

State of Wisconsin Training Collaboration Assessment

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Enterprise Leadership Academy – Team 5

Team 5

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Introduction

The team's goal for this project was to identify current statewide training resources and make recommendations for improvements that lead to improved sharing of resources between agencies, improved access to training, and improved communication of training to all state employees.

Training is a need that is common to all agencies, boards, and commissions throughout the state of Wisconsin regardless of the agencies employee size, budget, or mission. Training is best categorized in two distinct areas; general/personal skills training and technical training. This paper will only address general/personal skills, as technical skills are typically best handled at an agency level specific to the need of the employee. However, many of the recommendations could also apply to some cross agency program specific technical trainings.

The information in this report was gathered from various sources including interviews with the Office on State Employee Relations (OSER), Department of Workforce Development (DWD), and Department of Children and Families (DCF).

Importance of Training

Training is an important event that adds to employee morale and the ability for employees to correctly perform their job. In a recent article in Forbes¹, neglecting employee development can drive your employees to seek new employment. The article points to a Harvard Business Review study that stated: "Dissatisfaction with some employee-development efforts appears to fuel many early exits..." Training plays a major part in organizational survival and recession planning, as a knowledgeable workforce may ensure a company's survival².

At this time, improvement to the state's training resources is critical to the growth of our human resources, especially with emerging retirement numbers as the baby boomers exit the workforce. According to the US Department of Labor, over the next decade 40 million people will enter the workforce and 25 million will leave. The state employee population is a reflection of the what is occurring throughout the workforce force in the United States. In a recent training session provided by OSER the average age of employees entering state employment is 47. The state requires agencies to build a three percent turnover rate into salary budget lines. With anticipated high vacancy or turnover rates the need to train a replacement workforce is paramount. In order to train a workforce a system needs to be in place that are going to make best use of resources including time, human capital, facilities, and equipment.

¹ <http://www.forbes.com/sites/victorlipman/2013/01/29/why-development-planning-is-important-neglected-and-can-cost-you-young-talent/>

² <http://www.xeniumhr.com/hr-resources/hr-articles/importance-of-training-on-employee-retention>

State of Wisconsin Employee Training

Training at one time was a centrally managed activity that was run by the Department of Employment Relations (DER). With the reorganization of DER into the Department of Administration (DOA) and creation of the Office of State Employment Relations (OSER) most training was delegated to the agencies. With this move to a decentralized approach, a wide variety of training programs have been established.

Some cabinet level agencies have robust training departments that offer a wide variety of training from general skills (customer service, computer applications, personal development) to program specific (law enforcement, engineering). Many smaller agencies do not have defined training programs and often rely on training provided by sources not organic to the state including the City of Madison and private companies.

The state of Wisconsin has a group called the Wisconsin State Training Council, which consists of training coordinators throughout various agencies that help advocate for training within state government. However, the Council is not funded or recognized by statute and is comprised of interested volunteers, and therefore holds no authority. Strengthening this group with more resources would help improve collaboration between agencies.

A common Learning Management System (LMS) is not used by all agencies, which has lead each agency to be left on its own accord to choose a LMS that the individual agency believes best meets its needs. Since each agency acts independently, the ability to access records and to transfer training information between agencies is nonexistent. When agencies do have the ability to share training space with each other, they cannot register participants in their LMS as they are not recognized as an employee and emails and paperwork must be transferred.

