

In-Service Training Award in Memory of Clarence E. Ridley

ICMA's In-Service Training Award is presented to the administrator or administrator who has developed and implemented highly effective in-service training programs for local government employees. This award was established in memory of Clarence E. Ridley, a pioneer in the field of local government management. This year, ICMA presents the award to Glenn D. Southard, city manager of Claremont, California.

Glenn Southard had been city manager of Claremont, California (pop. 34,028) for less than a month in 1988 when he and the city council embarked on a three-day retreat to discuss the city's direction and goals.

One goal involved establishing a training program for employee development, which sparked an innovative approach to employee training that continues to flourish under Mr. Southard's guidance.

Mr. Southard's approach to employee training is based on the belief that employees can and should identify their own training needs. To ensure that employees play a key role in determining their ongoing training needs, Mr. Southard convened the Employee Development Advisory Committee (EDAC), an interdepartmental group of employees that meets monthly to develop and implement professional development activities. By appointing the assistant city manager to serve as advisor, Mr. Southard ensured that the committee has the resources and support it needs to carry out its mission. To broaden involvement, the committee created a number of subcommittees responsible for specific areas of interest or activities. Regular turnover of subcommittee members enables many city employees to get involved in planning professional development activities.

Mr. Southard empowers EDAC to develop the pro-



Glenn D. Southard

grams that its members believe would be most effective, and he recognizes that empowerment means allowing them to make mistakes.

EDAC sponsors on-site seminars on personal development topics, including personal safety, financial planning, CPR, substance abuse, family communications, nutrition and dieting, stress management, and home and auto repair, as well as more traditional, career-related topics. The committee sponsors attendance at off-site training programs on a wide variety of topics—from public works inspection to computer applications. To supplement those efforts, the city maintains a library of training tapes and books that can be used by city employees at any time.

EDAC also engages in activities designed to build morale and relationships, including developing an employee recognition and incentive program and recommending alternative work schedules and flex-time policies. To enhance communication throughout the city government, the committee hosts an annual holiday party, an annual family picnic, and quarterly potluck lunches; publishes a monthly employee newsletter; and conducts quarterly roundtable discussions.

As a result of Mr. Southard's initiative, morale

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and productivity in Claremont have improved significantly. An employee attitude survey indicated that 80 percent of Claremont's employees feel that they are part of the city team; 99 percent feel they are part of a department team. Glenn Southard has proven that a well-designed professional development program results in a friendlier, more efficient workplace and, ultimately, in better service delivery for citizens.
