

Attracting and Retaining Talented Staff Through Leadership Development

Nancy Watt

County Executive Officer

Napa County, California

ICMA Conference Presenter





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Bay Area Population by County



Santa Clara	1,862,041
Alameda	1,578,891
Contra Costa	1,094,205
San Francisco	837,442
San Mateo	747,373
Sonoma	495,025
Solano	424,788
Marin	258,365
Napa	140,326

Source: U.S. Census Bureau; 2013 estimates



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Bay Area County Employees



Napa County Administration Building

Total county workers

San Francisco	35,419
Santa Clara	18,452
Contra Costa	10,976
San Mateo	9,532
Alameda	9,307
Sonoma	4,758
Solano	2,966
Marin	2,640
Napa	1,534

Source: California State Controller's Office



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Napa County Income/Commute Patterns



	median income	median home price
San Francisco	\$73,802	\$883,000
Napa	\$69,571	\$485,000
Solano	\$69,006	\$300,000
U.S.	\$53,046	\$273,500

Workers commuting to Napa from neighboring counties

Solano	10,825
Sonoma	3,941
Contra Costa	1,328
Lake	1,240
Alameda	552
Marin	419
San Francisco	380
<u>Yolo</u>	<u>171</u>

App. 30% of workforce are commuters



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The Challenge

Napa County Employees by Generation (September 2012)

Generation	Total Employees in Category	% County Employees
Gen Wired (1993-TBD)	1	0.1%
Gen Yers (1978-1992)	330	21.6%
Gen Xers (1965-1977)	513	33.6%
Cuspers (1960-1964)	230	15.1%
Baby Boomers (1946-1959)	422	27.6%
Pre-Boomers (Silents) (1931-1945)	31	2.0%
Total	1527	100.0%

Source: Napa County Human Resources Department



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Current State vs. Future State Napa County Leadership Development

- Management Academy
- Supervisor and Managers only
- Program was developed in a silo
- No follow-up with class participants.
- No “next steps” in development process for staff.
- Desired outcomes were not clear

- Conducted countywide training needs assessment
- Interviewed department heads
- Created OD Committee
- Reviewed current leadership programs
- Developed Request for Proposal (RFP)
- Partnered with awarded vendor to develop leadership competencies

- Create a leadership development model that is flexible.
- Provide all levels of leadership roles within the County educational opportunities.
- Create a program model that is fiscally responsible and sustainable.
- Develop programs collaboratively.
- Develop a leadership program to attract and retain staff.

Where We Were

(Current State)

How Did We Get
From Here to There?

(Steps Taken)

Where We
Wanted To Be

(Future State)



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Goals for Leadership Development

1.

Support the leadership development of our employees as they progress through their careers with Napa County

2.

Provide them with the skills and tools to be successful in their leadership roles within our organization

3.

Continue to strengthen and develop our leaders to meet the challenging and changing needs of our organization

4.

Prepare for the next generation of leaders to join Napa County (succession planning)

5.

Retain and attract talented individuals to Napa County through our leadership development programs



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Step 1: Training Needs Assessment



All County employees asked 30 questions, including:

- If you have attended any trainings offered through the Training and Organizational Development Program at Napa County, did the course content provide knowledge gain or skill development for you?
- Have you been able to transfer any of the knowledge/skills you have gained from attending County training sessions to your job?
- Overall, how useful are the current County training programs in providing you with the skills and information you need to perform your job responsibilities?





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Step 2: Organizational Development Committee

Criteria for
Program
Development

Meaningful

- Programs must meet a strategic goal/need within organization.

Sustainable

- Don't build a training/leadership program if we can't sustain it.

Measurable

- What will success/failure look like? How will we measure it?

