



BLUEPRINT FOR LEADERSHIP PIPELINE

Introduction

Leadership is a value of the City of Durham. *Our Values*, the booklet that depicts the values and description of leadership put forth by our employees, opens by “recognizing that everyone is a leader.” Our value of leadership applies to any employee who takes the initiative and strives to improve the way we do things.

The Leadership Pipeline refers to the numerous ways we prepare employees to assume leadership responsibilities within our organization. As increasing numbers of leaders retire, our need for new leadership increases. We need a full pipeline of new leaders ready to meet the challenges we face. Leadership, in this blueprint, applies to all employees who seek to develop themselves; engage in improvements to services and processes; and move this organization forward. Frontline employees and administrative staff can be leaders. Directors, managers, and supervisors can be leaders. Personal characteristics and actions, not titles or positions, determine leadership.

A CHANGE IN THE WAY WE DO THINGS

The City of Durham, like many organizations, has changed the expectations it holds for employees and managers. Traditionally, managers told employees what to do and employees did what they were told. Different approaches are needed today: employees bring greater knowledge to the workplace, work is more complex, and expectations for quality and performance are higher. Today’s employees want to be more involved in determining how work gets done. As a result, managers and employees who partner and collaboratively determine goals, customer needs, processes, and improvement efforts are more successful. Employees are more satisfied. Creativity resulting from a diversity of opinions delivers better results. We need engaged, motivated employees – leaders at all levels of the organization—to help us move to even higher levels of citizen satisfaction.

HOW THIS BLUEPRINT CAME TO BE

The third team attending the School for Applied Leadership accepted as their project, a charge to help build the leadership pipeline for the City of Durham. The City faces an increasing exodus of retirees in the near future as employees from the baby boom generation leave the workforce. A highly skilled workforce will position our organization to rapidly move employees into vacancies resulting from retirees departing. Opportunities for development and professional challenges are especially important to the millennial generation currently entering the workplace. The leadership pipeline can help with recruitment and retention of talented employees. The team decided that the place to start was an outline of everything we need to be doing to supply leadership for our organization into the future. The next step was to create a blueprint, or plan, to show what is currently available and what needs to be developed.

HOW TO USE THE BLUEPRINT

We want the blueprint to be used in two ways:

1. To help employees connect with leadership development opportunities that are currently available, and
2. To catalyze initiatives to fill in the gaps and create new opportunities

The blueprint is divided into major sections. A **Description** of each program is provided, followed by the **Target audience** and the typical **Time frame** for the program. The **Format** provides more description about how a class is taught or how a function is carried out. The **Primary lead partner** identifies who is currently responsible for this element of leadership development or who seems the most likely candidate to sponsor an initiative. **What's happening now and what's needed** gives an overview of efforts currently underway and identifies some of the missing pieces of the leadership pipeline. Each section concludes with contact information: **For additional information and to contribute ideas and energy**. This section also encourages employees to get involved in helping in building out or improve incomplete pieces of the pipeline.

BUILDING OUT THE PIPELINE

Parts of the pipeline are largely complete. Other components have been started, but need more work. Development of other sections has just begun. This blueprint helps identify what is currently available. It also provides a framework to build upon. Action teams within the City (for example, Leadership Academy) have taken on similar projects and can be expected to build and sponsor some of these components. This blueprint is expected to change as new approaches emerge and need to be added.

Employees are encouraged to lend their energy and talents to the effort to build this pipeline. The future of our organization and our City depends on a supply of fully engaged, high quality leaders.

Engaging Leaders at all Levels

The workplace has changed. No longer do managers expect to simply tell employees what to do. No longer is it enough for employees to know only their limited job roles and merely wait until they're told what to do. Today's complex work environment and demand for high quality customer service requires engaged employees who bring their best ideas and efforts to solving problems and offering suggestions for improvements. Managers need to know what employees hear from customers and suppliers. Employees need to know from managers how their responsibilities fit into the big picture purpose and goals of the organization.

Strategies to engage employees in sharing their ideas are being used with increasing frequency in our organization. Descriptions of some of these are included below.

CITY COLLEGE

Description

This program focuses on understanding the "products and services" of the City, developing networking skills, preparing employees to be ambassadors for the City and helping employees learn about career opportunities throughout the organization.

- Learning about the City organization
- Making connections with people in other departments
- Familiarity with all City departments and services
- Visits to City operations sites
- Hearing about career opportunities

Target audience

Everyone.

Time frame

One day per month (5 months)

Format

Directors, assistant directors and managers from within various City departments teach the classes. Content is delivered through a variety of methods, including presentations, discussions, and tours.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

Two City Colleges are held each year, with approximately 20 participants in each session. All employees are encouraged to apply (As a class fills, names are placed on the waiting list for the next class) and supervisors are urged to support participation.

Alumni Events are held to bring graduates from all City Colleges together to build new relationships across departments, provide departmental updates, and enhance skills as ambassadors.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

LARGE SCALE MEETING METHODS

Description

Several methods have been developed that enable very large groups of people to contribute to problem solution, idea generation, and action planning. These methods provide the structure for employees to be engaged to a much greater degree than they have been in the past.

