



UPCOMING WORKSHOPS

Leveraging Diversity, Nurturing Excellence	2/18/09
Effective Grievance Handling	2/19/09
LSI: Understanding Your Learning Style	3/3/09
Hazard Identification & Accident Analysis	3/3/09
Drugs & Alcohol Policy: Mgrs & Supervisors	3/4/09
Standard First Aid & Adult CPR Renewal	3/4/09
Creating a Harrassment Free Workplace: Mgrs & Supervisors	3/5/09
Defensive Driving/Driving Improvement	3/18/09

View a [print version](#) of this eNewsletter (PDF).

Contact Information

For questions or feedback about countywide training, please [email our staff](#).

Talent Development Rebuilds Countrywide Training Program

Ever been to a boring meeting in which little was accomplished? This fiscal year, in response to feedback from the 2007 Employee Survey, the Board of County Commissioners re-invested in countywide training in an effort to invigorate its workforce and develop a new generation of managers and leaders. • [continued](#) •

Facilitative Leadership: Tapping the Power of Participation Comes to Multnomah County

Ever been to a boring meeting in which little was accomplished? Facilitative Leadership provides training to managers and staff who want to lead action-oriented, well-structured meetings in which problems get solved through teamwork and consensus. • [continued](#) •

Managers Learn About Performance Evaluation

Performance Planning and Review (PPR) is a new countywide initiative that teaches managers how to plan and evaluate the performance of exempt staff, focusing not only on what they accomplish, but they skills and competencies they use to get there. • [continued](#) •

A Note from the Central HR Director

Dear County Employees,

Welcome to the first edition of our Talent Development newsletter! Talent Development is the section of Multnomah County's Central Human Resources responsible for providing countywide training and leading organizational improvement activities.

In a work climate that is constantly changing, Central Human Resources believes timely, accessible communications with Multnomah County's workforce helps us to stay on the same page about issues of critical importance.

We developed the Talent Development e-newsletter as a way of communicating upcoming trainings and activities to our valued "customer base"...the employees of Multnomah County.

Our hope is putting together the Talent Development newsletter is threefold:

- Increasing visibility of trainings of interest to all County employees;
- Providing a streamlined way for employees to find out about training and organizational development activities, as opposed to multiple mass email messages;
- Providing a venue for us to better understand what Multnomah County employees need from Central Human Resources and Talent Development.

Please let us know what you think.

— Travis Graves, Director
Central Human Resources



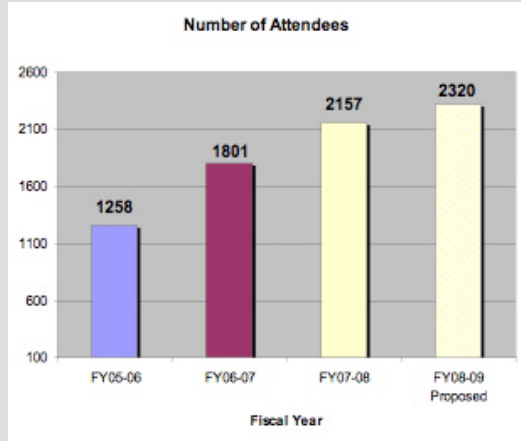
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Talent Development's Planning for FY 09 Trainings

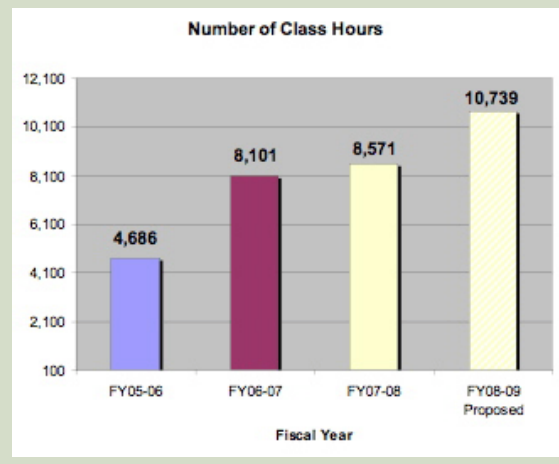
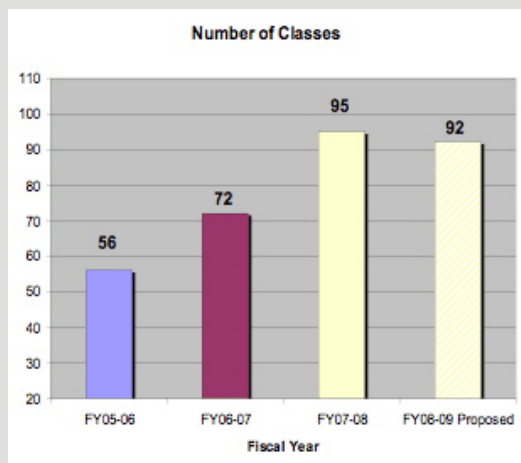
PROGRESS UPDATE

