



Staff Development Leadership Training Initiative

Overview: The Aging Department's Staff Development Leadership Training Initiative is a peer-led training for department leadership to evaluate and enhance their leadership qualities.

Challenge: The current Countywide development and leadership training opportunities available are only offered annually, have limited space, are held over the course of months, and require all day attendance, therefore, a bigger time commitment. They are also held in large groups and cover broad topics.

Solution: The Staff Development Leadership Training, developed by members of Department of Aging and Adult Services-Public Guardian (DAAS-PG) executive leadership, consists of six curriculum-based, peer-driven sessions designed to enhance leadership competencies and is marketed to all DAAS-PG leadership (Supervisor or above). The training was developed to give leadership staff an alternative to the current training model and provide additional training opportunities for all leadership staff. It was designed to accommodate a smaller group of participants and allow for open and intimate discussions. Coaches and participants can address topics, goals, and concerns specific to the department, and develop internal collaborations and rapport building with other participants. The training curriculum is based on the textbook and workbook, *Developing the Leader in You 2.0* by John C. Maxwell, which focuses on becoming a better leader to make positive changes. Curriculum topics include influence, priorities, character, creating positive change, problem-solving, attitude, serving people, vision, self-discipline, and personal growth.

Innovation: The overlap of leadership participating and coaching allows for the curriculum to be geared toward the department's needs, such as adapting to change, relationship

building, employee motivation, or conflict management. Discussion and exercises taking place during the sessions allow leadership to make recommendations in real time for change and problem-solving in the department. As a result of the training program, DAAS-PG leadership provide motivation for the department to deliver exceptional services while problem-solving through staffing shortages and schedule coverage and working with staff to streamline business processes.

Results: Of the 16 participants invited to participate in the first training, 15 participants successfully completed the training. Participants submitted a final evaluation of the program three months after completion to allow participants time to apply what they learned. Participants rated Maxwell's textbook at a 97%, the workbook at 92%, and the videos at 94%. Overall, the training and coaches received a 100%-satisfaction rating. Participants indicated they have applied at least one of the guiding leadership principles learned in the training and continue to work towards incorporating the other concepts. After completion of the training, 8 of the 15 participants earned promotions to higher leadership classifications within the department, county, or other organization, or have acted as Interim in a higher-level leadership position or accepted employment opportunities at a higher salary.

Replicability: The training is designed to be offered as frequently as needed. There is flexibility for participants to repeat the training from a new perspective if they have been promoted since last participating. The agenda can be customized and tailored to meet the needs of any state/county agency. The training is conducted during the County's regular working hours covered under the general administrative budget. The department purchased 20 textbooks and workbooks for \$28.79 per set, and an overall cost of \$575.80. Textbooks and workbooks are a reoccurring cost for each class of participants.

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