
LEADERSHIP ACADEMY PART II TOOLKIT

*ONGOING PROFESSIONAL DEVELOPMENT FOR GRADUATES
OF THE PUBLIC SECTOR LEADERSHIP ACADEMY*

**REGIONAL
TRAINING &
DEVELOPMENT
CONSORTIUM**



PUBLIC SECTOR LEADERSHIP ACADEMY

- Eight sessions over four months
 - Public Policy
 - Public Sector Principles and Leadership
 - Civic Engagement
 - Performance Management
 - Ethics
 - Human Resources
 - Future Trends and Leadership Skills
- Classroom environment taught by current and retired local City and County executive staff

WHY INTRODUCE PART II?

- City Managers expressed an interest in furthering professional development opportunities
- Academy graduates have demonstrated initiative and desire to build skill sets
- Action-based learning supplements and strengthens classroom learning
- Opportunity to engage employees with new assignments
- Opportunity to accomplish organizational goals with current talent

THE TOOLKIT

What

- Tools to source projects from within the organization, used to let Academy graduates learn hands-on
- Modeled after MTEP and I-MTEP talent exchange programs

How

- Framework for an agency-driven, follow-on professional development program
- Scalable depending on agency size, number of Academy graduates, and available resources
- A la carte process – use what fits for a given agency

HOW TO GET STARTED

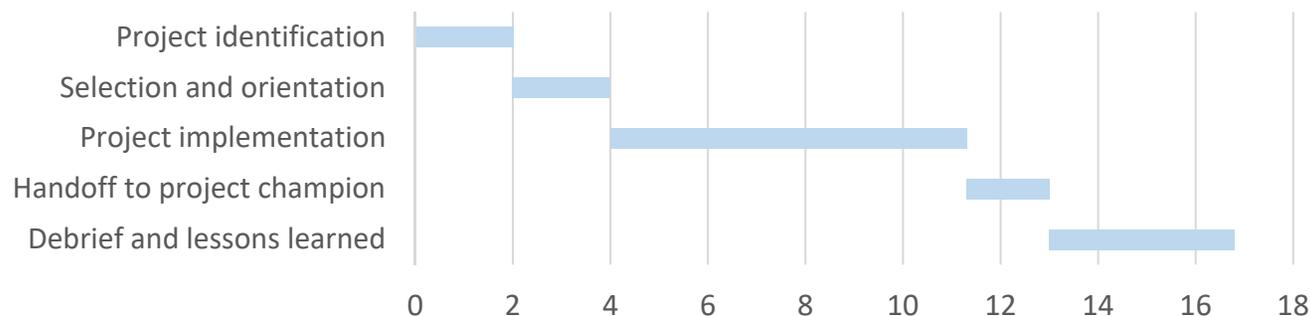
- Test the waters of your organization – is there capacity and/or desire for such a program
- See the “Additional Reading” section for perspective from City of Daly City, MTEP, and Harvard Business Review
- Source projects and tailor size/scope to your organization – include/exclude whichever components fit your needs
- Modify this (or another) slide deck to meet your organization’s needs (resources at the back)

EXAMPLE COMPONENTS

Project examples, timeline, and project management boilerplate tools

| Scope | Desired outcome | Size and timeline | Project basis |
|-----------------------------------|---|--|---|
| Major project, large organization | End-to-end review of the budget development process | Multiple staff members, full-time, 12-16 weeks | Public Sector Principles: Full-scale process redesign is not conducive to incremental change |
| Major project, small organization | Development of comprehensive onboarding process for new hires | Single staff member, full-time, 8-12 weeks | Employee Engagement: Requires full-time commitment and knowledge of organization |
| Minor project, large organization | Assessment of neighborhood's preferred communication techniques | Variable depending on staff availability | Civic Engagement: Valuable knowledge but not critical to the agency |

Task by week (6-8 week project)



