

**Metropolitan Exposition-Recreation Commission**

**Resolution No. 96-56**

*Authorizing an amendment to MERC Personnel Policies to permit volunteering for the purpose of participation in the Career Development Program.*

The Metropolitan Exposition Recreation Commission finds:

1. That shadowing, cross-training, and related activities under the Career Development Program are valuable tools to invest in employees, encourage their upward mobility within MERC, and promote diversity within the organization.
2. That restrictions on volunteering in MERC Personnel Policies present an obstacle to participation in these valuable Career Development Program activities.

The Commission therefore finds the following amendment to the MERC Personnel Policies necessary:

MERC Personnel Policies Section 7, Employee Conduct and Discipline: 7.01 General, paragraph (A) "Employees cannot act as a volunteer, perform volunteer work, or otherwise work as a volunteer for the Commission." is amended by replacing the period with a comma and adding "*except for the purpose of participation in a Career Development Program activity, and in compliance with any requirements of the Fair Labor Standards Act.*"

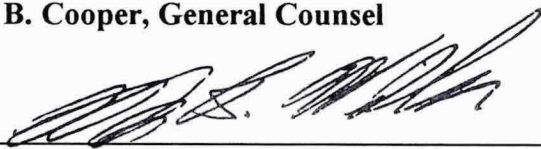
**BE IT THEREFORE RESOLVED** that the MERC hereby approves the above amendment to the MERC Personnel Policies.

Passed by the Commission on October 9, 1996.

  
Chairman

  
Secretary-Treasurer

Approved as to Form:  
Daniel B. Cooper, General Counsel

By:   
Mark B. Williams, Sr. Assistant Counsel

## **MERC STAFF REPORT**

**Agenda Item/Issue: Career Development Program Report**

**Resolution Nos. 56 and 57**

**Date: October 9, 1996 Presented by: Pamela Creevey & Barbara Brooks**

### ***I. INTRODUCTION:***

On July 12, 1995, the MERC Commission passed Resolution 95-39, which adopted the Career Development Program (CDP). The program was created in response to MERC Resolution 95-3, adopted on January 8, 1992. That resolution called for the establishment of a Career Development Program to invest in employees and encourage their upward mobility as a means of gaining greater diversity throughout MERC. The program was part of a three-pronged Affirmative Action Enhancement Project.

This report on the CDP covers 1995-96, the program's pilot year. Under Resolution 95-39 an assessment was to be completed after one year of operation, with a report to the Commission on the program's performance and recommendations for fine-tuning.

### ***II. PROGRAM ADMINISTRATION:***

The program was shaped by a seven-member formative Career Development Committee, comprised of staff from each of the facilities, under the direction of Pam Erickson, MERC Development Projects Manager. (A list of the formative Committee is attached in Annex A). The Committee held its final meeting on July 18, 1996 to assess the program's performance. Having successfully completed its mandate, the Committee was then dissolved. The Committee's views are incorporated into staff's program recommendations, below. Committee members should be commended for their excellent work.

A Career Development Committee, comprised of Patricia Iron (PCPA), George Hager (PCPA), and Lisa Ausbun (OCC) was established pursuant to resolution 95-39 to make grant selections under the program. A part-time coordinator, Barbara Brooks (Civic Stadium), was appointed in July of this year, working 5 hours per month. Heather Teed served as interim manager following Pam Erickson's departure; Pamela Creevey, the new Development Projects Manager, has now assumed management of the program.

### **III. PROGRAM ACTIVITIES:**

The CDP as approved by the Commission has three levels of activities:

**Level I – Informal** is designed to give all MERC staff members an opportunity to learn and explore possible career opportunities and methods for advancement. Program elements at this level include dissemination of information, through written materials and brown bag sessions, on career opportunities at MERC and on basic career development tools (such as tips on resume-writing and interviewing).

**Level II – Exploration** is designed for those who are ready to progress into a more involved career development program. Program elements include skills assessment, volunteering, 'shadowing,' and informational interviews.

