

106 年度文官制度國外考察

美國考察報告

報告人：馮正民

中華民國 106 年 11 月 30 日

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美國考察報告

馮正民

壹、考察緣起與行程

為增進對美國公務人力訓練制度之瞭解，以供考試院研議公務人力培訓政策及法規之參考，本人特於 106 年 10 月 20 日至 10 月 29 日，前往美國加州進行考察，考察主題為「美國公務人力培訓制度」。

考察及訪談機關包括：洛杉磯郡人力資源局 (Department of Human Resources, LA County)、加州交通廳 (California State Department of Transportation)(第七區)人力資源局、洛杉磯市交通局 (Los Angeles Department of Transportation) 及洛杉磯郡都會運輸局 (Metropolitan Transportation Authority)，此外並會見駐洛杉磯台北經濟文化辦事處夏處長季昌先生。

上述拜會及訪談對象分別為：洛杉磯郡人力資源局局長 Ms. Lisa Garrett、加州交通廳人力資源局之首席副局長 Ms. Shirley Choate、副局長 Mr. Duncan McIntosh，及洛杉磯市交通局副局長 Mr. Jay Kim，及

訪談洛杉磯郡都會運輸局 (Metropolitan Transportation Authority)之 Dr. Chu 及 Caltrans 之退休公務員 Mr. Hsu。

本次考察的問題如下所述：

1. For government employees who are required to be trained, how long are the different training programs? What are the learning objectives for each program?
2. What are the curriculums to train different levels of government employees? (such as entry level, senior level and executive level)
3. What are the learning deliveries to help employee obtain the knowledge, skills and abilities needed to achieve their career goals? (e.g. classroom, e-learning, social learning, and team-based project learning)
4. What is the performance assessment to measure and determine whether the trainees pass the training program?
5. Do you partner with local universities or consultancy companies to provide learning programs?
6. What does training organization chart look like? How many staff in this organization?

以下分述四個考察與訪談單位之考察心得。

貳、洛杉磯郡政府人力資源局

洛杉磯郡政府人力資源局考察心得分述如下：

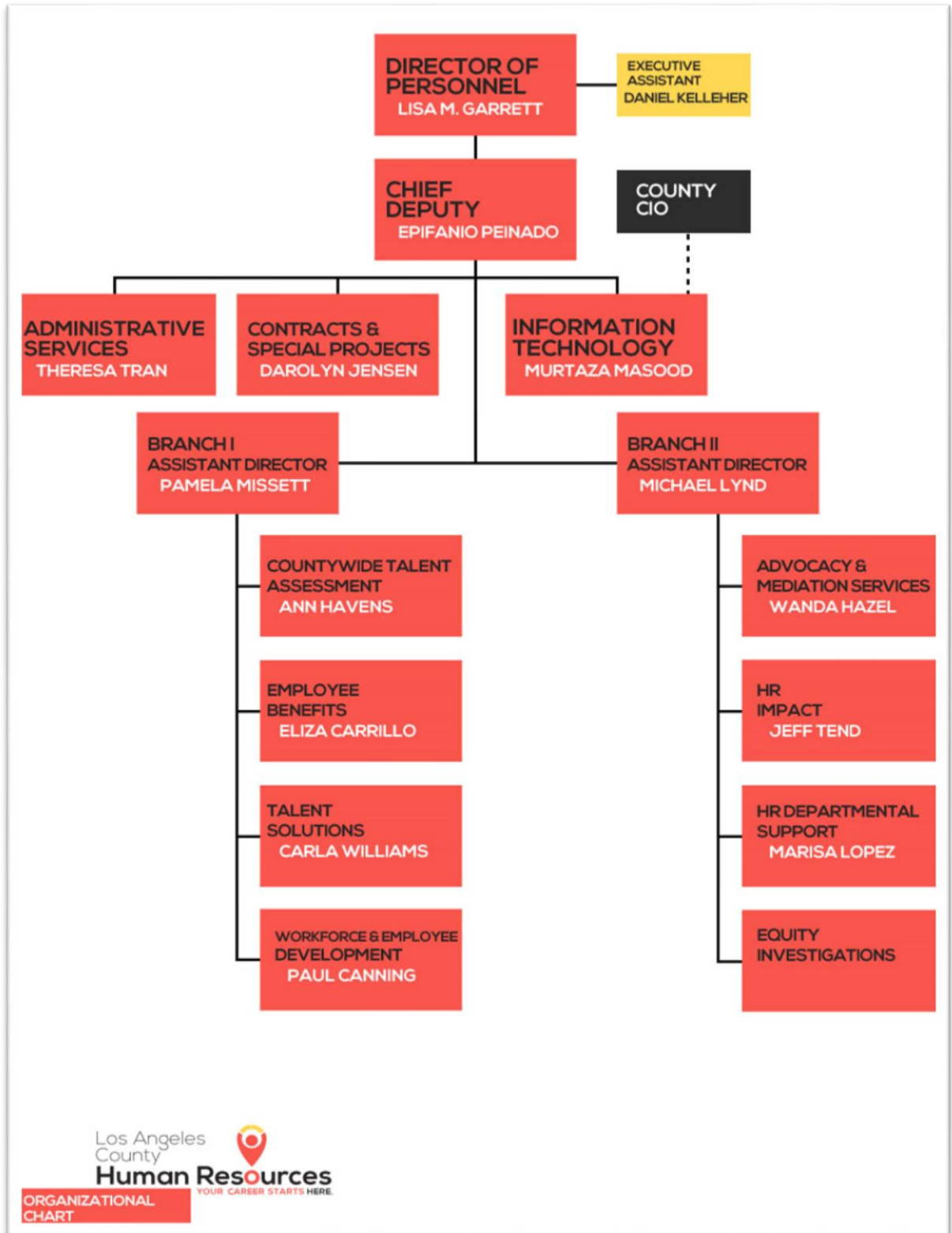
一、洛杉磯郡人力資源局

(一)、 洛杉磯郡政府人力資源局之組織

洛杉磯郡 (County of Los Angeles) 位於美國西岸加州南部，郡政府規模為全美國最大。洛杉磯郡政府公務人員將近 11 萬餘人，分布在 3,248 種職務上，其中 7 萬多人係集中在 101 種職務上，約占洛杉磯郡政府公務人力 65%。

洛杉磯人力資源局 (Department of Human Resources, County of Los Angeles) 負責洛杉磯郡政府人員考選、培訓、招募、俸給、福利等項目，藉由招募、培育、維繫高品質及多元勞動力，提供創新且有效率的人力資源管理方式，以支持公共服務。

洛杉磯郡人力資源局推動的主要工作包括：人才招募、人員才能管理及後續發展計畫、高階主管招募、就業計畫、勞動力發展計畫、平等計畫、績效管理、員工福利、人力資源功能的自動化系統。洛杉磯郡人力資源局之組織結構如圖一所示。



