

County of Sonoma
Executive Development IV
2008-09

Building Leadership Skills
for
County Executives

Presented by
County of Sonoma Human Resources
Training Division

Sponsored by
The Sonoma County Board of Supervisors
The County Administrator
Sonoma County Administrative Management Council
The Department Heads Association

Executive Development IV

The Human Resources Department is pleased to announce Executive Development IV, intended to prepare middle and senior managers for executive and leadership positions.

The program represents the top tier of a three-tier management leadership effort that begins with Supervisory Academy and includes the Management Academy. The program's focus is to provide a format for the exchange of ideas, the application of practical skills and the formation of ethical standards necessary for public service leadership.

The Executive Development program has proven to be effective in helping departments deal with leadership succession. So far, half of the program graduates have received promotions into senior management and executive positions. For example, Michael Kennedy, a graduate of the most recent class, has been appointed Mental Health Director, and four Executive Development graduates now head their departments.

The finale of the Executive Development program is the very successful Management & Executive Symposium. This provocative two-day experience challenges participants to examine their own motivation for working in public service and provides a perspective on leadership that is not found in any other program.

Goals & Objectives

The goals of Executive Development are that future executives understand:

- Their position and program responsibilities within the larger Sonoma County organizational and policy making context
- The County's strategic plan and what role they might play in furthering it
- The roles, viewpoints and "filters" of the Board of Supervisors, CAO and Department Heads
- What it takes to become a successful Sonoma County Department Head or Chief Administrative Officer

The objectives of Executive Development are to strengthen the performance skill areas as identified by County Department Heads:

- Provide a clear vision and direction
- Initiate policy and strategic development that leads to positive outcomes
- Develop organizational leadership
- Build and maintain relationships that assist in achieving department goals

About Executive Development

Executive Development IV will provide an opportunity to retreat from everyday duties and focus on the elements that drive local government and the provision of community services. The program consists of a total of eight days in three sections:

Section One: Performance Skill Areas

Five days of training focusing on the executive performance skills areas and will include topics such as:

- Vision development and articulation
- Strategic thinking and policy development
- Development of organizational leadership
- Relationship building
- Assessment of the political landscape
- Media relations

Section Two: Capital Field Trip

A day-trip to Sacramento to visit with lawmakers, lobbyists, journalists and others involved in the political process.

Section Three: Management & Executive Symposium

Those who have completed the course work for Management or Executive Development Academy will be eligible to attend a two-day over-night seminar within the county, which will include participants from both Academies. The seminar will be structured to provide “big picture” perspectives, opportunities to connect with colleagues, and opportunities to refresh their commitment to public service.

The County Administrator will spend the entire two days with the class. Other visitors will likely include a Board member, possibly County Department Heads, and other public sector practitioners who will present on topics that will take symposium participants from an exploration of the history and theory of public service on through to how these theories are put into practice. Topics will include:

- The History of Government in America
 - Where do counties fit into this history?
- Tenets of public service
 - How do you know when you’re a good public servant?
 - Motivation – our employees and ourselves
- Governance
 - The significance of local government
 - Defining good governance: participation, consensus oriented, accountability, transparency, responsiveness, effectiveness and efficiency, equitability and inclusiveness, and the rule of law
 - The Right to Continue
- The Sonoma County executive - characteristics
 - The large context of program and position responsibilities
 - Roles, viewpoints, and “filters” of the Board, CAO and Department Heads
 - What it takes to be CAO or Department Head

Academy Timeline

Monday, December 22, 2008	HR Training issues call for candidates to dept heads
Friday, January 16, 2009	Department Heads submit candidate applications
Friday, February 6, 2009	Participants notified
Friday, March 20, 2009	Day One
Friday, April 3, 2009	Day Two
Friday, April 17, 2009	Day Three
Friday, May 1, 2009	Day Four
Friday, May 15, 2009	Day Five
Friday, May 29, 2009 (tentative)	Day Six – trip to Sacramento
Summer/Fall (dates TBD)	Management & Executive Symposium

Location: Classes take place at the Los Guillicos Training Center, Room A. The Management & Executive Symposium will take place at a conference center with overnight accommodation within Sonoma County.

Qualifications

Candidates for Executive Development are those who are being considered for a future position as Department Head, assistant Department Head, division manager, county administrator, and assistant or deputy county administrator. Candidates will have completed both the Supervisory and Management Academies, be identified by their Department Head

as a potential candidate for one of the above-mentioned positions, and be approved by the Director of Human Resources. A person can also be directly placed in Executive Development upon the recommendation of the Director of Human Resources or the County Administrator.

Participant Selection Process

Department Heads will be asked to identify candidates for Executive Development from their departments. From this pool of candidates, 20 participants and two alternates will be selected by a committee consisting of a representative from the CAO's office, Human Resources, the Management Advisory Council (MAC); and the County Training Manager.

Selection Criteria

The ideal candidate for Executive Development will:

- have at least five years of management experience, at least two of which are in the public sector
- have completed a Bachelor's degree or equivalent
- have completed the DiSC training
- be recommended by their Department Head as someone who has the potential and desire to fill a County position at the level of Department Head, assistant Department Head, division manager, county administrator, and assistant or deputy county administrator
- have completed the County's Supervisory and Management Academies (this may be waived upon the recommendation of the Director of Human Resources or the County Administrator.)

Investment

Time: Executive Development will require eight full days between Spring and Fall, 2009

Money: Total cost of the Executive Development Academy is \$1,100.

\$400 for the six initial instructional days

\$700 for the two-day symposium, which will cover the cost of instruction, meals and accommodation.

The timing of the Academy is such that fees can be paid over two fiscal years. All fees are payable from employee benefit accounts, department funds, or personal funds.

Effort: Self-determined

Steps for Applying for and Completing Executive Development

1. Candidates for Executive Development will be identified by Department Heads.
2. Department Heads submit candidate applications to HR Training by Friday, January 16, 2009. Those selected to participate will be notified by HR Training by February 6, 2009.
3. Attend five training days on alternating Fridays between March and May 2009.
4. Attend the one-day field trip to Sacramento.
5. Attend the two-day Management & Executive Symposium.

For further information, contact the HR Training Manager Tom Richardson at (707) 565-2391 or trichard@sonoma-county.org.