



CASE EXAMPLE

City of Ecklenberg, VA

Background

The fictitious city of Ecklenberg, VA, faced increasing pressure from economic challenges and civic demands. They were being asked to provide more services with the same or a reduced budget. Specifically, many prominent residents of the city had voiced publicly that they felt it was taking too long to get a response from numerous city offices and that it was difficult to figure out who to contact in the first place. They went on to say that these contacts would not have to be made if things were happening “the way they’re supposed to.”

To meet the demands of the voting tax payers, the city needed to improve efficiency and implement better cost control measures to provide better service within existing programs and services. They also felt they needed to do something to provide an easier way for citizens to get information and answers from the city. The city of Ecklenberg felt that those in leadership positions would serve critical roles in meeting these challenges successfully.

The mayor is completely behind this initiative, and willing to do his part to lead it.



LEVEL 4: RESULTS

The degree to which targeted outcomes occur as a result of the training and the support and accountability package

ORGANIZATIONAL LEVEL

Organization Name

If your company is large enough to have an organization dedicated to training, go up a level to the main organization the training serves. Spell out any acronyms.

City of Ecklenberg

Statement of Organizational Purpose

Brief, plain language statement of what the organization does. Example: Acme develops pharmaceutical products used in cancer treatment.

Ecklenberg is a real city on the east coast of the United States with a population of roughly one million people. The name has been changed so this case example can be published.

Level 4 Results

Statement of organizational purpose, combined with financial reality, for the entire organization at the highest level. This is NOT for the program you are planning; this is for the entire, highest-level organization.

A fiscally responsible city that creates and maintains a diverse and safe community where businesses flourish, and citizens live productive and meaningful lives

Metric(s)	Method(s)
<i>What will be the measure of success?</i>	<i>Method/tool used to obtain the data/information</i>
<i>Business success metrics</i>	<i>Surveys, business valuations</i>
<i>Annual budget, 10% spending reduction</i>	<i>City financial documents</i>
<i>Quality of life metrics</i>	<i>Satisfaction surveys, population variance and numbers, safety checks</i>

PROGRAM LEVEL

Program Name

Program for which this plan is being created

Ecklenberg Alive! Leadership Program

Business Case for This Program

Compelling statement of the importance of this program, and / or the problem or condition that this program would address. What is the reason this program has been requested? (100 words or fewer)

The city of Ecklenberg is in a financial and public relations crisis. Economic challenges have forced budget cuts, yet citizens demand ongoing good service levels. Increasing citizen complaints have caused



civic leaders to worry about providing adequate services on a reduced budget, as well as sustaining their own political futures.

Threats and Benefits

Statement of what is at risk if this program is not executed or is unsuccessful, and what can be gained if it is executed successfully

If the leadership program does not positively impact city employee performance and key outcomes, service complaints from residents will continue to grow, leading to more local negative publicity. Less than optimal first responses for emergencies will cause people to feel less safe and secure in the community, and people may opt to move away. Home values may drop, leading to a reduced tax base, and local businesses could suffer from reduced business and revenue, further eroding the tax base.

Reduced tax revenue will lead to the need for increasing budget cuts, which will reduce city service levels further and may necessitate layoffs. This will further reduce city employee morale and performance levels due to heavy workload and feelings of job insecurity.

Citizens will likely have an increasingly negative view of the present city government and may vote for changes in upcoming elections, threatening jobs of city officials and the success of key referenda.

If this program is successful, the city will return to being the vibrant, safe, and affordable community it was in the past. The diverse population will see their differences as opportunities to contribute their unique talents and perspectives to enhance the city. City government will be viewed as integral to the success of the city. Ecklenberg will attract new residents and visitors to experience all of its benefits, which will increase its financial strength.

Stakeholder Expectations

Stakeholder's expectations from this program, listed from tactical to high-level strategic

- 1. Maintain or improve city services*
- 2. Maintain current tax levels*
- 3. Improve citizen and business owner satisfaction*
- 4. Decrease population attrition*
- 5. Reduce operating expenses by 10%*
- 6. Increase standings in "best place to live" surveys*
- 7. Improve safety by decreasing undesirable incidences*

Leading Indicators

Results and outcomes that are directly related to this program and support the desired organizational result. Short-term observations and measurements suggesting that critical behaviors are on track to create a positive impact on desired results.

