



**AUDIT REPORT OF  
TRAINING MANAGEMENT IN PERSONNEL PRACTICES**

**December 6, 2023**

**Cuyahoga County  
Personnel Review Commission**

## **INTRODUCTION**

Cuyahoga County Charter Article IX (Charter), Section 9.02, sets forth various responsibilities for the Personnel Review Commission (PRC), one of which is reviewing and auditing compliance with federal, state, and local laws regarding personnel matters within the County Executive's organization and departments. Charter section 9.02(3) specifically authorizes the PRC to review, audit, report, and make recommendations regarding "training management in personnel practices."

## **BACKGROUND**

A brief review of the County's recent history regarding this subject provides important background for this audit. Prior to the COVID pandemic (Pandemic) that began in 2020, the Organization and Employee Development (OED) division of the County's Department of Human Resources (HR) maintained a robust offering of in-person leadership classes that included components of management training in personnel practices. When the Pandemic occurred, OED ceased offering many of its in-person training and began the process of converting in-person training classes to virtual classes.

In June 2021, the Director of Organization and Employee Development, Deborah Johnson, left employment with the County. In December 2021, two of three OED trainers also left County employment. HR Training Manager, Kathy Jackson, the third OED trainer, remained. While the Director and two OED training positions remained vacant, Ms. Jackson was responsible for determining the training courses HR offered County employees and management, developing updated curricula for the courses, and teaching them. In May 2023, the County appointed Alida Moonen, PhD., to the Director of Organizational and Employee Development position.

## **OBJECTIVE AND SCOPE OF THE AUDIT**

The PRC conducted this audit to fulfill its responsibility to review, audit, report, and make recommendations regarding the County Human Resources Department's (HR) management training in personnel practices pursuant to Cuyahoga County Charter, Article IX, Section 9.02(3). The objective of this audit was to assess and evaluate management training in personnel practices that HR offered in calendar year 2022, and to ascertain whether this training complies with best practices, whether the County is maintaining accurate and thorough records of the management training program, and to identify areas of possible improvement.

In conducting the audit, the PRC learned that in addition to HR, individual departments in the County Executive's organization conduct training of management in personnel practices. The PRC did not fully understand that this training occurred in individual departments when the PRC originally defined the audit scope. This audit is limited to the Human Resources Department's training of management in personnel practices. To accurately reflect all the work the County Executive's organization performs in this arena, in 2024, the PRC will conduct a survey of individual department management to ascertain the additional efforts being made to train the County's management in personnel practices. The PRC will share the results of this survey with Organizational and Employee Development Director Alida Moonen and her team to be sure the survey captured the scope of the training being done by the individual departments.

## **STANDARD UTILIZED IN THE AUDIT: BEST PRACTICES IN MANAGEMENT TRAINING IN PERSONNEL PRACTICES**

To develop a best practices standard against which to compare the County HR department's management training, the PRC determined best practices in the realm of training content by obtaining curricula from a variety of premiere entities offering such training, including universities, consulting agencies, and public leadership academies. The PRC reviewed nine (9) of these established training programs and selected the top 60% of course topics offered by the entities to establish a best practices standard. The top 60% of the course topics are (1) organizational structure and leadership (100% of sources), (2) effective problem solving and conflict management strategies (75% of sources), and (3) team building and motivation (62% of sources).

In addition to those content areas, the PRC identified additional potential components of content for management training in personnel practices:

- labor/management and employee relations – managing in a unionized and non-unionized workforce,
- diversity, inclusion, and equal employment opportunity,
- Timekeeping and FLSA,
- Leave management – FMLA, ADA and Workers' Compensation,
- managing change and succession planning,
- performance management and goal setting,
- time management and delegation,
- ethical management,
- effective organizational communication,
- project management, innovation, and quality control (Lean & Six Sigma training), and
- managing a multi-generational workforce.

Although these courses were present in some of the programs reviewed by the PRC, they did not meet the standard of 60% established by the PRC. A copy of the matrix the PRC developed containing this data is attached to this Report as Attachment A.

## **METHODOLOGY**

To gather information necessary to complete this audit, the PRC interviewed multiple County representatives and reviewed several sources of information. The PRC held information-gathering meetings with HR Director, Sarah Nemastil, Director of Organizational and Employee Development, Alida Moonen, PhD., and Manager of Training, Kathy Jackson.

The PRC also reviewed the following:

- The Learning Management System (LMS) module of the County's Human Resource Information System (HRIS) available to County employees on the County's INFOR Landing Page,
- The list of classes OED offered in 2021 and 2022, and

- The competencies and outcomes for the leadership class OED offered in 2022, titled Equipping Leaders for Success.

The PRC also ascertained whether training was mandatory and if so, how this required training was communicated to management employees and whether HR maintains records of this required training.

## **AUDIT FINDINGS**

### Leadership Courses the Human Resources Department Offered in 2022

The PRC has determined that in 2022, the County's HR Department offered eleven training classes, one of which focused on leadership training in personnel practices and was titled "Equipping Leaders for Success". This class was offered only to Sheriff Department corporals, sergeants, and lieutenants. This class was also offered in 2021 to the same employees in the Sheriff Department. In 2021 and 2022, the Human Resources Department offered a second leadership class, "Creating Followership: What it takes to lead". No one attended this class in 2021 and 2022.

### Development Of the Curriculum For "Equipping Leaders for Success"

Ms. Jackson developed the curriculum for the "Equipping Leaders for Success" offered in 2022. Ms. Jackson incorporated the County's leadership competencies that had previously been developed by Ms. Johnson's training team. These leadership competencies are (1) developing others, (2) driving organizational advancement, (3) cultivating and championing change, (4) inspiring and fostering respect and diversity, and (5) promoting a culture of servant leadership. HR prepared a PowerPoint defining the concept of "leadership competencies" and describing how those concepts are practically applied in day-to-day leadership functions. This PowerPoint is presented in HR's leadership class. Attached as Attachment B is a copy of the PowerPoint introducing these leadership competencies.

In developing the curriculum for "Equipping Leaders for Success," Ms. Jackson also researched leadership courses offered by Corporate College, the Employers' Resource Council (ERC, a leading regional provider of supervisor training and leadership development), California State University, and Baldwin Wallace University, among others. Ms. Jackson incorporated the concepts from these leadership courses and the County's leadership competencies to develop the "Equipping Leaders for Success" course which includes training in (1) Exploring Your Leadership Values; (2) Leadership vs. Management, (3) Effective Communication, (4) Coaching Effectiveness, (5) Managing Performance (Documentation), (5) Interviewing Foundations, and (6) Other Need to Knows".

