

EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO

DATE ISSUED: June 4, 2010
ATTENTION: Natural Resources & Culture Committee
Agenda of June 16, 2010
ORIGINATING DEPARTMENT: Public Utilities
SUBJECT: Public Utilities Leadership Development Program
Management and Field Academies
COUNCIL DISTRICT(S): City-wide
STAFF CONTACT: Darlene Morrow-Truver (858) 292-6384, MS901

REQUESTED ACTION:

Council authorization to execute a 2-year contract, with a 3-year option to extend, with Organizational Effectiveness Consultants for the development and delivery of a Leadership Development Program for an amount not to exceed \$630,540.

STAFF RECOMMENDATION: Approve the requested action.

EXECUTIVE SUMMARY:

This consultant, Organizational Effectiveness Consultants (OEC), will provide a range of services associated with developing, administering and delivering a Utility-wide Leadership Development Program (LDP). This firm was selected through a Request For Proposal Process managed by the Purchasing and Contracting Department. Four firms were short listed and interviewed, with OEC being the most qualified and competitively-priced firm.

The goal of the LDP is to develop leaders at all levels within the organization. The LDP is intended to broaden employees' understanding of the changing roles and skills of supervision, management and leadership, enhance their skills in identified core competencies of our Utility leaders, and build the Utility's bench strength through intensive, competency-based training which prepares our future managers to respond to the complexities of managing in the increasingly complex and political environment of public service. The Department has an impending knowledge drain that needs to be addressed through a sustainable program that will have a positive impact on the workforce.

This is a two-year contract with a three-year option to extend, with the anticipated results of delivering eight Management Academies and nine Field Academies over the five year timeframe, with 30 participants per Academy. These 17 Academies will allow for all eligible Department employees to complete an Academy.

The Management Academy is intended for second-line supervisors and above, and workforce members who are candidates to become second-level supervisors. It is proposed that the Management Academy will consist of eight full-days, delivered over approximately an eight-week period, covering core competencies to be determined collaboratively by Department staff and management, with input from the OEC. The curriculum shall be customized and will provide feedback-rich learning opportunities via a variety of assessment instruments. Curriculum for the Management Academy will cover core competencies such as: Communication, Conflict Resolution and Collaboration Skills, Leading and Adapting to Change, Building Teams,

Productivity and Performance Measurement, Political Acumen, Strategic and Systems Thinking, Development of Self and Others, Developing a Results-Driven Culture, and Resource Management.

The Field Academy will focus on the development of plant and field-based leadership skills for field crew leaders, supervisors, and/or workforce members who are candidates to become future crew leaders. It is proposed that the Field Academy will consist of seven days, delivered over approximately an eight-week period. The curriculum shall be customized to meet the needs and operational realities of the organization and provide feedback-rich learning opportunities via a variety of assessment instruments. Examples of competencies that will be emphasized in the academy include: Transitioning from “Buddy” to “Boss,” Leading by Example, Accountability to Time and Quality of Work, Comfort with and Ability to Implement Discipline, Best Practices in Crew Leadership and Supervision Skills, Communication Skills, Tailgate Meeting Leadership and Facilitation skills, and Adapting to Change.

Through a formal leadership development program, the Public Utilities Department expects to maintain the continuity necessary to meet its mission of providing reliable and sustainable water and wastewater services to City residents.

EQUAL OPPORTUNITY CONTRACTING:

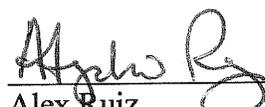
This agreement is subject to the City’s Equal Opportunity Contracting (San Diego Ordinance No. 18173, Section 22.2701 through 22.2708) and Non-Discrimination in Contracting Ordinance (San Diego Municipal Code Sections 22.3501 through 22.3517).

FISCAL CONSIDERATIONS: The total costs for the agreement will not exceed \$630,540. Funds, totaling \$210,000, have been approved from the Employee Efficiency Incentive Reserve (EEIR) fund. This will fund the design of the program, the first year of the academy and a portion of the second year. Funding for future years will be available in the following Operating Funds: Muni - 700000, Metro - 700001, Water - 700011; and are contingent upon approval of the annual appropriations ordinance for FY12-15.

PREVIOUS COUNCIL/COMMITTEE ACTION: None.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: See Description in “KEY STAKEHOLDERS” Section below.

KEY STAKEHOLDERS: Presentations have been made to the MC/JPA on 12/16/09 and to the Independent Rates Oversight Committee (IROC) on 12/21/09, and they are in full support of this LDP. The Metro Commission/JPA has expressed interest in having staff from their participating agencies to be included in the Academies in later years, which would off-set the cost to the City. This option will be considered after several Field and Management Academies are delivered for Public Utilities Department personnel.

 6/4/10
Alex Ruiz
Interim Director of Public Utilities