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**Professional Development and the Effects of the City of Oakland's  
City-Wide Training Program [CWTP]**

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PROFESSIONAL DEVELOPMENT AND THE EFFECTS OF THE  
CITY OF OAKLAND'S CITY-WIDE TRAINING PROGRAM [CWTP]

Submitted by

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for

EMPA 396

Graduate Research Project in Public Management

Golden Gate University

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October 18, 2014

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## **Abstract**

As public agencies struggle with declining revenues, creating a workforce that is efficient, knowledgeable and engaged in the process of providing public services becomes imperative to the long-term success of many programs. The City of Oakland developed a City-Wide Training Program (CWTP) that was designed to increase the skills and competencies of public employees. This research project attempts to determine if there is a correlation between employees who took a training course or a series of courses and whether or not advancement in classification resulted. In addition, this study assesses if there is a relationship between professional development opportunities and the retention rates of public employees. The literature review provides an examination and analysis of best practices of professional development and the retention of a highly trained and effective workforce, while data collected from City-Wide Training records and information collected from an executive level staff survey provide additional perspectives on the effects of training on career advancement opportunities, succession planning and employee retention. .

## **CHAPTER 1- INTRODUCTION**

Professional development opportunities can take many different forms including formalized training courses, educational opportunities, or other forms of skills enhancement. Organizations have little chance of success without a skilled workforce, and smart and strategic investments in human capital development can have beneficial effects on an agency's long-term sustainability. Discovering the right combination of training opportunities, skills enhancement courses and professional development plans, can serve to engage and motivate an agency's employees, giving them the power to not only direct their career trajectory, but align their individual goals to that of the organization.

### **Purpose of Study**

The purpose of this study is to examine the effects of the City of Oakland's City-Wide Training Program (CWTP) on employee career advancement, by looking for any correlations between the courses that were taken and whether or not the employee experienced an upward change in classification. This study also explores how the absence of professional development opportunities affects employee retention rates and how managers can use professional development plans to create effective succession plans to strengthen a government agency

### **Research Question**

The focus of this research was on the following question: is there a single training course or a series of courses offered through the City-Wide Training Program that precipitate an upward employee classification change? This research question was selected to determine if the City of Oakland had an internal process to promote qualified and knowledgeable employees, to higher level positions supporting career growth and development.

Two research sub-questions were also investigated: The first looked at if lack of professional development opportunities had any measurable effects on the retention of City of Oakland employees? And the second sub-question, attempts to determine to what extent department directors implement succession plans to staff senior level positions. These two questions were important to consider, in part, because employees need to know their hard work will be rewarded and acknowledged with professional development opportunities. Secondly, unearthing whether or not Department Director's not only have but implement a succession plan, is important because it provides an organization with the necessary tools to retain a highly skilled and competitive workforce, for long-term sustainability.

### **Research Hypothesis**

The research hypothesis for this study is that the City of Oakland employees who took City-Wide Training Program (CWTP) courses or a series of courses experienced an upward change in classification. The CWTP is great venue to review as it is a tool readily available to all employees. The CWTP facilitates an employees' ability to gain knowledge of topics not readily encountered in their normal scope of work and gives them the opportunity to apply this knowledge to obtain higher positions of authority within their organization.

### **Sub-Hypothesis:**

1. A lack of professional development opportunities for City employees, directly affects the retention of public employees. When employees perceive limitations in their ability to advance within their chosen field, or the ability to explore new ones, they seek out those opportunities elsewhere often leading to employees leaving the City to further their careers.

2. Professional development plans can be used strategically to craft effective succession plans to fill executive level staff positions. Intentional and strategic training programs can be used to create a process by which high performing and qualified employees can be identified and developed to fill essential executive level positions within a City agency. By creating a process to ensure a continuous flow of exceptional talent, the organization remains flexible and reactive to its environment while developing a pool of innovative and creative employees.

### **Assumptions**

An assumption of this study is that employees who voluntarily terminate their employment provide truthful answers when they complete their exit interview or survey, and that they do so without malice or intent to cause harm. This is important because if employees intentionally misrepresent their reasons for leaving, it will be difficult to ascertain what actions, if any, the City can take to retain productive employees and remain competitive in a globalized workforce. Additionally, external training courses and/or educational opportunities completed by City employees were not considered in this research project. The assumption is that any training or education received outside the CWTP is not a requirement of continued employment and therefore incidental to this study. It would also be impossible to account for the entirety of educational and professional development pursuits of each employee who was considered in this study.

### **Background and History**

The City of Oakland, California is a diverse city that has a wide array of communities, ethnicities and cultures. With a population of approximately 390,724 people, Oakland, CA is the seventh largest city in the State (City Facts, 2013). It is not uncommon when governing such a

large group of individuals to face a variety of challenges in both providing quality public services and maintaining a public workforce that can address the needs of the people. Public agencies have had to deal with several years of budget cuts, leading to a decrease in the investment in public employees' skill development, with no corresponding decrease in the services or functions provided by various departments (Mattingley, 2014, p.42). This "do more with less" approach drives the executive leadership and managers of public programs, but fulfilling agency missions and goals is becoming an increasingly difficult burden as the skills, knowledge, abilities and engagement of the public workforce often lag behind. This puts public agencies' missions at risk, as agencies are only as viable and successful as their employees and having the right employees to do the job, depends on the right training (Mattingley, 2014, p.42).

Public agency managers are not only tasked with making decisions that further the agencies' mission, but they are responsible for strengthening the organization and making it more reactive to internal and external stimulus. One approach, involves creating an environment that promotes *learning* as a means to support the professional development of staff and warehouse the knowledge, skills and abilities necessary to meet agency goals, satisfy its mission and secure its future. As globalization necessitates the need for more diverse solutions to long entrenched socio-economic problems, public agencies must start to look at "making investments in 'human capital' if they hope to be successful" (Jones, 1988, p.47). Looking at employees as human capital or assets to an organization, as opposed to cost centers, allows organizations to direct resources to the development of its employees in recognition that a successful future depend on its staff (Battaglio Jr. and Llorens, 2010, p.27). As public agencies compete for talent in a hypercompetitive environment, it becomes increasingly apparent that one way to remain viable is to create career opportunities for public employees; one way to achieve this goal is to create an

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internal pipeline of senior or executive talent within an agency by way of a skills development training program.

The City of Oakland's City-Wide Training Program (CWTP) was established by directive of the City Manager in 1996, in response to the growing need to provide skills enhancement and training opportunities to city employees. Recognizing that the ever-changing needs of a diverse citizenry required a workforce that had the skills and abilities to meet those challenges, the CWTP was Oakland's answer to that problem. The CWTP offered a variety of courses ranging from basic administrative skills classes to the more senior level classes dealing with supervisor and management training; all with the purpose of either developing skills or enhancing those already possessed. Capitalizing on the idea that creating a highly skilled and competent workforce would lead to more dynamic and flexible organizations, the CWTP gave managers the ability to send high performing employees and those needing skills retraining to an in-house program that developed and reinforced competencies. Warehousing talent allows an organization to assemble best practices, efficiencies, and creative solutions to routinize behaviors, solve problems, and strengthen an agency's long-term viability.

The City-Wide Training Program was implemented with the goal of securing a talent pipeline for the City's various agencies. It was part of the process of creating a *learning organization* to keep up with the demands of a rapidly changing environment; rapid succession of technological revolutions, pressures for cost reductions and demands for higher levels of quality services (Van Wart, 2010, p.301). Examining whether or not the CWTP created opportunities for employees, specifically those who aspire to ascend to a higher level of authority, civil service classification and pay, will help to determine if the CWTP provides career growth opportunities for city employees, creates and promotes a talent pipeline, and secures the

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long-term success of the City of Oakland by providing quality services to its citizens. Looking at the data generated from those who participated in the CWTP and how it relates to the professional development of employees, will give a clearer picture as to the steps public agencies should be taking to build a robust and viable workforce for the future. This study will be completed with the goal of presenting the findings to the Human Resource Department so that they may better understand how the CWTP can benefit city staff and improve the public service delivery process to its stakeholders.

## **CHAPTER 2 - LITERATURE REVIEW**

The purpose of this paper is to study the effects of the CWTP and to determine if the training program is positioning current and future employees to become effective supervisors and managers, in essence the leaders of tomorrow. The articles presented in this study cover three main areas of professional development: (1) how professional development affected employee skills development; (2) how the absence of such professional development programs can affect the retention of public employees; and (3) how professional development and training programs can be used strategically to craft succession plans to fill executive level positions.

It was considered important to review the affects of professional development on employee skills development because the research supports that in order to provide quality services to the public or citizenry, an organization must have a skilled workforce that is reactive to both the internal and external environment. Effective training programs give both front line and executive level staff the tools to support continuous learning and thereby provide them the means to be creative in their approach to finding solutions to difficult challenges.

A review of literature on the absence of professional development programs and the effects on the retention of public employees was deemed a significant part of this study because as the workforce becomes more complex and diverse, the skills necessary to navigate the challenges in providing quality services increase. Public agencies need high performing employees capable of meeting these challenges and if they face difficulty in retaining their employees due to a lack of professional development opportunities, then it puts the entire organization at risk for failure.

Finally, it was imperative that literature be reviewed on how training programs can be used strategically to craft succession plans because as organizational challenges change over time, so do the skill sets needed to effectively address them. Succession plans allow an agency to be strategic in planning for the future by developing their existing staff to meet the challenges of tomorrow. By having an intentional process to promote high performing employees, it provides the staff, the organization and the program participants with a vision for the future.

### **Importance of Skills Development**

Public agency managers and employees have been trying to find new ways to deliver quality public services in light of the recent economic downturn. Many local governments saw revenues from property taxes fall drastically and faced unprecedented shortfalls in their fiscal budgets; this made the task of providing public services much more challenging. As the public service workforce adapts to ever-changing missions and greater responsibilities, professional development and on-going training opportunities become critical to long term sustainability of agencies tasked to meet the needs of its citizens. In *Strategic Public Sector Learning and Development* by Jerry Ice (2009), he makes the case that making an investment in education and professional development isn't just an investment in the individual, but in the organization; one that affects performance, engagement and the overall reliability and sustainability of public agencies (p.5). By providing continuing education opportunities, not only can organizations effectively communicate operational expectations but real-time training geared towards achieving agency goals provides "early socialization of new employees to the work culture" effectively boosting performance by reducing the lag time to acclimate individuals to their new environment (Ice, 2009, p.6). Effective professional development training not only serves to "empower and engage" employees in the delivery of public services, but it warehouses valuable

skills in the agency and helps to create a strong succession planning template, so that agencies don't lose critical personnel without a transition plan in place. Creating talent pipelines provides valuable networking opportunities for employees to further develop their leadership skills and further promotes the idea of collective learning among all employees (Perry 2011, Horton 2010). An additional benefit highlighted by Jerry Ice is that professional development plans help to align employees with rapidly changing environments making them more receptive to the needs of the organization and its program participants (Ice, 2009, p.9). Creating an environment that stresses the importance of human capital development, allows employees to integrate continuous learning into the organizational environment creating a more adaptive and reactive workplace, which is better suited to meet the challenges of a globalized economy and culturally diverse workforce (Stier 2014, Jones 1988).

