

DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: February 26, 2014

Board Item: II-B

Leadership Program Development Consulting Services Core Leadership Program Development Contract # 15314A

Action by Consent

Action

Information

The need for a holistic Leadership program emerged as a key subject of importance under the Strategic Plan and the Employer of the Future Value Stream. A group of employees have spent several months conducting employee focus groups, researching best in class leadership programs, and evaluating the existing programs at Denver Water to gain insight into the type of leadership skills/knowledge and programs that should be offered to employees. Following this extensive research, the project team determined that three (3) leadership programs are necessary to address the identified leadership gaps. These programs designed and implemented in the following phases:

- 1- Core Leadership Program** (Implementation 2014) – a basic leadership and supervisory program, six to eight 4-hours sessions, conducted over a 2-3 month period. All current supervisors (approximately 250 employees) will go through this program. After all current supervisors have completed the program; it will be open to all employees interested in gaining leadership experience.
- 2- Executive Leadership Program** (Implementation 2014) – a program for Division Directors. Beginning in July 2014, the Division Directors as a team will meet quarterly for half-day leadership development sessions. Additionally, 2 to 3 Division Directors per year will attend a week long external leadership development program, until all Divisions Directors have completed a program.
- 3- High Potential Program** (Implementation 2015 – 2016) – a program for promising leaders, conducted over a 12-month period.

Each of these programs will address six leadership competencies: self-awareness, vision and strategy, communication across the organization, ethics and integrity, alignment and motivation of others, and action and results orientation.

A Request for Proposal (RFP) was issued to sixteen consulting firms, seven of whom responded. **The RFP requested was to help Denver Water develop the Core Leadership Program.**

After an analysis of each firm's response and interviews with the top two candidates, the Shapiro Consulting Group was selected. The selection was based on each consultant's understanding of the Employer of the Future Value Stream, the stated objectives of the proposed leadership program, and the ability of each firm to help develop a leading edge leadership program that will excite and engage employees at all levels of the organization.

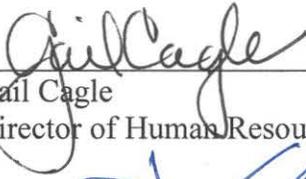
Funds are included in the 2014 training budget in the amount of \$160,600 for the development of the Core Leadership Program.

Recommendation:

It is recommended the Board authorize award of Contract No. 15314A to the Shapiro Consulting Group for leadership program development consulting services for the contract period February 26, 2014 through July 31, 2014 for a total contract amount not to exceed \$160,600.

Approvals:

Respectfully submitted,



Gail Cagle
Director of Human Resources



James S. Lochhead
CEO/Manager



Brian Good
Deputy Director of Organizational Improvement



Terri Bryant
Controller