



MONTGOMERY COUNTY
MANAGER DEVELOPMENT PROGRAM
“Preparing Tomorrow’s Leaders”

“MDP GUIDEBOOK”

Office of Human Resources
in partnership with
The Leadership Council

MONTGOMERY COUNTY, MARYLAND

MEMORANDUM

August 23, 2007

TO: County Managers and Employees

FROM: Timothy L. Firestine, Chief Administrative Officer 

SUBJECT: Manager Development Program

The County Executive's agenda for ensuring customer service excellence will require that County managers have a strong foundation of leadership competencies. Since many County managers will be eligible to retire in the next few years, the County established the **Manager Development Program** (MDP) to enhance the leadership competencies of potential County managers. The theme of the MDP is "*Preparing Tomorrow's Leaders.*" The purpose of this memorandum is to announce the second MDP and to call for nominations from eligible employees to participate in this competitive leadership development program.

The MDP program focuses on core leadership competencies that reflect the values Mr. Leggett enumerated for his administration. Those competencies are: 1) Customer Service Excellence; 2) Cultural Diversity and Inclusiveness; 3) Responsiveness and Accountability; 4) High Standards and Ethical Behavior; and, 5) Teamwork, Cooperation, and Collaboration.

The MDP is available to non-managerial County Government employees, in merit positions graded 23 or higher, who have or will complete their probationary period by 10/01/07. Candidates nominate themselves but must receive their department's endorsement to participate in this 18-month program. Department endorsements are due in the Office of Human Resources (OHR) by **9/28/07**. To ensure that your application is forwarded on time, it should be submitted well before that date. The OHR will forward the applications of MDP finalists to the Leadership Council for interviews and selection of the MDP participants. Those selected must complete the MDP requirements outlined in their Individual Leadership Development Plans. In addition, participants are expected to continue to perform the responsibilities of their current positions.

Briefings for potential MDP participants and their supervisors are scheduled. That information, along with the MDP Summary and application forms can be found at:

<http://www.montgomerycountymd.gov/content/ohr/ResourceLibrary/RLMain1.cfm?m=15&c=63>.

If you have any questions, please call Doug Bliven, Office of Human Resources at 240-777-5074.



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“Preparing Tomorrow’s Leaders”

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PROGRAM SUMMARY/BENEFITS/ELIGIBILITY

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

PROGRAM INFORMATION

What is the Manager Development Program (MDP)?

- The MDP is a centralized approach for developing potential managers.
- The MDP objectives are to enhance:
 - the core leadership competencies of participants;
 - the occupational mobility of participants; and
 - the flexibility of organizations to fully utilize the County’s human capital.
- Participants are County assets with potential value beyond their individual departments.
- The number of participants is based on the projected need for entry-level managers.
- Participant assessments/selection/development focus on demonstrated *leadership competencies*.
- To graduate, participants must complete an Individual Leadership Development Plan (ILDP).

What are the Benefits of MDP Participation?

- Customized development with formal training and experiential job assignments.
- Graduates of the MDP, who are in the highest rating category of candidates for vacant positions, up to and including MIII positions, are *guaranteed interviews* for those vacant positions.*

Notes:

- guaranteed interviews apply to MDP graduates in/outside of departments having vacancies;
- guaranteed interviews do not apply to uniformed Public Safety positions;* and
- graduation from the MDP does not guarantee a promotion to any position.

What are the Eligibility Requirements for the MDP?

- Montgomery County Government employees who have completed their probationary periods by 10/01/07 and who occupy permanent non-MLS (or equivalent) merit positions classified at grades 23 or higher;
- Have departmental endorsement to participate based on demonstrated leadership potential; and
- Have a summary performance rating of “Successful” or better for the last annual rating period.



APPLICATION PACKAGE

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

What is the MDP Application Process?

