

**Quality and Productivity Commission**  
**29<sup>th</sup> Annual Productivity and Quality Awards Program**  
**Champions of Change: Together We Make a Difference**

**2015 APPLICATION**

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

**NAME OF PROJECT: EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM (ELDP)**

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 30, 2014  
 (Must have been implemented at least one year - on or before July 1, 2014)

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

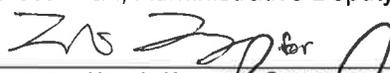
**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**       Yes  X  No

**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 ELDP was implemented in January 2014 as an enhancement to the County's  
 2 succession planning efforts and to provide executive leadership training that is  
 3 consistent across the organization. ELDP is a customized training program designed to  
 4 enhance the leadership competencies of managers who aspire to executive leadership  
 5 positions in the County. ELDP was developed based on ten key leadership  
 6 competencies identified with input from executives throughout the County. DHR  
 7 partnered with the University of Southern California, Sol Price School of Public Policy  
 8 (USC) to develop and administer ELDP. USC stands with distinction for its academic  
 9 degrees, research, and executive education program, and the accomplished faculty  
 10 brings a wealth of practical and executive development, knowledge and experience.  
 11 ELDP provides emerging County leaders a shared framework of management  
 12 practices, helping to establish a common work culture; it enhances current and future  
 13 leadership performance, prepares individuals to assume future leadership roles,  
 14 launches multi-department projects addressing real County issues and increases  
 15 interdepartmental collaboration in support of the County's Strategic Plan.

(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
\$ 199,075	\$ 0	\$ 0	\$ 199,075	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Human Resources Kenneth Hahn Hall of Administration 500 West Temple Street, Room 579 Los Angeles, CA 90012		<b>TELEPHONE NUMBER</b> (213) 974-2406
<b>PROGRAM MANAGER'S NAME</b> Epifanio Peinado, Chief Deputy		<b>TELEPHONE NUMBER</b> (213) 974-2451  <b>EMAIL</b> epeinado@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> Theresa Tran, Administrative Deputy 	<b>DATE</b> 7/15/15	<b>TELEPHONE NUMBER</b> (213) 974-2515  <b>EMAIL</b> ttran@hr.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Lisa M. Garrett 	<b>DATE</b> 7/15/15	<b>TELEPHONE NUMBER</b> (213) 974-2406

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**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made.

**CHALLENGE:** Succession planning is an essential strategy for every organization. One of our most important tasks as effective leaders is to prepare our future leaders. As departments continually partner in this effort, DHR has developed, implemented, and provided access to numerous succession planning tools and resources. The County will soon be challenged by an unprecedented wave of turnover among our leadership ranks. In the face of this reality, the County must take deliberate action to maintain its leadership capacity. As underscored by the 2012 Board-mandated addition of succession planning to all Management Appraisal and Performance Plan (MAPP) goals, developing the potential successors of our current leaders is a critical endeavor. Not only will it create the pool of promotion-ready employees needed to respond to retirement and other forms of turnover, it will also increase the overall performance of the organization as employees' capabilities are enhanced. Based on projections made in December 2014, 20% of MAPP participants will transition out of the County workforce by 2017. Additionally, based on 2014 assessments by County executive leadership, 43% of their management employees needed additional development to prepare them to ascend to the next higher-level positions and 4% needed substantial development. These projections and assessments underscored the necessity for the development of ELDP to address these imminent and critical challenges facing the County. Additionally, as further described on page 3 below, ELDP provides a forum for development of relationships and networking between current and future County leaders from all County departments that is critical to the partnership and collaboration required for the County to meet the goals and objectives of its Strategic Plan.

**SOLUTION:** The development of the new ELDP is being utilized to ensure there is a strong, viable pool of talent available to fill vacancies in effective, seamless leadership transitions as current executive leadership transition out of the County's workforce. Through a competitive solicitation process, the University of Southern California, Sol Price School of Public Policy (USC) was selected to partner with the County to develop and administer the new ELDP. ELDP is designed to enhance the leadership competence of mid- to senior-level managers who aspire to executive leadership positions and focuses on growth in competencies appropriate for leaders at the executive level. ELDP is designed upon ten key leadership competencies identified with input from executives from all County departments, and represents a multifaceted approach to leadership development. It is intended to enhance current and future leadership performance, prepare individuals to assume future leadership roles, and increase interdepartmental collaboration in support of the County's Strategic Plan. The training is designed to be presented in cohorts comprised of twenty participants, with five cohorts per calendar year. The customized training is

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a 12 to 14-week program that includes in-class and web-based sessions utilizing a variety of instructional methods, a 360 degree assessment of each program participant, development of individual development plans, and individualized coaching and mentoring. Program participants participate in group projects that address real County needs or issues. Program graduates are provided with access to a community of collaborative learners and a forum to continue to actively share ideas and information, to support and assist each other, and to promote continued leadership development. The 40 hours of in-class sessions and the web-based sessions (totaling 12 sessions) are presented by USC faculty, comprised of nationally recognized scholars, national academy fellows, experienced administrative leaders and nationally recognized consultants, and is supplemented by guest lecturers, such as experts from the County and/or other public or private entities. The program assesses and enhances each participant's leadership competence levels on the following ten key leadership competencies: Effective Communication; Building, Managing and Leading Teams; Establishing and Implementing a Shared Vision; Change Leadership: Managing and Enabling Process Change; Building Consensus and Commitment; Influencing and Negotiation; Partnering; Political Acumen; Outcome-Based Decision-Making; and Managing Projects.

