

Workforce Development 2020-2021 SNAPSHOT



In this snapshot, we will cover

Workforce Development

- 1. Leadership Framework**
- 2. Focus on Continuous Improvement
(Learning + Innovation)**





Leadership Framework - Strategic Plan



STRATEGIC
PLAN 2019
25 BY 2025



Strategic Goal 6.1 - Recruit and *retain* a skilled and diverse workforce

Strategic Goal 6.4 - Implement *leading-edge practices* for achieving *quality and performance excellence*

Strategic Goal 6.5 - Deliver services *timely and effectively* with focus on *continual improvement*

Expand workforce development and organizational focus on continuous improvement through targeting training, activating partnership and growing best practices

Become a *model for activating interagency and multisector partnerships and demonstrate results* and under the Communities of Excellence framework

Strategic Direction

PROCESS and SYSTEMS = RESULTS



How we get there

Local Government Services Profile



6,500+ employees

1,000+ job titles

140+ work locations

26 departments

*Spanning across **250+** square miles*



“

It's culture that leads to commitment and ultimately performance.”

FINANCIAL FOCUS

ORGANIZATIONAL DISCIPLINE

FROM
\$7.3M DEFICIT TO **\$18M** GENERAL FUND SURPLUS
THROUGH BUDGET DISCIPLINE (FROM **\$33.4** TO **\$52.6M**) TO
ADDRESS OUR PRIORITIES AND SHAPE LONG-TERM STRATEGY

\$99M

IN SAVINGS & EFFICIENCIES

\$285.9M

IN NEW REVENUE

4

CONSECUTIVE YEARS WITH
ZERO AUDIT FINDINGS



OUR WORKFORCE

PROCESS IMPROVEMENT PROGRAM HAS ENGAGED

500+ PARTICIPANTS

98% OF OUR WORKFORCE UNDERSTANDS CONTRIBUTION TO MISSION VISION AND VALUES (2019 EMPLOYEE ENGAGEMENT SURVEY)

CONTINUOUS IMPROVEMENT TRAINING FOR

100% OF CITY DEPARTMENTS

6

YEARS OF PAY RAISES, HEALTH AND FITNESS INCENTIVES AND AFFORDABLE HEALTHCARE COSTS

85+

CROSS-FUNCTIONAL TEAMS



EXCELLENCE POWERED BY A HIGH PERFORMING GOVERNMENT

Our approach to learning + innovation

Pursue Performance Excellence
Grow Best Practices
Partnerships
Targeted Learning

- Continuous Improvement Training + Assessments
- Process Improvement/LSS Training + Projects
- Lead and participate in cross-functional teams
- Succession implementation
- Encourage skillset development
- Staying connected

Course Catalog
Curriculum based Learner Paths
Leadership Series
Leaders/ Directors as coaches
Intern and Mentorship Program
Learning Management System
Tuition Assistance Program



Targeted Learning

Performance Excellence

Continuous Improvement Criteria
Learning and Development
Process Improvement Program (PIP)
Performance Evaluation
Five Year Development Plan for all
Voice of the Customer Data, Surveys

Recruit & Retain skilled/ diverse workforce to deliver exceptional service

Grow Best Practices



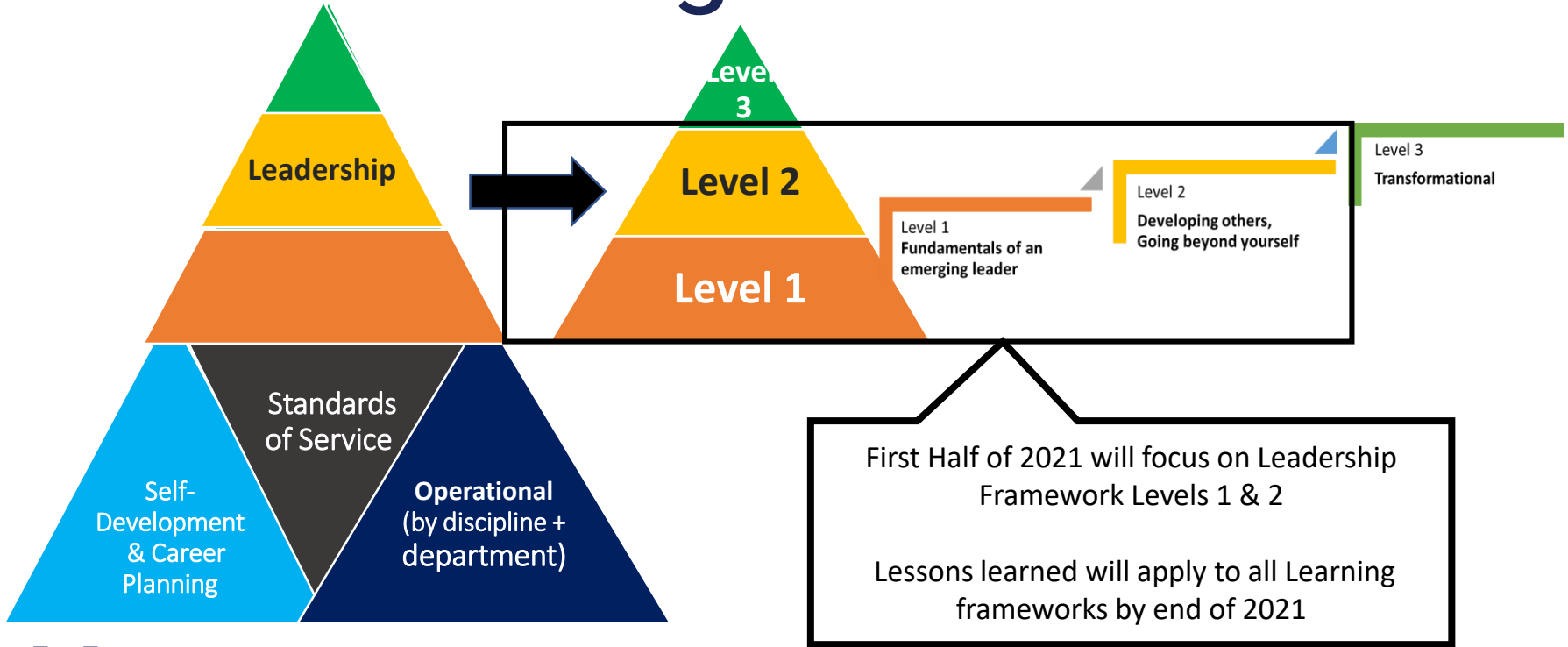
Communities of Excellence

- Youth Strategic Budget Advisory
- Process Improvement
- Best Practices Series/Symposium

Partnerships

Refresh management toolkit
New 100-day plan template
New Cross-Functional Team tools/templates
Dashboards

Learning Framework



2021 Leadership Series

Leadership Framework

Leadership Framework - Strategic Plan

Strategic Goal 6.1 – Recruit and *retain* a skilled and diverse workforce

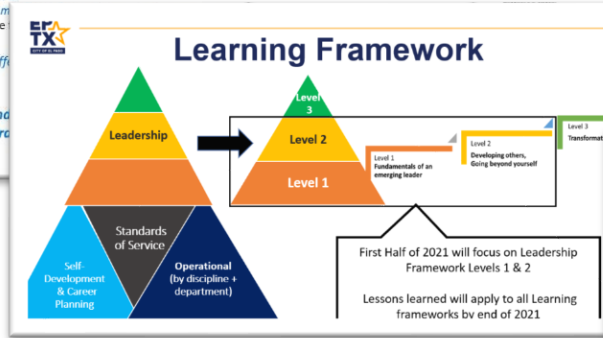
Strategic Goal 6.4 - Implement *leading-edge practice performance excellence*

- Expand workforce development and organizational targeted training, activating partnerships and growing talent
- Become a model for activating interagency and multi-agency results and under the Communities of Excellence

Strategic Goal 6.5 – Deliver services *timely* and *efficiently* through continuous improvement

25 by 25 – Expand workforce development and continuous improvement through targeting top growing best practices

Learning Framework



Senior Leaders/Directors Lead

Existing Leadership Training

- Leadership I (OTF)
 - Character Traits
 - Executive Leadership Competencies
 - Writing Process
 - Executive Briefings
 - So You Want to be a Supervisor?
 - Process Improvement 101
 - Stretch Self

Level 1: Fundamentals of an emerging leader

- Essential Learning Skills
- Verbal and Nonverbal Communication
- Continuous Improvement

Level 2: Developing others, going beyond yourself

- Presenting, Delegating and Debriefing/Feedback/Communication
- Ensuring Alignment, Culture and Working
- Leading a Cross-Functional Team

Level 3: Transformational

- Leading for Innovation
- Internal Coach/Supervisor Training (OTF)
- Collaborating + Communicating for Results
- The Art of Storytelling
- The Art of Negotiation
- Adapting to Change/Success
- Change Management/OTF
- Communication
- Path toward Service Excellence

