

Training – A Need for Collaboration

Team 5

- **Cindy Anderson**
- **Kurtis Bock**
- **Anthony Broadbent**
- **Matthew Bronson**
- **Chantell Jewell**

Outline

- Problem definition
- Importance of training
- State training background
- Employee location and agency info
- Training program variance and duplication
- Financial impacts
- Recommendations and implementation

Problem Definition

- Identify current training resources
- Focus on general and personal skills trainings
- Make recommendations for improvement
 - Improved sharing of resources
 - Improved access to training
 - Improved communication of training to employees

Importance of Training

- Keeps employees engaged
- Keeps employee up-to-date with tools of the trade
- Helps with retention and morale
- Increasing retirement numbers will drive the need for training new employees entering workforce

Importance of Training

- "...Dissatisfaction with some employee-development efforts appears to fuel many early exits.." -Forbes, 2013

State Training Background

- Training previously was under the general direction of Department of Employment Relations (DER) prior to the creation of OSER within DOA.
- Because of administrative and budget changes training became the responsibility of each agency

State Training Background

- OSER's role in training is limited
 - Supervisor Training, ELA
- OSER does not have the budget or staff to facilitate a statewide training program

State Training Background

- Wisconsin State Training Council
 - Consists of training coordinators from various state agencies
 - Not funded
 - No formal authority
- No common Learning Management System (LMS)
 - Difficult to transfer records
 - Difficult to register across agencies

Employee Locations

- 37 Agencies

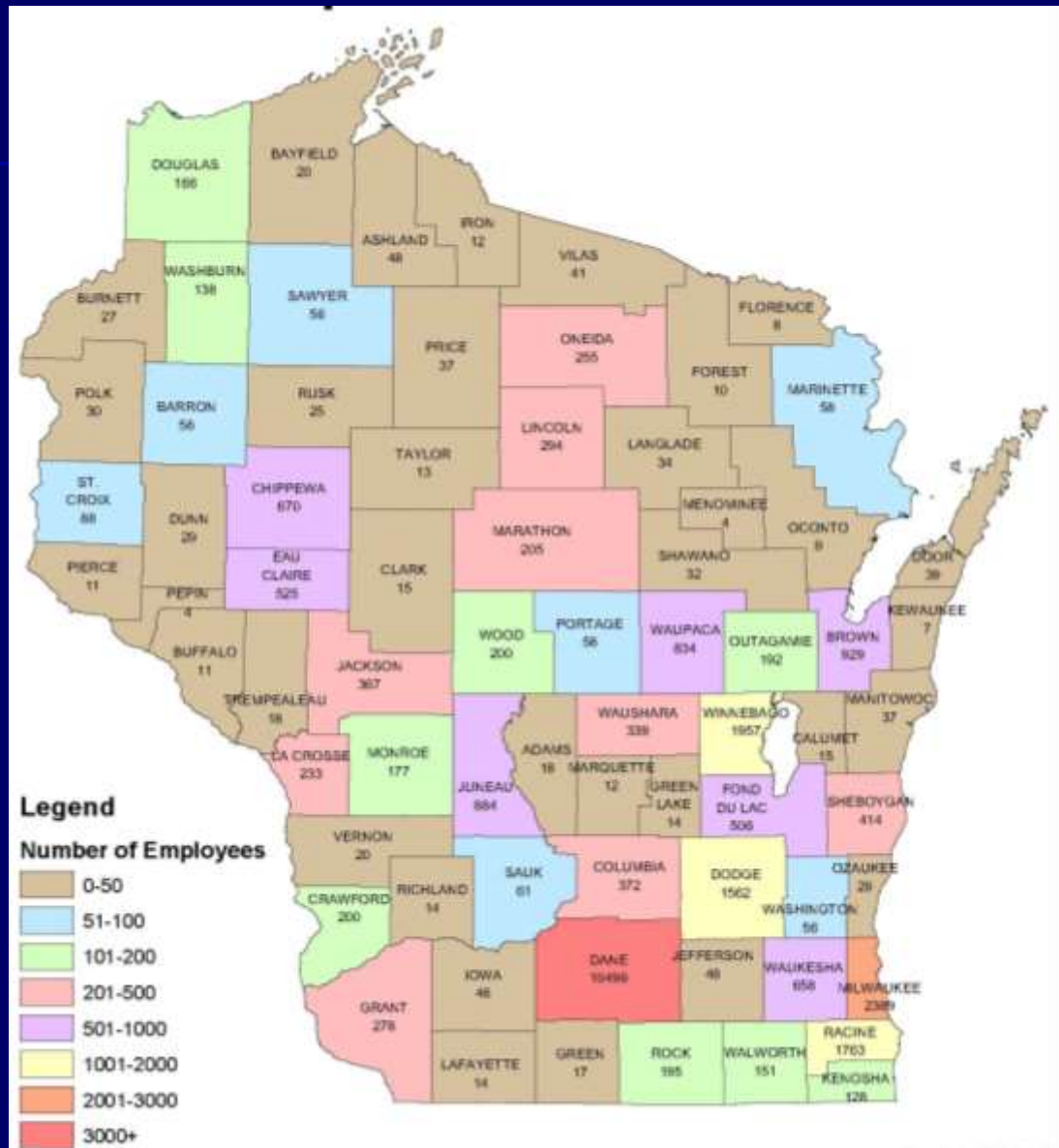
- Employees per agency between 1 and 9394
- 6 largest agencies account for 80% of state employees

- Corrections
- UW
- Health Services
- Transportation
- Natural Resources
- Workforce Development