Target audience

Groups as large as 1000 people

Time frame

These meeting methods can be used for meetings lasting a few hours to several days, depending on the purpose to be accomplished.

Format*Open Space Technology*

Based on four principles of interaction and the “law of two feet,” Open Space Technology creates a setting and expectations where passion and responsibility lead employees to tackle problems and improvements. The meeting begins with a question and ends with many, many ideas for moving forward. Employee initiated action teams often form to turn ideas into reality.

World Café

The café format is flexible and adapts to many different circumstances. The guidelines foster collaborative dialogue, active engagement and constructive possibilities for action. Small group responses to questions, frequent mixing of the groups with “table hosts” and “travelers” provides a setting in which common themes, important to the group, arise.

Other large group methods that could be productively used in this organization to increase employee participation are *Future Search*, *Appreciative Inquiry*, and *Wisdom Council*.

Primary lead partner

Budget and Management Services

What’s happening now and what’s needed?

Open Space Technology has been used in the City of Durham to identify next steps for DurhamFirst, to look at leadership needs, and to help improve internal customer service. The World Café format has been used at City College reunions to solicit ideas and energy for preparing employees to be ambassadors for this organization. Appreciative Inquiry is used to frame questions.

More opportunities for large numbers of employees to engage in dialogue through these approaches are needed.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

COMMITTEES AND TASK TEAMS**Description**

Various committees and task teams are formed on a regular basis to address problems and improvement opportunities throughout the City. Past teams have addressed issues such as business practices, performance management, customer service, performance measurement, and employee recognition.

Serving on a task team or committee is a good way to demonstrate talent, hone leadership skills and develop cross departmental relationships.

Target audience

Any city employee. Frontline employees are especially encouraged to consider these opportunities since task teams often desire but lack the viewpoints of these employees.

Time frame

Time frames vary with the purpose of the committee or team

Format

Teams are composed of employees from various departments and levels of the organization. They clarify issues, do research, make recommendations and conduct pilot projects. They also make recommendations to the City Manager's Office and department directors.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

Several action teams have focused on improving internal processes, recognizing employees, improving learning and training, assisting with DurhamFirst. Some have completed their work, others are continuing. The STARS selection committee is ongoing and new members are welcome. The DurhamFirst Steering Team is ongoing. Frontline operations representation is especially needed. Culture of Service and Strategic Plan teams are in operation.

The 7 Stars Campaign Committee coordinates the citywide fundraising effort every year. Department directors and supervisors are strongly encouraged to find ways to free up frontline employees so they can participate on the teams – both the employee and the City benefit from their participation.

For additional information and to contribute ideas and energy

A list of current committees and task teams is available.

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

Getting People in the Right Places**CAREER DEVELOPMENT SERVICES****Description**

Career development services include assessments to help employees determine what their strengths and interests are, descriptions of positions in the organization and the requirements of these positions, and career counseling to help prepare employees prepare for openings in these positions.

Target audience

Employees who are looking for new opportunities within the organization.

Time frame

Varies

Format

Individual sessions with a career counselor. Many organizations use some online services for initial screening.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

This service is not currently available in the organization, but an internal survey found that 86% of employees said they would use the service if it was provided.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

BUILDING A STRENGTHS-BASED ORGANIZATION

Description

This approach focuses on identifying and using the different strengths that employees bring to the workplace to promote high levels of engagement. Knowledge of strengths helps in putting together work teams for projects; it helps employees bring more enthusiasm and energy to work. Research by the Gallup Organization demonstrates that people who use their strengths nearly every day at work are much more likely to be and remain engaged employees. According to Gallup, engaged employees “work with passion and feel a profound connection with their company. They drive innovation and move the organization forward.”

StrengthsFinder

Strengths identification is done through reading the book, *Now Discover Your Strengths* and taking an online inventory. Five signature strengths are identified. Group activities then help participants plan how to use their strengths for the success of their team.

Another option to identify strengths is to go to <http://www.authentichappiness.sas.upenn.edu/> and take the VIA Signature Strengths questionnaire. There is no charge for this inventory.

PeopleMap

The PeopleMap program is designed to develop the hard and soft people skills needed to be successful. PeopleMap is fun, simple, and easy. It builds on the strengths that employees bring to work and provides a map for more effective relationships.

There are four types: **Leader, People, Free Spirit, and Task**. Most people are not a single type, but a combination. Each personality type has three significant strengths that help us succeed in our work, relationships and personal life. Each personality type also has weak spots that we call the Achilles Heel that can undermine our success in work and interpersonal relationships.

Target audience

All employees

Time frame

A PeopleMap session can be done in as little as 3 hours.

Format

StrengthsFinder is done as a regular part of Leadership Academy. Occasionally **Now Discover Your Strengths** is used as part of a department retreat or a team initiative

PeopleMap sessions are conducted with divisions or work teams. A waiting list is kept for individuals who would like to participate in free-standing sessions, which are held several times a year. The sessions are highly interactive and fun. Several internal facilitators from different

departments are trained to deliver PeopleMap programs. There is no charge for this program for work teams.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

Over 275 managers have participated in StrengthsFinder sessions through City leadership development programs.

