



Wisconsin Future Leadership Intern Program (wFLIP)



A Shared-Services Model

Idea Behind FLIP

- ELA group wanted to address state retirement issue
- Concerns over how to recruit new generation of managers into public service
- Identified a void in current efforts by state
- Recognized a federal effort to address issue, and modified to fit Wisconsin

Wisconsin's Challenge

- 40% of classified employees will be eligible for retirement (OSER), by 2015.
- 61% of employees covered by the Wisconsin Retirement System are “baby boomers.”
- All state agencies share a challenge – inefficient to solve it separately.



Goals of Program

1. To attract to state government a variety of academic disciplines & interests, who have a clear interest in, and commitment to, excellence in the leadership of public policies and programs.

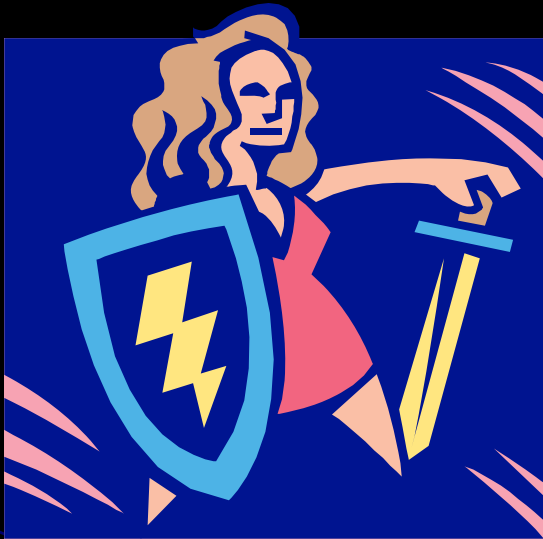


Goals of Program

2. To attract students from diverse social and cultural backgrounds.



Goals of Program



3. To provide agencies with continuing source of trained employees to meet the future challenge of public service.

Goals of Program

4. To ensure a premium candidate pool through shared services, by jointly recruiting candidates and assessing their skills.



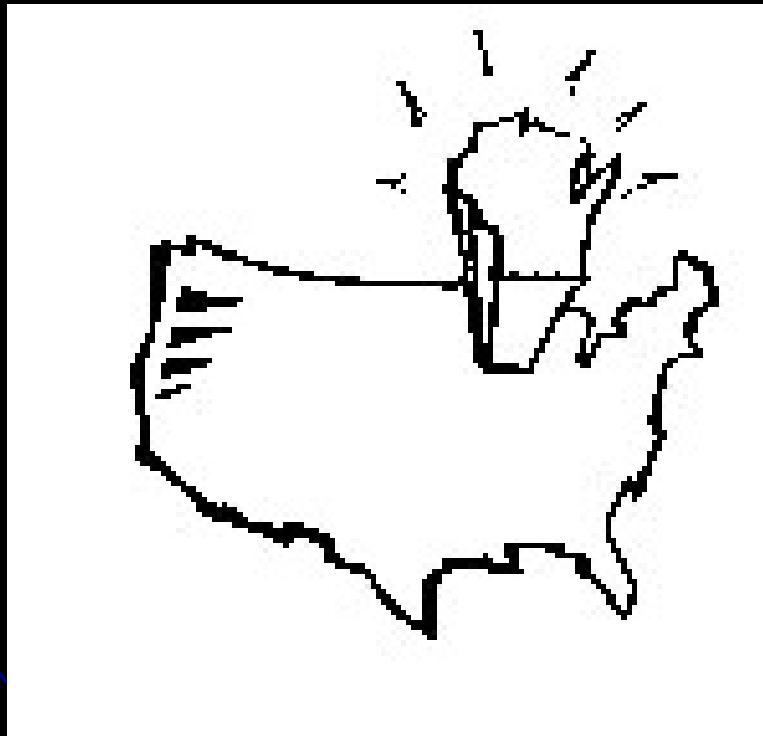
Anticipated Program Outcomes

At the end of 5 years, our success would be to:

- Provide quality employees to quickly fill vacant leadership positions.
- Develop a new class of public service leaders.
- Stop the brain drain.
- Provide job security from traditional “internships.”
- Partner with the Governor’s Wisconsin Covenant with students, as a “next step” for retaining Wisconsin’s best.
- Cost saving through joint training.



How Would FLIP Work?



Participants

- Coordinating state agency
 - OSER
- Participating agencies
 - State agencies
- Educational systems
 - UW system schools
 - Wisconsin private schools
- Student participants - interns



Roles and Responsibilities

OSER is the central coordinating agency, responsible for:

- Overall FLIP development and operations.
- Marketing and recruitment of interns.
- Selection of FLIP Candidates – process & criteria for selection.
- Retention criteria and program evaluation.
- Central training – development of leadership and supervisory abilities, including time management, project management courses, etc.
- Being a resource for other state agencies.