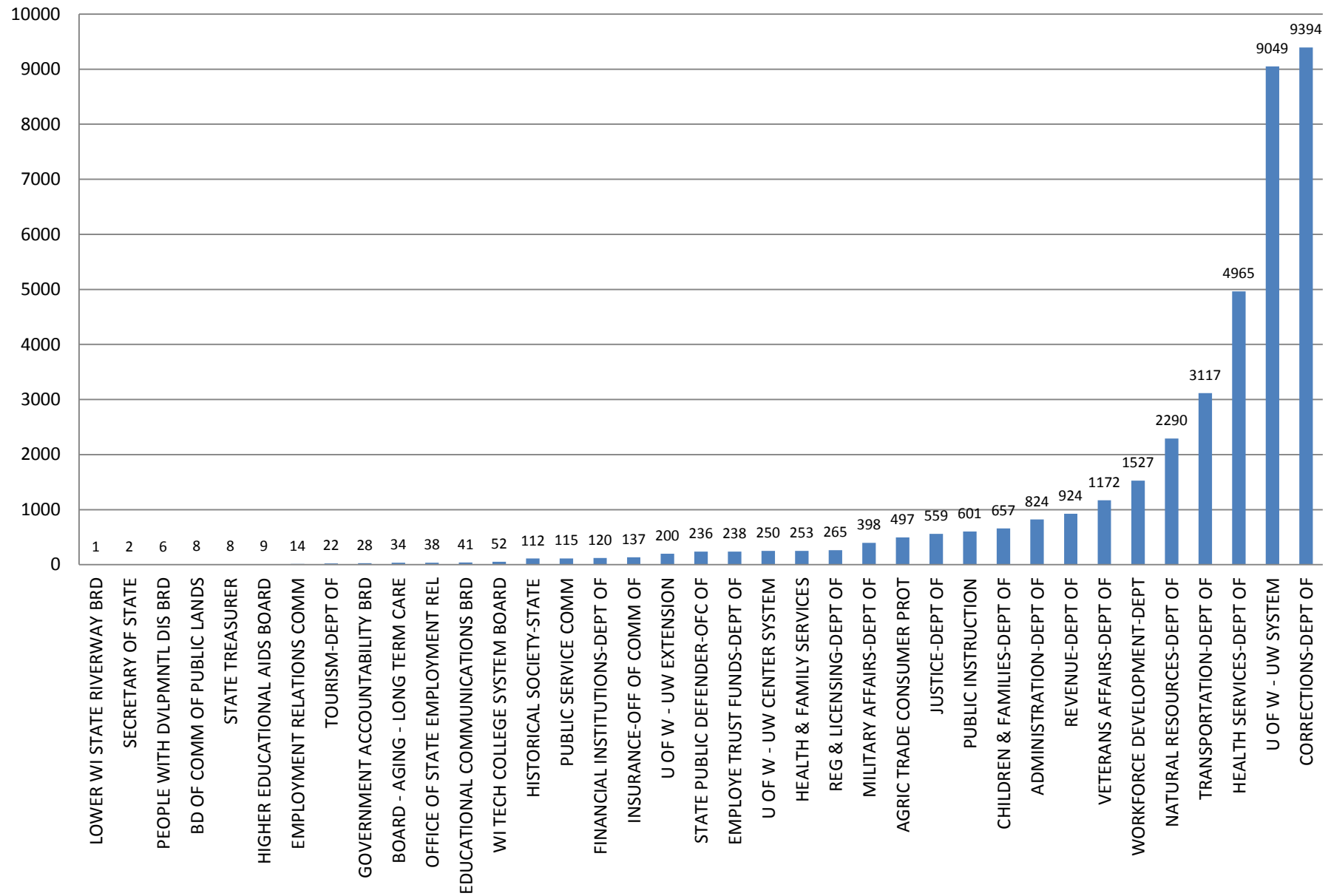
State of Wisconsin employee locations and agencies

The state consists of 37 separate agencies with employee numbers between 1 and 9394. Six agencies comprise 80% of the state's employees (Dept. of Corrections, University of Wisconsin, Dept. of Health Services, Dept. of Transportation, Dept. of Natural Resources, and Dept. of Workforce Development). See page 3 and Appendix A for breakdown of employees by agency.

