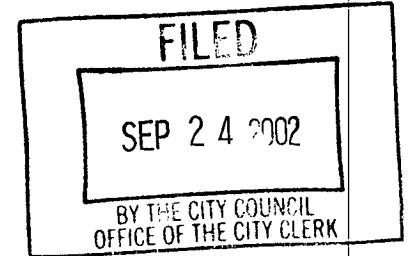




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September 13, 2002



City Council
Sacramento, California

Honorable Members in Session:

**SUBJECT: UPDATE ON THE CITY'S ORGANIZATIONAL DEVELOPMENT
DIVISION**

LOCATION AND COUNCIL DISTRICT: All

RECOMMENDATION:

For information only; no action required.

CONTACT PERSON:

Brian Moffitt, Ed.D., Organizational Development Manager, Department of Human Resources, 264-5943.

FOR COUNCIL MEETING OF: September 24, 2002

SUMMARY:

The City has realigned its organizational development programs, services and employees to be more responsive to the City's strategic goal: "Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements". This report provides a brief overview of the division's mission, programs, employees and services.

COMMITTEE / COMMISSION ACTION: None

BACKGROUND INFORMATION:

The Organizational Development (OD) Division was established as part of the FY 01/02 adopted budget, and operationally assigned within the City's Department of Human

Resources. The mission of OD is to provide employees with opportunities for continuous learning and improvement to build an inclusive organizational culture that values the performance, health and development of each individual and the organization. The division provides a comprehensive array of organizational development services to City employees, teams and departments, including Career Development, City University, Inclusion Commitment, Process Improvement, Wellness and Special Projects.

- **Career Development**, renewed by the City's Career Counselor, Kristin Gerber, provides confidential individual career counseling, career development classes through City University and at various work sites, will coordinate this year's Education Fair on October 3, and helps with succession planning. Kristin provides a wide range of career services, including academic advising, skills and aptitude assessments, development planning, resume development, interviewing and test-taking strategies. Her clients reflect diverse backgrounds, job classifications, and departments.
- **City University** continues to be a valued City resource, coordinated by Training Specialist Delia Genera, with support from Senior Staff Assistant and "Registrar" Eric Brown. City University has designed and implemented some exciting programs:
 - A section of "Policy and Strategy" courses to promote interdepartmental knowledge and collaboration and support implementation of the City's Strategic Plan;
 - Identification of the City's core competencies and a "Skills Assessment" tool to help employees prioritize learning needed for current and future jobs/careers;
 - A simplified enrollment process;
 - An updated inventory for the Resource Library;
 - Refinement and coordination of the annual City Management Institute.

On average, City University delivers approximately 400 classes per fiscal year in the following core competency areas: Business, Career Development, Communication, Leadership, Policy & Strategy, Supervision & Management, Technology and Wellness.

- The **Inclusion Commitment** continues to be coordinated by Dafna Gauthier, Organizational Development Specialist, and includes a variety of organizational change initiatives designed to help create a more inclusive workplace. With the leadership from the Inclusion Council and the support from the Executive Team, the Inclusion Commitment was officially launched in April of this year. We are moving forward with the training initiative and our goal is to train 5% of the workforce before the end of 2002. The Executive Team has already been trained. Feedback from the trainings will be the basis for continuous policy review and improvement.

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- **Process Improvement** is provided by Catherine Fippin, Organizational Development Specialist, and consists of consultation to executives, managers and teams to facilitate problem solving, policy development, team building, goal setting, process mapping and redesign, and other organization effectiveness projects.
- **Wellness** continues to be coordinated by Marti Wallace. Marti assesses employee wellness needs, designs and delivers appropriate programs, manages the City's Employee Assistance Program (EAP) and Domestic Violence Awareness and Education Campaign, publishes timely articles, and coordinates the City's annual health fair. Last fiscal year was also a productive year for Wellness. There was an 80% increase in this year's health fair attendance. These health fairs provide information and screenings on which employees can take action with their health care provider. Wellness delivered 40 classes to approximately 400 employees. The City's annualized EAP utilization rate is 16%, compared to the 8% norm. High EAP utilization is positive, indicating that employees proactively seek out assistance before difficult life events lead to illness and lost productivity.
- **Special Projects:** The OD Division also designs and coordinates a variety of Citywide events and initiatives, with the support of Thomas Moore, Program Analyst, and Evelia Barrios, Senior Staff Assistant:
 - Monthly Executive Team meetings;
 - Quarterly Exempt Management Meetings;
 - Quarterly New Employee Orientation;
 - Citywide Employee Recognition Program;
 - Citywide Performance Appraisal System (for unrepresented employees);
 - Administration of Citywide Employee Opinion Surveys;
 - Marketing training and organizational development resources and services to employees through a variety of media, including maintaining the division's web-site: www.cityofsacramento.org/od
 - Production and dissemination of the "City Tool Box" – a consolidation of former newsletters into a more cost-effective, comprehensive "one stop shopping" development resource that will reach ALL employees.

The OD Division embraces the City's value of respecting our customers - the employees. Toward that end, we have two employee forums that we call the "**OD Network**". Both forums provide input into program assessment, design, implementation and evaluation.

- The **Inclusion Council** leads the City's Inclusion Commitment. The new Chair is Lt. Sylvia Moir, from the Police Department, and Vice Chair is Reina Schwartz, from the Finance Department. Other members include department representatives who have completed the Inclusion Training.
- The other employee forum is called the **Department Training & Development Coordinators** or the "TDC", which consists of at least one representative from each

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City Department and Charter Office. Each month about 30 TDC members discuss timely OD issues and services.

FINANCIAL CONSIDERATIONS:

Where feasible, the OD Division measures return on investment with its interventions. For example, we redesigned the process for delivering New Employee Orientation. The redesign has yielded an annual savings of approximately \$25,000, and increased the percentage of new employees that attend from 40% - 85%, with 100% as our long-term goal.

ENVIRONMENTAL CONSIDERATIONS: CEQA does not apply to this report.

POLICY CONSIDERATIONS:

The Organizational Development Division's programs, services and initiatives are directly responsive to the Strategic Goal: "Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements".

ESBD CONSIDERATIONS:

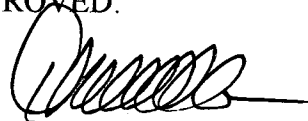
ESBD utilization for fiscal year 01/02 was 37%.

Respectfully Submitted,



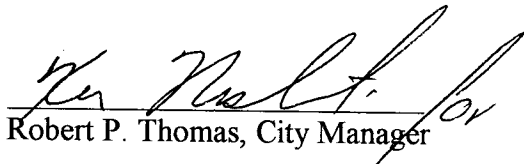
Brian Moffitt, Ed.D.
Organizational Development Manager
Department of Human Resources

APPROVED:



Terrence L. Woods, Director
Department of Human Resources

FOR CITY COUNCIL INFORMATION:



Robert P. Thomas, City Manager