



Solano County

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Legislation Text

Agenda Date: 4/12/2016

Status: Approved

In Control: Department of Child Support Services **File Type:** Contract

Version: 1

Agenda Number: 10

Approve a contract with The Pacific Institute, Inc. for \$104,198 to provide an organizational culture analysis and leadership development for the Department of Child Support Services from April 12, 2016 through June 30, 2017; and Authorize the County Administrator to execute the contract and any subsequent amendments not to exceed \$50,000

Published Notice Required? Yes ___ No X
Public Hearing Required? Yes ___ No X

DEPARTMENTAL RECOMMENDATION:

The Department of Child Support Services (DCSS) recommends that the Board approve a contract with The Pacific Institute, Inc. for \$104,198 to provide consulting services, including an organizational culture analysis and leadership development, for DCSS from April 12, 2016 through June 30, 2017; and authorize the County Administrator to execute the contract and any subsequent amendments not to exceed \$50,000.

SUMMARY:

DCSS has experienced organizational changes as a result of continued flat funding. Increased automation and business process redesign has allowed the Department to improve performance despite a 35% reduction in staff. Working in an environment of consistent organizational change takes its toll on staff over time. The Department recommends engaging a consulting firm to conduct an organizational assessment and provide training to assist the Department in promoting an adaptive, viable culture and workforce.

FINANCIAL IMPACT:

There is no cost to the County General fund as DCSS is funded with 34% state and 66% federal funds. The contract cost of \$104,198 will be funded through cost savings achieved during the fiscal year and approved at midyear for this purpose.

DISCUSSION:

The Pacific Institute is an internationally established consulting firm using scientifically-based principles of cognitive science to enable organizations and individuals to set and achieve their goals. Their methods are guided by an understanding that individuals can adapt to change if they see value in it and are directly involved in its creation. Based on the belief that people have an unlimited capacity for growth and change, The Pacific Institute specializes in helping their clients learn how beliefs, attitudes, and behaviors can support or inhibit positive outcomes in their careers, their everyday lives, and the performance of their organization.

The Pacific Institute has an extensive background working with government agencies including Solano County Department of Health and Human Services, Sacramento County Department of Child Support Services and Kern County Department of Child Support Services.

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The Pacific Institute would provide a four phase approach:

- Conduct a confidential survey to measure the current culture and desired culture at DCSS, pointing out the gaps requiring attention to successfully impact opportunities and challenges.
- Engage all staff in *Investment In Excellence*, a performance-enhancing seminar using field-tested principles from cognitive sciences.
- Concepts taught in the seminar will be enhanced through a self-paced, self-study audio program with comprehensive study guide and audio MP3s.
- All staff will continue to build on *Investment in Excellence* concepts through a second seminar to build on personal growth while attaching a strong organizational growth focus.

As a result, the Department expects to enhance performance and become an inspiring and admired workplace that retains and attracts high performing employees by understanding and changing the Department's culture to be more adaptive and constructive.

ALTERNATIVES:

The Board may choose not to approve the contract. This is not recommended as this engagement will provide the department an opportunity to strengthen staff to improve service delivery and operational efficiency. This contract will be funded through savings that would otherwise be returned to the State.

OTHER AGENCY INVOLVEMENT:

DCSS worked with the County Administrator's Office and County Counsel in developing this contract.

CAO RECOMMENDATION:

APPROVE DEPARTMENTAL RECOMMENDATION