圖一 洛杉磯郡人力資源局組織圖

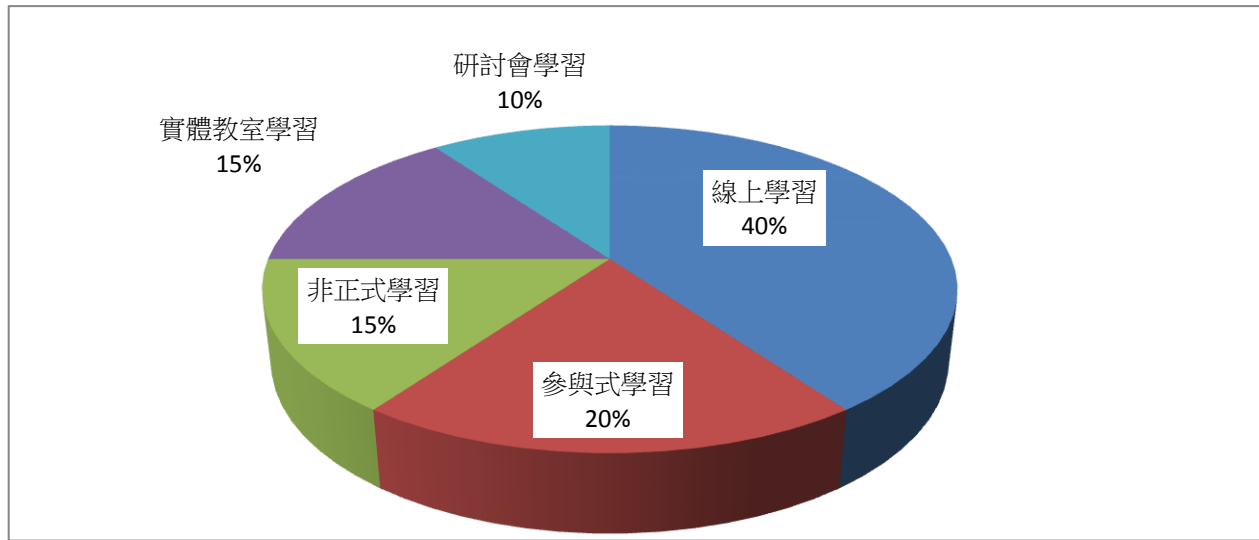
http://hr.lacounty.gov/our-organization/#department_organizational_chart

洛杉磯人力資源局在人才培訓方面，為了使進用人員獲得更多工作所需技能，郡政府建立了內部培訓系統，包含高階管理人員的領導培訓及一般人員工作技能培訓，其中高階管理人員的培訓是與南加州大學共同合作，並與 14 個州一起進行相關培訓課程，包括電腦操作和實體教室課程。

洛杉磯郡人力資源局未來的人力資源策略方面，其具體措施包括：高階人員接任計劃，增加培訓基準強度；強化人力資源績效指標；提供卓越的顧客服務；投資員工，使其成長發展；擴展科技使用；招募優秀人才為公共服務。

(二)、洛杉磯郡政府員工大學 (Los Angeles County University, LACU)

洛杉磯郡政府最近成立「員工大學」(employee university)，其目的在於提升員工知識、喚醒創新、及建立員工的職能，以達到員工成功的生涯發展。員工大學採用多元的學習方法(multimodal methods)，包括 40%的線上學習、20%的參與式學習、15%非正式學習，15%的實體教室上課學習，及 10%的研討會學習(如圖二所示)。



圖二 多元學習方法之比例

員工大學培訓分為四個主要的單元(module)：

1. 必修的培訓(mandatory training)

包括新任人員的訓練介紹(orientation)、初任的須知等。

2. 生涯路徑的培訓(career pathways)

包括生涯規劃、履歷書撰寫、面試，及未來工作的準備等。

3. 知識養成的培訓(knowledge cultivation)

包括一般科技、通訊，及工作相關的專業知識等。

4. 領導的培訓(leadership development)

包括高階領導者 (executives)、管理者 (managers)、新的督導主管 (new supervisors)，及有潛力的領導者 (emerging leaders) 的培訓。

關於管理者及新主管的培訓，員工大學特別提出管理發展方案及新主管發展方案，分述如下：

(一) 管理發展方案 (Management Development Program, MDP)

洛杉磯郡政府員工大學新推出一個管理發展方案 (Management Development Program, MDP)，其目的在提升管理者及主管的領導與管理職能，以鼓勵及支援他們走向更高階的職位。洛杉磯郡政府人力資源局之員工、高階官員及郡內專家一起開發此一創新方案。MDP 的課程由人力資源局內專家及郡內中小企業專家團隊來授課。培訓課程包括 50 個培訓小時，期間橫跨 10 至 12 個星期。此管理發展方案包括 8 個上課單元，如下所示：

1. 公部門之管理角色
2. 組織之員工部署
3. 鼓舞員工投入 (engagement) 與成功
4. 策略管理
5. 協商

6. 訂約、採購與預算程序

7. 生涯路徑之學習心態(learning mindset)

8. 教練及員工發展(coaching and developing)

每一個學員也需要參與 360°的評估，評估其領導與管理的職能，並經由個別教練(coach)來研訂個人的發展計劃(development plan)。

(二)新任督導主管發展方案(New Supervisors Development Program, NDSP)

此方案原是一個為期 5 個星期的培訓方案，每個星期於一個大教室上課，對象為新上任的主管。其方案的課程內容包括許多重要主題，有具深度的觀念、實證的案例、應用的工具等，其目的在使他們成為成功的督導主管。

五個星期的重要主題單位如下：

1. 第一個星期：轉任至督導主管(your transition to supervisor)
 - (1). 督導主管的必備條件(supervision essentials)
 - (2). 郡政府的介紹(county orientation)
 - (3). 關係建立(relationship building)
 - (4). 尋找導師(finding a mentor)

2. 第二個星期：藉由他人獲取資訊 (getting results through others)

- (1). 規劃工作(planning work)
- (2). 委派他人(delegating)
- (3). 專案管理(project management)
- (4). 教練及回饋(coaching and feedback)

3. 第三個星期：溝通與績效管理 (communication and performance management)

- (1). 工作場域的有效溝通 (effective workplace-communication)
- (2). 困難人事的對話(difficult conversations)
- (3). 績效管理(performance management)

4. 第四個星期：關鍵的法律、政策與程序 (key laws, policies, and procedures)

- (1). 關鍵的法律(key laws)
- (2). 關鍵的郡政府政策(key county policies)
- (3). 關鍵的郡政府程序(key procedures)

5. 第五個星期：成功督導主管的工具(tools for success as a supervisors)

- (1). 壓力管理(stress management)
- (2). 時間管理(time management)
- (3). 個人的發展計畫(your development plan)
- (4). 其他的資源(additional resources)

方案進行的組成要素係透過以下方式進行：

- (1). 專家錄音帶(videos)、
- (2). 導師(mentoring)、
- (3). 線上教學(online learning)、
- (4). 即時調查與隨堂測驗(real-time surveys and quizzes)、
- (5). 遊戲模擬 (gamification, exercises, and simulations)
- (6). 輔助教材(supplemental readings)。

