

METROPOLITAN EXPOSITION-RECREATION COMMISSION

RESOLUTION NO. 95-39

Whereas, the Commission desires a work environment that is fair to all employees, respects diversity, and encourages upward mobility; and,

Whereas, the Commission has a good record in terms of overall employment of minorities and women, particularly at the entry levels; and,

Whereas, the Commission desires to have a diverse workforce throughout the whole organization; and,

Whereas, the Commission adopted Resolution 95-3 calling for a Career Development Program designed to invest in employees and encourage their upward mobility; and,

Whereas, the Program was to be developed with the input and involvement of employees; now, therefore,


BE IT RESOLVED,

That the Commission accept and adopt the Career Development Program described in Exhibit A as presented by the Career Development Committee and as reviewed and approved by the MERC Management Staff. The program should be implemented in accordance with the timeline set forth. After approximately one year of operation, staff will report to the Commission concerning the programs activities, number of participants, results of participant evaluations, and areas where the program should be improved, if any.


BE IT FURTHER RESOLVED,

That the Commission thank the members of the Career Development Committee for their work. Members of the Committee are: Barbara Brooks (Stadium), Shawn Campbell (OCC), Patricia Iron (PCPA), Greg Johnson (OCC), John Kowalis (PCPA), Jim Peters (Expo) and Denise Peterson (MERC Administration). Additionally, Metro Personnel Staff Lynda Lewis and Nancy Meyer should be thanked for their technical assistance to the Committee.

Passed by the Commission on July 12, 1995.




Chairman



Secretary-Treasurer

APPROVED AS TO FORM:
Daniel B. Cooper, Metro Legal Council

By: 

Mark B. Williams
Senior Assistant Council

STAFF REPORT

CONSIDERATION OF RESOLUTION NO. 95-39 FOR THE PURPOSE OF ESTABLISHING A CAREER DEVELOPMENT PROGRAM FOR STAFF

Date: July 12 1995

Presented by: Pamela Erickson
Career Development
Committee members

BACKGROUND: At the Commission's January meeting, Resolution 95-3 was passed. The purpose of that resolution was to establish an Affirmative Action Enhancement Project. The commission noted that its past efforts to provide jobs for women and minorities was highly successful overall, principally due to the First Opportunity Program. As of July 1, 1994, MERC's full time employees were 33% female and 34% minority. However, it was also noted that women and minority employees were more prevalent at the lower levels. It was acknowledged that one of the means to gain greater diversity throughout the whole organization was to encourage upward mobility. Therefore, the thrust of Resolution 95-3 was to promote upward mobility for all employees.

There were four mechanisms designed to enhance upward mobility: give employees first opportunity for promotion, require greater scrutiny of the General Manager for some hiring decisions, training and career development.

With regard to the last mechanism, the Commission directed staff to create a program as a way to invest in employees and to encourage their upward mobility. It was to be developed with the input and involvement of employees and was to be implemented in July, 1995.

A Career Development Committee was formed by soliciting volunteers to represent each of the facilities as well as MERC administration. Two representatives were named for each of the larger facilities and one each for the Stadium, Expo and MERC Administration. The members of the committee were:

- .Barbara Brooks, Events Coordinator, Stadium
- .John Kowalis, Utility Lead, PCPA
- .Patricia Iron, Event Services Manager, PCPA
- .Greg Johnson, Audio-Visual Coordinator, OCC
- .Shawn Campbell, Grounds Maintenance, OCC
- .Jim Peters, Utility Maintenance Specialist, Expo
- .Denise Peterson, Executive Secretary, MERC

The Committee was assisted by Nancy Meyer and Lynda Lewis from Metro Personnel. Pam Erickson served as coordinator.

The Committee met over a period of six weeks and fashioned the program proposed in Exhibit A. The program is based on the assumption that Career Planning and Development is primarily the employee's responsibility and takes a degree of self-motivation. The role that MERC assumes is one of encouraging career planning as a way to facilitate advancement in the organization. MERC can provide information on job opportunities within MERC, possible career paths and skills needed to qualify. MERC has a small amount of money for career development activities such as testing, career counseling and classes.

