



2019 CACE Distinguished Leadership Award

Announcing the fourth annual County Administrator/County Executive (CAO/CEO) Distinguished Leadership Award. This award is to be given to an individual CAO/CEO who has demonstrated exemplary leadership and has set an example for local and state government. This award shall be given to those CAO/CEOs who have made a difference for the professional administration of County Government.

CRITERIA

Demonstrated action and capacity in the following areas:

1. A role model for others in local government by exhibiting the Essential Competencies adopted by CACE.
2. Earned respected leadership in the city, county, region, and/or state. He or she has used the highest ethical standards while conducting county affairs.
3. Serve as a mentor to the home county, other CAO/CEOs, and to young people entering the profession of local government management.
4. Implemented innovative programs that exemplify one or all of the traits of leadership, such as improved public programs, ethics, career service, intergovernmental relations, etc.
5. The activities, programs, undertakings have long term positive results for the community.

We request that you review these criteria and see if there is a CAO/CEO that you have worked with that meets these standards. Should you know such a CAO/CEO you or your staff should submit a nomination paper.

NOMINATION PAPER

1. Shall be no longer than three pages.
2. For each of the aforementioned criteria, please provide an example(s) of each. If you do not have any examples for a specific criteria please say, NOT APPLICABLE.
3. Please submit eight copies of the Nomination Paper.
4. **SUBMIT THE NOMINATION PAPER BY FRIDAY, OCTOBER 4, 2019.**

The individual candidates will be reviewed by an independent panel consisting of persons knowledgeable in county government activities and programs. The panel will review the candidates and make a selection based on the material submitted and knowledge of the individual candidates.

The CACE Distinguished Leadership Award may be given on an annual basis but only upon receipt of qualified nominations meeting the criteria of this distinctive award.

Please submit nomination papers of the candidate's qualifications by Friday, October 4, 2019 to:

Executive Director
California Association of County Executives
1100 K Street, Suite 101
Sacramento, CA 95814
Email: cace@counties.org

ESSENTIAL COMPETENCIES

Predictors of Success for California County Executives

Adapted by the California Association of County Executives, October 2018

1. Collaboration and Influence

- ◆ Builds informal authority, trust and credibility across multi-sectors (interdepartmental, intergovernmental, community-based organizations, community members)
- ◆ Exercises influence through persuasion to move people towards united action
- ◆ Practices a symphonic approach to synthesize information, put pieces together, cross boundaries and see a bigger picture; makes connections between disparate information and people to innovate and bring harmony
- ◆ Employs collaborative approaches to deal with challenging dilemmas when not 'in charge'

2. Strategic Agility and Orientation

- ◆ Establishes a shared vision and organizational values which connects every employees' and stakeholders' interests to the desired ends
- ◆ Separates means from ends; keeps the organization culture, systems, structure and resources focused on the ends
- ◆ Applies design literacy to building processes, initiatives, policies and programs which advance goals of organization

3. Build Organization Capacity

- ◆ Continually invests in and builds capacity of the people throughout the organization
- ◆ Coaches others in organization and creates an environment that supports mentoring and knowledge sharing throughout the organization
- ◆ Fosters resiliency in every employee

4. Results Orientation

- ◆ Tenacity in communication and action towards achievement of goals
- ◆ Aligns processes and practices to achieve ends
- ◆ Ensures processes are transparent and effective in achieving results, and subject to periodic improvement
- ◆ Performance measures and data are used regularly and are meaningful and accessible to managers, employees and the public in tracking progress towards goals

5. Readiness to Change

- ◆ Builds an agile organization with the structure, culture and systems able to respond to disruptive changes, and with employees who are prepared to respond to ambiguous and complex situations
- ◆ Articulates the vision for the future crafted by the governing board, and makes a compelling case for change to mobilize others

6. Acts with Head, Heart and Hands

- ◆ Articulates and demonstrates expected values in daily actions and conversations
- ◆ Exercises emotional intelligence in the practice of leadership
- ◆ Creates meaning for self and others
- ◆ Practices self-reflection daily

7. Inclusiveness

- ◆ Accepts and integrates other points of view in decision making and actions
- ◆ Facilitates conversations across diverse groups of people and perspectives
- ◆ Seeks to increase diversity in team members and thinking

8. Public Service

- ◆ Keeps a focus on for whom the service is provided and the desired outcomes for the community
- ◆ Practices equality and equitability in service delivery
- ◆ Exercises neutrality in the development and application of policy and services
- ◆ Balances results with political acceptability
- ◆ Respects the governing board-executive symmetry of authority

Technical Competencies

- ◆ Has and keeps current on technical skills needed to do the job – but not to do others' jobs
- ◆ Able to apply technology as needed
- ◆ Understands how the local government operates and is financed
- ◆ Recognizes the roles and interrelationships of departments within the government and the relationships with federal, state and other local governments