

Memorandum



CITY OF DALLAS

DATE November 14, 2014

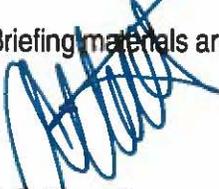
TO Honorable Mayor and Members of the City Council

SUBJECT **City Manager Update (CuSP Report)**

On Tuesday, November 18, 2014, I will be briefing the Council on the following topic during my update to the Council:

- City of Dallas Wellness Program
- City University: City of Dallas Employee Training Program Enhancements

Briefing materials are attached for your review. If you have any questions, please let me know.


A.C. Gonzalez
City Manager

c: Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



CUSP REPORT

NOVEMBER 18, 2014

CITY OF DALLAS WELLNESS PROGRAM
CITY UNIVERSITY: CITY OF DALLAS EMPLOYEE TRAINING PROGRAM ENHANCEMENTS



TOPIC #1

CITY OF DALLAS WELLNESS PROGRAM

WELLNESS PROGRAM DESCRIPTION

- The World Health Organization defines wellness as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”
- Plan, design, and implementation of a citywide wellness initiative.
 - Comprehensive
 - Sustainable
 - Complementary to existing health care plan
- Wellness program will focus on:
 - Education
 - Fitness (cardiovascular)
 - Nutrition
 - Musculoskeletal problems
 - Stress management

WELLNESS LEADERS

- **Chief Wellness Officer:** tasked to plan, design, and implement a citywide wellness initiative.
- **Entire Senior leadership team:** needed to change the culture of the organization.
 - Mayor and City Council
 - City Management Team
 - Executives and Supervisors
- **All City employees:** all city employees can play a leadership role and serve as motivators and role models

EXISTING RESOURCES

- Park and Rec department facilities and existing programming
- On-site fitness center (City Hall; OCMC) and staff
- Health benefit plan which includes wellness programs:
 - Discounted Weight Watchers program
 - Naturally Slim program
 - Disease management programs (smoking cessation; asthma management; diabetes; hypertension)
 - Pre-diabetes management program in partnership with YMCA
 - Online coaching
 - Educational seminars

PROGRESS TO DATE

- Researched best practices associated with wellness programs in index organizations
- Interviewed health care providers and health care networks administrations to understand and evaluate wellness programs in health benefit plans
- Identified various program components that may work best for Dallas

NEXT STEPS

- Design and conduct wellness initiative pilot projects
 - Fitness, nutrition, musculoskeletal support activity project
 - Incorporated into the workday for field work crews and administrative/support staff
 - Total Wellness project
 - Geared toward moving those with metabolic syndrome and pre-chronic disease phase from that categorization
 - Stress management, work-life balance education
- Interactive Website
 - Health messages; Forums; Motivational images and messages; Fitness videos; Healthy recipes, cooking demonstrations; Testimonials; Fitness center program schedule, Corresponding mobile app

FUTURE BRIEFING

- Implementation of Citywide Wellness Initiative
 - Mission/objectives with metrics
 - Organizational structure
 - Cost/funding model
 - Implementation schedule
 - Spring 2015



TOPIC #2

CITY UNIVERSITY: CITY OF DALLAS EMPLOYEE TRAINING PROGRAM ENHANCEMENTS

TRAINING INDUSTRY STANDARD

- The average organization spends \$1,195 per employee annually for training and development.
 - *Source: American Society for Training and Development 2013 State of the Industry Report*
- If the City of Dallas followed the industry standard, approximately \$9.6 million would be spent on civilian employee training annually.