EXAMPLE COMPONENTS

Program roles, responsibilities, and sample project team organizational charts

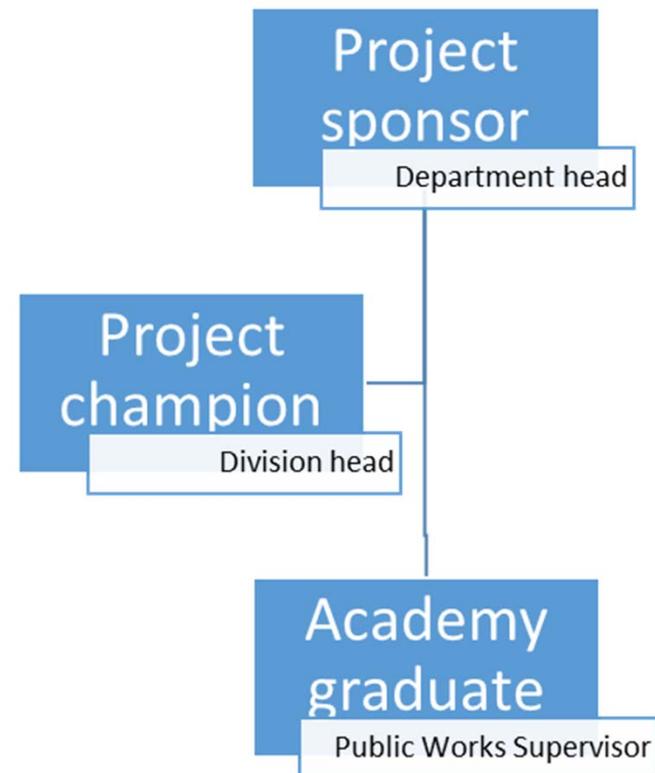
Project sponsor

Role: The project sponsor has broad latitude to determine which projects meet organizational goals, what resources are available for the project, and what constitutes project completion. Project sponsors are likely not involved in day-to-day project completion, but have the influence and resources to help remove major roadblocks that Academy graduates may encounter.

Responsibilities:

- Identify potential project(s) within purview
- Ensure that there is sufficient capacity within the department to support a project
- Assist with overcoming major roadblocks

Organizational level: Directors, Managers



EXAMPLE COMPONENTS

Project scope, deliverables, and metric development guidelines

Key considerations

- There should be some measurable impact on the organization's goals
- Skill development ideally utilizes some of the Public Sector Leadership Academy's course topics
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Sample project solicitation prompts