**BENEFITS:** As of June 2015, 7 cohorts totaling 138 managers from 32 County departments have graduated, providing program impact countywide. Of these 138 managers, 15 have been promoted since participating in ELDP. This opportunity for collaboration and partnership between department managers has already resulted in numerous ELDP group projects addressing real County issues or concerns being completed. Two examples of these projects include: 1) *Meeting Today's Challenges for Women Veterans*, which researched and identified needs of women veterans and understanding issues that impact their lives; a monthly calendar of events was developed to meet monthly targeted focus areas with its first monthly event held in mid-2014, with continued events currently calendared through mid-2015, and additional event planning underway; and 2) *Achieving Financial Wellness*, which researched and presented the case for designing and implementing employee financial education programs; this financial wellness program is in the process of being implemented Countywide by DHR. Additionally, the County's accomplishment with the innovative and unique design of this program continues to be recognized and generate interest as demonstrated by the recognition received from the Board of Supervisors, strong and continued accolades of County executives and program graduates, the receipt of a 2015 NACo award, outreach from other organizations/entities to learn more about ELDP including Ventura County, State of California (Government Operations Agency), LA Metro, City of Los Angeles, LA Chamber of Commerce, Republic of Georgia and National Marine Mammal Foundation, and requests received by USC to develop programs for other entities based on ELDP elements.

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**LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):**

ELDP builds a framework upon which County leaders can implement a shared philosophy of teamwork and collaboration as they provide leadership supporting the County's Strategic Plan's values and goals. ELDP's design and implementation achieves a broad and deep impact across all County departments and provides a common platform for current and future leaders to develop shared visions, to develop into a cohesive and dynamic team and to have access to a forum to continue to actively share ideas and information, to support and assist each other, and promote continuing leadership development. ELDP provides future County leaders a shared framework of management practices, and it helps to establish a common work culture throughout the County. Program graduates learn how to lead and inspire the workforce, to collaborate and partner with other County leaders, and to better meet the strategic goals and initiatives of the County in providing its services and meeting its moto: "To enrich lives through effective and caring services". Examples of ELDP impact include: **COUNTY VALUE - LEADERSHIP:** ELDP focuses on growth in competencies appropriate for leaders at the executive level, with opportunities for continued professional growth as they assume higher-level duties and responsibilities. **GOAL 1 - OPERATIONAL EFFECTIVENESS:** 1) **Cost Savings:** ELDP enhances the knowledge and skills of managers who are already working for the County and are seen as potential candidates for succession to higher level positions. Preparing existing managers for promotion into leadership roles in the County is more cost effective than recruiting, hiring and training individuals from outside the County. 2) **Innovation:** ELDP helps to establish a common work culture and community of management practice throughout the County. 3) **Efficiency:** Graduates learn how to lead and inspire the workforce, to collaborate and partner with other County leaders. 4) **Increased Productivity:** Participants learn how to lead and motivate a cohesive and effective workforce, which in turn drives desirable business outcomes. Graduates learn how to provide successful and effective leadership and how to motivate others to achieve desirable results in line with County and departmental priorities based on the County's Strategic Plan. **GOAL 2, STRATEGIC INITIATIVE 1 - Customer Service Innovation/Enhancement:** ELDP builds and facilitates multi-department collaboration and partnership to reinvent how County services/products are provided to achieve effective service delivery with maximum outcome and customer satisfaction. Examples of benefits have already been demonstrated in ELDP group projects. For example, overhaul of the County's online presence and web-based transactional services; a Library Health Care Partnership program utilizing County library facilities to provide familiar and welcoming community service hubs for access to preventative health care services (e.g., immunizations) and data collection to inform health care delivery efforts.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. 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.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

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

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**Funding:** The ELDP was initially funded by a Productivity Investment Fund grant of \$500,000 start-up funding. The grant funded five cohorts comprised of up to 20 managers each during CY 2014. Due to the successful implementation of the innovative program, the Board of Supervisors has now approved on-going funding that will maintain the opportunity for 100 County managers per year to attend the training commencing with CY 2015. The total cost per cohort per year is approximately \$100,000, which breaks down to \$5,000 per participant.

**Financial Benefits:** ELDP has a number of non-quantifiable cost avoidance, cost savings and/or revenue benefits that are not include in the above stated projections. For example, fostering of collaboration and innovation between departments which increases the efficiency and effectiveness of service delivery of numerous County services to its customers, and increases opportunities for revenue maximization across the County; initialization of cross-departmental projects designed to create solutions to existing County challenges or issues; and selection of candidates internal to the County reduces time and cost impacts of learning curves for selected candidates. Additionally, the group projects launched as a result of ELDP vary greatly in scope and subject and, although the full financial benefits of all projects cannot be fully quantified, they are expected to result in significant opportunities for efficiencies, revenue benefits and/or simultaneous reduction in cost for improved service delivery and outreach opportunities.

**Cost Avoidance:** Based on historical data over the last five years, the average cost for one executive recruitment with selection of a candidate external to the County is \$39,815 higher than recruitment with selection of an internal County candidate. Upcoming executive recruitment needs projected through 2017 is 52, or 17 per year. Based on the five-year historical experience, 5 of the 17 recruitments are projected to be external executive recruitments. Having a qualified pool of internal candidates in lieu of external recruitments would result in an annual cost avoidance of \$199,075 (\$39,815 cost avoidance per recruitment times 5 internal recruitments replacing external recruitments.)

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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>	
CHIEF EXECUTIVE OFFICE KENNETH HAHN HALL OF ADMINISTRATION, 500 W. TEMPLE STREET, LOS ANGELES, CA 90012	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
Signature on file <b>GERARDO RAMIREZ</b>	Signature on file <b>SACHI A. HAMAI</b>
<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>
<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>
<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>
<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>