IMPACT TO CITY ORGANIZATION & CITIZENS

- Better trained employees
 - Can reduce the City's exposure to potential employment violation lawsuits
 - Increase efficiencies
 - Are more confident and have an increased level of skills competence
 - Deliver consistent quality customer service
 - Possess a broader knowledge base relating to both job and organization

EMPLOYEES EMBRACE TRAINING OPPORTUNITIES

- 840 employees responded to a City wide training survey conducted
 - 92.1% responded that training is effective tool for developing workplace skills
 - 90.03% responded that training is important to career development
- Top 5 Departments with the most respondents:
 - Dallas Police Department
 - Dallas Water Utilities
 - Library Services
 - Park & Recreation
 - Code Compliance

CITY UNIVERSITY

OVERVIEW

- City University (CU) is
 - A centralized continuous learning center for individual employees and departmental teams
 - A professional development hub for managers and supervisors
 - A resource for employees looking to expand job skills, knowledge, and/or competencies
 - Managed by Human Resources (HR) staff
 - Currently being enhanced through training curriculum improvements and new course offerings
- During recession, funds to sponsor training were essentially eliminated
- Recently, funding for CU operations and training was reinstated
 - \$300,000 allotted in the FY14/15 budget

CU OPERATIONS

- CU operations and course schedules is managed by HR staff
- HR staff will also
 - Evaluate organizational training deficiencies, develop a plan to address training needs, track training offerings and assess training effectiveness
 - Review/revise curriculum and content and expand current training hours
 - Make it easier for employees to capture progress
 - Offer follow-up discussion sessions to course attendees
 - Monitor annual training goals and capture training costs
 - Project future training needs/funding

CU COURSE OFFERINGS

Current CU Offerings Continuing in FY14/15

- Expanded Fundamentals of Supervisory Training
- Piloting the Flight
- Choosing the Ethical Path Ethics Training
- HR Department Trainings such as Workplace Harassment, Employee Motivation, and Project Management

New CU Offerings to be Implemented FY14/15

- Training Enrichment Week
- New Ethics & Diversity Trainings

Additional Course Options Planned for FY15/16 Launch

- Leadership and Team Building Skills Development
- Communication and Conflict Resolution
- Presentation and Public Speaking Skills
- Decision Making and Problem Solving
- Business Writing
- Time Management
- Goal Setting
- Diplomacy
- Professionalism Decorum

ADDITIONAL TRAINING COURSE OFFERINGS

- Additional training is offered Citywide beyond CU
 - Environmental trainings and ISO 9001, 14000, and 18000 implementation, certification, audit trainings (OEQ)
 - Customer Service Training (SCS)
 - Environmental Training (OEQ)
 - Emergency Preparedness Training (OEM)
 - Safety Training (Risk Management)
- Currently, there is no required centralized location/system for capturing all training attendance, cost or effectiveness
- HR staff dedicated to CU will
 - Work with these departments to capture training hours and cost
 - Invite departments to include their non-CU trainings in the annual CU Training Schedule

NEXT STEPS

TARGETS

■ Participation Targets

- | | |
|---|------------------------|
| ■ Fundamentals of Supervisory Training | 450 employees |
| ■ Piloting the Flight Training | 80 employees |
| ■ Choosing the Ethical Path (new hires) | 1,500 employees |
| ■ New Ethics and Diversity Trainings | 500 employees |
| ■ Training Enrichment Week | <u>2,500 employees</u> |
| ■ Minimum Total Trained in FY14/15 | 5,030 employees |

■ \$300,000 total funding

■ Average of \$60 dollars spent per employee trained for FY14/15

FUTURE BRIEFING

- Outcomes update report at the close of FY 14/15



APPENDIX A

CU TRAINING COURSE OFFERING ENHANCEMENTS

MAJOR MILESTONES

SUPERVISORY TRAINING ENHANCEMENTS

Fundamentals of Supervisory Training	Current Course	Enhanced Course
Course Completion Requirements	Attend two, consecutive 8-hour sessions training days	Attend five, consecutive 8-hour sessions training days
Attendees / Participants	All managers and supervisors	All managers and supervisors
Curriculum	Designed to introduce attendees to <ul style="list-style-type: none"> Supervisory and managerial processes/procedures departments and frequently used processes 	Designed to provide detailed explanations and examples of supervisory and managerial processes and procedures with additional learning opportunities including <ul style="list-style-type: none"> Developing soft skills Interactive learning sessions NEW <ul style="list-style-type: none"> Quarterly follow up sessions Think Tank/Thought Group assignments for continued knowledge building
Frequency	<ul style="list-style-type: none"> Four courses annually An average of 30 employees per course 	<ul style="list-style-type: none"> Six courses annually 75 employees per course

