

 <p style="text-align: center;">Council Communication Office of the City Manager</p>	Date: August 26, 2013
	Agenda Item No. 33 Roll Call No. <u>13-1340</u> Communication No. <u>13-433</u> Submitted by: James R. Wells, Human Resources Director

AGENDA HEADING:

Agreement with ATW Training and Consulting for development and delivery of Leadership Development Series and New Supervisor Boot Camp.

SYNOPSIS:

Approve and authorize the Mayor to sign agreement with ATW Training and Consulting, Todd McDonald, President, Urbandale, Iowa for development and delivery of a Leadership Development Series and New-supervisor Boot Camp for supervisory, management and supervisory (SPM) employees.

FISCAL IMPACT:

Amount: \$55,000/year FY 14 and 15 for the Leadership Series; \$15,500/year New Supervisor Boot Camp.

Funding Source: SP720, HRS980100, City Wide Training and Benchmarking

ADDITIONAL INFORMATION:

Employee investment is one of the City Manager’s goals for 2013. It states that the City Manager will develop and implement a comprehensive employee training program, including management training on core leadership competencies. This effort began with a thorough review of the City’s employee training efforts. Assistant City Manager Matt Anderson, Finance Director Scott Sanders, Human Resource Director James Wells, Budget Director Dan Ritter, and Employee Development Administrator Kenan Miller, evaluating the City’s training needs.

Existing efforts include workplace environment training like sexual harassment, workplace violence, workplace diversity, and drug free workplace. The City also provides employee safety training, customer service, and Americans with Disabilities Act (ADA) accessibility training.

Supervisory and leadership instruction was identified as the next greatest employee development need. Few internal opportunities exist for employees seeking to improve their supervisory and leadership skills. Enhancing these skills allow managers the ability to motivate, influence, and support others to accomplish the goals of the City. To this end, the aforementioned committee began a competitive process to select a vendor to develop and administer both a leadership development series and new-supervisor training.

The process started with informal discussions with local training experts on designing a leadership series and supervisory training for new supervisors. A request-for-proposal (RFP) was issued on May 13, 2013. The RFP solicited bids for two (2) components- component A, a leadership training and development series and component B, a new supervisor boot camp.

Three (3) training vendors (ATW, MRA and Skillpath) submitted bids for the leadership module. Four (4) vendors (ATW, MRA, Skillpath and EFR) placed bids for the new supervisor boot camp. The evaluation committee conducted on-site interviews with each vendor. All proposals provided a common theme on the core management competencies with similar delivery methods. ATW submitted the most thorough and best organized proposal for the leadership series and the lowest cost proposal for component B. ATW submitted the winning proposals for both components. See scoring sheet below for criteria and scoring details.

Following Council approval, ATW and City staff will finalize course content and begin scheduling employees for this training. Course content centers on the core competencies of management. This includes leadership essentials, personal effectiveness and communications, dealing with conflict, and managing change.

The leadership series will consist of five (5) four (4) hour classes. Directors, senior managers, supervisors, project managers and emerging leaders will attend. Course evaluation will be ongoing and ATW will make changes to course content and delivery as needed. Staff expects that it will take 18-24 months to train an estimated 280 employees.

Each training module includes expectations and outcomes. For example, the outcomes and expectations of Leadership Essentials is that leaders will use their position of power to support team and individual efforts, set direction for the future of the City, reward behavior that supports organization values, confront inappropriate behavior, and lead by personal example. ATW will incorporate the Donald Kirkpatrick model of evaluation for participants which will measure reaction, learning, behavior, and results.

To be successful, this level of training must be ongoing and managers must be held accountable for their actions and their compliance with the leader related knowledge and skills learned. With success, we will increase the leadership skills of the City, enhance succession planning efforts, and improve flexibility and creativity to better respond to the ever evolving changes in municipal government.

RFP SELECTION EVALUATION FORM

PROJECT: LEADERSHIP TRAINING AND DEVELOPMENT SERVICES

SCORING GUIDELINES:

RFP V13-078	Evaluated by	Date
Component A – Leadership Academy	James Wells, Kenan Miller, Scott Sanders, Dan Ritter and Matt Anderson	July 2, 2013

CRITERIA TO BE RATED		MRA	ATW	Skilpath
A. Firm Qualifications, Experience and References (30 pts)	How long has the company been in business? Has the company done similar work? Level of expertise in subject matters areas?	30	30	30
B. Project Organization, Personnel and Staffing (40 pts)	Qualification and experience of proposed personnel for requested services?	24	40	32
C. Costs (30 pts)	Competitive rates and fees proposed? Are proposed fees and duration clearly defined?	23	27	30
D. Locality Preference	Local Preference Receives 1 point if bidder is located in Des Moines	0	0	0
	Maximum Points Possible = 101	77	97	92

RFP SELECTION EVALUATION FORM

PROJECT: LEADERSHIP TRAINING AND DEVELOPMENT SERVICES

SCORING GUIDELINES:

RFP V13-078	Evaluated by	Date
Component B – Supervisor Boot Camp	James Wells, Kenan Miller, Scott Sanders, Dan Ritter and Matt Anderson	July 2, 2013

CRITERIA TO BE RATED		EFR	MRA	ATW	SkillPath
E. Firm Qualifications, Experience and References (30 pts)	How long has the company been in business? Has the company done similar work? Level of expertise in subject matters areas?	30	30	30	30
F. Project Organization, Personnel and Staffing (40 pts)	Qualification and experience of proposed personnel for requested services?	40	24	36	32
G. Costs (30 pts)	Competitive rates and fees proposed? Are proposed fees and duration clearly defined?	17	9	30	22
H. Locality Preference	Local Preference Receives 1 point if bidder is located in Des Moines	1	0	0	0
	Maximum Points Possible = 101	88	63	96	84

PREVIOUS COUNCIL ACTION(S): NONE

BOARD/COMMISSION ACTION(S): NONE

ANTICIPATED ACTIONS AND FUTURE COMMITMENTS: NONE

For more information on this and other agenda items, please call the City Clerk's Office at 515-283-4209 or visit the Clerk's Office on the first floor of City Hall, 400 Robert D. Ray Drive. Council agendas are available to the public at the City Clerk's Office on Thursday afternoon preceding Monday's Council meeting. Citizens can also request to receive meeting notices and agendas by email by calling the Clerk's Office or sending their request via email to cityclerk@dmgov.org.