

County of Sonoma
Management Academy X
2009-10

*Building Leadership Skills
for County Managers*

Presented by
**County of Sonoma Human Resources
Training Division**

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

Management Academy X

The Human Resources Department and Sonoma County Administrative Management Council (SCAMC) are pleased to announce Management Academy X, intended to provide entry level and middle managers with educational experiences to enhance their management knowledge and skills.

The focus of Management Academy 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 management. This program is presented by SCAMC, in collaboration with the Department Heads Association and the County Administrator's Office, and represents the second tier of a three-tier management/leadership effort that begins with Supervisory Academy and concludes with the Executive Development Program.

Activities, Goals and Objectives:

The goals of the Management Academy are:

- Expand leadership abilities within and beyond departmental levels; develop Countywide networks and community-wide partnerships
- Develop an understanding of public service and management based on both theory and experience
- Create/rekindle commitment to quality service in a client-focused organization; examine public sector ethical issues and reinforce the highest standards of service

About the Academy

The Management Academy is a skills-building program for career County employees and while it focuses on strengthening skills for current, entry-level and middle managers, it's also an appropriate development opportunity for those who would like to move up.

The Academy focuses on building basic human resources knowledge and on improving five professional skills that have been identified from various sources including literature on public sector leadership and surveys of our department heads.

Management Academy X takes place during fiscal year 2009-10 and to complete it a participant will complete at least nine classes in three sections and then the two-day Management & Executive Symposium.

Section One: Supervisor & Manager Core

Participants will take three core courses from the Supervisors and Managers Core series. Core courses are ones that the Director of Human Resources designates as mandatory for all supervisors and managers. These courses will provide participants with information regarding current case law, best practices, and County policies and procedures enabling them to determine the best course of action in dealing with human resource issues. Core courses are:

- Conducting Investigations
- Disability Interactive Process
- Hiring Legally & Effectively
- Absenteeism Prevention
- Management Rights
- Handling Grievances
- Avoiding Liability
- Discrimination Prevention
- Managing the Marginal Employee
- Discrimination Law
- Drug & Alcohol Issues
- Effective Disciplinary Practices

Academy participants who have completed all Core topics may waive this section.

Section Two: Management Skills

Five courses will be required: one course that addresses each of the five skill areas for managers. Following are the five supervisory skill areas and the classes to choose from to satisfy that area.

- 1) **Critical thinking and decision making**
 - Building a Business Case
 - Continuous Service Improvement*
 - Critical Thinking

- 2) **Demonstrate Leadership**
 - Supervisory Tough Stuff
 - Communication & Mediation
 - Meeting Management & Facilitation
 - Motivating Employees
 - Critical Thinking
 - Team Development
 - Delegation & Empowerment

- 3) **Manage human, financial, and other resources to achieve program goals**
 - Managing Employee Performance
 - Supervisory Tough Stuff
 - Get A Worklife: Manage Unnecessary Stress
 - Negotiation Skills
 - Continuous Service Improvement*
 - Delegation & Empowerment

- 4) **Manage projects to effectively and efficiently achieve program goals**
 - Project Management Concepts
 - Building a Business Case
 - Continuous Service Improvement*
 - Organization & Prioritization Skills
 - Team Development

- 5) **Communicate clearly and concisely**
 - Professional Writing
 - Communication & Mediation
 - Making Great Presentations
 - Negotiation Skills
 - Generations Working Together

*Continuous Service Improvement is a two-day course and may be applied to two skill areas.

Section Three: The County Tour

Management Academy participants will have the opportunity to learn of the breadth of County services by participating in a one day tour of various County service locations. Examples are the Valley of the Moon Children's Home, the Central Disposal Site, and the Animal Shelter. Participants will learn about the daily activities of each site as well as current issues facing the services. A County van, with driver, will transport participants and a box lunch will be provided.

Section Four: 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.

