

In-Service Training Award

In Memory of Clarence E. Ridley

In his first budget message in 1987, Robert Bobb, city manager, Richmond, Virginia, proposed that the city establish a proactive, comprehensive training program for city employees. The Employee Excellence Program is designed to prepare city employees for leadership positions.

Historically city training efforts focused on improving performance in employees current positions. Most training was offered as a reaction to a problem, and the average city employee did not receive any training or professional development at all.

After surveying the workforce, the initial design of the program

was announced. The first phase of the program included six series, each aimed at a different level of the workforce. The second phase focused on expanding two series and introducing four new series.

Evaluation of the programs are conducted in two forms: participant reaction immediately following the session and follow-up surveys 3 to 12 months after the event.

Because of Bobb's commitment to developing the city's workforce, and his support of the program, more than 3,000 employees have participated in some kind of training and professional development activity in the past two years.



Robert Bobb