

What is the Growing Our Own Program?

The Growing Our Own learning programs focus on providing training which can immediately enhance the skill set of employees.

Core Programs

The program is designed to provide core training to address management, supervisory and staff development needs. Core learning programs are mandatory to ensure a consistent knowledge base for all employees. New employees have an opportunity to gain insight into systems and protocols within our government establishment while long-timers are able to participate as mentors and facilitators to increase the knowledge base within our organization.

Elective Programs

Individual employees can select elective courses according to their professional growth and development interest areas. These courses may be utilized as a resource in performance evaluation growth and development goals or as an individual interest area for professional development.

Why is This Important to You?

In our recent employee survey, 93% indicated that training was important. Employees were most interested in leadership, management and supervisory skills, prioritization, time and project management, and communication training. Our response to their input is a series of programs that will enable employees to:

- Successfully lead change initiatives
- Manage resources to maximize business outcomes
- Leverage financial resources through innovative best practices
- Improve compliance with safety regulations
- Become empowered to solve problems within our teams
- Learn to diagnose problems and create effective solutions
- Learn to influence across the organization
- Mentor and coach others towards success
- Earn college credits
 - One-stop online registration through the Learning Development Network for course enrollment and college credits

Why Now?

Government resources are shrinking as is the workforce due to retirement of baby boomers. We must address these gaps in available personnel with a focus on the transfer of institutional knowledge and effective training. We have the opportunity through these programs to enhance productivity, performance, and morale.

How Does it Work?

We are supporting learning through multiple approaches including classroom forums, WebEx, on-line learning programs, coaching, mentoring and hands-on experiences to increase the knowledge, skills, and promotion opportunities at all organizational levels.

When Does it Happen?

Learning opportunities are provided on a rotating annual basis to compliment work schedule needs.

What's our commitment to you?

Our Priorities

Monterey County's Learning and Organizational Development's vision is to align training with the County's goals to: become more effective at leveraging financial resources, transformational learning, and effective communication.

Financial Stability – Enable departments to innovate best practices to leverage financial resources. In order to conduct business at the levels necessary to serve the community in spite of the fiscal crisis driven by outside influences, all levels of employees and positions need to be equipped to manage resources with greater efficiencies and effectiveness.

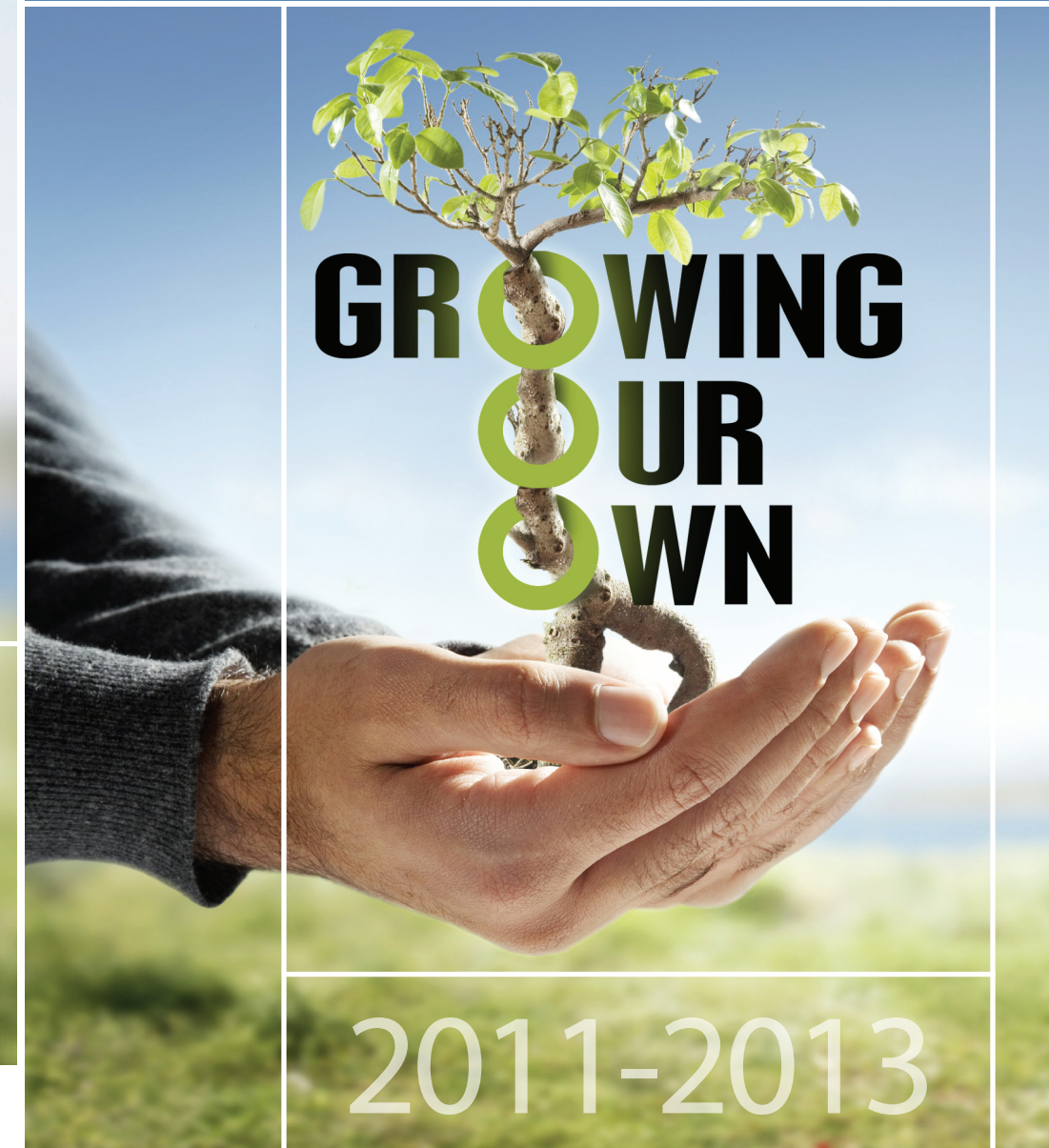
Transformational Learning – Approximately 59% of Monterey County leadership are eligible for retirement during the period of 2011-2015. This projected turnover does not have to be a setback. It is Monterey County's opportunity to cultivate new leaders to move departments forward in the 21st century. Key training programs such as Coaching for Optimum Results, Career Track, Leadership Academy and Supervisory Development are aligned with succession planning strategies for knowledge sharing.

