

**Quality and Productivity Commission  
30<sup>th</sup> Annual Productivity and Quality Awards Program  
"Heritage of Excellence"**

**2016 APPLICATION**

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

**NAME OF PROJECT:** Emerging Leaders Program

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 2015

(Must have been implemented at least one year - on or before July 1, 2015)

**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 The Los Angeles County Registrar-Recorder/County Clerk (RR/CC) prides itself on  
2 employees that are well equipped with the skills, knowledge, and abilities to take on the  
3 challenges of tomorrow. With this in mind, the RR/CC strives to ensure that succession  
4 planning, utilizing Department employees, is a top priority. To meet this goal, the  
5 RR/CC developed a comprehensive training and mentoring program for "Emerging  
6 Leaders". The program provides interested staff with an opportunity to develop their  
7 current skillsets, as well as create new ones. The ultimate goal of the RR/CC Emerging  
8 Leaders Program is to foster leaders within our Department and empower growth for  
9 various professional opportunities. Participants are exposed to a variety of skill building  
10 courses in the areas of Leadership, Decision Making, Public Speaking, Project  
11 Management, and Mentorship. Once completed with the program, students are able to  
12 take their newly acquired skills back to their operations and enhance their own work  
13 environment. Additionally, the program showed promise and success through the  
14 promotion of 5 out of the 16 students during, or right after, being a part of the inaugural  
15 Emerging Leaders program.

**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
\$ 0	\$ 0	\$ 0	\$ 0	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

**SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS**  
DEPARTMENT OF REGISTRAR-RECORDER/COUNTY CLERK  
12400 IMPERIAL HIGHWAY  
NORWALK, CA 90650

**TELEPHONE NUMBER**  
(562) 462-2716

**PROGRAM MANAGER'S NAME**  
Francisco Perez

**TELEPHONE NUMBER**  
562-462-2737

**EMAIL**  
fperez@rrcc.lacounty.gov

**PRODUCTIVITY MANAGER'S NAME AND SIGNATURE**  
(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)  
Ann Smith

**DATE**

**TELEPHONE NUMBER**  
(562) 462-2665

*Ann Smith*

6/23/16

**EMAIL**  
asmith@rrcc.lacounty.gov

**DEPARTMENT HEAD'S NAME AND SIGNATURE**  
Dean C. Logan

**DATE**

**TELEPHONE NUMBER**  
(562) 462-2716

*Dean C. Logan*

7/5/16

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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. Use Arial 12 point font

**CHALLENGE**

Succession planning is a priority throughout departments in Los Angeles County. As such, departments place emphasis on this issue and implement some facet of training and development for employees to become potential successors for key positions in an organization. Succession planning enables an organization to identify talented employees, while also provide education and training to develop individuals for future higher-level positions and broader responsibilities.

Workforce development in the County begins when an employee is hired and, as such, many County departments have some type of onboarding program for staff. Programs may be as simple as an orientation class to familiarize new employees with the department, or extensive “academy” Courses employees must attend and pass to continue employment. Heeding the County’s priority on succession planning, the RR/CC has developed a new internal leadership platform to take employee cultivation and training to the next level. The RR/CC Emerging Leaders Program was designed to not only address succession planning for key positions, but also as a way to motivate and enhance the overall job satisfaction of line level staff.

**SOLUTION**

In January 2015, the RR/CC implemented a comprehensive training and mentoring program titled “Emerging Leaders”. The program provides interested line staff with a potential opportunity to develop their current professional skillsets, as well as create new ones. The Department’s goal is to foster leaders internally, as well as encourage growth for other various professional opportunities. The inaugural program candidates selected went through an application review process, with each individual answering the following five questions:

1. What is your current position and briefly describe your daily responsibilities?
2. Describe achievements and activities that reflect your leadership ability or potential as a leader?
3. What specifically do you hope to learn/develop through your participation in the program?
4. What is your perception of a strong leader? Give an example of a strong leader in your life and some of the skills/characteristics they possess.
5. What are your work/career goals?

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Over 40 candidates applied for the first Emerging Leaders cohort, and 16 individuals were selected to participate. As part of the cohort program, the 16 students attended various courses over a six-month period. These courses included a County/Departmental overview, Leadership, Conflict Management, Individualized Career Development planning, Mentorship and Lean Six Sigma Project Management. The program content was designed to be reviewed on a continuing basis. The ongoing review will permit the program to be adjusted to meet employee needs as required. The continuation of the program will allow for as many employees as possible a chance to experience the Emerging Leaders Program.

To develop the training curriculum, Internal County PC's and Microsoft tools were used within the Department.

**BENEFITS**

The first Emerging Leaders program was a great success and received positive feedback. The RR/CC gaged this success by requesting each student to complete a program survey at the program's conclusion. The feedback and suggestions for the program were all constructive and affirmative. The students were able to take their newly acquired skills back to their departmental operations and enhance their own work environment. Additionally, through the material studied and put into practice, 5 out of the 16 students were promoted during, or right after, taking part in the Emerging Leaders program.

The Emerging Leaders Program focuses on building the bench strength of the organization by targeting the line level staff that is below supervisory level. The program is truly unique in that the courses are geared towards building the leaders of tomorrow through instructional materials and experiences taught by Managers and Executives within the Department. The program's focus is building the core competencies needed for success in any career path the employee selects. These include - Interpersonal Skills, Communication, Conflict Management, Project Management and Integrity. Furthermore, as noted previously, succession planning enables an organization to identify talented employees and develop them for future higher-level and broader responsibilities.

The Los Angeles County RR/CC prides itself on employees that are well equipped with the skills, knowledge, and abilities to take on the challenges of tomorrow. The goal of the RR/CC Emerging Leaders Program is to foster leaders within our Department and empower growth for various professional opportunities.

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**LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):** Use Arial 12 point font

Goal 1: Operational Effectiveness

The RR/CC's Emerging Leaders Program improved the Department's ability to effectually engage potential leaders throughout the Department, while providing a successful gateway to succession management. Utilizing in-house talent exposed participants to all facets of the Department's functions, and instilled the ongoing need for excellent customer service and strong leadership in this area. The program also boosts employee moral by allowing current employees to take part in a curriculum that enhances existing abilities, while creating new ones. This, in turn, allows the individual to become a strong leader for the Department's succession planning. Additionally, the skills learned allow individuals to become strong managers and work cohesively with staff throughout the Department.

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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. 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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\$	\$	\$	\$	<input type="checkbox"/>

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