**Level III – Formal** is for staff who have completed all or some of the steps in Levels I & II or their equivalent. Staff who are interested in entering into a formal career development program may apply for grants for classes, workshops, seminars, cross-training, and individual consultations with professional career development consultants.

Activities of the CDP during its first year are outlined below by program level:

- **Level I activities:**

*Brown bags:*

- Three brown bag luncheons were held to introduce the career development program to employees. Pam Erickson and Pat LaCrosse were the speakers.
- Two brown bag luncheons were held with Career Consultant Martha Bouche. These were filled to capacity and received excellent evaluations from staff.

*Information on career opportunities within MERC:*

- A Career Development Resource Book, produced by Metro Human Resources Department, provides information including job descriptions and qualifications for all MERC staff positions, career ladders, and tips on how to prepare applications. The book was distributed to Department Managers and made available to all employees. Related information was distributed to all staff via special memos. In July of this year, a memo was sent to all employees with an updated program description and a revised, simpler application form (attached in Annex B).

- **Level II activities:**

One OCC employee, Claudia Grant, developed and completed an in-depth shadowing program, designed to learn more about a position in the multi-media department of OCC. She will now assume a position as assistant to the staff member that she shadowed, performing the duties that she learned through the CDP.

While this was the only shadowing program developed during the first year of the program, it is a genuine success story. It provides an ideal model of how an employee may take full advantage of the program to achieve upward mobility within MERC.

Two employees are in the process of developing shadowing programs.

Barriers to greater participation in this level of the program were encountered in MERC personnel policies that prohibit volunteering within MERC. Changes are recommended in the accompanying resolution 96-57 that would eliminate this obstacle.

- **Level III activities**

Fifteen (15) grants were awarded to MERC employees to support participation in classes, seminars, and conferences over the four term period from July 1995 through fall 1996. A full list of grants awarded under the program, through Fall quarter 1996, as well as a list of applications denied, are attached in Annex C.

**IV. BUDGET:**

\$7,500 was budgeted in both fiscal year 1995-1996 and 1996-1997 for career development activities. The funds have been utilized to date as follows:

1995/96 level III grant awards:	\$3,146	
1995/96 Brown bag sessions:	\$ 500	
Total spending, 1995/96:	\$3,646	
1996/97 level III grant awards:	\$2,295	(*fall term 1996 only)
Balance available for 1995/96:	\$5,205	

**V. PLANNED ACTIVITIES AND FOCUS FOR THE SECOND YEAR OF THE PROGRAM:**

Level III activities dominated the pilot year of the CDP. The goal for the second year is to strengthen Level I and II activities and increase participation in these levels. Management has committed to a greater role in the CDP this year, and has pledged specifically to:

- Be available for and facilitate mentoring and shadowing
- Serve as a resource for brown bag panels, informational interviews
- Encourage and support staff participation in all levels of the program

More frequent brown bag sessions are planned; evening and early morning sessions are being added to include night shift staff. Planned topics include basics such as 'answering supplemental questions,' 'interviewing,' and motivational talks – all of which were recommended by staff.

To make the program more accessible, information on career development paths within MERC as well as training and counseling opportunities will be more thoroughly and widely disseminated to staff by a variety of means. In addition, managers will hold information sessions on the program at staff meetings. A Career Development Corner is being developed for INSITES that will serve as a clearinghouse for program news and information exchange. A small brochure on the CDP is being produced for distribution to all staff. Self service 'Career Development Resource Centers' will be established in each department with information on the program, applications, the Career Development Resource Book, brochures, information on training, counseling, and classes, sample shadowing and cross-training programs, and people to contact for assistance.

It is anticipated that the changes in the MERC personnel policies regarding volunteering will also boost the number of shadowing and career-related volunteer activities within Level II.

Level III activities will continue to comprise the bulk of the program, as is appropriate. Greater focus on Levels I and II will undoubtedly increase the number of employees who are prepared for and motivated to enter Level III.

