INNOVATIONS IN THE PUBLIC WORKFORCE

A GOVERNING Editorial Online Forum
Thursday, August 16th, 2012

Sponsored by:
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tod Newcombe</td>
<td>Editor, GOVERNING</td>
</tr>
<tr>
<td>Heather Kerrigan</td>
<td>Correspondent, GOVERNING</td>
</tr>
<tr>
<td>Ryan Evans</td>
<td>Finance Manager, Office of the Governor, Budget &amp; Program Planning</td>
</tr>
<tr>
<td></td>
<td>State of Montana</td>
</tr>
<tr>
<td>Jana Petersen</td>
<td>Director of Administrative Services, Boulder County, Colorado</td>
</tr>
<tr>
<td>Mike Smith</td>
<td>Director, Public Service University, City of Albuquerque, New Mexico</td>
</tr>
<tr>
<td>Katrina Sommer</td>
<td>Sr. Community Development Analyst, Office of Community Dev., St. Louis County, MO</td>
</tr>
<tr>
<td>Jon Bernstein</td>
<td>Director, Vertical Marketing, ADP</td>
</tr>
</tbody>
</table>
Jon Bernstein
Director, Vertical Marketing
ADP
Mike Smith
Director, Public Service University
City of Albuquerque, New Mexico
“We are One City, One Team, whose decisions and actions result in enriched services inspiring public confidence.”
The Backstory

2002 -2003
Concept Development

2004-2007
Concept Prototype Testing

2007
Budget Cuts
Centralized Training Closed

2008 -2009
Underground Movement
to keep the concept breathing

December 2010
New Administration
Mayor Richard J. Berry

January 2011!

What happened to centralized training?

Culture Club
Jan –July 2010

2002 -2003
Concept Development

City of Albuquerque
Public Service University
A Corporate University
"Fostering Excellence in Public Service through Life Long Learning"

Opened our doors
January 2011!
OUR PROMISE TO THE COMMUNITY

We are One City, One Team, whose decisions and actions result in enriched services inspiring public confidence.

OUR VISION

Public Service is viewed as a positive career choice in the eyes of the public and employees. Learning strategies are a key performance indicator in organizational and community planning and outcomes.

OUR MISSION

To continuously build and drive a learning organization system that instills excellence in employees, organizational and community behaviors, image, and results. This is achieved through the use of strategic blended learning delivery systems that support the attainment of prescribed organizational and community based goals. All learning strategies consider the best interest of promoting effective, efficient, and positive behaviors and processes that favor and promote “Public Service Careers”.

City of Albuquerque
Public Service University
A Corporate University
“Promoting Excellence in Public Service through Life Long Learning”
Blended Learning System Schema

Learning Content Management System
(Camtasia, Articulate, Adobe E-Learning Suite)

Learning Management System
(Globalclassroom.us)

ERP
PeopleSoft
HR E-File

Talent Management System
Blended Learning System Development Schema

- Issue
  - Learning Needs Analysis
  - Determine Learning Needs
  - Identify Parallel Processes
  - Establish Learning System Requirements

  - Identify Learning System Delivery Methodology
    - Outcomes
    - KSA's
    - Resources
    - Time
    - Change Profile
    - Classroom
    - On-Line
    - CBT
    - Distance
    - Blended
    - Coaching
    - Mentoring
    - Job Aids
    - Social Media

- Alternative Action
  - Learning Issue?
    - NO
    - YES

- Follow-up
- Measure
- Deploy
- Design
- Identify Learning System Metrics
Blended Learning System Development Schema

Supervisor Position Vacancy Rates & Competencies

Alternative Action

Learning Needs Analysis

Determine Learning Needs

Identify Parallel Processes

Establish Learning System Requirements

Identify Learning System Delivery Methodology

- Outcomes
- KSA's
- Resources
- Time
- Change Profile

Pre-Management Development Program

Follow-up

Measure

Deploy

Design

Identify Learning System Metrics
Pre Management Development Program

Input

- No prior Supervisory experience
- No management degrees
- Passing Accu-placer Scores
- Writing Sample
- Pass computer literacy screening
- Recommendation from Director
- Work Keys scores minimum
- Selection by Learning Council
- Appointment by CAO
- Desire to promote in to a supervisory capacity

Transformation/ Shaping

- 40 hours a month live classroom /mentoring (Socratic Method)
- 40 hour a month web based learning
- REAL Business Plan
- REAL Project Plan
- Complete 7 credit hours at CNM Community College
  - Principle of Mgt.
  - Quality Tools
  - Project Management
- Toastmasters International speeches
- WorkKeys 5-5-5 (Reading for Information. Locating information, Applied Math)
- OSHA 10
- Exposure to hiring executives

12 months

Outcome

- Graduates receive 2 years service credit as a supervisor when applying for City jobs
- Proven abilities
- Job ready entry level supervisors
OUR MAJOR EXTERNAL PARTNERS

New Mexico Department of Workforce Solutions

CNM
Find your course.

Global Classroom

innovate educate

Toasted Masters International

WORK KEYS
JOB SKILLS ASSESSMENT SYSTEM
Better applicant screening for high turnover positions

Blended Learning System Development Schema

- Issue
  - Learning Needs Analysis
  - Determine Learning Needs
  - Identify Parallel Processes
  - Establish Learning System Requirements
    - Outcomes
    - KSA's
    - Resources
    - Time
    - Change Profile
  - Identify Learning System Delivery Methodology
    - Classroom
    - On-Line
    - CBT
    - Distance
    - Blended
    - Coaching
    - Mentoring
    - Job Aids
    - Social Media

- Alternative Action
  - YES
  - NO
  - Learning Issue?