Over a thousand employees have participated in PeopleMap programs identifying their strengths. Supervisors who have not had PeopleMap sessions for their employees are encouraged to schedule them.

Employees are encouraged to take the initiative to find out what their strengths are and to cultivate them. Managers throughout the organization need to take steps to identify and build on the strengths of their employees. Building a strengths based organization will increase employee engagement and ultimately lead to enhanced citizen satisfaction.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

PREPARING TO COMPETE FOR PROMOTIONS

Description

Often promoting from within is in the best interest of the organization as well as our employees. Internal employees who have developed expertise and leadership skills bring knowledge of the culture and existing relations to their new positions. Qualified employees need to be able to compete successfully with candidates from outside the organization. Assistance and training with resume preparation and revision and with assessment center practice and feedback could help these internal candidates be successful.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

This component is currently available to graduates of Leadership Academy. Additional resources will be necessary for this to be widely available.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

DUAL TRACK CAREER PATHS

Description

Promotion into a supervisory position should not be the only way employees are able to move to a higher level. Unique technical skills and specialization are pathways to professional advancement in many organizations and need to be more available here.

Primary lead partner

Human Resources and Department Directors

What's happening now and what's needed?

Some departments (for example, Public Works and Technology Solutions) have made headway in this area. Examples of career tracks need to be shared throughout the organization.

For additional information and to contribute ideas and energy

Contact: Ruby.Hargrove@durhamnc.gov 560-4214 x 23279

FORECASTING

Description

A systematic review of future organizational priorities and goals to include:

- What skills will our workforce need in the future?
- What talents are we going to need as a result of the new demands of the work environment?
- What are our needs going to be?
- What will we be doing 5 years from now?

Outline strategies identifying what we should do as an organization to prepare in the areas of workforce development for current and future employees.

Target audience

The entire organization will be involved.

Time frame

The earlier long term strategic planning begins the negative impact of increasing number of retirements and changing environment is diminished.

Format

Conduct a comprehensive study that looks at departmental and organization-wide trends and projected needs.

Primary lead partner

Executive Team and Human Resources

What's happening now and what's needed?

No organized effort is currently underway.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

TALENT BANK

Description

A talent bank is a way for employees to make their skills, knowledge, strengths, and interests public to the organization so that managers who need these talents for short term projects, new positions or existing vacancies can access these skills sets. This would increase opportunities to grow and develop internal talent.

Target audience

Employees who want the opportunity to use and further develop skills and abilities that they may not be fully using in their current positions. Managers who have needs that cannot be met by their current employees.

Time frame

Varies according to the project or need.

Format

This could potentially take the form of an internal wiki or SharePoint My Site where employees can post their interests and managers can “shop” for needed skills.

Primary lead partner

Budget and Management Services

What’s happening now and what’s needed?

Technology Solutions has recently moved the intranet to Microsoft Office SharePoint Server. “My Site” is an individual webpage that is available to all employees. My Site allows employees to post their specialized interests, talents, skills and certifications as well as track professional development activities. My Site is searchable so that when leaders need specialized skills they can find employees who have those abilities. This capability is new and needs to be developed and publicized.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

SOPs AND TURNOVER FILES**Description**

Create a way for more structured transitions when employees leave positions so that the Standard Operational Procedures (SOPs) and processes are communicated in an efficient and effective manner. If implemented effectively, this would provide a decrease in knowledge lost when an employee leaves the organization.

Target audience

All employees within the organization, but especially those who contemplate retirement in the next year or so.

Time frame

This would vary according to the project or need.

Format

Needs to be developed.

Primary lead partner

Budget and Management Services

What’s happening now and what’s needed?

Work unit supervisors and employees should evaluate their procedures and processes for creating SOP’s and Turnover Files.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

Development Programs and Training

LEADERSHIP ACADEMY

Description

This program focuses on knowledge and skills to lead in higher level position in the organization. Emphasis is placed on modeling this organization's values and core competencies, thinking strategically, and leading change

- Vision, mission, values, organizational culture change and leadership competencies
- **Crucial Conversations** training
- **7 Habits of Highly Effective People**
- Identification of strengths using **StrengthsFinder 2.0**
- Multi-rater feedback (Skillscope – Center for Creative Leadership)
- Individualized development plans
- Interdepartmental relationships and team building
- Outdoor adventure – low challenge course
- Business coaching (optional)
- Action Learning - Team projects to put learning into action and benefit the City

Target audience

Managers, administrators, and key leaders who aspire to those positions as their next career move (16 participants) Acceptance into this program is through an application and selection process. Applications accepted ongoing.

Time frame

8 months (1 to 2 days per month)

Faculty and format Faculty comes from both within the organization and from other organizations. Content is delivered through a variety of methods, including lectures, discussions, assignments and projects.