Based on state employee numbers provided by OSER on April 15, 2013 the state of Wisconsin had an FTE population of 28,685 of which 15,797 (55%) work outside of Dane or Milwaukee counties. To analyze the need for training outside Madison for employees, the headquarters location was mapped for all state employees. We identified large employee hubs in several areas of the state including Milwaukee, Appleton/Green Bay, Central Wisconsin, and Eau Claire areas. See page 4 and Appendix B for information identifying employee headquarter location by county.

The geographical dispersion of state employees causes a disparity in training across the state. Madison tends to be the hub of training as the largest numbers of employees are in the southern counties and this guarantees full trainings for agencies. Many state employees in the Northern counties are not encouraged to attend training in Madison due to the expense of travel and extra time away from work. Eliminating barriers to cross agency training offerings would allow more training to occur outside of the Madison and Milwaukee areas.

Number of State of Wisconsin Employees By Department



Legend

Number of Employees

- 0-50
- 51-100
- 101-200
- 201-500
- 501-1000
- 1001-2000
- 2001-3000
- 3000+

County	Employees
Burnett	27
Douglas	166
Bayfield	20
Ashland	48
Iron	12
Vilas	41
Washburn	138
Sawyer	56
Florence	8
Polk	30
Barron	58
Rusk	25
Price	37
Oneida	255
Forest	10
Marinette	58
St. Croix	88
Pierce	11
Dunn	29
Chippewa	670
Taylor	13
Lincoln	294
Langlade	34
Menominee	4
Oconto	9
Eau Claire	525
Clark	15
Marathon	205
Shawano	32
Door	39
Pepin	4
Buffalo	11
Trempealeau	18
Jackson	367
Wood	200
Portage	58
Waupaca	834
Outagamie	192
Brown	929
Kewaunee	7
La Crosse	233
Monroe	177
Juneau	884
Adams	18
Waushara	339
Winnebago	1957
Manitowoc	37
Calumet	15
Green Lake	14
Fond Du Lac	506
Sheboygan	414
Vernon	20
Crawford	200
Richland	14
Sauk	61
Columbia	372
Dodge	1562
Ozaukee	29
Washington	56
Dane	10499
Jefferson	48
Waukesha	658
Milwaukee	2389
Grant	278
Iowa	48
Lafayette	14
Green	17
Rock	195
Walworth	151
Racine	1763
Kenosha	128

Training program variance and duplication

A review of Department of Transportation (DOT), Department of Workforce Development (DWD), Department of Corrections (DOC), and Department of Children and Families (DCF) training programs yielded varying levels of employee training programs. This review focused on general/personal skills trainings that could apply to any state employee regardless of department or technical function. Numerous duplications were found in areas such as personal skills, safety, Incident Command System, IT skills, and management skills (See Appendix C for training lists).

One conclusion from this review was that there is a dramatic difference in the level of training offered in various agencies, with much less training offered in smaller agencies. There is also a high level of duplication between agencies training programs.

There are also issues identified with training availability and consistency of course content across agencies. In order for training to be consistent, a universal definition of what may be considered an acceptable training module must be developed. State employees tend to move from agency to agency. General training that taken at one agency should be transferable to the next agency. If the state does not have a formalized approach to offering and tracking employee training, each agency is left to establish their own training, and each employee is required to repeatedly document training completed at various agencies.