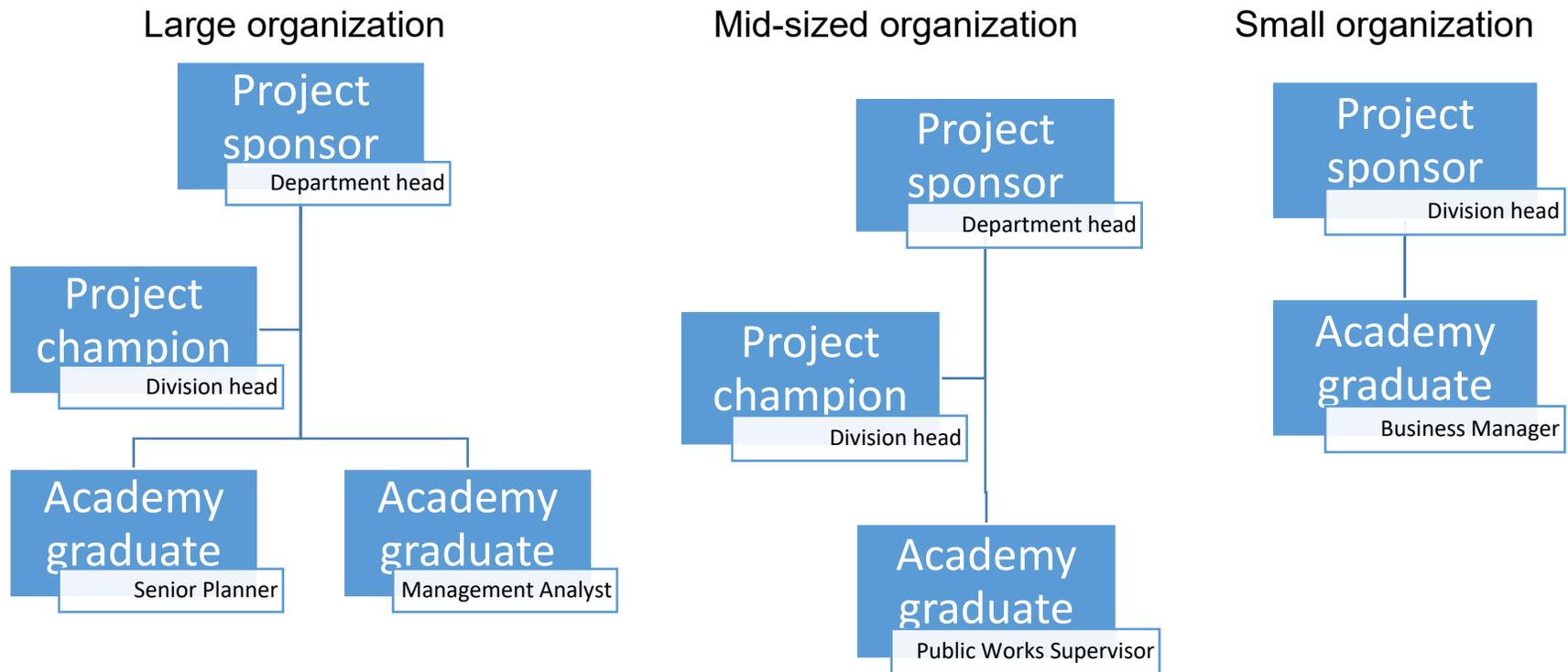
- Title of the project
- Short description of the project (200-500 words)
- Project goals
- Minimum skills required
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| Project goal | Deliverable | Metric |
|---|---|---|
| What do we want this project to accomplish? | What product(s) should be turned in/handed off at the end of the project? | What criterion/criteria will be used to determine whether a deliverable meets expectations? |
| <i>Example:</i> Understand the current onboarding process | "Current state" process map including steps, owners, and dependencies | Identification of at least four process steps and three stakeholders |
| <i>Example:</i> Identify the differences in a given process between departments | Visual reference sheet or set of checklists | Successful analysis highlighting substantive differences between Departments A and B |

QUESTIONS

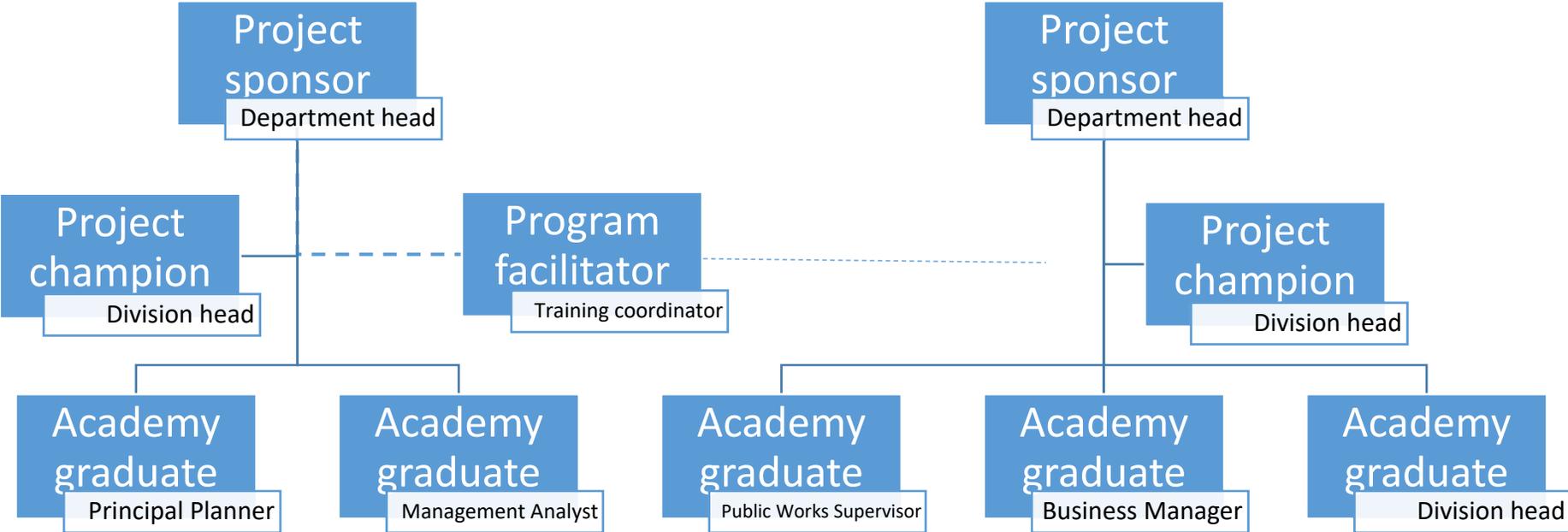
- Caveat – this concept is new for 2017!
- Public Sector Leadership Academy cohort graduates tomorrow – opportunity to engage shortly after finishing
- Feedback is valuable to improve future iterations