The PRC has determined that HR's leadership class taught in 2022, "Equipping Leaders for Success", incorporated best practices in management training in personnel practices content. (See Attachment A) Notably, two of the sources Ms. Jackson researched to develop leadership concepts are the same sources the PRC included in its Training Courses Matrix; Baldwin-Wallace University and Cleveland State University. HR's leadership class also incorporates the core objectives the PRC identified in its Training Course Matrix:

Best Practices In Training Content  
Organizational Structure & Leadership

HR's "Equipping Leaders for Success"  
Drives Organizational Advancement  
(Leadership Competency)  
Promotes a Culture of Servant Leadership  
(Leadership Competency)  
Exploring Your Leadership Values (Course  
Outcome)

Effective Problem Solving & Conflict  
Management

Cultivates & Champions Change (Leadership  
Competency)  
Promotes a Culture of Servant Leadership  
(Leadership Competency)  
Effective Communication (Course Outcome)  
Coaching Effectiveness (Course Outcome)  
Managing Performance (Documentation)

Team Building & Motivation

Inspires & Fosters Respect & Diversity  
(Leadership Competency)  
Cultivates and Champions Change  
(Leadership Competency)  
Develops Others (Leadership Competency)  
Effective Communication (Course Outcome)  
Coaching Effectiveness (Course  
Outcome)  
Managing Performance (Documentation)  
(Course Outcome)

In reviewing, analyzing, and comparing HR's leadership class outcomes with best practices for content of management training, the PRC concludes that HR's training program content meets the standard determined by the PRC, but the County's practice of not requiring this training as mandatory for managers is a concern. The PRC commends HR for its excellent work in developing its leadership class "Equipping Leaders for Success."

### **RECOMMENDATIONS**

Leadership training is foundational to effective and successful organizations. It provides County managers and supervisors with the tools to manage and develop effective and productive employees, which leads to organizational success. HR's leadership class, "Equipping Leaders for Success," provides managers and supervisors with these tools. In 2022, this leadership class was limited to Sheriff Department corporals, sergeants, and lieutenants. Additionally, the PRC has learned that in 2023, the "Equipping Leaders for Success" course was offered to all departments and organizations in the County Executive. The PRC recommends that HR continue to offer this leadership class to managers and supervisors in these departments and divisions, and in fact, require the training for all newly hired or promoted managers.

The PRC further recommends that HR develop a leadership training program that provides a robust offering of training courses that expands upon the courses currently offered. The PRC recognizes the impact the COVID-19 Pandemic had on HR's division of Operational and Employee Development (OED), and that in 2022, the division had only one employee, Ms. Jackson, who was responsible for both development and presentation of training courses. We are encouraged by recent conversations with the new Director of Organizational and Employee Development, Alida Moonen, who advised us that under the direction of HR Director Nemastil, she and her team are developing progressive leadership trainings that incorporate the County's leadership competencies and leadership outcomes.

The PRC will continue to monitor the County's efforts to train management in personnel practices and will continue to fulfill its Charter responsibility to audit and report on the County's management training in personnel practices. This will include auditing individual departments' efforts to train their managers, including the Department of Health and Human Services which has a dedicated training division for its employees' training needs.

This report and its attachments will be posted on the PRC's website at <https://www.cuyahogacounty.us/personnel-review-commission/about-us/compliance-reporting>.

