

Program #72017B - Leadership Development and Accountability

2/20/2019

Department: County Management **Program Contact:** Holly Calhoun
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Requested
Related Programs: 72017A and 72017C
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Central Human Resources requests one-time-only resources to fulfill recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. This proposal represents an intensive reinvestment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging. This model will serve as a template for onboarding all new supervisors after FY 20.

Program Summary

The recommendations emphasize leadership development, a “One County” approach ensuring all managers and supervisors have a common framework for leading effectively. These three components will help to achieve that goal: 1. a conference for all managers and supervisors; 2. a Leadership Development and Accountability Program; and 3. a campaign to roll out the Competency Model.

The conference aims to align countywide expectations with the ideal of workforce equity and inclusion, to inaugurate a “One County” approach to building consistent leadership excellence, and to inspire change. The conference is intended to provide county-specific tools, learning and resources to equip managers to best respond and support the workforce equity standards outlined in the WESP and JRG recommendations.

In FY'18, managers attended an average of less than 4 hours of management training offered by the county. Designing a leadership development and accountability model was a key recommendation outlined in the JRG recommendation, reinforced by the COO as a top priority, and again echoed as a critical next step in the county-wide surveys the Office of Diversity and Equity conducted in January '19. The design of a Leadership Development and Accountability model will focus on current managers as well as newly hired managers.

The Leadership Development and Accountability Program is for current and newly hired managers, will ensure managers and supervisors leverage their authority to promote safety, trust, and belonging, and lead with a racial justice focus. It will build high-performing leaders with an understanding of county processes and policies and the interpersonal skills to implement them.

The new county Competency Model describes the behaviors and values expected of all employees. The next step will be to formally roll-out this model in a two-fold approach: a) Develop tools, resources and trainings that help Managers and workforce understand how to leverage the competency model and align it with other performance and professional development tools and b) Launch a branding campaign to further promote the value of the Core Competency Model.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Purchased	FY19 Estimate	FY20 Offer
Output	Number of managers attending manager conference	n/a	n/a	n/a	1000
Outcome	Percent of participants who indicate trainings provided concrete skills for improving safety, trust, and belonging	n/a	n/a	n/a	95%
Output	Number of managers/supervisors attending the Leadership Development and Accountability Program	n/a	n/a	n/a	600

Performance Measures Descriptions

Conference attendees will be 85% management/supervisors, and 15% HR/Labor Relations. Leadership program will serve both new and current managers.

Talent Development evaluation model would be complementary to other WESP evaluation programs.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$0	\$0	\$302,006	\$0
Contractual Services	\$0	\$0	\$135,000	\$0
Materials & Supplies	\$0	\$0	\$90,000	\$0
Total GF/non-GF	\$0	\$0	\$527,006	\$0
Program Total:	\$0		\$527,006	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

This proposal reflects an expansion of services described in 72017A (Central HR Services) necessary to fulfill the recommendations of the WESP and JRG Reports.