



County of Monterey

Center for Learning and Organizational Development

“Growing Our Own” to Serve the Community

**Executive Summary
Strategic Plan
Fiscal Years 2009-2011**

In September 2005, the County Board of Supervisors reinstated the County's Training Department. Former staff development programs that focused on mandatory training were initiated, which included:

- Supervisory Development
- Equal Opportunity with coordination
- Office Professional Training
- New Employee Orientation
- New Manager Orientation

Each County department was surveyed in order to determine what would effectively and efficiently meet the key countywide training requirements. The survey not only assisted in identifying those requirements, it also revealed increasing recruitment challenges. Additionally, further research forecasted reduced staff resources due to the upcoming baby boomer retirement years.

As a result of the survey and subsequent research, the County developed a learning system now commonly known as "Growing Our Own". This system provides an efficient and cost effective methodology to ensure programs and curricula are aligned with the mission, vision, policies and governing procedures of the Board of Supervisors and the County Administrative Officer and departments.

Growing Our Own's effectiveness is based on an inclusive development philosophy. To ensure all stakeholders were represented, needs were identified using a top-down and bottom-up communication format. This was accomplished through surveys, facilitated focus groups, policy and procedure review, one-on-one interviews and guidance from the Board of Supervisors, County Administrative Officer, Deputy County Administrative Officers, Department Head's Training Advisory Group, Department Leadership, and staff.

In December 2007, the County Board of Supervisors approved the Center for Learning and Organizational Development's "Growing Our Own to Serve the Community, Learning System for County employee training and organizational success. Guided by their mission and vision, the organizational development team partnered with County departments, organized under the shared mission and vision, and sought strategic initiatives to implement and obtain measured outcomes.

In September and October 2008, the training team conducted six-part strategic planning and team building sessions to review past performance, update and further align its programs with Human Resources' competencies and to develop succession planning initiatives. During the strategy sessions the team renamed (pending approval of the Assistant CAO and CAO) the division to "The Center for Learning and Organizational Development" (LOD). The LOD team is ever-seeking to develop model programs to promote employee growth. To succeed in a dynamic environment, the Organizational Development Team has adopted a "learning oriented" culture and structure to facilitate timely adaption to changes.

Our Vision

The Center for Learning and Organizational Development promotes organizational success through cultivation and implementation of effective learning systems to allow employees and organizations to maximize their capabilities, resources, and services.

Our Mission

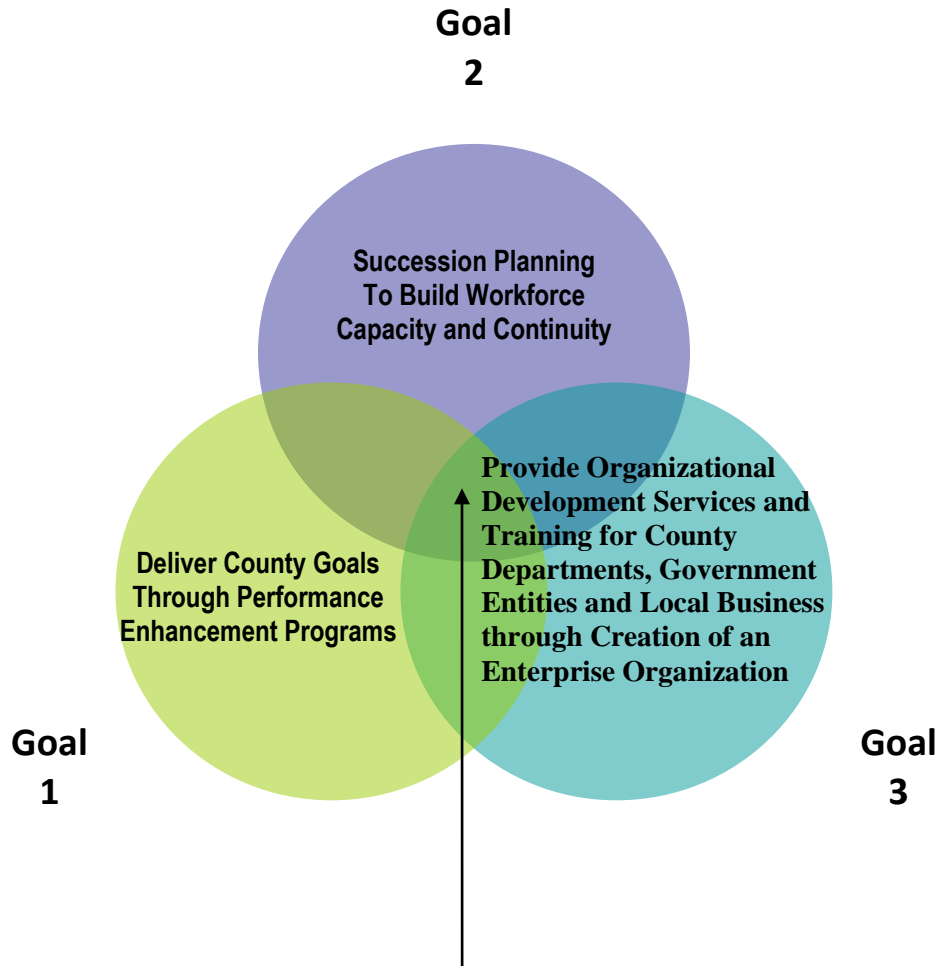
The Center for Learning and Organizational Development is dedicated to the *SEEDS* of success by promoting organizational change and education by:

Supporting performance growth through effective training programs;
Establishing efficient government through the development of people;
Enterprising effective organizational development strategies with local governments;
Developing systems for growth and succession planning; and
Synergizing through partnerships that provide resources for innovative practices.

Our Values

- Integrity:** We value our customers and co-workers by always providing honest and fair treatment.
- Stewardship:** We honor our role as stewards of the public trust by managing our natural, human, and financial resources respectfully, responsibly and with transparency.
- Learning:** We encourage and support life long learning, personal and professional growth.
- Collaboration:** We value community partnerships with educational institutions, businesses, local government and neighborhoods, who work together to create innovative and valued teams to achieve mutual goals.
- Quality:** We are committed to excellence in providing quality services to our clients. We strive to enhance our skills and continually work toward improving our organization.
- Accountability:** We have the responsibility to provide quality services in the most efficient and effective manner, which is measured through meeting expected outcomes.
- Leadership:** We value our roles as facilitators in helping the County develop, implement and measure employee services and training programs.
- Work/Life Balance:** We believe that a healthy balance between work and life leads to a positive mental outlook, satisfaction, innovation, and high productivity. We strive for an environment that allows for a balance of family, career, self-fulfillment, and opportunities to learn and grow.

MONTEREY COUNTY
The Center for Learning and Organizational Development



MISSION:

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Goal One: Competency Development Programs

World Class Performance Enhancement Training

The Center for Learning and Organizational Development (LOD) provides training programs that allow employees to develop skills. The Human Resources Division provides ten-competency areas used to measure skills:

1. Communication
2. Decision Making and Problem Solving
3. Collaboration and Influence
4. Conflict and Stress Management Professional Development
5. Delegation
6. Change Management
7. Initiative
8. Planning & Organizing
9. Guiding and Developing Staff



The LOD will work to further align its services with professional development competency categories. The Board of Supervisors, County Administrative Officer, and Department Leaders desire Monterey County employees to have the skills to perform their jobs effectively—and to allow them continuous growth and personal satisfaction. The goal is for all County employees to be equipped with the skills necessary to function exceptionally in their respective jobs. Ensuring programs are aligned with professional development competencies will allow employees the ability to develop skills to improve their own promotion career growth opportunities and meet organizational succession planning requirements. The goal promotes movement towards pay for performance, high morale, retention of employees, continual growth, innovation in operations, greater efficiency, and higher productivity.

Strategic Objective:

1.1 Effective January 2009, the Center for Learning and Organizational Development will launch the trainings that align with the ten competencies identified by the Human Resources Division. Training opportunities are available for registration through the “Growing Our Own” to Serve the Community Learning System website.

Key Performance Indicators:

- Develop and collaborate with department training liaisons to promote a centralized one-stop employee approach towards obtaining resources for professional development;
- Increase the number of competency trainings available to employees;
- Increase collaborative initiatives with educational institutions to broaden the services available for employee training and career growth;
- Develop by December 2009, additional internal succession planning programs to include: Leadership Academy, Pre-Supervisory Development Training, Writing Academy and a Career Track program.