# **ATTACHMENT A**

PROGRAM PROVIDERS AND COURSE CONTENT	Baldwin-Wallace Management BA (includes content from the course titled Human Resource Management)	Public Sector Leadership Certificate from Cornell University	SHRM Management Training	CPS Consulting	Ohio Certified Public Manager Program and Leadership Academy Program -- Cleveland State University	Center for Local Government Leadership Academy	ICMA (International City/County Management Association)	University of North Carolina School of Government, Center for Public Leadership and Governance (includes content from the Public Executive Leadership Academy)
1. Organizational structure and leadership	<p><b>a. INTRODUCTION TO MANAGEMENT:</b> &gt; leadership activities of managers in various environments; &gt; analyzes functions of management from a holistic or systems perspective with emphasis on behavioral interaction and integration to create organizational effectiveness.</p> <p><b>b. LEADERSHIP EXCELLENCE:</b> explores various leadership dimensions as applied to power, influence, motivation, satisfaction, groups, teams, and change, to name a few; &gt; studies leaders and leadership theories to develop and shape one's personal concept of leadership, and the application of various leadership approaches to different contexts.</p> <p><b>c. DESIGN THINKING:</b> The future workplace will require innovative thinking and action to solve problems and find and execute on opportunities. Design-thinking is a human-centered and systematic approach to innovation and creative problem-solving that applies to a wide range of challenges and disciplines. Through applying the methodology of design to contemporary challenges, students will learn to develop both an innovative mindset and skill set.</p>	<p><b>a. Leadership Skills and Traits in Public Organizations:</b> You will analyze and reflect on the personal characteristics and skills and competencies that define great leadership; assess yourself and other leaders on these critical skills and traits using leadership assessment tools; the professor walks you through the key differences btw public and private organizations to develop a thorough understanding of the characteristics of a public organization. You will be able to determine your leadership readiness and create a plan for the areas you want to develop to become a successful leader within your organization.</p> <p><b>b. Assessing Your Public Sector Organization:</b> You will learn about societal factors affecting all organizations and how orgs. &amp; leadership are affected by these factors in areas like mission, resource availability, and process. Additionally, public organizations have certain unique external factors.</p>	<p>&gt; 3 Steps to Better Communication: <a href="https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/3-steps-to-better-communication.aspx">https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/3-steps-to-better-communication.aspx</a></p> <p>&gt; Three Communication Tips to Raise Productivity: <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingmanagement.aspx#:~:text=three%20communication%20tips%20to%20raise%20productivity">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingmanagement.aspx#:~:text=three%20communication%20tips%20to%20raise%20productivity</a></p> <p>&gt; 14 Factors for Measuring Leadership and Management Performance <a href="https://www.amazon.com/gp/product/0802418406/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=0802418406&amp;linkId=b1ac080b8915296a6217528442283f4c">https://www.amazon.com/gp/product/0802418406/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=0802418406&amp;linkId=b1ac080b8915296a6217528442283f4c</a></p>	<p><b>Leadership Academy for the Public Sector Manager</b> – 1 day training encompassing the following courses: "Leading in a Complex Environment", "Leadership Communication; "Building, Managing and Leading High Performance (and Performing) Teams", Strategic Thinking, Vision, Values and Leadership", and "Leading Organizational Change"</p> <p><b>Fundamentals of Human Resources: Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>&gt; Overview of the sub-disciplines of HR and their inter-relationships</li> <li>&gt; The many roles of an HR professional</li> <li>&gt; Public sector culture, politics and ethics</li> <li>&gt; HR as a partner in promoting organizational goals</li> <li>&gt; HR technologies and their uses</li> <li>&gt; Public sector employment laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Strategic Management</li> <li>&gt; Developing &amp; Leading Teams</li> <li>&gt; Process Improvement Tools</li> <li>&gt; Facilitation &amp; Influence Skills</li> <li>&gt; Survey &amp; Research Data Collection</li> <li>&gt; Data-Based Decision Making</li> <li>&gt; Labor Relations</li> <li>&gt; Effective Presentations</li> <li>&gt; Leadership Styles</li> <li>&gt; Strategic Planning</li> <li>&gt; Crisis Communications</li> <li>&gt; Power &amp; Persuasion</li> </ul>	<p><b>a. LOCAL GOVERNMENT:</b> You will learn about governments and their various structures and roles, such as the Administrator and other government officials.</p> <p><b>Managing Different Leadership Styles:</b> Develop an understanding of the key considerations that determine which leadership approach will be most effective to accomplish your goals. Specifically, individuals practice assessing situations, choosing and applying styles and debriefing outcomes.</p>	<ul style="list-style-type: none"> <li>&gt; Collaboration and Influencing; Strategies for Local Government Leaders (both in eBook No. 1)</li> <li>&gt; Leading Teams (eBook No. 3)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Understand the concept of adaptive change and how it differs from technical change</li> <li>&gt; Discuss the changing roles of municipal and county managers and their professional staff members in lead adaptive change in the community or region.</li> <li>&gt; Adaptive Leadership in Times of Significant Change</li> <li>&gt; Leading and Managing in an Era of Disruptive Demographics and "Certain-Uncertainty"</li> <li>&gt; Governing in a Disruptive Environment</li> </ul>
2. Effective Problem Solving and Conflict Management Strategies	<p><b>a. DESIGN THINKING:</b> Design-thinking is a human-centered and systematic approach to innovation and creative problem-solving that applies to a wide range of challenges and disciplines. Through applying the methodologies of design to contemporary challenges, students will learn to develop both an innovative mindset and skill set.</p> <p><b>b. LEADERSHIP EXCELLENCE:</b> This course explores various leadership dimensions as applied to power, influence, motivation, satisfaction, groups, teams, and change, to name a few, and also studies leaders and leadership theories to develop and shape one's personal concept of leadership.</p> <p><b>c. BEHAVIORAL THEORIES OF MANAGEMENT:</b> Students will learn why we behave as we do in organizations and groups. The course will help the student understand how individual awareness effects performance as a manager and leader. Individual, group, and organizational differences and similarities are highlighted throughout the course.</p>		<p>Verbal and nonverbal communication:</p> <p>&gt; 3 Steps to Better Communication located at: <a href="https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/self-aware-managers.aspx">https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/self-aware-managers.aspx</a></p> <p>&gt; Managing Workplace Conflict <a href="https://www.shrm.org/ResoucesAndTools/tools-and-samples/toolkits/pages/managingworkplaceconflict.aspx">https://www.shrm.org/ResoucesAndTools/tools-and-samples/toolkits/pages/managingworkplaceconflict.aspx</a></p> <p>&gt; 3 Steps to Better Communication <a href="https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/three-communication-tips-to-raise-productivity.aspx">https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/three-communication-tips-to-raise-productivity.aspx</a></p> <p>&gt; Conflict Resolution Training <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/conflictresolutiontraining.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/conflictresolutiontraining.aspx</a></p>	<p><b>Leading Public Sector Teams to Success:</b> Professor Harris will present you with proven characteristics of successful teams and help you to determine how your teams measure up. You will examine a model of team leadership that will help you determine when you should intervene and when you should step back and let your team find its way. You will also explore different possible interventions and determine the right circumstances to employ each one. Finally, Professor Harris will discuss the challenges of managing team conflict and provide you with strategies and examples that will enable you to successfully navigate the inevitable issues that occur when groups of people work together.</p>	<ul style="list-style-type: none"> <li>&gt; Understanding Self &amp; Others</li> <li>&gt; Developing &amp; Leading Teams</li> <li>&gt; Developing &amp; Leading Teams</li> <li>&gt; Facilitation &amp; Influence Skills</li> <li>&gt; Labor Relations</li> <li>&gt; Race, Equity &amp; Inclusion</li> </ul>		<ul style="list-style-type: none"> <li>&gt; Communication and Listening (eBook No. 1)</li> <li>&gt; Difficult Conversations (eBook No. 2)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Using Systems Thinking to Tackle Complex Problems</li> <li>&gt; Positive Communication Strategies</li> </ul>
3. Team Building and Motivation	<p><b>LEADERSHIP EXCELLENCE:</b> This course explores various leadership dimensions as applied to power, influence, motivation, satisfaction, groups, teams, and change, to name a few. The course also studies leaders and leadership theories for the purpose of developing and shaping one's personal concept of leadership.</p>		<p>&gt; How Managers Can Motivate Employees <a href="https://www.shrm.org/hr-today/news/hr-magazine/summer2020/pages/how-managers-can-motivate-employees.aspx">https://www.shrm.org/hr-today/news/hr-magazine/summer2020/pages/how-managers-can-motivate-employees.aspx</a></p> <p>&gt; Leading with Gratitude: Eight Leadership Practices for Extraordinary Business Results <a href="https://www.amazon.com/gp/product/B07SRT9XV4/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=B07SRT9XV4&amp;linkId=b5246ad02297e7b231d82ceeffe38a3">https://www.amazon.com/gp/product/B07SRT9XV4/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=B07SRT9XV4&amp;linkId=b5246ad02297e7b231d82ceeffe38a3</a></p> <p>&gt; The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People (Northfield Publishing, 2012) <a href="https://www.amazon.com/gp/product/0802418406/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=0802418406&amp;linkId=b1ac080b8915296a6217528442283f4c">https://www.amazon.com/gp/product/0802418406/ref=as_li_tf?ie=UTF8&amp;tag=s0277b-20&amp;creative=9325&amp;linkCode=as2&amp;creativeASIN=0802418406&amp;linkId=b1ac080b8915296a6217528442283f4c</a></p> <p>&gt; Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You (Harvard Business Review Press, 2020)</p>	<p><b>a. Motivating Public Sector Employees:</b> Explore your own reasons for working in a public organization using a well-tested survey tool. Determine what types of monetary and non-monetary incentives are available to you within your organization to match them to the motivations of the organization's employees.</p> <p><b>b. Goal Setting in Public Sector Organizations:</b> Professor Harris guides you through the performance pyramid, a system you can use to set challenging goals and then develop operating plans and accountability tools that will enable you to measure and monitor your organization's progress toward those goals.</p>	<ul style="list-style-type: none"> <li>&gt; Developing &amp; Leading Teams</li> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Race, Equity &amp; Inclusion</li> </ul>		<ul style="list-style-type: none"> <li>&gt; Recognition and Motivating Others (eBook No. 2)</li> <li>&gt; Empowering Others (eBook No. 2)</li> </ul>	



