



DEPARTMENT OF
PERSONNEL

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April 9, 1991

Personnel & Public Employees Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: UPDATE ON CAREER DEVELOPMENT PROGRAM

SUMMARY

This report summarizes the planning, development and implementation of the Career Development Program for City employees and encourages your support of a centralized funding process. Attached is a synopsis of the Program plan.

BACKGROUND AND ANALYSIS

Last year the Personnel Department investigated the possibility of providing formal assistance to City employees interested in career enhancement, career planning and upward mobility. It was decided that Personnel should implement a Career Development Program.

The concept of a Career Development Program was approved and a Career Development Coordinator was hired in the Personnel Department to develop, implement and maintain the Program.

As part of the program planning, two task forces were created to solicit feedback on the model and to add the necessary detail to ensure the program would fit the City's culture before it was implemented City-wide. A list of employees participating on both task forces is attached.

The task forces developed final recommendations and approved full implementation of the Program. Most of the recommendations dealt with the Program concept and have been incorporated into the model.

The recommendation receiving highest priority of both task forces was the need for a centralized funding process to ensure that financial constraints or priorities in some departments will not adversely prevent employees from participating in the career development workshops.

FINANCIAL DATA

The estimated cost of this program is \$57,400 and will provide for participation of 325 employees. The General Fund share of this cost would be approximately \$45,000. Funds are not available in the Personnel Department's Budget to pay for this program without impacting existing programs.

POLICY CONSIDERATIONS

The issue of Centralized funding versus department funding is a key policy issue. Centralized funding would allow all employees the opportunity to participate regardless of funding priorities within the employee's department.

Identifying funding sources is an important issue. Because of expenditure reductions approved for the General Fund this and the likelihood of cutbacks in the next years budget, funding of this program may come at the expense of other programs or from new revenue sources.

MBE/WBE EFFORTS

This would enhance the MBE/WBE program, as we are committed to soliciting minority and women owned firms to facilitate the workshops and provide participant materials.

RECOMMENDATION

Staff recommends the Personnel and Public Employees Committee take the following action:

1. Approve the concept of Centralized Management and Budget
2. Refer funding issue to the Budget and Finance Committee to be considered in the context of the 1991-92, 1992-93 Proposed Operating Budget Hearings.

Respectfully submitted,




LAVERA J. GASTON
Career Development Coordinator

Recommendation Approved:



JACK CRIST
Deputy City Manager

Recommendation Approved:



DONNA L. GILES
Director of Personnel

CITY OF SACRAMENTO
CAREER DEVELOPMENT PROGRAM

Program Development

Recent studies have proven that career development programs in organizations can result in significant changes in the workplace. Some of the positive changes documented in these studies that would be of value to the City of Sacramento includes improved communication between supervisors and employees, greater employee retention, improved morale, increased retention and promotion of people of color, and better public image for recruitment purposes.

A major phase of program development was research on career development programs in the public and private sectors throughout the U.S. We also conducted a needs assessment and an analysis of trends affecting the City workforce. This information was used to develop a program model unique to the City of Sacramento.

The Career Development Task Forces played a significant role in the development of the program. Selection of the task force members was critical. One task force consisted of department heads and management employees, and the other was a well balanced cross section of City employees. We succeeded in our attempt to obtain feedback from several employee perspectives: the employee, the supervisor, and the department head; as well as perspectives from a variety of races, ages and genders.

The City's Career Development Program consists of various components. The program is comprehensive, is on-going and is closely linked with existing structures in the Personnel Department. These other structures include tuition reimbursement, training, job posting, and transfer and promotion policies.

The Program is designed for employee participation at all occupational levels. It provides opportunities for personal and professional growth at the City's expense while also requiring employees to utilize some of their own time and effort in the career planning process.

Employees with varied personality styles can participate through group interaction, individual counseling and guidance, pencil and paper assessment or computerized skills assessment. Importantly, the Career Development Program includes participation by managers and supervisors.

PROGRAM COMPONENTS

Computerized Career Planning System

The objective of a computerized system is to provide quick and reliable tools to help employees clarify their interests, skills, and values. The system is also cost-efficient in terms of staff time and program materials.

The computer helps employees select career options and develop realistic career plans based on their self assessments and the realities of the organization. The computerized career planning system can be utilized by employees at any occupational level, with or without computer experience. The software will be customized so that career planning is done using the City of Sacramento's job specifications, salary schedules, policies and procedures.