Primary lead partner

Budget and Management Services

What's happening now and what's needed? One Leadership Academy is held each year for approximately 16 participants.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101 12

GENUINE (FRONTLINE) LEADERSHIP

Description

Frontline Leadership is an 11-session series designed to provide core knowledge and skills for supervisors. The series combines general skills and principles of supervision with specific information about issues in the City of Durham. Topics include: Human resource policies and procedures, Building a Strengths Based Organization Using PeopleMap, Basic principles of supervision, Giving constructive feedback, Getting good information from others, Getting ideas

across, Dealing with emotional behavior, Recognizing positive results, Safety issues, Employee relations and Ethics

Target audience

Supervisors

Time frame

11 half-day sessions

Faculty and format

Faculty comes from both within the organization and from Durham Technical Community College.

Primary Lead Partner

Human Resources

What's happening now and what's needed?

Newly promoted supervisors are expected to participate in Frontline Leadership. It is generally offered twice a year.

For additional information and to contribute ideas and energy

Contact: Kartrena.Neal@durhamnc.gov 560-4214 x 23276

MONTHLY TRAINING

Description

Employee Training and Development offers a variety of training sessions every month. Topics include such things as computer skills, sexual harassment awareness, city purchasing, pre-retirement planning, and other programs of importance to employees. For more information about training offered every month, go to City of Durham Intranet (CODI):

<https://mss.durhamnc.gov/MSS/employees/Training/Default.aspx>

Target audience

All employees

Time frame

Varies – often half-day sessions

Faculty and format

Faculty comes from both within the organization and outside.

What's happening now and what's needed?

Monthly training is posted on the intranet and an email is sent to all users announcing training.

Employees, especially frontline employees, frequently complain that they are not made aware of training or given the time to participate. Supervisors and Department Directors need to find ways to encourage participation and development for ALL employees.

Organization-wide training needs assessments should be done periodically to assess whether current training programs are meeting present and future needs of employees and the organization.

Primary Lead Partner

Human Resources and Department Directors

For additional information and to contribute ideas and energy

Contact: Katrena.Neal@durhamnc.gov 560-4214 x 23276

ADVENTURE PROGRAMS: TEAM CHALLENGE AND HIGH ROPES**Description**

Adventure programming is based on the idea that people learn best through active experience. A challenge course uses group games and initiatives as metaphors for work situations in a progressive format to develop trust, cooperation, effective leadership and teamwork as well as to promote individual and organizational growth. Through the team challenges and use of the high rope elements, participants are able to relate the metaphors and hopefully transfer learning to real life situations. During a program there are chances to reflect on the activities, challenges and outcomes. The reflection/debrief process is led by experienced facilitators who focus on open discussion and transference of group and individual learning to the workplace.

Target audience

Supervisors who want to promote teamwork and creativity. The team challenge and low ropes course is appropriate for any group of people who need to work cohesively as a team and who want to use an outdoor experience to achieve that goal.

Time frame

Programs can vary: 2 hour, half day, full day to several segments during a calendar year are all available depending upon desired group outcomes.

Faculty and format

Faculty is trained facilitators from the Department of Parks and Recreation. Content is delivered through a variety of activities that stretch participants physically, mentally and emotionally. There is a fee for this program.

Primary lead partner

Durham Parks and Recreation

What's happening now and what's needed?

The ropes course is operational and available for groups to utilize.

For additional information and to contribute ideas and energy

Contact: [Durham Parks and Recreation](#)
[Kim Oberle](#) 919-560-4355 ext. 27210

CITYTALK TOASTMASTERS CLUB**Description**

Leaders must be able to communicate successfully. The Toastmasters club provides opportunities to practice and get feedback for improvement. At Toastmasters you learn by actually speaking to groups and working with others in a supportive environment. Toastmasters club also provides numerous opportunities to assume leadership responsibilities locally and in the larger organization.

Target audience

Employees who want to hone their leadership skills and prepare for advancement opportunities

Time frame

One hour – 1st, 3rd and 5th Mondays

Faculty and format

Club members provide the structure and content. . Every meeting includes a short business session, impromptu speeches, prepared speeches, and constructive evaluation.

What's happening now and what's needed?

CityTalk Toastmasters Club was chartered several years ago. It is a valuable resource for professional development that is not adequately recognized and utilized by City employees. It is a good place to develop leadership abilities.

Primary Lead Partner

Human Resources

For additional information and to contribute ideas and energy

Contact: Ruby.Hargrove@durhamnc.gov 560-4214 x 23279

Formal Education

Description

Expectations for education are rising across our organization. Employees who are interested in advancing in their careers should strongly consider pursuing higher education, whether that means a two-year degree from a community college, a four year degree, or an advanced degree. Advanced education is required or preferred for many positions across the City.

Limited support for tuition reimbursement is available through Human Resources. Colleges sometimes offer scholarships or other incentives to help working employees pursue advanced education.

Target audience

Employees who are motivated to achieve higher levels of education

Time frame

Often requires several years of full or part-time commitment

Faculty and format - External

Varies according to college or university. Some programs are offered part-time. Some others are offered partially online.

Primary Lead Partner

Human Resources

What's happening now and what's needed?

Many City employees go to college part-time while they continue to work. Durham Technical Community College offers flexible hours, college transfer programs and low cost. Some employees have obtained 4 year degrees from Mount Olive College through their part-time program. Private colleges such as University of Phoenix and DeVry offer many courses online. Many employees have obtained master's degrees in public administration through NC Central's part-time program.