參、加州交通廳(Caltrans)人力資源局

一、加州交通廳之組織：

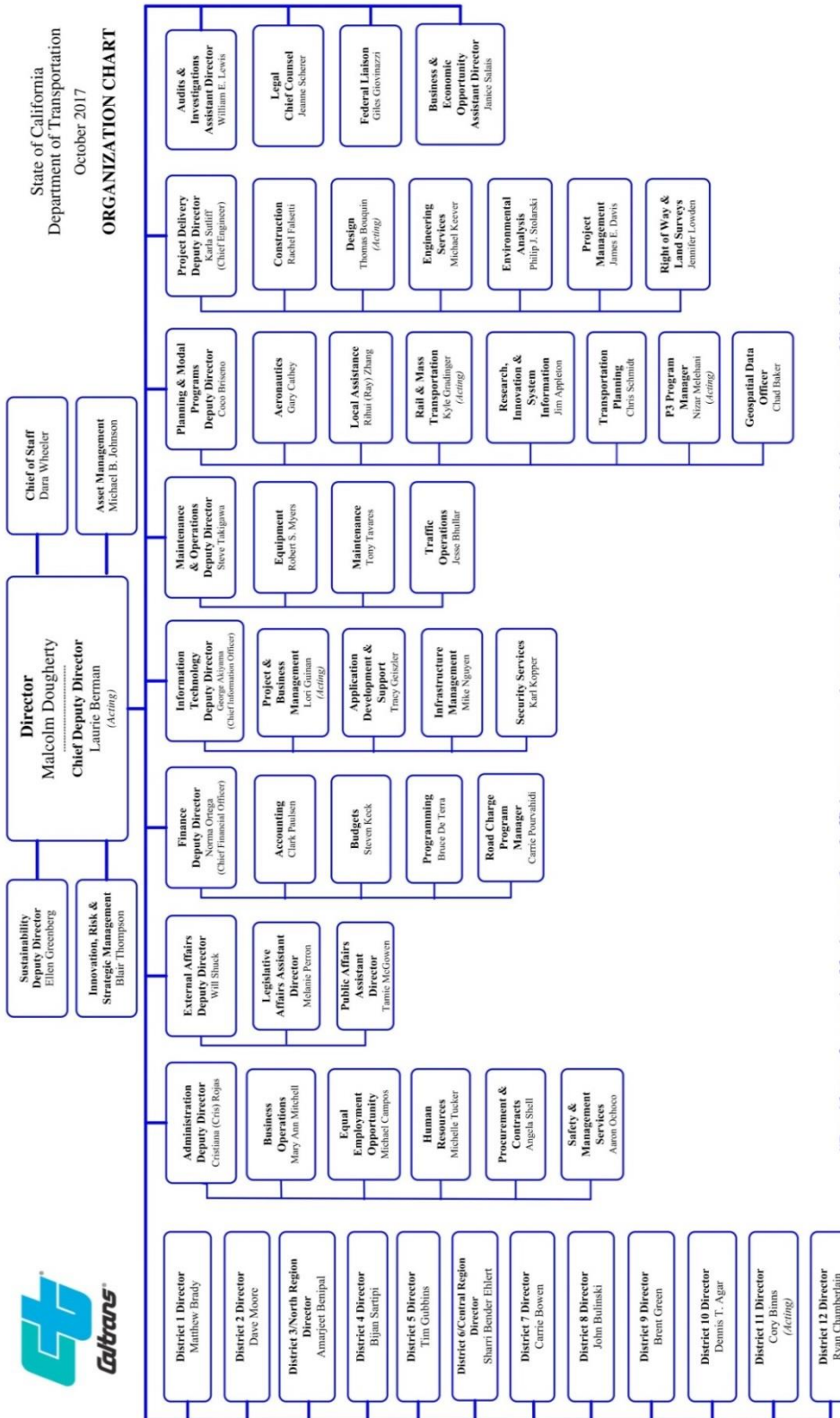
Caltrans 負責加州 50000 英哩的公路與高速公路，及城際鐵路及管理超過 400 個公用機場。

其組織願景(vision)為成為一個以績效為導向(performance-driven)，透明及負責任(accountable)的組織，其重視人員、資源及合作夥伴，並透過領導、創新及團隊合作迎接新挑戰。其任務(mission)係提供一個安全(safe)、永續(sustainable)、整體(integrated)，及高效率(efficient)的運輸系統，以提升加州的經濟發展(economy)與移居性(livability)。其組織價值(values)為廉政(integrity)、承諾(commitment)、團隊合作(teamwork)及創新(innovation)。本次考察對象為 Caltrans 第七區(District7)洛杉磯的分支組織。Caltrans 的組織圖如圖三所示。



State of California
Department of Transportation
October 2017

ORGANIZATION CHART



“Provide a safe, sustainable, integrated and efficient transportation system to enhance California’s economy and livability.”

圖三 加州交通廳之組織結構

<http://www.dot.ca.gov/orgchart/departmentalorgchart.pdf>

二、員工與主管必要的訓練

加州交通廳人力資源局在簡報中特別說明由於美國是不同種族之大融合，故員工性騷擾預防與工作職場的安全、倫理介紹，及主管訓練等皆為必要的訓練。而且這些必要的訓練，並非上一次課即可，必須每幾年就複習一次。上課的方式可分課堂上課或線上上課，員工與主管必要的訓練課程如表一所示。

表一 員工與主管必要的訓練課程

課程名稱	員工	主管	頻率	課堂	線上
防禦性駕駛訓練	X	X	每4年		X
倫理介紹		X	每2年		X
員工職場安全	X	X	1次		X
資訊保安	X	X	每年		X
新任員工訓練	X	X	1次		X
性騷擾預防		X	每2年	X	X
主管訓練		X	1次	X	
職場暴力預防	X	X	每2年	X	

資料來源:Caltrans 簡報資料

三、主管必要的訓練

主管可分新任督導主管、中階管理者及領導人的培訓，分述如下：

(一)、新任督導主管(supervisor)的初任培訓：

在初任主管 6 個月內，必須要完成 80 小時的訓練。

(二)、中階管理者(manager)的競爭力培訓

增加中階管理者競爭力的培訓重點有以下 5 點：

1. 改變管理
2. 策略執行
3. 溝通協調
4. 團隊建立與鼓舞
5. 自覺與成長

(三)、高階領導人(leader)的培訓

高階領導人的五個練習(five practices)：

1. 引導方向
2. 鼓舞的願景
3. 挑戰程序
4. 驅使實踐
5. 鼓勵胸懷

肆、洛杉磯交通局(LADOT)

一、洛杉磯交通局的組織目標

洛杉磯交通局組織目標是讓洛杉磯成為一個宜居與永續的城市

(一)、願景：洛杉磯將提供市民一個生活品質與健康的社區，及永續的繁榮與韌性的城市。

(二)、作法：

1. 機動性管理
2. 進行需求反應的大眾運輸服務
3. 擴大共享小汽車、電動車與共享自行車的設施與服務
4. 整合共享小汽車、共享自行車與大眾運輸的付費機制。
5. 推動自動化的未來運輸設施與服務。

二、洛杉磯交通局人力資源局之目標

洛杉磯交通局人力資源局的目標是讓洛杉磯交通局成為員工首選的工作地點。其培訓的重點如下：

(一)、提供員工好的培訓機會

1. 專業技術的培訓（譬如：道路交通與大眾運輸的專業，及實作技巧）
2. 非專業的技能培訓（譬如：有效率的溝通與顧客服務）
3. 專業及非專業各單元之線上培訓（on-line training）