Important initiatives that warrant a planning form typically have at least 6 external and 6 internal leading indicators.



External Outcomes - Customer, market, and industry response

1. *Citizen quality of life*

Metric(s)	Method(s)
<i>Qualitative responses</i>	<i>Public opinions polls and focus groups</i>
<i>First call resolution scores</i>	<i>City service records</i>

2. *Community impression*

Metric(s)	Method(s)
<i>“Best place to live” rankings</i>	<i>Chamber of Commerce sources</i>
<i>Positive vs. negative community buzz</i>	<i>Observation by council members</i>

3. *Community safety*

Metric(s)	Method(s)
<i># of critical incidences</i>	<i>Police, fire and rescue reports</i>
<i>Safety audit scores</i>	<i>Observation by city officials</i>

4. *Business success*

Metric(s)	Method(s)
<i>Quarterly collective business revenue</i>	<i>City financial records</i>
<i>Rate of business openings / closures</i>	<i>City business records</i>

5. *City population*

Metric(s)	Method(s)
<i>Population growth rate</i>	<i>City census reports</i>

Internal Outcomes - Organizational, departmental, team and individual

1. *Cost control*

Metric(s)	Method(s)
<i>Operating expenses</i>	<i>City financial records</i>
<i># of departments meeting budget goals</i>	<i>Department financial records</i>



2. *Employee attrition*

Metric(s)	Method(s)
<i>Manager and supervisor turnover</i>	<i>City HR records</i>
<i>Employee turnover</i>	<i>City HR records</i>

3. *Cross-functional collaboration*

Metric(s)	Method(s)
<i>Qualitative analysis</i>	<i>Focus groups and interviews with supervisors</i>

4. *Employee loyalty*

Metric(s)	Method(s)
<i>Survey scores</i>	<i>Quarterly survey</i>
<i>Qualitative analysis</i>	<i>Employee focus groups and interviews</i>

5. *Employee confidence*

Metric(s)	Method(s)
<i>Survey scores</i>	<i>Quarterly survey</i>
<i>Qualitative analysis</i>	<i>Employee focus groups and interviews</i>

6. *Employee performance*

Metric(s)	Method(s)
<i>Quality Assurance scores</i>	<i>Peer work review and supervisor observation</i>
<i>Qualitative analysis</i>	<i>Supervisor focus groups</i>

LEVEL 3: BEHAVIOR

The degree to which participants apply what they learned during training when they are back on the job

Critical Behaviors The few, key behaviors that the primary group will have to consistently perform on the job in order to bring about targeted outcomes

Primary Group to Perform the Critical Behaviors *City managers and team leads*



1. *Create departmental budget with cost reduction of 10%*

Monitoring

Metric(s)	Method(s)	Timing Start, Frequency, Duration
<i># of departments with budgets to standard</i>	<i>Comptroller budget review</i>	<i>4-8 weeks after training</i>
	<i>Mayor budget review</i>	<i>4-8 weeks after training</i>

2. *Participate in weekly cross-functional meetings by sharing synergistic ideas for maintaining service levels with a lower budget*

Monitoring

Metric(s)	Method(s)	Timing Start, Frequency, Duration
<i>Attendance</i>	<i>Attendance log</i>	<i>Weekly</i>
<i>% of participants who contribute at least one viable idea per meeting</i>	<i>Viable ideas and contributor name noted in meeting minutes, minutes reviewed by city council</i>	<i>Weekly</i>

3. *Conduct weekly department meetings with focus on maintaining services and decreasing costs*

Monitoring

Metric(s)	Method(s)	Timing Start, Frequency, Duration
<i>Attendance</i>	<i>Attendance log</i>	<i>Weekly</i>
<i>% of meetings in which improving services and maintaining costs was discussed</i>	<i>Meeting minutes reviewed by department heads</i>	<i>Weekly</i>

Required Drivers Processes and systems that reinforce, monitor, encourage or reward performance of critical behaviors on the job

Method(s) / Tool(s) / Technique(s)	Timing Start, Frequency, Duration	Relates to Which Critical Behavior(s)?		
		1	2	3
Reinforcing				
Budget template	Introduced in training	X		
Job aid for conducting effective meetings	Available immediately		X	X
At least one city council member attends each cross-functional meeting	Weekly		X	



Encouraging

<i>Department managers assigned city council mentors</i>	<i>Monthly</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Team leads coached by department managers</i>	<i>Weekly</i>	<i>X</i>	<i>X</i>	<i>X</i>

Rewarding

<i>Recognition in employee newsletter</i>	<i>Monthly</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Personal recognition from mayor</i>	<i>Monthly</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Reward certificates for outstanding performance in each department</i>	<i>Presented when earned</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Recognition in city newspaper</i>	<i>Quarterly</i>	<i>X</i>	<i>X</i>	<i>X</i>

MONITOR (AND ADJUST)

How will you ensure that the Required Drivers occur? Or how will you monitor the monitoring?