Effective Communication – Research conducted by VitalSmarts shows that 90% of employees know far in advance when projects are doomed but feel incapable of speaking up. More than 50% of the employees in a study say a disagreeable boss is their number one reason to pack up and leave. New research say 90% of leaders who hold crucial conversations respond five times faster and ten times better to financial threats. Several training offerings related to oral and written communication are offered both in the core and elective training options to continue to improve the County's mission to provide quality customer service.

How will your department benefit?

- Saving time and money in business transactions
- Achievement of high performance in changing environments
- Better morale and camaraderie for greater team effectiveness
- Sustainability of best practices and innovation through career alignment and professional advancement
- Bring fresh perspectives and "can do" attitudes to the work place
- Increased capacity for leadership opportunities
- A commitment to excellence through implementing global industry standards

Monterey County Management and Employee Growth Opportunity Strategies



Monterey County Administration / Human Resources Division
Learning and Organizational Development

Government Center
168 West Alisal St.
Salinas, California 93901

Telephone: (831) 755-5298
Website: www.co.monterey.ca.us/training



County of Monterey Human Resources / Learning and Organizational Development (LOD)

- Mandatory / Core Competency and Elective Trainings for All County Employees
- Course Descriptions and Registration Located on "Growing Our Own" Website (www.co.monterey.ca.us/training)
- All Core and Elective Trainings are Available for College Credit / Continued Education Units
- Some Courses are Certified for Law Enforcement; POST and STC Credits



Staff Development Map 2011-2013

5/3/12

| Manager Curriculum | Supervisor / Lead Curriculum | Staff Curriculum |
|--|--|---|
| <p>Core Competency Curriculum</p> <p>One Time Only</p> <p>New Employee Orientation 8hrs Growing Our Own ▪ Completed within 30 days of employment</p> <p>New Manager Orientation (On-Line) 6hrs Growing Our Own ▪ Completed within 90 days of employment ▪ Includes: Board Report & Budget Process Customer Service Performance-Based Budgeting</p> <p>7 Habits for Highly Effective Managers (Two-part series) 16hrs Growing Our Own ▪ Completed within 180 days of employment</p> <p>Performance Management and Progressive Discipline 8hrs Growing Our Own ▪ Completed within 180 days of employment</p> <p>Crucial Conversations for Problem Solving 16hrs Growing Our Own</p> <p>Disaster Service Worker Program (On-Line) 2hrs Office of Emergency Services ▪ Completed within 60 days of employment</p> <p>Annually</p> <p>Information Security Awareness Training (On-Line) 2hrs Information Technology ▪ Completed within 60 days of employment</p> <p>Every Two Years</p> <p>Diversity Awareness Training 2hrs Equal Opportunity</p> <p>Harassment Prevention (On-Line) 2hrs Equal Opportunity ▪ Completed within 60 days of employment</p> <p>Introduction to FEHA / ADA Reasonable Accommodation 2hrs Equal Opportunity</p> | <p>Core Competency Curriculum</p> <p>One Time Only</p> <p>New Employee Orientation 8hrs Growing Our Own/ Equal Opportunity ▪ Completed within 30 days of employment</p> <p>Crucial Conversations for Problem Solving 16hrs Growing Our Own</p> <p>Disaster Service Worker Program (On-Line) 2hrs Office of Emergency Services ▪ Completed within 60 days of employment</p> <p>7 Habits for Highly Effective Managers (Two-part series) 16hrs Growing Our Own ▪ Completed within 180 days of employment</p> <p>Performance Management and Progressive Discipline 8hrs Growing Our Own ▪ Completed within 180 days of employment</p> <p>Annually</p> <p>Information Security Awareness Training (On-Line) 2hrs Information Technology ▪ Completed within 60 days of employment</p> <p>Every Two Years</p> <p>Diversity Awareness Training 2hrs Equal Opportunity</p> <p>Harassment Prevention (On-Line) 2hrs Equal Opportunity ▪ Completed within 60 days of employment</p> <p>Introduction to FEHA / ADA Reasonable Accommodation 2hrs Equal Opportunity</p> | <p>Core Competency Curriculum</p> <p>One Time Only</p> <p>New Employee Orientation 8hrs Growing Our Own ▪ Completed within 30 days of employment</p> <p>Disaster Service Worker Program (On-Line) 2hrs Office of Emergency Services ▪ Completed within 60 days of employment</p> <p>Annually</p> <p>Information Security Awareness Training (On-Line) 2hrs Information Technology ▪ Completed within 60 days of employment</p> <p>Every Two Years</p> <p>Customer Service 4hr Growing Our Own ▪ Completed within 90 days of employment</p> <p>Diversity Awareness Training 2hrs Equal Opportunity</p> <p>Harassment Prevention (On-Line) 2hrs Equal Opportunity ▪ Completed within 60 days of employment</p> <p>Introduction to FEHA / ADA Reasonable Accommodation 2hrs Equal Opportunity</p> |

