities, VISNs and VACO offices make every effort to allow class members to continue in the program. In the case of mission critical events that occur during one of the mandatory training weeks, it provides an important opportunity for the direct report of a class member to assume additional responsibilities and gain valuable experience that will provide great benefit to the organization.

Attendance:

Attendance and participation during the face-to-face training weeks is essential and required. Absences from class must be requested in advance and include the participant’s work supervisor and program coach on the request. Please send all requests via email to vhahcldp. Anyone who misses more than 3 hours of class time during the program will be subject to the rollover policy. Retroactive requests supported by leadership will be considered on a case-by-case basis.

Participation:

Participants are required to complete all assigned pre-work and work between sessions in order to be prepared for the face-to-face sessions. The first time a participant fails to complete an assignment, the coach will counsel the participant and notify the program office. A second failure is grounds for removal from the program. The program office will notify the participant that the board will determine the outcome. The participant will present their explanation with leadership endorsement to the HAB for consideration. Termination from the program will result in immediate removal from the program, notification to local leadership, and be prohibited from reapplying to the program for one calendar year.
Rollover/Withdrawal:

If the absence is due to medical leave, active duty military requirements, work requirements/commitments beyond the participant’s control, or a personal issue the absence is considered excused and the participant will be allowed to request to be rolled over to the following program year without reapplying. The class member should submit the request for absence in writing with justification to the HCLDP Program Office with the concurrence of their Facility/CO Director, who makes a recommendation to the HCLDP Advisory Board. The HCLDP Advisory Board approves requests to be rolled over. This is a one-time deferral to the following class. Individuals who are unable to attend training after receiving a deferral from the previous year will be withdrawn and will need to reapply to reenter the program.

If not approved, the candidate will either be required to attend the original class or be withdrawn from the program.
KEY DATES
APPLICANT OPENING DATE: APR 20, 2016
APPLICANT CLOSING DATE: MAY 25, 2016
LEVEL 1 ENDORSEMENT: Upon applicant submission – June 8, 2016
PBI INTERVIEW: June 22 – August 15, 2016.
LEVEL 3 ENDORSEMENT: Upon Submission of PBI scores – September 1, 2016.
NATIONAL RATING PANEL will meet through October 1, 2016 to make final selections.
VISN Directors and VACO Chief Officers will be notified of the final selection status two
days prior to the applicants receiving final notification. At their discretion, they may
notify applicants or provide their subordinate directors with the selection information.
APPLICANTS will be notified of their status NLT November 1, 2016.
APPLICATION PROCEDURES

Applicant Instructions

THE HEALTH CARE LEADERSHIP DEVELOPMENT PROGRAM SELECTS THE MOST QUALIFIED APPLICANTS FOR ADMISSION TO THE PROGRAM THROUGH THE RIGOROUS AND TIME-TESTED APPLICATION PROCESS DETAILED IN THIS PROGRAM GUIDE. YOUR APPLICATION IS EVALUATED IN THREE STAGES – THE ENDORSEMENTS YOU RECEIVE FROM YOUR LEADERSHIP (OBJECTIVELY BASED ON HOW THEY SCORE YOUR PERFORMANCE AND POTENTIAL), THE PBI (WHICH IS SCORED OBJECTIVELY BASED ON YOUR RESPONSES TO 5 STANDARD QUESTIONS), AND THE NATIONAL RATING PANEL (WHICH EVALUATES ALL THE INFORMATION YOU PROVIDED FOR REVIEW IN THEIR APPLICATION BUT DOES NOT SEE THE ENDORSEMENT OR PBI SCORE).

1. Before you initiate an application, discuss your interest in the program with your Level 1 and Level 2 endorser to secure informal feedback and support for your application.
2. The Application is extensive. So is the program. Please plan ahead and do not wait until the last minute to initiate or complete your application.
3. The applicant must complete the on-line HCLDP application through the link on the program SharePoint at: http://vaww.succession.va.gov/Employee_Development/HCLDP/default.aspx
4. The application will ask you to provide current position and recent employment history (past 10 years), committee and stretch assignments, leadership training, education, and membership/contributions to professional organizations. Additionally, you will provide essay responses to describe how you demonstrate the 6 VA Leadership Competencies, and also respond to questions about why you wish to participate in the HCLDP and how you intend to apply this training back on the job. This is a leadership development program. We evaluate your leadership performance and potential during the selection process. Please emphasize leadership in your answers.
5. If you are serving in a detail position, do not list this as your current position. Provide your current permanent position and add the detail under the stretch assignment section.
6. Once you submit your application it cannot be changed. You may retain the application as submitted, or rescind the application completely if you so desire, but you will not be able to start a new application for this program year. You will not be eligible to apply again to the program until the following year, so please assure the application is complete and accurate before submitting.
7. You must prepare and enter your application yourself. You may have assistance with reviewing or making recommendations to your essays, but the application should predominately be your work.
8. Complete the entire application; leave no areas blank. If a question does not apply to you please list “N/A” or state “not applicable.” If you reach the end of your application, and are unable to submit, it is because you have left a required entry incomplete.