4. Labor/Management and Employee Relations – managing in a unionized and non-unionized workforce	<p><b>a. LEGAL ENVIRONMENT OF ORGANIZATIONS:</b> Substantive private law, business associations, labor-management agreements, government regulations, and international law.</p>		<p><a href="#">Managing Workplace Conflict</a></p>	<p><b>Motivating Public Sector Employees:</b> Explore your own reasons for working in a public organization as well as the motivations of your colleagues using a well-tested survey tool. You will also determine what types of monetary &amp; non-monetary incentives are available to you within your organization so that you can match them to the motivations of the organization's employees.</p>	<ul style="list-style-type: none"> <li>&gt; Labor Relations</li> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Employment Law &amp; Public Information Law</li> <li>&gt; Power &amp; Persuasion</li> </ul>		<p>All programs are drawn from the 14 core competencies that members have determined are essential to local government leadership and management.</p>	
5. Diversity, Inclusion and Equal Employment Opportunity	<p><b>a. DESIGN THINKING:</b> The future workplace will require innovative thinking and action to solve problems and find and execute on opportunities. Design-thinking is a human-centered and systematic approach to innovation and creative problem-solving that applies to a wide range of challenges and disciplines.</p> <p><b>b. BEHAVIORAL THEORIES OF MANAGEMENT:</b> Provides the student with a behavioral science approach to organizations. Students will learn why we behave as we do in organizations and groups. The course will help the student understand how individual awareness effects performance as a manager and leader. Individual, group, and organizational differences and similarities are highlighted throughout the course.</p>				<ul style="list-style-type: none"> <li>&gt; Race, Equity, &amp; Inclusion</li> <li>&gt; Understanding Self &amp; Others</li> <li>&gt; HR Management/ Customer Relations</li> <li>&gt; Facilitation &amp; Influence Skills</li> <li>&gt; Survey &amp; Research Data Collection</li> <li>&gt; Data-Based Decision Making</li> <li>&gt; Employment Law &amp; Public Information Law</li> </ul>		<p>&gt; Leadership Institute on Race, Equity, and Inclusion -- <a href="https://icma.org/articles/article/announcing-2021-22-class-leadership-institute-race-equity-and-inclusion">https://icma.org/articles/article/announcing-2021-22-class-leadership-institute-race-equity-and-inclusion</a> "... ICMA has created— in partnership with the Kettering Foundation and the National Civic League—the Leadership Institute on Race, Equity, and Inclusion."</p> <p>"ICMA is committed to mitigate the effects of bias in the profession, ensure that ICMA membership is inclusive and mirrors the diversity in communities, and that local government professionals can look to ICMA for tools and resources to assist in their own community equity programming."</p>	<p>&gt; How to Build Equity into Your Organization</p> <p>&gt; Being an Equitable and Inclusive Leader</p>
6. MyTime and FLSA	<p><b>a. LEGAL ENVIRONMENT OF ORGANIZATIONS:</b> Substantive private law, business associations, labor-management agreements, government regulations, and international law.</p> <p><b>b. HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined.</p>		<p><a href="https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/complyingwithuswageandhour.aspx">https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/complyingwithuswageandhour.aspx</a></p> <p><a href="#">Complying with US wage and hour laws.</a></p> <p><a href="#">Managing Flexible Work Arrangements</a></p>	<p><b>Fundamentals of Human Resources:</b> <i>Learning objective of "Public Sector employment laws and regulations"</i></p>	<ul style="list-style-type: none"> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Employment Law &amp; Public Information Law</li> </ul>			
7. Leave Management – FMLA, ADA and Workers' Comp	<p><b>a. HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined.</p> <p><b>b. LEGAL ENVIRONMENT OF ORGANIZATIONS:</b> Substantive private law, business associations, labor-management agreements, government regulations, and international law as they affect American business policies, practices and ethics are covered in this course.</p>		<ul style="list-style-type: none"> <li>&gt; Managing EEO <a href="https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx">https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx</a></li> <li>&gt; Coordinating Leaves of Absence <a href="https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx">https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx</a></li> <li>&gt; Workers' Compensation Training <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/workerscompensationtraining.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/workerscompensationtraining.aspx</a></li> <li>&gt; Managing Military Leave and Military Family Leave <a href="https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingmilitaryleaveandmilitaryfamilyleave.aspx">https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingmilitaryleaveandmilitaryfamilyleave.aspx</a></li> </ul>	<p><b>Fundamentals of Human Resources:</b> <i>Learning objective of "Public Sector employment laws and regulations"</i></p>	<ul style="list-style-type: none"> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Employment Law &amp; Public Information Law</li> </ul>			
8. Safety	<p><b>a. HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined.</p> <p><b>b. LEGAL ENVIRONMENT OF ORGANIZATIONS:</b> Substantive private law, business associations, labor-management agreements, government regulations and international law.</p>		<ul style="list-style-type: none"> <li>&gt; Developing Effective Safety Management Programs <a href="https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx">https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/managingequalemploymentopportunities.aspx</a></li> <li>&gt; 3 Ways to Motivate Your Team Through and Extended Crisis <a href="https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/3-ways-to-motivate-your-team-through-an-extended-crisis.aspx">https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/3-ways-to-motivate-your-team-through-an-extended-crisis.aspx</a></li> </ul>	<p><b>Fundamentals of Human Resources:</b> <i>Learning objective of "Public Sector employment laws and regulations"</i></p>	<ul style="list-style-type: none"> <li>&gt; Labor Relations</li> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Employment Law &amp; Public Information Law</li> <li>&gt; Crisis Communications</li> </ul>		<p>&gt; 6 Critical Components of Effective Crisis Leadership</p>	