The North Carolina Fellows Program provides one scholarship a year for an employee to continue working part-time while pursuing an MPA at UNC. The City is invited each year to submit a nominee for this program.

NCCU has an accelerated executive program leading to an MPA in a more intensive, but abbreviated format.

A central clearinghouse or resource guide could help employees more easily navigate the path to the next degree. Another possibility might be a network of employee alums could be identified as resource people for those who are considering their next degree.

For additional information and to contribute ideas and energy

Contact: Ruby.Hargrove@durhamnc.gov 560-4214 x 23279 or
June.Merlino@durhamnc.gov 560-4111 x 20101

UNC School of Government – Municipal Administration

Description

The course covers municipal and county government law, organization and management, finance, personnel, planning and economic development, and the administration of specific municipal and county functions. It provides an understanding of the legal and administrative requirements of North Carolina city and county government and an appreciation of how specific laws and programs contribute to the achievement of the overall missions of municipal and county government.

Target audience

Designed for city or town managers and administrators, county managers, department directors, and other municipal and county officials with responsibilities that require them to understand functions beyond those of their own departments.

Time frame

One hundred and fifty hours over several months time.

Faculty and format- External

Faculty is from the UNC School of Government

Primary Lead Partners

Budget and Management Services

What's happening now and what's needed?

One employee is sponsored each year from the City. This is usually a very competitive process. Employees should let department directors know of their interest in this program. Solicitation for applications is usually done in June. Recommendations are made by the Professional Development Advisory Committee. Priority is given to department directors and other top administrators with far reaching responsibilities.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

Getting the Right Experience

CROSS TRAINING

Description

Cross training within work units is critical to the ongoing success of the organization. Cross training can be informal from employee to employee or formal through a scheduled training event. Organizational benefits include employees who are more engaged at work because they continue to learn. Employees have opportunities to demonstrate leadership skills by teaching others. Recipients of cross training have an opportunity to broaden their individual skill sets.

Target audience

All employees within work units citywide.

Time frame

Cross training should be implemented on a continuous basis with particular emphasis on specialized training days as needed.

Format

Cross training can be done in one-on-one sessions, small groups or entire work units.

Primary lead partner

Managers and Frontline Supervisors.

What's happening now and what's needed?

Informal cross training is occurring across the organization. Identification of successful programs and finding ways to share this information would improve this training component within the organization.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

JOB SHADOWING

Description

Job Shadowing is an opportunity for an employee to follow a manager or an employee in another position for a period of time to observe the daily activities of that position. The benefits of this opportunity are for employees to explore possible career pathways and to understand more about the larger organization.

Target audience

Employees with a strong desire to enhance their leadership abilities and learn about other work experiences.

Time frame

Job Shadowing can occur at any time. The duration is typically very short term (one day or one week).

Format

The employee collaborates with the person he or she wants to shadow to develop a schedule for shadowing. This is done on a case by case basis. A model is available for use by employees.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

Employees have participated in job shadowing in the Police Department, Emergency Communications (911), General Services, Budget and Management Services, Public Works and Finance. In some cases this experience has given employees greater appreciation for their current positions and increased their understanding of another part of the organization. Other employees who have participated in job shadowing have decided to pursue new opportunities with the City.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

TRADING PLACES**Description**

Supervisors and staff members trade jobs to better understand each other's responsibilities, demands and perspectives. This opportunity is designed to broaden the junior staff-member's knowledge of the supervisor's job responsibilities, reduce anxieties regarding their own capabilities to advance, and provide training in aspects of the supervisor's role. Junior staff will add value to the organization by bringing a fresh perspective to the leadership role while better understanding the day-to-day challenges faced by the supervisor. The supervisor will better understand the day-to-day challenges of his/her employees while training junior staff. Additionally, the program supports cohesiveness among the organizational team and opportunities to cross train team members to better perform as a unit and aid in retaining staff.

Target audience

Employees with a strong desire to enhance their leadership abilities and learn about other work experiences. Supervisors who are motivated to help employees develop.

Time frame

It is recommended that participants trade places for a full work day on three occasions over the course of 1-3 months or as determined will be most beneficial to the participants.

Format

The employees should develop or update written job descriptions. Develop written responsibility checklists that specifically detail the responsibilities of each position. The employees who are trading places could also consider a ½ - 1 day job shadowing to assist in preparing for the day when the two will actually trade places.

A model is available for use by employees.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

A team from the Executive Leadership Institute developed and piloted this model. The model is available to employees and supervisors who would like to use it to advance professional development in their work units.

For additional information and to contribute ideas and energy

Contact June.Merlino@durhamnc.gov or call 560-4111 x 20101

DEVELOPMENTAL ASSIGNMENTS

Description

Developmental assignments are opportunities for individuals currently employed by the organization to spend a specific amount of time in another department to complete specific projects. Alternatively they may be filling in for an employee who is absent from work for a specified duration.

Target audience

Employees with a strong desire to experience the work responsibilities in another position.