### **Effects on the retention rates of employees**

Daryl Conner (1998), in his book *Leading at the Edge of Chaos: How to Create the Nimble Organization*, talks about the importance of creating a learning environment so that employees can build their "mastery of the general change process". By creating this type of environment employees gain the ability to apply their skills to a broader spectrum of issues and are more prepared to handle a variety of complex challenges (p.24-25). He states that while engagement is important, without the requisite training system in place, many public agencies fail to provide high performing employees with opportunities to advance to management positions. This serves to strangle the management pipeline that exists in public agencies and may lead to failure if not resolved (Conner, 1998, p.25). Losing talented, knowledgeable and skilled employees is a possibility when workers feel like their career has stagnated and there are limited

opportunities for advancement. Add to that is the view that public sector jobs don't offer strong professional development plans, lack intellectual challenges and similar opportunities for advancement like the private sector and one might see how public agencies are having difficulty attracting and retaining talented employees (GAO 1994, 2000 as quoted by Chetkovich 2003). Organizational success is difficult to achieve, and without the engagement and buy-in of the employees, it is near impossible; as one manager states, "you can't pay people to care" (Kouzes and Posner, 2012, p.7). Ensuring that agencies have new talent to take leadership roles in public agencies is one way to capture innovative ideas and bring new approaches and strategies to the challenge of achieving agency goals and missions. However, training and professional development opportunities may not be the only tools for motivating and attracting talent to public agencies.

Bernetta Reese (2014), in her article *Embracing the Call to Service* believes that public employees need to "embrace their call to service by incorporating flexibility, work-life balance, and a purposeful strategy in their daily work routines" (Reese, 2014, Para 8). She explains that while it is important to determine ones' career path, the focus should be on delivering quality services to constituents and recognizing that being a public employee is a noble undertaking (Reese, 2014, Para 18).

The intrinsic value in public service is something that Goleman, Boyatzis and McKee believe is closely tied with an employee's feeling of "usefulness" to their organization (2004). When employees have the skills necessary to provide quality services and are able to align their skills with the needs of the organization, that shared vision can sustain an agency far into the future by retaining knowledgeable employees (Goleman, Boyatzis, McKee 2004). This strategy works well with engaging employees with their agency's mission, by validating the importance

of the services that are being provided. However, when people encounter new challenges and unfamiliar situations, they need a knowledge base in which to address the issues at hand.

In his article *Engaging in the Public Workforce System*, C. Michael Ferraro (2010) encourages public agencies to take advantage of professional development systems as a way to benefit both the individual and the agency as a whole. Professional development should not only build up the skill set of employees, according to Ferraro, but it should also be used as an incentive to engage public employees "in their own learning and development" (p.22). This premise is echoed by authors David Dotlich and Peter Cairo (2002), who espouse that organizations must empower "those who are closest to the customer, have the best information, and are on the front line" in order to achieve success (p.162). For public agencies that wish to provide quality services to their constituents and for the employees tasked with staffing the front line, participating in training and other professional development opportunities gives them the competencies and the confidence to make decisions and provide creative solutions to the challenges they face on a daily basis. This ability to be reactive to changing conditions, by creating a responsive workforce that has the skills necessary to prepare for the future, involves creating a culture of learning where the organization itself flattens the hierarchy structure and becomes more dependent on their front line operators.

Max Stier in his testimony to the Senate Committee on Homeland Security and Governmental Affairs, points out the need to support employees in gaining new skills, experiences and opportunities to gain leadership roles, as a key component to maintaining and attracting talented employees (2014). This viewpoint is supported by a study that shows executive level staff turnover can be highly disruptive to an organization when they have no system in place to facilitate a smooth transition allowing others to easily step into those positions

(Boyne, Oliver, John and Petrovsky 2011). As the workforce gains skills through robust Professional Development Programs, like the CWTP in Oakland, the knowledge and skills of mid-level managers increase, forcing executive management to cede to them more authority and responsibility so that they can do their jobs effectively. According to Shaskin and Shaskin (2003) a learning organization creates an environment in which people are able to achieve exceptional performance results because the individuals recognize the investment their agency has made which furthers their commitment to the mission of the organization (p.14). As missions change and public agencies are asked to take on increasing responsibilities, it is critical that the workplace not only be prepared to meet these challenges, but that employees remain competitive with those in the private sector. Having an organization with a robust learning culture ensures that the workforce develops and keeps the skills necessary to continue to provide quality services. If agencies want to ensure the long term success and sustainability of their organizations, they need to look no further than investing in their employees; without them the leadership and talent pipelines will remain unfilled, affecting the viability of the organization as a whole.

### **Using talent management in strategic planning and succession planning**

Creating a highly skilled workforce is only the beginning to securing an agency's future; those newly acquired skills and competencies must be aligned strategically with the goals and missions of public agencies or the benefits of having trained and competent employees is wasted. Labovitz and Rosansky (1997) in their book titled *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*, stressed the need to "create alignment between people, customers, strategy, and process" (p.16) in order sustain growth and realize success. This idea of strategically aligning talent management and succession planning

has been shown to provide a multitude of benefits to the agency that can do this successfully. The benefits range from enhanced responsiveness to changing internal and external conditions, to improved decision making capabilities as a continuous pipeline of new leaders are fed into the organization's executive structure (Bryson 2010, Boyle 2001, Andrews, et al.2010).

Engaging public employees in their own professional development and building their skills through training gives them the ability to make the constant adjustments necessary to meet organizational goals, by linking systems, processes and making the intuitive connections that support creative solutions. Strategic alignment involves both the development of the workforce but also system wide integration of employees with all service delivery processes. Once this is achieved, performance improves and the satisfaction of both the providers and consumers of public services increases across most measurable systems (Labovitz and Rosansky, 1997). To further the case for strategic alignment of people and goals, in public agencies, Richard Koonce (2010) in his article *Executive Coaching: Leadership Development in the Federal Government*, highlights the idea that strategic management is also linked to agency succession planning.

This idea that public agencies need to plan for the aging of senior management is not a new one. It has been noted that at all levels of government, federal, state and local municipalities, that there is a serious leadership deficit that has only been made worse by the fact that the recent economic downturn has caused most agencies to scale back their employee training programs (Koonce, 2010, Partnership for Public Service [PPS], 2009). The traditional models of top down bureaucracies are no longer viable in today's ever changing socio-economic landscape and as such the leaders of tomorrow must be training to take on these substantial challenges. Executive coaching, along with a robust training program, is prescribed as a valuable tool to identify, promote and train future leaders and mid- to executive level managers (Koonce, 2010). Koonce

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(2010) explains that by providing training and coaching to public employees, it helps to create a linkage to the overall success of the agency, the goals and mission of the agency, and provides "strong internal legitimacy" by showing employees that the skills they are learning are valuable and that they are well positioned within the agency to ascend to a higher position and level of authority. This benefit cannot be reiterated enough as shown in the recent testimony by Max Stier (2014) the President and CEO of Partnership for Public Service, to the Senate Committee on Homeland Security and Governmental Affairs Subcommittee on the Efficiency and Effectiveness of Federal Programs and the Federal Workforce. Mr. Stier (2014) states that over "a third of respondents [to a recent survey] believe the workforce does not have the job-relevant knowledge and skills necessary to accomplish organizations goals" (p.2). In addition, he goes on to explain that professional development is a big recruiting tool and if agencies can't entice the talent that they need, the performance of public agencies will be negatively impacted (p.2).

Warehousing talent and creating a talent pipeline is crucial in creating a learning environment that is built to take on the challenges of an uncertain future. Creating a venue where employees can be trained across different departments ensures that the institutional knowledge is kept within the agency and that transitions can be weathered without excessive disruption. As public agencies see many mid- and senior-level employees facing retirement, it becomes exceedingly important that systems are put into place that capture the skills and competencies of those at the top and train high performing employees to eventually step into those roles. While many governments are faced with decreasing revenues, it seems a worthwhile goal for them to recognize the value of their employees and be committed to creating, training, and warehousing institutional knowledge, implementing a robust training program designed to train future supervisors and managers.

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The literature reviewed in this paper has shown that professional development opportunities are key to not only the development of an agency's employees, but are critical in attracting and retaining a skilled workforce. Many of the articles support not only using an agency's talent pipeline to ensure key transitions of senior level staff, but to also align with the strategic goals and missions of the agency to sustain it into the future. The purpose of this paper is to study the effects of the CWTP and to determine if the training program was positioning current and future employees to become effective supervisors and managers, in essence the *leaders* of tomorrow.

### **CHAPTER 3 - RESEARCH METHODOLOGY**

A qualitative case study research design is used for this project to identify employees who took training courses through the City of Oakland's City-Wide Training Program (CWTP) from 2000 to 2008. By analyzing archival data this project attempted to determine if any trends or patterns in the training courses that were completed accounted for any employees who experienced an upward change in their classification. .

Primary and secondary data was collected to evaluate and analyze three key research questions: (1) Is there a specific class or a combination of classes that resulted in an upward change of classification? (2) Does a lack of professional development opportunities effect employee retention? (3) Have city departments used the CWTP to create or support either formal or informal succession plans and if so, are those plans communicated to city employees?

To address the first question, secondary data was gathered from CWTP records dating July 1, 2000 to June 30, 2008. Participant information and training course data was collected and analyzed to determine if an employee's classification changed over the term of this study. This information was then used to determine if there were any recognizable patterns or trends that would allow one to identify a specific path for career advancement.

The second question was addressed in two separate surveys by attempting to identify the top three reasons employees terminate their employment and to discern if there was a correlation between a lack of career advancement opportunities and an employee's desire to leave their job.

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The final question this study addresses is whether or not City of Oakland departments have either formal or informal succession plans and if they are communicated to city employees. This was addressed through two surveys: one was administered to Department Heads and their HR liaisons, and the other to department staff. The first determined whether a plan existed and the second gauged to what degree Director's engaged in communicating to city staff. The literature review in this research project provides both the history of and the current scholarly opinions on the importance of professional development of public employees. As a result, the insights gleaned from this study will be used to not only provide an assessment of the CWTP as it existed, but will be used to determine best practices around creating a professional development training program that promotes career development, employee retention, and succession planning. It is the express purpose of this researcher to provide value to the City of Oakland employees, the Human Resources Department, and the City's executive management by highlighting the opportunities to promote and develop the existing talent base in the City of Oakland.

An alternative plan, Plan B, was developed in case there were no responses to the survey or the response rate was so low as to prevent qualitative analysis of the data. There was an 83% response rate to the first survey (20 out of 24 respondents) and a 163% response rate to the second survey (45 out of 280 respondents).

*The questions distributed to Department Director's and HR Liaisons are provided in Appendix A. The questions distributed to a single City of Oakland Department are provided in Appendix B.*

### **Independent Variable**

The independent variable in the hypothesis is the upward change in classification experienced by the employee. This was important to track as this study attempts to determine if the CWTP had any measurable, positive effect on the careers of public employees. By determining if employees advanced in their career after taking CWTP classes, a template could be created that would allow other employees to duplicate the same, thereby providing a pathway for all city staff, executives and line staff, to identify, promote, and retain talent within the organization. Explain this variable.