9. Managing Change and Succession Planning	<p><b>a. HUMAN RESOURCE MANAGEMENT:</b> This course provides an overview of the various functions in the field of Human Resource Management. The functions of <u>planning, selecting, compensating, appraising, training, and development</u> are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined. Overall organizational strategy is incorporated into the application of all Human Resource functions.</p>				<ul style="list-style-type: none"> <li>&gt; Strategic Management</li> <li>&gt; Survey &amp; Research Data Collection</li> <li>&gt; Data-Based Decision Making</li> <li>&gt; Change Management</li> <li>&gt; Change Management</li> <li>&gt; Knowledge Transfer</li> <li>&gt; Managing Organizational Change</li> <li>&gt; Engaging in Succession</li> </ul>		> Leading Change (eBook No. 3)	
10. Performance Management & Goal Setting	<p><b>HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered.</p>		<ul style="list-style-type: none"> <li>&gt; Three Communication Tips to Raise Productivity. <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingmanagement.aspx#:~:text=three%20communication%20tips%20to%20raise%20productivity.">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingmanagement.aspx#:~:text=three%20communication%20tips%20to%20raise%20productivity.</a></li> <li>&gt; Managing Employee Performance <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeeperformance.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeeperformance.aspx</a></li> <li>&gt; Setting Goals and Objectives of Training <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/settinggoalsandobjectives.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/settinggoalsandobjectives.aspx</a></li> </ul>	<p><b>Goal Setting in Public Sector Organizations:</b> In this course, Professor Harris guides you through the performance pyramid, a system you can use to set challenging goals and then develop operating plans and accountability tools that will enable you to measure and monitor your organization's progress toward those goals.</p> <p><b>HR Academy: "Job Analysis" course:</b> <i>Learning Objectives:</i> &gt; Job Analysis: What is it? Why do it? And How to do it? &gt;Various job analysis methodologies – both abbreviated and extensive &gt;Uses of Job Analysis data for selection, classification, compensation, performance planning, training development plans and more</p>	<ul style="list-style-type: none"> <li>&gt; Developing &amp; Leading Teams</li> <li>&gt; Performance Management</li> <li>&gt; Data-Based Decision Making</li> </ul>		> Performance and Capability (eBook No. 2)	
11. Discipline in a unionized and non-unionized workforce – CBA vs. Employee Handbook	<p><b>LEGAL ENVIRONMENT OF ORGANIZATIONS:</b> Substantive private law, business associations, labor-management agreements, government regulations, and international law as they affect American business policies, practices and ethics are covered in this course.</p>		<ul style="list-style-type: none"> <li>&gt; Conflict Resolution Training <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/conflictresolutiontraining.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/conflictresolutiontraining.aspx</a></li> </ul>		<ul style="list-style-type: none"> <li>&gt; Labor Relations</li> <li>&gt; HR Management/Customer Relations</li> <li>&gt; Employment Law &amp; Public Information Law</li> </ul>			
12. Time Management and Delegation	<p><b>HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined.</p>		<ul style="list-style-type: none"> <li>&gt; Time Management <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/timemanagementtraining.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/timemanagementtraining.aspx</a></li> </ul>				> Time Management and Planning (eBook #1)	
13. Ethical Management	<p><b>a. INTRODUCTION TO MANAGEMENT:</b> Examine leadership activities of managers within organizations in various environments, analyzes functions of management from a holistic or systems perspective with emphasis on behavioral interaction and integration to create organizational effectiveness.</p> <p><b>b. LEGAL ENVIRONMENT OF ORGANIZATION:</b> Substantive private law, business associations, labor-management agreements, government regulations, and international law as they affect American business policies, practices and ethics are covered in this course.</p> <p><b>c. ORGANIZATIONAL ETHICS:</b> Business ethics provides an examination of moral problems facing managers focusing on learning how to integrate ethical thinking with strategic thinking in shaping actions. Analyze actual case problems, learning to use various ethical theories as a guide to clear thinking.</p>				<ul style="list-style-type: none"> <li>&gt; Developing &amp; Leading Others</li> <li>&gt; Employment Law &amp; Public Information Law</li> <li>&gt; Ethics &amp; Integrity/Ohio Ethics</li> </ul>		> Trustworthy Leaders (component of Leading Teams in eBook No. 3)	
14. Hiring, Interviewing and Civil Service at Cuyahoga County	<p><b>HUMAN RESOURCE MANAGEMENT:</b> The functions of planning, selecting, compensating, appraising, training, and development are covered. Legislation and laws pertaining to these functions as well as labor relations and health and safety are examined.</p>		<p><a href="https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/3-steps-to-better-comm">https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/3-steps-to-better-comm</a></p> <p>&gt; Basics of Lawful Interviews <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/interviewingguidanceon.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/interviewingguidanceon.aspx</a></p>	<p><b>HR Academy: Recruitment and Selection:</b> Learning Objectives Selection Planning; Developing a recruitment plan; Improving your organization's image; Working with job experts to identify great recruiting sources; Creative recruitment techniques for hard-to-recruit-for positions; Reducing large candidate pools; Evaluating effectiveness of recruiting techniques; Retaining talent</p>	<ul style="list-style-type: none"> <li>&gt; HR Management/Customer Relations</li> </ul>			

15. Effective Organizational Communication	<p><b>a. INTRODUCTION TO MANAGEMENT:</b> Examine leadership activities of managers within organizations in various environments; analyze management functions from a holistic or systems perspective. Apply knowledge acquired to meet individual and organizational challenges.</p> <p><b>b. ORGANIZATIONAL PROJECT MANAGEMENT:</b> Builds skills that allow managers to plan, organize, direct and control resources to achieve a specific objective.</p> <p><b>c. BEHAVIORAL THEORIES OF MANAGEMENT:</b> This course is designed to provide the student with a behavioral science approach to organizations. Learn why we behave as we do in organizations and groups.</p>		<p>&gt; 3 Steps to Better Communication located at:  <a href="https://www.shrm.org/resourcesandtools/hr-topics/organizational-and+D19+D20">https://www.shrm.org/resourcesandtools/hr-topics/organizational-and+D19+D20</a></p>		<p>&gt; Understanding Self &amp; Others          &gt; Facilitation &amp; Influence Skills          &gt; Race, Equity &amp; Inclusion</p>		<p>&gt; Communication and Listening (eBook #1)</p>	
16. Project Management, Innovation and Quality Control (Lean & Six Sigma training)	<p><b>a. ORGANIZATIONAL PROJECT MANAGEMENT:</b> The course builds skills that allow managers to plan, organize, direct and control resources to achieve a specific objective. Managers working with large complex projects systematically break them down until they become a series of manageable tasks. Keeping these tasks occurring on schedule and within budget is the Project Managers' role.</p>				<p>&gt; Process Improvement Tools          &gt; Project Management</p>			<p>&gt; Innovation in Local Government</p>
17. Managing a Multi-Generational Workforce	<p><b>DESIGN THINKING:</b> The future workplace will require innovative thinking and action to solve problems and find and execute on opportunities. Design-thinking is a human-centered and systematic approach to innovation and creative problem-solving that applies to a wide range of challenges and disciplines. Through applying the methodologies of design to contemporary challenges, students will learn to develop both an innovative mindset and skill set.</p>		<p>&gt; How to Manage Intergenerational Conflict in the Workplace  <a href="https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-manage-intergenerational-conflict-in-the-workplace.aspx">https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-manage-intergenerational-conflict-in-the-workplace.aspx</a></p>		<p>&gt; Understanding Self &amp; Others          &gt; Generations in the Workplace</p>		<p>&gt; Empowering Others (eBook No. 2)</p>	

# **ATTACHMENT B**

# Intro to Leadership Competencies

*Presented by the Department of  
Human Resources*

1

# Why Competencies?

- For any organization to be an industry leader, it must be strategic and have a clear vision.
- Cuyahoga County is shifting into a proactive, strategic mindset, and with that mindset comes a clear mission, vision, and goals.
- In order to reach our objectives and achieve our vision, the employees of Cuyahoga County must possess competencies in line with the organization's needs.

# What | What are Leadership Competencies?

- Generally understood work skills
- Strengths and personal abilities that people must possess
- Defines their ability to perform their jobs
- Used for
  - Developing and training
  - Measuring leadership skill sets
  - Providing clear direction
  - Driving succession planning efforts



# Why | **Framework for Leaders**

- Management approach should reflect....
  - Core Values
  - Mission
  - Vision
  - Performance Management
  - Strategic Plan
  - Leadership Competencies