Mayor reviews all revised budgets with comptroller one month after

Mayor reviews mentoring and coaching logs monthly and follows up with those not in compliance

LEVEL 2: LEARNING

The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Brief description of training program (100 words or fewer)

The training program for city department managers and team leads will be a two-day offsite event.

In advance of the training, a brief meeting led by the mayor and city council will be held to establish the importance of the off-site training and define the specific goals.

The training has four components:

- 1. Budget creation standards*
- 2. Innovative thinking and problem-solving techniques*
- 3. Communication and interpersonal skills*

To wrap up the meeting, the mayor and city council will hear report-outs from each department as to what they gained as a result of the training, and their specific goals for positive change thereafter.

Department managers will have a video conference with the mayor and city council three months after training to discuss progress and address any challenges.

Program duration *2 days*

Program delivery method (i.e., in person, online) *In person*

Learning Objectives Statements that define what the group that will perform the critical behaviors on the job must be prepared to do to perform them properly



After training, participants will be prepared to:

1. *Create departmental budget with cost reductions of 10% or greater*
2. *Share ideas inter and intra-departmentally to synergistically raise or maintain service levels, while at the same time reducing costs*
3. *Conduct weekly department meetings with focus on improving services and maintaining costs*

Components of Learning

Method(s) / Tools(s) / Technique(s)	Timing Before, during or after training
Knowledge “I know it.”	
<i>Budget elements activity</i>	<i>During the course</i>
<i>Blended program evaluation</i>	<i>Immediately post-course</i>
Skills “I can do it right now.”	
<i>Budget software activity</i>	<i>During the course</i>
<i>Meeting governance role play</i>	<i>During the course</i>
Attitude “I believe this will be worthwhile to do on the job.”	
<i>Class discussion</i>	<i>During the course</i>
<i>Blended program evaluation</i>	<i>Immediately post-course</i>
<i>Individual conversations with mentor/coach</i>	<i>After the course</i>
Confidence “I think I can do it on the job.”	
<i>Class discussion</i>	<i>During the course</i>
<i>Blended program evaluation</i>	<i>Immediately post-course</i>
<i>Individual conversations with mentor/coach</i>	<i>After the course</i>
Commitment “I will do it on the job.”	
<i>Class discussion</i>	<i>During the course</i>
<i>Presentation to city council and mayor</i>	<i>During the course</i>
<i>Individual conversations with mentor/coach</i>	<i>After the course</i>



LEVEL 1: REACTION

The degree to which participants find the training favorable, engaging, and relevant to their jobs

Components of Reaction

Method(s) / Tool(s) / Technique(s)	Timing
Engagement The degree to which participants are actively involved in learning	
<i>Observation by facilitator or trained observer</i>	<i>During the course</i>
<i>Blended program evaluation</i>	<i>Immediately post-course</i>
Relevance The degree to which course content directly relates to participants' job responsibilities	
<i>Class discussion</i>	<i>During the course</i>
Customer Satisfaction The degree to which participants react favorably to the learning event	
<i>Hybrid course evaluation</i>	<i>Immediately post-course</i>
<i>Individual conversations with mentor/coach</i>	<i>After the course</i>

NECESSITIES FOR SUCCESS

Prerequisite items, events, conditions, and communications that help leverage success or head off problems before they reduce the impact of an initiative

Issue *Considering what occurs before, during and after training is a new mind set for the learning and development group.*

Recommended action *Mayor and city council need to meet with the group and punctuate the importance of a blended learning approach for success of the initiative, with particular emphasis on what occurs after the two-day event.*

Issue *Not everyone seems to be buying into this initiative.*

Recommended action *Mayor will address all involved with a speech. The initiative will be publicized in the city newspaper, and reports to the city promised at certain intervals.*