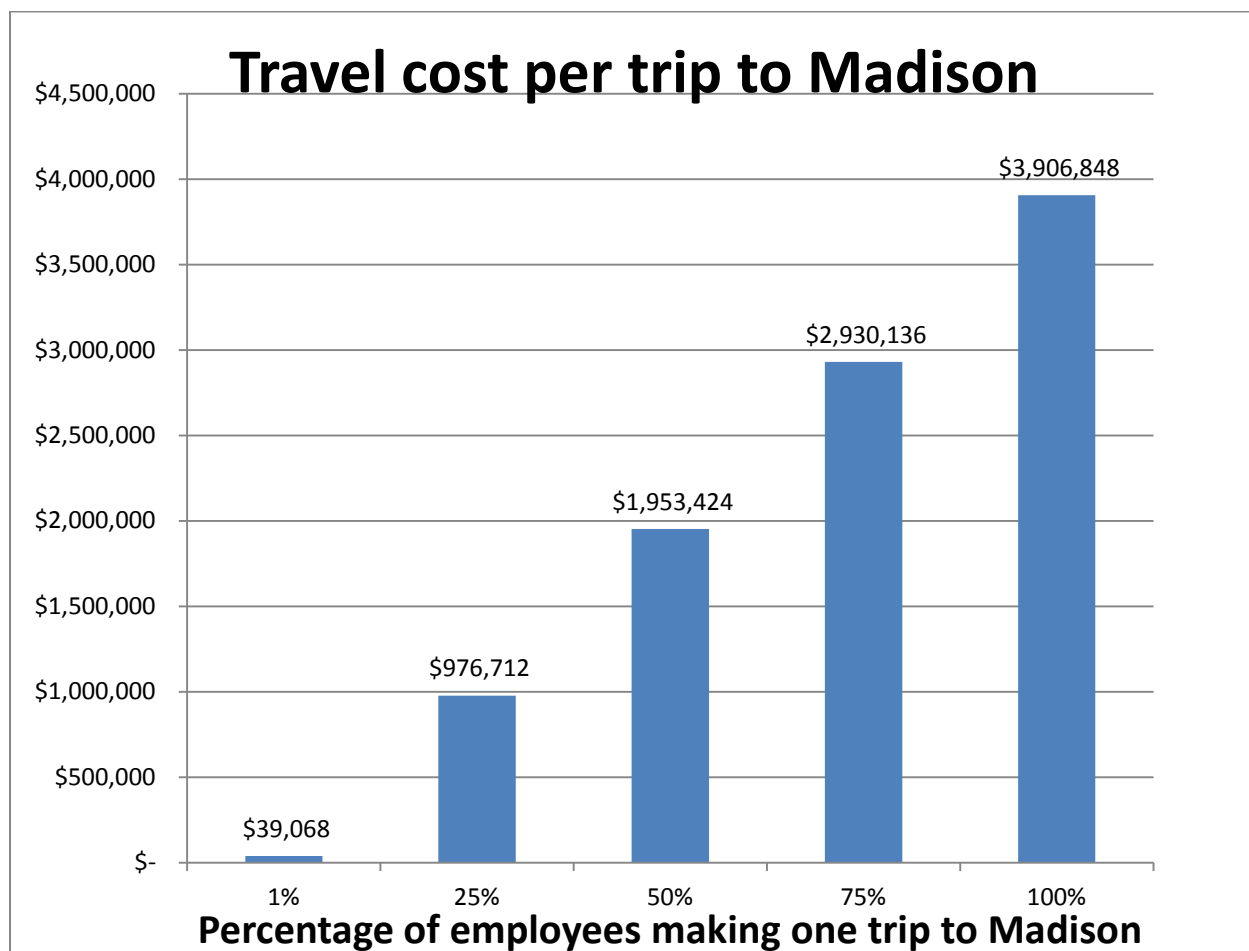
Recently, Executive Order #66³ directed 16 agencies to implement “Lean Government”. While five (5) criteria were defined in the Executive Order, no overarching training was provided to drive the methodology to be used or to define “Lean Government.” Each agency adopted its own approach and plan to train employees. Increased coordination of training between agencies could have reduced duplication and inconsistencies in how this program was initiated across the agencies.

Financial impacts

In a review of four cabinet agencies (DCF, DOC, DOT and DWD) three of the four each offered similar type general skill training opportunities. In doing so, each agency has a dedicated training staff, training areas, and materials to facilitate the training. Each of these is associated with a defined cost (FTE, materials, and space). Cross utilization of training resources, including course materials, training materials, and ensuring classes are full would all reduce overall costs to the state of Wisconsin. Efficiencies gained by sharing of resources would also improve availability of training for all staff across all agencies.