### **Dependent Variable**

The dependent variables are the class or combination of classes that employees completed through CWTP and the effects on employee retention. Being able to identify the class or combination of classes that contributed to an employee's advancement in their career, provides the first step to being able to reproduce the effects city-wide. As the literature review has shown, by providing employees the means to advance their professional development, employees not only remain more engaged but the organization as a whole becomes more competitive, thus retaining their high performing employees. Creating a talent pool to staff executive positions, ensures that an organization remains stable and can process personnel transitions, far easier than one that is constantly losing talented employees. Explain this variable.

Looking at CWTP classes over an eight year period should provide enough data to determine if there is a recognizable pattern to the classes that were taken by employees that resulted in an upward change in their classification. Several patterns should be discernible as there are a variety of classifications within the city, and the expectation is that advancement should occur among several of them. More difficult to determine is the effect a lack of

opportunity has on employee retention, although results from a survey administered to all City Department Director's and their HR Liaisons should provide more insight by unearthing the main reasons employees leave their positions. Explain what you expect to observe to analyze when these variables are examined.

## **Data Collection Process Overview**

### **Primary Data**

Primary data was collected through the administering of two surveys. The first consisted of approximately 9 questions with some areas requiring elaboration. The first survey targeted 15 Department Heads in the City of Oakland and their respective HR liaisons (if they had one) for a total of 24 participants. The goal of the survey was to determine (1) if there was any correlation between the managers' perceptions of the effects of the CWTP on city staff, compared to the reality of same; (2) to surmise the existence and to what degree a department's succession plan had on staffing executive positions and (3) the effects professional development opportunities had on employee retention. The second survey consisted of 13 questions and was distributed to the XYZ Department in the City of Oakland. The goal was to gather a different perspective on the themes of this project, one from the employees' view point, and to see how that compared to those of the senior managers and the results of analyzing the archival data. Participation in the surveys was confidential and anonymous. At this stage, due to time constraints and the relative scope of this research project, the results will be limited to a Case Study model. There are, however, numerous opportunities to expand on this research and engage in a more comprehensive study of the same topics but on a wider scale. Recommendations for the same will be made in the conclusion section (CH 5) of this paper.

### **Secondary Data**

Secondary data were collected through a comprehensive query of archival CWTP data from 2000 to 2008. Data were gathered on the type of CWTP classes an employee took over the specified time period, including descriptions of those CWTP classes, and if an employee's classification advanced during that time. This was accomplished with the cooperation of the Interim Manager of the City-Wide Training Program on direction of the Department of Human Resource Manager.

### **Internal and External Validity**

This study looked specifically at the City of Oakland's City-Wide Training Program; however, the results garnered from this project can be used by a multitude of public agencies to develop effective and intentional talent management programs. Ensuring that public agencies have a continuous pool of educated, capable and engaged employees to carry out the missions of various programs will be vital to sustaining public services in the future.

The internal validity of this research project is supported by using a survey tool to gather primary data from City of Oakland employees about training programs and their affects on career opportunities, employee retention and succession planning. By focusing on a single City program, the case study design provided the model to gather both primary and secondary data. The questions developed for the survey and the analysis of archival City-Wide Training Program data all support the investigation of the CWTP as a topic of study. In addition, by soliciting input from a diverse group of employees of varied classifications, the findings are further validated as they allow for generalizations across multiple City of Oakland programs.

External validity is maintained by this research project as the study can be duplicated across multiple departments or municipalities to gauge the effectiveness of training programs on

staff development, employee retention and succession planning. With minimal effort this research project can be sized to scale to meet the needs of the researcher regardless of services being offered.

### **Controlling for Bias**

The questions asked on the survey are an attempt to collect information from the participants and not a means to validate this researcher's opinions on the research project. By collecting both primary and archival data, the validity of the research project is supported by two independent data sources. A very clear and concise statement will accompany the survey and preface the request for secondary data to eliminate to possibility of misunderstandings or misrepresentations of both the purpose of this study and the intent behind the data collection. The data will be collected through both primary and secondary sources and will be anonymous with no identifying markers. By having the study participants remain anonymous, biases can be virtually eliminated from the results of the collected data.

The Operational Definitions used for this study are as follows:

City of Oakland Employees-For this study, employees is defined as either Permanent Part-time or Permanent Full-Time employees who have maintained the same classification level for one year and have passed the probationary time frame of one year from date of hire. Seasonal, temporary or Limited Duration Employees are excluded.

City-Wide Training Courses-Courses, classes or seminars offered through the City-Wide Training Program

City-Wide Training Program-A professional development training program that offered a series of classes, training and seminars and was open to all employees

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Classification Change-An upward change from one civil service position to another

Succession Plan-A process by which a department or program identifies and develops internal staff with the potential to fill key executive and/or leadership positions

Professional Development-The process of acquiring or developing the knowledge, skills and abilities to advance one's career

## CHAPTER 4 - RESULTS AND FINDINGS

This section reviews the results from the two surveys administered and provides a detailed analysis of the archival data as it relates to the hypothesis and the two sub-hypotheses.

The first survey was administered to the Department Director's and their individual HR Liaisons at each City agency, for a total of 24 individuals. Out of the 24 surveys that were administered 20 responses were collected. Below is a summary of the results for each of the ten (10) questions asked and an analysis of those that had open ended responses.

**Q1:** How long have you been employed in a managerial capacity with the City of Oakland?



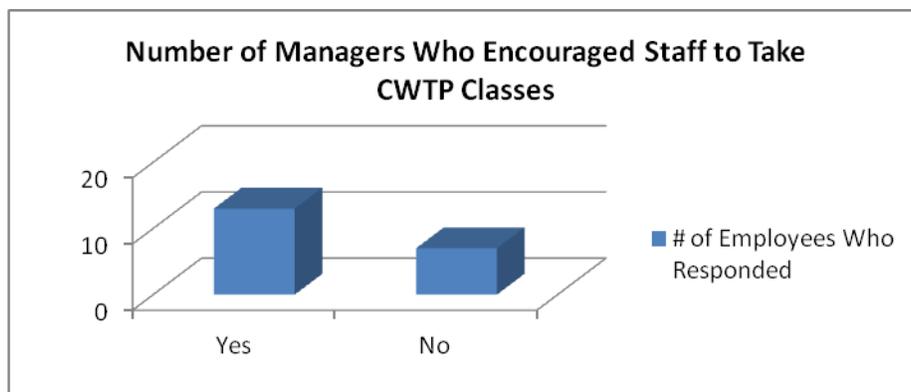
Years with the City	# of Employees	% of Survey Participants
0 to 5 years	10	50%
5 to 10 years	7	35%
10+ years	3	15%

Of the 20 respondents 50% have been in a managerial capacity for less than 5 years, while 35% have been in their position between 5-10 years. Only 15% have served in a senior level position for more than 10 years. 50% of current senior managers were not in a position to

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support and encourage employees to take courses through City-Wide Training while it was active, as it was discontinued in 2008. This is important because the majority of current executive staff have no direct experience with the effects of City-Wide Training on their programs and their employees' career development.

**Q2:** Have you ever encouraged your current managers or line staff to partake in City-Wide Training Program Classes?



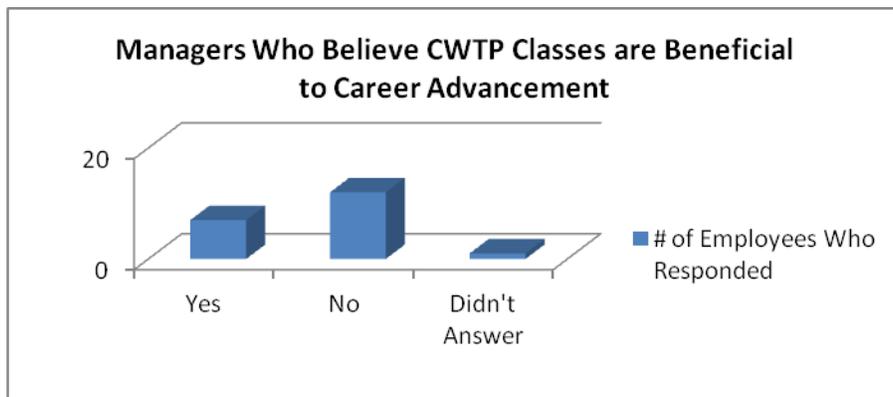
Encouraged Managers	# of Employees	% of Survey Participants
Yes	13	65%
No	7	35%

Of the 20 respondents, 65% stated that they had encouraged their managers or line staff to partake in City-Wide Training Classes. It was surprising that 50% of the managers had been in their positions for less than 5 years, however, it is possible they were in classifications in which they supervised employees but were not considered management. That would mean that at minimum 3 current managers encouraged either managers or line staff to take classes while occupying a non-managerial position. This might be an area to further research as it opens up

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the discussion as to where motivation and encouragement occur within an organization and the effectiveness on the employee. For this research project however, it points to the willingness of employees, regardless of their position, to see value in the courses offered by City-Wide Training.

**Q3:** In your opinion, are current and/or former City-Wide Training Program offerings beneficial relative to possible career advancement within the City of Oakland?

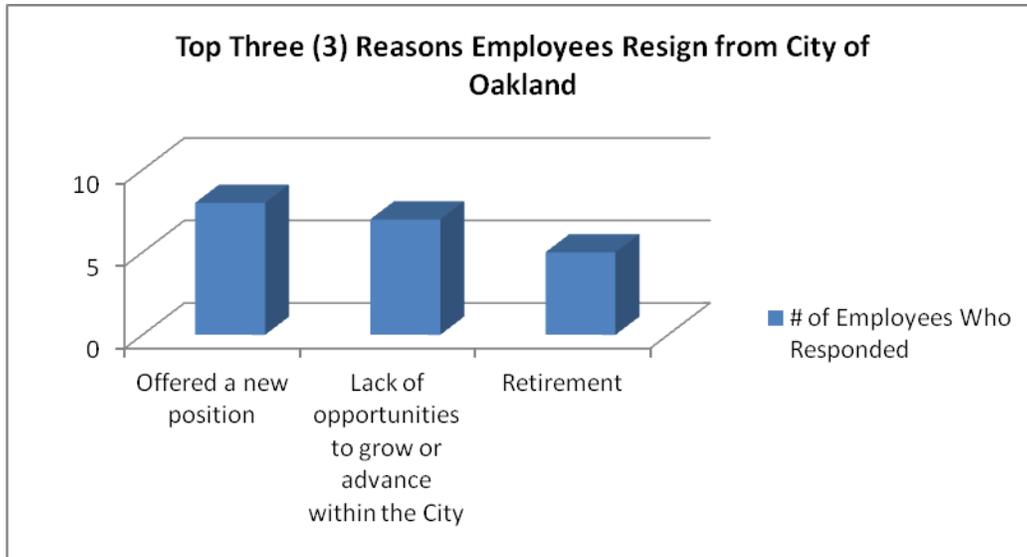


Believe CWTP Classes are Beneficial	# of Employees	% of Survey Participants
Yes	7	35%
No	12	60%
Didn't Answer	1	5%

Only 35% of those who answered this question believe that CWTP classes are beneficial to career advancement within the City of Oakland. This is significant, because while managers and non-managers have encouraged employees to take classes through this program, more than 60% of them do not believe it to be valuable to an employees' upward change in classification.

