

Goal 2: Build Workforce Capacity through Succession Planning

Research Shows the Following Needs:

- *Government service delivery system threatened by a significant loss of institutional knowledge with pending retirements and career changes*
- *The Succession Planning study indicated approximately 59% of Monterey County leadership are eligible for retirement during the period of 2011-2015*

Strategic Initiative 2.1

Implement three strategic academies to address leadership succession planning needs.

Objectives Accomplished:

- **Successfully created and implemented strategic academies:**
 - Finance Academy
 - Human Resources Academy
 - Writing Academy (will launch 2012)
- **Additional Succession Planning Courses:**
 - So You Want to Be a Supervisor?
 - Career Track (career development program)
 - Leadership Development
 - Support for Employment and Educational Knowledge (SEEK)

Strategic Initiative 2.2

Develop a "Train the Trainer" program and recruitment process to leverage resources and increase the capacity for job related training.

Objectives Accomplished:

- **Provided mentoring sessions for skill development in facilitating:**
 - Managing You is Killing Me
 - Excelling at Customer Service
 - Who Moved My Cheese?
- **Increased capacity of change management and Leadership Development training by 100% through the support of additional department trainers who facilitated after the Train the Trainer workshop**

Strategic Initiative 2.3

Provide a pilot-mentoring program and career coaching.

Objectives Accomplished:

- **Developed and implemented the BRIDGE Mentoring Program for County employees (see attachment for statistics)**
- **Provided career coaching for approximately 350 employees impacted by potential lay-offs during the timeframe of the strategic plan**
- **Created an electronic system for the recruitment of mentors and mentees through the "Growing Our Own" website**