MAJOR MILESTONES

Piloting the Flight Training Enhancements

Piloting the Flight	Current Course	Enhanced Course
Course Completion Requirements	Course requires attendance at five, 8-hour sessions; one session per month	SAME
Attendees / Participants	Designed for upper level leaders Managers/Executives	For staff who are identified or recommended by Director or Executives
Curriculum	<ul style="list-style-type: none"> • Leading People • Driving for Results • Building Coalitions • Leading Change • Business Acumen 	The course curriculum will focus on the same topics. Curriculum is currently being refreshed with updated data and relevant materials
Frequency	<ul style="list-style-type: none"> • Two courses annually beginning in Jan. & May • 40 employees per course 	SAME

MAJOR MILESTONES

CHOOSING THE ETHICAL PATH ETHICS TRAINING CONTINUATION

Ethics Training (Choosing the Ethical Path)	Current Course	Enhanced Course
Course Completion Requirements	Attend one 2-hour session	SAME
Attendees / Participants	All City employees	<ul style="list-style-type: none"> • Deliver training to all current employees who have not yet completed the course • Continue ethics training for new employees via sessions held during New Employee Orientation (NEO)
Curriculum	Course created by Navigant Consulting, Inc. and delivered to all current City employees	<ul style="list-style-type: none"> • *Course curriculum will not change and employees only have to attend this training once
Frequency	Courses scheduled at various times/locations	<ul style="list-style-type: none"> • Current employees can attend courses when scheduled • New employees will attend one session included in their NEO, sessions held monthly

MAJOR MILESTONES

ETHICS & DIVERSITY TRAINING ENHANCEMENTS

Ethics Training Newly Developed Courses	Current Course	Enhanced Course
Course Completion Requirements	N/A	Various course options and attendance requirements *indicates required courses
Attendees / Participants	N/A	Newly developed courses will be made available to all City employees
Curriculum	N/A	<ul style="list-style-type: none"> • *Online ethics training • *Annual specialized ethics training for managers and frontline employees • Subsets of Ethics training for various audiences <ul style="list-style-type: none"> • Ethics for Managers • Ethical Dilemmas • Problem-Solving in an Ethical Society • Managing Diversity Training • Valuing Diversity Trainings
Frequency	N/A	<ul style="list-style-type: none"> • Various course options will be made available

MAJOR MILESTONES

HUMAN RESOURCES DEPARTMENT TRAINING ENHANCEMENTS

Department Trainings	Current Course	Enhanced Course
Course Completion Requirements	Attendance requirements determined by the department requesting the specific training	SAME
Attendees / Participants	Designed to address individual departmental needs as necessary for an entire workgroup or individual work groups or divisions	Courses will continue to be offered as requested by departments but will also be included in the CU annual training schedule for all City employees
Curriculum	Course examples <ul style="list-style-type: none"> • Workplace Harassment • Team Building • Project Management • Employee Motivation • Conflict Resolution 	<ul style="list-style-type: none"> • Current course topics will continue to be offered • External trainers will be engaged for specialized training topics
Frequency	As necessary and/or as requested	<ul style="list-style-type: none"> • As necessary and/or as requested by departments • Offered regularly in CU training schedule