There is a considerable cost savings potential for holding appropriate trainings across the state and making them available to all state employees. Travel associated with centralized training located in Madison contributes a large cost to the state of Wisconsin. Based on state employee population as of April 2013 we modeled the cost of travel to Madison based on the percentage of employees making one trip. The model assumes that each employee traveled and received a full day of meal reimbursement, and if one way mileage exceeds 70 miles that lodging would be incurred. The model does not account for any employee based in Dane County. The potential cost of training if employees had to travel at least once from outside of Dane County could range from \$39,000 to \$3,900,000 depending on the percentage of employees.

³ http://walker.wi.gov/Documents/EO_66.pdf



Travel costs per trip by percentage of employees traveling to Madison					
Percentage of employees traveling	1%	25%	50%	75%	100%
Cost per trip to Madison	\$ 39,068	\$ 976,712	\$ 1,953,424	\$ 2,930,136	\$ 3,906,848

Recommendations

The following recommendations made are based on observations and interviews:

1. LEAN Government project review
 - A LEAN Government project review would help identify further duplication and areas for process improvement.
2. Training survey
 - An all agency survey should be conducted to understand what training is desired and needed and where (geographically) the training is needed
3. Learning Management System
 - A state-wide LMS needs to be implemented and coordinated by a single agency. A common robust LMS would allow not only the transfer of data but the ability to allow training to be conducted in an e-Learning environment; examples of this include webinars, webcasts and computer based training (CBTs). The ability for training to be conducted online would reduce the associated costs related to travel and materials. In a recent study conducted by DWD, training attended by webinar participants saved the agency \$24,000 per year (See Appendix D)
4. Enterprise training resource coordinator
 - A single enterprise resource coordinator is required to assist all agencies in order to improve sharing of training materials, creating consistent course offerings, coordinate training between agencies, and lead the Wisconsin Training Council.
5. Decentralized training locations and sharing of courses across agencies
 - Holding non-agency specific general/personal skills training across the state has the potential to reduce travel budgets by millions of dollars. It also makes training more accessible to all staff, regardless of where they live or what agency they work for. Courses should be made available to all agencies to ensure that they are fully utilized.

Implementation

Benefits to implementation

Implementation of a coordinated training program will have numerous benefits including:

- Reduce duplication of training across state agencies
- Standardized approach to training for all state employees
- Promote collaboration between state agencies to ensure that the needs of all departments are met
- Improve opportunities for the state's workforce to work across departments

Barriers to implementation

Various barriers for implementation of the recommendation have been identified. Removing these barriers is critical in moving state training into a direction that allows for better sharing of training resources while improving access to all employees:

- Agencies are very territorial (do not want to give up their training rights)
- Agency funding (who would be responsible for billing other agencies involved)
- Location of training sites and the location of state employees
- Agency size
- Coordination of training between agencies
- Who would hold the training
- Some agencies could feel like it would be an additional work load to coordinate and hold shared training.

Existing examples of resource sharing

DOC Office of Diversity and Employee Services (ODES) staff combined resources with DWD AA/EEO staff June 20, 2013 to conduct Respect and Inclusion in the Workplace training with DOC and DWD employees in Eau Claire. Diversity and Inclusion in the Workplace was discussed, as well as how to identify and prevent bullying, harassment and retaliation. At the end of the session, DWD and DOC employees broke into separate groups to discuss department complaint policies and employee rights under the Family and Medical Leave Act.

Participants in the training agreed it was a great opportunity to exchange ideas and meet new people. By combining DOC and DWD resources, it was also an economic way to provide training and outreach to employees located in the northwestern area of the state. The DOC and DWD plan to continue their training throughout the state in 2013.

