



A Tradition of Stewardship
A Commitment to Service

Agenda Date: 12/18/2018

Agenda Placement: 6U

NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

TO: Board of Supervisors

FROM: Minh Tran - County Executive Officer
County Executive Office

REPORT BY: Marissa Murphy-Becerra, Training and Organizational Development Officer - 707-253-4477

SUBJECT: New Agreements with Training Providers

RECOMMENDATION

County Executive Officer requests approval of and authorization for the Chair to sign five agreements with training providers for the term January 1, 2019 through June 30, 2019 with the option for automatic renewal each fiscal year, not to exceed two additional fiscal years, to provide various training opportunities for County staff:

1. Civic Makers -\$7,000;
2. Cooperative Personnel Services (CPS-HR) - \$16,000;
3. Millennium Career Advantage - \$10,000;
4. Research Development Associates (RDA) -\$9,000; and
5. Training Solutions Group - \$39,000.

EXECUTIVE SUMMARY

Today's recommended action is the approval of five contracts that will allow the County to offer 33 courses year-round, on multiple topics, by multiple vendors, to nearly 800 staff.

Training topics include but are not limited to:

- | Microsoft Office Suite applications
- | Leadership Development
- | Data Analysis
- | Performance Management and Goal Setting
- | Customer Service
- | Telling Our Story
- | Project Management.

The County released a request for proposals (RFP) in 2018 for training and development services. The committee chose the five vendors based on criteria in the RFP.

FISCAL IMPACT

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	Yes
Where is it budgeted?	Training and Organizational Development Budget
Is it Mandatory or Discretionary?	Discretionary
Discretionary Justification:	The new model for Training and Development will allow County staff to continue to develop, maximize organizational bench strength, and increase the number of employees who are able to gain essential leadership development skills. In addition, the new model will allow staff the autonomy and the ability to choose when, where, and what skills need to be developed the most, and at a time that works best for the individual and the organization.
Is the general fund affected?	Yes
Future fiscal impact:	The County will use the services of the firms on an as-needed basis. All services will be budgeted accordingly and the County may offer programs if budget resources are available.
Consequences if not approved:	Effective leadership is critical to the success of an organization; and, in today's work environment, leaders are at every level of the organization. Without adequately developing staff, the County misses opportunities to improve its most essential asset: its employees. Without a well-trained, skilled, and engaged workforce, the County jeopardizes its capacity to proactively meet and respond to constituents' needs and threatens its ability to be a competitive organization.
Additional Information:	

ENVIRONMENTAL IMPACT

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

BACKGROUND AND DISCUSSION

In Fiscal Year 2010-2011, the County conducted a countywide training needs assessment survey of all County employees in order to obtain a snapshot of the current and future training needs for the organization. The survey results identified supervisory and executive leadership training programs as a high priority for the organization.

On May 1, 2012, the Board of Supervisors adopted strategic objectives supporting their three-year goal of maintaining long-term financial and workforce stability. Two of those objectives directed staff to recommend and

contract for both supervisory and senior leadership training programs. In July 2012, the County developed and implemented a tiered leadership development program.

Over the last six years, 329 staff have received development in training through eight (8) supervisory transition readiness courses, six (6) supervisory cohorts, one (1) management academy, and one (1) senior leadership academy, for a total contracted amount of \$317,000. While the training sessions have benefited the employees and the County, the cohort model has limited the number of staff that can access training and develop essential knowledge, skills, and abilities. Further, the cohort model requires participants attend training on a predetermine schedule, and partake in a codified course outline. This approach is beneficial in some settings but, it can also limit the staffs autonomy and ability to choose when, where, and what skills need to be developed most, and at a time that works best for the individual and the organization.

In an effort to continue to provide training and development programs that build individual and organizational capacity, the County issued a Request for Proposal (RFP) in July 2018. The RFP sought to democratize talent development by bringing training opportunities on a variety of important topics to all employees in the future. Eighteen organizations submitted proposals. A multidisciplinary team reviewed the submissions and selected five vendors (Civic Makers, CPS HR, Millennium Career Advantage, Training Solutions Group, and Research Development Associates) based on the following criteria:

1. Company History, Experience, and Qualifications
2. Proposed Programmatic Elements, including potential for vendor to provide training on multiple topic areas
3. Pricing / Rate Proposal

Today's recommended action includes approval of five agreements that will allow the County to offer at least 33 courses to nearly 800 staff on various topics in calendar year 2019. Continuing to invest in employee development, through the modified model, will provide significant benefits to the County which are critical to the future leadership planning efforts, including:

- | Continued professional development of staff
- | Consistency in leadership development principles
- | Increased employee engagement
- | Greater workforce stability, including higher employee retention rates.

SUPPORTING DOCUMENTS

None

CEO Recommendation: Approve

Reviewed By: Leigh Sharp