Roles and Responsibilities

Participating Agencies are responsible for:

- Selecting interns from FLIP candidates
- Having a FLIP coordinator – to track, evaluate and mentor interns.
- Promoting rotations internal to agency and allow external rotation of interns.
- Supporting training for interns – both internal and with FLIP interns from other agencies (latter is OSER-sponsored).
- Retaining qualified interns for permanent employment



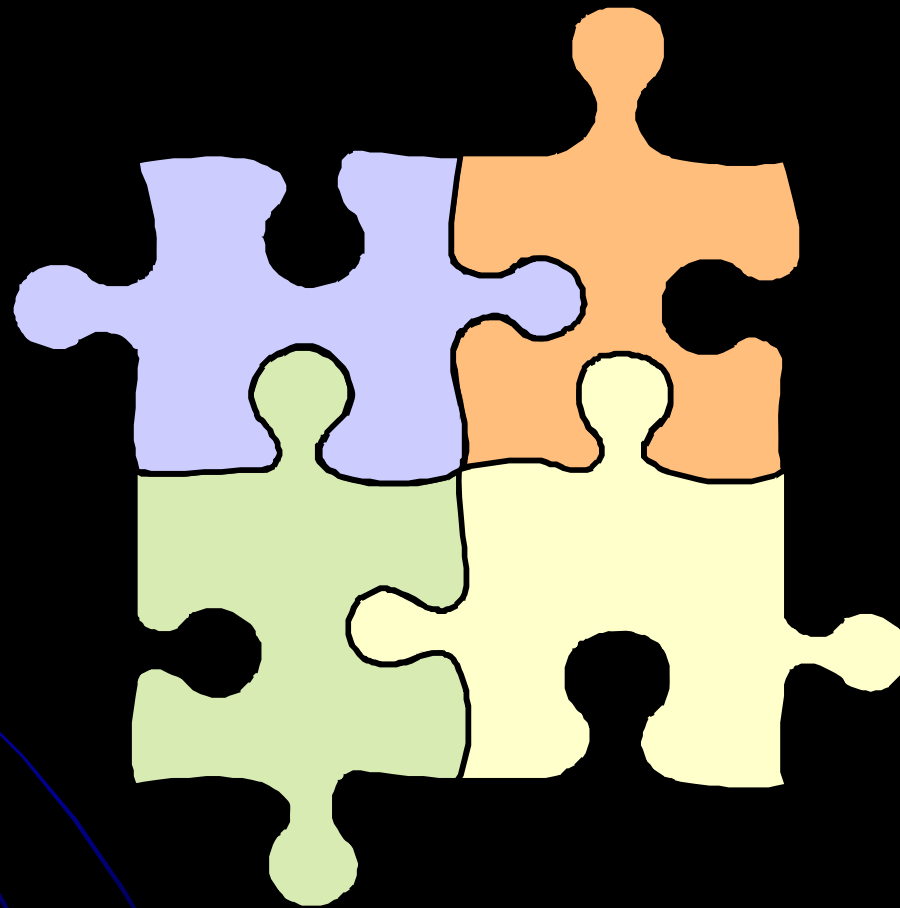
FLIP Coordinator Council

- Council consists of each agency's FLIP coordinator and OSER coordinator.
- Council chairperson and administrative support will be rotated on an annual basis.
- Council will meet on a quarterly basis.

Purpose of Council

- Share best practices
- Critique what is working and what is not working.
- Discuss benefits/gaps of rotation schedule.
- Provide OSER with feedback on training, schedule and administrative guidelines.

FLIP: How it works



Steps in FLIP Process

1. Recruitment of FLIP interns
2. Selection of FLIP intern “pool”
3. Agency selection/hiring of FLIP interns
4. Internships at each agency
5. Retention of interns



Step 1: Recruitment

- OSER recruits applicants through a network of education institutions and government agencies.
- Interns are nominated by their schools or self nominate.
- The competitive process covers applicants:
 - Breadth and quality of accomplishments
 - Capacity for leadership
 - Commitment to excellence in leading and managing public policies and programs
- Written applications are submitted to OSER.

