

Training Needs Assessment:

Findings, Current Initiatives, Next Steps

Presented to The City Council
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Training Needs Assessment Briefing Overview

Goals and observations

Supervisors and managers

Other training shortfalls

Ongoing training initiatives

Next steps/the way ahead



Goals

- Determine overall state of training
- Meet people/build relationships
- Secure support from senior leaders
- Validate need for Sup-Mgr training
- Identify other important gaps

Observations

- Outstanding support from leadership
- Widespread hunger for training
- General feeling of “It’s about time!”
- Great appreciation for just being asked
- Strong sense of optimism and excitement

Supervisor/Manager Training

- Many have had little or no formal training
- Sr. leaders support addressing the shortfall
- Staff in those roles excited about possibility
- Others also like the idea (for future growth)
- Everyone agrees it “just makes sense”



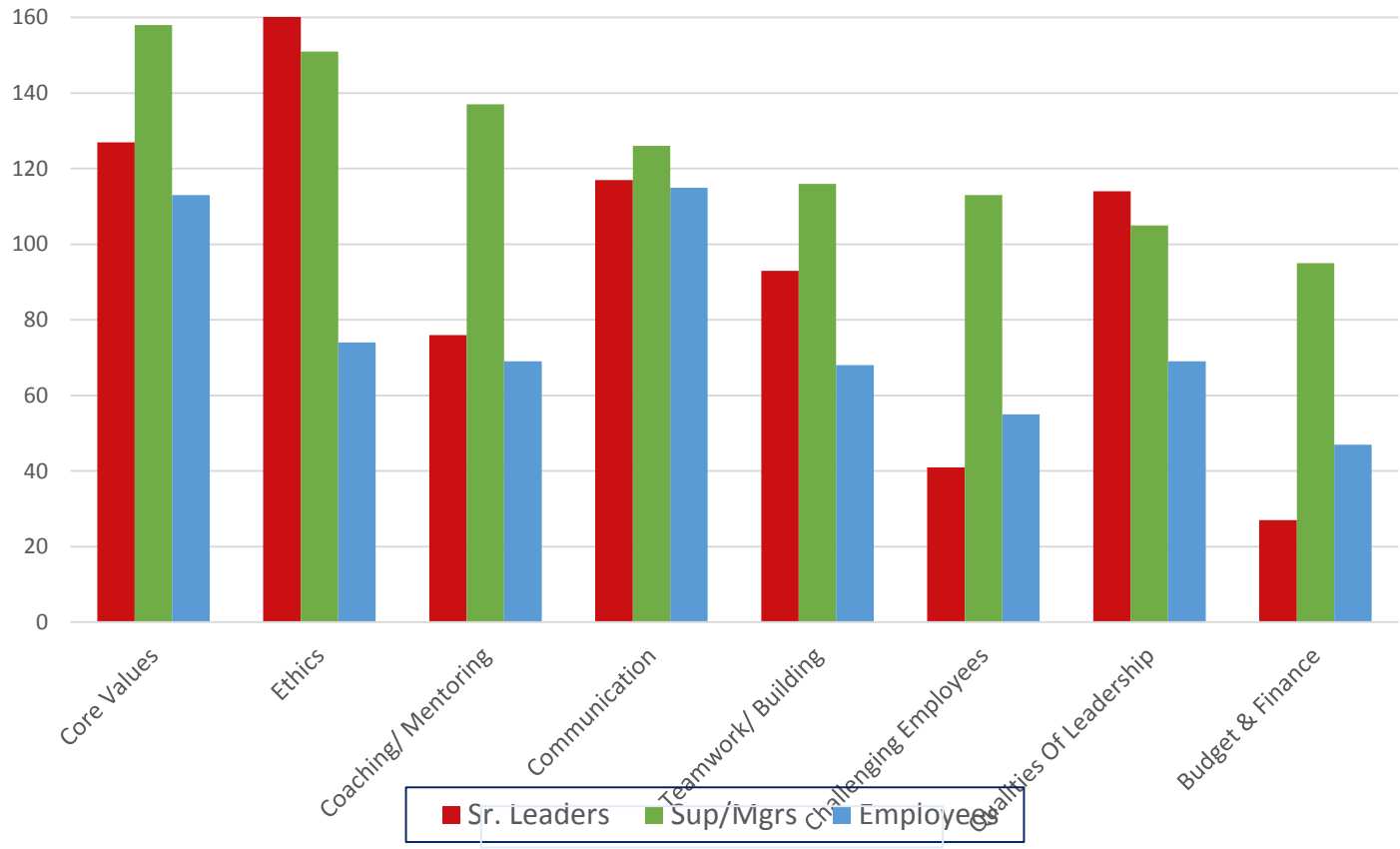
Training Curriculum Input from Staff

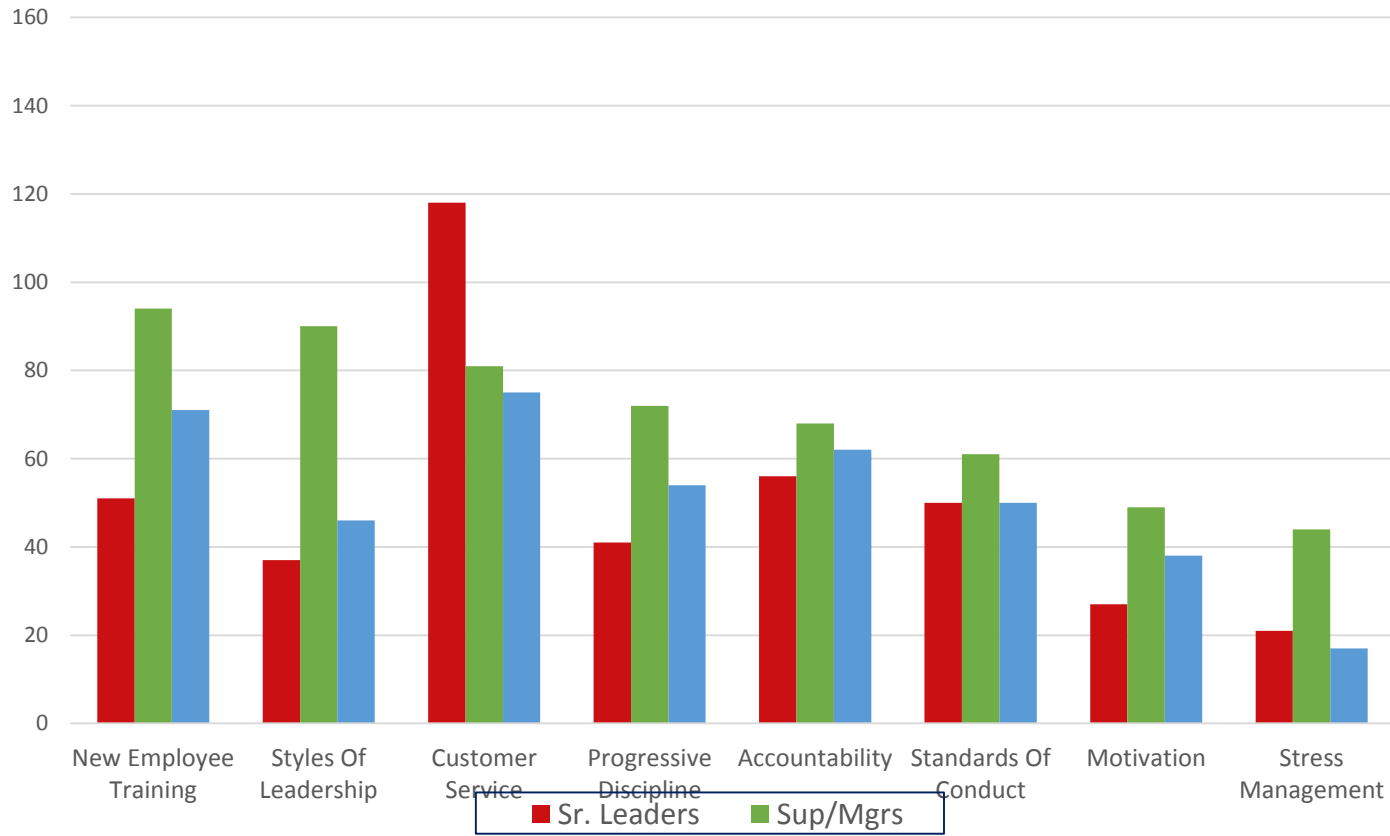


**Sr.
Leaders**

Sup/Mgrs

Employees





Additional Feedback from Employees

- Sr. Leader Prof. Development
- Giving Appropriate Feedback
- Generational/Cultural Differences
- Having Difficult Conversations
- Effective Writing and Speaking
- Admin Professional Courses
- Effective Presentations
- Leveraging Technology/Software
- HR 101—Policies & Procedures
- Using NEOGOV to its potential