Time frame

Developmental assignments typically last for a period of several months

Format

Developmental assignments are typically advertised through allusers e-mails. There is an application process.

Primary lead partner

Human Resources

What's happening now and what's needed?

Departments should consider creating specific Developmental Assignments opportunities based on their current needs and staffing. Since the "loaning" department continues to pay the employee's salary, these positions are sometimes difficult to fill. Identifying resources for this program would help it expand.

For additional information and to contribute ideas and energy

Contact: Katrena.Neal@durhamnc.gov 560-4114 x 23276

MUNICIPAL/COUNTY EXCHANGE PROGRAM

Description

Municipalities are continually striving to adopt best practices through benchmarking studies. While these research projects provide top line comparisons, functions of cities are becoming increasingly more complex. Hands on experience though embedding an employee of one municipality in another would give both parties an opportunity to interact through a longer term dialogue.

Target audience

High potential employees within the organization with a strong desire to enhance their leadership abilities.

Time frame

The municipal exchange program would be for a longer duration for instance a term from six months to a year.

Format

The employee would experience an array of activities in another municipality and could be located in one department or float among several departments.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

This idea needs a sponsor.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

Owning Your Own Development**INDIVIDUALIZED DEVELOPMENT PLANS (IDP)****Description**

Individual Development Plans (IDPs) are a way for employees to take charge of their careers and to invite support for development from their supervisors. IDPs include goals, action steps and dates for completion. Supervisors are urged to discuss development needs and aspirations and to assist employees in obtaining specialized experiences, development opportunities and training. IDPs are part of the City's performance management system and should be created or updated annually at the same time performance standards are established for the next year.

Target audience

All employees

Time frame

The Individual Development Plan is completed each year as a part of the performance management system, but can be updated in between.

Format

A form for writing an Individual Development Plan can be found on the Human Resources webpage by clicking on Performance Management System. Guidelines and sample IDPs are also available online.

Primary lead partner

Human Resources

What's happening now and what's needed?

Individual Development Plans are required each year as part of the performance management system.

For additional information and to contribute ideas and energy

Contact: Ruby.Hargrove@durhamnc.gov 560-4214 x 23279

FORMAL COACHING PROGRAM**Description**

Coaching has become increasingly wide-spread in the business world. Often reserved for the highest potential leaders in organizations, coaching has been demonstrated to improve learning, retention, and performance. A study done by Public Personnel Management Magazine states that "training alone increased productivity by 22.4 percent, but when paired with coaching, the figure soared to 88 percent." Coaching focuses on helping clients achieve their professional goals. Significant

breakthroughs are often seen as a result of “powerful questions” posed by the coach. Organizational benefits of increased quality, productivity and organizational strength have been documented.

Target audience

Employees with a strong desire to enhance their leadership abilities

Time frame

Coaching is often done over a period of several weeks to a few months

Format

The most common form of coaching is one-to-one, usually over the telephone. Sessions are generally about 45 minutes. Coaching is sometimes done in small groups.

Primary lead partner

Budget and Management Services

What’s happening now and what’s needed?

Coaching is currently available to individuals through the Leadership Academy. Sometimes pro bono coaching can be arranged for highly motivated employees.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

MENTORING

Description

Mentoring is a process by which successful and experienced leaders pass on what they have learned to less-experienced protégés or mentees. Mentors provide a role model, an experienced perspective, and guidance in career navigation. They provide a sounding board for ideas and decisions and give feedback and constructive criticism in a safe environment. Mentees, in turn, provide ideas from a fresh viewpoint and an opportunity for mentors to build skills for identifying and developing talented employees.

Mentoring occurs in a variety of formats; the relationship can be formal or informal. The degree of personal commitment and duration of these relationships varies greatly.

Formal versus Informal Mentoring

Formal mentoring occurs when there is a pre-arranged pairing established between a mentor and mentee. Goals, structure, scheduled meetings, and a beginning and end date formalize the relationship. Formal mentoring includes clear communication from both sides regarding boundaries, expectations and content.

Informal mentoring is less structured. Informal mentoring is the natural interchange in a relationship between a more-experienced person and a less-experienced employee. Informal mentoring relationships may last for years.

Target audience

Experienced leaders with a desire to mentor and less experienced employees with a desire to learn.

Time frame

Mentoring may be time limited (often a year) or open-ended.

Format

Depending on whether mentoring is formal or informal, appointments may be scheduled on a regular basis or happen as the mentor and mentee relationship develops.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

A pilot mentoring plan for graduates of City College took place and evaluation information is available. A survey of City of Durham employees nearing retirement found that 79% would like to share their knowledge or serve as a mentor. An initiative to expand mentoring in this organization would cost little and could build on strong internal resources. Sometimes mentors can be arranged for highly motivated employees.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

UNDER 35 Professional Networking Group

Description

The Under 35 Professional Networking Group is a group of young, talented professionals who are passionate about careers in Public Service! We are a part of the DurhamFirst Blueprint for Leadership Pipeline and we meet once a month to focus on professional development initiatives to enhance our skills and marketability. In addition, we participate in community service activities such as Habitat for Humanity and the 7 Stars Campaign, in peer networking, and quarterly social events. We also have a successful mentoring program which all members have the opportunity to participate in. Our mission is to engage and empower young professionals in order to enhance leadership skills by providing personal and professional development opportunities.