（二）、員工的評鑑與考核

鼓勵主管與員工在專業發展方面之互動交談。

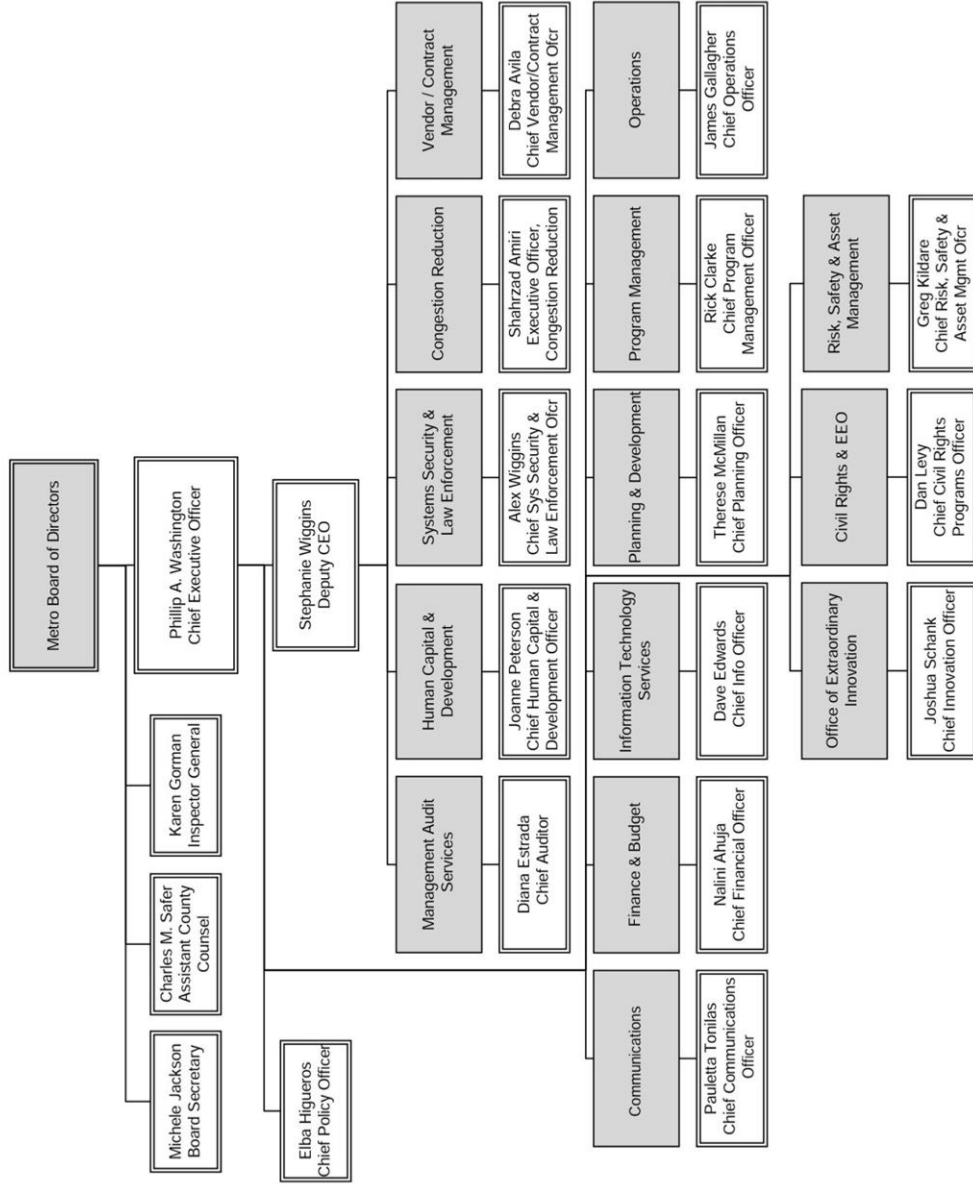
（三）、每年進行員工參與的調查

蒐集員工對培訓課程的回饋意見。

伍、洛杉磯郡都會運輸局(LACMTA)

洛杉磯郡都會運輸局（Los Angeles County Metropolitan Transportation Authority， LACMTA）是加州特許的區域交通規劃機構與洛杉磯縣的公共運輸營運機構於 1993 年合併而成立。洛杉磯郡都會運輸局負責洛杉磯郡的運營的公共運輸服務，包括捷運、快速公車、市區公車等。其組織圖如圖四所示。

Metro Organization Chart



圖四 洛杉磯郡都會運輸局組織圖

在與洛杉磯郡都會運輸局規劃部副主任 Dr. Chu 會談中，瞭解洛杉磯郡都會運輸局的員工訓練。該局除了一些必要課程與專業課程自訓外，也與外訓單位合作，譬如與美國公共運輸協會(America Public Transportation Association, APTA)合作。美國公共運輸協會在員工工作發展(workforce development)方面提供了以下重要方向的課程：

- 一、高階領導(senior leadership)的培訓
- 二、中階管理者(manager)與督導主管(supervisor)的培訓
- 三、新進專業者培訓(emerging professionals)
- 四、第一線員工培訓(frontline training)
- 五、線上學習與員工參與

以上五個重要方向之課程，可參看 APTA 工作發展之網站 <http://www.apta.com/resources/workforce/Pages/System-Map.aspx>。

在考察訪談中，經常聽到培訓單位提及「設計思考」(Design Thinking)的培訓方式。其重點在強調以人們的需求(human needs)為本，用同理心(empathy)及開放心態(open-mind)讓學員討論問題，並提出創新方案，由培訓講師將問題架構(problem frame)好且不批評學員意見，收斂整合

學員的創新意見。 因此，我國文官培訓也可引進「設計思考」培訓方式，進行課程設計及講師培訓。

陸、考察心得結語

此次考察心得歸納整理如下：

一、必修的培訓課程

加州州政府、郡政府及市政府在培訓課程上皆有必修的培訓，且特別重視性騷擾預防、員工職場安全、資訊保安等必要訓練。而且這些必要的訓練，並非上一次課即可，必須每幾年就複習一次。上課的方式可分課堂上課或線上上課，員工與主管必要的訓練課程如下表所示。

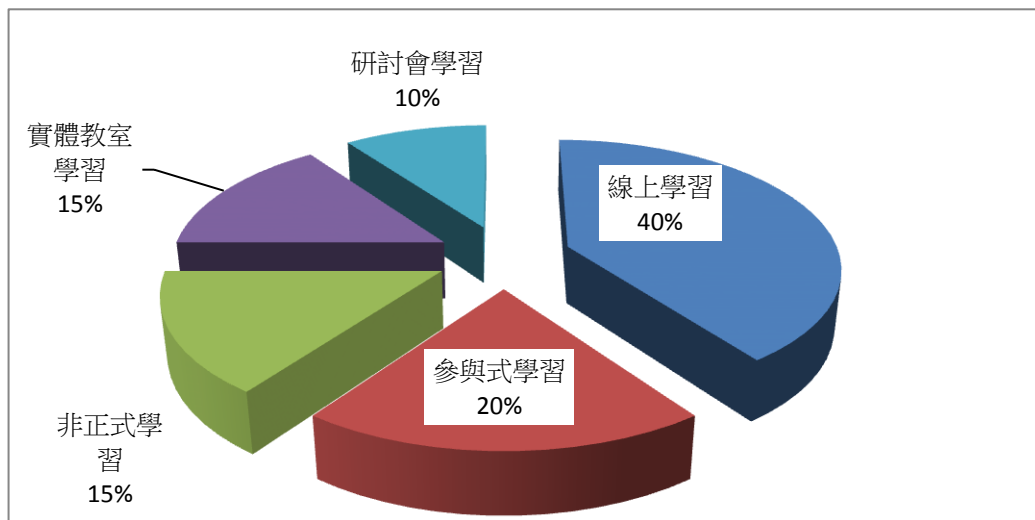
員工與主管必要的訓練課程表

課程名稱	員工	主管	頻率	課堂	線上
防禦性駕駛訓練	X	X	每4年		X
倫理介紹		X	每2年		X
員工職場安全	X	X	1次		X
資訊保安	X	X	每年		X
新任員工訓練	X	X	1次		X
性騷擾預防		X	每2年	X	X
主管訓練		X	1次	X	
職場暴力預防	X	X	每2年	X	

資料來源:Caltrans 簡報資料

二、多元的培訓方式

不論加州、洛杉磯郡政府及市政府之人力資源的培訓皆走向多元的培訓方式(Multimodal Methods)，包括線上學習、參與式學習、非正式學習、實體教室上課學習及研討會學習。譬如加州洛杉磯郡人力資源局的培訓方式比例圖如下：



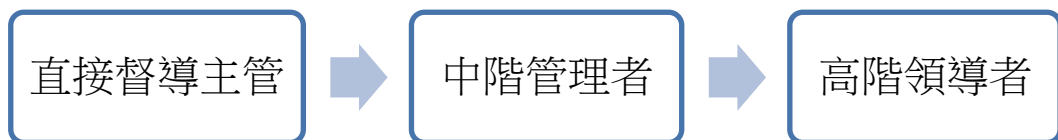
多元培訓方式比例圖

三、虛擬的員工大學與借重外力

洛杉磯郡政府近兩年已發展出虛擬的員工大學(county university)，員工培訓就像在大學上課一樣，有一系列的必修與必選課程供選擇。除此之外，其亦與在地的南加州大學與專業協會合作。

四、新任督導主管培訓的重視

在主管方面，其特別分為：直接督導主管 (supervisor)、中階管理者(manager)及高階領導者 (leader)不同階級之主管培訓。特別值得一提的是他們特別注意新任督導主管(new supervisor)的培訓。



五、適時的導師與訓練制度

在員工輔導方面，其設計有導師(mentoring)及教練 (coaching)之制度。導師著重在個人發展方面，教練著重在專業引導方面。導師給予指導意見，教練則藉由問題引導員工自覺問題與方向。兩者差異如下表所示：