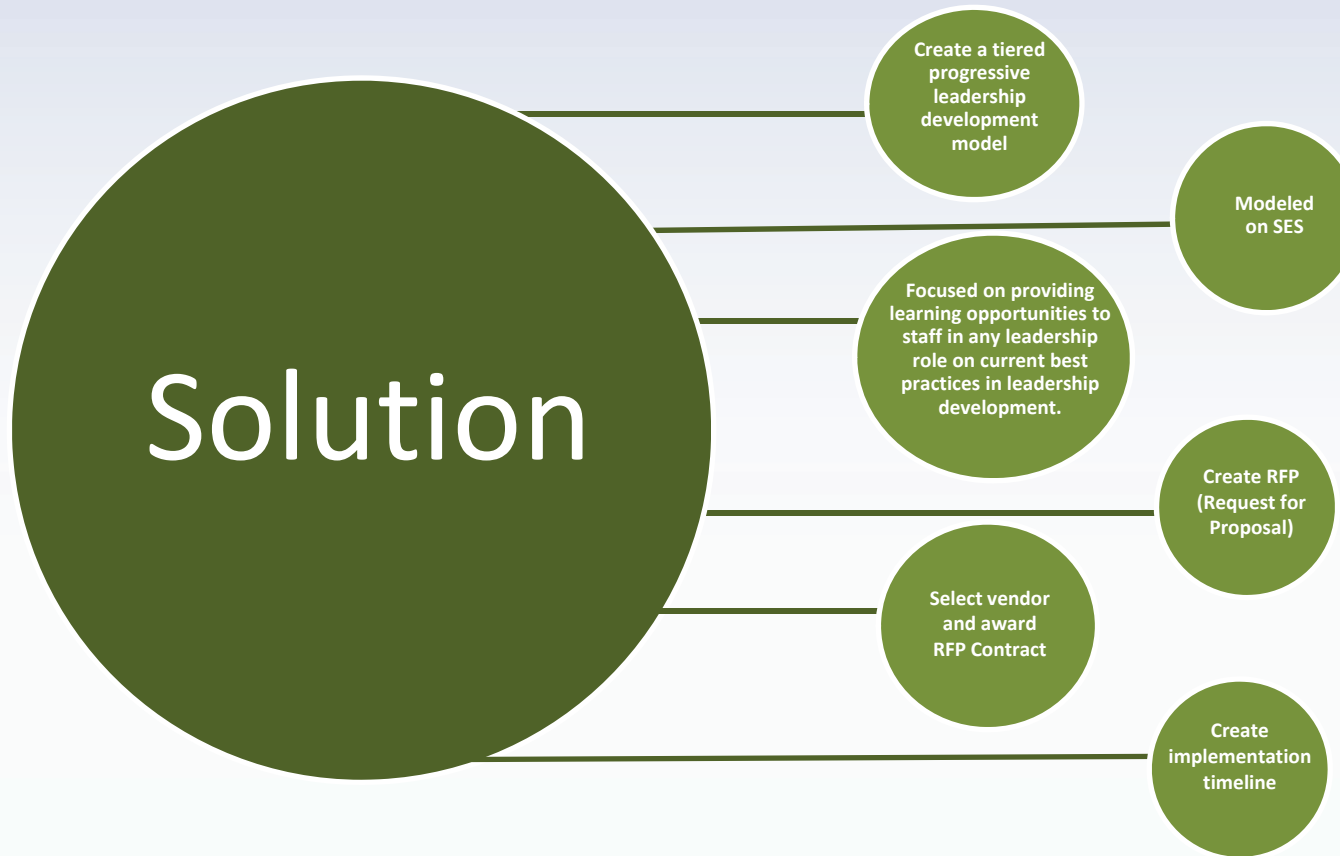
Clear Desirable Outcomes

- What do we want to see changed/different upon the completion of the training/leadership program?



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Step 3: Multi-Level Leadership Training Needed





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Implementation Process Unfreeze-Change-Refreeze

Step 1: Unfreezing

This is the first stage in the change process. It involves overcoming inertia and dismantling the existing "mindset." Getting people/organizations to see that there is a need for change.

Step 2: Change

This is the second stage in the change process – this is typically a period of confusion and transition. We are actually making the change – learning new skills etc. We are moving towards a new way of being.

