



Project Profile: The Port of San Diego

Professional Development and Training for the General Services Division

Background:

- The Port of San Diego is the steward of San Diego Bay. It administers two marine cargo facilities, operates the San Diego Harbor Police Department, and oversees 22 public parks. The Port also is charged by the state of California with guiding development along the bay with a carefully selected portfolio of world-class commercial real estate, maritime and public uses.

Situation:

- The General Services division comprises five areas and represents approximately 90 of the more than 500 employees working at the Port of San Diego. General Services had never instituted a formalized training program in the past, but the Port, under new President/Chief Executive Officer Randa Coniglio, has been putting more emphasis on professional development among various employee groups.

Solution:

- A training committee that included a cross section of Port employees conducted an assessment to determine the scope of professional development that was needed. It worked with Corporate College on developing a customized curriculum for different job categories, including electrical, maintenance, gardening, and sanitation. Corporate College personnel shadowed employees on the job to get a better understanding of their work, and they also organized a needs analysis with management from each group to create a training program.

Impact:

- Every employee is required to take part in the ongoing training program, which includes both technical skills, such as understanding electrical standards and electrical currents for electrical workers, and soft skills, which include interpersonal communications and team-building. The impact has been immediate. Employees are developing new initiatives, such as a composting program for gardeners, while also improving their productivity. "This customized training helps employees in areas specific to their day-to-day jobs," said Marco Cromartie, Director of General Services. "It also serves as a healthy dose of motivation, which supports internal morale."