**Q4:** What do you believe are the top three (3) reasons employees resign from your City of Oakland agency?

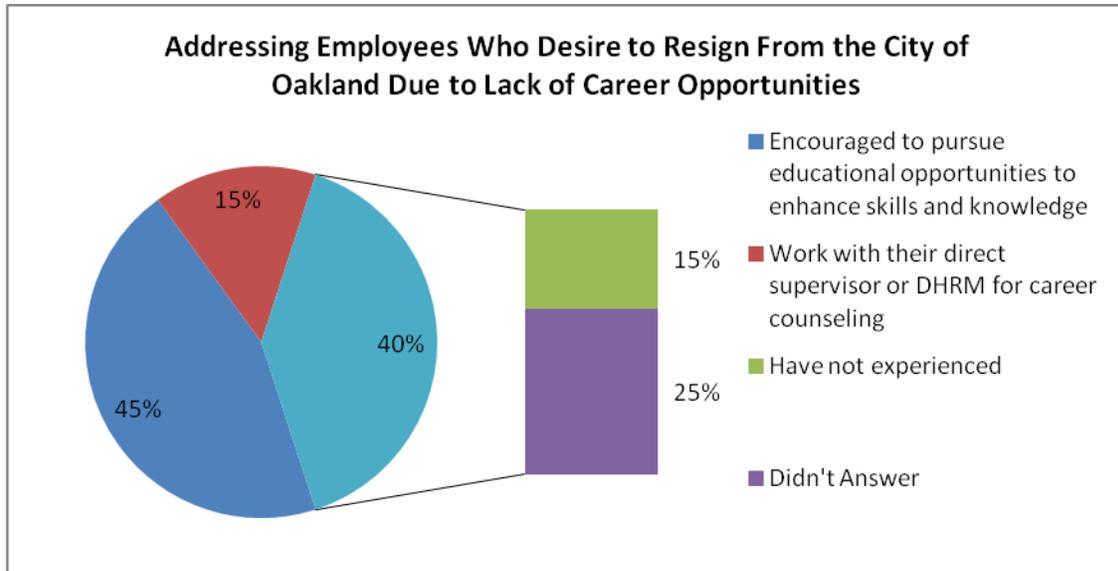
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Reasons Employees Resign	# of Employees	% of Survey Participants
Offered a new position	8	40%
Lack of opportunities to grow or advance within the City	7	35%
Retirement	5	25%

40% of managers believe the number one (1) reason their employees resigned from their agency was due to being offered a new position. The second most identified reason for employees leaving an agency was the lack of opportunities to grow or advance within the City, as indicated by 35% of the respondents. While 25% believed that employees left because they wanted to retire from the city. As indicted by the literature review, by not providing employees with opportunities to grow and advance their career, organizations risk their ability to retain a high performing workforce which delivers quality services. The results of this question seem to show that managers believe that more than 75% of staff leave due to better opportunities being offered elsewhere as compared to what is currently available to them in their current working environment. This reinforces the idea that to retain high performing employees, organizations must be competitive and provide employees with incentives to stay.

**Q5:** How do you address employees who express a desire to resign due to lack of career advancement opportunities?

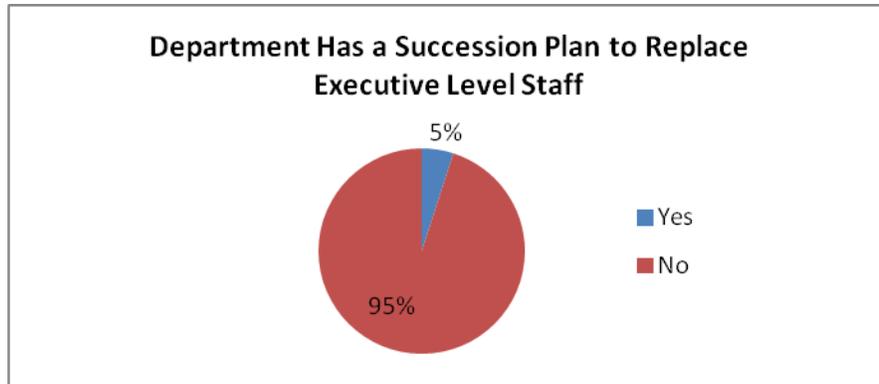


How to Address Employees who resign due to lack of career opportunities	# of Employees Who Responded	% of Survey Participants
Encouraged to pursue educational opportunities to enhance skills and knowledge	9	45%
Work with their direct supervisor or DHRM for career counseling	3	15%
Have not experienced	3	15%
Didn't Answer	5	25%

The majority of respondents (45%) stated that they encouraged employees to pursue educational opportunities to enhance their skills and institutional knowledge as a means to increase their career advancement potential. Almost half of the participants who answered this question believe that providing employees with professional development opportunities not only increases the ability of employees to meet the challenges of rapidly changing environment, but

serves to retain employees who want to advance within their chosen field or the ability to explore new ones. This is key, as limitations in an employee's potential to advance can lead them to seek out opportunities elsewhere, resulting in a loss of talent and institutional knowledge.

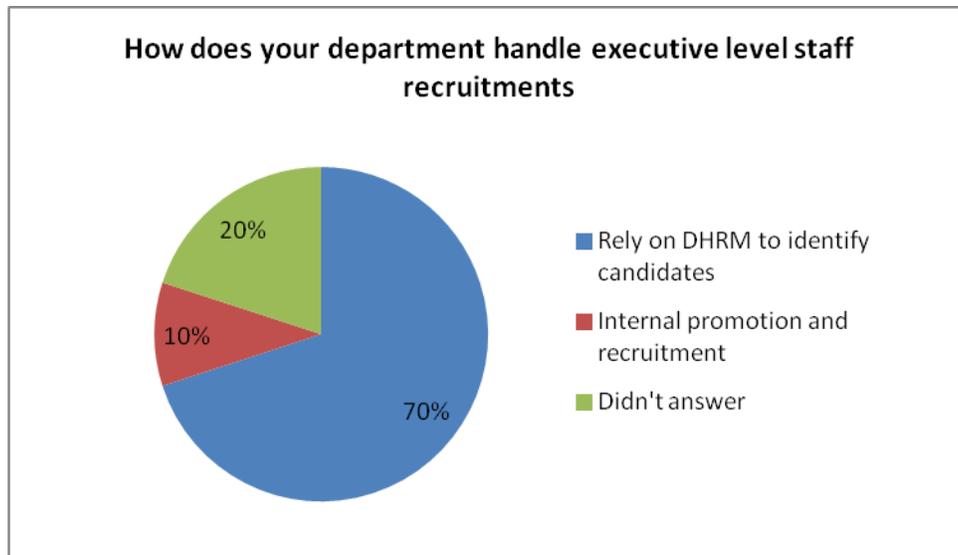
**Q6:** Does your department have a succession plan to replace executive staff?



Department has a succession plan	# of Employees who Responded	% of Survey Participants
Yes	1	5%
No	19	95%

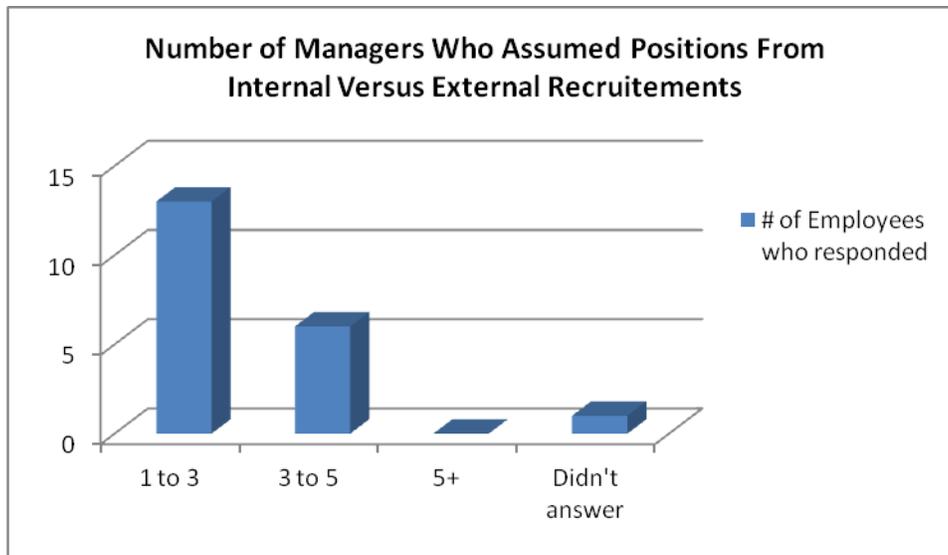
When departments have succession plans, they create a process to fill key executive level positions within the organization. With 95% of the respondents stating that their department **does not** have a succession plan to replace executive staff. The finding is that the City of Oakland has not developed a succession management plan for most departments.

**Q7:** When executive level staff leave your agency, how are their successors recruited?



How Executive Level Staff Are Recruited	# of Employees who Responded	% of Survey Participants
Rely on DHRM to identify candidates	14	70%
Internal promotion and recruitment	2	10%
Didn't answer	4	20%

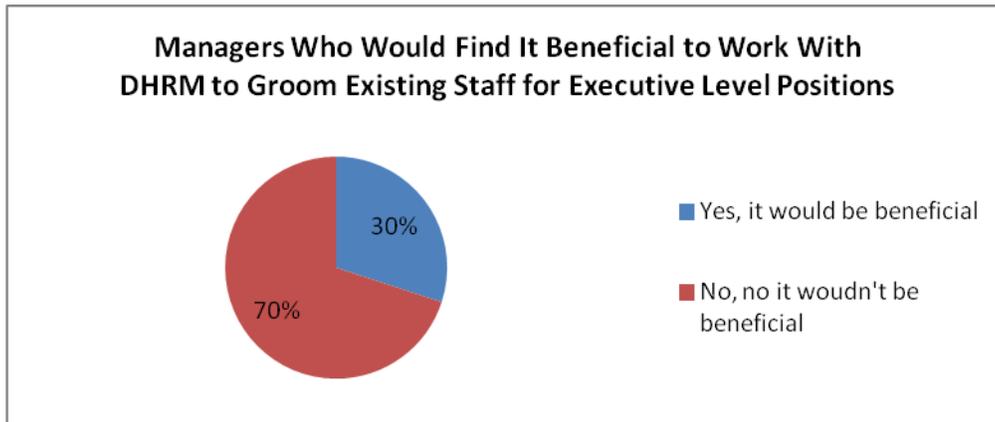
70% of the respondents stated that they rely on the Department of Human Resource Management to identify qualified candidates to fill executive level positions. Only 10% stated that they rely on internal promotions and recruitment to fill key positions. Recruiting from within the department or within in city at-large is a way to retain employees as it gives them the opportunity to advance in their field or explore a new one. If managers create advancement opportunities for their staff, they will have greater success in aligning the skills of their workforce with the mission and goals of the organization. **Q8:** Over the last 3-5 years how many senior managers assumed their current roles from internal promotions versus external recruitments (outside the city)?