Goal One: Competency Development Programs

Partnership Collaboration Merger with ERP

One of the directives of the Department Head Training Advisory Committee was to create a one-stop approach to accessing training that provides the portal for mandatory and voluntary training programs. The directive required a collaborative approach, which has been achieved through on-going discussions and partnerships with liaisons such as the Department of Social and Employment Services' (DSES) Training Department, and One-Stop Program, Information Technology's Training Programs, the Health Department's Wellness Program, and other training programs offered by County departments. The partnerships seek to provide services that are not duplicative, and look to leverage expertise and resources within the County.



We also seek to communicate those services through a shared learning electronic system. The Learning and Organizational Development Center established the County's first Learning Management System (CourseMill) and provided resources to initiate a centralized approach for providing reports on all employee's trainings. The upcoming Enterprise Resource Program's (ERP) Meridian System will replace CourseMill.

Strategic Objective:

1.2 Effective October 30, 2009, working in partnership with the Enterprise Resource Project Team (ERP), the **SEED** team will merge the "Growing Our Own" CourseMill program with the ERP Meridian electronic Learning Management System for an improved, comprehensive level of delivery of training programs and reports.

Key Performance Indicators:

- All County employees' professional development transcript documentation of "Growing Our Own" learning programs, will be available in the new ERP Meridian System starting April 2009;
- Growing Our Own Learning System Website will be reconfigured to interface with the ERP Meridian System;
- The level of employee competency training participation will be tracked through both the Learning Management System and the ERP Meridian System during the year of transition;
- An electronic tool will be developed to measure the competency level of employees and ensure performance aligns with the training programs available for skill development.

Goal One: Competency Development Programs

Employee Recognition Program

While employees seek good pay and benefits in their employment decisions, there are other similarly appreciated benefits, which include being treated fairly, performing work that is considered valued, advancement opportunities, recognition and reward. All play a valued and important role in maintaining morale, employee performance and retention. When employee takes time to improve their skills, via supervisor approval, recognition validates the importance of their contribution, promotes efficiency and effectiveness in accomplishing their duties, and provides an effective way to encourage their continued growth. It also provides an assessment on how to increase competencies and levels of performance, which not only benefit the department, but also provide measured rewards for employees.



It is extremely important that the manager fully communicate the department's mission, vision, goals, and performance measurement to employees. Similarly, the manager must encourage training to assist the employee in meeting the goals and performance measurements, as part of a recognition and rewards program.

Employee feedback and recognition is an important component of morale building, encouraging and respecting staffs' contributions, development, and growth. During Fiscal Year (FY) 2007-08, over 2,000 employees attended various training modules. This indicates a high receptivity toward skill development. However, the County has not had a corporate recognition program since FY 2003-04.

In response to the Board of Supervisors, and County Administrative Officer, The Center for Learning and Organizational Development will re-institute an Employee Recognition Program, in conjunction with the Human Resources Division, to recognize employees' contributions.

Strategic Objective:

1.3 Effective June 2010, working in partnership with department liaisons, the LOD team will initiate an Employee Recognition Program committee to design a program that aligns with the Board of Supervisors', County Administrative Officer's and Department Heads' Training Advisory Committees' mission, vision, and goals.

Employee Recognition Program

Key Performance indicators:

- Partner with the Department Head's Training Advisory Committee to establish an Employee Recognition Committee to develop criteria for an Employee Recognition Program.
- Utilize the Employee Recognition Program to honor and reward employee achievements. Recognition and awards are to be correlated with demonstrated utilization of skills developed through training and mentoring, and performance improvement, which allowed the County to advance its mission, vision and goals.
- Provide awards to employees in several categories related to the Human Resource Division and Departments' competency measurement, which awards employees across several disciplines.
- Provide a role for the County Board of Supervisors and County Administrative Officer within the ceremony.
- Develop a plan for employee recognition that links with the County's mission and goals.
- Provide best practice tips recognition awards on the website for supervisors to utilize throughout the year to encourage recognition more than once a year.



