

Attachment 1:

Appendix A: For nearly 80% of the Management 101 trainings held, an average of 94% respondents said they strongly agree or agree the training was useful to their present job and/or career development.

MANAGEMENT 101						
Training Course	Date	Hrs	Useful to Career Development (strongly agree / agree)	Knowledge Before Class	Knowledge After Class	Increase
Performance Management and the EDP	4/26/2016	3.0	94%	-	-	-
Hiring: Candidate Recruitment and Selection	5/10/2016	2.5	100%	-	-	-
Labor Relations 101	6/14/2016	6.0	100%	-	-	-
How to Procure Goods and Services	6/21/2016	3.5	100%	-	-	-
Writing and Publishing Documents	7/19/2016	4.0	86%	-	-	-
Budget Process Basics	8/16/2016	2.5	75%	-	-	-
QEMs and Embracing Diversity & Inclusion	9/20/2016	3.5	86%	-	-	-
Leaves of Absence	10/18/2016	3.0	100%	-	-	-
District Emergency Management	11/16/2016	3.5	100%	-	-	-
District Health & Safety for Managers	12/13/2016	3.5	67%	-	-	-
Building and Delivering Effective Board Presentations	1/17/2017, 1/24/2017	8.0	100%	22%	89%	67%
Public Outreach & Collaboration	2/7/2017	4.0	70%	15%	90%	75%
Legistar	2/21/2017	3.0	86%	29%	100%	71%
Political Sensitivity, Ethics, and Cultural Competence	3/8/2017	4.0	87%	20%	60%	40%
		54.0				

Appendix B: For 87% of the Unit Managers Academy trainings held, an average of 97% of respondents said they strongly agree or agree the training was useful to their present job and or career development. An increase in knowledge was reported for all trainings, including PDCA - Continuous Improvement, where 18% of participants responded they were Very Knowledgeable about the course content after compared to 6% before the course.

UNIT MANAGERS ACADEMY (UMA)						
Training Course	Date	Hrs	Useful to Career Development (strongly agree / agree)	Knowledge Before Class Very Knowledgeable / Quite a Bit	Knowledge After Class	Increase
Public Sector Leadership	5/18/2016	4.0	100%	--	--	
InsideOut Coaching	6/28/2016, 6/29/2016	16.0	100%	--	--	
7 Habits of Highly Effective People	8/3/2016	8.0	100%	--	--	
Meeting Management	8/17/2016	3.5	100%	--	--	
Building and Getting the Most Out of your Team	9/7/2016	3.5	100%	--	--	
Emotional Intelligence in the Workplace	10/5/2016	3.5	100%	--	--	
The Art of Delegating Effectively	11/2/2016	3.5	75%	--	--	
Leading at the Speed of Trust	12/7/2016	8.0	100%	--	--	
Project Management	1/18/2017	8.0	--	--	--	
Labor Relations 101	2/1/2017	7.0	100%	55%	100%	45%
Managing Change	2/15/2017	3.5	100%	54%	92%	38%
Political Sensitivity, Ethics, Diversity and Cultural Competence	3/8/2017	3.5	94%	43%	93%	50%
How to Write Public Documents	3/29/2017	3.5	91%	91%	91%	0%
Building and Delivering Effective Board Presentations	5/12/2017, 4/26/2017	8.0	90%	40%	100%	60%
Public Outreach and Collaboration	5/10/2017	3.5	83%	33%	67%	34%
Employee Engagement and Motivation	5/24/2017	3.5	100%	63%	100%	37%
		90.5				

Appendix C: FY 17 survey results from the INSPIRE Leadership Programs. For 85% of the Emerging Leaders Certification Program (ELCP) trainings held, at least 85% of participants said they found the course useful to their present job and/or career development. An increase in knowledge was reported for all trainings, including PDCA - Continuous Improvement, where 25% of participants responded they were Very Knowledgeable about the course content after the training compared to 17% before. Note: 2016 classes were on a different survey and captured different sources of data.