How many managers hired from internal versus external recruitments (outside the city)?	# of Employees who Responded	% of Survey Participants
1 to 3	13	65%
3 to 5	6	30%
5+	0	0%
Didn't answer	1	5%

The responses to this question show the importance of how creating a continuous flow of internal talent gives a department or agency the ability to fill key positions within the organization. 95% of all respondents were current city employees when they were recruited for their executive level positions. As individuals who have experienced a certain level of success in their chosen field, the current group of executive level staff are uniquely situated to create an environment that would encourage other employees to pursue their career goals. CWTP can be a tool that facilitates and supports the identification, engagement and development of skilled employees, to ensure long-term organizational sustainability.

**Q9:** Would you find it beneficial to work with the Department of Human Resource Management to develop professional development curriculum which is designed to groom existing staff for executive level positions?



Managers of would find it beneficial to work with DHRM to groom existing staff for executive level positions	# of Employees who Responded	% of Survey Participants
Yes, it would be beneficial	6	30%
No, no it wouldn't be beneficial	14	70%

While the majority of current city managers were recruited internally, more than 70% do not believe it would be beneficial to use CWTP to groom existing staff for key executive level positions. When asked to elaborate, the majority of managers stated that they were in a better position to identify employees they wanted to promote internally and they didn't believe DHRM had the resources to train employees to address their programs' specific needs.

**First Survey Data Significant Findings**

The survey administered to 24 Department Directors and HR Liaisons is significant because it paints a picture of the current expectations and processes around employee

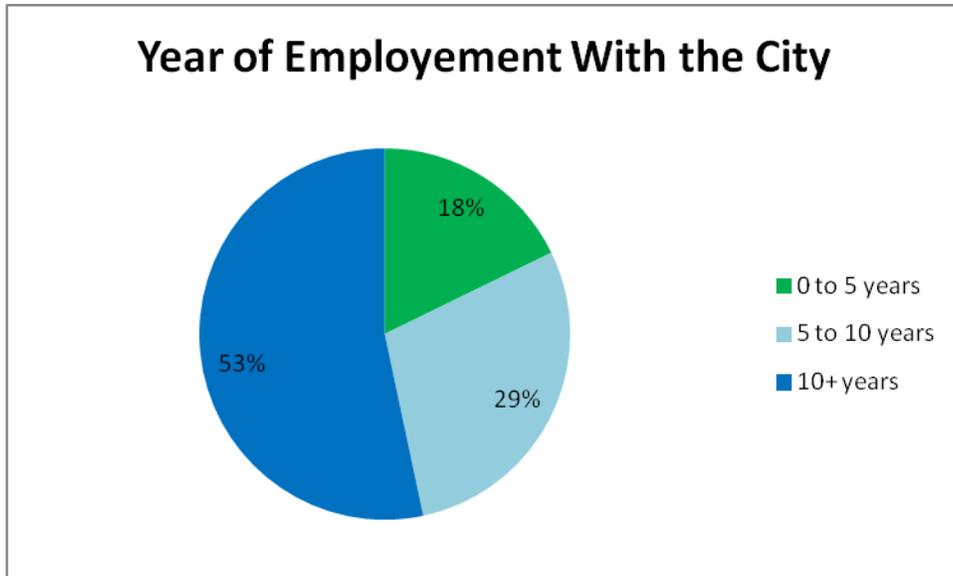
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advancement opportunities, retention of high performing employees and succession planning within city agencies from a managerial point of view. It shows that while most current managers see the benefit to having their employees take classes through the CWTP, they do not consider it a key component in an employees' pursuit of career advancement. Furthermore, with over 95% of departments stating that they do not have a succession plan in place, it creates an even greater barrier to communicating to employees their options for professional development and increases the risk of failing to retain skilled employees due to a lack of professional advancement opportunities.

The second survey administered was distributed to 280 employees of the XYZ Department in the City of Oakland. The purpose of this second survey was to be able to compare the results from data gathered from employees versus data that was collected from Directors and other executive level staff. Comparing the results will illuminate similarities and differences in the perceptions of the two groups and provide further clarification on what steps need to be taken to improve the professional opportunities of public employees, including retention of high performing employees, and creating a strategic succession plan to replace executive level staff positions.

The survey consisted of twelve questions that primarily used the Likert scale for discerning the respondent's agreement or disagreement with the stated question.

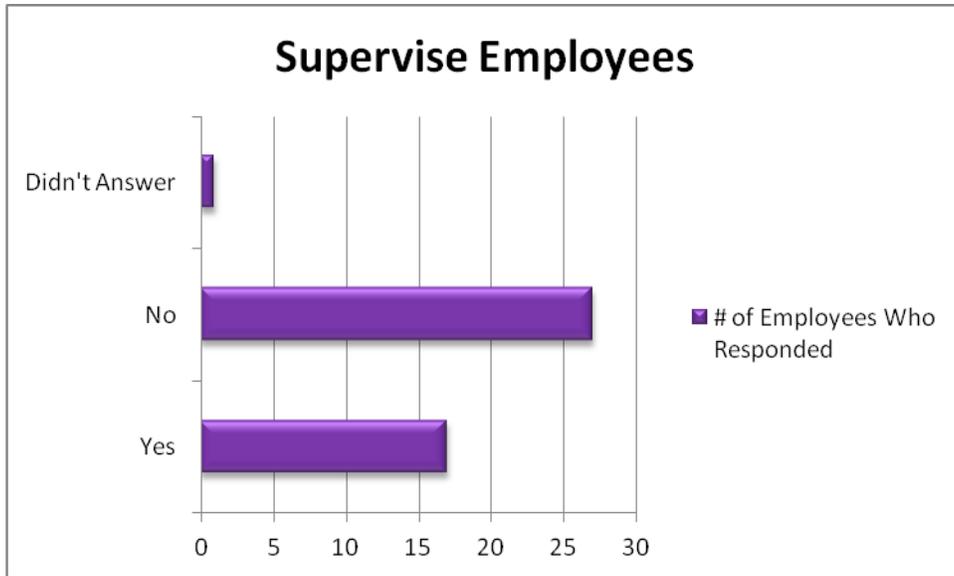
**Q1:** How long have you been employed with the City of Oakland?



Years with the City	# of Employees Who Responded	% of Survey Participants
0 to 5 years	8	18%
5 to 10 years	13	29%
10+ years	24	53%

82% of the respondents have been with the city for at least 5 or more years. This shows that the respondents are generally very well acquainted with city processes and are in positions to recall the CWTP before it ended in 2008. As employees who have been with the city for a number of years, their perceptions and opinions about their career opportunities has more weight than newer employees who may still be learning the intricacies of their specific positions.

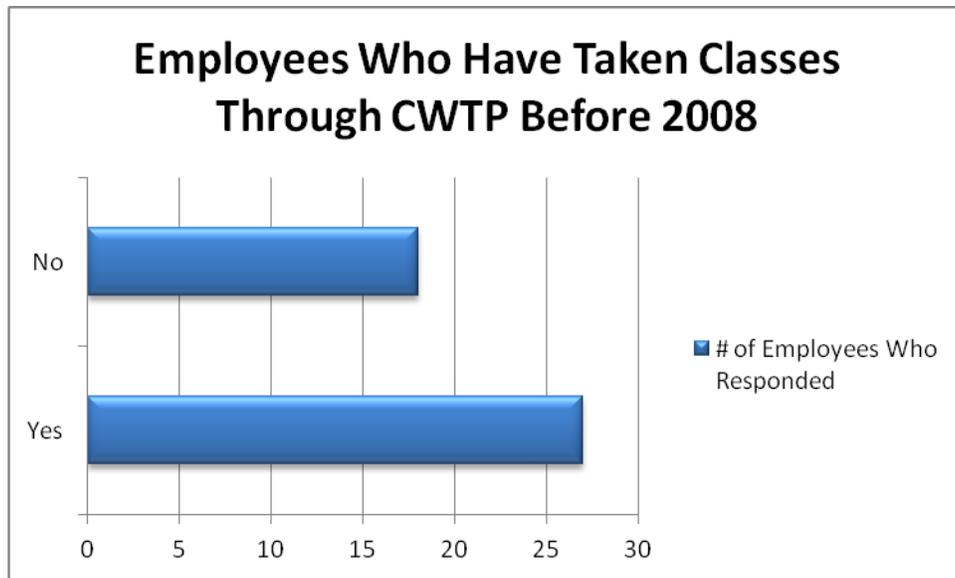
**Q2:** Do you supervise employees?



Do you supervise Employees	# of Employees Who Responded	% of Survey Participants
Yes	17	38%
No	27	60%
Didn't Answer	1	2%

More than half of the respondents do not supervise employees. The majority of respondents are line staff or in other non-managerial positions and can provide insight on what can be done to address the lack of career advancement possibilities within the city, from a perspective of someone who might be looking to advance to a higher position.

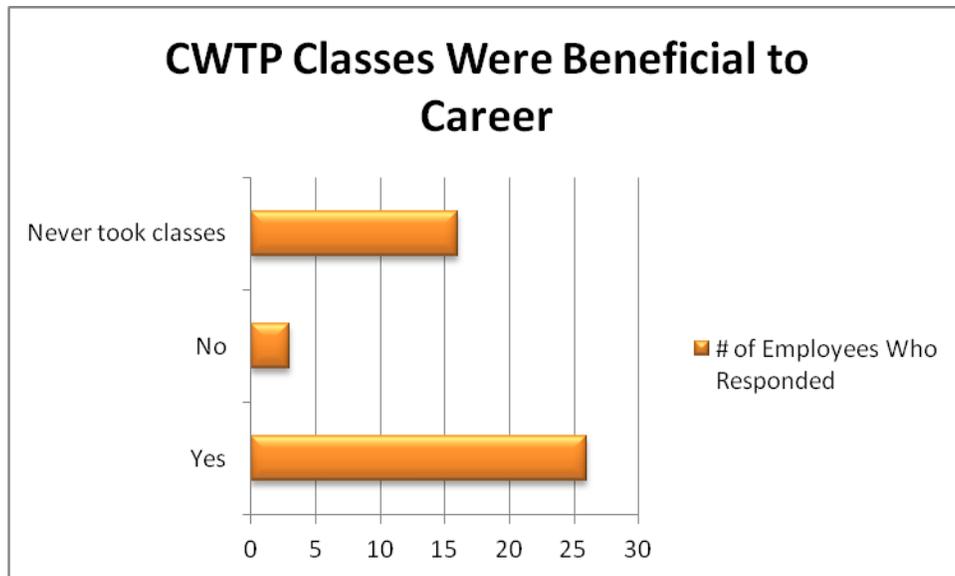
**Q3:** Have you taken CWTP classes before 2008?



Employees who've taken CWTP classes	# of Employees Who Responded	% of Survey Participants
Yes	27	60%
No	18	40%

More than half of the respondents (60%) stated that they have taken classes through City-Wide Training before 2008 with 40% stating that they have not taken classes. Even though the survey response number is low (16%), the majority of the survey participants are in a position to express what value the CWTP had on their career. Comparisons can then be made with the previous survey results and the archival data to determine if there are any areas of agreement and similarity that can drive the discussion on how to increase the opportunities for employees to advance their careers.