#### ***VI. ROLES OF THE CAREER DEVELOPMENT COMMITTEE, THE COORDINATOR, AND PROGRAM MANAGER***

After one year of operation the respective roles of the Career Development Committee, the program coordinator, and program manager require clarification. Now that the program is up and running and the Formative Committee has been dissolved, the *Career Development Committee* will consider applications and approve grant awards and will also provide ongoing staff guidance and input to the coordinator and program manager. *The Coordinator* shall continue to staff the Career Development Committee, handle application processing and grant award notifications, organize brown bag sessions, and handle other administrative tasks as time allows. *The Program Manager* will oversee the operation of the program, handle policy changes and questions in cooperation with the management team, prepare written documents and materials on the program, report to the Commission, encourage and facilitate management's participation in the program, promote the program, and handle staff inquiries.

#### ***VII. RECOMMENDATIONS TO THE COMMISSION:***

##### **1. Changes to MERC Personnel Policy**

Accompanying Resolution 96-57 would amend Section 7 of MERC Personnel Policies:

Section 7 Employee Conduct and Discipline: 7.01, paragraph (A) of MERC Personnel Policies which states that "Employees cannot act as a volunteer, perform volunteer work, or otherwise work as a volunteer for the Commission." by adding the following phrase: "except for the purposes of participation in a Career Development Program activity."

2. Changes to Resolution 95-39, which established the Career Development Committee.

Accompanying Resolution 96-56 would amend Part II Selection Process for Level III participants in Exhibit A of Resolution 95-39, to expand the Career Development Committee from three to five members, with staggered two-year terms:

The Committee should be expanded from three to five members in order to adequately reflect the diversity of MERC employees and ensure representation of all facilities.

The members should serve staggered one year terms. This will ensure continuity and institutional memory, while providing fresh ideas, input, and the opportunity for other staff members to serve.

The Facility Directors and MERC General Manager will jointly select staff volunteers for the Career Development Committee.

### ***VIII. CONCLUSION***

Overall, the pilot year of the Career Development Program has demonstrated that it is a highly effective tool for achieving the Commission's goals of investing in employees, encouraging their upward mobility and promoting diversity throughout the organization. With the approval and implementation of the recommended minor refinements to the program, and with the continued commitment from the Commission, Management and staff to move ahead with the focus outlined in this report, it is expected that the program will become even more successful in fulfilling its mandate.

## **Annex A**

Members of the Formative Career Development Committee:

**Barbara Brooks**, Events Coordinator, Civic Stadium

**Shawn Campbell**, Grounds Maintenance, OCC

**John Kovales**, Utility Lead, PCPA

**Jim Peters**, Utility Maintenance Specialist, EXPO Center

**Greg Johnson**, Audio-Visual Coordinator, OCC

**Denise Peterson**, Executive Secretary, MERC

**Patricia Iron**, Event Services Manager, PCPA



Annex B

Memo, new application, background information distributed to all staff

**MEMORANDUM**

July 31, 1996

**To:** All MERC Employees  
**From:** Pat LaCrosse  
**Re:** **New Deadline for Career Development Program Applications: AUGUST 15**

In response to concerns expressed by staff that the August 1 deadline came earlier than the release of some fall course catalogues, the deadline for applications for fall quarter grants through the Career Development Program has been extended to August 15. *There is still time to get your application in!*

Please find attached an application and background information on the program. Please send your completed application to Barb Brooks, CDP Program Coordinator, at the Civic Stadium.

Pamela Creevey has replaced Pam Erickson on the MERC Management Team, and will resume oversight of the CDP on behalf of MERC management. Feel free to contact Barb (243-7316) or Pamela (731-7838) with any questions about the program or your application.

We encourage you to take advantage of the CDP, and we look forward to your participation in the program!

attachments

Application for Career Development Program Grant

Please type or print clearly.

