COUNTY OF
LOS ANGELES

Leadership
Self-Evaluation

What It Is
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Los Angeles County
DEPARTMENT OF
Human Resources

A Countyide Succession Planning Program Resource

Background

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. Additionally, the Board directed that succession planning be added to the County's 2016-2021 Strategic Plan. To ensure the continuity of the mission and vision 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 Self-Evaluation*.

What It Is

DEFINITION	A tool that helps you evaluate your preparedness for succession to the next higher-level position
OVERARCHING GOAL	For you and your manager to gain a common understanding of your current preparedness and to use this information to guide your future development
INTENDED USE	For **development purposes only**; does <u>not</u> directly relate to an examination for promotion or your performance evaluation
TIME COMMITMENT	Approximately 20-30 minutes
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

The *Leadership Self-Evaluation* involves using a 7-point scale to rate your readiness to demonstrate the leadership competencies that are important for the next higher-level position:

- 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
- Professional Expertise
- Project Management
- Public Service Motivation
- Resilience
- Strategic Thinking
- Team Building
- Technology Management
- Vision
- Written Communication

How To Proceed

Decide if you want to provide self-ratings

Providing self-ratings is highly-recommended; however, it is <u>not</u> mandatory. Below is some information to help you decide.

If you decide to provide self-ratings…

- ✓ Your manager will receive a report that includes your self-ratings and compares them to the ratings he/she gave you on the *Leadership Evaluation* (a tool that is similar to the *Leadership Self-Evaluation*)

- ✓ You will have a 1-on-1 leadership development meeting with your manager to discuss your career goals and obtain a common understanding of your strengths and development needs

- ✓ You and you manager may decide to establish a mutually-agreed upon *Individual Leadership Development Plan* (which may include stretch assignments) that can help to close development gaps and enhance your strengths

- ✓ DHR will maintain the confidentiality of your self-ratings (i.e., we will provide your personally identifiable ratings to your manager/rater only)

- ✓ DHR will include your self-ratings in aggregated reports to the Board of Supervisors, Chief Executive Office, Department Heads, and Chief Deputies (e.g., *summarized* data at the County, Department, broad classification, and organizational levels)

If you decide to <u>not</u> provide self-ratings…

- ✓ You have the option to request a 1-on-1 leadership development meeting with your manager on your own. Although the two of you will not have the common foundation the *Leadership Self-Evaluation* provides, you can nevertheless have a beneficial discussion and engage in meaningful follow-up development activities.

- ✓ Alternatively, you could continue to take full responsibility for any development needed to achieve your career goals without the benefit of having a 1-on-1 leadership development meeting with your manager.

> Regardless of the decision you make, the *Leadership Self-Evaluation* will not be reflected in your performance evaluation or have any bearing on your assessment or standing in an actual promotional context (e.g., examination or other application process).

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 Self-Evaluation*. The subject line of the email will be "Leadership Self-Evaluation Invitation" and it will come from "Department of Human Resources" via 360@qualtrics-survey.com.

Prepare to Rate

Before you begin the *Leadership Self-Evaluation*, be sure to perform the following actions:

- Consider what it takes to be successful in your 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 work to avoid making them when you rate:

Central Tendency
Being reluctant to rate high or low; consistently rating at the midpoint of the rating scale

Leniency/Severity
Consistently rating either higher (leniency) or lower (severity) than what is warranted

Halo/Horn
Being overly influenced by an unrelated characteristic, either positively (halo) or negatively (horn)

Contrast
Allowing other employees' preparedness to influence your rating of yourself

Primacy/Recency
Being overly influenced by the first time you demonstrated the competency (primacy) or most recent time (recency)

Information Favorability
Valuing irrelevant information (e.g., outdated accomplishments and awards)

Log In to Qualtrics

Follow the instructions in your introductory email to log in to your Qualtrics portal. Completing the *Leadership Self-Evaluation* online is an easy and intuitive process. **Note that you must log in to submit your decision about whether you will be providing self-ratings.** 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 and the MAPP-level employees you supervise, if any.