**Q4: CWTP classes were beneficial to your career?**

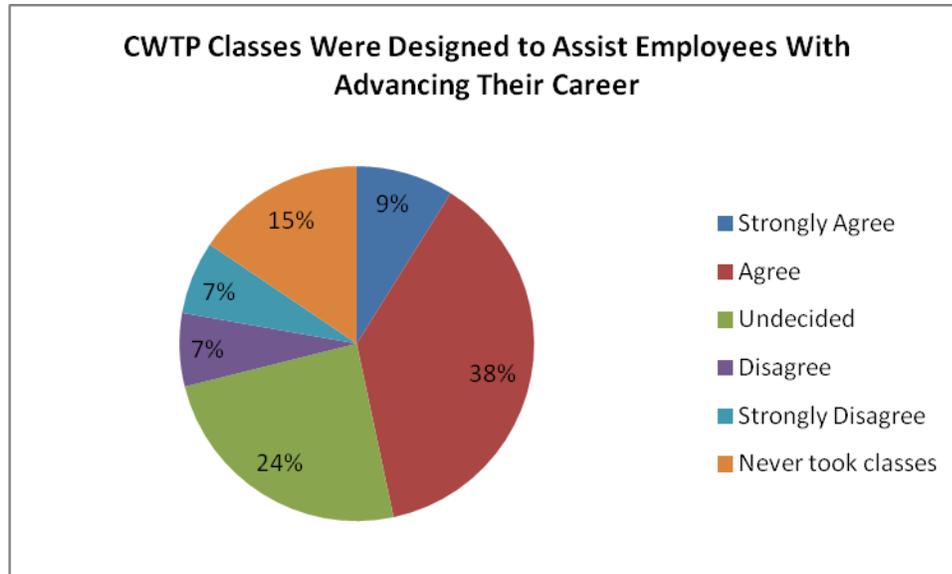


CWTP Classes were beneficial to career	# of Employees Who Responded	% of Survey Participants
Yes	26	58%
No	3	7%
Never took classes	16	36%

This question is significant because of those who answered, 58% stated that the courses they took through the CWTP were beneficial to their career. This research project is attempting to determine if there is any classes or series of classes that would contribute to an employees' advancement in classification, so determining that employees significantly value the classes they took is one step closer in determining if the hypothesis of this research paper was correct.

**Q5:** Do you believe City-Wide Training classes were designed to provide employees with the means to advance their career?

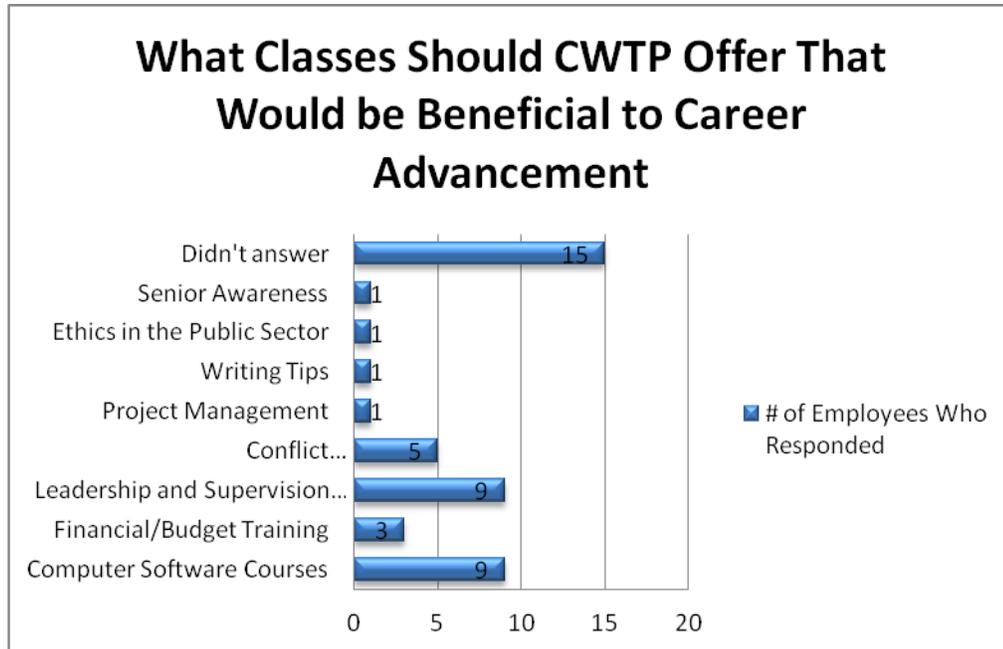
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CWTP classes were designed to assist employees with advancing their career	# of Employees Who Responded	% of Survey Participants
Strongly Agree	4	9%
Agree	17	38%
Undecided	11	24%
Disagree	3	7%
Strongly Disagree	3	7%
Never took classes	7	16%

47% either Strongly Agree or Agree (9% and 38% respectively) that CWTP classes were designed to assist employees with advancing their career. This means that the CWTP can be a useful tool in developing any professional development plan given that it already is perceived to serve in that capacity. Having the foundation of a process to provide career advancement opportunities to current employees will not only strengthen the organization as a whole by incentivizing learning and professional development, but give high performing employees something to aspire and work towards.

**Q6:** What Classes do you think City-Wide Training should offer that would be beneficial to your career?



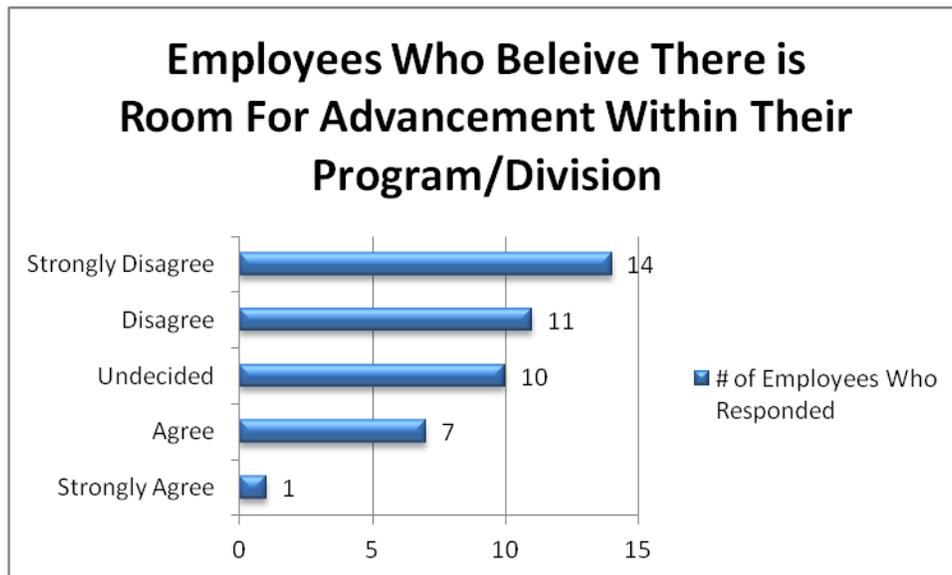
What classes should be offered that would be beneficial to career advancement	# of Employees Who Responded	% of Survey Participants
Computer Software Courses	9	20%
Financial/Budget Training	3	7%
Leadership and Supervision Training	9	20%
Conflict Resolution/Communication	5	11%
Project Management	1	2%
Writing Tips	1	2%
Ethics in the Public Sector	1	2%
Senior Awareness	1	2%
Didn't answer	15	33%

40% of respondents stated that either computer courses or leadership and supervision training would be beneficial to their career advancement, with conflict resolution and classes on effective communication coming in a close second. The next largest group, which was a distant

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fourth at 7%, indicated that financial/budget training would be helpful to their career. There remainder of the responses focused on skills enhancement classes such as project management, ethics and writing courses, designed to reinforce existing skill sets and assist in improving performance.

**Q7:** There is room for career advancement within your program/division:

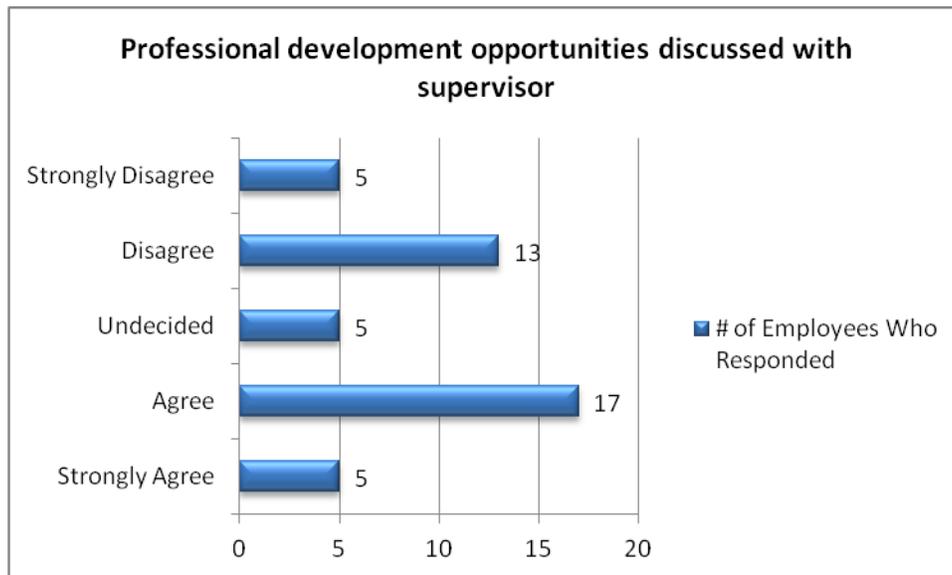


There is room for advancement within your program/division	# of Employees Who Responded	% of Survey Participants
Strongly Agree	1	2%
Agree	7	16%
Undecided	10	22%
Disagree	11	24%
Strongly Disagree	14	31%

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The significance of this question is that more than half (55%) of the respondents disagreed or strongly disagreed that there was room for advancement within their program or division, with 22% undecided. This is important because if there are barriers to advancement within an employees' current program, then identifying opportunities that exist outside their agency and creating a system to train employees to fill those roles is essential to providing them with professional development opportunities.

**Q8:** Your Professional development opportunities have been discussed and reviewed with a supervisor:



Professional development opportunities discussed with supervisor	# of Employees Who Responded	% of Survey Participants
Strongly Agree	5	11%
Agree	17	38%
Undecided	5	11%
Disagree	13	29%
Strongly Disagree	5	11%

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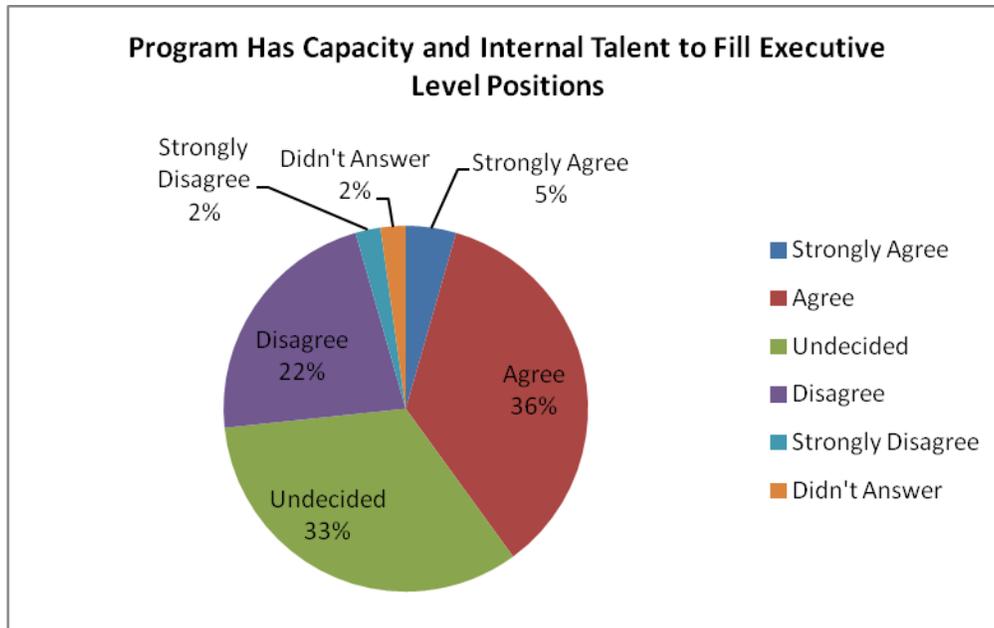
Only 49% of the respondents (Strongly agree-11% and Agree-38%) have discussed their career plans with their supervisor. Effective communication is key to not only retaining employees but assisting them in reaching their professional goals. By discussing the career options with a supervisor, an employee has a better understanding of how to plan for their future and can take the necessary steps to grow professionally.