- The *MDP APPLICATION PACKAGE* is completed by the:
 - **Candidate** who submits it to his/her immediate supervisor.
 - **Immediate supervisor** who submits it to the Division Manager (or equivalent).
 - **Division manager** (or equivalent) who submits it to the Department Director.
 - **Department Director** who submits it to the Office of Human Resources (OHR).
- Note: Departments are expected to do an initial, rigorous screening of MDP candidates.*
 - The Application Transmittal Form includes a decision to endorse (or not) the candidate.
 - Departments should encourage their candidates not endorsed for the MDP to discuss with their supervisors alternative ways of developing their leadership skills.
 - Departments must submit the completed application packages of those being endorsed, along with the names of candidates who were not endorsed for the MDP.
- **Office of Human Resources** which submits it to the Leadership Council Selection Panel.
 - Confirms that the MDP candidates meet the program eligibility criteria.
 - Assesses all applications against the program criteria and determines the MDP finalists.
- **The Leadership Council Selection Panel** which:
 - Reviews the Application Package of each MDP finalist;
 - Conducts a brief interview of each MDP finalist and selects the MDP participants.
 - Candidate assessment and selection are based on *demonstrated leadership potential*;
 - comparing the demonstrated leadership competencies of each MDP finalist; and
 - comparing the strengths and developmental needs of each finalist.
 - On behalf of the Leadership Council, OHR will notify the department-endorsed candidates and their departments regarding the MDP participant selection results.

MDP APPLICATION INSTRUCTIONS

MANAGER DEVELOPMENT PROGRAM

General

- Employee participation in the Manager Development Program (MDP) is voluntary.
- Employees self-nominate themselves to participate in the MDP.
- The Application Package must be typed, printed in ink, or computer generated.
- The Application Package must be completed, signed and dated.
- The Candidate Request may not exceed three pages; the Department Assessment one page.
- Supplemental information or documents should not be submitted and will not be considered.
- Requests, assessments, and developmental needs must focus on leadership potential (demonstrated leadership competencies).

Candidate

- Must meet the eligibility requirements of the program to participate.
- Must complete candidate portion of Application Transmittal Form; attach Candidate Request Form.
 - Candidate Request Form must indicate the supervisory courses that s/he has completed; and
 - Give brief examples that demonstrate his/her core leadership competencies of those listed; and
 - State career goals (i.e., type of work and level) for the next 5 years; and
 - Give reasons that s/he should be selected to participate in the program; and
 - Be completed/signed/dated and submitted with the Application Transmittal to his/her supervisor.

Supervisor

- Must do the supervisory assessment on the Department Candidate Assessment Form.
 - Indicate the candidate's last annual summary performance rating and date.
 - Respond to and supplement candidate's examples of demonstrate core leadership competencies.
 - List candidate's leadership competency needs (focus on the MDP leadership competencies).
 - Sign/date Assessment Form; send with Application Package to Division Manager (or equivalent).

Manager

- Must do the managerial assessment on the Department Candidate Assessment Form.
 - Respond to and supplement supervisor's assessment of candidate's core competencies and needs.
 - Sign/date Assessment Form; send with Application Package to the Department/Office Director.

Department

- The Director must consider the Application and indicate if the candidate is endorsed (or not).
- Director signs the Application Transmittal and forwards Application Package to OHR by 9/28/07.
- Notify all department candidates of the results. Provide those not endorsed with a copy of their Application Package and encourage them to discuss their leadership skills with their supervisors.



APPLICATION TRANSMITTAL FORM

MANAGER DEVELOPMENT PROGRAM

MONTGOMERY COUNTY, MARYLAND

- Objective:** Develop the MDP core leadership competencies of potential County managers.
- Method:** Involve participants in structured training and experiential learning assignments.
- Eligibility:** Candidates for the MDP must:
- Be Montgomery County Government employees who have completed (or will) their probationary periods by 10/01/07 and occupy permanent non-MLS (or equivalent) merit positions classified at grades 23 or higher;
 - Have departmental endorsement to participate based on their demonstrated leadership potential; and
 - Have a summary performance rating of “Successful” or better for the last annual rating.

- Selection:** Will be based on candidates’ demonstrated experience on these *leadership competencies*:
- Customer Service Excellence*
 - Responsiveness and Accountability*
 - Teamwork, Cooperation, and Collaboration*
 - Cultural Diversity and Inclusiveness*
 - High Standards and Ethical Behavior*
- [* Definitions are attached]

CANDIDATE

Name: _____ Date: _____
 Position/Title/Grade: _____
 Division/Office/Department: _____

DEPARTMENT ENDORSEMENT

The department endorses candidate’s participation in the program. Does not endorse.

Candidate’s Leadership Development Needs: _____

Department Director (signature): _____ Date: _____

OHR CONFIRMATION

The candidate meets all program eligibility criteria. Does not meet the following criteria:

 MDP Coordinator (signature): _____ Date: _____

LEADERSHIP COUNCIL PANEL DECISION

Selected for the Manager Development Program. Not selected for the Program.