- Hiring, Onboarding, Time, Pay
- Safety Training

Current Initiatives

Monthly Workshops

Change Management
Customer Service
Stress Management
PTS Training
Disney Cust. Service
Professional Ethics
Heath and Wellness
Organizational Skills
Covey's 7 Habits

Monthly Training Articles

Good to Great Leadership
Building Trust
PowerPoint Presentations
Organizational Values
Writing Effective E-mails
Diet, Exercise, Goal-setting
Exceptional Customer Service
Servant Leadership

- + *New Employee Training*
- + *Online Training Push*
- + *Leadership Development*
- + *Monthly "Leadership Talk"*



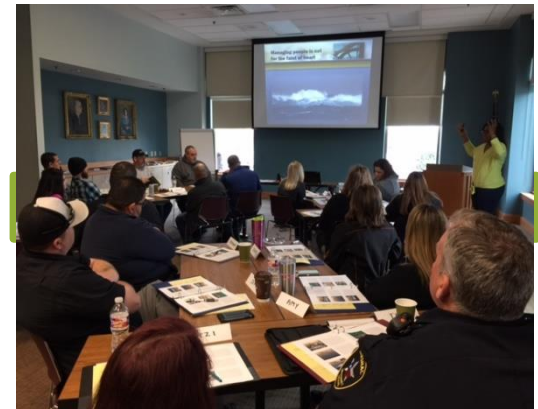
Next Step on the Journey

Just started new supervisor/manager training programs

Launched on 15 March; 50 employees enrolled

Training consists of monthly ½-day, in-person, workshops

Will culminate with capstone leadership events in Sept.



Curriculum Snapshot (supervisors)

Mar -- Values, culture, relationships, servant leadership, etc.

Apr -- Managing change, thinking strategically, building relationships

May -- Customer service, coaching, mentoring, team-building

Jun -- Professional ethics, accountability and building trust

Jul -- Improving communication skills, holding productive meetings

Aug -- Diversity, generational differences, motivation, behavior

Sep -- Capstone leadership session with senior officials



**THE GROWTH
AND
DEVELOPMENT
OF PEOPLE IS
THE HIGHEST
CALLING OF
LEADERSHIP**

-harvey s firestone

Questions?