COUNTY OF
LOS ANGELES

INSTRUCTIONS GUIDE

Leadership Evaluation

What It Is
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How To Proceed
What Happens Next

Los Angeles County
DEPARTMENT OF
Human Resources

"One of our most important tasks as effective leaders is to prepare our future leaders."

Succession planning is an essential strategy for every organization. The Board of Supervisors reinforced this expectation on January 24, 2012 by issuing the directive to make succession planning a Management Appraisal and Performance Plan (MAPP) goal. The Board also directed that succession planning be added to the County's 2016-2021 Strategic Plan. To ensure the continuity of the mission of the County, deliberate action is required to identify and develop the potential leaders of tomorrow. As part of this effort and as a component of the County's Succession Planning Program, the Department of Human Resources (DHR) developed the *Leadership Evaluation*.

What It Is

DEFINITION

A tool that helps you evaluate your MAPP-level employee to determine his/her preparedness for succession to the next higher-level position

OVERARCHING GOALS

For you to gain an understanding of your MAPP-level employee's current developmental preparedness and to use this information to guide his/her development

INTENDED USE

For **development purposes only**; not intended to be used for performance appraisal or employment selection purposes

TIME COMMITMENT

Approximately 20-30 minutes per MAPP-level employee

DELIVERY METHOD

Uses **Qualtrics**, the leading online survey delivery platform, which meets the security and privacy best practices for both the County and the industry

How It Works

30
Competency Ratings

1
Succession Potential Rating

1
Three-Box Rating

You rate your employee's readiness to demonstrate 30 competencies at the level necessary for his/her next higher-level position using a 7-point scale

Using the competency ratings as possible guides, you rate your employee on his/her overall preparedness to advance to the next higher-level position using a 7-point scale

Based on the Succession Potential Rating, your employee is placed automatically into one of three groups (*Prepared to Advance*, D*evelopment Needed*, or *Substantial Development Needed*)

Your employee's name and Three-Box Rating are presented on the succession planning organizational charts provided to your Department Head and top County executives

THE THIRTY COMPETENCIES

Accountability

Conflict Management

Continual Learning

Creativity/Innovation

Customer Service

Data Fluency

Decisiveness

Entrepreneurship

External Awareness

Financial Management

Flexibility

HR Management

Influencing/Negotiating

Integrity/Honesty

Interpersonal Skills

Leveraging Diversity

Managing Change

Oral Communication

Partnering

Political Savvy

Problem Solving

Project Management

Professional Expertise

Public Service Motivation

Resilience

Strategic Thinking

Team Building

Technology Management

Vision

Written Communication

How To Proceed

Check Your Technology

To ensure that you receive communications from the Qualtrics system and have optimal use of your Qualtrics portal, verify and/or work with your IT staff to confirm the following:

- Your work email account is set up to receive emails from 360@qualtrics-survey.com (i.e., so they will not automatically be sent to your junk mail folder)
- Your computer has the most up-to-date web browser

Look Out for Your Introductory Email

You will receive an email from the Qualtrics system that provides information on how to log-in to your Qualtrics portal where you will complete the *Leadership Evaluation* for your MAPP-level employees. The subject line of the email will be "Leadership Evaluation Invitation" and it will come from "Department of Human Resources" via 360@qualtrics-survey.com.

Prepare to Rate

Follow the instructions in your introductory email to log in to your Qualtrics portal. From there, you will see the name(s) of the MAPP-level employees your department has asked you to evaluate. Before you begin the *Leadership Evaluation* for any of those employees, be sure to first perform the following actions:

- Review information about the employee's work performance over the past 12 months
- Consider what it takes to be successful in the employee's next higher-level position (e.g., work products, interactions, and "know how" to overcome challenges)
- Review the following information on common rating errors so you can avoid making them when you rate:

Likability Rating the employee more favorably simply because he/she is likeable	**"Similar-to-Me"** Rating the employee more favorably because he/she is similar to you
Central Tendency Being reluctant to rate high or low; consistently rating at the midpoint of the rating scale	**Halo/Horn** Being overly influenced by an unrelated characteristic, either positively (halo) or negatively (horn)
Leniency/Severity Consistently rating either higher (leniency) or lower (severity) than what is warranted	**Primacy/Recency** Being overly influenced by your first (primacy) or most recent (recency) experience with the employee
Contrast Allowing other employees' preparedness to influence your rating of the employee	**Information Favorability** Valuing irrelevant information (e.g., the employee's school or previous employer)

Provide Your Ratings

Completing the *Leadership Evaluation* online is an easy and intuitive process. Provided below are screenshots of the <u>first</u> few screens you will see in Qualtrics.

This is the log-in screen for your portal. Enter the username and temporary password provided in your introductory email. You will be prompted to create a new password.

This is the window for creating your new password.

