



# Administrative Regulations

Number AR33-3  
Issue 1

**Subject: Management Development Program.**

## I. PURPOSE

It is the purpose of this administrative regulation to establish a Management Development Program to achieve the following goals:

- To ensure those managers, supervisors and professional employees are provided with the opportunity to achieve their maximum career Potential.
- To ensure that the City of Long Beach has a cadre of management employees whose capabilities and potential is continually maximized through training and development in order that the City can achieve organizational goals.
- To provide for a professional management cadre that will be capable of attaining high level City executive positions in the future.

## II. SCOPE

This Regulation is applicable to all City departments and offices directly responsible to the City Manager. It is being distributed to other semi-autonomous departments for informational purposes so that management employees in those departments are informed of the program and may participate subject to the City Manager and Department Head approval.

## III. AMENDMENT

The City Manager may amend the policy, procedures and contents set forth in this regulation from time to time as deemed appropriate.

## IV POLICY.

A Management Development Committee appointed by the City Manager will provide overall policy direction for the Management Development Program. The Management Development Program will consist of Management Rotation, Executive Management Training, and Education. Other personnel development areas may be designated by the City Manager.

### A. Management Rotation

Each employee in an unclassified management-level position in a department under the authority of the City Manager can be expected to rotate to another management position if they have been in the same management position three to five years. However, any management employee may request to participate in the rotation program regardless of time in a position or previous rotational assignments. Employees in classified positions may also request participation. Department heads are encouraged to establish rotation programs in their departments for classified employees. The City Manager may also select employees for the Rotation Program.

## B. Executive Management Training and Education

Subject to budgetary constraints, every management employee will be provided the opportunity to enhance their career potential and/or management/technical capabilities through City-sponsored executive development training programs. Once every five years management employees will be provided the opportunity by their department to attend a two to three week executive training institute.

In addition classified employees who have management potential are eligible to attend these programs. This would normally include employees in professional positions, such as former management interns and employees in supervisory positions.

## C. Advanced Education

Employees at all levels of the organization are encouraged to pursue additional formal education to enhance their career potential. This can be in the form of professional certificates in technical specialty areas and general management principles or basic and advanced degrees in any discipline.

## V. PROCEDURES

### A. Management Rotation Program

#### 1. Administration

The Management Rotation Program will be administered by the Director of Personnel, subject to the review and policy direction of the Management Development Program Committee.

#### 2. Eligibility

All classified professional, classified supervisory and unclassified management-level employees are eligible to participate in the Rotation Program. However, all management employees are subject to rotation once they have been in the same management position three to five years. Any eligible employee may request rotation regardless of classified or management service or previous rotation assignments.

#### 3. Term and Length of Rotation

Rotation assignments will commence on or about May 1 and December 1 each year and extend for a minimum term of six (6) months. A manager will not be rotated longer than twelve (12) months unless it is mutually agreeable to the rotatee and the affected departments.

The normal rotation term will be for six (6) months. However, a term may be extended to complete an assignment, to allow management the desired latitude to assess the participant's progress or for other reasons for the good of the organization. In some instances, managers may be permanently appointed to a position they have been rotated into. In most instances, such appointments are subject to the approval of the City Manager, the employee and the affected departments.

#### 4. Notification/Application

On or about January 1 and August 1 of each year, the Personnel Director will circulate an announcement about the Rotation Program. Applications will be accepted from those classified and management-level employees who wish to participate in the Program.

Annually the Personnel Director will survey all management employees to determine their individual career goals, whether they wish to rotate and the positions and departments they wish to rotate to. In addition, at the request of the Personnel Director, each department head will indicate which management

and/or classified employees under his/her direction should be rotated and to what positions and departments.

After a review of the submitted application and materials, the Personnel Director shall submit to the City Manager on or about October 1 and March 1 respectively, a complete list of those both eligible for rotation and those who requested rotation. The Personnel Director will indicate those who are recommended for rotation. Normally, the recommendations of the Personnel Director will not exceed 10% of the total managerial positions in the City, exclusive of the classified employees recommended for rotation.

No later than November 1 and April 1, the City Manager will inform the Personnel Director of those who will be rotated and their assignments. The City Manager and Personnel Director will discuss those who were not rotated and the Personnel Director will so inform each employee who was not selected. Department heads will be notified by the Personnel Director of those who have been selected for rotation prior to notifying the selectees. Those selected for rotation will be notified of their rotation assignments as soon as practicable, but no later than two weeks before the selected date of rotation.

## 5. Evaluation

### o Performance Evaluation

During the first week of the rotation assignment, the department head shall mutually establish with the person being rotated, the performance goals and objectives expected during the rotation period. These are to be completed in writing in accordance with the current management performance appraisal program. Since it may not always be feasible to have the rotated manager assume the same goals and objectives of the former manager, departments heads must be prepared to set goals and objectives based on the unique skills of the new manager. In addition, the department head may wish to have the new manager perform special studies or analyses not directly related to the position.

