Workforce Development
Robert J. Smith

Great Lakes Parks
Training Institute
February 22-23, 2005
Workforce Development
Robert J. Smith

Great Lakes Parks
Training Institute
February 22-23, 2005

Purpose of Topic
- Preparation of next generation of Supervisors, Superintendents, Directors
- Focus of training from past Institutes
- Long-term ongoing success in field
- Observations from experiences

Survey of Group
- Profile
  - Directors, Department Heads, Upper Management
  - Supervisory Level
  - Line Staff, Just Entered the Field
  - Students, Vendors, Etc.

Learning Goals
- Identify reasons why agencies recruit outside
- Staff Transitions (What "they" are looking for)
- Focus on Key Skill Sets
- Tactics of Staff Development
- Understanding Potential Detractors

Survey of Group
- Training and Advancement Questions
  - What Formal Training within Agency?
  - What Informal Training within Agency?
  - Lost Opportunity for advancement?
  - Internally or Externally?

Expectations versus Reality
- Employee's Perception of Agency
  - Focus on mission and community
  - Professional in practice and culture
  - Effective and efficient
  - Unlimited resources
  - Progressive and dynamic
  - Vested interest in employees
Expectations versus Reality

- Reality of Agency
  - Focus on mission and community to point of political intervention
  - Professional yet breakdowns occur
  - Rules of business conflicts with service based agencies
  - Resources limited by time, money and laws

- Perception of Model Employee
  - Committed to mission of agency
  - Understand role in the agency
  - Educated and trained
  - Master of many skills
  - Equitable pay
  - Seeks responsibility and advancement

- Reality of Employee
  - Committed to Self first, agency second
  - Understands their role, but has limited understanding of next level demands
  - Meet basic requirements of position
  - Master of some core skills
  - Hired at low end of salary range

- Perception of Model Employee cont.
  - Trained to succeed with each advancement
  - Works independently
  - Initiative - pursues own development
  - Team player

- Reality of Agency cont.
  - Maintaining status quo by choice (community, political)
  - Investment in employees may be to a limited degree

- Reality of Employee cont.
  - May not be prepared to meet their aspirations
  - Often require guidance at next level despite credentials and skills
  - May work independently depending on assignment
Expectations versus Reality

- Reality of Employee cont.
  - Seeks development by agency directive (Who pays?)
  - Critical of agency (If I were King for a day mentality)

Filling a Vacancy cont.

- Fit within Agency
- Commitment
  - Field
  - Agency's Mission
- Progressive and dynamic
- Political savvy

Recruiting Outside of Agency

- Implement Change
  - New Management, Director, Board
  - Higher level of talent, skill, professionalism
  - Compliment existing strengths
  - Compensate existing weaknesses
  - Lack of preparation for impending change
  - Other reasons......

Essential Skill Sets

- Education
- Communication
- Organizational
- Problem Solving
- Personnel Administration
- Financial
- Creativity

Filling a Vacancy

- What are Managers looking for?
- Basic Credentials
  - Education, Certification, Licensing
- Experience
  - Practical applications of skills
- Essential Skill Sets
- Potential Development

Education (Hard Credentials)

- Formal
  - High School, College, Trade School
- Certifications
  - Playground, Pools (AFO, CPO), CPRP, CGCS
- Licenses
  - Pesticide, CDL
Communication

- Verbal
- Written
- Presentation
- Constant practice and application

Problem Solving

- Higher degree necessary with each level of advancement
- Supervisory and Upper Management continuous problem solving

Organizational

- Self Management
  - Ability to prioritize
  - Time management
- Planning
  - Daily, weekly, monthly, annually
  - Project planning

Personnel Administration

- Involvement with personnel/personal issues increases with advancement
- Interpersonal skills
- Legal standards
- Agency policies and procedures
- Recognize your limitations
  - authority, legal, counseling, expert

Organizational cont.

