

DEVELOPING AN ORGANIZATIONAL DEVELOPMENT PROGRAM

Ray Leonard*

EXECUTIVE SUMMARY

INTRODUCTION

After researching OD in preparation for my case study, I approached the Director of Sonoma County Human Services, Dianne M. Edwards, with the idea of looking at OD as a possibility to assist our department's direction for the future. Dianne added to this assignment by asking me to not only look at OD, but to review the structure of the Administration Division and succession planning to fill manager's positions. Monterey County was the best candidate for my case study. Sonoma County Human Services Department and Monterey County Social Services are very similar in size, client base and demographics.

During my visit in Monterey, I was able to interview many of the Administrative Managers and the Director regarding recent changes within the Department and the addition of OD. Monterey County recently added Organizational Development, Project Planning & Development, and an Assistant Director. Through these changes, Monterey County has converted from a rule-based organization to an outcome-based organization, which has created a positive work environment. OD has been the main factor in the success of that change.

Succession planning for managers was another focus of my case study. Everyone I spoke to felt that a "grooming" process is the best for succession planning. I was told that the higher up an employee is in an organization, the sooner one should start

succession planning. Many of those interviewed, noted that mentoring, training programs, and the BASSC Executive Development Program are excellent tools to aid in the succession process. OD, and its personal and professional enhancement qualities, creates opportunities for managers to prepare themselves for succession planning.

IMPLICATIONS TO SONOMA COUNTY

Sonoma County is not unlike many other counties in that positive change can benefit the organization as a whole. Sonoma County Human Services has been through a larger reorganization, welfare reform, and will soon have a transition of key managers as several prepare to retire. We are entering a critical time in change within our department—OD can be an innovative part of the change. Sonoma County can be ready and in the forefront of change by instituting an OD program. OD can be an effective program for employee and employer alike. Sonoma County Human Services can benefit from OD in creating a positive work environment, stronger employees, better employer/employee relations, and succession planning.

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INTRODUCTION

Stephen S. Wise once said, "Vision looks inward and becomes duty. Vision looks outward and becomes aspiration. Vision looks upward and becomes faith." Three years ago, as newly appointed Director, Marie Glavin had a vision as she looked upon her department with the faith that a more effective strategy of organization was possible to achieve. She had a vision of Organizational Development in Social Services.

Organizational Development (OD) is traditionally a private industry solution designed to improve an organization's effectiveness. Several counties throughout California have searched for ways to improve and enhance employees and succession planning and have chosen OD. Three years ago, prior to the implementation of OD, Monterey County Social Service was more than proficient at disciplinary actions, resulting in many unhappy employees. Today they have seen that Marie's vision has created a positive and effective organization. OD has been a key factor in that change.

BACKGROUND

After researching OD in preparation for my case study, I approached my Director, Dianne M. Edwards, with the idea of looking at OD as a possible resource to assist our department's direction for the future. Dianne added to this assignment by asking me to not only look at OD, but to review the structure of the Administration Division and succession planning to fill manager's positions. She felt this review would be important in enhancing the

Administration Division. (Four years ago, our department completed a reorganization and underwent Welfare reform.)

I requested my case study be done in Monterey County for two reasons. First, after hearing Marie Glavin speak at our first Executive Development session, I saw a visionary manager with a lot to offer and I wanted to learn more. Second, Monterey County Social Services had recently implemented OD as a part of their department. These two factors made Monterey County the best candidate for my case study. Sonoma County Human Services Department and Monterey County Social Services are very similar in size, client base and demographics.

HISTORY OF ORGANIZATIONAL DEVELOPMENT

OD appears to have many different definitions. Most revolve around change and improvement, and recently it has come to mean enhanced opportunity for an individual within an organization to develop their potential. OD is a recent concept for the public sector and has been in the private sector since the mid-1970s. OD must be a collaborative effort with staff development and a focus on managing change. It has taken government much longer to see the value of OD.

OD has six key elements. First, it applies to the entire organization. Second, OD is an adaptive strategy for planning and implementing change. Third, OD involves the creation and subsequent reinforcement of change. Fourth, OD encompasses

strategy, structure and process change. Fifth, OD is oriented to improving organizational effectiveness. Finally, OD helps organizational members gain skills and knowledge to enhance and develop their full potential. During welfare reform San Mateo County Social Services took a leap and implemented an OD program, and last year Monterey started their own OD program.

KEY ELEMENTS

During my visit in Monterey, I was able to interview many of the Administrative Managers and the Director regarding the recent changes and addition of OD. Administratively, Monterey County is structured similarly to most of the other counties in the Bay Area (Attachment 1). Recently, they added OD, Project Planning & Development, and an Assistant Director. All of these new positions have added to the success of positive changes in Monterey County. As a result of OD, Monterey has converted from a rule-based organization to an outcome-based organization, which has created a positive work environment. OD has been the main factor in the success of that change.