EMERGING LEADERS CERTIFICATION PROGRAM (ELCP)						
Training Course	Date	Hrs	Useful to Career Development (strongly agree /	Knowledge Before Class Very Knowledgeable /	Knowledge After Class Quite a Bit	Increase
Public Sector Leadership & Panel	9/22/2016	4.0	96%	-	-	-
Inspirational Leadership & Employee Engagement	9/29/2016	4.0	95%	-	-	-
7 Habits Intro	10/6/2016	4.0	100%	-	-	-
Habit 1	10/13/2016	4.0	100%	-	-	-
Habit 2	10/20/2016	4.0	86%	-	-	-
Habit 3	10/27/2016	4.0	95%	-	-	-
Habit 4	11/3/2016	4.0	100%	-	-	-
Habit 5	11/10/2016	4.0	95%	-	-	-
Habits 6-7	11/17/2016	4.0	93%	-	-	-
Strategic Planning	12/1/2016	4.0	100%	-	-	-
Project Management	12/8/2016	4.0	100%	-	-	-
Getting Along with Difficult Personality Types (Myers-Briggs)	12/15/2016	4.0	100%	-	-	-
District Project Planning	1/12/2017	4.0	93%	29%	93%	64%
InsideOut Coaching 1	1/19/2017	4.0	96%	26%	100%	74%
InsideOut Coaching 2	1/26/2017	4.0	95%	15%	90%	75%
FranklinCovey: Speed of Trust	2/9/2017	8.0	95%	24%	86%	62%
Organizational Leadership	2/16/2017	4.0	87%	33%	80%	47%
Political Sensitivity, Ethics, & Cultural Competence	3/9/2017	4.0	56%	50%	63%	13%
PDCA – Continuous Improvement	3/16/2017	4.0	58%	50%	50%	0%
Conflict Resolution	3/23/2017	4.0	100%	43%	100%	57%
How to Write Public Documents	3/30/2017	4.0	59%	53%	65%	12%
Developing Your Personal Brand And Promoting Your Career	4/6/2017	4.0	85%	46%	77%	31%
Building and Delivering Effective Board Presentations	4/13/2017, 4/27/2017	8.0	79%	50%	79%	29%
Public Outreach and Collaboration	5/4/2017	4.0	88%	47%	77%	30%
Emotional Intelligence	5/11/2017	4.0	94%	35%	94%	59%
Hiring and Interview Tips	5/18/2017	4.0	94%	56%	94%	38%
Labor Relations 101	6/15/2017	4.0	87%	33%	80%	47%
		116.0				

Appendix D: FY 17 survey results from the Difficult Conversations Leadership Program.

Difficult Conversations						
Training Course	Date	Hrs	Useful to Career Development	Knowledge Before Class	Knowledge After Class	Increase
			(strongly agree / agree)	Very Knowledgeable / Quite a Bit		
Managing Difficult Conversations - Managers	6/2/2017	3.5	--	75%	92%	17%
Managing Difficult Conversations - Supervisors	6/7/2017	4	100%	26%	74%	48%
		7.5				

