

**County of Monterey – 2023 CSAC Challenge Award Entry**  
**Issue Area: Government Finance, Administration & Technology**  
**Population: Suburban County Category**

**Leadership Learning Exchange**

**Overview:** The Leadership Learning Exchange is a comprehensive online platform for leadership development, informal learning, career development and coaching resources - supporting employee engagement and retention.

**Challenge:** The County of Monterey's annual employee engagement survey results consistently reveal our employees' desire for training, career development, and promotional opportunities.

**Solution:** The County of Monterey developed, through a collaboration between its Human Resources and Information Technology Departments, the Leadership Learning Exchange. This tool provides access to a comprehensive selection of credible resources for leadership and career development at no or low cost. County Employees and the general public have access to more than 500 vetted informal learning resources such as videos, podcasts, articles, and books that cater to all learning styles and align with 15 leadership topics, including Emotional Intelligence, Critical Thinking, Diversity and Inclusion, among others.

The Leadership Learning Exchange Career Development portal also offers resources that align with various facets of career planning, such as self-assessment, goal setting, and the individual development plan. Links to free assessments and career planning tools can help employees identify their work values, interests,

and skills, and take charge of their careers while providing managers and supervisors support to grow their staff. The Leadership Learning Exchange can be accessed at: <https://www.co.monterey.ca.us/government/departments-a-h/human-resources/leadership-learning-exchange#lle>

**Innovation:** The Leadership Learning Exchange is an affordable solution that helps overcome obstacles in learning and career development; most notably, time and money. Employees have flexibility and autonomy over their learning as they can access informal learning resources on-demand, on any electronic device, and at a time that is most convenient for them. For current and aspiring leaders, it provides a platform to post video recordings, expressing how they take the lead in their role, which fosters idea and information exchange amongst employees. Users have the option to select topics that are most relevant to achieving their goals and choose resources that match their preferred learning style. They can also invest as much or as little time as they desire, whether it's a brief two-minute TED Talk video or a fifteen-minute podcast.

**Results:** Since its launch in Spring 2022, the Leadership Learning Exchange achieved over three thousand webpage views, and more than 100 County employees have committed to completing at least five informal learning resources at their own pace. In addition, employees are provided an opportunity to attend Countywide webinars and/or department-specific virtual sessions. These events aim to provide participants with an overview of the Leadership Learning Exchange and offer ideas on how to leverage the various resources for their personal career growth and their staff's development.

**Replicability:** The Leadership Learning Exchange can be easily replicated by other California counties. A List of titles and URLs of over 500 vetted informal leadership and career resources is available upon request.

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