導師與教練之差異表

Mentoring(導師)	Coaching(教練)
關係導向 (relationship oriented)	任務導向 (task oriented)
長期 (long term)	短期 (short term)
個人發展 (development)	工作績效 (performance)
提供建議 (advice)	引導自我覺查 (self-discovery)
指導者 (advisor)	引導者 (facilitator)

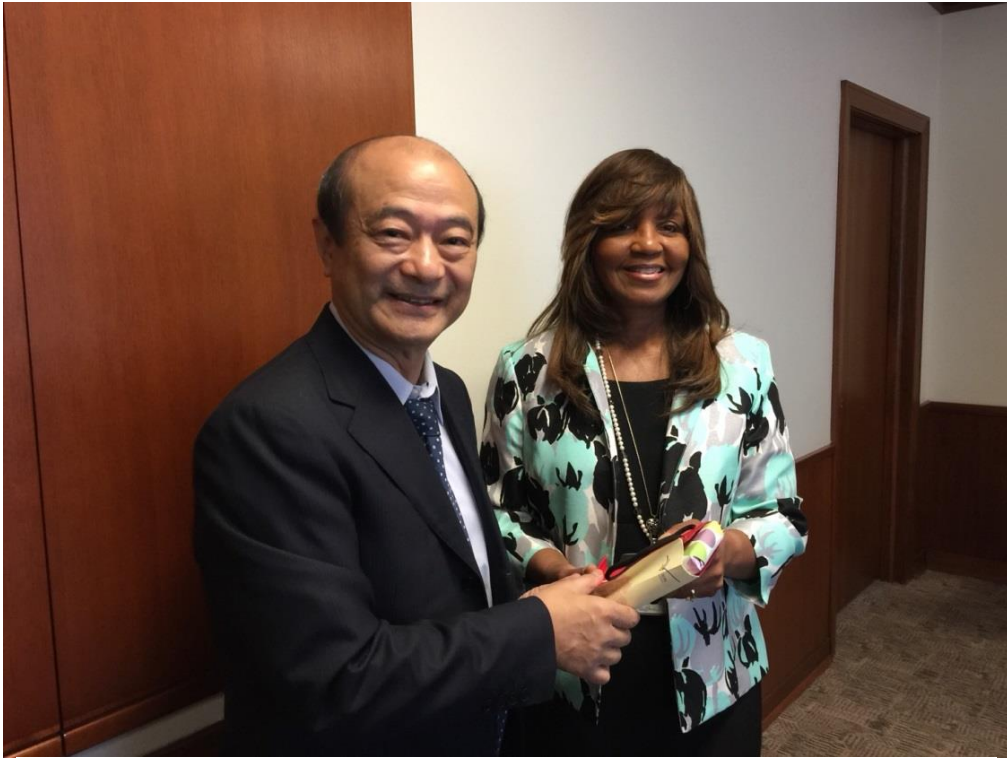
六、「設計思考」培訓方式的引進

美國在公務員培訓方式最近也引進「設計思考」(Design Thinking)的方式。其重點在強調以人們的需求(human needs)為本，用同理心(empathy)及開放心態(open-mind)讓學員討論問題，並提出創新方案，由培訓講師將問題架構(problem frame)好且不批評學員意見，收斂整合學員的創新意見。因此，我國文官培訓也可嘗試引進「設計思考」培訓方式，進行課程設計及講師培訓。

以上心得供考試院保障暨培訓委員會及行政院人事行政總處參考。

附錄一

考察活動剪影



與洛杉磯郡人力資源局局長 Ms. Lisa Garrett 合影



與洛杉磯郡人力資源局局長及駐洛杉磯台北經濟文化辦事處莊璧璘副參事合影



與加州交通廳人力資源局之首席副局長 Ms. Choate、副局長 Mr. Mcintosh 合影



與加州交通廳人力資源局之首席副局長及同仁合影



與洛杉磯市交通局副局長 Mr. Jay Kim 合影



與洛杉磯市交通局副局長及同仁合影



與洛杉磯郡都會運輸局 Dr. Chu 及加州交通廳 Mr. Hsu 合影



Los Angeles
County University
LEARNING REIMAGINED.

The logo for Los Angeles County University (LA CU) features the letters 'LA' stacked above 'CU'. The 'L' is red, the 'A' is yellow, the 'C' is black, and the 'U' is blue.

LACU Learning Center													
	2018				2019				2020				2021
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
ELDP													
MDP													
NSDP													
ELP													
DIALOGUE Series Events													
Career PathFinder Events													
Skill Building Workshops													
Mentoring Programs													
Mandated Training													
Succession Planning													
Individual Development Sessions													
360 Feedback Sessions													
Career Consultations													
Interview Training													
Resume Consultations													
Implicit Bias and Cultural Competency Training													
Disaster Worker Training													
Telework Training													
Team Building Events													

Note: Proposed delivery subject to resource availability (Space, Staff and Funding)

Board of Supervisors & Chief Executive Office

focus on Employee
Development and Succession
Planning
in the 2016-2021
Los Angeles County Strategic
Plan

County University

- **Develop Staff Through High Quality Multi-Disciplinary Approaches to Training:**
Implement training models that envision learning and professional growth occurring over time that includes relevant departments, academia, labor, and other stakeholders.
- **Develop Effective Manager-Leaders:**
Recruit, train and equip County executives and managers with the technical, problem solving, and relationship skills characteristic of professional and effective leaders.
- **Succession Planning:**
Implement an executive development plan designed to equip executive level staff to assume leadership of a department.

DHR Executives
focus on Employee
Development in our 2017-
2021
Departmental
Strategic Plan

County University

- **Be a National Leader in Workforce Diversity, Inclusion and Acceptance:**
We increase outreach efforts to attract, develop and retain diverse populations and heighten the cultural competencies of County leadership and workforce.
- **Foster Workforce Development at Every Level:**
We increase employees' job skills and service delivery through high quality, multi-disciplinary training, career development, and succession planning
- **Create a Workplace of the Future:**
We design a workplace that supports digital initiatives, maximizes the use of space resources, encourages collaboration and improves workforce health

LACU is built on a powerful foundation, the Leadership Development Institute (LDI); it is time to bring this framework to the next level by dedicating both virtual and physical space to expand our culture of learning through the latest technology and new curriculum enhancement tools

County University

- **Learning Center:** Classroom space, conference space, breakout rooms, role play studio, learning amphitheatre
- **Teaching Center:** Curriculum development tools, eLearning studio, technology to enable broadcast of streaming original content and video to County employees dynamically to the desktop through our LMS
- **Collaboration Center:** Coaching space, feedback space, mentoring space, meeting space, cross-departmental project development space



Learning technologies for the workforce of the future

Collaboration centers

County University

\$75,000 (estimated annual technology cost):

- Technology-enhanced learner engagement
- Telepresence option (in-person collaboration and training via video technology)
- Synchronous distance learning (e.g., webinars)
- Learning content production site Satellite learning
- Estimated annual incremental technology cost (software, subscriptions, etc.)

\$120,000 (estimated annual rental cost):

- Curriculum development focus groups
- Mentor meeting engagement
- Leadership assessments and coaching sessions
- Education-based discipline
- Team building activity space



LACU Learning Center

County University

With the development of Los Angeles County University and the expansion of the Leadership Development Institute, the time has come for DHR and Workforce and Employee Development to establish a physical training space that will function as a learning center for the delivery of:

- **LACU programs**
- **Smaller DIALOGUE events**
- **Leadership assessments**
- **Coaching**
- **Mentoring**
- **Instructor-led workshops**
- **Webinars**
- **Special events**

LACU Learning Center

County University

In addition to providing a dedicated training facility for DHR-WED we will:

- Remove DHR's current dependency on other departments for training space
- Create scheduling efficiencies
- Reduce potential for workforce injuries, and
- Potentially reduce mileage reimbursement expenses for WED field trainers

The County's new employee university aims to elevate understanding, awaken innovation, and build employees' capacity to achieve career success.