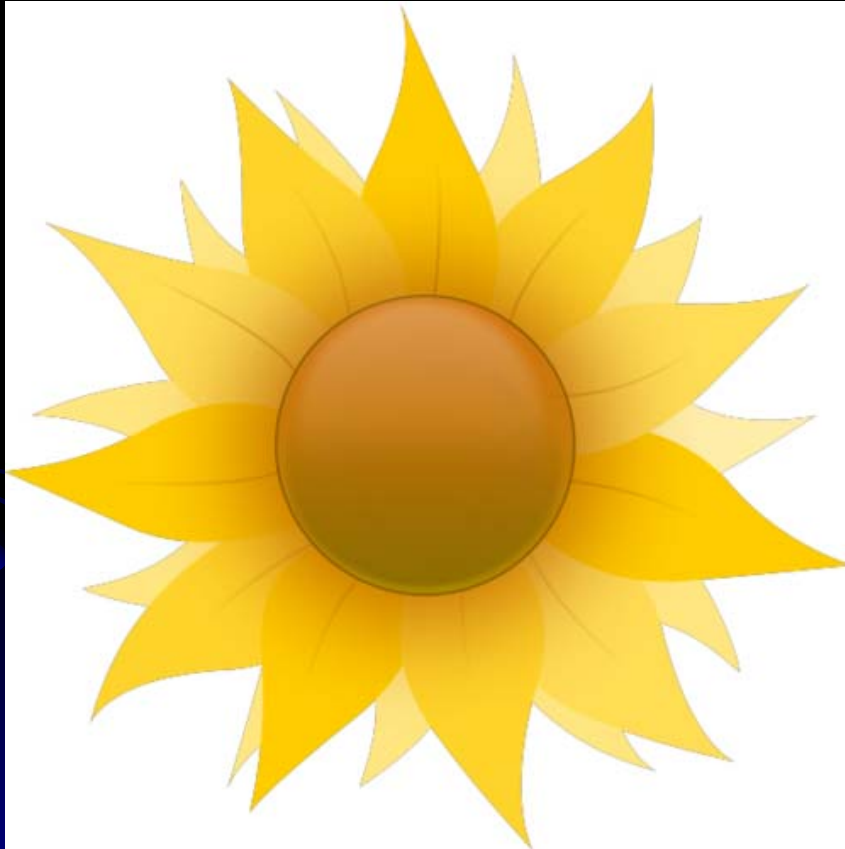
Step 2: OSER selection of candidates

- a. Written application evaluated based on superior writing, interpersonal, analytical and leadership skills
- b. Interview conducted by panel of public servants
- c. Selection into “FLIP pool” by OSER
- d. Orientation session – including overview of participating agencies, and intern opportunities

Step 3: Agency Selection & Hiring

- Participating agencies advertise available internships
- Interns attend wFLIP job fair
- Agency conducts interviews and selects interns
- Overview of roles and responsibilities within agencies
- wFLIP Coordinator reports to OSER

Step 4: Internship



- Goal is to promote well-versed management candidates, with experience in various functions of public service, such as:
 - Finance
 - Human Resources
 - Management and budget
 - Policy
 - Field operations
 - Other agencies

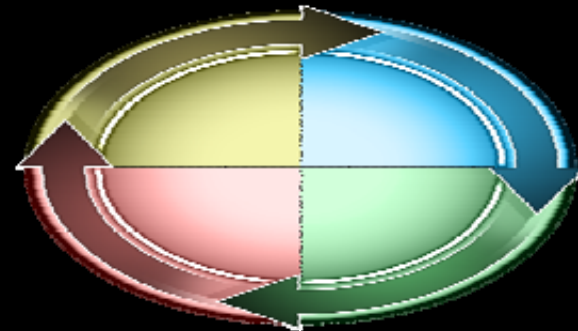
Step 4: Internship

- The intern develops an Individual Development Plan (IDP) that addresses the target position, developmental requirements and recommended activities.
- Internal rotations between divisions and bureaus will last three to four months.
- Interns will attend at least 80 hours per year of OSER sponsored training on state government, its agencies, and available career paths in state service.



Step 4: Interns

- All Interns are required to complete at least one rotational assignment outside of their target position.
- Other outside rotations might also include working for another state agency, a legislative office, and local governmental agencies.
- All assignments are designed to prepare Interns for their target position as well as a future management career with Wisconsin State Government.
- Rotations allow Interns to gain a broader perspective of Wisconsin State Government.



Step 4: Interns



- Rotations are at the discretion of the home agency.
- Can be initiated by agency or intern.
- Ensure proper approvals of all involved.

Step 5: Retention

- At end of two years, provide for successful interns to transition to a permanent position.
- wFLIP Coordinator reports to OSER on performance measures/objectives.
- If an intern does decide to leave conduct an exit interview.
- Ensure wages are competitive with the public sector.
- Develop a tracking tool to monitor success of program.
- Make changes to the program as needed.

Measuring Success



Program Performance Measures

Recruitment and retention of qualified candidates, demonstrated by:

- 80% or higher placement rate;
- 75% retention rate within the first two years of placement;
- 60% retention after 5 years;
- 10% increase in applicants per year to program.

Document what was achieved – Bi-annual Program report to include Recruitment, Placement, Costs, & Retention statistics.



Cost

- There will be a \$6,000 fee paid by the hiring agency to DOA.
- The fee will pay for recruitment, testing, training and assessments of candidates for the program.
- Interns will be considered project employees.
- Upon completion of FLIP, interns will be considered full-time employees.



Benefits to Agency & State

- Future managers with multi-program, multi-agency and field experience. (Well rounded employees).
 - e.g. Future managers with experience and contacts associated with:
 - Human Resources
 - Field staff/operations
 - Finance
 - Policy
- Overall training by OSER invests in employees.
- Increased retention of new employees.
- Attract higher quality candidates out of college/grad school.
- Fill big hole in state talent due to retirement of the baby boomer generation.

Why a shared service model?

Once in a blue moon...

- economies of scale on recruitment & training
- staff rotate within and between agencies
- state is investing in future generation of public servants, not individual agencies



Thanks

Any Questions??