**Q9:** What do you believe are the top three (3) reasons employees resign from the City of Oakland?

There were many answers to this question with the majority of them stating that a lack of promotional opportunities, stress and lack of respect or appreciation from a supervisor ranking high on the list. A lack of training opportunities, cronyism and favoritism of specific employees was also indicated as reasons employees resign from the city. What's interesting about this question is that when posed to the directors, one of their top three answers was that employees resigned due to reaching the age of retirement. For the employees that responded to this survey, their answers indicate that the lack of advancement possibilities, the lack of training opportunities to improve their skills and unfair practices of favoritism toward certain employees, all play into their perceptions that the city doesn't not have an environment conducive to retaining high performing employees. When organizations fail to retain its valuable employees they risk losing those who have the most institutional knowledge and skills affecting the quality of the service delivery process.

**Q10:** Your program has the capability and the internal talent to fill executive level positions:

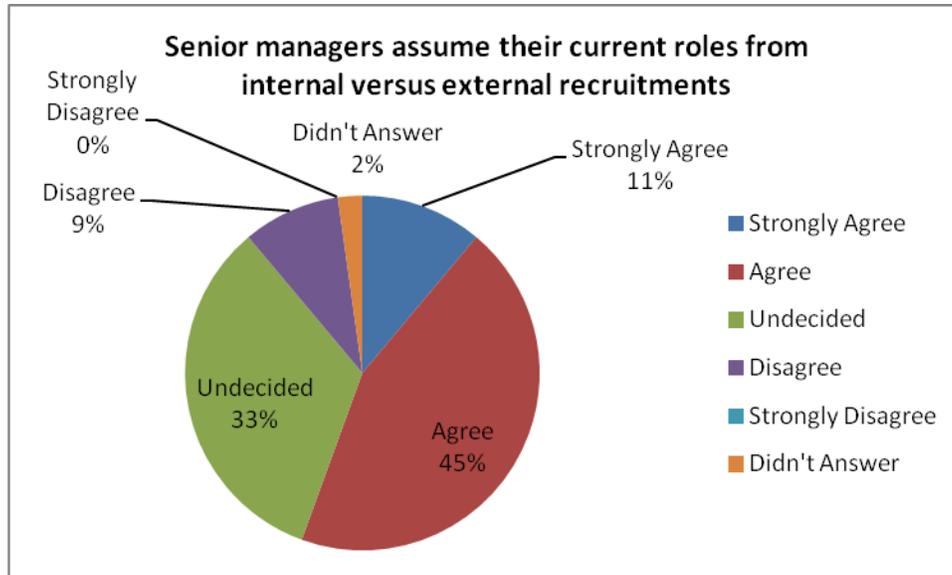
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Program has capacity and internal talent to fill executive level positions	# of Employees Who Responded	% of Survey Participants
Strongly Agree	2	4%
Agree	16	36%
Undecided	15	33%
Disagree	10	22%
Strongly Disagree	1	2%
Didn't Answer	1	2%

Only 40% of the survey participants believe their program or department has the capacity and internal talent to fill executive level positions. 33% remain undecided and 24% either disagree or strongly disagree that the current group of employees within their department is capable of assuming higher level positions. These numbers speak to the need to provide additional training and skills enhancement programs so that employees can obtain the necessary knowledge to further their career and assume greater positions of authority within their organization.

**Q11:** Senior managers assume their current roles from internal promotions versus external recruitments (outside the city):

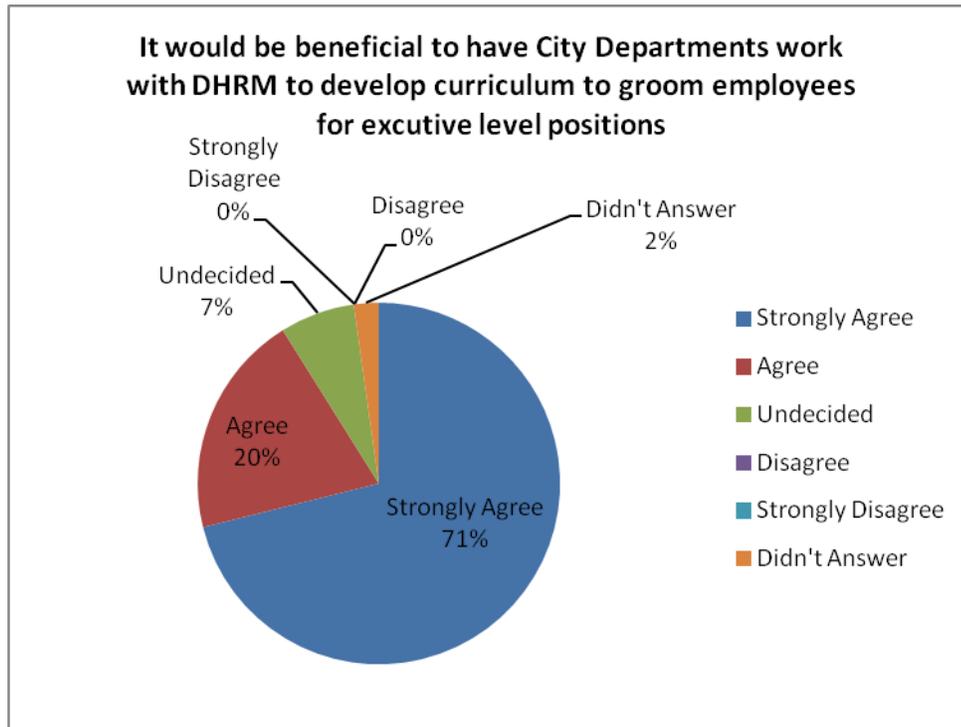


Senior managers assume their current roles from internal versus external recruitments	# of Employees Who Responded	% of Survey Participants
Strongly Agree	5	11%
Agree	20	44%
Undecided	15	33%
Disagree	4	9%
Strongly Disagree	0	0%
Didn't Answer	1	2%

Over half of the respondents (55%) stated that senior managers assume their current roles from internal recruitments versus from outside the city departments. This is significant because the directors and HR liaisons indicated that a number of their executive level positions were hired internally, so both managers and employees recognize the value in having a pool of talented, skilled employees to fill key organizational positions.

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**Q12:** Do you believe it would be beneficial to have City Departments work with the Department of Human Resource Management to develop professional development curriculum designed to groom staff for executive level positions?



It would be beneficial to have City Departments work with DHRM to develop curriculum to groom employees for executive level positions	# of Employees Who Responded	% of Survey Participants
Strongly Agree	32	71%
Agree	9	20%
Undecided	3	7%
Disagree	0	0%
Strongly Disagree	0	0%
Didn't Answer	1	2%

Almost 91% (Strongly agree and agree) believe it would be beneficial to have city departments work with the Department of Human Resources to develop curriculum to groom employees for executive level positions. This relates back to the last question that showed a large number of employees didn't believe their program had the current talent to fill those key positions. The answers to this question indicate that employees would like the opportunity to gain the necessary skills to advance and believe it would be beneficial to have DHRM spearhead that process.

**Q13:** What courses, trainings or support would be valuable to your professional development and career advancement?

The answers to this questions were so numerous and varied that it was impossible to reach any consensus or agreement on just what courses, trainings or support would be valuable to an employee's professional development or career advancement. The key is to take the answers and then attempt to align them with the characteristics and skills essential for executive level staff to possess, and work with the CWTP or the individual department to create a process for the employee to gain those attributes.

### **Second Survey Data Significant Findings**

It is difficult to create generalizations from the results of this second survey given the very low response rate (16%). However, rather than invalidating the results, the consistency across the answers, even as additional survey responses are received, lead this researcher to believe that this survey is representative of a much larger population. Analyzing these results and comparing them to those from the first survey, provides a starting point to address how employees can advance their career within the City of Oakland. Both surveys highlight and

reflect a need to provide a more intentional and strategic process for employees to gain the skills and abilities necessary to fill key executive level staff positions and for the organization to increase its efforts to recruit, retain and motivate high performing employees. In an attempt to further provide insight to the research hypothesis and sub-hypotheses archival data was analyzed to determine the effects CWTP had on past career advancement possibilities.

### **Archival Data**

The archival data gathered from analyzing City-Wide Training Program data from 2000-2008, revealed that there is a steady progression of city employees who took classes through the CWTP. During this time period on average 5260 employees took CWTP classes, although that doesn't take into account duplicate attendees (see Appendix C). Overall, both the subjects offered and the number of participants grew and hit a peak between 2004 to 2007. After analyzing data related to course evaluations, CWTP performance measures and additional HR records, it was determined that approximately 387 employees were promoted to a higher classification (Appendix C). The hypothesis of this research paper was trying to determine if there was a correlation between employees taking a course or a series of courses through CWTP that would lead to advancement in their career. Looking at the course evaluations there were several classes that were repeatedly ranked as being beneficial or excellent, as indicated by receiving a 96.6% or better rating, but there was no data indicating a pattern of classes that would lead to an employees' classification advancement. The classes that were taken were varied and ranged from skills enhancement courses like the full Microsoft Office Suite to more senior level classes on financial management, grant writing, supervisor and management training and writing agenda reports for City Council. While City-Wide Training hasn't served as a means for employees to advance in their career, it doesn't mean that it can't be a useful tool for departments to create a

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process for employees to develop their core competencies to eventually fill key executive positions.

## CHAPTER 5 - CONCLUSIONS AND RECOMMENDATIONS

This study was this researcher's attempt to discover if the City-Wide Training Program that was operational from 2000-2008 provided employees with the means to advance their classification. Two sub-hypotheses were also considered; does a lack of professional development opportunities effect the retention of public employees and can professional development programs like the CWTP be used to create succession plans to staff executive level positions. To collect the data two surveys were administered; one to the department directors and HR liaisons in every city department and one to all the employees of the XYZ Department. In addition to the two surveys, archival data and other HR records were analyzed to determine the accuracy of the main hypothesis and provide additional information about the value of professional development programs. Results from the first survey administered leads one to conclude that the majority of managers believe that the value of a professional development training program lies not in creating professional development opportunities for employees, but in the area of personal enrichment and skills enhancement. As the literature reviewed in this research project indicates, when organizations fail to provide professional development opportunities of employees, it directly affects an agency's ability to retain quality employees. When those employees perceive limitations in their ability to advance within their chosen field, they seek out new opportunities elsewhere, taking their institutional knowledge and skills with them to their new careers.