The Need to Rebuild Countywide Training—Since FY 03, when Multnomah County first began experiencing budget shortfalls, countywide training and organizational development suffered significant cuts. Recently, Multnomah County has recognized that it needs to restore and revitalize its countywide training program. The 2007 Employee Survey found a strong correlation between job satisfaction and employee's belief that they receive sufficient training, education, and mentoring. The 2008 report from the Vital Aging Task Force recommended ongoing investment in training and professional development as a key strategy to retain older workers as well as to recruit and retain the new generation of employees.



These charts indicate the County's efforts over the past three complete fiscal years to rebuild its countywide training program, looking at the volume of offerings through three gauges: number of classes offered; number of employees who attended; and number of hours of classes.

Numbers for FY 07-08 are somewhat inflated by 18 trainings offered on the new Local 88 contract, which were mandatory for all exempt staff.



Since January 2008, Talent Development began using Zoomerang Surveys to gauge employee satisfaction with countywide trainings, and the results have been very encouraging. Of 504 employees responding to the online survey, **an overwhelming number agreed** that they received training relevant to their current work and future professional development.

What Countywide Training Looks Like This Year—For FY '09, the Board of County Commissioners approved funding to expand the training offerings that the Talent Development Team makes available to or coordinates for employees. Talent Development projects that for this fiscal year, the volume of training classes and employees served will continue to increase. In developing a plan for FY '09, Talent Development used input from department Directors and HR and Training Managers, as well as recommendations from the 2007 Employee Survey and the Task Force on Vital Aging. †

Supervisory Trainings—The Talent Development Team hired a manager to revitalize its supervisory trainings and added or plans to add this year the following trainings to its existing menu of supervisory offerings:

- Supervisory Tools for the New Manager
- Hiring the Best
- Managing for PEAK Performance
- Emotional Intelligence for Managers
- Managing Cross-Culturally
- Managing Ethically
- Conflict Resolution in the Workplace
- Mentoring

Labor Related Trainings

In collaboration with Labor Relations, Talent Development is also helping to update several *contract-related trainings*, including: the Drug and Alcohol Policy Training for Managers; Effectively Responding to Grievances; Managing Substandard Performance; Managing Staff Who Telework; and Supervising in the Public Sector, among others.

† In determining which trainings to offer this year, Talent Development also took into account these values:

- A commitment to organizational learning;
- Balancing the training needs of both managers and employees;
- Tying everything offered to The Multnomah County Competency Model and ensuring a balance of trainings to address diverse competencies;
- Ensuring conceptual and philosophical consistency across trainings;
- Creating a menu of offerings that has long-term sustainability.



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Talent Development's Planning for FY09 Trainings continued

New Employee Trainings—This year, in addition to employee trainings offered in the past, Talent Development is in the process of developing or delivering several new *customized trainings* that are important to the County's work, including:

- Diversity 2: Overcoming Barriers to Diversity
- Train the Trainer
- Business Writing
- Compassionate Communication
- Emotional Intelligence for Employees
- Preparing to Telework
- Project Management
- Work in the Multigenerational Workplace

Facilitative Leadership—In addition, Talent Development recently had two managers certified to deliver training in *Facilitative Leadership: Tapping the Power of Participation*. These 3-day intensive trainings will be offered throughout the year. We are developing a 1-day version of this class for employees as well as coordinating with the Health Department to develop a "refresher" class for managers throughout the County who have received the training in the past.

Employee Training Needs Survey—To help with planning for next fiscal year, the Talent Development Team will assist in developing the training needs component of the 2009 Multnomah County Employee Survey. The last Employee Training Needs Survey was in January 2006.

Facilitative Leadership PROGRESS UPDATE

Talent Development is pleased to announce that we are offering **Facilitative Leadership: Tapping the Power of Participation (FL)**. The ground-breaking model of Facilitative Leadership has been used in dozens of industries including financial services, health care, high-tech companies, and government. The training is designed to enhance the effectiveness of leaders to get work done: to build effective collaborations aligned with the organizational mission, to leverage team strengths, and to manage resources strategically.

Since the Health Department first trained employees in Facilitative Leadership in 2000, over 450 Multnomah County employees have been trained in its proven principals and practices which consist of the following:

- Share an Inspiring Vision;
- Focus on Results, Process and Relationship;
- Seek Maximum Appropriate Involvement;
- Design Pathways to Action;
- Facilitate Agreement;
- Coach for Performance;
- Celebrate Accomplishment.