Senior Leaders/Directors Teams
Co-create and Facilitate 30-minute session

*Note: 1 leader/director who leads topic & 1 strength and leader/director who

Leaders Facilitate Learning

30 Minute Sessions in Microsoft Teams

Duo chooses Format | Duo Design Session | Duo Delivers Session | Session creates artifact

30 Minute Session:

- Max 10 participants
- Min 4 participants
- Predefined artifact (recording, article, form)
- Leader/s speak < 50%
- Survey for feedback "spread the joy"

Format Options ... Can expand in future

3 Lessons	Mentor Moment	Video & Discussion	Role Play Scenario	Book/Article Club	Game Show
Facilitator	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator
Facilitator	Facilitator	Facilitator	Facilitator	Facilitator	Facilitator

Recording of session and/or other learning artifact input into BlackBoard as on demand self-study learning

Spread the Joy:

- At end of session two participants nominated to improve & lead next session (fun "vote" or facilitator choice)
- Every participant nominates 1 or 2 City employees to participate in next session

Learning & Innovation team to assist in consistency



Our Workforce

Engaging + Empowering our WORKFORCE
Creating a space to **lead by innovating**

Our Operations

Controlling cost

Improving cycle time & productivity

Reducing variability while adding capacity

Our Customers

Engage and **listen** to our residents

Serve and **exceed expectations**

Build relationships

**PROCESS
IMPROVEMENT
PROGRAM (PIP)**

PIP Tool Box

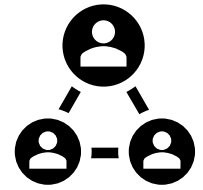
Pursuing opportunities for innovation

6σ ^{LEAN} Lean Six Sigma Projects



Kaizen Events

A3 A3 Projects



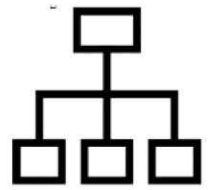
Design thinking (HCD)



Survey Analysis



Data Analysis



Process Mapping



Scope Analysis

Our PIP Program

Pursuing Innovation

Employees
engaged in
the PIP

500+

⚙️ Cross-functional

⚙️ Customers

Departments
trained in the
PIP

100%

⚙️ Process owners

Departments
with PIP
projects

88%

⚙️ Subject Matter Experts

Delivering Results

PIP Paths



Lean Six
Sigma
Training



White Belt + Yellow Belt + Green Belt Training + Black Belt (next development cycle)

**HUMAN
CENTERED
DESIGN**

Stanford University



Designing for Social Systems



Innovation Training



**Centre for
Public Impact**
A BCG FOUNDATION

HUMAN CENTERED DESIGN

**Designing for,
Designing with,
Supporting
community
design**



**Understand
people
deeply**



**Gain insight to
discover new
possibilities**



**Be generative
before
deciding**



**Make ideas
tangible**

Why use design-based innovation?



Provides a **framework and mindsets** to foster innovation



Gives your team the tools to successfully understand and tackle **complex problems in new ways**



Focuses on **understanding the root causes of a problem** rather than jumping to a solution



Promotes **productive collaboration** and brings in stakeholders early to build support with key partners and residents