Council representative (signature): _____ Date: _____

Attachments: Candidate Request Form/ Definitions of MDP Leadership Competencies/ Department Assessment Form



CANDIDATE REQUEST FORM MANAGER DEVELOPMENT PROGRAM

MONTGOMERY COUNTY, MARYLAND

Candidate Name: _____
Position Title/Grade: _____
Department: _____
E-mail Address: _____
Work Phone: () _____

County Supervisory Courses completed (indicate those completed):

- Fundamentals of Supervision
- Basic Labor/Employee Relations for Supervisors
- Planning for Excellence: Performance Management Basics
- Other _____

Degrees/Certificates/Licenses: _____

MDP Core Leadership Competencies:

- Customer Service Excellence*
 - Responsiveness and Accountability*
 - Teamwork, Cooperation, and Collaboration*
 - Cultural Diversity and Inclusiveness*
 - High Standards and Ethical Behavior*
- [* Definitions are attached]

Customer Service Excellence: _____

MDP CORE LEADERSHIP COMPETENCIES

DEFINITIONS AND BEHAVIORAL INDICATORS

CUSTOMER SERVICE EXCELLENCE

Customer Service Excellence requires a commitment to serve others by discovering and meeting or exceeding their needs. This means focusing one's efforts on the needs of customers (both internal and external) and partnering with customers to provide the most appropriate value-added services. Individuals who demonstrate this competency employ a determined, proactive approach in responding to the needs of customers and enhancing the quality of the services or products delivered.

BEHAVIORAL INDICATORS:

- Identifies internal/external customers and anticipates their needs.
- Demonstrates a personal commitment to enhance the quality of the services or products delivered to customers.
- Ensures that customer needs are met or exceeded and strives to avoid potential problems.

CULTURAL DIVERSITY AND INCLUSIVENESS

Cultural Diversity and Inclusiveness requires appreciating, respecting, and involving others who may be diverse in some respect, including but not limited to race, religion, sex, disability, age, national origin, sexual orientation, and the other protected categories. This competency relates to being sensitive and valuing the unique qualities of each person with whom the employee interacts. This ensures that all employees are afforded equal employment opportunities and all clients/residents are provided equal access to County services and information regardless of their inclusion in any of the aforementioned protected categories. This competency includes compliance with all applicable laws, regulations, and workplace harassment policies.

BEHAVIORAL INDICATORS:

- Complies with federal, state, & local discrimination laws, in addition to County EEO and workplace harassment policies.
- Participates in departmental diversity initiatives.
- Attends required Diversity and EEO-related training.
- Takes into account diversity issues in business practices, policies, and tasks, applying accommodations as appropriate.
- Shows sensitivity, respect and value for the behavior and values of diverse people.
- Seeks to improve knowledge of diverse individuals/groups by appropriately interacting with diverse work groups and populations.

Montgomery County, Maryland
MDP LEADERSHIP
COMPETENCIES

Handbook



Performance Based Pay

Montgomery County Government
Office of Human Resources
Executive Office Building, 7th Floor
Rockville, MD 20850





DEPARTMENT CANDIDATE ASSESSMENT FORM

MANAGER DEVELOPMENT PROGRAM

MONTGOMERY COUNTY, MARYLAND

Candidate Name: _____
Position Title/Grade: _____
Department: _____
Last Annual Summary Performance Rating and Date: _____

Immediate Supervisor's Assessment:

Respond to/supplement candidate's examples of demonstrated MDP core leadership competencies: _____

Candidate's MDP core leadership competency needs: _____

Supervisor's signature: _____ Date: _____
Phone No: _____ E-mail address: _____

Division Manager's Assessment:

Candidate's MDP core leadership competencies/needs: _____

Manager's signature: _____ Date: _____
Phone No: _____ E-mail address: _____



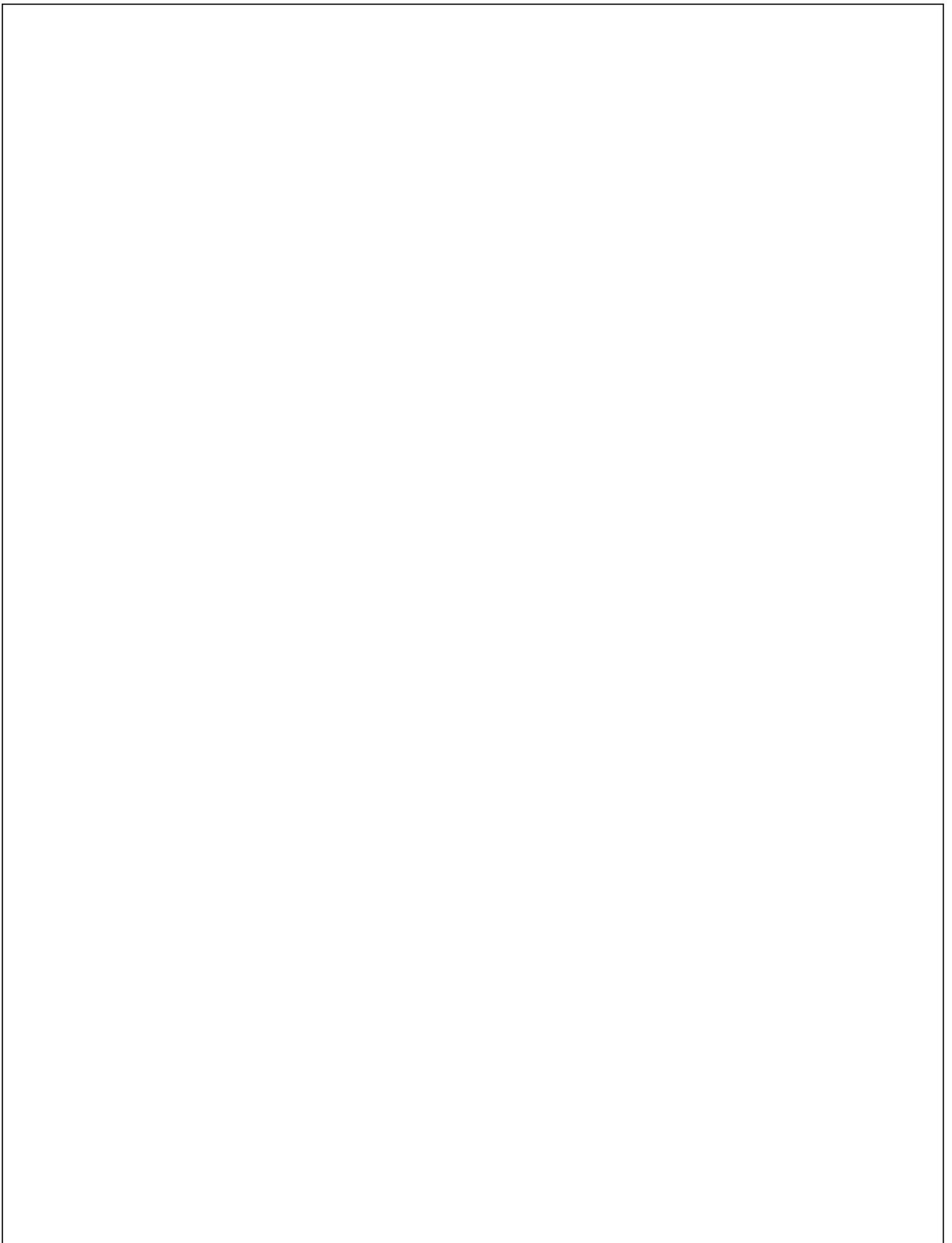
SELECTION PROCESS

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

What is the Process for Selecting MDP Participants?

- MANAGER DEVELOPMENT PROGRAM APPLICATION PACKAGE is completed by the:
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 - Departments should encourage their candidates not endorsed for the MDP to discuss with their supervisors alternative ways of developing their leadership skills.
 - Departments must submit the completed application packages of those being endorsed, along with the names of the MDP candidates who were not endorsed.
 - **Office of Human Resources** which submits it to the Leadership Council Selection Panel.
 - Confirms that the MDP candidates meet the program eligibility criteria.
 - Assesses all applications against the program criteria and determines the MDP finalists.
 - **The Leadership Council MDP Selection Panel** which:
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DEVELOPMENTAL PROCESS

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

MDP PROGRAM REQUIREMENTS

Individual Leadership Development Plans are *required* to graduate from the MDP. The ILDP:

- Must be completed within 18 months of selection to participate in the MDP
 - the initial mandatory component is the MDP formal training; and
 - the final mandatory component is the MDP experiential learning assignment.
- Reflects input from the *supervisor, mentor, program participant, and Leadership Council*;
- Outlines the participant’s specific developmental activities required for program graduation
 - target leadership competencies; activities; objectives; accomplishments; and assessments;
- Includes the following leadership development components:

(1) Education and Training Component (ILDP requirement):

- Core courses in the County’s Supervisory Development Training Track:
 - Fundamentals of Supervision;
 - Basic Labor/Employee Relations for Supervisors; and
 - Planning for Excellence: Performance Management Basics;
- Training on each of the following MLS core activities:
 - Budget;
 - Legal and Ethics;
 - Media Relations;
 - Contracting and Procurement;
 - Human Resources;
 - Information Technology;
 - Finance; and
 - An Overview of County Government.
- Leadership Institute (LI)

Note: LI cohorts will include a mix of MLS employees and MDP participants.

 - Including a 360-degree leadership feedback survey;
 - A class project; and
 - Advanced LI seminars.

(2) *Experiential Learning Component* (20 days is the minimum ILDP requirement).

Note: Mentors have the lead role in identifying and arranging MDP assignments

Assignments must be to organizations outside the participants' own department.

Exception: HHS and DPWT participants may find assignments in other divisions within their department.

The following are examples of assignments that meet this ILDP requirement:

- Cross-functional project teams;
- Rotational assignments;
- High-level presentations;
- Details to benchmark “best practices”;
- Shadow or assistant assignments with current managers; and
- Community involvement to supplement the Diversity competency
e.g., volunteer or faith-based activities with diverse populations and issues.

Waiver: Time in “Acting” manager assignments receives full credit toward this requirement.

The Assignment Host Manager or MDP Mentor must e-mail the Experiential Learning Agreement to the Office of Human Resources [doug.bliven@montgomerycountymd.gov]

(3) *Self Development* (Recommended).

Premise: Development is not something you can do to, or for, someone else; development is something people must do for themselves.

Note: The availability of County funding for self development is not always guaranteed.

Examples of Self Development:

- External resources (e.g., colleges and professional associations).
- Professional reading
 - OHR maintains a library with suggested materials on leadership;
 - Books, articles/pamphlets, and videos;
- Professional organization participation;
- Conferences;
- Workshops/Seminars;
- Toastmasters;
- Skills acquisition courses (e.g., persuasive communications/critical thinking);
- Faith-based or community/nonprofit volunteer activities; and
- Business projects beyond the scope of your immediate jobs.



INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

MONTGOMERY COUNTY, MARYLAND

**INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN
MANAGER DEVELOPMENT PROGRAM
MONTGOMERY COUNTY, MARYLAND**

Participant Name: _____
 Position Title/Grade: _____
 Department: _____
 E-mail Address: _____
 Date: _____

Mentor Name: _____
 Title/MLS Level: _____
 Department: _____
 E-mail Address: _____
 Date: _____

Targeted MDP Core Leadership Competencies

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Mandatory Training

County Supervisory Courses (check those completed):

- Fundamentals of Supervision
- Basic Labor/Employee Relations for Supervisors
- Planning for Excellence: Performance Management Basics

Leadership Roundtables on Core MLS Topics

- Overview of County Government; Budget Process; Finance;
- Legal; Media Relations; Information Technology;
- Contracting and Procurement; Human Resources.

Leadership Institute – cohort (weekday/season/year): _____

Self Development

List title; provider, date(s) of attendance:

1. _____
2. _____
3. _____
4. _____
5. _____



MENTORING COMPONENT

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

MENTORING OVERVIEW

- MDP participants must have mentors to assist them in:
 - Preparing their ILDPs and providing developmental and career advice; and
 - Arranging their experiential learning assignments and assessing their progress and the MDP.
- Mentoring is a highly recommended but voluntary leadership activity.
- Mentors must be current County managers (MLS or equivalent) for at least one year.
- Mentors decide the number of participants they will mentor.
- Mentors must successfully complete the MDP mentor training.
- Potential mentors must submit a ***Mentor Interest Form*** to OHR.
- MDP mentors and participants must jointly complete the ***Mentoring Agreement***.
- MDP participants are encouraged to keep a ***Mentoring Log*** of meetings with their mentors.
- OHR will facilitate a process for MDP participants to meet potential mentors.

MENTORING

- Objective:** To Develop Tomorrow's Leaders by:
- Enhancing MDP participants' MDP core leadership competencies;
 - Improving participants' effectiveness;
 - Helping participants plan their careers;
 - Providing guidance in developing participants' ILDPs;
 - Arranging/facilitating participant MDP experiential assignments; and
 - Assessing participants' MDP performance and the MDP program.

