



County of Sacramento Leadership Development Academy (LDA)

Overview

The Leadership Development Academy (LDA) transforms leaders and sustains their growth through networking and support despite the complexities of their environment.

Challenge

The conditions of the Sacramento County workforce were unpredictable. With an increase in retirements, a challenging job market with more limited recruitment success to fill vacant positions, limited leadership development programs, and changes in technology and best practices that outpaced the County workforce, future proofing employees' skills and retaining high performing employees was in jeopardy. The County needed to improve skills and reduce attrition. Numerous Gallup studies indicated people do not leave jobs; they leave poor leadership. To successfully upskill and reskill leaders to retain and grow the Sacramento County workforce, an increase in learning and development was compulsory. If the county did not invest in the development of its leaders, turnover could increase at alarming rates adding astronomical replacement costs to an already constricted budget.

Solution

The LDA applies real-world examples to everyday leadership encounters. Participants learn global leadership trends, as well as learn from other participants' experiences. The program exposes participants to cross-level and cross department leadership challenges and solutions. Additionally, the program provides participants with personal growth plans as performance improvement strategies for every course.

Innovation

The LDA launched in July of 2022. Courses are virtual and in-person to align with the diversity of learning styles. The following are key features of the program:

- 25 to 30 participants from all levels of leadership per cohort
- Each cohort consists of a Welcome Orientation, Intro to Sacramento County Orientation, seven core leadership courses, five leadership level specific courses, one elective course, a graduation celebration, ongoing cohort alumni support group sessions, department field trips, and an optional Change Management Capstone Project to assist departments with initiatives
- LDA Facilitators are County of Sacramento employees from a variety of departments and roles, LDA alumni, and vendors
- LDA facilitators and sponsors select cohort participants based on their responses to a six-question electronic application during the enrollment period, applicants' department

representation, differing personal and professional experiences, and leadership levels. This diversity of cohorts aligns with the county's diversity, equity, inclusion, and belonging values and initiatives

- The following are the five leadership levels represented in each cohort in the LDA program:
 - Level 5: Executives (County Executives & Directors)
 - Level 4: Assistant Directors/Deputies
 - Level 3: Chiefs/Superintendents
 - Level 2: Managers/Assistant Managers/Roles with Manager Duties & Responsibilities
 - Level 1: Supervisors/Roles with Supervisor Duties & Responsibilities

Results

The Leadership Development Academy (LDA) exceeded expectations for success. Final program surveys administered to assess results consistently have a 70% to 84% response rate. On average of those who responded

- 86% - believed that the courses achieved their objectives (i.e., all course content is relevant, easily adaptable to changing times, and immediately applicable.)
- 95% - believed that the courses were relevant to their roles
- 95% - believed that the training would be useful in their work within the next 6 to 12 months
- 90% - indicated that they will likely refer others to participate in future LDAs

Replicability

The LDA program is highly replicable using the following five-step process: 1) Establish the program purpose (i.e., strengthen leaders), 2) Identify desired outcome (i.e., create paradigm shift in leadership practices), 3) Set yearly goals (i.e., increase skills and retention), 4) Identify courses after skills gap analysis (i.e., core courses, an elective, and leadership level specific courses), and 5) Develop a rollout strategy (i.e., course content completion dates, promotion, and pilot program timeline).

Project or Program Contact

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Additional Materials

Testimonial Video- Testimonials

Link: https://c.streamhoster.com/embed/media/WFsdFq/6vfv3TfsmCx/iIy0Pms4rZ2_1?preview=1

Leadership Development Academy (LDA) Program Overview

<https://personnel.saccounty.net/Documents/LeadershipDevelopmentAcademyProgramOverview.pdf>