Target audience

Young professionals within the City of Durham.

Time frame

The group meets the 3rd Thursday of each month at 1pm

Format

The format includes monthly meetings, quarterly socials, volunteer projects, mentoring, and citywide events.

Primary lead partner

Marcelle Brawner, Leadership Advisor and Kevin Dick, Executive Champion

What's happening now and what's needed?

The U35 Group has enjoyed growth throughout the past year, and looks forward to including additional young professionals to share ideas and benefit from the offerings.

For additional information and to contribute ideas and energy

Email Info.Under35Grp@durhamnc.gov

Supplementing the Pipeline

The future talent pool for leadership is likely to be shallower than the current pool. As the organization prepares for the exodus of many experienced workers through retirement and smaller numbers of applicants are available to replace them, the City should explore additional ways to supplement the pipeline. These options include a Retiree Employment Program and an Internship Program

RETIREE UTILIZATION PROGRAM

Description

Retirees represent an underutilized resource in meeting the leadership pipeline needs. They hold a vast amount of experience and institutional knowledge. While most retirees are not interested in working full time, some would like to continue to contribute to the City through a more flexible part-time or consulting arrangement. There are also retired City employees who would be willing to volunteer their time and services to the City.

Target audience

Retirees with key knowledge and skills needed by the City.

Time frame

Ongoing

Primary lead partner

Human Resources and Department Directors

What's happening now and what's needed?

Some departments have been successful in recruiting retired employees to continue employment arrangements with the City. Potential interest of retirees in volunteering with the City needs to be explored.

Financial impacts related to employment during retirement need to be made available to potential returning employees. Departments currently employing retired workers could share their experiences with departments that have not used this option. A pilot program matching interested volunteers with City departments could be explored.

Written program descriptions and procedures could be developed and posted for departments and retirees considering this option.

For additional information and to contribute ideas and energy

Contact: Ruby.Hargrove@durhamnc.gov 560-4214 x 23279

INTERNSHIP PROGRAM

Description

Internships with local universities provide an excellent opportunity to not only supplement the current leadership pipeline, but to become permanent resources for the pipeline. Students who have good internships with the City benefit the organization with their knowledge, new perspectives, and energy. Those who have a good experience may decide to pursue public service with the City, ensuring continued emerging leadership by young professionals.

Target audience

Primarily graduate degree candidates at North Carolina Central University, Duke University, and the University of North Carolina at Chapel Hill and NC State University.

Time frame

Ongoing

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

Several departments have provided internships on a periodic basis. These include the City Manager's Office, Budget and Management Services, Human Resources and Public Works.

Internships have been decentralized throughout the organization. Universities, departments and interns could benefit from more coordinated procedures for recruiting, on-boarding, and making the internship a positive experience.

The development of written program descriptions and procedures would be helpful for departments and students considering internships.

For additional information and to contribute ideas and energy

Contact: Bertha.Johnson@durhamnc.gov 560-4111 x 20285

Strategic Talent Management

ORGANIZATIONAL CLIMATE SURVEY

Description

A survey is conducted every two years to measure employees' opinions across the organization. The results can help us in tracking satisfaction with the leadership pipeline, particularly in the area of professional development. The survey asks questions in six key areas:

- Leadership
- Supervision/Management
- Performance Management
- Customer Service
- Communication
- Professional Development

This information provides a benchmark against which to measure our progress organization wide. Results are also broken down by departments so that progress may be tracked departmentally. Department directors are strongly encouraged by the City Manager's Office to celebrate progress and to implement plans to improve deficits.

Target audience

All City employees are encouraged to complete the survey and to review the results. Employees are also encouraged to discuss departmental plans to celebrate progress and improve the climate with their department directors.

Time frame

The Organizational Climate Survey is conducted every two years. The last survey was done in 2012.

Format

The survey is done online by employees who have internet access and hardcopy for employees who don't. The survey is administered for the City at no charge by the Employment Security Commission. Individual responses are strictly confidential. Department results are shared by department directors. Overall City results are posted on the intranet.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

The last survey was conducted in 2014. Employees are strongly encouraged to voice their opinions. Department directors must communicate the department results and take actions to improve in areas that are less than satisfactory. Employees are encouraged to become involved in improvement initiatives. The City Manager has made action plans for improvement a high priority in every department. The recent survey showed large gains and high levels of engagement across the organization.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20102

PROFESSIONAL DEVELOPMENT COMMITTEE**Description**

The Professional Development Committee is composed of employees from various levels and departments across the City. The purpose of the board is to provide guidance and recommendations in development programs such as City College and Leadership Academy. The board also reviews applications and makes recommendations to the City Manager's Office for nominations to the School of Government's annual Municipal Administration Course.

Target audience

Employees with an interest in promoting organizational learning.

