

The



Learning & Development Fund

Background

- Due to attrition & reduction in staff, many employees were lacking in the necessary knowledge, skills, & abilities (KSA's), certifications and licensures to ensure staff success and satisfaction.
- The City in turn, was deficient in a workforce that could produce at the highest levels; but was also disadvantaged in preparing a pool of workers for succession planning.
- Fiscal Year 2012 – At the request of the City Manager, the Sparks City Council approved a \$200,000 training budget to be utilized by non-public safety personnel.

The L&D Fund is Born

- Funds, known as the L&D Fund would be managed by Human Resources and utilized for:
 - Training classes to increase the KSA for an employee's current position.
 - Training classes that would increase KSA, thus preparing employees for realistic advancement opportunities.
 - Testing to obtain or update required licensures.
 - Testing to acquire or maintain a required or valued certification.
 - Attendance at seminars and conferences that support the City's Strategic Goals and/or provide Federal, State or Statutory updates.

L&D Administration

- Department Heads, Managers & Supervisors created a training plan for each employee. A copy of each plan was sent to HR and the City Manager.
- Once an Employee had training goals established, they could then search for training opportunities that would support their individual plan.
- When a learning opportunity is found, an L&D request is sent to HR, approved, logged and tracked.

L&D Utilization

- As of March 31, 2012
 - 266 Employees have participated in 240 learning opportunities.
 - \$190K has been utilized or earmarked. The funds have paid for:
 - Registration costs, course and material fees; exam fees and preparatory materials; certification & licensure fees; and, travel expenses when necessary.
 - This results is an investment of \$714 per eligible employees per year.
 - To reduce costs, one trainer was brought to the City to facilitate a large class when possible.

Training Snapshot

- Knowledge, skills & abilities have been developed in the following areas:
 - Technical Expertise
 - Leadership
 - Effective Communication
 - Computer Software
 - Team Building
 - Project Management
 - Public Management & Administration
 - Emergency Management & Safety

Department L&D Accomplishments Measured Against Training Plans

- Management Services
 - Human Resources
 - Staff has taken courses to obtain or maintain PHR & SPHR Certifications; earned certifications in HR Management & Public Management; and, one employee has the unique opportunity to acquire an Emergenetics Certification to bring back and provide to all City Employees.
 - City Clerk's Office
 - Staff will obtain Certified Municipal Clerk Designation; ICRM Certification; a certificate in Public Management; and, a Certificate in Records Management

Department L&D Accomplishments Measured Against Training Plans

- Management Services, continued
 - Customer Service
 - Staff has taken courses to support customer service skills, passport implementation, computer skills, business licensing and communication skills.
 - Contracts & Risk Management
 - The PRIMA & NIGP conferences will provide support that is critical for the Risk and Purchasing functions.
 - Community Relations
 - Attended Media Relations with support staff.

Department L&D Accomplishments Measured Against Training Plans

- Community Services
 - Administrative Staff & Management Team
 - Intermediate & Advanced Excel Training has been completed.
 - The management team will attend Emergenetics training.
 - Building
 - Staff has been able to attend the ICC Annual Conference, IAEI Electrical Conference; and, complete grounding & bonding courses.
 - Transportation
 - This team has been able to attend the ITE Technical Conference, pavement management training, world of asphalt training and obtain a Field Testing Certification

Department L&D Accomplishments Measured Against Training Plans

- Community Services
 - Capital Projects, Design, Utilities & Engineering
 - Numerous opportunities have been taken, especially in the field of Project Management, which will allow at least one employee the ability to train City staff in this area.
 - Staff has attended conferences on Flood Warning Systems, Flood Drain Management, National Flood Proofing, Steel Camp, Underground Construction and the NASTTS No Dig Show.
 - One employee received a certification in Floodplain Management and one received certification in Field Testing.

Department Accomplishments Measured Against Training Plans

- Community Services, continued
 - Fleet & Facilities and Maintenance & Operations
 - This group has done a spectacular job of searching for L&D opportunities. In addition to many leadership classes taken by new Crew Supervisors, 138 employees have achieved individual training goals in the following:
 - Maxicom Hardware & Software, Vac-Con, Playground Safety, Work Zone Traffic Safety, Traffic Control, Introduction to Signals, Pump Systems, Backflow Assembly, Roadway Lighting, Emergency Vehicle Maintenance, Excavation & Trenching, Flexi Sign-Pro, Irrigation Technician, Mechanical Inspector, Arboriculture Training and skills training in Building Maintenance.

Department L&D Accomplishments Measured Against Training Plans

- Financial Services
 - Accounting
 - Staff has attended a GASB Conference on Practical Guidance; a Budget Analyst Training Academy, Advanced Excel and Financial Webinars.
 - Information & Technology
 - One employee is working toward their NV Certified Public Manager Certificate; and one staff member is working on SQL Server Reporting & Writing Queries.

Department L&D Accomplishments Measured Against Training Plans

- Parks & Recreation
 - Staff has attended Lifeguard Instructor Training which will allow them to train all future lifeguards in the City, saving us money; our Recreation Specialists will attend conferences supporting recreation activities for our youth in the community including the Teams Conference & Expo and the Parks & Recreation Conference in Las Vegas; and one staff member will attend the Junior Giants Conference in San Francisco.

New Needs

- We have established a strong foundation for increasing the strength of our human capital and taking advantage of opportunities that support the City's mission, values & goals.
- In order to ensure continued success, an ongoing commitment to Organization Learning & Development must be made.

Critical Department Needs

- Management Services will need ongoing support in the following areas:
 - Compliance training for the HR staff as well as HR Management classes and SHRM/PHR Certification maintenance courses
 - Public Relations Accreditation, Social Media courses and Legislative Issues training for the Community Relations team
 - ARMA Membership Renewal and ICRM Certificates for the City Clerk Staff

Critical Department Needs

- Community Services will need ongoing support in the following areas:
 - Continue to identify and train future staff at all levels and develop a succession plan with the support of ongoing training.
 - Pooled Maintenance staff will require a 2-4 year training commitment to become fully functional and working at peak efficiency. Outside resources will be needed to grow the skill sets of these employees.
 - Continuing education to support PE & other licensures
 - Continued Technical Trainings, Seminars & Conferences

Critical Department Needs

- Financial Services
 - The Finance Team must stay current with laws, rules & regulations that come from such institutions as PERS to the Department of Taxation; IT will need to stay ahead of technological advancements.
 - New needs include but are not limited to: Attending GFOA Trainings & Conferences; Revenue Forecasting training; Budget Documents training; Garnishment Laws; the Budget Cycle & Requirements for NRS; Information Systems Security training, advanced software training; and, Agresso Excelerator training.

Critical Department Needs

- Parks & Recreation

- While the leadership team will continue to take Supervisory certificate courses through the University of Nevada, many others simply need courses to support their current position.
- For example, our Aquatics Supervisor needs certifications in CPR, First Aid and Lifeguard Training and to obtain a certification required by the Washoe County Health Department. Our Parks development staff needs to pursue relevant conferences; and, our recreation staff needs ongoing support and training in the areas of youth and adult recreation activities & sports programs.

Questions?