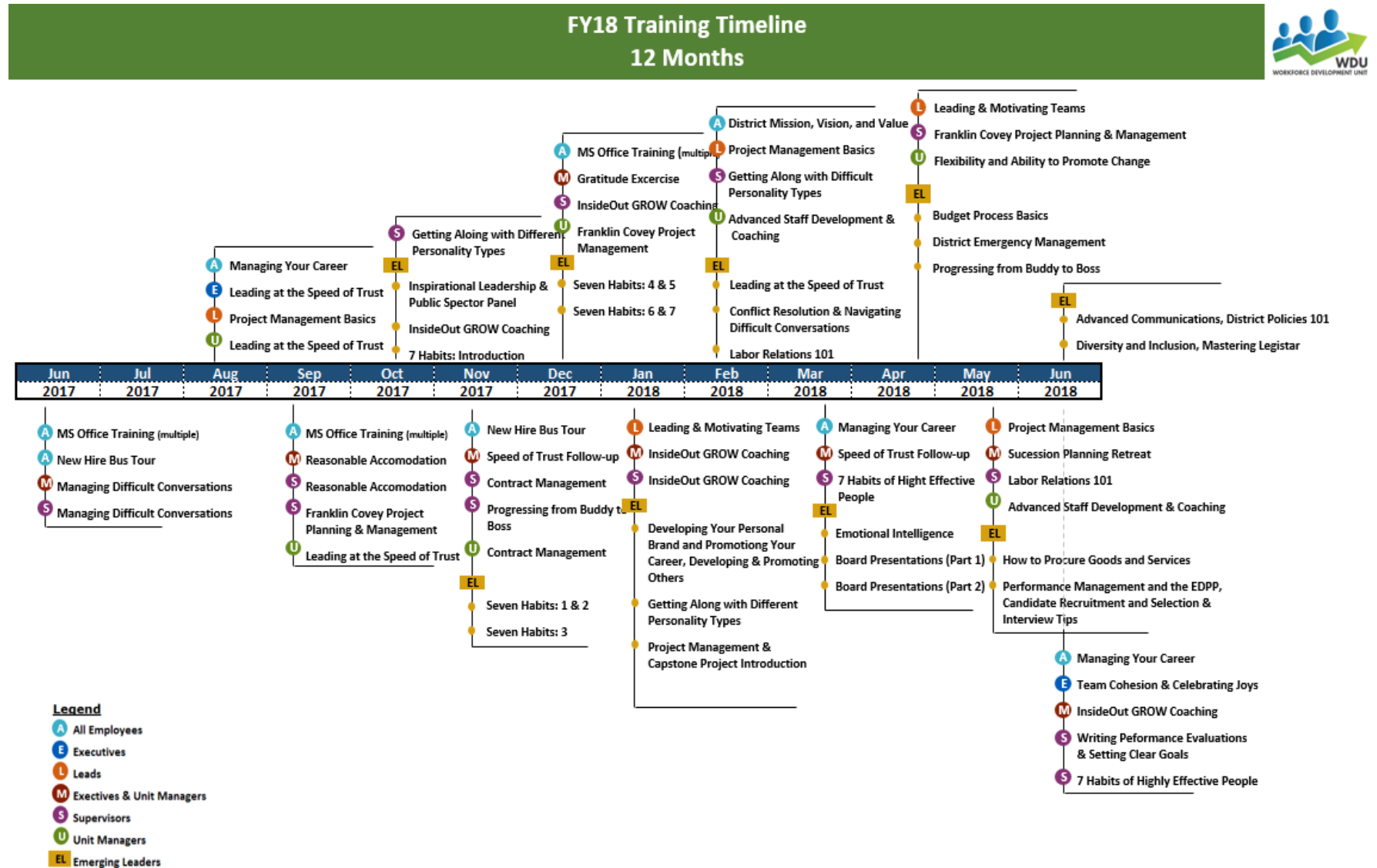
Appendix E: FY 17 survey results from the Computer Training Program.

COMPUTER TRAINING				
Class	Date	Time	Hrs	Would Recommend Course (Yes)
MS Office UpgradeTraining	25-Jan	8AM	4	} 86% Would Recommend this Course to Others
MS Office UpgradeTraining	25-Jan	1PM	4	
MS Office UpgradeTraining	26-Jan	8AM	4	
MS Office UpgradeTraining	26-Jan	1PM	4	
Excel Beginner	23-Jun	8AM	4	82%
Excel Beginner	26-Jun	8AM	4	100%
Excel Intermediate	26-Jun	1PM	4	80%
Excel Intermediate	27-Jun	8AM	4	100%
Excel Intermediate	28-Jun	8AM	4	100%
Excel Advanced	28-Jun	1PM	4	surveys unavailable
Excel Advanced	30-Jun	1PM	4	100%
PowerPoint Beginner	30-Jun	8AM	4	surveys unavailable
			48	

Appendix F: FY 17 survey results from the ICMA Webinar Program.

ICMA WEBINARS						
Training Course	Date	Hrs	Useful to Career	Knowledge Before Class	Knowledge After Class	Increase
			(strongly agree / agree)	Very Knowledgeable / Quite a Bit		
Attracting and Retaining a Dynamic Workforce	3/29/2017	2.0	67%	50%	100%	50%
Being a Great Coach and a Winning Player in Your Organization	4/19/2017	2.0	100%	43%	86%	43%
Best Practices in Citizen/Customer Service	5/11/2017	2.0	83%	33%	75%	42%
		6.0				

Appendix G: FY 18 Workforce Development Competency Training Timeline



Appendix H: FY 18 Competency training programs, cost and vendor information.