Employee Locations

- 55% of state employees work outside of Dane and Milwaukee Counties
- Geographical dispersion of employees causes disparity in access to training
- Elimination of barriers to cross agency training offerings would allow more training to occur outside of the Madison and Milwaukee areas

Employee Locations



Training Program Variance and Duplication

- Reviewed DOT, DWD, DOC, DCF training programs
- Duplication in various general personal skills
 - Personal skills
 - Incident Command System
 - IT skills
 - Management skills

Training Program Variance and Duplication

- Dramatic difference in levels of training offered in various agencies
- Less training offered in small agencies
- Duplication of courses between agencies
- Inconsistent course offerings
- Implementation of Executive Order #66, “Lean Government Initiative” example of inconsistent approaches between agencies

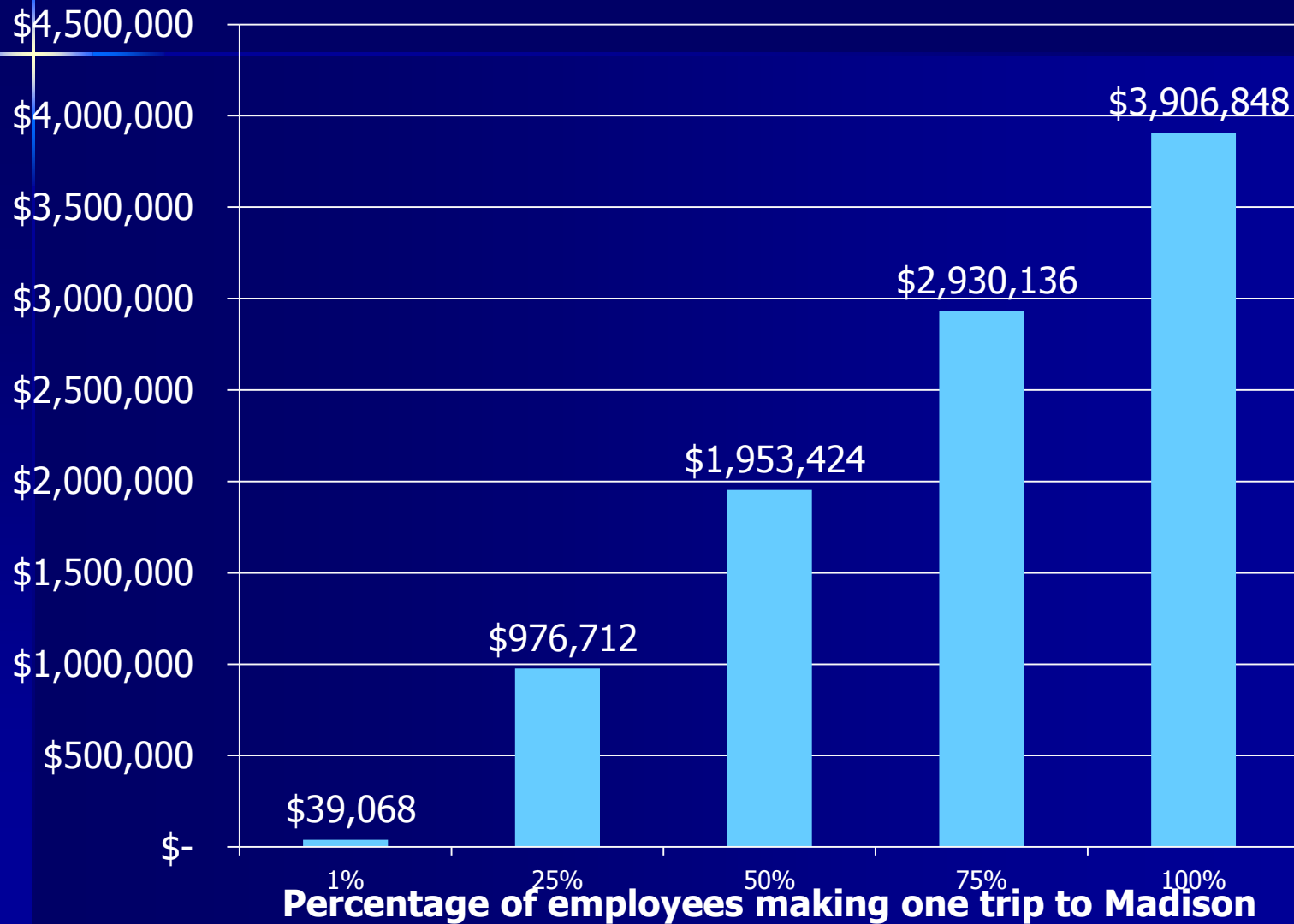
Financial Impacts

- Duplication of courses between agencies increases costs
 - Duplication of training staff, facilities, and materials
- Cross utilization of training resources would reduce overall cost to the state
- Cross agency training would help ensure classes are full

Financial Impacts

- Travel costs can be reduced by holding courses across the state
- If each state employee, outside of Dane County, traveled to one training in Madison the estimated cost is \$3.9 million

Financial Impacts



Recommendations

- Conduct a Lean Government Project review
- Conduct State-wide training survey
- Learning Management System (LMS) – an enterprise LMS application
- Enterprise Training Resource Coordinator
- Decentralize training locations and sharing of courses across agencies

Implementation

- Hurdles to overcome
 - Silo mentality
 - How to fund enterprise training
 - Location of training sites and location of state employees
 - Administration of Enterprise Training Program
 - Hosting
 - Registration

Implementation

■ Benefits

- Reduction of duplicated training
- Standardization of training (e.g. definition, methodology, etc.)
- Promote collaboration and cooperation
- Equalize opportunities for both small and large agencies

Questions?