Time frame

Professional Development Committee meets two to three times per year.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

The Professional Development Committee meets as needed to review development program applications and make recommendations. Employees with an interest in serving on this board may apply using the contact information below.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

SUCCESSION PLANNING

Description

Succession planning looks at anticipated vacancies in key positions in departments throughout the organization so that advance plans can be implemented to fill positions and minimize disruption in services and responsibilities. The Innovations in Government Group states: “About 80 percent of senior and middle managers in the federal government are eligible for retirement now. The percentage of those eligible for retirement in state and local governments is unknown, but it is expected to be alarmingly high.” Succession planning helps identify and develop the best people for key leadership positions.

Target audience

Talented employees who are interested in preparing for key positions throughout the organization that are expected to become vacant in the next few years.

Time frame

Retirements and the need to replace key personnel are increasing dramatically as employees of the baby boom generation move into retirement age.

Format

The Human Resources department is tracking the number of employees eligible for retirement. Reports are being made to department directors to identify positions that may be vacant in the near future.

Primary lead partner

Human Resources and Department Directors

What’s happening now and what’s needed?

Pilot succession planning programs in departments are needed. What is learned from those pilots can then be shared with others. Directors need to begin assessing how potential retirements may affect them over the next 3 to 5 year time period.

Department Directors need to create a climate of learning and development in their departments so that all employees are expected to develop to their full capacity and are given the opportunity to do so.

Employees need to take personal responsibility to pursue learning, challenging work experiences, job shadowing, developmental assignments, coaching, mentoring, and other opportunities for professional growth. The Blueprint for the Leadership Pipeline can offer direction in this pursuit.

For additional information and to contribute ideas and energy

Contact: James.ODonnell@durhamnc.gov 560-4214 x 23278

KNOWLEDGE MANAGEMENT

Description

Knowledge Management refers to a plan for capturing the specialized information about a position that is often lost when an employee leaves. The importance of knowledge management is increasing

with employees' specialized knowledge about how to get things done and with the anticipated exodus of retirees over the next several years. In addition, tools and programs that contribute to increased knowledge management can help with getting employees in the right places in the organization to best use their strengths and in helping departments find the best fit for critical positions

Target audience

Employees who will be retiring from the organization and those who want to prepare to be competitive for future positions

Time frame

Ongoing.

Format

Several formats have been proposed. At the most basic level, job descriptions should be kept current and standard operating procedures (SOPs) should be available for all positions. SOPs should not be viewed as constraints on innovation and customization, but as the standard way of doing things – open to customization and improvement as opportunities arise.

Some divisions are experimenting with “turnover folders.” A turnover folder is more detailed in the day-to-day operation of a position and provides contact information and details that would enable another employee to step in and carry out the major functions of a position with minimal disruption.

The new My Site feature on CODI (City of Durham Intranet) provides a site where employees are able to post their skills, experience and interests. Such a listing will enable departments to search for needed abilities for short term projects or when vacancies occur.

Still another idea, developed by the Tennessee Valley Authority, is to use a formula to identify high priority areas for attention. Managers and employees with critical knowledge who are thinking about retiring in the next 5 years are given a number based on when they anticipate retiring and how essential their knowledge is to the operation. Those with the highest scores receive immediate attention. Job shadowing is arranged for less experienced employees who are eager to learn what the retiring worker has to share.

Primary lead partner

Budget and Management Services

What's happening now and what's needed?

This idea needs a sponsor.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

INVITING AND ENCOURAGING MOVEMENT ACROSS THE ORGANIZATION

Description

Traditionally employees have come to work for a department in the City and stayed with that department throughout their career. Increasingly employees are being encouraged to think of their career as being with **the City** not just with the department in which they are currently employed. The view of the City as employer has several benefits:

- The organization benefits by having employees with greater loyalty to the City, greater knowledge of various departments and functions, and a wider network of relationships for getting things done
- Employees benefit by having wider opportunities for advancement
- The City benefits by attracting and retaining more talented employees who see a diversity of career opportunities and by getting employees into the positions that best utilize their strengths and talents

Target audience

All City employees who want to expand their career options

Time frame

Ongoing

Primary lead partner

City Manager and Executive Team

What’s happening now and what’s needed?

Moves occur as employees apply for positions in other departments or management requests that another department accept an employee.

A climate needs to be created where employees are encouraged, by both the current and the receiving department, to explore job options that may be more satisfying to the employee and more beneficial to the City. A pattern where some employees’ careers may zigzag across several departments at increasingly higher responsibility levels should be encouraged.

For additional information and to contribute ideas and energy

Contact: June.Merlino@durhamnc.gov 560-4111 x 20101

Conclusion

There is much to be done to fully develop and implement the *Blueprint for the Leadership Pipeline*. Fortunately, the immediate and long term benefits of building the pipeline make the effort well worth the time and effort. In addition to the main product—a pipeline of leaders for current and future positions—likely by-products are more engaged employees, enhanced services and greater customer satisfaction.

NOTES FOR CAREER PLANNING

Short term goals: _____

Long term goals: _____

People I'll talk to for information or support: _____

Action steps I'll complete in the next six months:

Action steps I'll complete in the next two years:

Other notes:
