**Georgetown County Public Works Training Proposal**





**by**

**Georgetown RISE**

**February 6, 2019**

*Georgetown RISE (Resilience, Innovation, Sustainability, Education) is pleased to respond to your request for Middle Manager training for the seven divisions of the Georgetown County Public Works Department. We are basing our proposal on information obtained from Alexandra Litz and from the Department’s 2018-2021 Draft Strategic Plan.*

The Draft Strategic Plan outlines the Department’s Mission, Vision and Values as follows:

## Mission Statement

To effectively serve the public by enhancing our transportation and facility infrastructures, preserving our environmental resources, and planning for current community needs and future generations.

## Vision Statement

To be recognized as a leader in making Georgetown County a premier place to live, work and play through creativity and resourcefulness.

## Value Statement

Through integrity, innovation and teamwork, we will endeavor to preserve the culture, history and natural resources of Georgetown County.

**List of Values**

**Integrated:** Ensuring unity of effort within the Department and with all elements of the community.

**Collaborative:** Creating and sustaining broad and sincere relationships among individuals and organizations to encourage trust, advocating ethical practices, public stewardship and continuous improvement.

**Professional:** Providing education, training, experience, while advocating ethical practice, public stewardship and continuous improvement.

**Flexible:** Using creative and innovative approaches.

**Comprehensive:** Considering and taking into account all stakeholders.

**Progressive:** Taking preventative and preparatory measures.

**WHAT WE HEARD**

In our January 10th meeting with Alex, we learned you are interested in training **approximately 25 people** including the managers of each of the Department’s **six divisions**, the Crew Chiefs and Supervisors from:

* Facilities Services
* Public Works
* Engineering & Capital Projects
* Airports
* Environmental Services
* Stormwater

**Topics** you might like to include in the training are:

* Conflict Resolution
* Decision Making
* Teaching Direct Reports/ Instructing Others
* How to Give and Receive Feedback
* Delivering Performance Evaluations
* Communication [further described as - How to more effectively communicate with Staff, How to communicate during crisis, How to communicate effectively with the Public (normally and during crisis)]
* Collaboration
* Effective meeting management
* Customer Service

**CASE FOR CHANGE**

We understand that:

* You are in the process of renewing your APWA (American Public Works Association) accreditation, and that each Division’s Goals and Objectives come from (align with) the accreditation process. We have received a draft of each Division’s Goals and Objectives in the Draft Strategic Plan.
* You would like to create a one-year schedule for training sessions that can be repeated in future years.
* You usually offer training after work hours, e.g. from 4:00 – 6:00 pm. You have been thinking of using that time slot for this training but are open to other ideas/formats. Some middle managers currently attend training or conferences during work hours, so there is a precedent for training this level employee during work hours.
* Your Fiscal Year begins July 1 and your Evaluation Process happens in the fall. You would like to begin the training in the new Fiscal Year.
* You do not yet have a personal Goal Setting Process and your Evaluation Process does not yet include Career Development, although you are developing this.
* Your SWOT analysis indicates the Department has “weaknesses” in Staffing and Organization and a Threat in being able to keep and maintain a full staff. You also indicated that few people want to be promoted.
* Your challenges are not only about communicating and collaborating across the Department, but also would like to improve your ability to communicate more effectively with other county departments and the public, to better demonstrate your value to the county.

**QUESTIONS WE HAVE**

* How do you wish to link this training to training and certification offered by APWA?
* How do you envision linking this training with the goals and objectives outlined in the Draft Strategic Plan?
* When will the strategic plan be finished?
* The Divisions’ goals and objectives are not integrated across the Department. Will accomplishment of these goals allow you to achieve your vision and mission by 2021? What are the gaps between where you currently operate (the “As Is”) and your 2021 Vision (the “To Be”)? Do your Division goals link to the Department’s 2021 Vision?
* You describe your values and qualities with these words: creativity, resourcefulness, integrity, innovation, teamwork, integrated, collaborative, professional, flexible, comprehensive and progressive. On a 1-5 scale, with 1 being the lowest and 5 being the highest score, how would you currently rate your department on these values and qualities?
* Please explain your SWOT analysis more completely.
* Is turnover an issue? If so, what is the root cause, and how much is turnover costing you?

**OBSERVATIONS/THOUGHTS**

* Your Mission says you are “To effectively serve the public by… **planning for current community needs and future generations.”** This is a definition of a **sustainable** organization. We would like to align this training with what we believe is essential to building sustainable organizations and the competencies and character of people who lead them.
* You indicate that two of your Strengths are Leadership and Teamwork, yet you indicate you need to be better equipped to handle conflict, make decisions, manage direct reports and communicate. Your SWOT also says you have opportunities in collaboration and cross training. How do you define leadership and teamwork?
* How do you envision this training building trust and camaraderie in your divisions?

**OUR PROPOSAL**

**TRAINING PROVIDER: Georgetown RISE** **(Resilience, Innovation, Sustainability, Education)**

**WHAT WE BRING**

* Best-in-class global research and resources to the county to create a better community for today and future generations
* Instructors: Peg Howell, Pam Martin, Melissa Clark, Maeve Snyder
* Training/Education/Experience – See Appendix
* Alignment with UN Global Compact Principles and Sustainable Development Goals (UN SDGs)
* Local (Georgetown County) Data:
  + NOAA study (quantitative and qualitative analysis)
  + Simulation (summary of rollout across the county)
  + Community Conversations (Final Report expected from Coastal Community Foundation by April 2019)
  + Climate data specific to the county
* Local Relationships with Georgetown County leaders, the Frances P. Bunnelle Foundation, Coastal Carolina University, North Inlet-Winyah Bay National Estuarine Research Reserve

**OUR APPROACH: Training and Consulting**

1. **Customized training** aligned with your mission, vision, and goals, as well as the UN SDGs and APWA certification.
2. **Consultation** on implementing of your annual goals and objectives via your human resource development process (integrating this training into individual goals & objectives 🡪 performance evaluation 🡪 career development).