By the end of this calendar year, Multnomah County will have had six staff certified as trainers in Facilitative Leadership. Recognizing the important value this training brings to teams, departments and the organization, Talent Development, in partnership with the Health Department, is now offering Facilitative Leadership workshops countywide on a quarterly basis. In addition to the standard three-day Facilitative Leadership training, trainers are designing a "refresher" course for FL alumni and a version of the class geared toward represented employees.

By the end of the workshop, participants can expect to have:

1. a broader awareness of themselves as leaders: their behaviors within the organization, their mind-set, and aspirations;
2. an expanded repertoire of skills and practical tools to maximize staff participation and enhance team work performance; and
3. a vision and action plan to achieve their goals.

See what participants have to say about Facilitative Leadership:

"I used some of the tools I learned in this training. Several staff commented on the increased productivity of the meeting. It has been one of the most practical and easily applied set of skills I have been exposed to in a long time."

— DCJ Manager

"Today was my first team meeting since the training. I told them (employees) up front how the decision would be decided; I constantly checked for agreement, did a negative poll when we were stuck and shared a small vision. The mood at the end of the meeting was pleasant. It worked like you (Facilitative Leadership trainers) said it would. Without the training the outcome would have been different, thank you."

— Health Department Operations Manager

"I have heard rave reviews about the FL training (both content and the trainers!) from my staff. When are you offering another series?"

— DCHS Program Manager 2



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Performance Planning & Review (PPR) PROGRESS UPDATE

Multnomah County recently piloted the *Performance Planning & Review (PPR)* process for managers. The six-month pilot, completed during January–June 2008, was just the beginning of a multi-phase plan to bring a standard performance evaluation process and competency-based performance practices to all county employees. One of the major milestones in the plan was the August 2007 adoption of the *Multnomah County Competency Model* by the Chair's Office and Department Directors.

PPR is more than a performance evaluation process. It is a comprehensive process focused on manager-employee communication, identifying performance driving behaviors (competencies), goal-setting, and employee development—occurring throughout the year, not just at year-end. *PPR* is founded on the most current industry standards for best practices in management and organizational effectiveness. The successes and learnings from our *PPR* pilot provide both a valuable baseline and a springboard for continuous process improvement.

The Goal

Maximize organizational performance throughout Multnomah County. Implement a system that enables managers and employees to engage in meaningful performance planning, feedback and review processes by using standard, consistent, and effective tools.

The Successes

There are 116 managers trained in competency-based performance planning, feedback and review processes. **DCS**, **DCJ**, and **Central HR** were the forerunners in the *PPR* pilot. We applaud their efforts, honor their feedback and recognize their support. An additional 240 managers will be trained by the end of FY08–FY09, and 5 departments will be using *PPR* at the exempt management level.

The Learnings

An evaluation of the pilot was completed and made available for review in October 2008. The next table presents some of the initial feedback themes and what we are doing to respond.

Feedback Themes	Process Improvement Actions
FORM TOO COMPLEX: busy, lengthy, unclear who/when to fill in comments	simplified PPR form
COMMUNICATION & PLANNING: liked goal-setting, expectation, clarification, feedback, recognition, knowing "on-track"	keep PPR process; continue to enhance elements of planning and communication
CONFUSION ABOUT GOALS vs COMPETENCIES: hard to differentiate between them; action steps seemed redundant for each section...they overlap	clarify how Competencies and Goals relate
CONSISTENCY, STRUCTURE, ACCOUNTABILITY: liked that it is not year-end only process; accountable to goals; sets up consistency for communication	keep PPR process; simplify form to better support process
FORM RATINGS: language and levels not strengths-based	adjusted language and rating levels on PPR form

Next Steps

DCJ, **DCS**, and **Central HR** continue using *PPR* for FY08–FY09

- Upgrades include: simplified *PPR* form, example completed *PPR* forms, FAQ document
- Currently recruiting for internal champions, or "*PPR* Liaisons," as *PPR* moves forward

DCM, **DCHS** and **MCSO** transition to use of *PPR* beginning January 2009

- Pre-training focus groups—employee input, ownership, and change leadership
- Training delivered in November and December 2008
- Recruiting for internal champions

Library and **HD** implement *PPR* for FY09–FY10

- Above processes for prior departments will be mirrored

Represented employees transition to the *PPR* process—projected for FY10–FY11

- Collaborate with unions.

Build-out *Competency Model* and *PPR* process to fit for represented employees.