9. Answer essay questions using the CCAR (Challenge Context Action Results). Answer questions completely stating your specific role, action taken, results/outcomes, and lessons learned. If an essay question has multiple parts, make certain that you answer all questions.

10. Do not write in the third person. Please use first person in all narrative sections (i.e. say, “I completed” vs. “Ms. Smith completed.”).

11. Assure the thoughts you are trying to convey are understandable to the reviewer who is outside your work situation. Always spell out acronyms when first cited.

12. Review your written application before submitting. Make sure grammar and spelling are correct. An effective technique is to use a word processing program to draft your responses, and then proofread to correct errors. You may also have others review your application before submitting. Applications with notable grammatical and spellings errors are scored much lower by the National Rating Panel, and points may be deducted for these errors by the Rating Panel Members.

13. If your facility requires an internal review you will want to print your draft application for that review prior to submission. If your management recommends changes, those cannot be made after you submit the announcement electronically.

14. If you do not see an active “SUBMIT” button, you have either not answered all questions or you have provided too many items in some sections (such as too many past positions). You will need to correct before you can submit.

15. If your personnel information is correct, you will receive email updates as your application status changes. If you do not receive them, please check your junk mail folder or contact the program office. You may also return to the application site at any time to check on the status as well.

16. Again, please emphasize your leadership roles and responsibilities. Those carry the most weight in scoring at the National Rating Panel level.

17. The program office ensures all endorsements are completed. You may certainly remind your endorsers if their endorsement is pending, but you need not notify the program office. The program office tracks and reminds individuals who have pending endorsements and ensures they are completed.

18. If you disagree with an endorsement, that is an issue which must be handled through local channels. The program office does not intervene when there are disagreements regarding endorsements.

19. Save your application locally. We cannot retrieve prior year applications.
LEVEL 1 Endorsement.
The level 1 endorser will receive an automated email once a completed application is submitted with instructions on how to complete the endorsements. The Level 1 endorser will make recommendations, evaluate the applicant’s current performance and potential on the VA Leader Competencies, and provide narrative comments if desired.

**Level 1 endorsement must be submitted by JUNE 8, 2016.**

Medical Center Employees – Member of the executive level leadership team (quadrad or pentad member) employee reports through.

VISN and VHA CO Employees – direct Supervisor

*For employees who split time between offices, the Level 1 endorser should be the director of the facility/office that approves travel and provides performance reviews.*

1. The endorser will first provide a “recommendation” for the candidate for the program. The three options are:
   - Highly recommend (application advances to next level)
   - Recommend (application advances to next level)
   - Not at this time (applicant does not advance to the next step, endorser must enter narrative comments that will be shared with applicant)

2. The endorser then “assesses current performance” using the same scale as the performance appraisal system. The options (which are weighted) are:
   - Outstanding
   - Excellent
   - Fully Successful
   - Minimally Successful
   - Unsatisfactory

3. The endorser next provides an “assessment of potential” on the 6 VA Leader Competencies. The options (which are weighted) are:
   - Ability demonstrated commensurate with expectations of ECF Member
   - Ability demonstrated commensurate with expectations of senior-Manger
   - Ability demonstrated commensurate with expectations of mid-Manager
   - Ability demonstrated commensurate with expectations of Supervisor
   - Little to no ability demonstrated

4. The endorser also has the option to include any narrative comments that will not be reviewed by the National Rating Panel but will be shared with the applicant.
LEVEL 2 Endorsement.

The level 2 endorser will receive an automated email once an application has been endorser at Level 1. The Level 2 endorser will make recommendations, evaluate the applicant’s current performance and potential on the VA Leader Competencies, and provide narrative comments if desired. Applicants recommended by the Level 2 endorser are forwarded to the VISN PBI coordinator to schedule the PBI. **Level 2 endorsements must be submitted by JUNE 22, 2016.**

Medical Center Employees – Medical Center Director

VISN Employees – Deputy Director

VHA CO Employees – Chief Officer

For employees who split time between offices, the Level 2 endorser should be the director of the facility/office that approves travel and provides performance reviews.

1. The endorser will first provide a “recommendation” for the candidate for the program. The three options are:
   - Highly recommend (application advances to next level)
   - Recommend (application advances to next level)
   - Not at this time (applicant does not advance to the next step, endorser must enter narrative comments that will be shared with applicant)

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   - Ability demonstrated commensurate with expectations of ECF Member
   - Ability demonstrated commensurate with expectations of senior-Manger
   - Ability demonstrated commensurate with expectations of mid-Manager
   - Ability demonstrated commensurate with expectations of Supervisor
   - Little to no ability demonstrated

4. The endorser also has the option to include any narrative comments that will not be reviewed by the National Rating Panel but will be shared with the applicant.
**Performance Based Interview (PBI)**

1. PBI is a part of the application process to be completed at the VISN level. The PBI Coordinator will schedule PBI s with the VISN PBI panel for all the applicants who received Level 2 endorsements.

2. The PBI coordinator will notify VISN applicants forwarded for a PBI and provide them with specific information on when and how your VISN will conduct the interview.

3. The PBI coordinators will receive specific PBI instructions and training NLT JUNE 15, 2016.

4. The Network Director or designated representative appoints the PBI panel. PBI Panel Members must be in a facility level executive leadership position (member of a facility quadrad/pentad), VISN/VACO program office director, or otherwise be graduates of the ECFCDP or HCLDP. All applicants with a favorable endorsement at Level 1 and 2 will receive a PBI interview. PBI Interviews should be scheduled between JUNE 22 and AUGUST 15, 2016. PBI Coordinators will assign the PBI Panel Members access to the online application system, and the PBI Panel Members will enter their scores directly into the system.

5. **Answer essay questions using the CCAR (Challenge Context Action Results).** Answer questions completely stating your specific role, action taken, results/outcomes, and lessons learned. If an essay question has multiple parts. Make certain that you answer all questions.

6. HLTI will provide training and additional information to the PBI coordinators prior to the PBI process.

7. PBI Coordinators will not have access to their VISN’s list of applicants for interview until all Level 2 endorsements have been completed.

8. All interviews will be conducted by a panel of three members via telephone. The PBI Coordinator will designate one PBI Panel Member as the Chair, who will read the interview instructions provided with the questions.

9. The interview will be 60 minutes in duration. It is the applicant’s responsibility to ensure they manage the time to complete the interview. At 60 minutes, the interview ends and any unanswered questions will be scored zero. It is recommended that VISNs allow for discussion among the panel on scoring after the interview before beginning the next interview. When the applicant dials into the interview, they must immediately announce their presence at the interview.

10. The interview and will consist of 5 questions determined by the HCLDP Advisory Board. Do not submit questions to applicants prior to the interview. Clarifying follow-up questions are at the discretion of the PBI panel.

11. The application system computes an overall score for each applicant by determining the mathematical average of the three scores entered by the PBI Panel Members, and rounding to the tenth (one decimal place).
12. The PBI Panel Members will provide feedback to these applicants to include suggested developmental activities that would benefit the applicant during scoring.

13. Applicants with an overall PBI score of 2.9 or less are not forwarded.

14. For those applicants who score 3.0 or greater, the PBI Coordinator will designate the Level 3 Endorser. You cannot forward the applications to the Level 3 Endorser until scores are entered for all applicants assigned to you. If you notice that the Level 3 endorser is absent or incorrect please advise Ronald Massey. The deadline for completing the VISN level PBI is AUGUST 15, 2016.

15. If an applicant misses a scheduled interview without notifying the panel in advance and requesting to reschedule, the panel may consider that applicant an interview a no-show and enter scores of zero. At the discretion of the VISN leadership, the VISN PBI Coordinator may reschedule the interview if there are mitigated or extenuating circumstances, but this is not required.
LEVEL 3 Endorsement

Applicants with a composite score of 3 or above on the PBI are automatically forwarded for level 3 endorsement. Once the PBI scores are entered into the system, the Level 2 Endorser will receive an automatic email notification with instructions to complete the endorsement. The notification includes a web link for the Level 3 Endorsement page where the endorser will be able to select each individual application for review and to complete the endorsement. The Level 3 endorsement requires the endorser to simply designate whether or not the application advances to the National Rating Panel. **Level 3 Endorsements are due SEPTEMBER 1, 2016.**

Medical Center & VISN Employees – VISN Director

VHACO & VHACO Field Employees – Appropriate Deputy Undersecretary, Chief of Staff, etc. in accordance with the reporting structure of the applicant’s Chief Officer.

*For employees who split time between offices, the Level 3 endorser should be the director of the facility/office that approves travel and provides performance reviews.*
National Rating Panel and Applicant Notification

1. All three leadership/management levels must endorse the application for it to be submitted for national review. Lack of endorsement at any level prevents the application from going forward for national panel assessment and rating.

2. Applicants receive email updates of their progress through the process provided their information is updated in the system.

3. In the final phase the written portion of the applications are rated by a national panel managed by HLTI. These scores are added to the PBI and endorsement scores. The top 60 candidates will be selected for the program.

4. Written applications are rated by three members of the national rating panel that meets in October.

5. The total score is a compilation of the written score (50%), the PBI score (25%) and the level 1 and level 2 endorsement scores (25 %.) Applicants are ranked using their total score.

6. Applicants are notified of selection no later than NOVEMBER 1, 2016. All applicants that were evaluated by the National Rating Panel are provided with feedback on their written application at the time of notification.
VHA Health Care Leadership Development Program (HCLDP) PROGRAM GUIDE

QUESTIONS:
For all questions on the Health Care Leadership Development Program, please contact the VHA HLTI National Program Manager at vhahcldpprogrammanger@va.gov.

RESOURCES
1. The application link and additional information regarding the HCLDP is available at the program Share Point at (application link is at right): http://vaww.succession.va.gov/Employee_Development/HCLDP/default.aspx.
2. VALU Training Catalog – available at the link below. Provides information on the VA Leader Competencies http://www.valu.va.gov/Home/Index