Professional development programs, like CWTP, can also be used to create a process by which employees can be identified and supported in their professional development to fill essential executive level staff positions. As indicated by the response that 95% of managers do not have a succession plan in place the City of Oakland has created an environment where

transitions of key managerial staff can potentially disrupt the entire organization. By not ensuring that a process is in place that creates a continuous flow of talented, skilled and knowledgeable employees to bring new ideas to the agency, the organization doesn't give itself the flexibility to remain reactive to its environment. Succession plans proved a process to ensure a continuous flow of exceptional talent for the agency to recruit from, ensuring the organization remains flexible and reactive to its environment. As indicated by the survey findings, managers have recruited internally to fill senior positions yet current employees don't feel as if their programs have the capacity or internal talent to meet this need. The following recommendations are made to address these issues and provide further areas to research so that a robust and viable professional development program can be developed to harness and support the career advancement of current city employees.

### **Recommendations**

1. Every city department should work with their internal HR liaison to create general core competencies for all executive level positions and communicate those to staff. The creation of these core competencies should be completed by June 30, 2016 and then shared with staff in small groups, perhaps by classification, or at the employee's annual performance appraisal. The employee's supervisor should also use these descriptions to drive the conversation around the career goals of the employee and use that information to create a performance plan. This step addresses the fact that 40% of respondents stated they have not discussed their professional development options with their supervisor.

2. Once the individual department's have identified the desired core competencies necessary for occupying executive level positions, they should work in tandem with DHRM and City-Wide Training to drive the creation of training classes and seminars that support creating a learning environment for employees, and provide employees with the means to enhance their skills. While most managers indicated that they didn't believe the CWTP classes were beneficial to an employees' career, 58% of employees thought the opposite. Clearly this shows the disconnect between managers and employees and their perceptions of "value" as it relates to training programs. As much of the scholarly works reviewed in this paper support training and skills development, it is the hope that continued conversations and outreach to managers will garner more support while establishing a process to increase the professional development prospects of city employees. The first set of classes should be established by Fall 2015 with a full rollout by July 2016.
3. Department HR liaisons, DHRM and other stakeholders should also meet with leaders in the private sector to better align job functions, skills and competencies between the two, making a more competitive environment. It is especially important that this step occur along with step 2 to ensure that the classes being developed have skills that are recognized and transferable to both the public and private sectors. Again this addresses some of the findings from the survey that indicated that the majority of employees would like for their department to collaborate with DHRM to develop curriculum to groom employees for executive level positions.

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These recommendations are only the first in a series of steps that can be taken to develop a strategic professional development program that provides employees with the means to advance their careers. City-Wide Training provided employees, in the past, with the means to develop and enhance their skill set, but stopped short of providing the tools necessary to advance in classification. The key to any agency to retain top performers is to meet an employee's need to explore new areas of interest while engaging them in the organization's mission. If the City of Oakland hopes to remain competitive with other municipalities, retain high performing employees, and ensure quality services, then creating a process to warehouse and develop internal talent is the way to achieve this goal. By developing a process that creates a learning environment, an organization can increase its chances for long-term sustainability by ensuring that a continuous flow of new talent is available to smooth transitions of key personnel that might otherwise negatively affect the organization.

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**SURVEY QUESTIONS-Department Director's and HR Liaisons**

How long have you been employed in a managerial capacity with the City of Oakland?

0-5 Years

5-10 Years

10+ Years

Have you ever encouraged your current managers and/or line staff to partake in City-Wide Training Program classes?

Yes

No

If you answered yes to the question above, what are some examples of classes you recommended for managers? For line staff?

In your opinion, are current and/or former City-Wide Training Program offerings beneficial relative to possible career advancement within the City of Oakland?

Yes

No

Why do you believe they are/or are not beneficial?

What do you believe are the top three (3) reasons employees resign from your City of Oakland agency?

- 1.
- 2.
- 3.

How do you address employees who express a desire to resign due to a lack of career advancement opportunities?

Does your department have a succession plan to replace executive level staff?

Yes

No

If you answered yes, please explain

When executive level staff leave your agency, how are their successors recruited?

## APPENDIX A

Over the last 3-5 years how many senior managers assumed their current roles from internal promotions versus external recruitments (outside the City)?

1-3

3-5

5+

Would you find it beneficial to work with the Department of Human Resource Management to develop professional development curriculum which is designed to groom existing staff for executive level positions?

Yes

No

Please explain your answer.

**SURVEY QUESTIONS-XYZ Department**

1. How long have you been employed with the City of Oakland?

0-5 Years

5-10 Years

10+ Years

2. Do you supervise employees?

Yes

No

3. Have you ever taken classes through City-Wide Training before 2008?

Yes

No

4. Did you find that the classes you took were beneficial to your career?

Yes, it was beneficial

No, it wasn't beneficial

Never took classes

5. City-Wide Training Classes were designed to provide employees with the means to advance their career?

Strongly Agree

Agree

Undecided

Disagree

Strongly

Disagree Never took classes

6. What classes do you think City-Wide Training should offer that would be beneficial to your career?

7. There is room for career advancement within your program/division

Strongly Agree

Agree

Undecided

Disagree

Strongly

Disagree

8. Your professional development opportunities have been discussed and reviewed with a supervisor

**APPENDIX B**

Strongly Agree     Agree     Undecided     Disagree     Strongly Disagree

9. What do you believe are the top three (3) reasons employees resign from the City of Oakland?

- 1.
- 2.
- 3.

10. Your program has the capability and the internal talent to fill executive level positions

Strongly Agree     Agree     Undecided     Disagree     Strongly Disagree

11. Senior managers assumed their current roles from internal promotions versus external recruitments (outside the City)

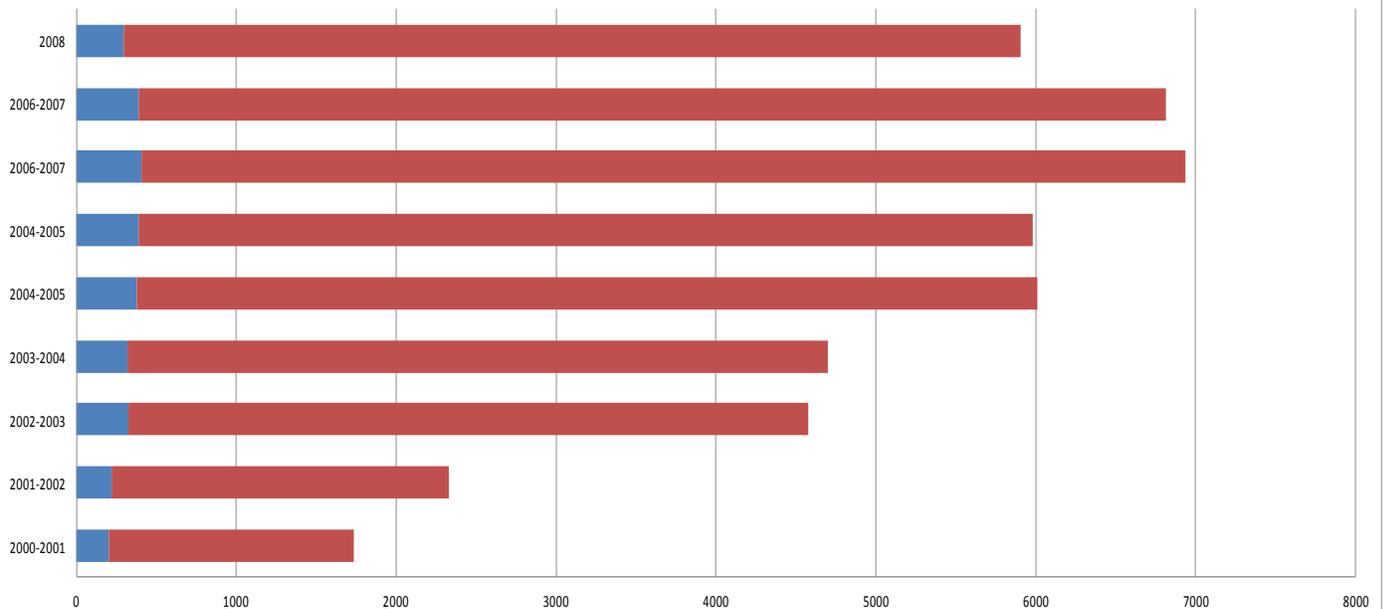
Strongly Agree     Agree     Undecided     Disagree     Strongly Disagree

12. It would be beneficial to have City Departments work with the Department of Human Resource Management to develop professional development curriculum designed to groom staff for executive level positions?

Strongly Agree     Agree     Undecided     Disagree     Strongly Disagree

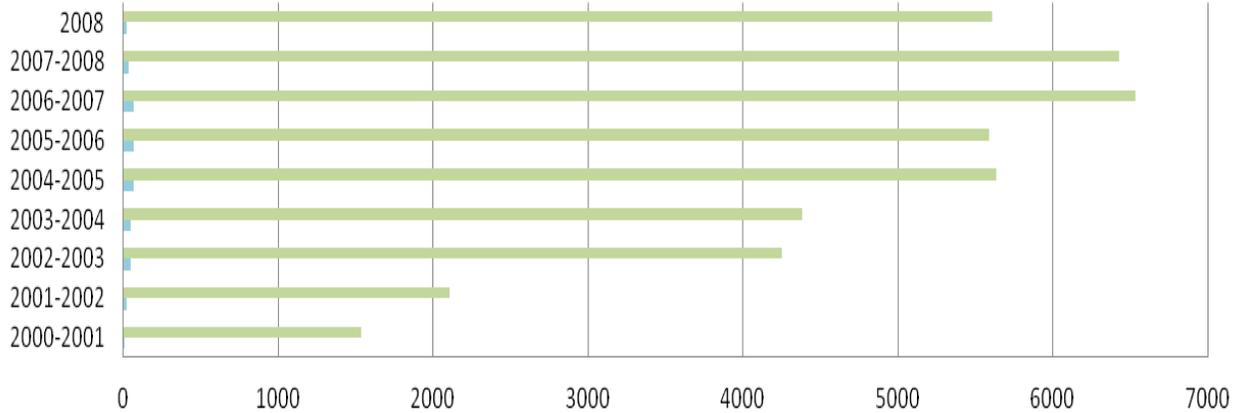
13. What courses, trainings or support would be valuable to your professional development and career advancement?

Number of Classes Offered and Number of Employees who took Classes



	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2004-2005	2006-2007	2006-2007	2008
# of Classes Offered	200	223	326	318	375	389	405	387	294
# of Employees Who took Classes	1537	2107	4254	4385	5638	5592	6531	6427	5611

Number of employees who were promoted



	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008
# of Employees Who took Classes	1537	2107	4254	4385	5638	5592	6531	6427	5611
# of Employees Who were promoted	8	21	51	49	66	71	65	37	19