Elective Curriculum

All electives are available to all staff with their supervisor's authorization and are designed to focus on three areas for staff development: Leadership, Prioritization, and Communication.
Goals: ♦ Managers complete 3 elective courses each calendar year. ♦ Supervisors/Leads complete 2 elective courses each calendar year. ♦ Staff completes 1 elective each calendar year.

Note: Electives include any department-specific mandatory or department offered training. All Core and Elective Trainings are available for College Credit / Continued Education Units.

| Leadership, Management and Supervisory Skills | | Prioritization, Time and Project Management | | Communication | | On-Line Courses | | Other | |
|---|-------|---|-------|-----------------------|-------|--------------------------------------|-------|------------------------------|-------|
| Classroom Training: | Hours | Classroom Training: | Hours | Classroom Training: | Hours | Classroom Training: | Hours | Classroom Training: | Hours |
| 7 Habits for Managers | 16 | Ethics: Your Rights VS. What is Right | 4 | 7 Habits for Families | 8 | AB 1234: Ethics | 2 | Brown Bag Series | 1.5 |
| 7 Habits for Highly Effective People | 24 | How To Stop Dropping While Juggling | 8 | Conflict Resolution | 4 | Anger, Violence & Conflict/Workplace | 1 | Libert Cassidy Series | 4 |
| Boards, Commissions & Committee Annual Report Writing | 4 | Performance Measurement | 4 | Crucial Conversations | 16 | Board Report Writing | 4 | Office Star Computer Classes | 8 |
| DiSC – Personality Profile | 4 | Process Analysis | 8 | Customer Service | 4 | Computer Security | 1/2 | Wellness Training | 2-4 |
| Managing You Is Killing Me | 4 | Project Management | 8 | MBTI Team Building | 4 | Customer Service | 1 | | |
| Performance Based Budgeting | 8 | Retirement Planning | 4 | Writing Advantage | 8 | Ethics in the Workplace | 1 | | |
| Performance Evaluations | 8 | Strategic Planning | 8 | | | Incident Investigation | 1 | | |
| Step Up! Come Be A Supervisor | 8 | Who Moved My Cheese | 4 | | | Law Enforcement Fatigue | 1 | | |
| | | | | | | New Manager Orientation | 6 | | |
| | | | | | | Performance Management | 1 | | |
| | | | | | | Workplace Diversity | 1 | | |

Academies and Career Development Opportunities

| Career Track | Finance Academy | Writing Academy | Human Resources Academy |
|--|---|--|--|
| This is a "Bridge to Promotional Growth" within the County. Career Track offers one-on-one assistance with a professional Human Resource coach. Services include: Career Exploration, Career Assessment, Networking, Job Shadowing, Informational Interviewing, Applications, Resumes, and Formal Interviewing Skill Development. This program supports succession planning. | The Finance & Accounting Academy is parallel with the Association of Government Accountants' (AGA) certified program. It provides the newest field information and gives access to a network of others with the same interest. The workshops are provided by internal experts. Employees in the field of finance/accounting are encouraged to attend, or those interested in changing their career to budget and finance. | The Writing Academy offers a comprehensive approach to developing writing skills. It includes assessments, customized goal setting, assistance from internal experts, and partnership with Hartnell Community College. Specific workshops are geared towards writing techniques, grammar, syntax, report writing and more. | The Human Resources Academy offers employees the opportunity to join their peers for an exciting 14 week professional development experience in various HR disciplines—risk and benefits, staffing and recruitment, labor relations and organizational development. Participants embarking in this Academy will have the opportunity to obtain PHR and SPHR certification. |