Succession planning for managers was another focus of my case study. Everyone I spoke with felt that a “grooming” process is the best for succession planning. Marie Glavin suggests allowing managers to fill in during vacations or other absences. I was told that the higher one is in the organization the sooner one should start succession planning. Many people interviewed noted that mentoring, training programs, and the BASSC Executive Development Program are excellent tools to aid in the succession process. OD and its personal and professional enhancement qualities create opportunities for managers to prepare themselves for succession planning.

HOST COUNTY SUCCESSES

Monterey County’s recent success must be attributed, at least in part, to their three-year visionary Director, Marie Glavin. Marie stated during our interview, “Leaders create leaders... surround yourself with leaders.” Marie has done this. Marie’s vision led her department to Organizational Development and a fast turn around from a negative environment to a positive, healthy work place. Marie believes that “employees are your greatest asset. You must do what you can to make them successful.” (Long before Marie was Director of Social Service, and even before she was employed, she was coaching and counseling friends using methods of Organizational Development—so this vision was long in the planning process.)

While I was doing my case study, I was made aware that Marie had made a choice to leave Public Service after 24 years. This manager’s vision will now be tested—will the leaders she surrounded herself with carry on the vision that has transformed her agency? (Perhaps a topic of a case study from BASSC class of 2001.) Much of the success of Organizational Development is dependent on positive change. The positive changes have allowed the move away from a Department that was becoming proficient at disciplinary actions to a work environment that has fostered growth and retention (Attachment 2 & 3).

IMPLICATIONS TO SONOMA COUNTY

Sonoma County is not unlike many other counties in that positive change can benefit the organization as a whole. Sonoma County Human Services has been through a larger reorganization, welfare reform, and will soon have a transition of key managers as several prepare to retire. We are entering a

critical time in change within our department, and OD can be an innovative part of the change. Sonoma County can be ready and in the forefront of change by instituting an Organizational Development program. OD can be an effective program for employee and employer alike. Sonoma County Human Services can benefit from OD in creating a positive work environment, stronger employees, better employer/employee relations, and succession planning. Organizational Development will create a stronger, more positive working environment in Sonoma County Human Services.

ACKNOWLEDGMENTS

Janie McPherson, Organizational Development Manager—Monterey County DSS

Marie Glavin, Director—Monterey County DSS

Marilyn Clark, Assistant Director—Monterey County DSS

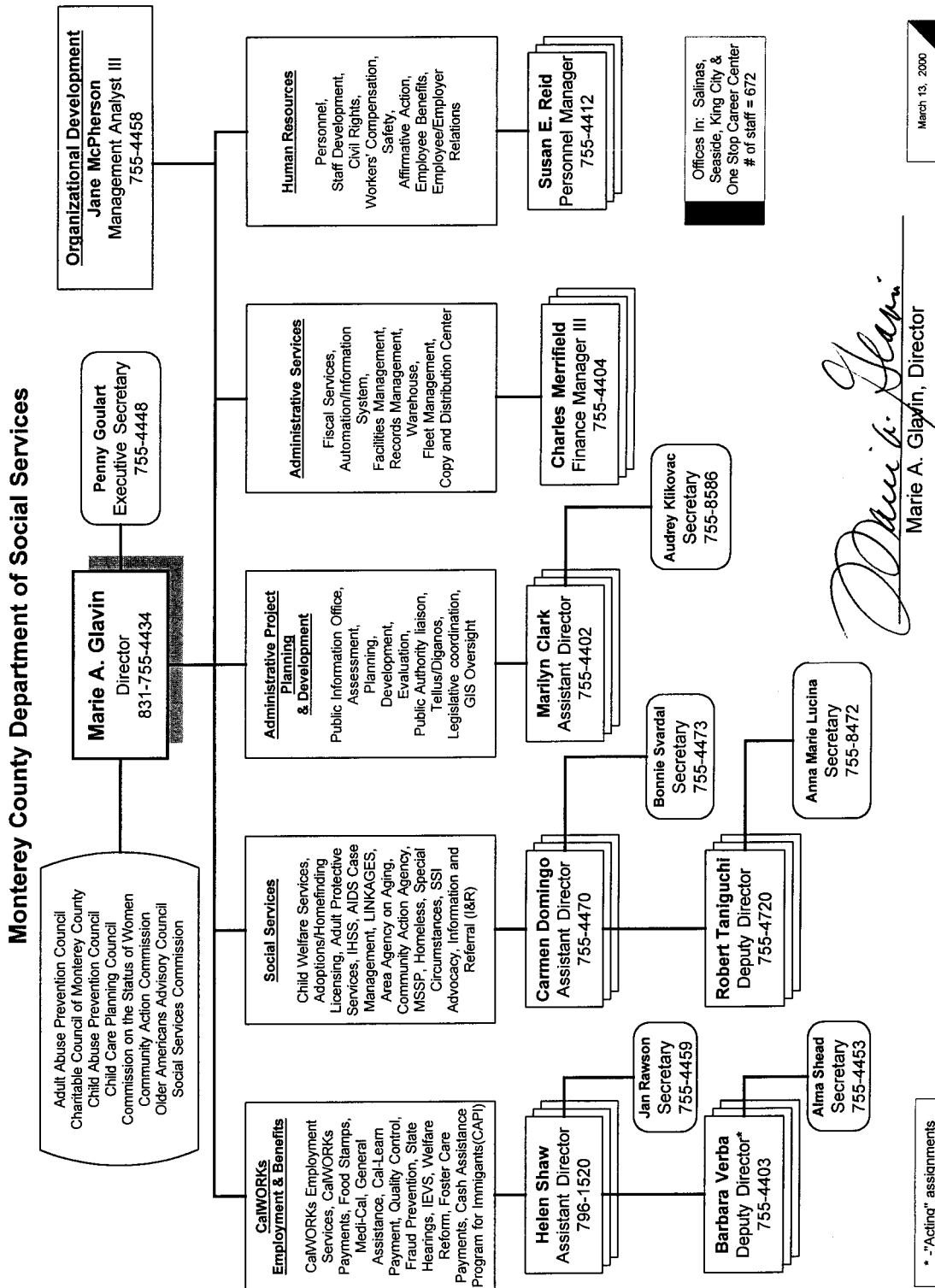
Charles Merrifield, Administrative Services Manager—Monterey County DSS