- Tracking
  - Multiple projects
  - People
  - Logistics
  - Timelines
- Record Keeping
- Follow-up

Financial

- Purchase Policy
- Budget
  - Line Item
  - Incremental
  - Performance based
- Capital Improvements/Expenditures
Creativity
- Novel ideas and vision
- Problem solving
- Foresee opportunity

Setting the Stage for Staff Development
- Agency's Role
- Employee's Role

Self Assessment
- SWOT Analysis
  - Agency and Employee
  - Agency, Department, Individual
  - Prioritize issues

Agency's Role
- Honest commitment to program
- Allocation of resources
  - Time, staff, equipment, money
- Application of tasks, skills, goals
- Evaluation
  - Constructive feedback and guidance
- Acceptance of limited failure

SWOT Analysis
- Strengths
- Weaknesses
- Opportunities
- Threats

Purpose: To sharpen focus and prioritize skill development

Employee's Role
- Commitment to process
- Allocation of resources
  - Time, effort, money
- Accountability to others
- Self management
- Acceptance of constructive criticism
- Learning from failure
Tactics for Skill Development
- Communication
- Organization
- Personnel Administration
- Financial
- Project Administration
- Creativity

Organization cont.
- Planning cont'
  - Logistics
  - Contingencies (Plan B)
- Project Administration
  - Understudy or Shadow

Communication
- Written *(goal is to get pen to paper)*
  - Inspection reports, Progress reports
  - Task analysis, Specifications
  - Board reports, Proposals
- Verbal
  - Status reports in meetings
  - Presentations (Staff, Board, Public, Seminars, etc)

Personnel Administration
- Personnel Manual
  - Policy & Procedures
    - Agency structure (Chain of Command)
    - Rules and regulations
    - How things are done
    - Discipline

Organization
- Self management
  - Time management (timelines, deadlines)
  - Prioritizing goals, objectives, tasks
  - Follow-through
- Planning
  - Logs (project, training)
  - Work plans (daily, weekly, monthly)
  - Logistics
  - Contingencies (Plan B)

Personnel Administration cont.
- Labor Laws
  - Laws in general (FLA, Harassment, etc)
  - OSHA
  - Risk Management
  - Writing new or updated policies
- Evaluations
- Goal Setting
Financial
- Purchasing policies and procedures
  - Systems (Purchase Orders, Payouts, etc)
  - Limits of authority
- Budget
  - Develop Line Item (ball field, custodial, etc)
  - Compile Comprehensive (grounds, building, staff)
  - Major projects
  - Attend or present at budget meetings

Project Administration
- Planning
  - Meetings - conceptual to closeout
  - Assign research on specific components
  - Plan and specification review
- Legal paramount of project
  - In-house project
  - Professional services

Project Administration cont.
- Bid Requirements
  - Legalities
  - Bid opening
  - Confirmation / Contracts
- Execution
  - Communication/meetings with contractors
  - Site inspections
  - Progress meetings

Project Administration cont.
- Close out and Delivery
  - Inspections
  - Punch lists
  - Payout
- Evaluation of project and process
  - Implementation and use

Project Administration cont.
- Professional Services
  - Selection of professionals
- Plans and Specifications
  - Writing and interpreting specifications
  - Plan reviews
  - Comprehension of bid documents

Creativity
- Grand Plan Approach
- New means and methods
- Allow others to implement your ideas
- Systematic problem solving
  - obvious and programmed
- Novel problem solving
  - bring opportunity and problems together to accomplish more than one objective
Creativity cont.
- Group problem solving
- Solution based - for the complainer
- Keep an open mind

Words of Advice
- Employee - invest in yourself
- Agency - invest in staff development
- Look to yourself not others to achieve goals
- If it is not offered ASK
- Commit to the success of others
  - If they succeed, you succeed

Detractors
- Attitude
- Resources
- Commitment
- Culture
- Reality
- Management
- Comfort Zone Syndrome
- Seniority based "Ace in the Hole"
- Single agency concept

Words of Advice cont.
- Practice life long learning
- Be patient yet persistent
- Fate has little to do with career building
- *LUCK is when preparation and opportunity meet*

Benefits
- Develop better employee
- Ownership
- Diversified workforce
- Cross Training provides safety net
- Elevate agency & employee reputation
- Challenges for employees
- Higher expectations

Questions