



## SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2022.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

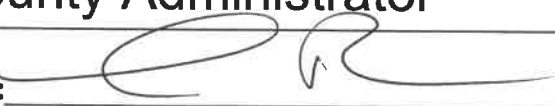
### PROGRAM INFORMATION

County: Campbell County  
Program Title: Campbell LEADS  
Program Category: Organizational Development

### CONTACT INFORMATION

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### SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Frank J. Rogers  
Title: County Administrator  
Signature: 

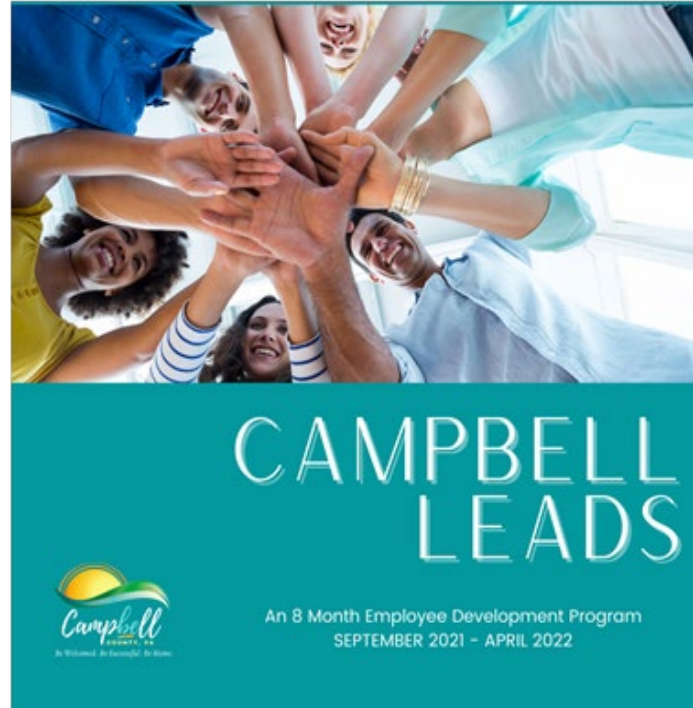
VACo Achievement Awards

## Campbell LEADS –

## Staff Development Program

1<sup>st</sup> Cohort - September 2021 – April 2022

Submitted June 29, 2022



## Executive Summary

The Campbell County government organization is dedicated to professional development and growing leadership skills in employees. Based on a people-driven value model, staff identified leadership training as core operating principle through which the organization could enhance customer service, communication, ethics, budgeting, and higher levels of institutional knowledge and collaboration.

For many years, Campbell County sent employees to off site, week-long leadership trainings that were based on the Weldon Cooper Center Public Service Program. While these trainings were robust and rewarding, County leadership observed that these employees needed something more specific to the specific dynamics our mid-level managers and new leaders were facing each day in our locality: communication issues, leading through change, conflict management, budgeting, project and priority management, etc. For that reason, in September 2021, the Strategic Leadership Team (4 department heads and the County Administrator) collaborated to launch a new 8 month internal Leadership Academy focused on communication skills, the essence of government service, challenging ethical issues faced in local government, change management, and planning/team building skills.

An initial cohort of 10 leaders/ managers were selected as a pilot group. Campbell County's first internal Leadership Academy, *Campbell LEADS*, met monthly (September 2021- April 2020) for 3 hour training sessions on topics that directly impact managers. Throughout the program, each participant received several leadership development books that aligned with the topics of discussion for advanced reading. In addition, they were assigned to teams of 3-4 to address organizational and community needs, opportunities, and potential innovations for the County. At the conclusion of the program, Campbell County had provided 10 employees with an in-depth Leadership Training, new connections in the organization, and engaged them in a practical project. This was achieved at the same price point of sending 2 employees for outside Leadership Training.

## Statement of the Problem

In past years, approximately \$10,000 had been budgeted to send 2 managers to a week long, leadership training outside the organization. Staff attending these trainings found them enjoyable and enlightening, but returned to find little practical application of their experience; they grasped the fundamental concepts, but needed more to help them navigate the daily opportunities and challenges of leading local government.

In addition, many managers were engrained in their daily duties and did not have relationships with other leaders within the organization. Many had never visited or seen other departments. Most were not exposed to how the County budget process works at the department level, the complexities of managing Boards, Commissions, citizens' needs, staffing issues, and the importance of future planning.

The Strategic Leadership Team saw an opportunity to better use funds allocated for offsite training to cultivate leadership skills by creating an experience-rich internal *Campbell LEADS* curriculum that exposed current and up-and-coming leaders to the many dynamics associated with serving a rural local government. This shifted our training model to give staff the specific tools they needed to succeed in their roles and act as ambassadors throughout our local organization and the community at large.