The department providing the rotation assignment shall complete an evaluation of the person's performance no later than two weeks after the rotation has been completed. The performance evaluation will be based on the current management appraisal system. The rotation appraisal will be forwarded to the home department head with a copy to the Personnel Department and the employee.

### o Program Evaluation

Upon completion of the rotation assignment, the participant shall complete a written evaluation of their rotation. The evaluation shall be submitted to the Director of Personnel no later than two weeks after the rotation. It should include both positive and negative comments as appropriate.

o Meeting with City Manager. Each person on rotation will be afforded the opportunity to discuss his/her rotational assignment with the City Manager during the rotation period. Also, the home department head should periodically meet with the employees to discuss the rotation assignment with the employee on rotation.

## 6. Salary Adjustments During Rotation

The salaries of managers will not be adjusted during the rotation period because they have been rotated to a position that has more, less or equal responsibility than the position previously held. However, all managers who are eligible for a regular merit salary adjustment in accordance with the annual schedule shall be granted the appropriate increase as follows:

### o Responsibility of the Home Department

It is the responsibility of the home department head to ensure that the manager on rotation is accorded a performance review and an appropriate merit salary adjustment during the rotation period. The home department head will request appropriate performance information from the department head that is supervising the manager on rotation.

The home department head will combine all the performance data and make an appropriate recommendation to the City Manager by the required date

#### o Classified Employees

Employees in classified positions will normally be rotated to other classified positions. However, classified employees may be rotated to management positions. In such instances, the classified employees will assume working title of the management position but will retain their former classification title and salary. They will automatically receive any step increases or MOU salary adjustments during the rotation period they are entitled to in their permanent classification. Classified employees will not be accorded management benefits such as executive leave, life insurance, disability insurance, etc. during the period they are on rotation to a management position. Unclassified public safety management employees must retain their former position titles during rotation in order that their PERS public safety status is not changed. However, they shall assume the working title of the management position they are filling.

#### o Other Benefits

No employee will have his/her salary or benefits reduced as a result of the rotation program. Automobile assignments and allowances will be continued for employees on rotation during the term of their rotation.

Some management positions are provided assigned automobiles or auto allowances. Employees rotated to these positions will be provided with automobiles or auto allowances as deemed appropriate by the responsible department head.

### 7. Return to Former Position

Those employees who are rotated will normally be returned to their former position upon the completion of their rotation or rotational assignments. However, it may be mutually beneficial to the employee and the City for the person on rotation to remain in the new position. These types of permanent assignments can only be approved by the City Manager.

## B. Executive Management Training

At the direction of the City Manager and with input from the Management Development Program Committee, the Department of Personnel will provide information concerning management training courses and seminars.

### 1. Executive Institutes

All management employees are expected to attend an executive institute of at least 2 to 3 weeks' duration once every 5 years at City expense which shall be funded from the departmental budget. The Department of Personnel will develop and maintain a list of available institutes and publish it annually.

#### O Administration

The Personnel Department will maintain an updated list of executive institutes and training programs that are currently available in the United States. The list will be submitted to all departments at their request but will be published annually on or about January 1 of each year.

#### O Eligibility

All classified and management employees are eligible to attend appropriate executive institutes and other long term training programs that will enhance their management and/or professional skills. However, classified employees will be selected to attend such programs only if they have been identified to possess management potential.

#### O Application

Each year, on or about January 15, the Personnel Director will request department heads to nominate employees to attend executive institutes and long-term training programs for the forthcoming fiscal year. The department head will identify the program and indicate the employee he/she wishes to attend and the reasons for the recommendation

Employees may also directly apply to the Personnel Director to attend such programs. However, the Personnel Director will request comment and recommendations from the employee's department head.

All applications and nominations must be submitted to the Personnel Director no later than February 14 each Year.

The above process does not preclude departments from submitting recommendations for employees to attend such institutes during the course of the year.

#### o Selection/Notification

No later than March 15 each year, the Personnel Director will submit the complete list of applications and nominations to the City Manager with appropriate recommendations. The selection criteria utilized by the Personnel Director shall include:

- o the career goals and needs of the employee
- o the employee's long term potential for advancement with the City
- o the recommendations of the department head
- o the appropriate number of employees who can be expected to be approved by the educational institution
- o the selection criteria listed by the educational institution
- o other appropriate identifiable criteria and the needs of the City

The City Manager will indicate those employees who are approved for attendance and notify the Personnel Director on or about April 15 each year. The Personnel Department will notify the concerned department and employee.

Employees who were not selected will also be notified and informed of the reasons for non-selections.

#### o Funding

All costs to attend the various programs will be funded in the department budget for the forthcoming year, after the City Manager has approved the selections.

#### C. Advanced Education

All employees in the City are encouraged to continue their education in order to enhance their career potential with the City. Employees are encouraged to obtain advanced certificates in their technical or professional specialty areas or in general management principles. Employees are also encouraged to obtain basic and advanced degrees in all disciplines. Department heads are responsible for ensuring that all employees are provided the support and opportunity to pursue their educational goals. The City's tuition reimbursement program can be utilized to assist in this process.