

MONTEREY COUNTY
CALIFORNIA STATE ASSOCIATION OF COUNTIES 2012 CHALLENGE AWARD ENTRY

MANAGEMENT AND EMPLOYEE GROWTH OPPORTUNITY STRATEGIES “GROWING OUR OWN”

[HTTP://WWW.CO.MONTEREY.CA.US/TRAINING/](http://www.co.monterey.ca.us/training/)

Overview

Government’s most important resource is shrinking, where we must address the gaps with a focus on the transfer of knowledge and effective training.

Challenge

The fiscal environment for government entities on every level is to manage with less available resources. As a result and congruent with the fiscal reality, senior staff is retiring at an increasing rate. In spite of current and estimated future fiscal conditions, the rate of attrition of senior staff will continue to increase due to the retirement of baby boomers. Approximately 59% of Monterey County leadership is eligible for retirement during the FY 2011 through FY 2015 period. These realities require a proactive approach in effectively and efficiently meeting fiscal stability requirements and cultivating new leaders and staff to move and maintain departments and community services into the 21st century.

Solution

Provide an in-house university, similar to McDonald’s Hamburger University that specifically focuses and addresses organizational needs and culture through providing training which can immediately enhance the skill set of employees. Monterey County calls its university “Growing Our Own”. The program has created core and elective programs and academies. The core programs are designed to provide core training to address management, supervisory and staff development needs; and are mandatory to ensure a consistent knowledge base for all employees. New employees gain insight into systems and protocols within our government establishment, while long-timers are able to participate as mentors and facilitators to increase the knowledge base within our organization. Elective programs allow individual employees to select courses according to their professional growth and development interest areas; and may be utilized as a resource in performance evaluation growth and development goals or as an individual interest area for professional development. These curriculums are essential, because in a recent employee survey, 93% indicated training was important; and they expressed a wide interest from leadership to communication training. The core and elective programs and academies reflect this input.

Budget

Funding for the Training Unit is a direct charge to departments of \$96 per FTE (Full Time Equivalent) per year. The FTE base is 4,000, which equates to a budget of \$380,000. Approximately 90% of the funding supports two (2) trainers and (1) secretary. The Unit has relied heavily in unpaid interns, an average of four (4), equating to approximately 60-hours per week. The budget compares to a former tuition reimbursement program, where the cost ranged from \$289,103 in FY 2004-05 to \$592,668 in FY 2008-09. The program was suspended in FY 2009 and had residual participation through FY 2010-11. Per FTE cost for employee participation could be up to \$5,250 per employee per calendar year.

Result

The programs align and address the County of Monterey Strategic Initiative No. 3 to streamline County operations for greater accountability and efficiency of service delivery and cost savings. All core and elective training are available for college credit and continued education units. Some courses are certified for law enforcement, POST and STC credits. Core competency curriculum has full compliance from departments and academies and career development opportunities for the Finance, Writing and Human Resources Academies have full participation and connect with national certification programs. The majority of academy participants have volunteered to implement future classes and/or to support the mentorship program.

Program Contact

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