



# County of San Mateo

## Inter-Departmental Correspondence

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**Department:** HUMAN RESOURCES

**File #:** 16-433

Board Meeting Date: 8/8/2017

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**Special Notice / Hearing:** None  
**Vote Required:** Majority

**To:** Honorable Board of Supervisors  
**From:** John L. Maltbie, County Manager  
Donna Vaillancourt, Human Resources Director  
**Subject:** Executive Leadership Academy

**RECOMMENDATION:**

Recognize and commend the County's Executive Leadership Academy (ELA) participants upon their successful completion of the 16-month program: Linda Allington; Sarah Birkeland; Conrad Fernandes; Scott Johnson; Danielle Lee; Irene Levintov; Carlos Morales; Shannon Morgan; Nicole Pollack; Carine Risley; and Donna Spillane.

**BACKGROUND:**

In 2005, the Board approved a Countywide Organizational Review that included the assessment of existing management development opportunities to address anticipated retirements in key leadership positions. Based on findings, a Succession Planning Task Force (now referred to as the Succession Planning Implementation and Evaluation Committee) was established to recommend and develop a comprehensive Succession Planning Program to meet workforce needs. A key recommendation identified by the Task Force was for the County to develop an accelerated leadership program to prepare participants for Assistant Director, Deputy Director or Department Head level positions (for upcoming vacancies/positions) within the next five years. The County Manager's Office and the Human Resources Department developed a proposal for an ELA program and in 2007 the County's first ELA program was launched.

**DISCUSSION:**

In May of 2016, the second ELA program was launched. It was announced to all managers and informational meetings were conducted. Thirty six managers submitted an application and (twelve) were selected after a comprehensive screening and interviewing process.

An Oversight Committee, comprised of the County Manager and Department Heads, monitored the development, implementation and evaluation of the program as well as provided coaching and mentoring to ELA participants throughout the program.

The participants completed a rigorous program that involved the following three components:

**Skill Assessment:** Participants underwent an extensive skill assessment process to identify their strengths and areas of development in key competencies. The process included: an online self-assessment; an online 360° evaluation; and participation in an Assessment Center. Following the assessments, each participant was provided with a written skills assessment report. Members of the Oversight Committee provided feedback to each of the participants relating to their strengths and potential areas of development.

**Skill Development:** Participants were provided with individual coaching and mentoring as well as group training, during this phase. Training included attendance for one week at the Local Governance Summer Institute in July held at Stanford University as well as (thirteen) additional training and book review sessions on a wide range of topics (e.g., leadership, negotiation skills, strategic thinking, facilitation, effective presentation skills, coaching and mentoring).

**Application:** All participants identified a Rotation or Project assignment to improve their leadership skills and advance their career goals. Rotation assignments included: Acting Director of Family Health, and Acting Parks Director. Project assignments included: Recommendations to the Health Management Associates (HMA) study; Develop/Implement a Volunteerism Program; Coordination of Children and Youth System of Care (CYSOC) subcommittee to develop a plan for Measure A considerations based on cross department census data; Proposal/Development of a new Medical team model; Business Continuity Plan; SMC Saves; Master Plan for the Hospital's Campus; Performance Evaluations Revamp; and California Controller Annual Conference. Each participant has been provided the opportunity to present their rotation or project work and accomplishments to Executive Council and receive feedback.

Throughout the program, ELA participants demonstrated their commitment and dedication to the County's succession planning efforts, their own skill development and took on assignments/projects to support the County's initiatives. ELA participants dedicated many hours to successfully completing the Academy and deserve recognition for their outstanding work. They have developed and enhanced new skills and competencies as well as formed a cohesive team.

The program has received excellent reviews and participants unanimously endorsed the effectiveness of the ELA. A report evaluating the ELA program is being prepared by the Human Resources Department for review by the Oversight Committee and Executive Council.

The Executive Leadership Academy (ELA) contributes to the Shared Vision 2025 outcome of a Collaborative Community by preparing talent within the organization to meet current and future workforce needs while ensuring continuity of outstanding services to our community supporting fiscal accountability.

**FISCAL IMPACT:**

Appropriations for the ELA Program were included in the Human Resources Department FY 2016-17 Adopted Budget.