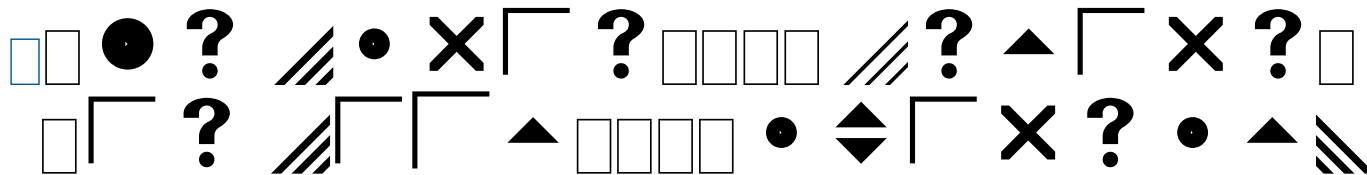
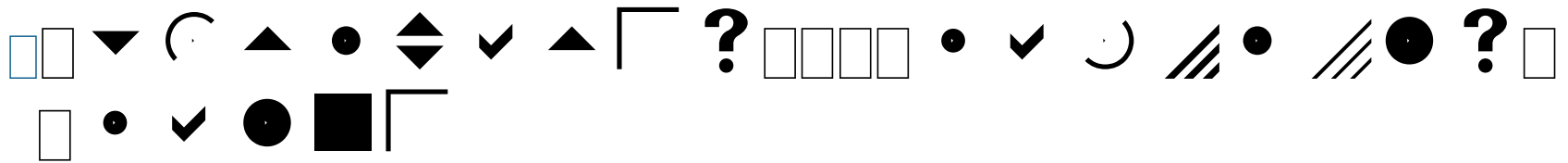
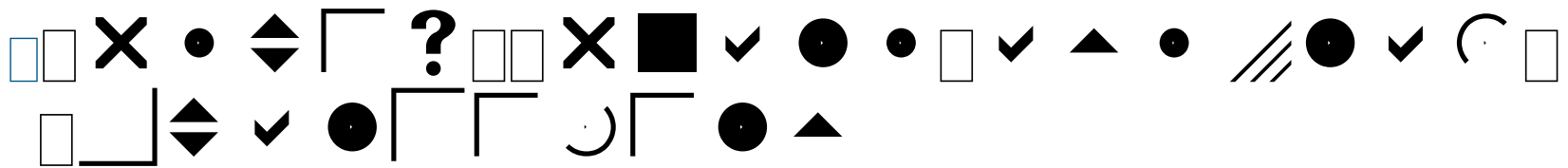


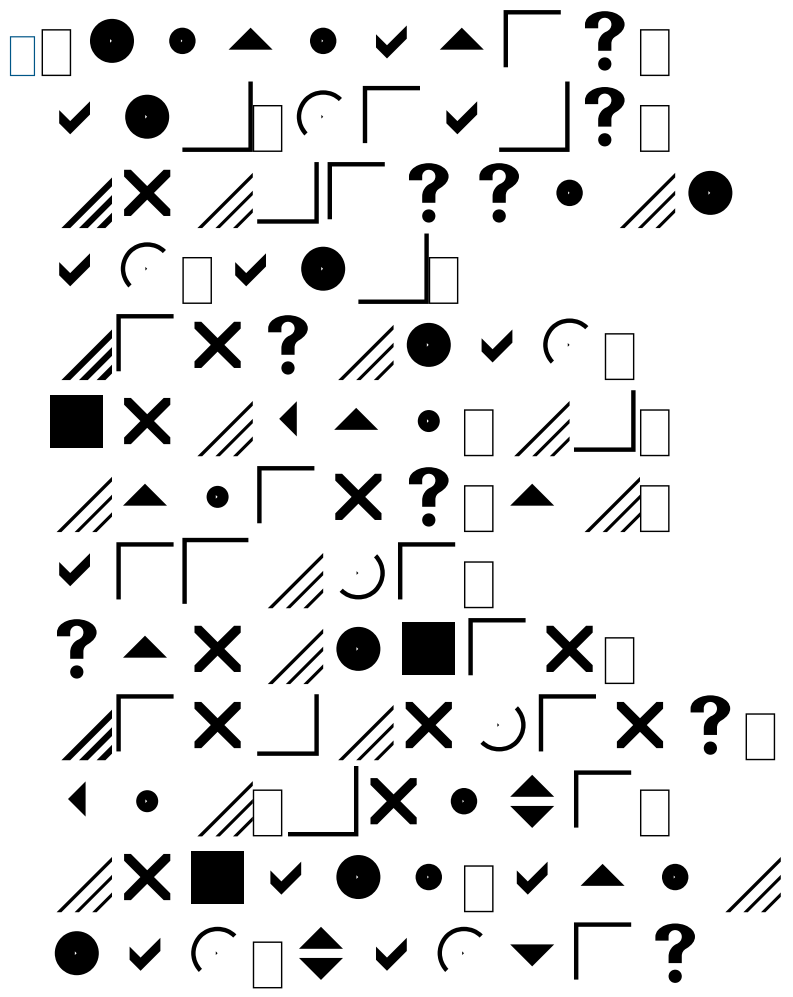
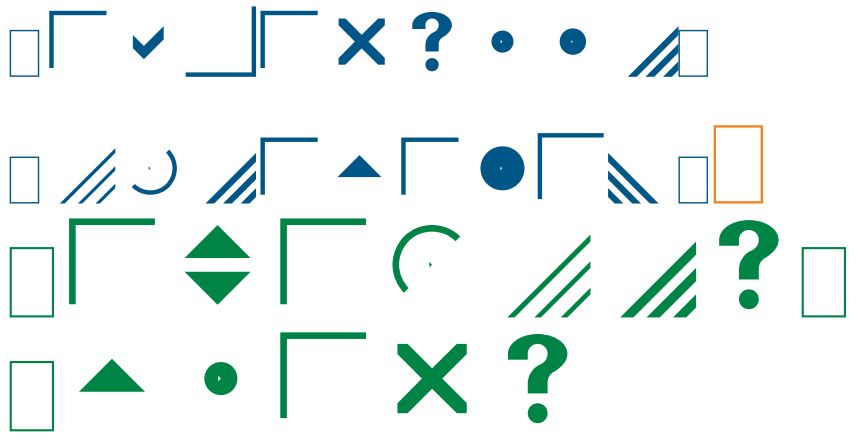
# County Values

- Integrity
- Courage
- Innovation
- Teamwork
- Results

# What are Competencies Used For?

- Develop structured guide for identification, evaluation and development of performance expectations for County leaders
- Ensure leaders embody skills necessary to fulfill County's mission, vision and values
- Place quality candidates, based on skillset
- Provide clear evaluation criteria for performance management and goal setting
- Drive succession planning efforts