Program Mentoring is a required component of the MDP.

Scope: Trained mentors will coach, guide, and support MDP participants to successfully complete all program requirements.

Definition: A *mentor* is a manager who guides MDP participants through specific MDP activities for the purpose of enhancing specific MDP core leadership competencies.

A mentor:

- Provides a supportive relationship to enhance the personal and career development of MDP participants;
- Connects MDP participants to informal organizational systems and shares knowledge about the culture and operations of the organization;
- Shares organizational perspectives and anecdotes to make values and practices come alive;
- Is a good listener; and
- Gives honest feedback.

An effective mentor is:

- Interested and committed to coaching and developing employees;
- Capable of encouraging, supporting, motivating and leading others;
- An example of exemplary leadership service;
- Willing to commit the time necessary to be an effective mentor;
- Able to see mentoring as an opportunity rather than an assignment;
- Willing to share constructive criticism and feedback in a supportive manner;
- An effective communicator; and
- Sensitive to individuals with culturally diverse backgrounds.

Mentor Eligibility:

- Must be a County manager (occupy MLS or equivalent position) for at least one (1) year;
- Must complete a *Mentor Interest Form* which will be shared with newly selected MDP participants;
- Must be knowledgeable about the County government and core manager functions, including:
 - Budget, Legal and Ethics, Media Relations, Contracting and Procurement, Human Resources, Information Technology, Finance, and an Overview of County Government;
- Must complete mentor training.

Duration of

Mentoring: MDP mentors will coach participants for the duration of the 18 month program.

Mentor Recruiting Strategies:

- Communicate the message
 - Mentoring is voluntary
 - Mentors decide how many MDP participants to mentor (usually one or two);
- Personal contacts with past and potential MDP mentors;
- Solicit mentor recommendations from the SMT and QLF; and
- Leadership Council will encourage managers to serve as mentors.

Interest in being a mentor:

- Mentors self-nominate, complete, and forward a *Mentor Interest Form* to OHR. The *Mentor Interest Form* provides:
 - Mentor and department information;
 - A statement of commitment to be a MDP mentor;
 - Department Director's signed/dated concurrence with the request to be a mentor.

MENTORING TRAINING

The following training on Mentoring is required for Mentors and MDP Participants.

- **Mentors and MDP Participants**
 - *The Manager Development Program*
 - Specific requirements and processes of the MDP;
 - The roles and responsibilities of mentors and MDP participants;
 - The MDP forms:
 - Mentoring Agreement
 - Mentoring Log
 - Individual Leadership Development Plan.
 - *Employee Career Development*
 - MDP participants will learn about themselves, including their leadership and communication styles. MDP participants will compile a list of personal target leadership competencies to focus on during the MDP to:
 - Enhance personal management skills;
 - Promote creativity in the workplace; and
 - Impact personal behaviors in the workplace.
- **Mentors**
 - *Mentoring and Coaching Skills*
 - The purposes of mentoring and coaching;
 - Critical factors in being a successful mentor:
 - Respecting other's strengths and differences;
 - Understanding the expectations and roles of both parties;
 - Establishing clear goals and an action plan; and
 - Managing the MDP process.

- Building Effective Partnerships
 - Communications; and
 - Asking the Right Questions.
- Methods of developing employees;
 - Using feedback to mentor an employee; and
- Skills for coaching employees.

Office of Human Resources roles:

- Encourage managers to be mentors;
- Develop/disseminate informational and promotional packages on mentoring;
- Review the Mentor Interest Forms;
- Verify that potential mentors meet the eligibility criteria;
- Identify the potential pool of mentors for the Leadership Council’s concurrence;
- Ensure that potential mentors and MDP participants attend required training;
- Compile a list of all trained mentors and share the list with newly selected MDP participants;
- Facilitate match-ups of MDP participants and mentors
 - Exchange background information between mentors and MDP participants;
 - Arrange an activity for mentors and MDP participants to meet each other;
 - Serve as a communication conduit between mentors and MDP participants; and
- Provide guidance on developing *Mentoring Agreements*.