FY 2018 Management Leadership Team Courses (Executives and Managers)	Date	Total Hours	Cost	Vendor/Facilitator
Managing Difficult Conversations	6/1/2017	3.00	\$1,400	Workforce Institute
Leading at the Speed of Trust Follow-Up	11/1/2017	7.00	\$6,250	FranklinCovey
Gratitude Exercise	12/1/2017	2.00	\$1,500	Outside Vendor
InsideOut GROW Coaching	1/1/2018	2.00	\$6,450	HR - Workforce Development
Leading at the Speed of Trust Follow-Up	3/1/2017	6.00	\$6,250	FranklinCovey
Succession Planning Retreat	5/1/2017	6.00	\$4,000	Outside Vendor
InsideOut GROW Coaching	6/1/2017	2.00	\$6,450	HR - Workforce Development
<u>TOTAL MLT</u>		<u>30.00</u>	<u>\$32,300</u>	
FY 2018 Executives Courses	Date	Total Hours	Cost	Vendor/Facilitator
Leading at the Speed of Trust	8/29/2017	8.00	\$6,250	FranklinCovey
Team Cohesion & Celebrating Joys	6/1/2018	4.00	\$1,800	Workforce Institute
<u>TOTAL EXECUTIVES</u>		<u>12.00</u>	<u>\$8,050</u>	
FY 2018 Manager Courses	Date	Total Hours	Cost	Vendor/Facilitator
Leading at the Speed of Trust	8/30/2017	8.00	\$6,250	FranklinCovey

Leading at the Speed of Trust	9/19/2017	8.00	\$6,250	FranklinCovey
Contract Management (5-part session)	11/1/2017	4.00	\$22,000	Outside Vendor
Project Planning and Management	12/1/2017	8.00	\$6,250	FranklinCovey
Advanced Staff Development and Coaching	2/1/2018	4.00	\$10,000	Outside Vendor
Flexibility and Ability to Promote Change	4/1/2018	4.00	\$3,000	Outside Vendor
Advanced Staff Development and Coaching	5/1/2018	4.00	\$10,000	Outside Vendor

TOTAL MANAGERS **40.00** **\$63,750**

FY 2018 Supervisor Courses	Date	Total Hours	Cost	Vendor/Facilitator
Managing Difficult Conversations	6/1/2017	4.00	\$1,800	Workforce Institute
Project Planning and Management	9/1/2017	8.00	\$6,250	FranklinCovey
Getting Along with Different Personality Types (Myer Briggs)	10/1/2017	4.00	\$2,000	Outside Vendor
Progressing from Buddy to Boss	11/1/2017	4.00	\$1,800	Workforce Institute
Contract Management (5-part session)	11/1/2017	4.00	\$4,000	Outside Vendor
InsideOut GROW Coaching	12/1/2017	8.00	\$6,450	HR - Workforce Development
InsideOut GROW Coaching	1/1/2018	8.00	\$6,450	HR - Workforce Development
Getting Along with Different Personality Types (Myer Briggs)	2/1/2018	4.00	\$2,000	Outside Vendor

FranklinCovey: The 7 Habits of Highly Effective People	3/1/2018	8.00	\$0	HR - Workforce Development
Project Planning and Management	4/1/2018	8.00	\$6,250	FranklinCovey
Labor Relations 101	5/1/2018	4.00	\$0	Labor Relations
FranklinCovey: The 7 Habits of Highly Effective People	6/1/2018	8.00	\$900	HR - Workforce Development
Writing Performance Evaluations and Setting Clear Goals	6/1/2018	4.00	\$2,000	Outside Vendor
<u>TOTAL SUPERVISORS</u>		<u>78.00</u>	<u>\$39,900</u>	
FY 2018 Leads Courses	Date	Total Hours	Cost	Vendor/Facilitator
Project Management Basics	8/23/2017	4.00	\$1,800	Workforce Institute
Leading & Motivating Teams	1/1/2018	4.00	\$1,800	Workforce Institute
Project Management Basics	2/1/2018	4.00	\$1,800	Workforce Institute
Leading & Motivating Teams	4/1/2018	4.00	\$1,800	Workforce Institute
Project Management Basics	5/1/2018	4.00	\$1,800	Workforce Institute
<u>TOTAL LEADS</u>		<u>20.00</u>	<u>\$9,000</u>	
FY 2018 All Employee Courses	Date	Total Hours	Cost	Vendor/Facilitator
Managing Your Career	8/15/2017	4.00	\$2,000	Dr. Frank Benest
MS Office (Word & Outlook)	9/1/2017	4.00	\$1,700	Mentor Training