Goal Two: Build Workforce Capacity through Succession Planning



Learning Academies

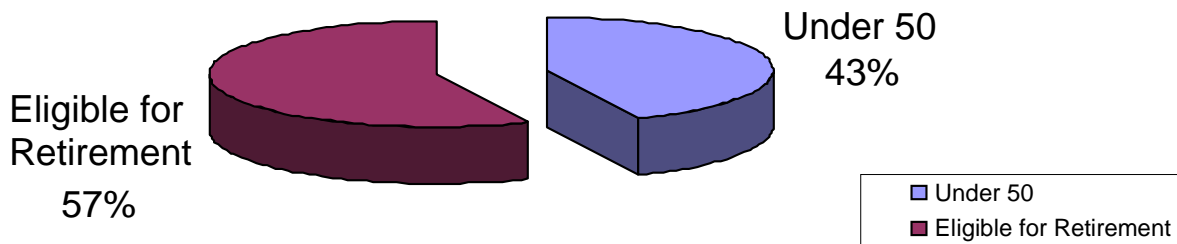
According to the Waters Consulting Group “Succession Planning Research Report for Local Government”, the upcoming surge in baby boomer retirements will impact a large percentage of the workforce and cause a significant “loss of organizational memory”. The major shift in employee demographics requires many organizations to search for methods to solve a number of important learning-related challenges, including the significant loss of organizational memory.

The **SEED** team aims to develop Learning Academies that provide a systematic approach for grooming staff to fill difficult to recruit and leadership positions. The pie chart shows nearly 57 percent of the County Management workforce will be eligible for retirement by 2011.

Strategic Objective:

2.1 Effective December 2009, implement three strategic academies that address the leadership succession planning needs.

YR 2011 Percentage of "X" Unit Eligible for Retirement



Academy

Key Performance Indicator

Effective

Leadership Academy



Create a training system for future leadership to work toward developing the appropriate skill set. As part of curriculum, participants are to complete a project relevant to their department's goals.

Fall 2009

Career Track



Format a system to link employee career development with educational institutions, mentorship programs, and Human Resources recruitment.

Spring 2009

Writing Academy



Develop a skill set to write effective Board Reports and Law Enforcement Reports, and other written documents that are of high quality.

Spring 2009

Human Resource Academy



Create County Human Resource Division professional standards so that HR analysts and technicians, and those seeking employment in both centralized and decentralized environments, may improve their competency level and promote consistency in policy interpretation and protocols.

TBD after key stakeholder analysis

Finance Academy



Develop a fundamental understanding of budget and budget management. Academy modules may be attended by employees who are interested in becoming Finance Managers, and/or employees already in a finance field who desire to sharpen their skills.

TBD after key stakeholder analysis

So You Want To Be A Supervisor?



Provide a training series for employees who are not currently in supervisory roles but seek advancement.

Summer 2009

Goal Two: Build Workforce Capacity through Succession Planning

Develop Internal Department Trainers

Through a “Train the Trainer” program, create additional capacity for growth and succession by allowing departments to train consistently and frequently with hallmark programs through effective leverage of internal resources. For example, customer service training and other types of training can be customized and standardized, where internal department trainers may deliver concepts. Apply adult learning methodologies where the “Trainers” may perform as facilitators in classes. These advanced communication and presentation skills are also useful in other aspects of stellar performer career development.



Strategic Objective:

2.2 Effective October 2009, develop a “Train the Trainer” program and a “Trainer” recruitment process to enable departments to have more control and appropriate resources in providing on-going staff training. Provide content for some standardized countywide competency development programs to be delivered by internal department facilitators.

Key Performance Indicators:

- Increase training capacity
- Improve skill level exponentially
- Provide staff skill development through learning how to facilitate groups
- Increase numbers of employees receiving training

Goal Two: Build Workforce Capacity through Succession Planning

Mentoring Program

In order to improve an organization's capacity for leadership and the transference of institutional knowledge, the Center for Learning and Organizational Development will implement a coaching and mentoring program. The program will provide a system for current leadership to develop staff for future leaders. Adaptive organizations require a learning environment, which promotes creativity, innovation, flexibility, responsibility, and accountability. Managers need to require results, but in doing so, need to develop staff and ensure continuity in growth.

The LOD will help managers to develop staff empowered to self-manage and own their jobs and the results of their efforts.

The Mentoring Program will be designed to address strategically the requirement of succession planning and groom individuals for leadership roles. This should improve employee retention and alleviate some of the difficulty in recruitment. The mentoring program will be created to provide professional assistance in career development and promote external and interdepartmental manager/subordinate relationships.



Strategic Objective:

2.3 Effective August 2009, provide a pilot-mentoring program incorporated within the Leadership Academy and Career Track Program. Utilize Friday 5 electronic system and ERP Meridian LMS to benchmark program success.