Mentor roles:

- Meet with MDP participants in work or other settings (e.g., at public meetings);
- Understand and communicate the MDP intent with the participant
 - Process/roles/eligibility/leadership competencies;
- Identify the individual core leadership competency needs of the MDP participant;
- Assist the MDP participant to develop a customized ILDP;
- Establish an advocacy posture on behalf of the MDP participant;
- Develop a *Mentoring Agreement* with the MDP participant;
- Define expectations and boundaries with the MDP participant;
- Promote the socialization of the MDP participant in organizational settings;
- Assist the MDP participant to identify and arrange learning assignments;
 - Advocate on behalf of the MDP participant for developmental assignments; and
- Assess the participant’s MDP assignments and the MDP
 - Assessments are confidential and are exclusively for developmental purposes (i.e., They are not for annual performance ratings or job applications).

MDP participant roles:

- With the mentor, identifies own leadership competency needs and personal MDP goals;
- With the mentor, develops an *Individual Leadership Development Plan* (ILDP);
- Openly discusses challenges and concerns with mentor;
- Participates with the mentor in completing the *Mentoring Agreement*;
- Is encouraged to maintain a *Mentoring Log* of meetings/discussions with the mentor
- Is solicitous and receptive to mentor’s feedback;
- Listens effectively to guidance from the mentor and others;
- Keeps his/her supervisor informed and involved regarding his/her MDP progress;

- Expands his/her network of professional and organizational contacts;
- Maintains confidentiality regarding discussions with the mentor;
- Monitors timeframes and evaluates his/her progress on meeting ILDP goals;
- Lists questions and discussion topics to prepare for meetings with his/her mentor;
- Reflects on each MDP experience by asking “What did I learn/not learn?”
- Is willing to go beyond his/her normal comfort zone;
- Takes responsibility for his/her own career development; and
- Remains productive and effective in his/her current position.

MDP participants and mentors can enhance their partnership by:

- Establishing and focusing on clear goals and objectives;
- Scheduling and attending meetings during mutually acceptable times;
- Using alternative means to communicate between meetings.

- The required *Mentoring Agreement*:
 - Outlines the responsibilities of the mentor and MDP participant to each other;
 - Identifies the specific leadership competency needs of the MDP participant;
 - Includes specific activities to strengthen those leadership competencies;
 - Specifies the anticipated timeframes for MDP activities; and
 - Outlines a process for the mentor to assist in identifying a replacement mentor in case the Agreement is terminated.

Note: *The MDP participant or the mentor may contact the Office of Human Resources with a request to terminate the Mentoring Agreement. If the MDP participant makes such a request, the Office of Human Resources will coordinate with the participant to identify a new mentor for the duration of the participant’s program. If the mentor desires to terminate the Agreement, he/she must coordinate with the MDP participant to identify a new mentor for the duration of the participant’s program.*



MENTOR INTEREST FORM

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

Name of Potential Mentor: _____
Department: _____

Instructions: Potential Mentors should answer the following questions, sign and transmit the form to OHR.

1. I am interested in being a MDP mentor because...
2. My experience and expertise will contribute to this relationship by...
3. Some possible developmental activities I will suggest to the MDP participant...

Potential Mentor signature _____ Date _____

Department Director's signature _____ Date _____



MENTORING AGREEMENT MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

Instructions: To facilitate the MDP mentoring partnership, the MDP participant and mentor agree on the following ground rules and responsibilities.

This Agreement will focus on enhancing the MDP participant's following leadership competencies:

-
-
-

To ensure that our relationship is mutually rewarding and satisfying, the parties agree to:

- Meet at mutually agreeable times, as necessary, over the course of the 18-month program;
- Be open to diverse training/experiential opportunities to develop the leadership competencies;
- Maintain confidentiality regarding this mentoring relationship;
- Provide regular feedback to each other and evaluate progress; and
-

The **Mentor** assumes the following responsibilities:

- To counsel the MDP participant regarding his/her career development;
- To assist the MDP participant in the development of his/her ILDP;
- To advocate for the MDP participant in securing experiential learning opportunities;
- To complete an end-of-program assessment of the MDP participant and the program; and
-

The **MDP Participant** assumes the following responsibilities:

- To successfully complete the MDP and perform the work of his/her current position.
- To develop his/her ILDP in coordination with the mentor;
- To complete the MDP formal training and the experiential learning components;
- To maintain, as necessary, a **Mentor Log** of the meetings/discussions with the mentor; and
-

MDP's Participant Signature and Date

Mentor's Signature and Date

- *Signed Agreement to Office of Human Resources; MDP participant and mentor retain signed copies.*

MDP MENTORING LOG

MANAGER DEVELOPMENT PROGRAM

Instructions: The Mentoring Log captures key decisions and actions agreed upon in meetings between the MDP participant and mentor. MDP participants are encouraged to maintain this log.