New Hire Bus Tour	11/1/2017	6.00	\$0	HR - Workforce Development
MS Office (Excel & PowerPoint)	12/1/2017	4.00	\$1,700	Mentor Training
District Mission, Vision, and Value	2/1/2017	1.00	\$0	Internal Staff
Managing Your Career	3/1/2017	4.00	\$2,000	Dr. Frank Benest
Managing Your Career	6/1/2018	4.00	\$2,000	Dr. Frank Benest
New Hire Bus Tour	6/1/2018	6.00	\$0	HR - Workforce Development

<u>TOTAL ALL EMPLOYEES</u>	<u>37.00</u>	<u>\$11,100</u>
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FY 2018 ELCP Courses	Date	Total Hours	Cost	Vendor/Facilitator
Program Start Date Orientation and Introduction: Inspirational Leadership & Public Sector Leadership Panel	10/5/2017	8.00	\$0	Internal and external panel
InsideOut GROW Coaching	10/12/2017	8.00	\$6,450	HR - Workforce Development
FranklinCovey 7 Habits of Highly Effective People Habits Intro	10/19/2017	4.00	\$900	HR - Workforce Development
FranklinCovey 7 Habits of Highly Effective People Habits 1, 2	11/2/2017	8.00	\$0	HR - Workforce Development
FranklinCovey 7 Habits of Highly Effective People Habits 3	11/16/2017	4.00	\$0	HR - Workforce Development

FranklinCovey 7 Habits of Highly Effective People Habits 4, 5	12/7/2017	8.00	\$0	HR - Workforce Development
FranklinCovey 7 Habits of Highly Effective People Habits 6, 7	12/14/2017	4.00	\$0	HR - Workforce Development
Developing Your Personal Brand and Promoting Your Career	1/4/2018	6.00	\$2,500	Dr. Frank Benest
Getting Along with Difficult Personality Types (Myers-Briggs)	1/11/2018	4.00	\$1,800	Workforce Institute
Project Management Introduce District Projects	1/18/2018	8.00	\$3,600	Workforce Institute
Leading at the Speed of Trust	2/1/2018	8.00	\$6,250	FranklinCovey
Conflict Resolution: Having Difficult Conversations	2/8/2018	8.00	\$3,600	Workforce Institute
Labor Relations 101	2/22/2018	4.00	\$0	Internal
Emotional Intelligence	3/8/2018	4.00	\$1,800	Workforce Institute
Building and Delivering Effective Presentations Part 1	3/15/2018	4.00	\$0	HR - Workforce Development
Building and Delivering Effective Presentations Part 2	3/22/2018	4.00	\$0	HR – Workforce Development
Budget Process Basics	4/5/2018	4.00	\$0	Internal

District Emergency Management	4/19/2018	4.00	\$0	Internal
Progressing from Buddy to Boss	4/26/2018	4.00	\$1,800	Workforce Institute
How to Procure Goods and Services	5/10/2018	4.00	\$0	Internal
Performance Management and EDPP Hiring: Recruitment and Selection - Interview Tips	5/24/2018	8.00	\$0	Internal
Effective Communications	TBD	4.00	\$1,800	Workforce Institute
Policies 101	6/7/2018	4.00	\$0	Internal
Diversity + Legistar	6/28/2018	4.00	\$0	Internal
Risk Management	7/12/2018	4.00	\$0	HR Deputy Officer
Project Presentations Practice	8/23/2018	4.00	\$0	HR - Workforce Development
Project Presentations and Graduation	9/13/2018	4.00	\$0	HR - Workforce Development
ELCP Misc. Line item		0.00	\$500	N/A
<u>TOTAL ELCP</u>		<u>142.00</u>	<u>\$31,000</u>	
<u>GRAND TOTAL OF ALL PROGRAMS</u>		<u>359.00</u>	<u>\$195,100</u>	

Appendix I: FY 18 Workforce Development projects, goals, and estimated completion dates.

