



Employee Development Strategy

Organization, Personnel and Technology Committee
Item 7b
October 14, 2014

Purpose

- Strategy and Goals of Organizational Development and Training (OD&T) function
- What drives our strategy?
- Trends in learning and development
- Types of training we support
- What's Next?

Strategy and Goals of OD&T

- Build job related skills and proficiencies within existing staff for promotional opportunities
- Support management development with customized training
- Provide learning and development options to create a talent pipeline for future opportunities
- Provide organizational consulting to District management

What drives our strategy?

- Over 50% of our employees are eligible to retire
- Remaining workforce needs to be prepared for future opportunities
- Technologies are changing
- Less time is available for classes
 - Need quick, easy just-in-time learning options
- Changes in regulatory requirements
- General Manager's priorities and Business Plan

Trends in Learning and Development

- Recent studies indicate that Learning is:
 - 70% from on-the-job experiences
 - 20% from other individuals, mainly bosses
 - 10% from classroom and readings
- As a result, employees and managers need:
 - On-line and 24/7 learning opportunities
 - Training tied to actual performance of duties
 - An understanding of generational differences
 - Coaching support and advice

How we support these trends...

- 80% of new training offered is on-line
 - Includes a library of books and webinars
- Create curriculum that is tied to our new *MyPerformance* evaluation system
- Job specific coaching
- Raise awareness for generational differences in learning

Types of training we support

1) Mandatory Training – required by law or directed by the General Manager

- **For Employees:**

- Drug and Alcohol Awareness
- EEO-Sexual Harassment Awareness
- High Rise Training

- **For Managers:**

- Reasonable Suspicion Training
- EEO-Supervisory Responsibility
- Performance Conversations

Types of training we support

2) Employee Development – training to enhance job knowledge, skills, and abilities

- **Examples include:**

- Effective Everyday Writing Skills
- Teamwork
- Project Management Essentials
- Computer Software classes (i.e., PowerPoint)
- Communication Styles
- Mentoring/Internship programs

Types of training we support

3) Leadership Development – training to sustain and improve the “Quality of Management”

- Examples include:
 - Leading Technical People
 - Delegating for Shared Success
 - New Manager Orientation
 - Various labor law seminars
 - WSO Management Academy

Types of training we support

- 4) Career Development – training to prepare for future work and promotional opportunities
 - All classes and learning on employees' own time
 - Examples include:
 - Tuition Reimbursement program
 - Moving into Management
 - Preparing for Job Interviews
 - Partnering with local universities to bring classes to our facilities

Other Types of Training Include...

- Consultation services with an Organizational Development analyst/expert
- Examples include:
 - Team Building and Collaboration
 - Change Management
 - Mediation and Conflict Resolution
 - Management forums and workshops
 - 1 on 1 Coaching to develop Leadership Competencies

What's Next?

- Continue to develop management training to prepare for future retirements
- Continue to develop job specific training programs to improve skills and opportunities
- Partner with Groups to provide consultative services
- Provide support and training for managers in managing performance
- Coordinate Employee Inspection Trips
- Design cross-training opportunities



End of Presentation