My Projects > Leadership Evaluation - TMD Pilot

Help

Evaluate Yourself

All Tasks

Evaluations   0 of 2

Yourself
MARC SHARTZER

Succession Planning Program *Leadership Self-Evaluation*

OPTIONAL COMPLETION

Completion of the *Leadership Self-Evaluation* is highly-recommended; however, it is not mandatory. Please review the following information to help decide whether you would like to complete the *Leadership Self-Evaluation*.

Option A: Complete the Leadership Self-Evaluation

This path will lead to having a 1-on-1 leadership development meeting with your manager to discuss your career goals and obtain a common understanding of your leadership strengths and opportunities for development. A key resource your manager will use to prepare for this meeting is a report that DHR will provide him/her that summarizes the ratings he/she gave you on the *Leadership Evaluation* (a tool similar to the *Leadership Self-Evaluation*), the ratings you gave yourself on the *Leadership Self-Evaluation*, and how your manager's ratings and your self-ratings compare. From this meeting, you may also decide to establish a mutually-agreed upon *Individual Leadership Development Plan* (e.g., specific projects, job rotation, formal training) that can help to close development gaps and enhance your preparedness for the next higher-level position.

Note: As with all employee evaluation information DHR collec... confidential (i.e., we will provide your personally identifiable ra... required to report the aggregate findings of these evaluations ... Deputy Chief Executive Officers, Department Heads, and Chi...

Option B: Not complete the *Leadership Self-Evaluation*

Choosing this path gives you several options. For example, you ... meeting with your manager. Although the foundational elements ... position and your development needs will not be as strong as if y... your manager can nevertheless have a beneficial discussion (e.g... on the *Leadership Evaluation*; and/or how you can approach dev... positions to which you seek advancement). From this meeting, yo... *Leadership Development Plan*.

Alternatively, you may decide that you will continue to take full resp... career goals without the benefit of having a 1-on-1 leadership develop... decide at any time to request a 1-on-1 leadership development meeting ... *Leadership Development Plan*.

Regardless of which of these directions you take, a decision to not complete the *Leadership Self-Evaluation* will **not** be reflected in your performance evaluation or have any bearing on your assessment or standing in an actual promotional setting (e.g., examination or other application process).

Please indicate your preferred option below:

Will you be participating in the Leadership Self-Evaluation process?

○ Yes, I wish to participate in this component of the Succession Planning Program.
○ No, I do not wish to participate in this component of the Succession Planning Program.

<< Previous   Next >>

This screen appears after you select the "Evaluate Yourself" task. At the bottom of the screen, indicate whether you will be participating in the *Leadership Self-Evaluation* process and then click the "Next" button.

Follow the remaining on-screen instructions to 1) indicate whether you will be providing self-ratings, 2) request a 1-on-1 development meeting with your supervisor, and/or 3) provide your self-ratings.

Note that 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 Self-Evaluation*.

What Happens Next

Leadership development is an ongoing process that takes great diligence to gain the necessary work experiences and receive the proper feedback to help poise you for County leadership positions.

The next steps in the succession planning and leadership development process are described below:

- Your supervisor will receive a report that includes analyses of your *Leadership Self-Evaluation* (including your self-ratings, if provided, and whether you request a 1-on-1 development meeting) and the *Leadership Evaluation* he/she completed for you.

- If you provided self-ratings and/or requested a 1-on-1 development meeting, your supervisor will provide specifics about scheduling the meeting. Note that there will likely be several meetings as you work to enhance your leadership competencies and build your portfolio of work experiences. To prepare for the first meeting, consider and be ready to respond to these questions:

Career Goals & Expectations	• What are your career and professional development goals? • What are your short- and long-term career expectations? • What is important to you in terms of work? • How are you defining "success"? • What do you enjoy most and least about your current role?
Strengths	• In what ways have you contributed to the goals, strategy, and objectives of your team? Department? Organization? • What are some examples of your greatest success? • Which strengths would you like to further leverage to enable your readiness for advancement?
Development Needs	• Where do you see growth opportunities for yourself? • In what specific areas do you perceive that you would benefit from new knowledge/work experience or need exposure to different functions? • In what ways do you think you could improve your professional behaviors?
Development Assignments	• What assignments do you think should be in your development plan? • What work experiences will help you develop? • What resources will you need? • What barriers to development might occur?
Work Collaborations	• From whom might you learn new skills and acquire knowledge? • With whom would you like to collaborate on a project?

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 you, 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. 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 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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