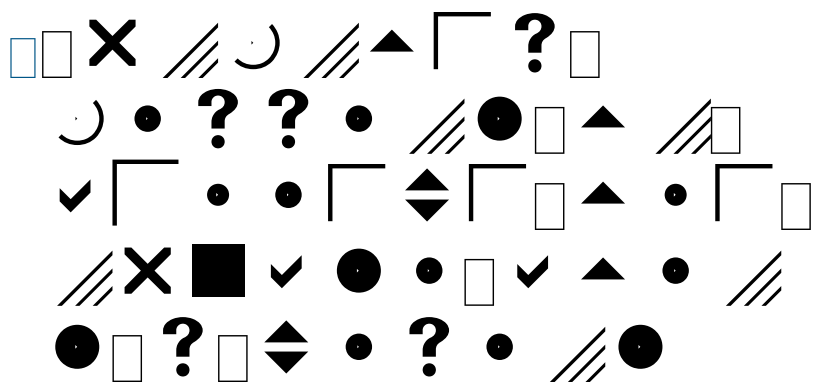
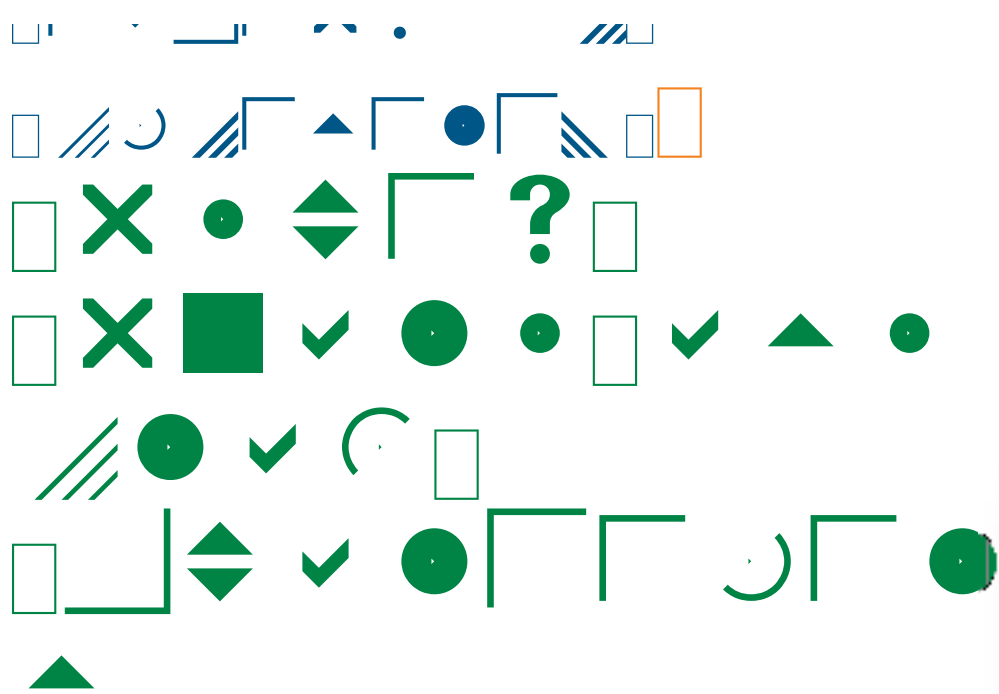




## How Will I Apply This...

- Provide ongoing feedback and opportunities to learn through formal and informal methods

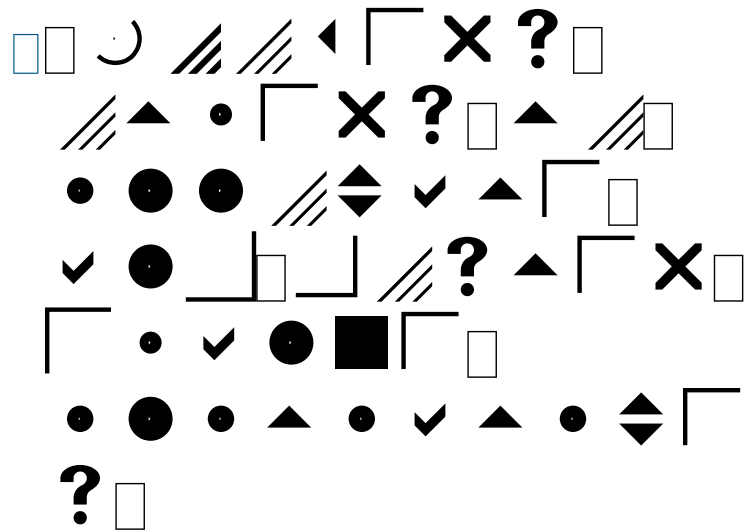
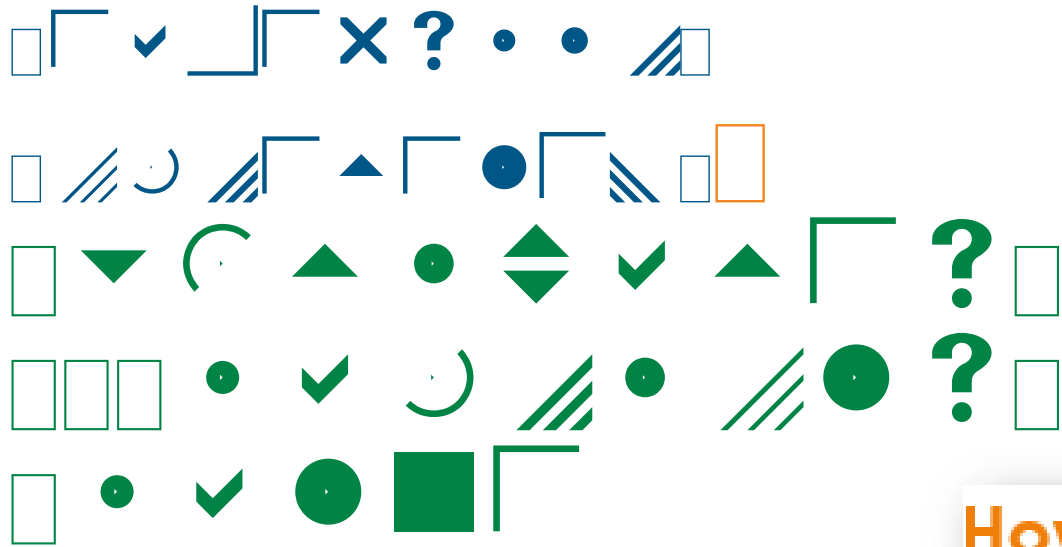




## How Will I Apply This...

- Understand local and national policies and trends
- Take a long-term view
- Build a shared strategic vision
- Formulate and implement objectives in the interest of the organization

