LEARNING & DEVELOPMENT

CITY OF HARRISONBURG



Learning & Development

INVESTING IN EMPLOYEES

A coordinated investment in supervisory excellence, future leadership capacity, and organization -wide professional development.

STRENGTHENS SERVICE TO RESIDENTS

...by building employees' skills, confidence, and ability to respond effectively to community needs.

PROMOTES CONSISTENT, ACCOUNTABLE LEADERSHIP

...through practical supervision practices and management skills across City departments.

PREPARES THE CITY FOR THE FUTURE

...by developing leadership capacity, supporting organizational change, and building a resilient workforce.

Three - Part L&D Strategy

Current Supervisors



Training Program #1

Future City Leaders



Training Program #2

All City Employees



Training Program #3

Elevating Current Supervisors

Training Program #1

ELEVATE: Skills for effective supervision

- **AUDIENCE:** Current **supervisors** and **functional leaders**
- **IMPACT:** Aims to **improve daily performance** and **ensure consistency** in supervisory practices across City departments
- **LEARNING EXPERIENCE:** **Instructor -led** and **content -driven**; trainings feature immediately applicable **resources and best practices**
- **APPROACH/CONTENT:** Provides **practical, policy,** and **compliance-based** training for **managing people** and **operations**

Developing the Next Generation of City Leaders

Training Program #2

Emerging Leaders Academy

- AUDIENCE: Employees who demonstrate **leadership potential** and **aspire to lead in public service** (competitive application process)
- IMPACT: Builds a stronger **internal pipeline** of adaptable, strategic, and ethical leaders
- LEARNING EXPERIENCE: **Discussion-driven and experiential**; **Cohort model** fosters relationship development; **guest speakers** and **case studies** will deepen understanding
- APPROACH/CONTENT: Offers strategic, reflective, **forward -thinking leadership development** for participants, always keeping the **City's bigger picture in focus**

learning Opportunities for All Employees

Training Program #3

City Essentials: Skills for Service & Success

- **AUDIENCE:** **All City employees**
- **IMPACT:** Strengthen professional effectiveness, **cross-departmental collaboration**, and **consistent, high-quality service** to Harrisonburg residents.
- **LEARNING EXPERIENCE:** Practical, **role-relevant trainings** adapted from the *Elevate* and the *Emerging Leaders Academy* programs
- **TRAINING CONTENT:** Focus on **professional skills** that support a **capable** and **service-oriented workforce** (i.e. communication, teamwork, customer service, culture and inclusion, and problem-solving)

"Understanding the ethos for leadership at the City: leadership at all levels, open communication with staff and management, continuous improvement."

"Learning about continuous improvement and high-performance organizations."

"The reminder that number one above all else we serve the residents of Harrisonburg."

"I'm excited to be involved in the other classes and look forward to more continuous learning."

"Hearing directly from the city manager and having candid conversations with peers outside of my department."

94%

of participants would recommend *Elevate* to a colleague



ELEVATE:
How It's Going

Participants' Most Valuable Takeaways (11/12/26)