Meeting Date: _____

Topic(s): _____

Decisions/
Actions: _____

Concurrence: MDP Participant _____ Mentor _____

Meeting Date: _____

Topic(s): _____

Decisions/
Actions: _____

Concurrence: MDP Participant _____ Mentor _____

Meeting Date: _____

Topic(s): _____

Decisions/
Actions: _____

Concurrence: MDP Participant _____ Mentor _____



ASSESSMENT PROCESS

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

What Assessments of the MDP Participant and the Program are Required?

- **Participant Assessments**

Note: a comparison of the participant’s leadership competencies prior to/during/after the MDP will reflect if his/her ILDP Targeted Leadership Competency goals have been achieved.

- Interim Assessments are required by the participant’s host supervisor (see ILDP):
 - Following projects of 5 days (40 hours), or longer; and
 - Address the participant’s project performance and developmental needs by listing:
 - activities;
 - timeframes;
 - objectives; and
 - accomplishments.
- End of Program Assessments consider interim assessments and are done by:
 - the participant’s supervisor;
 - the participant’s mentor; and
 - the participant.

Note: These evaluations are forwarded to OHR and are used to confirm that the participant successfully completed the ILDP Targeted Leadership Competency goals.

- **Program Assessments** must be completed by:

- the participant’s supervisor;
- the participant’s mentor; and
- the participant.

Note: These are forwarded to OHR as the basis for recommending program enhancements to the Leadership Council.



PARTICIPANT ASSESSMENT FORM

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

Name of MDP Participant: _____

Department: _____

ILDP Targeted Leadership Competencies: _____

Participant’s Assessment of Targeted Leadership

Competencies:

(Check one)

_____ No Improvements _____ Some Improvements _____ Major Improvements

Comments: _____

Mentor’s Assessment of Targeted Leadership

Competencies

(Check one)

_____ No Improvements _____ Some Improvements _____ Major Improvements

Comments: _____

Supervisor’s Assessment of Targeted Leadership

Competencies

(Check one)

_____ No Improvements _____ Some Improvements _____ Major Improvements

Comments: _____

Upon completion of the ILDP, the participant initiates this Assessment Process. When completed, the supervisor transmits this form to OHR to initiate the MDP graduate certification process.



PROGRAM ASSESSMENT FORM

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

Name of MDP Participant: _____

Dates of MDP Participation: _____

Participant’s
Program
Assessment: _____

Suggested
Revisions: _____

Mentor’s
Program
Assessment: _____

Suggested
Revisions: _____

Supervisor’s
Program
Assessment: _____

Suggested
Revisions: _____

Upon completion of this Assessment, it is transmitted by the supervisor to OHR for the purpose of drafting MDP program enhancements for the Leadership Council .



CERTIFICATION PROCESS

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

What is the Process for Certifying Participants as Program Graduates?

- Upon the review of the Participant Assessment Forms, the OHR will determine if the participant has completed all program requirements.
- OHR will then recommend to the Leadership Council that the qualified participant be certified as a graduate of the Montgomery County Manager Development Program.
- An appropriate MDP certificate will be presented to the individual at a graduation ceremony.



CONSIDERATION FOR VACANT POSITIONS

MANAGER DEVELOPMENT PROGRAM

“Preparing Tomorrow’s Leaders”

What is the Process for Considering Program Graduates for Vacant Positions?

- A.** The department submits a requisition to OHR to announce a job opportunity.
- For entry-level MLS positions, the Recruitment Announcement must include the following core leadership competencies for consideration in the selection process:
 - Customer Service Excellence;
 - Cultural Diversity and Inclusiveness;
 - Responsiveness and Accountability;
 - High Standards and Ethical Behavior; and
 - Teamwork, Cooperation, and Collaboration.

Note: Departments may require additional job-specific criteria.

- B.** OHR posts the competitive recruitment announcement for the vacant position.

- C.** All eligible applicants, including graduates of the Manager Development Program, may apply and be considered for the vacant position.

- D.** Graduates of the MDP who are in the highest rating category of candidates for the vacant position, up to and including MIII positions, must be interviewed for those positions.

Exception: Guaranteed job interviews are not applicable to uniformed Public Safety positions.

Note: Graduation from the MDP does not guarantee selection for promotion to any position.

