



COUNTY OF
LOS ANGELES

INSTRUCTIONS GUIDE

Leadership Evaluation

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Los Angeles County
DEPARTMENT OF
Human Resources

A Countywide Succession Planning Program Resource



“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





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

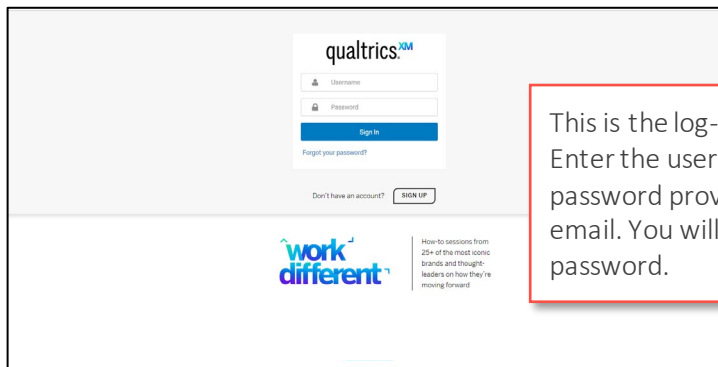
Valuing irrelevant information (e.g., the employee’s school or previous employer)

Please be aware that conscious and unconscious biases can impact your perceptions of higher-level roles and what is required for success. Likewise, biases can impact your perceptions of the capabilities of the MAPP employee(s) you evaluate and develop for higher-level roles. As the County continues to foster diversity, equity, and inclusion in our leadership pipeline, you **must** actively work to combat your biases – not only within the succession planning/leadership development realm, but within the overarching talent management process as well. For guidance on how supervisors can recognize and mitigate workplace biases, please refer to the mandatory training course *Implicit Bias and Cultural Competency* or *Diversity Made Simple – Managers & Supervisors*.

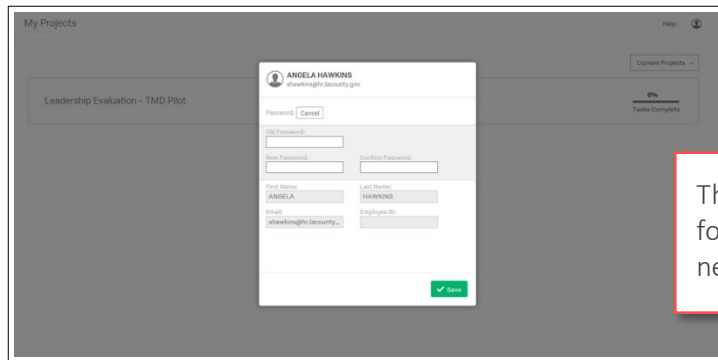


Provide Your Ratings

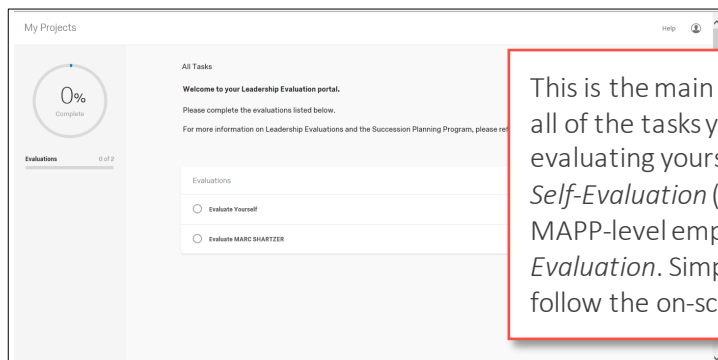
Completing the *Leadership Evaluation* online is an easy and intuitive process. Provided below are screenshots of the first few screens you will see in Qualtrics.



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 an evaluation 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.

Succession Planning is about strengthening all MAPP employees by offering each of them unique developmental opportunities.

Succession Planning Program Team

Marc C. Shartzner, 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 earned a SHRM-SCP certification. Marc has over 21 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, strategic organizational initiatives, workforce analytics, organizational surveys, coaching, training program development, recruitment, career guidance, workforce reduction, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals. Marc was a recipient of a 2018 GCN Government Innovation Award.

Angela C. Hawkins, HR Analyst IV

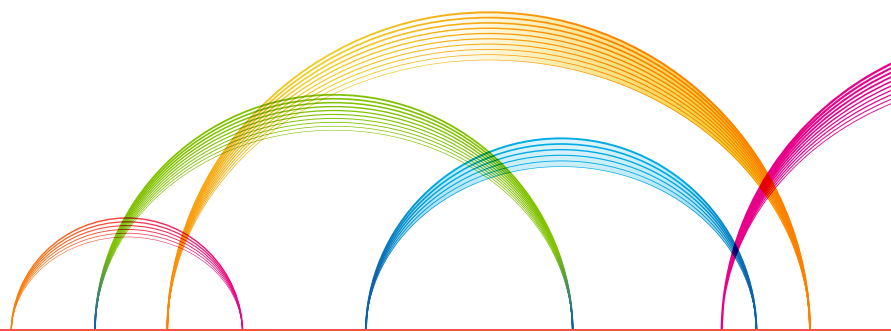
Angela holds an MBA and has 19 years of public-sector human resources experience involving succession and workforce planning; communication design; recruitment and selection; survey and training program development and implementation; career guidance; workforce reduction; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication. Angela was a recipient of a 2018 GCN Government Innovation Award.

George A. Miranda Jr., HR Analyst IV

George holds an MPA in Public Sector Management and Leadership and has over 12 years of public sector experience involving data science, quality improvement initiatives, strategic planning activities, and survey development. He has presented at an international data science conference hosted by Stanford. George was a recipient of a 2018 GCN Government Innovation Award.

Matthew Bender, HR Analyst IV

Matt holds an M.S. in Industrial/Organizational Psychology and has over 9 years of public and private sector human resources experience involving succession and workforce planning, recruitment, selection, classification, career and development coaching, training, survey research, and data analytics. He has presented at several regional conferences on the topics of resume building and effective interviewing.



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