



# Training & Development

Park and Recreation Board  
October 24, 2019



Preparing  
Our  
Employees  
To

**Soar Like an Eagle**

Training  
and Development

# Strategic Direction for Staff Resources

Training and Development enables us to support departmental needs and our goal of aligning with the National Park and Recreation Association (NRPA) and impacting communities through our three pillars - conservation, health and wellness and social equity programs and opportunities

## **Benefits**

- Central to business and operational success
- Builds employee excellence
- Prepares our staff for next level execution
- Enhances competitive position on (national and local level)

Training  
and Development

# Strategic Direction for Staff Resources



## Our Ultimate Objective

Ensure that staff capabilities  
match department needs

by

providing learning & development opportunities, and  
programs that are job specific for each different discipline

- Create department-wide training and development systems that will ensure our staff develop and utilize the right set of behavior, skills and knowledge to perform their duties.
- Create programs that support identifying and preparing our next set of leaders and functional experts.
- Support training specific to achieving environmental, safety and quality standards of excellence.
- Provide our staff access to industry experts, agencies and training that support our pursuit of appropriate accreditations and certifications.
- Leverage data to analyze and improve employee engagement

# Our Training and Development Model



All training will be under the umbrella Soar Like an Eagle

Soaring like an eagle is rising above the norm to develop and use my skills and talent such that I improve myWork, myLife, myCommunity.



Soar Like Eagle Academies

Leadership  
Job Skills and Knowledge  
Environmental, Safety and Quality  
Employee Engagement



Theme: Building a Better Me so that I can Soar Like an Eagle in myWork, myLife, myCommunity

Help employees understand how to take a 360-degree (whole-life) view of applying behaviors, skills, and knowledge.

# Soar Like an Eagle Building a Better Me



# Building a Better Me Academies

## Leadership

- Purpose
  - Develop our employee into engaged and innovative leaders
  - Skills to transform our department
- Benefits
  - Improve customer service
  - Nurture future leaders
  - Increase engagement & performance
  - Better decision making

## New: Job Skills and Knowledge

- Purpose
  - Provide employees with targeted training needed to expand and improve skills and knowledge in their current job position
- Benefits
  - Improve customer service
  - Productivity gains
  - Stronger leader
  - Equipped to prevent and solve problems

## New: Environmental/Safety/Quality

- Purpose
  - Education on how to ensure a safe work environment
  - Lower risk of workplace accidents
- Benefits
  - Reduce risk of injury
  - Productivity gains

## New: Employee Engagement

- Purpose
  - Help employees feel valued
  - Ensure employees feel committed and motivated to contribute to our success
- Benefits
  - Improve customer service
  - Productivity gains
  - Reduce turnover
  - Better teamwork and efficiency

# Building a Better Me

## Active Programs

Current Programs	Status
<b>Leadership Academy</b>	
Core Leadership Competencies	Active
Senior Irrigator Development	Active
CPRP/CPRE	Active
CAPRA	Active
<b>Job Skills &amp; Knowledge</b>	
Maintenance Job Skills Training	Active
<b>Environmental/Safety/Quality</b>	
Environmental Training	Active
Safety Training	Active
<b>Employee Engagement</b>	
New Employee Orientation	Active
Job Exploration	Launch in Nov 2019

Current  
Curriculum  
Leadership  
Academy



## Core Leadership Competencies

### Personal Development

Managing Self, Time and Resources

Problem Solving & Decision Making

### Leadership & Management

Developing People & Managing Performance

Developing People & Managing Performance

### Communication & Relationship Building

Working in Teams

Communicating & Engaging

### Strategic Thinking & Organizational Development

Innovation & Continuous Improvement

Developing the Organization



# Accomplishments Leadership Training

Training Program / System	Notes
Leadership Conference	<ul style="list-style-type: none"><li>• 4 events completed</li><li>• 5<sup>th</sup> scheduled for Nov 1st</li></ul>
Leadership Academy	<ul style="list-style-type: none"><li>• Completed training for eligible employees</li><li>• Training will be provided to new employees</li></ul>
CAPRA Accreditation (Commission for Accreditation of Park and Recreation Agencies)	<ul style="list-style-type: none"><li>• Certified 2016</li><li>• Hosting national conference in 2023</li></ul>
CPRP Certification (Certified Park and Recreation Employee)	<ul style="list-style-type: none"><li>• 25 employees certified</li></ul>
CPRE Certification (Certified Park and Recreation Executive)	<ul style="list-style-type: none"><li>• 1 executive certified</li></ul>

Accomplishments

# Soar Like an Eagle Annual Leadership Conference

Annual Event

This is the 5<sup>th</sup> year

Attendees

Executive

Managers

Supervisors

Coordinators

Crew Leaders

Average attendance is 172



# Accomplishments Core Leadership Competencies

Core Leadership Competencies	Front-line Leaders (Crew Leaders & Coordinators)	Mid-Level Leaders (Supervisors & Mgrs. I and II)	Executives (Directors & Senior Managers)
<b>Personal Development</b>			
Managing Self, Time and Resources	Complete	Complete	Complete
Problem Solving & Decision Making	Complete	Complete	Complete
<b>Leadership &amp; Management</b>			
Developing People & Managing Performance	Complete	Complete	Complete
Developing People & Managing Performance	Complete	Complete	Complete
<b>Communication &amp; Relationship Building</b>			
Working in Teams	Complete	Complete	Complete
Communicating & Engaging	Complete	Complete	Complete
<b>Strategic Thinking &amp; Organizational Development</b>			
Innovation & Continuous Improvement	Not Required	Complete	Complete
Developing the Organization	Not Required	Complete	Complete

Accomplishments  
Job Skills  
&  
Knowledge

## Job Skills and Knowledge Academy

Training Program / System	Notes
Senior Irrigator Development Program	<ul style="list-style-type: none"><li>• Grow organic talent pool of licensed staffed skilled in irrigation.</li><li>• This talent pool would provide a ready supply of skilled labor that would qualify for the difficult to fill Senior Irrigation Technician.</li></ul>
Job Shadowing	<ul style="list-style-type: none"><li>• New program.</li><li>• Target FY 2019/2020 implementation</li></ul>
On-Job-Training	<ul style="list-style-type: none"><li>• Create a model for the department.</li><li>• Maintenance Division has a general framework in place.</li></ul>

Accomplishments  
Environmental  
Safety  
Quality

## Environmental, Safety and Quality Academy

Training Program / System	Notes
Environmental	<ul style="list-style-type: none"><li>• Department wide training</li><li>• Courses assigned based on job role</li></ul>
Safety	<ul style="list-style-type: none"><li>• Citywide program</li><li>• Employees take training based on training matrix</li></ul>

Accomplishments  
Employee  
Engagement

## Employee Engagement

### Training Program / System

### Notes

New Employee Orientation

- Relunched in 2019
- Executives discuss mission and org information
- Training
  - Customer Service
  - Problem Solving
  - Safety

Job Exploration Program

- New program
- Introduce to employees at the 2019 Leadership Conference

# Opportunities

- Create Competency & Job Skill Models
  - Divisions
- Create Require Training Profiles
  - for Leaders
  - for Functional Experts
- Job Shadowing
  - Create pilot program
- On the Job Training (OJT)
  - Expand on Maintenance program
  - Introduce to other divisions

# Overall Training Statistics

- Stats for 2015 - 2019
  - Total Training Hours: 3,015
  - Total Number of Classes: 743