Key Performance Indicators:

- Develop an electronic system to match coaches or/and mentors with apprentices;
- Create training programs for mentors and apprentices;
- Incorporate program as part of supervisor and manager development trainings;
- Design easy to use mentoring and coaching tools and blueprints for action;
- Develop workshop for Human Resources Division professionals that provides a method to help supervisors proactively solve employee issues;
- Increase the overall effectiveness of department management;
- Provide a means of professional development and support for staff.

Goal Two: Build Workforce Capacity through Succession Planning

Collaborate with TAP and Internship Programs

The Learning and Organizational Development Center will collaborate with the Talent Acquisition & Placement (TAP) and the Internship Program to create seamless systems to leverage resources that provide cost effective approaches toward staff development and recruitment.

The proposed TAP will be an in-house temporary-help employment program for Monterey County. Some of the services TAP will offer include: recruitment, skills assessment and testing, background checks, interviews, and a customized orientation.

The Internship Program seeks to support student's educational goals while strengthening recruitment efforts of a future work force
The Internship Program provides the following services:

- County-wide internship project development
- Outreach to colleges and universities
- Recruitment of student applicants
- Compliance review of County policies and procedures
- Staff training on supervision of interns
- Database maintenance regarding County interns
- Production of an annual report on County internships
- Recognition of interns for valued public service



Strategic Objective:

2.4 The Center for Learning and Organizational Development's SEED team will meet monthly with liaisons from TAP and the Internship Program to discuss and implement innovative approaches to service delivery.

Performance Indicators:

- Create joint vision of a shared systems approach, which links relevant aspects of the "Growing Our Own" Learning Programs, TAP, and the Internship Program;
- Identify ways to cut costs through the streamlining of service methodology through a collaborative approach to service delivery;
- Use brainstorming sessions in some monthly meetings to develop innovative ideas to benefit programs;
- Share training resources through collaboration on topics that relate to each of the three programs.

Goal Three: Develop Enterprise System

Build Partnerships that Leverage Training Resources

The Center for Learning and Organizational Development must create cutting-edge learning systems to provide organizational development tools in a cost effective manner. Trimming costs also provides opportunity, including the chance to collaborate with educational institutions and other outside organizations that can provide resources.



By collaborating with other agencies, both internal and external, LOD can help reduce delivery costs associated with training and staff development programs, while creating win-win approaches for community organizations that would like to partner with the County.

Strategic Objective:

3.1 Effective August 2009, align the Career Track Program with educational institutions for the mutual benefit of respective institutions.

Key Performance Indicators:

- Meet quarterly with training representatives from Department of Social and Employment Services (DSES) & One-Stop, Health Promotion Partnership, Information Technology, Natividad Medical Center, and others to leverage resources;
- Gather information from partners to align county-wide training program with employees' development needs;
- Coordinate Finance Training with Auditor-Controller and Budget and Analysis Division representatives;
- Create a fee-based system for internal department training requests that are above and beyond core competency training programs offered by "Growing Our Own" learning programs.

Goal Three: Develop Enterprise System

Provide Services for a Fee to City Government and Private Sector Employees and some Internal Services



Many of the training programs that are provided by the Center for Learning and Organizational Development are considered relevant for staff development by other agencies. With an associated fee, these services will provide a revenue source for LOD. This will not only help subsidize program and department costs, but may also allow the expansion of services for County employees. Given fiscal constraints, the benefits of training programs are often overlooked, and they are eliminated because of cost. Standardized and effective training programs can bring change by addressing the underlying organizational and staff development challenges. Continuity in training programs demonstrates management's commitments in ensuring employees are given the tools to effectively handle the changes in resources. This is applicable to most industries. As such, the County can establish itself as a central hub and a model through its commitment to its departments and the community.

There are possible resources between cities and the County that may be shared with a barter system instead of a fee – for example, curriculum exchanges, training facilities, etc.



Strategic Objective:

3.2 Effective September 2009, assess local cities' and businesses' interests in establishing a training relationship provided by the County's LOD Team. Develop a fee scale for those internal County department requests for services beyond the core competency trainings offered through "Grow Our Own".

Key Performance Indicators:

- Leverage resources for enhancing the County's training programs;
- Improve learning programs through innovative and collaborative approaches;
- Develop revenue-generating sources after initial community needs assessment to reduce the need for general funds.