MAJOR MILESTONES

NEW CITY WIDE TRAINING ENRICHMENT WEEK

Training Enrichment Week	Current Course	Enhanced Course
Course Completion Requirements	N/A	No required attendance, trainings optional
Attendees / Participants	N/A	<ul style="list-style-type: none">• Training offerings open to all civilian City employees• Anticipate approximately 2500 employees to attend
Curriculum	N/A	<ul style="list-style-type: none">• Trainings would be designed to address individual needs based on employee's identified groupings, departmental, workgroup needs or issues• Daily General Opening Session with City Manager, ACMs or external motivational speaker• Various morning breakout sessions• Working lunch featuring a motivational speaker• Various afternoon breakout sessions
Frequency	N/A	One week, annually



APPENDIX B

EMPLOYEE TRAINING SURVEY DATA

CITYWIDE TRAINING SURVEY DATA

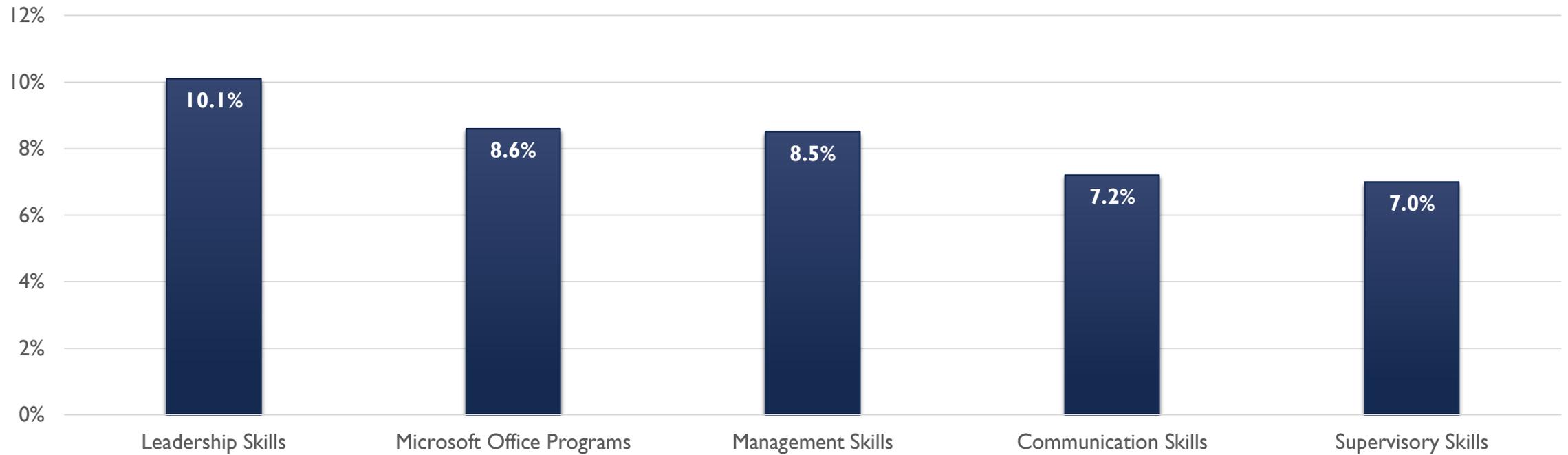
- 840 employees responded to the survey
 - Demographics of Survey Respondents:
 - Administrative – 19%
 - First Line Supervisor – 9%
 - Management – 19%
 - Operations/Field – 17%
 - Professional/Technical - 37%
 - Status of Position
 - Fulltime – 97%
 - How long have you worked for the City?
 - 6-10 yrs./21% 11-15 yrs./28% 16-20 yrs./12% 21-25 yrs./15%
 - Top 5 Departments with the most respondents:
 - Police, Water, Library, Park & Recreation, Code Compliance

CITYWIDE TRAINING SURVEY DATA

- Responses to Questions
 - For purposes of reporting data from the survey Strongly Agree and Agree have been combined)
 - 92.1% responded that training is effective tool for developing workplace skills
 - 90.03% responded that training is important to career development
 - 58% responded that managers/supervisors encourage training attendance

CITYWIDE TRAINING SURVEY DATA

Top Five Training Interests



CITYWIDE TRAINING SURVEY DATA

Training Methods Most Effective