Project	Goal	Completion Date
Learning Management System (LMS) Project	To secure a new robust LMS and to migrate current LMS data into the new LMS. This will provide all employees with a more efficient learning experience	January 2018
Executive Competency Program	To provide a robust three-phased training program for Executives only including The Speed of Trust, Team Cohesion, and Work Retreat	June 2018
Manager Competency Program	To provide a robust training program for Managers focusing on “Leading at the Speed of Trust”, Contract Management, Advanced Staff Development, Flexibility, and Ability to Promote Change and more. In FY19 to include How to Write District Reports	June 2018
Lead Competency Program	To provide a robust training program for Leads only. In FY18 “The Leads Academy” will focus on Project Management and Leading and Motivating Teams and in FY19, the academy will focus more on Accountability, Problem Solving, Performance Coaching, Team Motivation, and more.	June 2018
Supervisor Competency Program	To provide a robust training program for Supervisors only focusing on Staff Development, Conflict Management, Project Management, District Processes, Labor Relations, “The Seven Habits of Highly Effective People”, Written Communication and more	June 2018
MLT Competency Program	To provide a robust three-phased training program for MLT only including Managing Difficult Conversations, InsideOut GROW Coaching, Succession Planning, Reasonable Accommodation and more	June 2018
All Employees Competency Program	To provide a robust training program for all employees focusing on Interpersonal and Communication skills, Health and Safety training, Managing your Career and much more. In FY19 Workforce Development will include Customer Service Training.	June 2018
Coaching Program	Develop a structured coaching program at the District that benefits both coaches and coaches this includes the annual speed coaching event	June 2018
Computer Software Training Program	To provide all employees training on MS Office (Excel, Word, PowerPoint, Outlook, Microsoft Project, Visio, etc.)	June 2018

Knowledge Management Needs Assessment	For Managers to determine gaps of current knowledge systems and future needs with recommendations	June 2018
Fellowship Program	The District Management Fellowship Program will help Master graduates accepted in the Fellowship Program gain in-depth working experience supporting or leading complex projects, learn about local government, and possibly become future public-sector leaders inside or outside the District	July 2018
Emerging Leaders Certification Program (ELCP) 2018	To provide leadership development training for Emerging Leaders who would like to enhance their leadership skills or become Managers or Supervisors but with fewer than two (2) years of supervisory experience . This 200-hour program includes live-training, outside project work, coaching and/or supervision of District employee(s), and a mock board panel presentation	September 2018
ICMA Coaching Webinars	To provide coaches, supervisors, and managers six (6) ICMA webinars that focus on developing staff	November 2018
Management Talent Exchange Program	The purpose is to give high achieving employees a 3-month exchange opportunity so that participants can develop new experiences, competencies, and relationships.	December 2018
EDPP Program	To provide all employees a structured format to develop employees that includes goal setting, performance measurement, regular performance feedback, coaching and development, and employee recognition	Biannual
Onboarding Program	To provide a robust blended learning Onboarding Program for new hires that contains handouts, videos, a structured buddy program, new hire bus tour, and more	Ongoing
Rotation Program	A program for rotation employees to offer rotational opportunities to broaden staff knowledge, skills, and abilities by providing temporary assignments to a different position and/or unit	Ongoing
Mandatory Engineers Society Rotation	Employees first appointed at the Assistant (I) classification shall rotate for six (6) months into a minimum of two (2) separate units prior to attaining the Assistant II classification	Ongoing
Cultivate Succession Program	Cultivate is the brand for the District's Succession Development Program with the purpose of responding to the challenges of the "retirement wave" of baby-boomer managers, professionals and	Ongoing

	technical staff leaving the organization. The Cultivate program strives to develop current and future talent while recognizing the rich experience of District employees. The program is planned and implemented through the support of a committee (called Cultivate Champions) made up of managers, staff, and Union representatives from throughout the District and the Workforce Development Unit.	
Great Talent Developer	To provide recognition for all employees who show positive leadership traits and provide development opportunities for staff	Quarterly