This is the main page of your portal. It displays all of the tasks you must complete, including evaluating yourself through the *Leadership Self-Evaluation* (if MAPP) and evaluating your MAPP-level employees via the *Leadership Evaluation*. Simply click on a task and follow the on-screen instructions.

What Happens Next

As with all employee evaluation information DHR's Succession Planning Program Team collects, we will keep the *Leadership Evaluation* ratings confidential. However, in addition to the succession planning organizational chart that displays each MAPP-level employee's individual Three-Box Rating, aggregate findings will be reported to the Board of Supervisors, Chief Executive Office, Department Heads, and Chief Deputies. We plan on presenting *summarized* data at the following levels of analysis:

- County- and Department-levels
- Classification level for broad classifications (i.e., Administrative Deputy)
- Organizational level (e.g., classifications two levels below Department Head)
- Other factors that can provide a meaningful understanding of employees' readiness ("bench strength") to move into positions of greater responsibility

Leadership development is an ongoing process. It takes great diligence to help poise your talented employees for County leadership positions. Concurrent and next steps in the succession planning and leadership development process are described below:

- Your Administrative Deputy and Departmental Human Resources Manager will receive periodic status reports that list the names of employees who have and have not submitted their *Leadership Evaluations*.

- Your MAPP-level employees will have the opportunity to evaluate themselves by completing a *Leadership Self-Evaluation*. Completion of the *Leadership Self-Evaluation* is highly recommended, but optional. Please note that an employee's decision to not complete the *Leadership Self-Evaluation* must **not**:
    - be reflected in his/her performance evaluation.
    - have any bearing on his/her assessment or standing in an actual promotional setting (e.g., examination or other application process).

- You will be able to access a report for each employee that summarizes the *Leadership Evaluation* ratings you provided, along with information from the *Leadership Self-Evaluation* your employee completed. As you review the report, make note of whether the employee requests a 1-on-1 development meeting with you. If a meeting is requested, plan for and schedule a meeting with the employee in the near future to discuss the employee's career goals, competency development needs as reflected in the *Leadership Evaluation*, and creation of an individual development plan. A *Leadership Development Guide* is available on the DHR website to help you conduct this meeting and follow-up activities.

    Note: You will receive an email notifying you that this report is available.

The ultimate goal of the Succession Planning Program is to have a ready pool of prepared MAPP-level talent to help fill management positions as they become vacant. To make this happen, it will take deliberate, on-going effort by County executives and all levels of management.

<p align="center">Succession Planning is about strengthening all MAPP employees
by offering each of them unique developmental opportunities.</p>

Succession Planning Program Team

Marc C. Shartzer, Principal Analyst, HR
Marc holds an M.S. in Industrial/Organizational Psychology and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has over 17 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, organizational surveys, recruitment, training, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals.

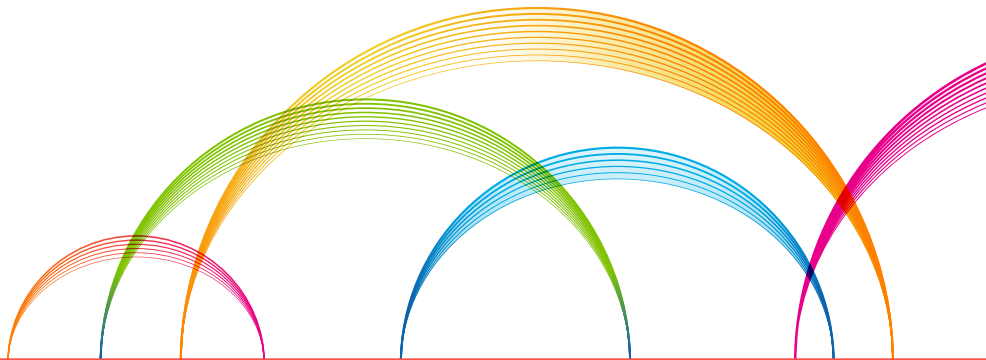**Angela C. Hawkins**, HR Analyst IV
Angela holds an MBA and has 15 years of public-sector human resources experience involving succession and workforce planning; recruitment and selection; survey and training program development and implementation; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication.

David Miller, HR Analyst IV
David holds an M.S. in Industrial/Organizational Psychology and has 7 years of public-sector experience involving succession and workforce planning, recruitment, selection, classification, compensation, training, data analysis, and agency-wide research. He has presented at a regional conference and has been published in professional journals.

Susanna Tram-Quon, County Management Fellow
Susanna holds a Ph.D. in Social-Organizational Psychology and a M.A. in Organizational Psychology. She has over 10 years of professional experience in Human Resources and organizational consulting in the private sector. Her specialties include succession and workforce planning, data analysis, advanced statistical modeling, applied leadership theory, survey development, organizational surveys, employee relations, and other human resources activities. She has presented at national and international conferences and has been published in leading organizational journals.

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