



**King County**

# Investing in YOU

## **Learning and Growth**

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**Human Resources Division**

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**GOAL:** We establish a shared commitment and resources to grow every employee's talent.

All employees have equitable opportunities to develop and thrive.

All employees are able to advance in their career.

All employees regularly receive and provide feedback to guide performance and work priorities.

# ALIGNMENT WITH OTHER INVESTING IN YOU PILLARS

Learning and Growth reflects the values at the core of the Investing in You Initiative, including equity, employee growth and development, opportunities for advancement, and sustainability.

**WORKPLACE CULTURE –**  
**Brooke Bascom,**  
**Arun Sambataro**



Creating a culture of mutual trust and respect, equity and opportunity, collaboration, innovation, and accountability.

**HEALTH, WELL-BEING & SAFETY –**  
**Karleen Sakumoto**



Caring about your health and well-being, staying safe, and ensuring quality, affordable health care.

**LEARNING & GROWTH –**  
**Adrienne Leslie**



Helping you develop, thrive and advance your career regardless of who you are or where you are in the organization.

**RACIALLY DIVERSE & CULTURALLY RESPONSIVE AT ALL LEVELS –**  
**Paula Harris-White**



Using equity and social justice to ensure every employee has a fair shot at success and we reflect the diversity of the people we serve.

**TOTAL COMPENSATION –**  
**Megan Pedersen**



Providing competitive, sustainable and equitable total compensation.

**BUSINESS OPERATIONS & SYSTEMS –**  
**Mary-Beth Short**



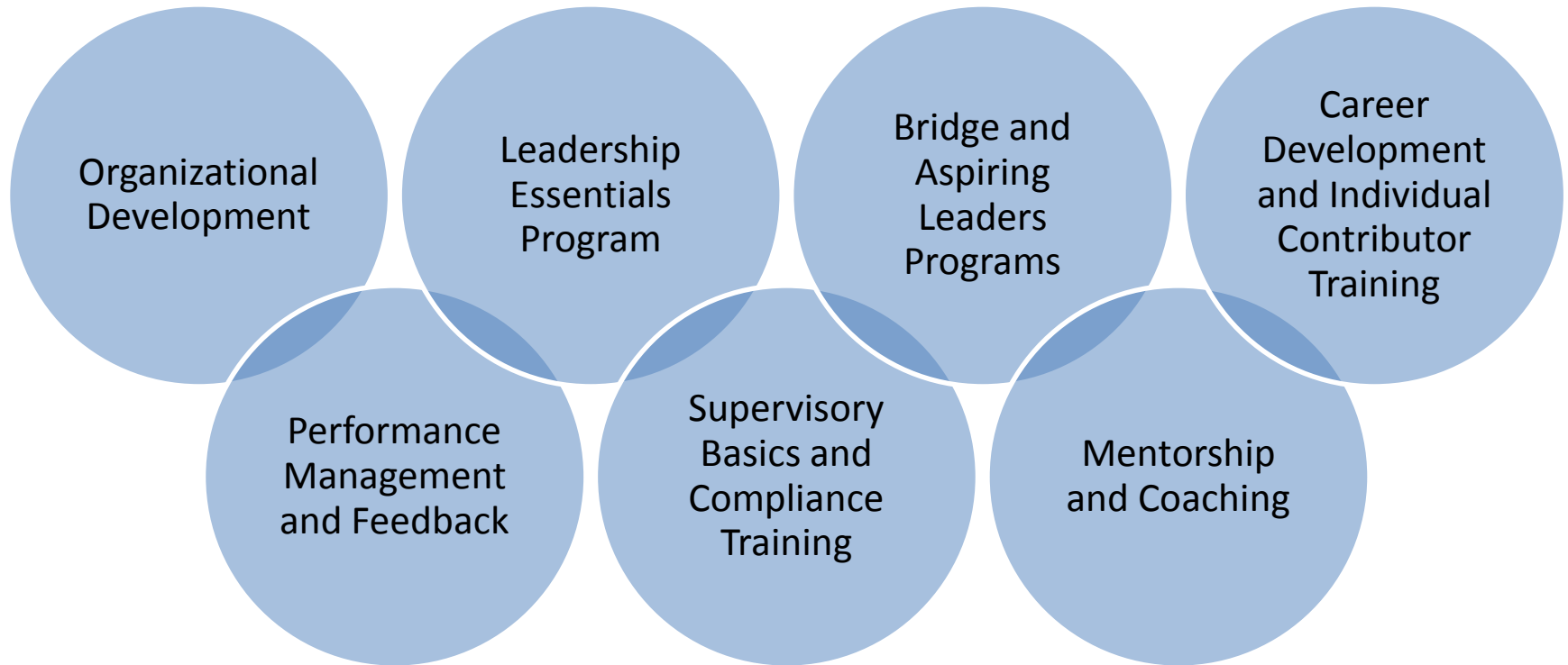
Technology, processes and systems that work for you.

# HOW DO WE GET THERE?

Provide a comprehensive and strategically selected array of Learning and Growth programs and training opportunities to:

- Support the organization and ensure integration of initiatives such as Investing in You, Equity Social Justice, and Best Run Government
- Support leaders by providing clear expectations, tools, and resources to effectively manage and develop their teams
- Provide knowledge, skill, and standards to support employees in their delivery of services and development
- Maximize resources and partnerships to share best practices and provide effective programs and services

# LEARNING AND GROWTH PROGRAMS AND SERVICES



# **2018 PRIORITIES:**

- **Organizational Development**
  - Increase HRD's role as an expert advisor to the agency on organizational development, leadership practices, and change management
- **Performance Management and Feedback**
  - Update performance management practices and align with countywide values and competencies
  - Provide standardized performance feedback tools, resources, training, and systems to leaders and employees
- **Manager Training Programs**
  - Provide Leadership Essentials and Opportunities at work trainings to provide leaders the fundamental skills to manage the workforce so that all employees can grow and thrive
- **Supervisory Basics and Compliance Training**
  - Revive Introduction to Supervisor training on topics such as leaves administration, public disclosure, labor relations, and anti-harassment policy
  - Provide ongoing training on compliance topics for all employees such as anti-harassment and acceptable use policy

# **2018 PRIORITIES:**

- **Bridge and Aspiring Leaders Program**
  - Launch next round of Bridge Program this spring for a new cohort of 25 and continue to support graduates with practice and stretch opportunities
  - Aspiring Leaders Program – expand So You Want to Be A Supervisor Training with optional self study/mentoring program for interested employees
  
- **Mentorship and Coaching**
  - Promote increased participation in Mentorship Program to provide professional growth and skill development opportunities for employees
  - Increase internal capacity for coaching by developing coaches that can engage with leaders and employees throughout the county
  
- **Career Development and Individual Contributor Training**
  - Provide expanded array of individual contributor courses that align with the values and competencies of the County
  - Increase availability and visibility of eLearning opportunities, webinars, blended learning, and other resources to overcome traditional access barriers
  - Provide targeted development assistance to the lowest 20% of the pay range, including development plans, mentorship, or other career support services

# MEASUREMENT: HOW WILL WE KNOW IF WE ARE SUCCESSFUL?

## OPPORTUNITIES TO DEVELOP AND THRIVE

- Increase number of and mode of training and development opportunities available
- Increase percentage of employees who say they understand how they can advance their career at King County

## CAREER ADVANCEMENT

- Increase percentage of all employees at the lowest 20% of the pay range with meaningful development plans
- Increase number of mentors and mentees participating in the mentorship program
- Increase the number of participants in the Bridge Fellowship program

## PERFORMANCE FEEDBACK

- Increase number employees who receive performance feedback