Anne Herendeen, Training Program Manager, BASSC Coordinator—Monterey County DSS

Terry Perterson, Administrative Services Officer—Monterey County DSS

Randy Shopshire, Supervisor—Records and Stores—Monterey County DSS

Attachment 1



March 13, 2000

* -"Acting" assignments
Management DSS_Org.2000.ppt.vision


Attachment 2

Organizational Development

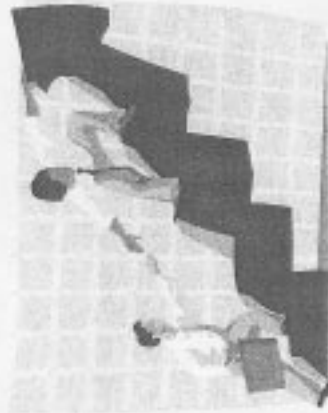
Who we are and what we do.

Our focus is on assuring healthy work relationships, and helping to build an organizational culture where people:

- Speak out with openness and honesty while remaining respectful and courteous.
- Focus on their own inner strengths while searching out the strengths within others.
- Are self-directed and take responsibility for the results of their actions.
- Realize that differences exist among people, and learn to value those differences.
- Work together to create and sustain a culture of continuous learning.
- Value all of our customers, and strive to provide exemplary service.



Always Helping Each Other.




Mutual Trust Fosters Success

Organizational Development

Consultants are available to work with team leaders to enhance team effectiveness by:

- Facilitating excellent communication.
- Providing performance coaching and mentoring.
- Assisting to create positive outcomes.
- Evaluating, designing, and enhancing work-flow processes and systems.




All strive for the success of each.

Attachment 2

Department of Social Services


ORGANIZATIONAL DEVELOPMENT

WORKING TOWARD A BETTER FUTURE



Organizational Development Staff

Janie McPherson
Maryann Bartram



Marie A. Glavin, Director

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AFFIRMATION

I am the change I seek...

- in the world
- in my organization
- in my spouse
- and in my family.

*From Pacific Institute
Lou Tice, Founder*

Attachment 3

DEPARTMENT OF SOCIAL SERVICES

ORGANIZATIONAL DEVELOPMENT VISION

We demonstrate responsibility in our workplace when we:

- ♦ *Speak out with openness and honesty while remaining respectful and courteous.*
- ♦ *Solve problems in a positive and innovative manner.*
- ♦ *Are self-directed and take responsibility for the results of our actions.*
- ♦ *Realize that differences exist among people and value those differences.*

We demonstrate personal and team accountability in every area of our work when we:

- ♦ *Are open to give and receive constructive feedback.*
- ♦ *Recognize and appreciate everyone's contributions.*
- ♦ *Willingly share our skills to help others.*
- ♦ *Support our team members and team goals.*
- ♦ *Maintain a positive energetic attitude while encouraging open communication with our team members.*

We appreciate and foster ongoing learning when we:

- ♦ *Recognize that doing the important work of the Department of Social Services calls for many skills, and requires an ongoing commitment to continued learning.*
- ♦ *Participate positively in the worker / supervisor relationship, and use this opportunity to enhance communication skills.*

We bring about constructive changes when we:

- ♦ *Keep an open-mind, and strive to understand all sides of an issue.*
- ♦ *Dedicate ourselves to learning the systems with which we work, and use the appropriate means to effect positive change.*
- ♦ *Effectively resolve differences at the lowest possible level with open, honest, and direct communication.*

*We are guided by the Values and Principles of Monterey County
As established by the County Board of Supervisors.*