Appendix A

Number of State of Wisconsin Employees by Department

Department Name	Number of Employees	Percent of State Employees
LOWER WI STATE RIVERWAY BRD	1	0.00%
SECRETARY OF STATE	2	0.01%
PEOPLE WITH DVLPMNTL DIS BRD	6	0.02%
BD OF COMM OF PUBLIC LANDS	8	0.02%
STATE TREASURER	8	0.02%
HIGHER EDUCATIONAL AIDS BOARD	9	0.02%
EMPLOYMENT RELATIONS COMM	14	0.04%
TOURISM-DEPT OF	22	0.06%
GOVERNMENT ACCOUNTABILITY BRD	28	0.07%
BOARD - AGING - LONG TERM CARE	34	0.09%
OFFICE OF STATE EMPLOYMENT REL	38	0.10%
EDUCATIONAL COMMUNICATIONS BRD	41	0.11%
WI TECH COLLEGE SYSTEM BOARD	52	0.14%
HISTORICAL SOCIETY-STATE	112	0.29%
PUBLIC SERVICE COMM	115	0.30%
FINANCIAL INSTITUTIONS-DEPT OF	120	0.31%
INSURANCE-OFF OF COMM OF	137	0.36%
U OF W - UW EXTENSION	200	0.52%
STATE PUBLIC DEFENDER-OFC OF	236	0.62%
EMPLOYE TRUST FUNDS-DEPT OF	238	0.62%
U OF W - UW CENTER SYSTEM	250	0.66%
HEALTH & FAMILY SERVICES	253	0.66%
REG & LICENSING-DEPT OF	265	0.69%
MILITARY AFFAIRS-DEPT OF	398	1.04%
AGRIC TRADE CONSUMER PROT	497	1.30%
JUSTICE-DEPT OF	559	1.46%
PUBLIC INSTRUCTION	601	1.57%
CHILDREN & FAMILIES-DEPT OF	657	1.72%
ADMINISTRATION-DEPT OF	824	2.16%
REVENUE-DEPT OF	924	2.42%
VETERANS AFFAIRS-DEPT OF	1172	3.07%
WORKFORCE DEVELOPMENT-DEPT	1527	4.00%
NATURAL RESOURCES-DEPT OF	2290	6.00%
TRANSPORTATION-DEPT OF	3117	8.17%
HEALTH SERVICES-DEPT OF	4965	13%
U OF W - UW SYSTEM	9049	24%
CORRECTIONS-DEPT OF	9394	25%
TOTAL	38163	

Appendix B

Employee Work Headquarters Location

Headquarter County	Number of Employees
ADAMS	18
ASHLAND	48
BARRON	58
BAYFIELD	20
BROWN	929
BUFFALO	11
BURNETT	27
CALUMET	15
CHIPPEWA	670
CLARK	15
COLUMBIA	372
CRAWFORD	200
DANE	10499
DODGE	1562
DOOR	39
DOUGLAS	166
DUNN	29
EAU CLAIRE	525
FLORENCE	8
FOND DU LAC	506
FOREST	10
GRANT	278
GREEN	17
GREEN LAKE	14
IOWA	48
IRON	12
JACKSON	367
JEFFERSON	48
JUNEAU	884
KENOSHA	128
KEWAUNEE	7
LA CROSSE	233
LAFAYETTE	14
LANGLADE	34
LINCOLN	294
MANITOWOC	37
MARATHON	205

Headquarter County	Number of Employees
MARINETTE	58
MARQUETTE	12
MENOMINEE	4
MILWAUKEE	2389
MONROE	177
OCONTO	9
ONEIDA	255
OUTAGAMIE	192
OZAUKEE	29
PEPIN	4
PIERCE	11
POLK	30
PORTAGE	58
PRICE	37
RACINE	1763
RICHLAND	14
ROCK	195
RUSK	25
SAUK	61
SAWYER	56
SHAWANO	32
SHEBOYGAN	414
ST CROIX	88
TAYLOR	13
TREMPEALEAU	18
VERNON	20
VILAS	41
WALWORTH	151
WASHBURN	138
WASHINGTON	56
WAUKESHA	658
WAUPACA	834
WAUSHARA	339
WINNEBAGO	1957
WOOD	200