## **Criteria Filled**

The Strategic Leadership Team (County Administrator, Assistant County Administrator, Director of Community Development, Library Director, and the Director of Public and Employee Relations) collaborated to determine essential course topics and select the first cohort to go through the program. In addition to paid professional trainers, respected leaders from neighboring localities, were approached to share their wisdom and insights of leading in local government and conducted their courses at no cost.

As the pilot cohort came together, the Strategic Leadership Team also charged the group with identifying innovative ways to move the County forward. The cohort was divided into three teams, with participants placed with fellow employees with whom they had not worked directly with before. Each team was tasked to select a County issue, opportunity or need, then develop a plan to tackle the issue that was to be presented to the Strategic Leadership Team at the end of the 8 month period. Ideas that arose included:

- Implementation of solar picnic and recharging stations in parks and the County complex;
- A digital staff directory that included photos so staff would recognize and connect with new employees or those serving off-site;
- A bike sharing program both for employees around the County complex and for citizens at local parks (upcycling/refurbishing quality bicycles that were being left at the landfill);
- Multidepartment community outreach events;
- Citizens academy; and
- Employee health incentives.

The initial cohort was asked to give frequent and candid feedback throughout the program to inform the planning for future cohorts. Using their feedback, the experience can be replicated again in September 2022 with a new cohort and a similar course curriculum. As with the first, the second cohort will be given the opportunity to tackle an issue that propels the County forward.

This model can be easily adopted by other localities and can be adjusted toward a public leadership academy to educate residents on the role and responsibility of their local government, and how they can be part of solutions to identified needs, as well.

## Execution of the Program

- Strategic Leadership Team worked with Public and Employee relations staff to identify key areas where mid-level managers needed training or were experiencing issues.
- Program goals were established. A curriculum was developed based on the identified needs.
- Some sessions were mirrored in the afternoons for Department Heads as part of their ongoing professional development, as well.
- Instructors were sought and contracted. Staff identified the first cohort to be invited to participate (based on their departmental roles, leadership potential, and desire to grow). Mid-level managers from the Library, Public Safety, Public and Employee Relations, Maintenance, Management Services, Information Technology, Landfill, and Community Development were selected to participate.

Campbell County, VA presents

# CAMPBELL LEADS

An 8-Month Pilot Program



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## MONTH 1

### Introduction to Leadership

Explore the fundamental differences between leadership and management. Introduction of a few basic leadership skills. Participants will come prepared to discuss Simon Sinek's *Leaders Eat Last*.

## MONTH 7

### Budget and Resource Management

Explore the ins and outs of the budget cycle. Includes hands-on exercises with real-life budget scenarios.

## MONTH 2

### Communication

Learn how to take your communication to the next level. Dive deep into *Crucial Conversations: Tools for Talking When the Stakes are High*. Gain the ability to have amicable and productive disagreements.

## MONTH 8

### Group Project Presentations

Throughout the course of the program, participants will be assigned to small groups and tasked with a local need to meet or problem to solve, complete with a SMART plan and budget considerations. Each group will present their work product during this session.

## MONTHS 3 & 4

### Essence and Dynamics of Campbell County Government

Discover how the different departments work together to facilitate county government. Learn about the "why" behind processes and procedures. Tour facilities and get to know your fellow Campbell County employees.

## GOALS

### Employee Development, Engagement, and Retention

Create an atmosphere of continuous learning. Invest in our workforce. Enhance leadership at all levels. Retain quality employees.

## MONTH 5

### Change Management

Gain the skills to make lasting, positive change in your area of influence using *Switch: How to Change Things When Change is Hard* as a jumping off point.

## GROUP PROJECTS

### Examples

Employee health and wellness, combating rising health care costs for the county, tech trends, professional development for county employees, litter, adapting to a multi-generational workforce, implementation of large-scale changes in county government, recruitment and retention of quality employees, reaching diverse communities, inclusion, etc.

## MONTH 6

### Ethics, Law, and Diversity

After spending some time with laws, rules, and requirements, we'll explore what we can do as leaders to engender a more inclusive and diverse workplace.

## SCHEDULE

### Monthly Meetings and More

Participants will meet monthly for formal sessions on the first Friday of the month from 8:30-12. In addition, they will meet weekly with their small groups and read 3 professional development books throughout the course of the program.