Los Angeles County University (LACU)

is a new workforce development framework to meet the County's evolving operational needs and enable all County employees to pursue their career goals.

County University



Mandatory Training

New Hire Orientation, Onboarding, Policy, and other required training

MODULE
A



Career Pathways

Career Planning, Resumes, Interviewing, and future workforce readiness

MODULE
B



Knowledge Cultivation

Technology, Communication, and Job-Specific Knowledge

MODULE
C



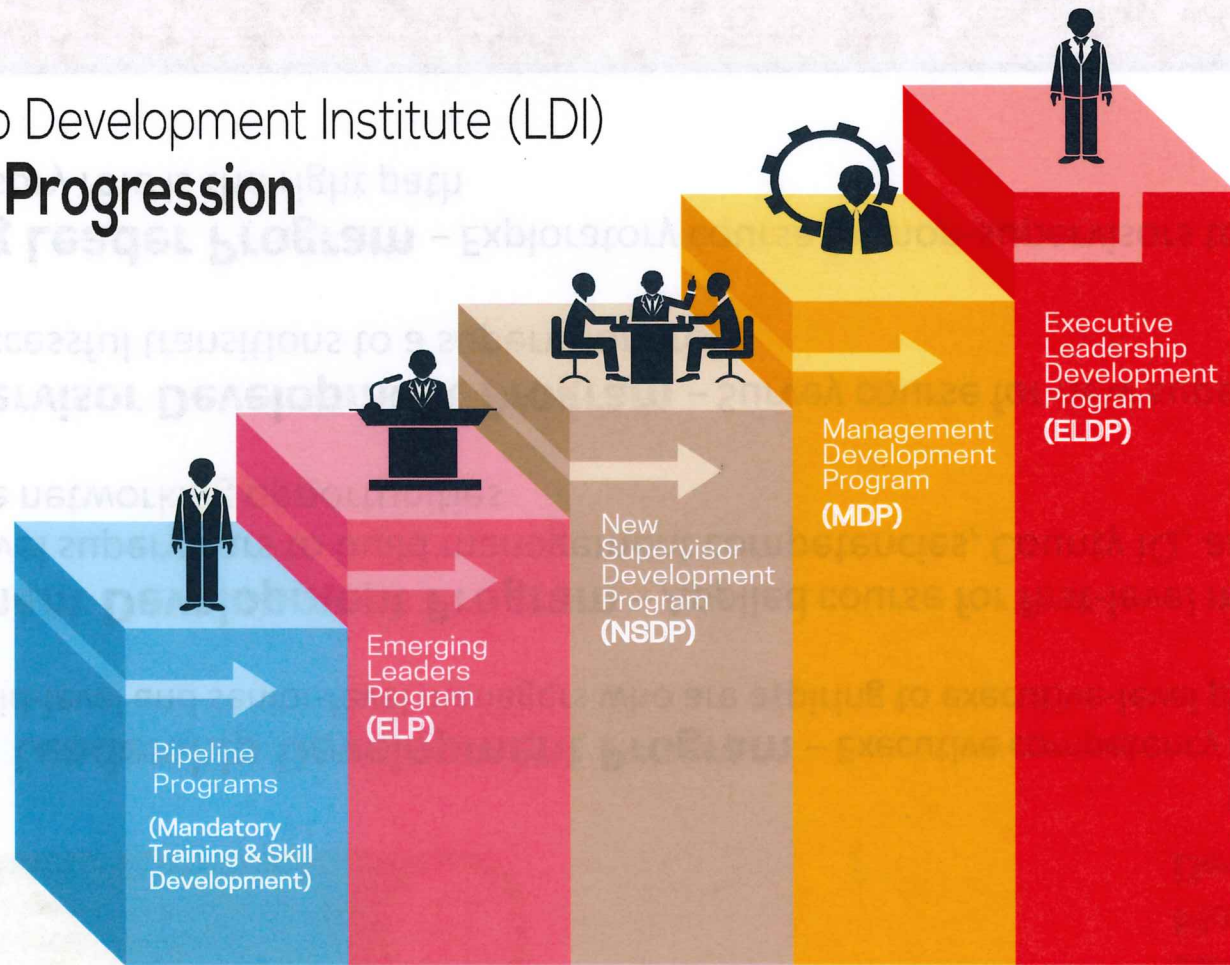
Leadership Development Institute

Programs for Executives, Managers, New Supervisors, and Emerging Leaders

MODULE
D



Leadership Development Institute (LDI) Program Progression





Leadership Development Institute
Programs for Executives, Managers,
New Supervisors, and Emerging Leaders



Leadership &
Management
Development

- **Executive Leadership Development Program** – Executive competency building course for mid-level and senior-level managers who are aspiring to executive-level positions
- **Management Development Program** – Applied course for first-level managers and high-level supervisors to build management competencies, County IQ, and Countywide networking opportunities
- **New Supervisor Development Program** – Survey course for new supervisors to support successful transitions to a supervisory role
- **Emerging Leader Program** – Exploratory course for non-supervisors to determine if a supervisory role is the right path





Knowledge Cultivation
Technology, Communication,
and Job-Specific Knowledge

MODULE

C

Workforce
Training &
Development

Skill Building Workshops (2017–2018)

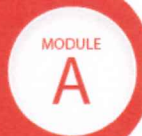
- New Employee Orientation
- Customer Service
- Project Management
- Communication
- Employment Law
- Domestic Violence
- Supervisor Essentials
- Selection Interviewing
- Coaching
- Team Building
- Performance Evaluations
- Employee Discipline





Mandatory Training

New Hire Orientation, Onboarding,
Policy, and other required training



Workforce
Training &
Development

EEO/Diversity Workshops and Events (2017–2018)

- ADA: Employment Guidelines for the Reasonable Accommodation Process
- Diversity: Skills for the 21st Century Workforce
- Employment Discrimination Prevention for Managers and Supervisors
- Transgender Awareness
- DIAlogue Signature Series events
- Implicit Bias/Cultural Competency Awareness (and future trainings)

Compliance Training Online (2017–2018)

- Sexual Harassment Prevention Training
- Fair Labor Standards Act (FLSA) for Managers
- County Policy of Equity (CPOE)
- EEO Challenge (EDPT equivalent)





Career Pathways

Career Planning, Resumes, Interviewing,
and future workforce readiness

MODULE
B

Workforce
Training &
Development

- **Career Planning Guide and Tutorial** – Career planning overview with tools (arriving 2018)
- **Career PathFinder** – Online, interactive career planning tool (arriving 2018)
- **Job Search Guide and Tutorial** – Step-by-step guide and LMS training on County job search (available online)
- **Resume Guide and Tutorial** – Comprehensive guide and LMS training on crafting effective resumes (available online)





Countywide Succession Planning Program

What A comprehensive program that enables the County to proactively address leadership turnover by forecasting retirements, identifying vulnerabilities, and providing resources to assist in developing the County's leaders

Who Management Appraisal and Performance Plan (MAPP) participants* – the County's leadership bench of employees holding our top 1,200 positions, approximately

How Five-Phase Model for leadership development that is adaptable for implementations at various levels (County, department, and individual) – built on the philosophy of strengthening all MAPP employees by offering each of them unique developmental opportunities