The program has three levels:

Level I--Informal

This level is designed for the broadest number of employees. It involves providing interested employees with general information about careers at MERC. Personnel has developed a very comprehensive Career Development Book which has organization charts, career ladders and job descriptions for every position at MERC. It also includes tips on writing resumes, interviewing, and other career development items. Also included would be a series of quarterly "brown bags" on various topics of interest to employees who are doing career development.

Level II--Exploration

This level is for those who are seriously pursuing career planning. It involves identifying a career path or position in the organization for which to aim. Contact people in the organization will be identified for each trade or career category. Employees may schedule informational interviews with those persons. Staff may also volunteer to "shadow" someone in the organization to determine if that is the kind of job they desire.

Level III--Formal

This is designed for the employee that has gone through Levels I and II or the equivalent. They either have a career plan or are in the process of developing one and wish to request funds for some part of their career plan. They may want to take a class to develop a skill, they may want career counseling or they may need some skill/interest testing. They would need to submit an application and be interviewed by a staff committee to obtain funds.

The program would require minimal administration after it is set up. For set up, an attempt will be made to find a current part-time employee who could do the set-up work as a career development experience for a period of about two months (one day a week).

Career Development funds would need to be budgeted every year. These funds would not replace the need for departments to budget training funds to enhance on-the-job skills. For example, training to make sure audio-visual employees have state-of-the-art skills would be a department responsibility.

This would be viewed as a pilot year and the program would be assessed after a years' operation and fine-tuned.

FISCAL IMPACT: Funds have been budgeted for FY 95-96 in the amount of \$7,500.

RECOMMENDATION: Staff believes that the proposed program is responsive to the directive of Resolution 95-3 and recommends approval of Resolution 95-39.

EXHIBIT A - CAREER DEVELOPMENT PROGRAM

Part I Career Development Program Description:

Policies to be developed and/or implemented:

- 1) Priority in administration: support from administration and managers
- 2) Opportunity for all qualifying MERC employees
Full-time: Must have passed their probationary period
Part-time: Must have passed their probationary period. In addition, to be eligible to receive funds for classes or career development activities, part-time employees must have MERC as their primary employer, they must have career potential at MERC and must work a substantial number of hours at MERC.
- 3) Funding
 - a) Dedicated funds each year for career development
 - b) Administered through MERC Administration for career development processes. Individual job related courses would be funded through respective departments.
- 4) Removal of barriers
 - a) Policy change to allow employees to volunteer
 - b) Policy change to allow employees to work more than one job at a time in MERC (i.e. for purposes of cross training and/or trading positions)
- 5) Dissemination of opportunities and outcomes
 - a) Brown bag to introduce the career development program
 - b) Announcements/reminders in "Insights"
 - c) Memos from management to staff
 - d) Announcements/reminders in departmental newsletters
 - e) Presentations at staff meetings
- 6) Add a supplement to the application form for internal applicants. This will alert managers that applicant is in the Career Development Program.

Program

Mission: *To provide progressive learning opportunities for professional growth and advancement within MERC.*

- Goals:**
- 1) To encourage education, training and skill development for employees by:
 - * Identifying current and future skill needs
 - * Informing employees about meaningful training and skill development opportunities
 - * Providing resources
 - * Identifying and removing barriers to on-the-job learning experiences

- 2) To create a variety of career paths, methods and processes for career advancement and enrichment
- 3) To provide an on-going program at a reasonable cost.

The program must have both informal and formal paths as well as flexibility from within to address individual needs.

Level I - Informal

This path is designed to give all MERC staff members an opportunity to learn and explore possible career opportunities and methods for advancement. It allows for the widest possible audience within MERC.

- 1) **Career opportunity book (developed by Personnel)**
Made available to employees for their perusal at their own leisure.

Contains:

- .job descriptions and qualifications for all MERC staff positions
- .career ladders
- .tips on how to prepare written applications
- .tips on interview methods
- .tips on resume writing
- .references
- .facilities that offer classes/workshops

Distribution:

- One copy to each Department Manager
- One (or two) copies centrally located in each facility (Stadium, OCC, Expo and PCPA)
- One copy in Personnel

A smaller booklet could be developed for distribution to all qualifying employees that covers the "tips," references and facilities that offer classes/workshops included in the large book.