SECTION I: To be completed by the applicant

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_  
office home

Address: \_\_\_\_\_

City & State: \_\_\_\_\_ Zip code: \_\_\_\_\_

Facility: \_\_\_\_\_ Current position: \_\_\_\_\_

Average hours worked per week: \_\_\_\_\_

Is MERC your primary employer? Yes: \_\_\_\_\_ No: \_\_\_\_\_ Other employer(s): \_\_\_\_\_

I certify that I have completed my probationary employment period: yes: \_\_\_\_\_ no: \_\_\_\_\_

Name of class or other career development activity (testing/assessment, career counseling, etc.)

applying for: \_\_\_\_\_

Name of institution or company offering class or service: \_\_\_\_\_

Dates of class or service: from \_\_\_\_\_ to \_\_\_\_\_ Total cost of class or service: \_\_\_\_\_

Amount requested from Career Development Program: \_\_\_\_\_

Source of other funds (if not requesting full amount): \_\_\_\_\_

If the class or activity takes place during your work schedule, have you made special arrangements with your supervisor to attend? Yes \_\_\_\_\_ No \_\_\_\_\_

How does this class or activity fit into your career path with MERC? \_\_\_\_\_

Have you participated in Level I or Level II of the MERC Career Development Program or in similar levels of another career development program?

Level I or equivalent (list activities): \_\_\_\_\_

Level II or equivalent (list activities): \_\_\_\_\_

**Application for Career Development Program Grant  
Page 2**

*I certify that the information that I have provided in this application was given freely and is, to the best of my knowledge, true and complete. I understand that any false or misleading answer or statement will result in my application being eliminated from further consideration.*

Signature of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION II: To be completed by the applicant's manager**

Manager's name: \_\_\_\_\_

Facility: \_\_\_\_\_

Applicant's name: \_\_\_\_\_

**Do you recommend the applicant for participation in the Career Development Grant Program?**

Yes: \_\_\_\_\_ No: \_\_\_\_\_

**Please state the reasons that you recommend this applicant for the Career Development**

**Grant Program:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Please comment on the applicant's attendance and overall performance:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Number of hours that the applicant worked on average over the last 6 (six) months:** \_\_\_\_\_

Signature of Manager: \_\_\_\_\_ Date: \_\_\_\_\_

**Return completed application via MERC to:  
Barb Brooks, Career Development Program Coordinator,  
Civic Stadium**

(8/96)



**METROPOLITAN EXPOSITION-RECREATION COMMISSION**

**CAREER DEVELOPMENT PROGRAM GRANTS**

Eligible MERC employees are encouraged to apply for funding through the Career Development Program for classes, workshops, seminars and related activities that further their careers. Funds are available on a quarterly basis. The next deadline for applications is August 15, 1996.

A description of the Career Development Program is attached, including the application procedure and selection criteria for obtaining grants. The Career Development Committee, comprised of three staff members, reviews all applications, interviews applicants, and makes selections.

Inquiries about the program may be directed to Program Coordinator Barbara Brooks, at 243-7316 or Pamela Creevey, MERC Development Projects Manager, at 731-7838.

attachment

## Career Development Program Description

**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:
    - o Identifying current and future skill needs
    - o Informing employees about meaningful training and skill development opportunities
    - o Providing resources
    - o 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 reasonable cost.

The program comprises three levels, and includes 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.

#### **Program elements:**

1) Career Opportunity Book

This resource has been distributed to all Department managers; copies are also available in each facility and in Metro Human Resources. It is available to all employees for review at their leisure. The book contains:

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

(Level I - Informal, continued...)

2) Brown Bags / Panels

Set up quarterly, these are informal discussions on topics related to career development techniques, paths, experiences.

## **LEVEL II - EXPLORATION**

This exploratory stage of the career development program is designed for those ready to progress into a more involved career development program.

### **Program elements:**

1) Skills assessment

Staff members are advised to attend seminars at local colleges to assess their skills and 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 conflicts with the volunteer's working hours, that person should work out a program with his or her supervisor.

3) Informational Interviews

Staff members may arrange for interviews with persons holding positions that they are interested in. Department managers are available to assist in arranging these interviews.

## **LEVEL III - FORMAL**

This level is for staff who have completed some or all of the steps in Levels I & II, or their equivalent. Staff who are interested in entering into a formal career development program may apply for grants that are awarded for career development training.

(Level III - Formal, continued...)