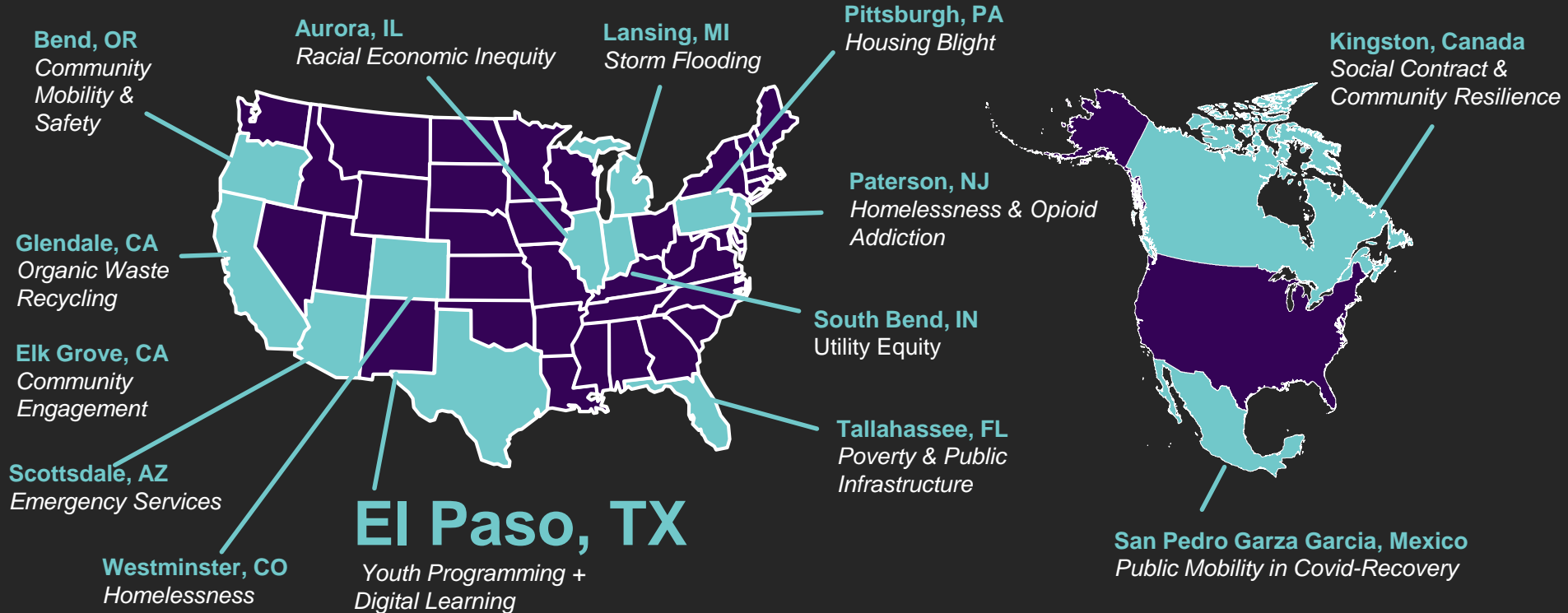


Reduces the risk of wasting time and money on ideas that don't work



Helps **generate and test** creative ideas that have **measurable impact**

There are fourteen cities across North America participating in the Innovation Training Program





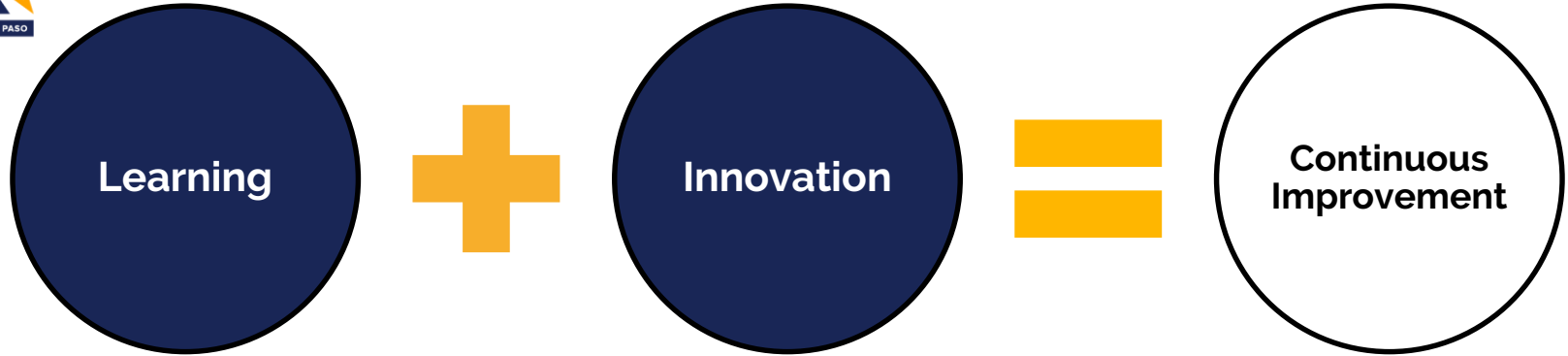
PIP Results

\$38,000,000 +

**Program Impact
Cost Avoidance + Savings +
New Funding Secured**

90,000 +

Process Hours Saved & Capacity Added



Seven comprehensive criteria guide our continuous improvement work:

Leadership, Strategy, Customer Focus, Measurement + Analysis, Workforce Focus and Operations all leading to Results

From Strategy to Action



Expand workforce development and organizational focus on continuous improvement through targeting training, activating partnership and growing best practices

Connected action item (#25):

- Provides for trainings/learning events to support our Continuous Improvement work
- Advances our organizational maturity in the seven performance excellence criteria
- Directly supports our workforce development focus--- develop leaders @ all levels

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