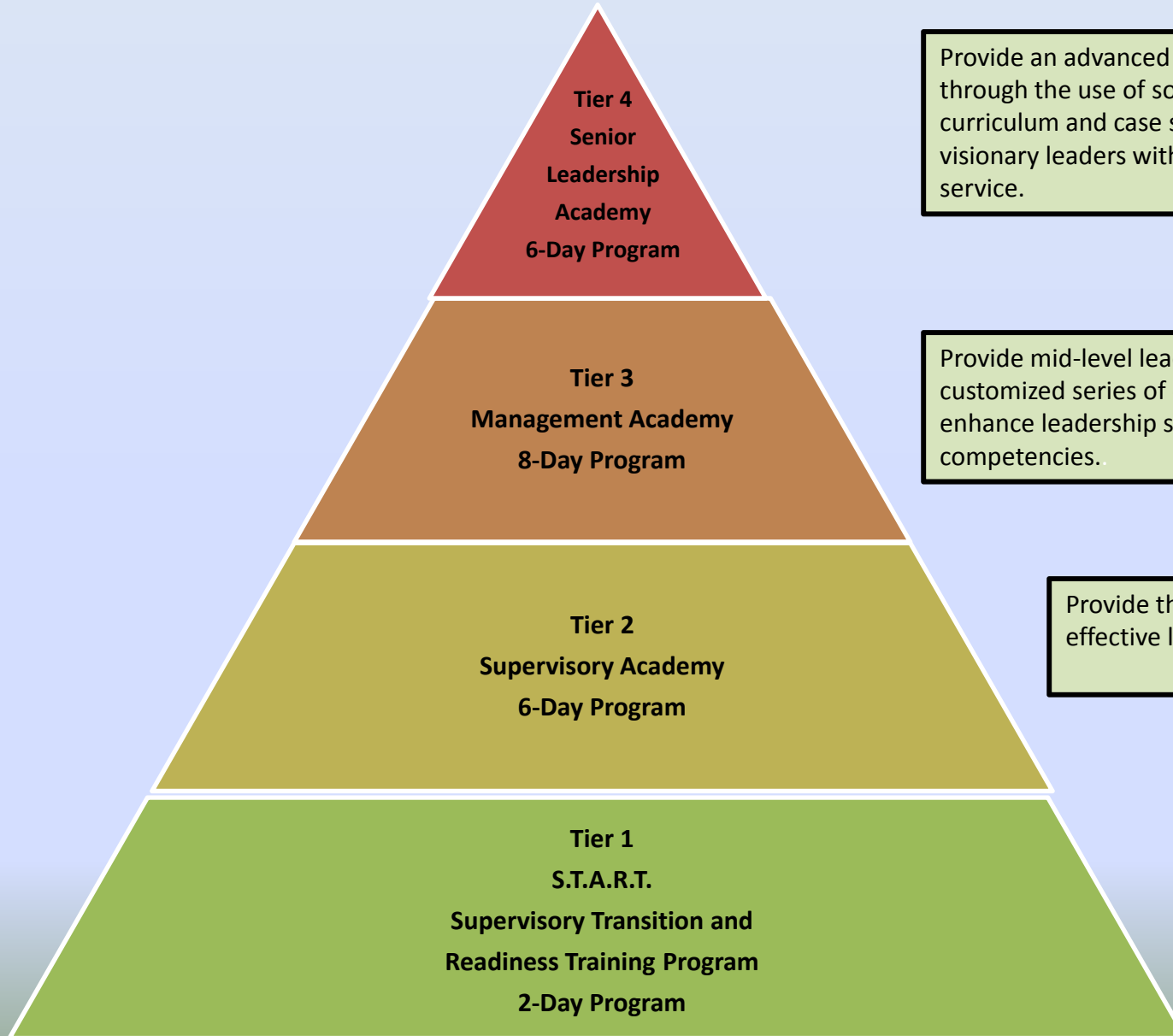
Step 3: Freezing or Re-Freezing

This is the third and final stage in the change process. The changes are accepted and become the new norm. The new mindset is crystallizing and one's comfort level is returning to previous levels.



Kurt Lewin Model of Change

Napa County Tiered Progressive Leadership Model



Provide an advanced leadership development program through the use of sophisticated and complex leadership curriculum and case studies; focused on developing visionary leaders with a strong commitment to public service.

Provide mid-level leadership development through a customized series of educational workshops that will enhance leadership skills, personal strengths and core competencies.

Provide the basic entry level fundamentals of effective leadership and management skills.

Provide learning and development to assist new supervisors to hit the ground running and avoid common pitfalls that new supervisors fall into.



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Current Implementation Results

S.T.A.R.T.

- 3 series completed
- 66 graduates

Supervisory Academy

- 2 series completed
- 43 graduates

Senior Leadership Academy

- 1 series completed
- 24 department heads participated (Inaugural Class)

Coming up this fiscal year: S.T.A.R.T. (1 series), Supervisory (1 series), Senior Leadership (1 series)

By 2015-16, 20 percent of the county workforce will have graduated from one or more of the programs.

Evaluation plan in place: Early feedback excellent; will take 3-5 years for definitive results



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Feedback from Program Participants

S.T.A.R.T. Program

A great "how to" on starting off on the right course with a new team.

Supervisory Academy

What a great opportunity! I feel like I am more prepared to handle the everyday challenges of my job. The topics were all relevant and timely.

Management Academy

I enjoyed networking with other managers and understanding that we all have common issues and problems that we face regardless of which department we work in.

Senior Leadership Academy

Being with all the department heads was very positive. I also really enjoyed the self-assessments. It is good to look at myself more often to see where I can still learn and grow.



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Takeaways

- ✓ Importance of continually assessing our organizational needs
- ✓ Determining whether the challenge we've identified is really the challenge
- ✓ Busting silos; think globally and deliberately mix disciplines
- ✓ Entry points at multiple levels (not exclusive to the top)
- ✓ It's not just a program, it's a culture

Questions/Comments?



Nancy Watt
County Executive Officer
Napa County, California

