

**Quality and Productivity Commission**  
**33<sup>rd</sup> Annual Productivity and Quality Awards Program**  
**“Empowering Innovative Solutions”**

**2019 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: BUILDING STRONG LEADERS OF TODAY AND TOMORROW**

**DATE OF IMPLEMENTATION/ADOPTION: JUNE 30, 2016**

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 In January 2014, the Department of Human Resources (DHR) launched the Los  
 2 Angeles County University and its Leadership Development Institute (LDI) series with  
 3 the inaugural program, the Executive Leadership Development Program (ELDP). To  
 4 build leadership competencies at lower levels, DHR developed and launched two  
 5 additional LDI programs, the New Supervisor Development Program (NSDP) and the  
 6 Management Development Program (MDP). The NSDP is designed to equip newly  
 7 appointed supervisors with the knowledge, skills, and motivation needed to make a  
 8 successful transition from individual contributor to supervisor. With the promotion to  
 9 supervisor comes the need for a full integration of new competencies in a myriad of  
 10 areas. To date, 7 cohorts and 186 new supervisors have graduated from the NSDP.  
 11 The MDP is designed to enhance management competencies and County literacy,  
 12 broaden personal networks, and encourage and support ongoing learning and career  
 13 development among first-level managers and high-level supervisors. To date, 12  
 14 cohorts have been conducted and 293 managers have graduated from the MDP.

**Please consider this project for the Changemaker Award.**

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Human Resources 500 West Temple St. Room 579 Los Angeles, CA 90012	<b>TELEPHONE NUMBER</b> (213) 974-2407
<b>PROGRAM MANAGER'S NAME</b> Paul Canning  SIGNATURE ON FILE	<b>TELEPHONE NUMBER</b> (213) 738-2299  <b>EMAIL</b> PCanning@hr.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Darolyn Jensen  SIGNATURE ON FILE	<b>TELEPHONE NUMBER</b> (213) 974-2515  <b>EMAIL</b> DJensen@hr.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Lisa M. Garrett  SIGNATURE ON FILE	<b>TELEPHONE NUMBER</b> (213) 974-2406

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12 point font.

**CHALLENGE**

The Director of Personnel is specifically charged with the responsibility for developing and conducting supervisory and management training (Civil Service Rule 21.02D). As a result of the 2008 economic recession, the County’s management and supervisory training efforts were significantly curtailed. In spite of the curtailments, the need for highly competent and trained supervisors and managers – who can lead, inspire, and engage subordinate staff to carry out the County’s and their departments’ missions – grew over the next seven years.

The NSDP and MDP were developed and implemented in response to this general challenge and the following specific challenges:

- Enhance the competencies of supervisors and managers across the County. Using a grant from the QPC, DHR launched the Executive Leadership Development Program (ELDP) in conjunction with the USC Sol Price School of Public Policy. This highly successful program focused on upper management and has gone on to win several awards. Moreover, its existence highlighted an urgent need to develop supervisory and managerial capacity at lower levels. The gap widened as the rate of retirements accelerated among baby boomers who comprise most of our management and executive ranks.
- Develop and deliver training that is designed for specific populations to address their specific needs. New supervisors must be assisted with making the transition from individual contributor to supervisory roles. Managers must enhance their management and leadership competencies and be equipped to function in the County, ready to navigate within and across County departments.
- Develop programs that encourage, empower, facilitate and equip employees to be independent self-directed learners who will continue their development after the programs, learn from one another, and support the development of their subordinates.
- Deliver training that will engage modern learners using sound instructional design principles, varied effective delivery formats, and new technologies. Participants’ experience should be engaging, relevant, exciting, fun, and well worth the investment of time and energy.

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**SOLUTION**

**NSDP:** Los Angeles County University’s (LACU) New Supervisor Development Program (NSDP) is an instructor-led, five-week program (one class day per week) designed for County employees serving in their first year in a supervisory role. Using a blended-learning approach, learners cover a range of crucial topics both in and out of the classroom and are provided with numerous insights, evidence-based practices, and applied tools needed to succeed – and thrive – as a supervisor. Training content is County-focused, covering a variety of resources to help new supervisors navigate the County in a leadership role.

