

HUMAN RESOURCES

COMMITTED TO PEOPLE



LEADERSHIP CERTIFICATE PROGRAM

Preparing the Next Generation of Leaders

2019 PILOT PROGRAM

This pilot program is funded by the Renew '22 Committee

A MESSAGE FROM OUR CEO



Mona Miyasato

Welcome

As we look ahead to the future of Santa Barbara County government, it is important that we adapt, change and embrace resiliency to thrive as an organization. In data compiled by the Human Resources Department, approximately 42 percent of County employees are eligible to retire within the next three to five years. Recognizing and responding to the transition of senior level employees provides a unique opportunity to draw upon their talents, skills and abilities in order to develop and catalyze the next generation.

As part of the Renew 2022 goal to retain high performing employees, and prepare the next generation of leaders, we are pleased to announce the County's first Leadership Certificate Program (LCP). This is a six-month experiential learning pilot program focusing on employee engagement, mentorship and leadership development.

LCP will deliver measurable improvements in leadership readiness and effectiveness so participants can assume greater roles within the organization. To get involved in the re-imagining of our county you are invited to apply online to the LCP program (<https://hrweb.co.santa-barbara.ca.us/sites/home/LdrsApp/LCP%20APPLICATIONS/Forms/AllItems.aspx>).

Together, we can build a stronger and more vibrant organization that is prepared to take on the challenges of the future and continues to provide exceptional public service to Santa Barbara County.

A handwritten signature in black ink that reads "Mona Miyasato". The signature is fluid and cursive, written in a professional style.

Mona Miyasato
County Executive Officer

COUNTY MISSION

Deliver exceptional services so Santa Barbara County's communities can enjoy a safe, healthy and prosperous life.

COUNTY VISION

Employees empowered to deliver exceptional public service.



WE VALUE

Trust and Ethics
Customer Focus and Exceptional Public Service
Accountability and Professionalism
Innovation

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LEADERSHIP CERTIFICATE PROGRAM



Prepare & Retain

The retention and development of the next generation of leaders in county government is essential to meet tomorrow's challenges. LCP is a six month program that aims to deliver measurable improvements in leadership readiness and effectiveness so participants can assume greater roles within the organization.

Renew & Transform

The County of Santa Barbara's Leadership Certificate Program (LCP) is a component of Renew '22, a multi-year, county-wide strategic initiative that emphasizes organizational transformation, accountability, and fiscal and structural sustainability.



THE LCP OBJECTIVES

EXPOSE

Retain high-potential employees by **exposing** them to leadership and business concepts, tools, education, and information to maximize their understanding of 21st century leadership in local government.

EXPAND

Re-design the way we work by **expanding** existing skills, knowledge, and capability using best practices to strengthen individual and organizational resiliency.

EQUIP

Re-balance our resources by **equipping** participants with up-to-date methods for anticipating future challenges to ensure the organization remains fiscally sound.

EMPOWER

Respond as an **empowered**, capable leader to deliver the essential and exceptional services to sustain the quality of life for the residents of Santa Barbara County.

THE LCP TARGET AUDIENCE

The LCP is a focused investment in high performing employees who are striving to become supervisors and leaders in the organization. We are interested in employees who:



- demonstrate **dedication** and **commitment** to public service and to the Santa Barbara County Community,
- are **excited** about where the organization is headed,
- have the **courage** and desire to be a part of the legacy building, transformative initiative, and
- have the **right mindset** and **drive** to implement change.



THE LCP DESIRED OUTCOMES

We will know that the program works when:

APPLIED GROUP PROJECT

Participant will collaborate on a process improvement group project in line with Renew 22 strategic goals.

TURNOVER IS REDUCED

*Participants will self-report whether they choose to continue working at the County vs. seeking other employment.

APPLICATION OF LCP IS EVIDENT

Participants should be able to demonstrate and apply competencies learned.

EMPLOYEES TRANSFORM INTO LEADERS

Participants become confident leaders, accountable and inspired to lead and empower others.

PROMOTION IS INTERNAL

Participants apply for higher level-positions as they become available.

*Check in over a 6-18 month time period

Program Elements:

6 *months* of hybrid learning

8 *mentees* from different departments

15 *hours* of instruction per month

Plus

- Monthly coaching sessions with mentor
- Conferences
- Networking events

THE LCP COMPETENCIES

Participants will engage in high quality, structured experiential learning that leads to enhanced leadership, knowledge, skills and abilities. The curriculum will include flexible learning modalities and reinforce sustainable strategies for knowledge retention.

Emotional and
Social Intelligence

Cultural Humility

Courage and
Curiosity

Transformational
Leadership

Global Leadership

Digital Competency



Cultivating a Culture of Learning

Our learning philosophy is rooted in our "Commitment to PEOPLE" and unlocking their potential.



LEADING
Self

LEADING
Others

LEADING
Programs

LEADING
County



THE LCP TIMELINE OF EVENTS

MONTH 1

- Kickoff meeting with the Board of Supervisors
- Mentee assessment
- Mentor/Mentee match
- Mentor training
- Mentee class scheduling
- Project identification

MONTHS 2-4

- Experiential activities, skill-building exercises, and leadership development conference
- Mentee/Mentor sessions to clarify and plan next steps
- Midpoint Mingle
- Peer learning groups to provide feedback, insight, suggestions and support

MONTHS 5-6

- Project presentations to executive team and the Board
- Participant graduation and dinner
- Program evaluation
- Access to onsite and e-Learning (designed to reinforce lessons from the program)
- Optional, fee-based coaching, and offsite partner learning opportunities

THE LCP COURSE SCHEDULE

MONTH 1

- Leading with Emotional Intelligence
- Mindfulness, The Key to High Performance
- Overcoming Interpersonal Difficulties and Challenges
- Listening to Understand

MONTH 2

- Diversity, Inclusion and Equity in the Public Sector
- Overcoming Unconscious Bias
- Driving Excellence Through Communication
- Fostering and Leading Across Multiple Generations

MONTH 3

- Overcoming the Fear of Failure
- Speaking Truth to Power
- Appreciative Inquiry
- Mastering the Art and Science of Listening



THE LCP COURSE SCHEDULE

MONTH 4

- Leading with an Entrepreneurial Mindset
- Whole Brain Thinking
- Using Tools to Support Transformation (Six Sigma)
- Conducting Fiscal and Risk Assessment to New Ideas

MONTH 5

- Leading Local Government in a Global Economy
- Conducting PESTEL Analysis for Effective Decision Making
- Understanding Demographic Shifts and the Effect on Service Delivery
- Beginning Spanish I

MONTH 6

- Getting Started with Social Media
- Effectively Connecting with Customers
- Leveraging Technology to Expand Customer Reach
- Digital Presentations



HOW TO APPLY

LCP Pilot Program Mentee Application Process

Thank you for your interest in the program. To be considered as an LCP mentee, please go to www.sbcountyhr.org/eu and complete the following:

- An online Mentee Application
- A letter of recommendation from your supervisor
- A brief 300-500 word essay explaining your interest in the program
 - Why you would be an ideal candidate
 - What you hope to gain from the program

This information will be used to match prospective mentees with mentors.

PLEASE NOTE, ONLY EIGHT (8) EMPLOYEES WILL BE SELECTED FOR THIS PILOT PROGRAM

For more information, please contact:

Employees' University

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Preparing The Next Generation of Leaders

ONE COUNTY. ONE FUTURE.

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