Project team structure by organizational size/capacity



Project team structure by organizational size/capacity

Multiple teams organization



Program work plan template – 6-8 week project

Task by week

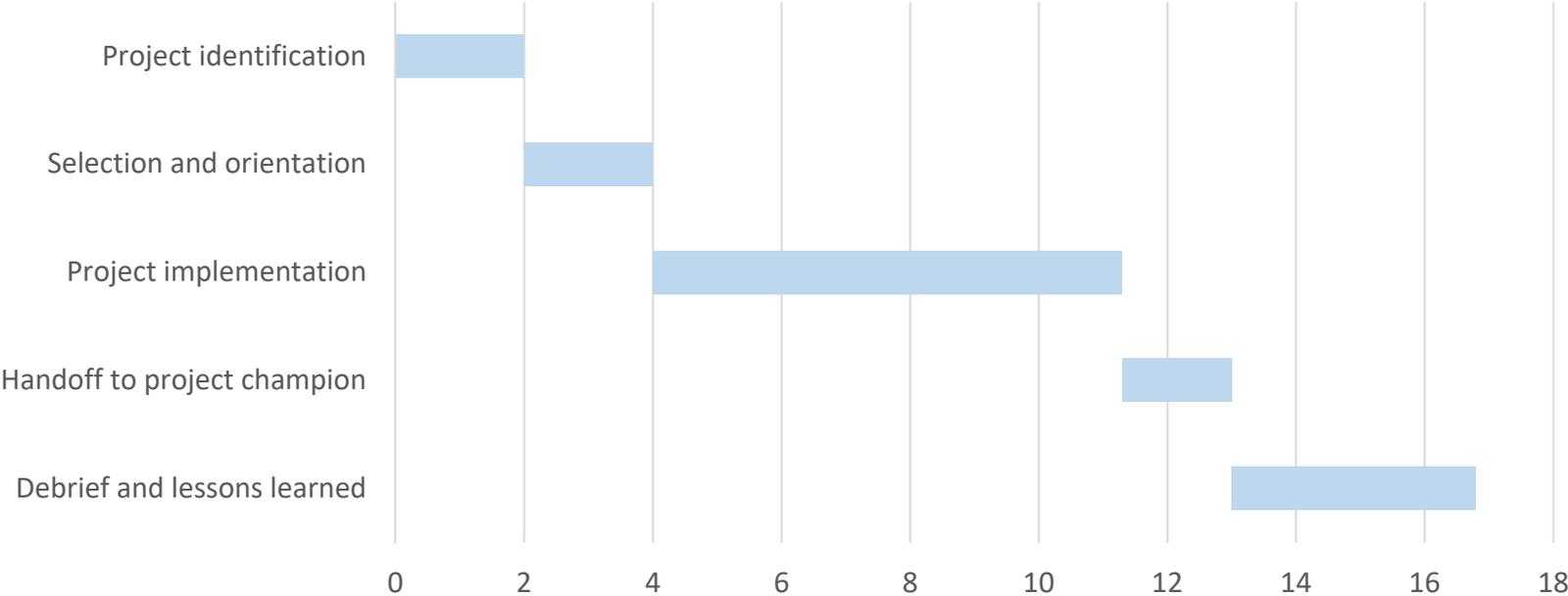


Table – sample projects

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Sample process outline

