



MEMORANDUM

Date: September 18, 2013

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Department Employee Training Development**

As directed, the Human Resources Department completed a brief review of the Skillsoft Online Training Program, as well as employee development training in general.

Human Resources' primary focus has been directed toward mandatory training. Training is offered in the following areas:

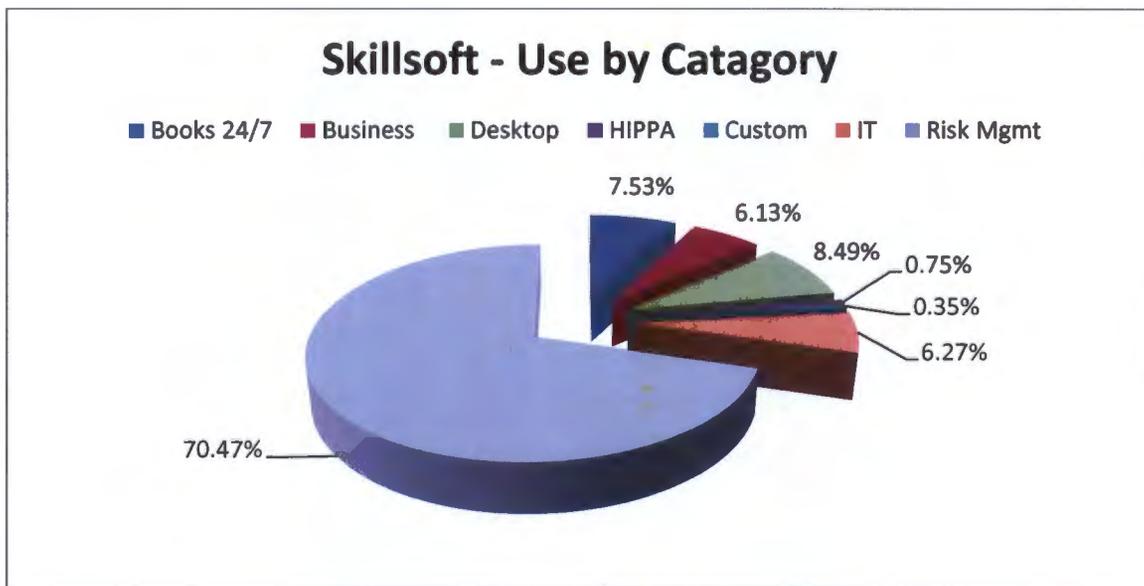
- Introduction to Rules and Policies
- Family Medical Leave Act, Fair Labor Standards Act, Americans with Disabilities Act
- Positive and Progressive Discipline
- Performance Management (Plans and Appraisals)
- Sexual and Workplace Harassment Prevention
- Workplace Violence/Workplace Bullying/Workplace Ethics

These in-service trainings are limited to supervisory, administrative and management personnel. Although these trainings provide staff development, the primary goal is not employee development; i.e., the development of employees for future growth. These trainings are classroom oriented due to legal concerns and the ability of the County to have a plausible defense.

Currently, the responsibility for employee development rests with individual departments and is not consistent across the spectrum. Departments such as Regional Wastewater Reclamation (RWRD) have developed in-depth employee training programs for entry level supervisors through top level administrators. RWRD has a staff and budget to support this effort. They are in the process of developing the "Individual Development Plan" that will apply to all employees.

Other departments, depending on their size and budget available, have little to no formal employee development activities. They rely mainly on on-the-job-training for most, if not all, of their employee development.

Since 2009, Skillsoft has provided a means for departments to provide development and training for their employees via o-line training if the departments choose to pay the expense. To date, Skillsoft has been utilized mostly for compliance with Risk Management directives concerning driving certification. Department usage of Skillsoft varies greatly with the Public Works departments leading the way. This is primarily driven by the number of employees required to complete the risk management driving certifications. As shown in the chart below, 70 percent of Skillsoft use has been for risk management purposes.



At a distant second and third place are Desktop and Books 24/7 training. Desktop training is primarily online training for various software applications such as Adobe and Microsoft. Books 24/7 are advanced information technology (IT) system application trainings primarily intended for IT professionals.

Summary

As indicated previously, Human Resources training emphasis has been on instructor lead classroom in-services dealing with mandatory subjects. The training has been geared to existing supervisory personnel and not on general employee development. Each department has been responsible for developing their own training programs; some very extensive, such as RWRD. Not all departments have the resources to provide structured training programs.

The Honorable Chairman and Members, Pima County Board of Supervisors
Re: **Department Employee Training Development**
September 18, 2013
Page 3

Experience and studies show that coordinated companywide programs linked in one way or another to employee performance are the most successful. Typically, these programs are administered through a division of the Human Resources Department. In some instances, staff training has been a separate department specifically for staff development.

Short-term Recommendation

I will be recommending that the Skillsoft contract be continued for one additional year, since there is not sufficient time for a comprehensive review of other products prior to the renewal date of the agreement.

Long-term Recommendation

I have authorized the Human Resources Director to move forward with a committee, chaired by Human Resources, to study, develop and recommend a long-range employee training and development solution. The committee should include key departments such as RWRD, IT, Transportation, Procurement, Finance and Risk Management, and the Health Department. I have tasked the committee with:

1. Review of current employee training and development programs.
2. Review of available training and development programs and systems.
3. Development of a long-range recommendation for employee training and development.

The committee has been tasked with presenting a long-range employee training and development plan to me by approximately March 2014.

CHH/mjk

c: Allyn Bulzomi, Director, Human Resources