- KeyTrain

Follow-up
Design
Measure
Deploy

- WorkKeys
- City of Albuquerque Public Service University
  - "One City, One Team"
  - "Promoting Excellence in Public Service through Life Long Learning"
COLLECTIVE IMPACT FOR THE CITY'S FUTURE
City / New Options Partnership

Albuquerque: first large municipality in the country to integrate skills-based hiring using WorkKeys
In February 2011, Innovate+Educate signed an MOU with the City of Albuquerque to create a partnership under the New Options Project, funded by the W. K. Kellogg Foundation. The agreement included $125,000 in in-kind services for the City to deploy a skills-based hiring strategy.

- Profiling for permanent positions across City of Albuquerque
- City of Albuquerque event with New Options – Summer 2011
- Job profiling training – costs and travel to training
- Technology services – including wiring, bandwidth needs
- Integration of HR portal with New Options (Monster) portal
- Part time intern from UNM assisting with the Project
2011-2012 STRATEGIES

• Integration of summer jobs into the New Options database
• Continued training with City of Albuquerque
• Continued profiling services for positions in City
• Working with CNM to develop management training program
• Continuing to keep intern on staff
• Creating a 3 day a week position to help with providing assessments at Public Service University headquarters
• A partnership with the Hispano Chamber of Commerce to expand testing services
• A 3 year unlimited license purchase between I+E and NM DWS (value $400,000)
What is the New Options Project?

Skills-based Hiring
In New Mexico we are leading an effort to transform the national employment system that increases job opportunities for all citizens by shifting the hiring paradigm to include measures of ‘real world’ skills (not just traditional measures like degree & resume.)

The New Options Project is a national, multi-year initiative of the W.K. Kellogg Foundation
SKILLS-BASED HIRING: THE ECOYSYSTEM

1. Job Profiles: Employers code job openings by skills required

2. Skill Profile: Individual takes assessments to determine skill scores

3. Education/Training: Targeted to Closing Specific Skill Gaps

4. Marketplace of Jobs Offered by Skill Scores

Powered by Monster

https://newoptionsnm.blackboard.com

http://newoptionsnm.com

Skill up! Resources

https://newoptionsnm.blackboard.com
Profiling versus Not Profiling

Select Position

WorkKeys®

Not-Profiled
Skills need estimated
Not EEOC Compliant

Profile Position
Skills need verified
EEOC Compliant
Profiled City Position Vacancy

Job Profiling a Position

1. Hire a ACT Licensed Job Profiler
2. Select Skills to Profile
3. Determine Incumbent Size
4. Analyze and determine EEO requirements
5. Schedule SME’s
6. Profiler Job Site Tour/Job Shadow
7. ACT Profiler Conducts Profile Session
8. Profiler analyzes data & writes report
9. Final Profile Report Review Session
Work Keys System Profiled Deployments

- Traffic Engineering Technician Helper B
- MCO/Sun Van Driver (Pool Position)
- Commercial Collection Driver
- Residential Collection Driver
- Airfield Worker
- Aviation Police Officer
- Animal Service Worker
- FCS Teaching Assistant
- Transit Security Officer
- City Security Officer
- Custodian
We are a solutions-focused team of dedicated human resources professionals who serve Boulder County’s most valuable asset, our employees, by providing services to attract, develop, motivate and retain a diverse workforce.
- Foundations in Public Service Certificate
- Catch the County Culture
- Catch the Bus
- Institute of Public Service
- Leadership Academy
One year development program that offers training in Organizational Stewardship, Personal Mastery, Interpersonal Mastery, and Boulder County Business Acumen.

- Mentor pairing
- Action Team project
- Group trainings
- Living Leaders series
- 360° Evaluation and Coaching

Total cost: $25,000 per year
GOALS OF LEADERSHIP ACADEMY

- Assist the County with succession planning related to expected high turnover in upper and middle management roles in the coming years.

- Proactively support the retention of employees of diverse backgrounds by giving them opportunities for professional development.

- Fulfill the County’s mission to provide the best in public service through role modeling.

- Enhance cross-departmental collaboration and cooperation by building relationships among employees from different work groups.
Leadership Academy Results
Participant Demographics 2009-2011

Gender and Ethnicity

- Female
- White
- Hispanic
- Black
- Asian
- Male
- White
- Hispanic
- American Indian

By Department

- Administrative Services
- Assessor
- BOCC
- Clerk & Recorder
- Community Services
- County Attorney
- Housing & Human Use
- Land Use
- Parks & Open Space
- Public Health
- Sheriffs
- Transportation
- Treasurer
Program Highlights

- From 2009-2011, 54 graduates of the program
- Average tenure of participants, 9.4 years
- 2012 class is largest class to date with 23 participants
- Only 4 have left the county
- NACO Award Winner 2010
- 19 graduates have been promoted or assigned higher level duties
Q&A with Ryan Evans and Katrina Sommer

Ryan Evans
Finance Manager
Office of the Governor
Budget & Program Planning
State of Montana

Katrina Sommer
Sr. Community Development Analyst
Office of Community Development
St. Louis County, Missouri
Questions
INNOVATIONS IN THE PUBLIC WORKFORCE

A GOVERNING Editorial Online Forum
Thursday, August 16th, 2012

Thank you for attending!