When Implemented on an 18-month cycle

** The needs of non-MAPP employees are addressed in the **Workforce Planning Program***



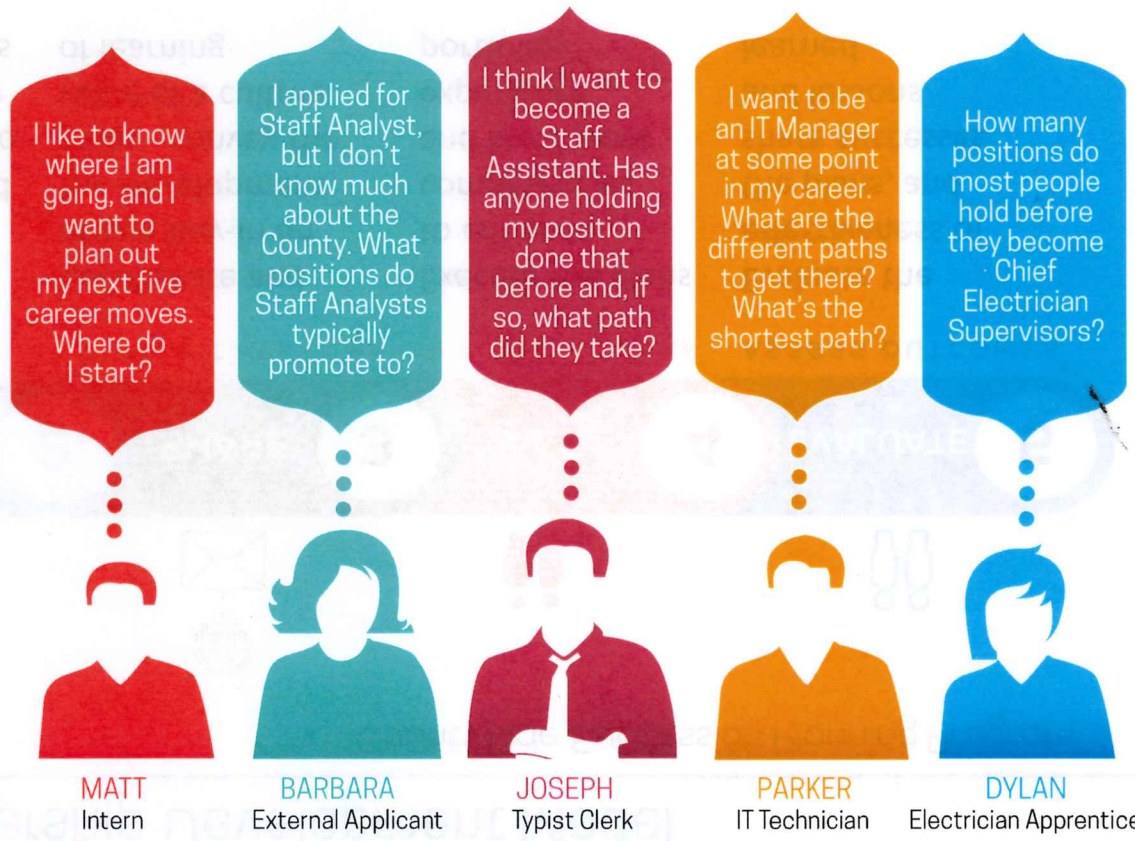
5-Phase Leadership Development Model

Countywide Succession Planning Program



CAREER PATHFINDER

An online, interactive career planning tool that enables current and prospective employees to explore actual career movements at the County and build an individualized career plan



Los Angeles County
DEPARTMENT OF



Human Resources





Program Description

The New Supervisor Development Program (NDSP) is an instructor-led, five week program (one class day per week) designed for County employees serving in their first year in a supervisory role. The program covers a range of crucial topics and provides participants with key insights, evidence-based practices, and applied tools needed to succeed as a supervisor. Participants also receive County-focused orientation, training, and resources to help them successfully navigate the County in a leadership role.

Topics Covered

Week 1	Week 2	Week 3	Week 4	Week 5
<p>Your Transition to Supervisor</p> <ul style="list-style-type: none"> ▶ Supervision Essentials ▶ County Orientation ▶ Relationship Building ▶ Finding a Mentor 	<p>Getting Results Through Others</p> <ul style="list-style-type: none"> ▶ Planning Work ▶ Delegating ▶ Project Management ▶ Coaching and Feedback 	<p>Communication and Performance Management</p> <ul style="list-style-type: none"> ▶ Effective Workplace Communication ▶ Difficult Conversations ▶ Performance Management 	<p>Key Laws, Policies, and Procedures</p> <ul style="list-style-type: none"> ▶ Key Laws ▶ Key County Policies ▶ County Procedures 	<p>Tools for Success as a Supervisor</p> <ul style="list-style-type: none"> ▶ Stress Management ▶ Time Management ▶ Your Development Plan ▶ Additional Resources

Program Components



County Voices

Perspectives, insights, and tips from County managers and subject matter experts presented in a series of videos.



Peer Mentoring

Supervisor-approved peer mentor will assist with a one-year individual development plan.



Recommended Online Learning

Lynda.com, TED Talks and other self-directed, online learning opportunities.



Real-time Surveys and Quizzes

Class surveys and competitive quizzes administered live and displayed in real time via Poll Everywhere.



Gamification, Exercises, and Simulations

Applied activities to reinforce content, engage learners, and ensure retention.



Supplemental Readings

Select articles and books from prominent authors on management, leadership, and communication.

The Caltrans Lens



LEARNING AND DEVELOPMENT OFFICE
<http://ldo.onramp.dot.ca.gov/>

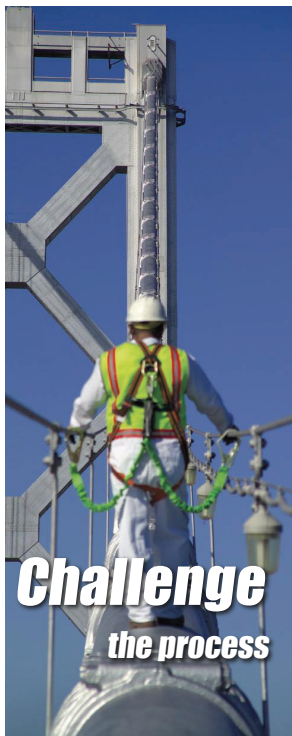
The Five Practices of Exemplary Leadership



Model
the way



Inspire
a shared vision



Challenge
the process



Enable
others to act



Encourage
the heart

EXCELLENCE

COMPETENCIES



Mission

Provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability

Vision

A performance-driven, transparent and accountable organization that values its people, resources and partners, and meets new challenges through leadership, innovation and teamwork

Goals

Safety and Health

Provide a safe transportation system for workers and users, and promote health through active transportation and reduced pollution in communities.

Stewardship and Efficiency

Money counts. Responsibly manage California's transportation-related assets.

Sustainability, Livability and Economy

Make long-lasting, smart mobility decisions that improve the environment, support a vibrant economy, and build communities, not sprawl.

System Performance

Utilize leadership, collaboration and strategic partnerships to develop an integrated transportation system that provides reliable and accessible mobility for travelers.

Organizational Excellence

Be a national leader in delivering quality service through excellent employee performance, public communication, and accountability.

Values

Integrity • Commitment • Teamwork • Innovation

CHANGE LEADERSHIP

Envisions the future and effectively anticipates changing circumstances; fosters innovation, seeks out new ideas from business and industry to transform Caltrans from a transportation bureaucracy to a high-performing mobility company; strengthens existing partnerships; seeks out and builds new partnerships; strengthens customer focus in order to reach maximum efficiency and meet delivery commitments; looks for ways to say "yes" to customers; is willing to take intelligent risks; is open to change but committed to retaining core values; sees others' perspectives and respects their opinions.

STRATEGIC THINKING

Envisions the organization's future, forecasts needs, thinks strategically, plans for succession, and takes a total organizational view; seeks out strategic, public-private partnerships to ensure options for our traveling public; identifies and tracks a few key measures of organizational health and efficiencies, and disregards "noise"; makes logical and effective decisions based upon timely evaluation of human and financial metrics.

COMMUNICATION

Effectively communicates a vision for the organization and inspires commitment to that vision at all levels both inside and outside of the organization; listens to and understands what is meant by others; gives clear, concise and persuasive public presentations and testimony; is effective in media relations and crisis communications.