If this is cost prohibitive, a small fee could be charged to cover the cost of printing.

- 2) **Brown Bags/Panels**
Set up quarterly. Informal discussions on topics related to career development techniques, paths, experiences. Such topics could include:

***Manager's Panel -**

Three or four managers discussing what they have done to get where they are today. What worked, what didn't work, what they would change if they could do it (or part of it) again.

***Brown Bags -**

"How to's": such as how to interview for a job, how to develop a career plan, how to dress for success, how to improve your work performance, etc.

Talks with upper management..where are we as an organization, where we may be headed, what job opportunities may be on the horizon, how can I get started on a path to those jobs?

Motivational talks to encourage employees to think about their careers and potential opportunities.

***Seminars offered to staff taught by staff during non-working hours -**

MERC staff could volunteer to conduct one time (2-3 hour) seminars for those employees interested in learning a particular skill. A small stipend could be paid to the instructor for their time, but volunteerism would be encouraged. (As program grows, these seminars may become more involved than at the brown bag level).

Attendance, if during employee's working hours, would need to be worked out with supervisor(s).

Level II - Exploration

Persons interested in pursuing a more involved development path may enter into this exploratory stage of the career development program.

MERC will ask for managers to volunteer to be a contact person for employees wanting to enter into this level of the career development program. One manager per designated career category would be available for contact (i.e. management, trade, clerical, personnel, fiscal operations, management information systems).

1) Skills assessment

Staff members could be directed to attend seminars at local colleges to assess their skills, abilities in preparation for a potential career path. These workshops are offered for little or no cost.

2) Volunteering

Staff members may volunteer their time to observe and/or perform duties in other MERC positions. If doing so would conflict with the volunteer's working hours, that person needs to work out potential solutions with his/her supervisor.

3) Informational Interviews

Staff members may arrange for interviews with persons holding the position(s) they are interested in. If a staff member is uncomfortable in approaching such a person, he/she may ask their department manager for assistance.

Level III - Formal

Persons who have completed some or all of the steps in Level I & II and are interested in entering into a formal career development program would apply for participation into this level.

An application form would be submitted to a panel of staff volunteers that asks each potential candidate a series of questions about his/her career plans, what steps have been completed thus far, and how this step fits into their plan. An interview will be conducted with each applicant.

Cost of services could range from direct payment to outside sources, complete reimbursement to participants or to MERC providing matching funds (ratios could be determined at time of applicant screening).

- 1) **Classes at an accredited institution:**
Participants may chose to attend formal classes or a series of classes to achieve particular steps in their career development.
- 2) **Workshops, outside seminars:**
Participants may choose to attend non -accredited classes to assist in their career development.
- 3) **Cross training:**
Participants may want to gain direct experience in a particular position. Each participant would work with his/her manager and other appropriate manager(s) to develop an opportunity to switch jobs with another staff person for a predetermined amount of time.
- 4) **One-on-one sessions with contracted, professional career development consultants.**

Upon completion of any step listed in level III, each participant would be required to complete an evaluation that includes what benefit(s) they achieved through this process, how did this fit into the career development path they have chosen, what do they believe would be their next step in the process.

These evaluations could be used for reference should the staff member decide to pursue more formal training.

Part II Selection Process for Level III Participants

The participants would be selected by a Career Development committee made up of three members. One from PCPA, OCC and MERC/Stadium/Expo.

Committee members candidates would volunteer and facility director would make selection. There are 2 options for terms depending on whether MERC has an in-house coordinator. If not, greater continuity for committee members would be needed.

Option 1 if there is no, or not much of, an coordinator:

3 yr. term (venue)

95/96 96/97 97/98 - 98/99 99/00 00/01

2 yr. term (venue)

95/96 96/97 - 97/98 98/99 - 99/00 00/01

1 yr. term (venue)

95/96 - 96/97 - 97/98 - 98/99 - 99/00 - 00/01

Option 2 if there is a coordinator to handle continuity:

Each venue provide a candidate for a two year term. Administrator would provide continuity, materials, background, so equality can be maintained.