NSDP development was led by DHR’s Workforce and Employee Development Division. Other County department representatives played a critical role in the production of an NSDP program component known as “County Voices,” where recent graduates of LACU’s Management Development program participated in recorded video interviews for classroom delivery.

The strength of the program is its ability to connect learners with content by leveraging modern technologies, while also connecting learners with others, including their peers in and out of class, their management, and peer mentors. They are also exposed to and encouraged to use online learning resources such as Lynda.com and are provided supplemental readings from prominent authors on management, leadership, and communication. Each classroom experience is packed with County-produced videos, engaging exercises, simulations and other gamified activities that reinforce content and maximize retention. Learners participate in real-time surveys and quizzes through the convenience of their mobile devices.

In anticipation of the program and others like it, DHR’s Workforce and Employee Development division invested in the creation of an eLearning Studio, complete with full video and audio recording capabilities. Division staff produced a series of recorded on-camera interviews for the above-mentioned County Voices segments, utilizing modern recording technology, chroma-key (green screen) capabilities and post-production editing using the Adobe Creative Cloud suite. Learners were also provided with curated lists of Lynda.com courses accessible through the County Library. Class surveys and competitive quizzes were administered live and displayed during class (in real time) via Poll Everywhere.

**MDP:** Taught by DHR and County subject-matter experts, the MDP is comprised of fifty hours of in-class and online content over a 10-week period. The program’s eight modules cover managerial roles, staffing, employee engagement, strategic management, Board protocols and operations, learning over a career, and County contracting, purchasing, and budget processes. The MDP develops foundational

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managerial competencies and increases managers' County IQs. It demystifies the County's operations and enhances managers' ability to operate effectively and efficiently by providing clear and accurate information about the County and its operations, introducing participants to the experts in various areas, and connecting participants with individuals and resources that they can turn to in the future. The MDP is delivered to diverse cohorts with participants from virtually all departments. Participants develop many new and valuable contacts in each cohort and continue to support and learn from each other after the class. Selected readings, video content from YouTube and TED Talks, and other out-of-class assignments reinforce and supplement the in-class experience. The course is supported using Canvas, an open source online learning platform. All participants also engage in a 360 degree assessment, meet individually with coaches to review their assessments, receive feedback on their resumes, and prepare individual development plans.

DHR developed a framework for the MDP in partnership with a subcommittee of the Human Resources Executive Advisory Committee. Of the ten in-class sessions, seven are taught by a DHR instructor and three are taught by instructors from the CEO, ISD, and the Executive Office of the Board of Supervisors. In addition, three of the in-class sessions also include panel interviews/discussions with chief deputies, exam and appeals specialists, and Board deputies. Finally, executives and leaders from throughout the County have participated in recorded interviews in which they tell their career stories. Participants listen to recorded career stories as an out-of-class assignment and share their insights online and in class. The innovative format for the program enabled DHR to deliver a high quality and engaging program that has been extremely well received by departments and their participants.

**BENEFITS**

These programs prepare participants to be more effective in their roles as supervisors and managers, to be better examples for their subordinates, to influence the direction of the organization, to shape its culture, and to foster employee engagement. Both of these programs promote continuous learning and encourage, empower, and equip participants to take responsibility for their and their subordinates' ongoing development. For many it is a newly opened window to life-long learning. Participants also expand their personal and professional networks. The cohort structure and in-class and online activities are tailored to help participants engage in authentic interactions and genuine communication with one another. Participants get to know each other and learn to view each other as resources. These workforce development efforts are an investment that represents the County's vision to build a strong workforce for today and for the future.

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**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

These LDI programs support Goal III – Realize Tomorrows Government Today both directly and indirectly. More specifically, they support the first Strategy for achieving this goal:

- **Strategy III.1** – Continually Pursue Development of Our Workforce. Invest in tomorrow’s workforce today and today’s workforce for a better tomorrow.

NSDP and MDP represent a significant investment in the County’s collective future. By investing in the County’s supervisors and managers, we directly influence their effectiveness. By encouraging and equipping NSDP and MDP participants to support the development of their subordinates, they also represent an indirect investment in the development of the entire workforce. These programs’ ripple effects will be experienced throughout the County as graduates become better mentors, coaches, and communicators who exemplify the County’s values and who will better lead their staffs in service to client populations.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____