**Five-Step Design and Development Approach:** [Note Steps 1. and 2. can be done concurrently]

1. **Assessment** of division directors via structured interviews to identify key training needs and shape leadership challenges to incorporate into training curriculum

* Report of findings presented to Director of Public Works and Training Coordinator

2. **Alignment** of Goals and Objectives

* Alignment of training with Department **Mission, Vision, Values and Goals**
* Alignment with **APWA** and the APWA Center for Sustainability (C4S)
* Aligning Goals with the **SDGs**
* Alignment with best practices of sustainable organizations and the qualities of those who lead sustainable organizations, including the **5 Personal Leadership Qualities**
  + (Committed) Intentional
  + (Ambitious) Goal Oriented
  + Consistent
  + Collaborative
  + Accountable

and the **5 Steps to Resilience**

1. Explore Hazards

2. Assess Vulnerability & Risks

3. Investigate Options

4. Prioritize & Plan

5. Take Action

3. **Agreement** on Training Outcomes, Design and Delivery

4. **Deliver** Training Modules (Evaluate, Recommend improvement)

5. **Implement** Goals and Objectives

* Personal Goal setting
* Performance Evaluation
* Career Development

Note: Steps 4 and 5 occur simultaneously

**POSSIBLE TRAINING DESIGN**

First class: Department Director and 6 Division Heads

Subsequent classes: Comprised of cross-division group of people who report to Division Heads

**Seven Modules** – offered one per month

1. Training Series Launch: Leadership for Sustainable Public Works
2. Resilience Step 1. Explore Hazards
3. Resilience Step 2. Assess Vulnerability & Risks
4. Resilience Step 3. Investigate Options
5. Resilience Step 4. Prioritize & Plan
6. Resilience Step 5. Take Action
7. Results and Evaluation. Celebrate!

**Modules 2-6 include:**

* Pre-work
* Content re: Resilience Step
* Content re: Personal Leadership Qualities
  + (Committed) Intentional
  + (Ambitious) Goal Oriented
  + Consistent
  + Collaborative
  + Accountable
* Content re: Team Development and Performance
  + Forming, Storming, Norming, Performing
  + Goal Clarity, Role Clarity, Processes & Procedures, Interpersonal Relationships
  + Trust Building
* Leadership Lessons: A brief sharing of leadership experience from a Division Head (one per module)
* Application to Leadership Challenge – Each team will be given a leadership challenge to work over the 6 modules. Leadership Challenge Project(s) will be selected by Department Head based on information collected in Assessment (Step 1)
* Note: Each module will incorporate best-in-class content, research and resources aligned with that module’s Resilience Step
* Homework

**Module 7:**

* Results of Action on Leadership Challenge
* Team Lessons Learned
* Personal Lessons Learned
* Evaluation of Training experience
* Recommendations for future training
* Celebrate and award course completion

**Timeline for development**

1. April 1, 2019- Assessment of division directors via structured interviews to identify key training needs and shape leadership challenges to incorporate into training curriculum
2. May 1, 2019 - Report of findings presented to Director of Public Works and Training Coordinator
3. June 1, 2019- Course outlines, draft materials, evaluation surveys presented to Director of Public Works and Training Coordinator
4. July 1, 2019 – All finalized materials to Director of Public Works and Training Coordinator for approval
5. By August 31, 2019 – Training Series Launch
6. September 2019 – Module 1
7. November 2019 – Module 2

**Example Design**

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| **Training Series Launch**  Full Day | **Module 1**  4-6 pm |
| Leadership for Sustainable Public Works | Resilience Step 1. Explore Hazards: *Identifying and Understanding the Problem* |
| **Module Title: Leadership for Sustainable Public Works**  **Audience:** Ray and Division Heads  **Module Description:**   * Context for Training: Department Vision/Mission/Values * Discussion of Gap Analysis – Where we currently are vs. Where we want to be * Alignment with APWA Certification * Integration with implementation of Goals & Objectives and HRD * Training Program Agenda * Frameworks: SDGs/Venn Diagram * 5 steps for tackling problems * 5 leaderships qualities * Fun activity to build trust   **Course objectives:**  Participants will:   * Connect division tasks/responsibilities to Strategic Plan * Reflect and write down the biggest challenge you currently deal with in your division, and assign to SDGs * Learn about trust-building responsibilities of leaders   **Morning Session: Department Mission/Vision/Values**   * Get everyone on same page with Strategic Plan   **Afternoon Session: What does Sustainability Mean to Public Works?**   * SDGS 101 * Intro to C4S   **Homework:**   * Leadership Challenge (TBD) | **Module Title: What is the problem?**  **Audience:** Division Heads  **Module Description:**  Ties back to department division and mission  **Course objectives:**  Trainees will:   1. Connect Leadership Challenges to SDGs 2. Information literacy: accessing tools, resources, and information 3. Leadership Qualities related to Resilience Step 1 4. Team Development tools necessary to launch Leadership Challenge project |