**Program elements:**

Grants may be awarded to eligible employees for the following types of career development activities:

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 elect to attend non-accredited classes to assist in their career development.

3) Cross-training:

To gain experience in a particular position, participants may work with the appropriate managers to develop an opportunity to switch jobs with another staff member for a predetermined period of time.

4) Individual Consultations on Career Development

Participants may arrange one-on-one sessions with contracted, professional career development consultants

**Application Process:**

To apply, an application form (attached) must be submitted to the Career Development Committee, which is comprised of three staff volunteers. The application includes a section to be completed by the applicant's manager. Applicants are asked to describe their career plan and the steps that have been completed thus far, and to explain how the training will fit into that plan. The Committee will conduct interviews with each applicant.

Applications should be sent to program coordinator Barb Brooks at the Civic Stadium.



(Level III - Formal, continued...)

**Selection Criteria:**

The criteria used for selection are as follows:

- o Degree of commitment to career development -- including consideration of whether the applicant has gone through Levels I & II of the CDP or the equivalent
- o Logic of career plan or proposal
- o Reasonable cost
- o Past job performance
- o Eligibility for program

**Eligibility Requirements:**

- o Full-time: Must have passed their probationary period\*
- o Part-time: Must have passed their probationary period\* In addition, part-time employees must have MERC as their primary employer, must have career potential at MERC and must work a substantial number of hours at MERC.

(\* applies for all levels of CDP).

**Evaluation:**

Upon completion of any Level III activity, participants are required to complete an evaluation that includes: 1) what benefit(s) were achieved through the program 2) how the activity fit into the participant's career development path, and 3) what the next step should be in the participant's career development program.

**Questions?**

For questions about the program or assistance with your application, contact Program Coordinator Barb Brooks at the Civic Stadium (243-7316) or Pamela Creevey, the MERC manager for the program (731-7838).

7/31/96

## Annex C

### Level III Career Development Program Grant Awards

#### Fall Term, 1995

Lori Leyba	\$850	Travel funds to participate in Public Facility Management School
Nancy Erz	\$332	Computer Graphics-Photo Imaging (PSU Degree Program)
Barbara Brooks	\$242	Introduction to Human Resources (PSU)

#### Winter Term, 1996

Andrea Tolonen	\$155	Coaching Great Performance (PSU)
Lisa Mekwunye	\$230	Computer Architecture (PSU Degree Program)

#### Spring Term, 1996

Claudia Grant	\$250	Blacks in Government Conference
Bee Jaye Jones	\$250	Blacks in Government Conference
Lisa Mekwunye	\$837	Software Engineering and Applied Statistics (PSU Degree Program)

#### Fall Term, 1996

Lisa Mekwunye	\$324	Books & Fees for Data Base Systems, Operating Systems, and Artificial Intelligence (PSU Computer Science Degree Program)
Lisa Vielbig	\$1640	Tuition for Management of Organizations in a Technological Environment & Design & Management of Effective Training Programs. (U. of O. Applied Information Management Master of Science Degree Program).
Katina Daniel	\$110	Writing II at Portland Community College
Aylie Van Zandt	\$106	Computers for New Users at Clackamas Community College
Howard Hall	\$105	Beginning Software Application at Portland Community College

**Total awards: \$5941** (fy 1995-96 total: \$3646 / fy 1996-97 total to date: \$2295)

#### Applications denied or approved funds not utilized:

Nancy Erz	\$336 approved, but class not taken (winter 1996).
Barbara Brooks	\$1,100 for Leadership program. Denied because previous CDP supported class not yet completed (winter 1996).
Lisa Mekwunye	\$311.60 for Software/Hardware Computer Class (PSU Degree). Denied because request was for reimbursement of class already taken (spring 1996)
George Walker	\$220 for Crime Prevention Conference. Denied because applied after deadline. (Spring 1996)
Robert Zimmer	\$220 for Crime Prevention Conference. Denied because applied after deadline. (Spring 1996)
Dan McNeeley	\$440 for wages for shadowing program. Denied pending policy change to allow volunteering, at which time he may volunteer to shadow as envisioned under the CDP.