



A Tradition of Stewardship  
A Commitment to Service

Agenda Date: 3/10/2015

Agenda Placement: 6K

## NAPA COUNTY BOARD OF SUPERVISORS

### Board Agenda Letter

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**TO:** Board of Supervisors

**FROM:** Leanne Link for Nancy Watt - County Executive Officer  
TRAINING & ORGANIZATIONAL DEV

**REPORT BY:** Barbara Otis, Training and Organizational Development Officer - 707-253-4477

**SUBJECT:** Amendment No. 2 to Agreement 7806 with the Centre for Organization Effectiveness

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#### **RECOMMENDATION**

County Executive Officer requests approval of and authorization for the Chair to sign Amendment No. 2 to Agreement No. 7806 with the Centre for Organization Effectiveness increasing the maximum amount from \$110,000 to \$150,000 per fiscal year for development and implementation of employee training programs.

#### **EXECUTIVE SUMMARY**

The County contracted with the Centre for Organization Effectiveness in 2012 to provide leadership development training for County employees. The Centre facilitates the Supervisory Transition and Readiness Training program (S.T.A.R.T.), the Supervisory Academy and the Senior Leadership Academy on a rotating basis. Significant benefits of these programs include the continued professional development of staff and consistency in leadership development principles which is critical to future succession planning efforts. The proposed amendment to the agreement allows for the development of the Napa County Management Academy which will complete our tiered progressive leadership development model and increase the number of training programs offered in a fiscal year which will also increase the number of County employees able to participate in the programs.

The Centre is not a local vendor. The County released a request for proposals (RFP) in 2011 for leadership development training services, and Centre for Organization Effectiveness was selected by the County Organizational Development Committee 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 tiered progressive leadership development programs have received outstanding evaluations and strong interest and support from both participants and senior leadership here at the County. The requested amendment will allow the County Training and Organizational Development Officer to build the final tier in our tiered progressive leadership development model and increase the number of training programs offered in a fiscal year to meet the needs of our organization.
Is the general fund affected?	Yes
Future fiscal impact:	The services of the firm will be used on an as-needed basis and will be budgeted accordingly. Programs will only be offered if budget resources are available and there is no guarantee programs will be offered.
Consequences if not approved:	These services will remain at the current level of program offerings, eliminating additional leadership training and development opportunities to County employees.
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**

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 FY2010-2011 a county-wide training needs assessment was conducted via a survey to all County employees to provide a snapshot of the current and future training needs of the organization. Based on the survey results, supervisory and executive leadership training programs were identified as being a high priority need for the organization. Recognizing that our most valuable assets are our employees, the County Executive Officer chartered an Organizational Development Committee (OD Committee) of department heads and staff from various departments within the County to address the training and development needs identified from the survey. The OD Committee has and will continue to be integral in the development of future leadership development programs. By approving the requested action, the County will not only increase the number of leadership development programs offered, they will also increase the number of County staff able to participate in the programs.

Since the successful launch of the tiered progressive leadership development model in FY2012-2013, the County has provided leadership development training programs to approximately 211 County employees and has received outstanding evaluations from participants. The County has currently provided four Supervisory Transition and Readiness Training programs (S.T.A.R.T.), three Supervisory Academies and two Senior Leadership

Academies. With the tiered progressive leadership model, we are able to offer County employees leadership development programs that provide them with the opportunity for specific customized leadership skill development at each level. The development of the tiered progressive leadership model supports our mission, vision, values and organizational strategic goals through the increased skill development of our internal leaders.

Continuing to support the tiered progressive leadership development program model will not only provide County employees with the tools and resources to be effective and successful leaders within our organization, it will also improve the quality of the services we provide to both our internal and external customers and will be critical to future succession planning efforts as well as increasing and maintaining employee morale and retention. The tiered progressive leadership development program model provides the flexibility to schedule programs on an as-needed basis and is beneficial in accommodating current training demands timely. In FY2015-2016, we anticipate approximately 75 County staff will participate in the leadership development programs.

The Training and Organizational Development Officer recommends approval of Amendment No. 2 to the Agreement No. 7806 with the Centre for Organization Effectiveness to conduct supervisory and executive leadership training programs as well as additional consulting and training and development services on an as-needed basis providing for an automatic renewal at the end of each fiscal year.

#### **SUPPORTING DOCUMENTS**

None

CEO Recommendation: Approve

Reviewed By: Helene Franchi