Committee Responsibilities

- 1) Become familiar with program goals and history by reading manual and documentation of past awards.
- 2) Meet four times a year, in each of the following months:
August, November, February, April.
- 3) The meeting would be to evaluate previous quarter participants, review current meeting applications and interview applicants; Members would receive packets in advance for review of applications prior to the meeting.
- 4) Committee would use established criteria and would provide input on evaluating criteria at year's end.

Selection Criteria - Committee Members

- 1) Committee member may not apply for funds during their tenure.
- 2) Committee member and their manager must be willing to make committee meetings a priority.

3) Committee member maybe full-time or part-time employee who has completed their probationary period.

4) Committee members will be gathered by a "call for volunteers" and follow with an appointment by the facility director.

Note: Committee members will receive a Certificate of Recognition at the end of their term.

Selection Criteria - Participants:

Applicants would submit an application to the committee (see attached draft application). For each applicant, the relevant manager would be asked to comment on the application (See attached draft form).

Criteria for selection would include:

- *Degree of commitment to career development - e.g. has participant gone through Levels I and II or equivalent?
- *Logic of career plan or proposal
- *Reasonable cost
- *Past job performance
- *Eligibility for program

Part III - Program Administration and Timetable

BUDGET

Career Development Program \$7,500

<u>Date</u>	<u>TASKS TO BE PERFORMED</u>
-------------	------------------------------

- | | |
|-------------------------|--|
| Aug-Sept | <p>1. Level I--Informal</p> <p>Prepare and disseminate Career Opportunity Book
Prepare and disseminate Career Opportunity Booklet
Quarterly brown bags--arrange program, schedule, develop and disseminate flyer</p> |
| Sept-Oct | <p>2. Level II--Exploration</p> <p>Work with managers to get volunteer "contact people" for all career categories. Explain purpose and expectations to volunteers. Develop information piece for all employees.</p> <p>Identify skill assessment resources, prepare and disseminate information piece for all employees.</p> <p>Work with management to change rule on volunteering. Prepare MERC resolution and staff report.</p> <p>Prepare and disseminate information about how to conduct an informational interview.</p> |
| Oct-Nov | <p>3. Level III--Formal</p> <p>Develop application form.
Develop memo requesting volunteers for selection committee.
Manage selection process (copy applications, orient committee, announce selection)
Track budget resources for formal training.
Develop evaluation form for participants.</p> |
| Aug-Sept
and Ongoing | <p>4. General</p> <p>Sell program to staff. Speak at staff meetings, write article for Insight, etc.
Package information (could combine much or most into a brochure)</p> |

Recommended Means To Administer

***Start-up**

Need about 50 hours over a 6 week period to develop materials and set up program. Could use one fourth of the \$7,500 to pay for development (Allocate \$1,875 per quarter for career development applications--use first quarter for set-up since this will take time to develop).

Could hire consultant, temporary employee, or increase hours for a current part-time employee (one additional day per week for 6 weeks) if we can find a current employee with good writing and some training/program development skills.

***Maintenance**

Need about 40-50 hours to maintain program the rest of the year. Could continue the part-time employee at reduced hours or hire different part-time employee. Could attempt to maintain with existing staff.

***Oversight would be provided by MERC Administration (specifically Pam Erickson)**

Date: _____

Career Development Application

Name: _____

Telephone _____
Home _____ Work _____

Address: _____

City & State: _____

Zip: _____

Facility: _____

Current Position: _____

Average hours/week: _____

Is MERC your primary employer? Yes _____ No _____ Other employer(s) _____

I certify that I am not currently on probation: Yes _____ No _____

Name of class applying for or other career development activity such as testing/assessment, career counseling: _____

Institution or company offering class or service: _____

Dates attending: _____

Cost: _____ Requested amount: _____

Source of other funds (if request is not for full amount): _____

Do you need to have work release time to take this class, or activity?: _____

How does this class or activity fit into your career path with MERC?: _____

Have you participated in Level I or II of the MERC Career Development or other Career Development Programs:

Level I _____

Level II _____

Please explain: _____

Attach Job History with dates: (you may be contacted by committee members for further information)

Manager's Name: _____

Facility: _____

Your Name: _____

Do you recommend this person for the Career Development program? Yes _____ No _____

Please explain: _____

Please comment on persons overall attendance and performance: _____

_____ Number of hours per week worked on average for last 6 months.