Formal Mentoring

The objective of the formal mentoring program is to help prepare a pool of highly qualified employees that may be considered for professional and management level positions within the City of Sacramento. Existing City employees act as mentors to career employees aspiring to professional and management positions. The employee is matched with a mentor who is knowledgeable in the field. Throughout the program, employees meet with mentors on a regular basis, develop and implement specific career plans, attend pre-selected workshops, and perform special assignments designed to improve skills in verbal, written and multi-cultural communications, problem solving, and networking.

Workshops

A variety of workshops will be made available to employees. All workshops are designed to build skills and prepare employees for promotion or job enhancement. Some workshops will be held on City time with supervisor approval, and others will be conducted during the noon hour and evenings on the employee's time. Examples of workshops include Test Taking Strategies, Supervisor as Career Coach, Interviewing Techniques, Career Planning and Goal Development, College Entrance and Assessment.

Career Center

The Career Center, to be located in the Personnel Department, is a place where employees can receive vast amounts of career related information under one roof. The City's Career Center will include a library of career related books with check-out privileges; a TV and VCR with educational videotapes; self paced computer learning programs; basic skills tests; informational hand-outs on skills development; paper and pencil assessment tests; catalogs and class schedules of local schools; a typewriter to complete City applications, and brochures of local professional associations.

The computerized career planning system (which includes resume writing capabilities) will be housed in the Career Center. The Center will be available to employees on a drop-in basis.

Job Rotation

The objectives of a job rotation program for career employees are to expose key developmental employees to the major City departments; to "grow our own" employees who can function in a variety of capacities; to help employees understand the total organization; and to provide our employees with a greater variety of work experiences that can broaden the knowledge and understanding required for further development.

A training plan is developed for each employee who will rotate through several City departments for a specified period of time. Cooperative agreements will be worked out between participating departments.

Career Counseling

Confidential career counseling is available to all employees by appointment to further assist in the development and implementation of their career plans. The Career Development Coordinator will be the primary counselor, however, some career guidance will be provided by the Training Officer, Affirmative Action Officer, supervisor, mentor, and other personnel department staff.

Each department location will have a designated (voluntary) **Career Resource Specialist** to provide employees with information on career-related activities available within the organization, refer them to the career center and career counseling, and ensure all job vacancies are posted throughout the open application period.

MARKETING AND IMPLEMENTATION

Marketing strategies have been developed to ensure employees and supervisors are aware of the program and are encouraged to participate. **An on-going publicity campaign will begin in May.** The campaign will include articles in the Insider, the development and dissemination of flyers, posters and program brochures, oral presentations at department meetings, and taped announcements on a recently installed employee information line. An important element of the marketing plan is that program publicity is consistent and on-going.

Our plan is to phase the program in. The first phase includes opening the Career Center in June 1991, setting up the computerized career planning system, providing training to supervisors in career coaching and providing career counseling. Workshops during the noon hour will be offered.

During the first year we will also work on written procedures for participating in the Career Development Program, strengthening our job posting process, evaluating transfer and promotion policies, and promoting the tuition reimbursement program as an incentive for

employees to continue their formal education. The Program will be evaluated at six months and at year-end.

The second phase will include additional workshops, expansion of the Career Center, and implementation of the On-The-Job Training/Job Rotation Programs, and Formal Mentoring Program.

CAREER DEVELOPMENT TASK FORCE

COMMITTEE MEMBERS

POLICY COMMITTEE

<u>Name</u>	<u>Department</u>
Mel Johnson	Public Works
Bob Thomas	Parks & C.S.
Betty Masuoka	Finance
Jerry Finney	Police
Gary Costamagna	Fire
David Martinez	City Manager's Office
Jack Crist	City Manager's Office
Donna Giles	Personnel
John Worcester	Personnel
George Buckingham	Personnel
Robbin Randolph	General Services
Mike Davis	Planning

EMPLOYEE COMMITTEE

<u>Name</u>	<u>Department</u>
Derrick Lim	City Manager's Office
Sylvia Tang	Finance
Dennis Ybarra	Finance
Ricky Martinez	Fire
Ricky Reese	Parks & C.S.
Paul Kay	General Services
Gerrie Giffin	Personnel
June Niigata	Personnel
Joe Broadhead	Planning
Dawn Holm	Planning
Lori Ferguson	Police
Mary Armitage	Police
Brenda Dennis	Public Works
Edison Hicks	Public Works
Alma Romero	Public Works