TEAM-BUILDING AND MOTIVATION

Establishes a team-oriented organizational climate that empowers workers and holds them accountable for their outcomes; supports intelligent risk-taking; celebrates achievements and learns from failures; recognizes individual differences in motivating and recruiting a diverse workforce; creates structures that provide promotional opportunities for all employees; is sensitive to and considers the needs, feelings, and expectations of others

SELF-AWARENESS AND PERSONAL GROWTH

Maintains a balance between personal life and the workplace; has a desire to learn, process, and excel; has an accurate picture of personal strengths and developmental needs; is willing to introspect; engage in self-development activities; and ask for feedback; able to work rigorously for sustained periods; maintains stability under stress, tension, pressure, opposition, and change; maintains performance under uncertainty; able to face disappointment, conflict, and anger; holds self personally accountable for outcomes.

MAIN LINKS

- [Home](#)
- [Training](#)
- [Online](#)
- [Mandated](#)
- [Recommended](#)
- [Consultation](#)
- [Resources](#)
- [Guidelines](#)
- [Org Charts](#)
- [Contacts](#)
- [Feedback](#)
- [Training Classes](#)

QUICK LINKS

- [Training Center](#)
- [Training Calendar](#)
- [Training Schedule](#)
- [Course Schedule \(PDF\)](#)
- [Caltrans Lens](#)
- [TLC Newsletter](#)

1616 29th Street
 PO Box 168040, MS 53
 Sacramento, CA 95816

Mandated Training

This course list is provided as a courtesy. If you have any questions about a course, please contact the course owner.

Course Title	R&F	Mgrs&Sups	Frequency	Classroom	Online	LMS Code	Vendor #	Owner
Defensive Driver Training	X	X	Every 4 Yrs		X		100182	N/A
Ethics Orientation		X	Every 2 Yrs		X		100268	OIRSM
Field Safety for Office Workers	X	X	One Time		X		101119	OHS/Dist Safety Office
Information Security	X	X	Annually		X	No Registration	Required	ISO
New Employee Orientation	X	X	One Time		X		101165	LDO
Sexual Harassment Prevention		X	Every 2 Yrs	X	X	101058	101155	EEOP
Supervisory Training		X	One Time	X		101760		LDO
Title VI Training	X	X	Every 2 Yrs		X	101295		OBEO
Workplace Violence Prevention	X	X	Every 2 Yrs	X		101442 / 100746		OHS/Dist Safety Office

Mandated Training for Employees Whose Classifications Require Them to Possess an SFA Certificate as Part of Their Duty Statement

Course Title	R&F	Mgrs&Sups	Frequency	Classroom	Online	LMS Code	Vendor #	Owner
Standard First Aid	X	X	Every 2 Yrs or As Specified by certifying organization	X		100579		L
CPR Refresher	X	X	Every 2 Yrs or As Specified by certifying organization	X		100580		Y District Training Coordinator

Maintenance Personnel Only

- [Worker Safety](#)

Technical and occupational mandated training are not addressed in this listing. For such courses check your respective division/district training web site.

Sign Up For Training Now!



Last Update: September 15, 2016

[Contact Us](#) | [Division of Safety and Management Services](#)



Login



LEADERSHIP TRAINING PROGRAM I Fact Sheet

Program Description

The Leadership Training Program I (LTP I), Course Code #100868, is a highly interactive ten-day training program for Designated Managers and Executive Management. Participants will:

- ◆ Experience a unique blend of opportunities to assess and develop their leadership skills, to integrate leadership theories and practices, and to address critical business issues confronting Caltrans.
- ◆ Complete a 360-degree individual assessment tool to provide them with feedback on their leadership behaviors from their managers/supervisors, peers, and subordinates.

Topics include:

- ◆ Orientation
- ◆ Practicing Leadership
- ◆ Communication
- ◆ Team-Building & Motivation (Part I)
- ◆ Strategic Thinking (Part I)
- ◆ Change Leadership
- ◆ Team-Building & Motivation (Part II)
- ◆ Strategic Thinking (Part II)
- ◆ Leadership Application
- ◆ Self-Awareness and Personal Growth

Target Audience

Designated Managers and Executive Management and who have completed the 80 hour mandated (Government Code 19995.4) supervisor training.

Nomination & Registration Process

Chief Deputy Director, District Directors, Deputy Directors, and Assistant Directors nominate and prioritize a list of candidates from their respective areas. **Nomination does not guarantee enrollment in the LTP I.** The LDO will notify selected participants and their supervisors via email with available track numbers, dates, registration instructions, and instructions for participant roles and responsibilities. A cross-section of participants will be selected to ensure a balanced representation. All previous nominations are removed at the end of the fiscal year. Any previous nominees that were not able to attend LTP I will need to be re-nominated for this fiscal year.

Schedule & Locations

Four tracks are scheduled for Fiscal Year 17/18 in Sacramento at the California State University, Sacramento campus. Each ten-day track consists of five 2-day training sessions, one session per month, spanning five months. LTP I runs from 8:00 a.m. – 4:00 p.m. daily, and nominees must be available to attend the entirety of all ten days.

Professional Development

Participants have the opportunity to earn up to 65 Professional Development Units.

Government Code 19995.4

Participants with a designation of Manager may apply this course to the initial 40 hours of mandated leadership training and development that is required upon appointment. Participants may also use this course to satisfy the requirement for continual leadership training and development.

Program Costs

Tuition costs for LTP I are fully funded by the Administration Program. Expenses related to travel, per diem, and personnel time remain the responsibility of each participant's funding district.

For More Information

Kathryn McAlpin, LTPI Program Manager (916) 227-9754,
kathryn.mcalpin@dot.ca.gov



MANAGEMENT TRAINING PROGRAM

Program Description

The Management Training Program (MTP), Course Code #100373, is a highly interactive eight-day training program, delivered over a four-month period. Participants will:

- ◆ Receive hands-on experiences and tools to apply in their jobs, while incorporating core management competencies.
- ◆ Complete a 360-degree individual assessment tool to provide them with feedback from their supervisors, peers, and subordinates on their leadership style and abilities in core competency areas.

Based upon mid-level management core competencies, topics include:

- | | |
|--------------------------------------|----------------------------|
| ◆ Orientation | ◆ Change Management |
| ◆ Team-Building and Motivation | ◆ Strategic Implementation |
| ◆ Communication | ◆ Business Application |
| ◆ Self-Awareness and Personal Growth | ◆ Action Planning |

Target Audience

MTP is designed for Caltrans' second-level supervisors and above who have completed the 80 hours of mandated (Government Code 19995.4) supervisory training.

Nomination & Registration Process

Chief Deputy Director, Division Chiefs, District Deputy Directors of Administration, and Assistant Directors nominate and prioritize a list of candidates from their respective areas. **Nomination does not guarantee enrollment in the MTP.** The LDO will notify selected participants and their supervisors via email with available track numbers, dates, registration instructions, and participant roles and responsibilities. A cross-section of participants will be selected to ensure a balanced representation. All previous nominations are removed at the end of the fiscal year. Any previous nominees that were not able to attend MTP will need to be re-nominated for this fiscal year.

Schedule & Locations

Seven tracks are scheduled for FY 17/18, five in Sacramento and two in Southern California. Each eight-day track consists of four 2-day training sessions, one session per month, over four consecutive months. The program runs from 8:00 a.m. – 4:00 p.m. daily, and nominees must be available to attend the entirety of all eight days.

Professional Development

Participants have the opportunity to earn up to 52 Professional Development Units.

Government Code 19995.4

Participants with a Supervisory designation may use this course to satisfy their requirement of continual leadership training and development.

Program Costs

This training program is fully funded by the Administration Program. Expenses related to travel, per diem, and personnel time remain the responsibility of each participant's funding district.

For More Information

Henry Peterson, MTP Program Manager (916) 227-9791, henry.peterson@dot.ca.gov