



PW LEADERSHIP ACADEMY

January 28, 2026

Jeff Howard, Administrative Deputy

Operational Challenge

Post-COVID retirements have reduced management experience across PW.

Median time in classification vs. four years ago:

- **25% shorter for managers**
- **55% shorter for senior managers**

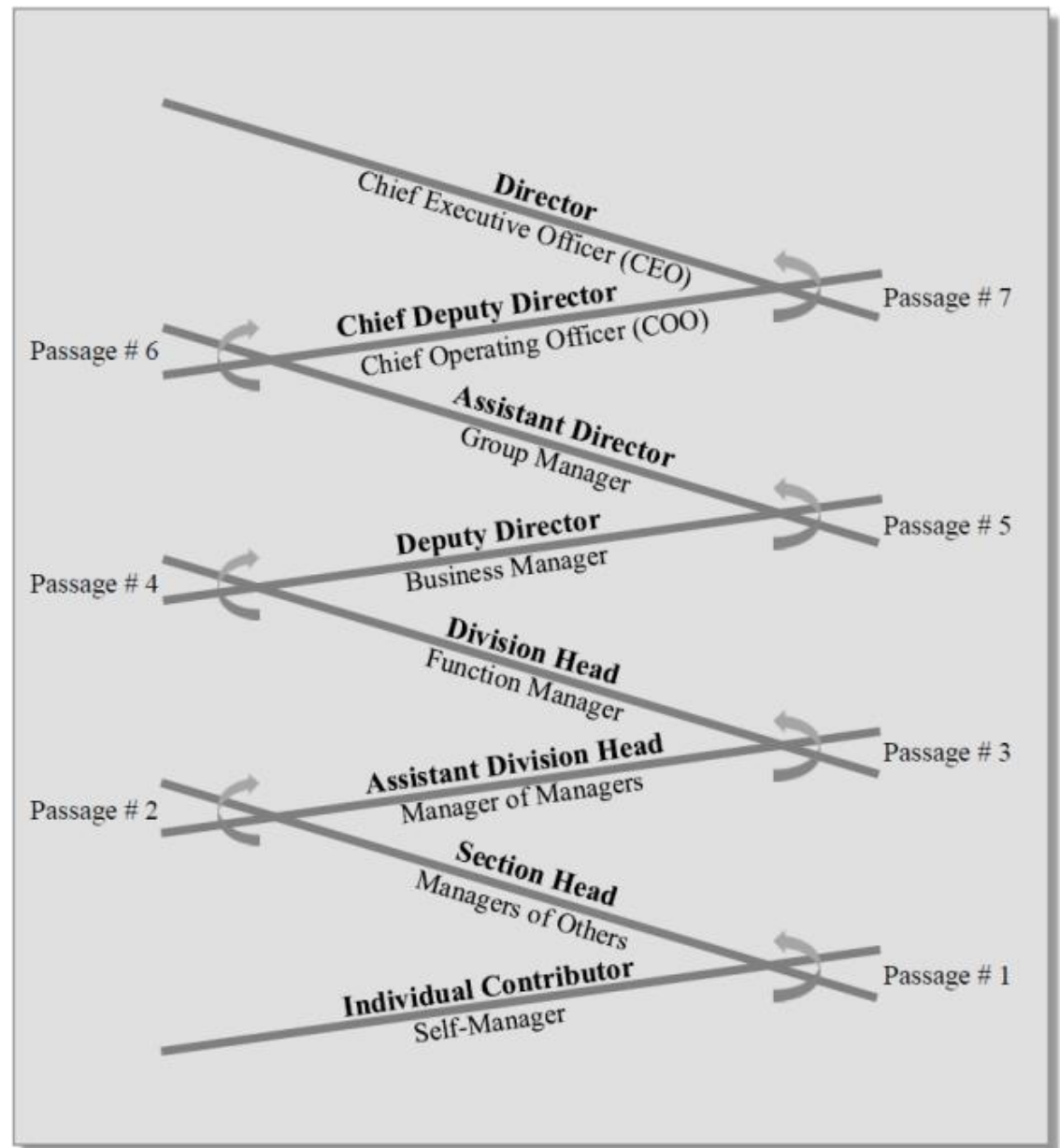
Future retirements will intensify the challenge:

- **58% of PW managers** will be eligible for retirement within the next five years.

Program Overview

- Departmentwide leadership development program.
- Approximately ten 4-hour sessions for each leadership track.
- Designed to build capacity across leadership levels and ensure alignment.
- Structured, tiered curriculum aligned with leadership roles, responsibilities, and decision-making authority.
- Reflects the PW's emphasis on strategic alignment and cascading leadership expectations.

Leadership Pipeline



Target Populations

Leadership Track	Examples of PW Classifications	Emp. Count
Executive	Assistant Director, Deputy Director, Chief Financial Officer	13
Advanced	Principal Engineer, Capital Projects Program Manager, Administrative Services Manager III	100
Foundational	Senior Civil Engineer, Construction Superintendent, Information Technology Specialist	500
Total		600+

Curriculum Example

Leadership Track

Training Modules

Advanced

- Strategic Thinking and Systems Leadership
- Leading Through Change
- Advanced Communication and Influence
- Stakeholder and Cross-Functional Collaboration
- Managing Through Others
- Talent Development and Succession Planning
- Performance Management and Accountability
- Data-Informed Decision-Making
- Risk Management
- Operational Excellence

Contract Summary

- Six service contracts with prequalified consultants.
- Up to \$1.5M per year.
- One-year contract with four optional one-year renewals and a month-to-month extension (66 mos. maximum).
- Funding to come from special districts.

Bench of Qualified Trainers

Advantages

- Enable delivery of courses at the necessary scale and frequency.
- Expand access to best practices and lessons learned.
- Enhance participant engagement and strengthen learning outcomes.

Questions?



Jeff Howard
Administrative Deputy
Email: jhoward@pw.lacounty.gov
Phone: (626) 607-7352