During the two days, the County Administrator, likely a Board member, County Department Heads and other public sector practitioners will present on topics that will take symposium participants from and exploration of the theory of public service on through to how these theories are put into practice. Topics will include:

- Tenets of public service
 - How do you know when you're a good public servant?
- Public service ethics
 - Transparency in government
 - Fair process and due process
- The accountability process
 - Access to information
 - Measuring outcomes
 - Empowering input
- Governance
 - Eight elements of good governance: participation, consensus oriented, accountability, transparency, responsiveness, effectiveness and efficiency, equitability and inclusiveness, and the rule of law
 - The Right to Continue
- Strategic planning
 - Why plan strategically?
 - Development and implementation
- The Sonoma County executive
 - The large context of program and position responsibilities
 - The County's strategic plan and their role in furthering it
 - Roles, viewpoints, and "filters" of the Board, CAO and Department Heads
 - What it takes to be CAO or Department Head

Management Academy Key Dates:

Monday, October 19, 2009	Enrollment begins
Thursday, October 22, 2009	Academy Orientation
Friday, November 6, 2009	All classes scheduled and on CORS calendar
Friday, November 20, 2009	Enrollment closes
Wednesday, June 16, 2010	All Academy classes completed (Sections 1-3)
Thurs & Fri, Sept 23 & 24, 2010	Management & Executive Symposium (tentative dates), or
Thurs & Fri, Oct 14 & 15, 2010	Management & Executive Symposium (tentative dates)

*NOTE: Any Core class taken between July 1, 2009 and June 30, 2010 applies to Section One of Management Academy X.

Location: Classes take place at the usual County venues including the HR Training Center and the Veterans Buildings. The Management & Executive Symposium will take place at a conference center with overnight accommodation within Sonoma County.

Qualifications

To qualify for this Academy, a participant will have completed the Supervisory Academy and have the approval of their immediate supervisor and their department head. A person can also be directly placed in the Management Academy upon the recommendation of the Director of Human Resources or designee. There is no application process or limit on the number of people who may participate in the Academy.

Investment

Time: Classes range in length from a half day to two days. The estimated total time commitment of completing the nine classes and the Management & Executive Symposium is from 8 to 12 days. Classes are offered multiple times to provide flexibility in your schedule.

Money: Total financial cost of completing the Management Academy is estimated to be between \$250 and \$350 depending on course selection. Fees are charged upon

registration for each class and therefore spread over the course of the Academy year. Due to the current suspension of staff development accounts, all fees are payable from department funds or personal funds. Class fees have been kept to a minimum (\$30 per class in most cases) in order to continue to make the Academy affordable.

Effort: Self-determined

How to Enroll

To enroll in the Management Academy complete the Enrollment Form available on the HR Training web site at <http://www.sonoma-county.org/hr/training/academies.htm> or by calling 565-1325. Have it signed by your supervisor and your department head and forward it to the HR Training office. The enrollment period begins Monday, October 19, 2009 and forms must be submitted to HR Training by Friday, November 20, 2009.

Work with your supervisor to select the class topics that best meet your development goals. Then, register for each class required for completion of the Management Academy. To enroll in specific classes go to the Sonoma County Online Registration System ([SCORS](http://scors.gosignmeup.com/)) at <http://scors.gosignmeup.com/>.

Steps for Completing the Management Academy

1. Submit a completed *Management Academy Enrollment Form* by Friday, November 20, 2009 to Human Resource Training Division, 575 Administration Drive, Suite 117C, Santa Rosa, California, 95403.
2. Register for classes that apply to the completion of the Management Academy as they become available. These classes will be clearly designated in the course description. All classes will be posted and available for registration on the Sonoma County Online Registration System ([SCORS](http://scors.gosignmeup.com/)).
3. Attend all nine required classes, including the County Tour, before the last working day of the fiscal year, Wednesday, June 30, 2010.
4. When you have completed the nine classes, notify HR Training in writing that you have done so; email is acceptable. HR Training will check your training record to verify completion of the courses and give you clearance to register for the Management & Executive Symposium.
5. Attend the two-day Management & Executive Symposium.

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