- The finalized schedule was as follows
  - September: Introduction to Leadership – Scot McCarthy – professional presenter (cost \$1,575).
  - October: Communication strategies based on the *Crucial Conversations* model – Scot McCarthy – professional presenter (cost \$1,575 - covered the *Campbell LEADS* cohort in the morning and all Department Heads in the afternoon).
  - November: Ethics in Local Government – Michael Gillette – professional presenter (\$3,000 – covered the *Campbell LEADS* cohort in the morning and all Department Heads in the afternoon).
  - December: Essence and Dynamics of Government – Kimball Payne – retired City Manager of Lynchburg, VA (pro bono).
  - January: Change Management – Amber Heyward – professional presenter (cost \$2,000 - covered the *Campbell LEADS* cohort in the morning and all Department Heads in the afternoon).
  - February: Budget and Resource Management – Kathleen Guzi – retired County Administrator for Bedford, VA (pro bono).
  - March: Tour of County Facilities – Clif Tweedy – Assistant County Administrator (pro bono)
  - April: Team Presentations
  
- Invites were sent to those selected to participate. Their respective department heads were informed of the program and asked to allow for the monthly session in staffing schedules.
- The instructional program launched. Teams were established within the first cohort and asked to identify and address County issues or ways the organization could innovate using the information



and knowledge they were receiving in the course sessions. They were asked reference and apply what they learned as they identified and worked on projects.

- Public and Employee Relations staff coordinated messaging to the cohort, room reservations, contracts, scheduling of presenters, and refreshments. Library staff coordinated correlating books for participants, tour maps, etc. The Library Director and Director of Public and Employee Relations served as liaisons to the cohort if they had questions or needed assistance with any of the topics or team projects.
- Surveys were sent to attendees following each presentation to solicit feedback on what they learned and to assess if the content was engaging and applicable.
- A van and walking tour of County facilities was coordinated by the Assistant County Administrator, explaining the purpose, services, and capabilities of the County's many departments and functions. A majority of the cohort had never visited these sites or had knowledge of what operations were conducted at each.
- Teams met independently to plan and research team projects and put together their project presentations to the Strategic Leadership Team.
- Final presentations were presented April 2022, with a recognition ceremony for graduates of the program and their suggestions toward improving the overall program moving forward.

### Financing

Campbell County budgets approximately \$10,000 to send two employees to the Weldon Cooper LEAD training each year. This money was instead used to contract professional trainers to come to Campbell County to reach our wider audience of 10 cohort participants for all sessions and Department Heads for three crucial sessions. Contracts were secured for 3 professional presenters (Leadership/Communication, Ethics, and Change Management), and local leaders from the surrounding

area donated their time to share their expertise with the group. Books, refreshments, and awards were covered by existing training, food and recognition funds in the Public and Employee Relations budget. All expenses for the training and recognition equaled \$9,975.34. Compared to sending two employees yearly to off-site training for \$10,400, we internally provided ongoing monthly leadership instruction and experiences to 10 employees, as well as the 10+ Department Heads who participated in the three afternoon sessions. Additionally, the value of closer connections and natural teams that formed heightened the value of the programs. New collaborations were formed by staff from different departments working together (i.e. Landfill and Library staff who met during the program collaborated on an Earth Day event at our local park). These non-monetary results further boosted our return on investment significantly as they cemented the intended goals of the program.

### Staffing

This program took little to no extra staffing. The Department of Public and Employee Relations and the Library already had the leadership staff in place to develop the curriculum, coordinate logistics, and manage supplies and invoices. Administrative staff preparation and coordination took less than 8 hours for the entire program (planning, implementation, and recognition), as all sessions were held in the Board of Supervisors Multi-purpose meeting area.

### Results

- Trained and empowered 10 emerging leaders on-site (and additionally Department Heads) within the same funding it would have cost to send 2 to outside training.
- Brought together a cohort of managers that had not worked together previously to form teams toward improving internal and external operations.
- Engaged other local leaders to capitalize on their experiences and local knowledge to the Campbell County team's benefit.

- Participating staff gained a greater understanding of the overarching functions and dynamics of the organization, which can help them be more efficient, collaborative, and innovative when facing issues.
- The cohort developed skills to deal with communication issues and change with more confidence moving forward.
- Plans to implement 3 new projects from team's proposed ideas: staff pictorial directory, bike sharing program in the County Complex for staff and at the parks for local residents, and researching a solar picnic areas at a local park.
- Campbell County now has a solid internal training model based that can benefit numerous employees, as well as be adapted into a Citizen's Academy to train residents who are interested in serving their communities in a greater capacity.

We look forward to continuing the *Campbell LEADS* program and developing many more local leaders in years to come.