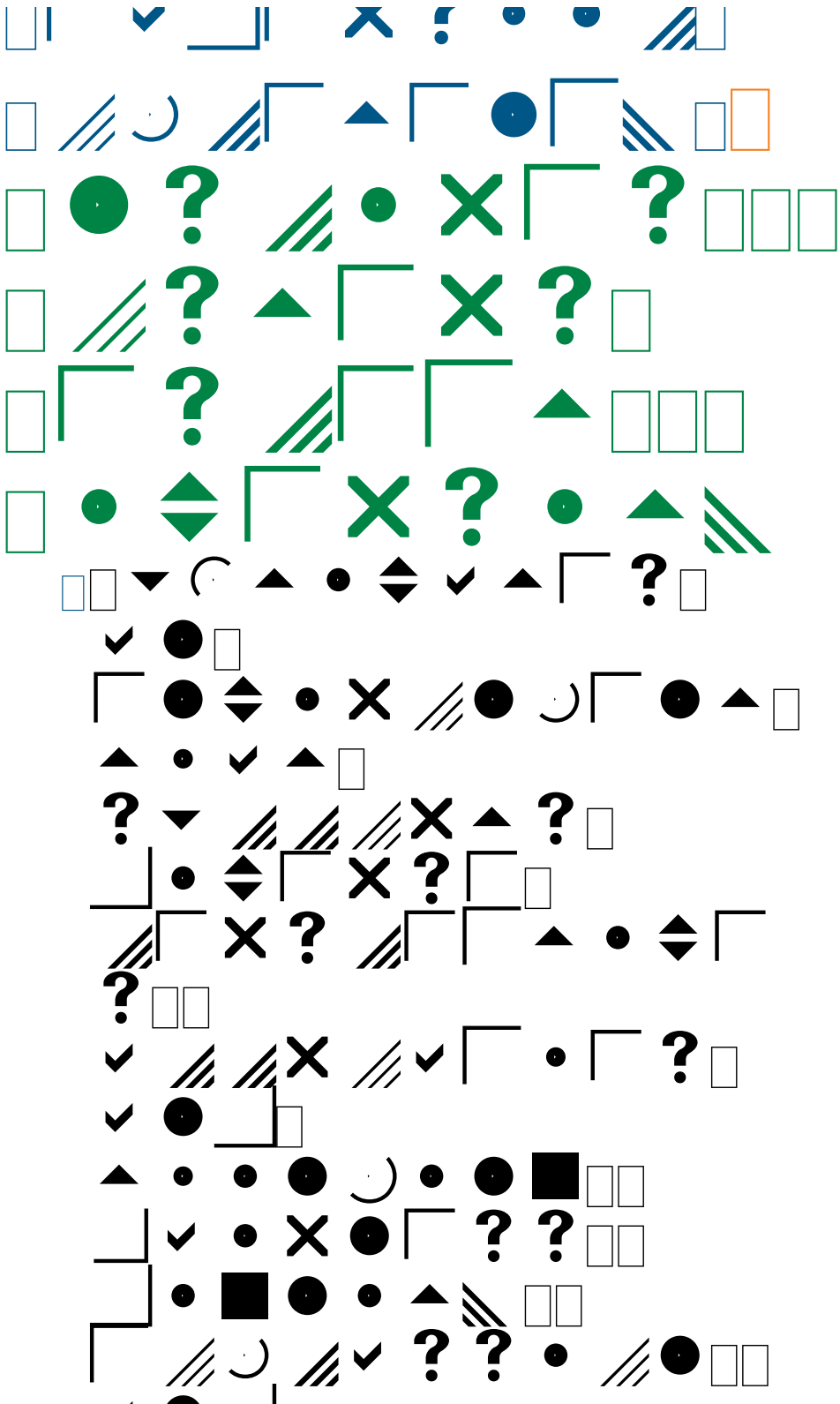




## How Will I Apply This...

- Develop and use a variety of methods to assist employees to positively embrace change
- Remove organizational barriers and create employee buy-in

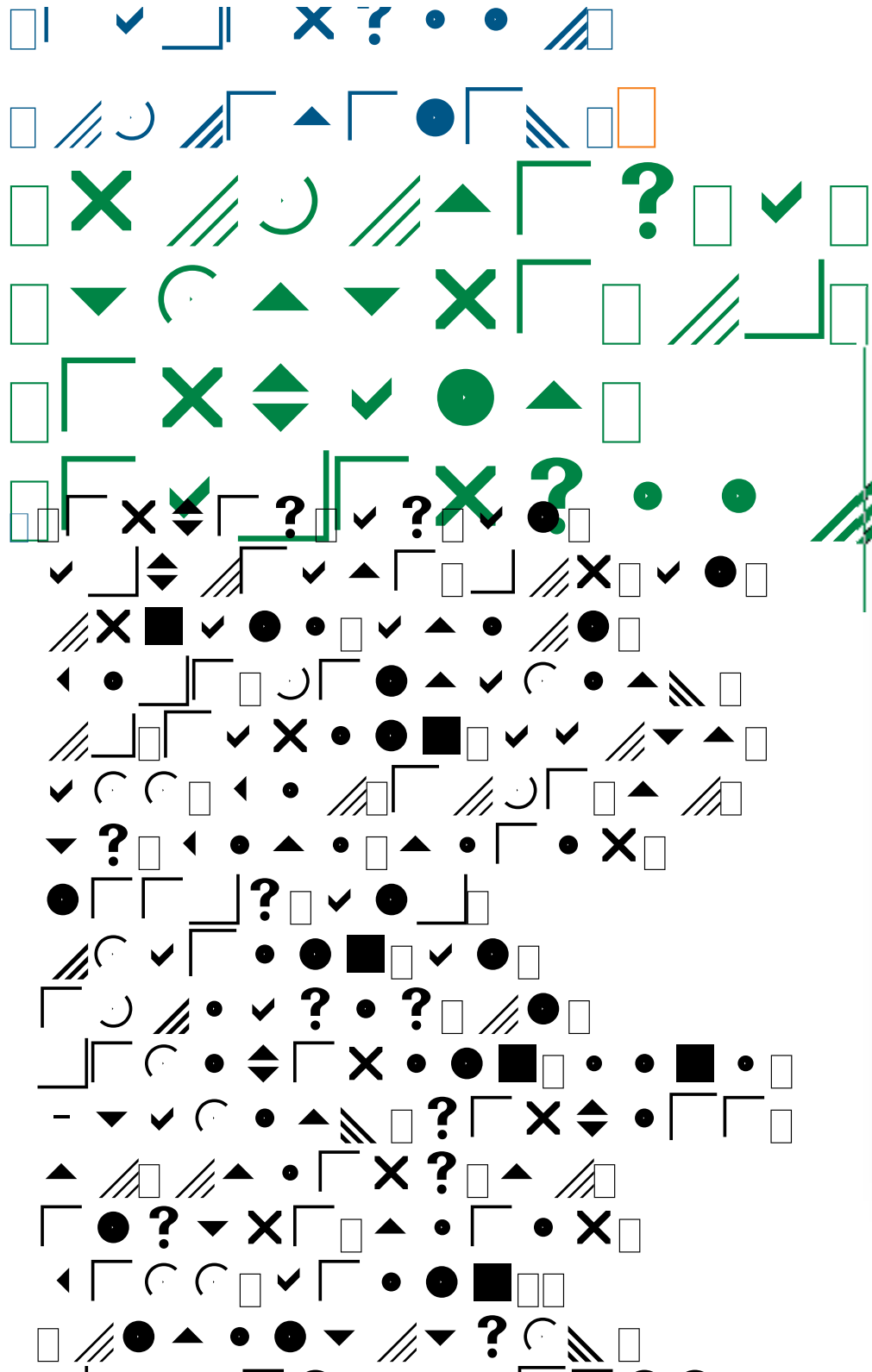




## How Will I Apply This...

- Regularly solicits & works with people of varying backgrounds and perspectives
- Drives self & others to ensure fairness & equity are core components of everyday engagement
- Recognize and utilize skills of staff with diverse backgrounds
- Guide others to see the value of diversity





## How Will I Apply This...

- Anticipate and exceed the needs of everyone you service to create a fulfilling experience
- Focus on continuous process improvement and efficiency
- Implement changes in the best interest of those you are servicing
- Promote prompt, effective problem solving
- Encourage transparency