Appendix C

ASD Training
Technology Used for Cost Savings

Month	Location	# of Emps	Mileage	RT Rate	Lodging			Total	Hours / Round Trip	Staff Time Driving
January	Eau Claire	3	356	0.51	\$ 182	\$ 70	\$ 210	\$ 392	6	18
	La Crosse	2	286	0.51	\$ 146	\$ -	\$ -	\$ 146	5	10
	Fond du Lac	1	148.6	0.51	\$ 76	\$ -	\$ -	\$ 76	2	2
	Eau Claire	2	356	0.51	\$ 182	\$ 70	\$ 140	\$ 322	6	12
					\$ 585	\$ 350	\$ 935		19	524

Month	Location	# of Emps	Mileage	RT Rate	Lodging			Total	Hours / Round Trip	Staff Time Driving
February	Eau Claire	1	356	0.51	\$ 182	\$ 70	\$ 70	\$ 252	6	6
	Wausau	3	286	0.51	\$ 146	\$ 70	\$ 210	\$ 356	5	15
	Eau Claire	2	356	0.51	\$ 182	\$ 70	\$ 140	\$ 322	6	12
	Appleton	3	212	0.51	\$ 108	\$ -	\$ -	\$ 108	4	12
	LaCrosse	2	286	0.51	\$ 146	\$ 70	\$ 140	\$ 286	5	10
	Fond du Lac	1	148.6	0.51	\$ 76	\$ -	\$ -	\$ 76	2	2
					\$ 839	\$ 560	\$ 1,399		28	57

Month	Location	# of Emps	Mileage	RT Rate	Lodging			Total	Hours / Round Trip	Staff Time Driving
March	Milwaukee	2	158.2	0.51	\$ 81	\$ -	\$ -	\$ 81	3	6
	Milwaukee	1	158.2	0.51	\$ 81	\$ -	\$ -	\$ 81	3	3
	La Crosse	1	286	0.51	\$ 146	\$ 70	\$ 70	\$ 216	5	5
	Eau Claire	2	356	0.51	\$ 182	\$ 70	\$ 140	\$ 322	6	12
					\$ 489	\$ 210	\$ 699		17	26

Month	Location	# of Emps	Mileage	RT Rate	Lodging			Total	Hours / Round Trip	Staff Time Driving
April	Milwaukee	3	158.2	0.51	\$ 81	\$ -	\$ -	\$ 81	3	9
	Racine	1	210	0.51	\$ 107	\$ -	\$ -	\$ 107	4	4
	Eau Claire	3	356	0.51	\$ 182	\$ 70	\$ 210	\$ 392	6	18
	Green Bay	1	272	0.51	\$ 139	\$ -	\$ -	\$ 139	5	5
	Fond du Lac	1	148.6	0.51	\$ 76	\$ -	\$ -	\$ 76	2	2
	Appleton	1	212	0.51	\$ 108	\$ -	\$ -	\$ 108	4	4
	LaCrosse	1	286	0.51	\$ 146	\$ 70	\$ 70	\$ 216	5	5
					\$ 838	\$ 280	\$ 1,118		29	47

Month	Location	# of Emps	Mileage	RT Rate	Lodging			Total	Hours / Round Trip	Staff Time Driving
May	Janesville	1	83.2	0.51	\$ 42	\$ -	\$ -	\$ 42	1	1
	Racine	1	210	0.51	\$ 107	\$ -	\$ -	\$ 107	4	4
					\$ 150	\$ -	\$ 150		5	5

Totals \$ 2,900 \$ 1,400 \$ 4,300 659

DWD Avg. Burdened \$ 32.56 \$ 21,457.44

Total Estimated Savings \$ 25,757.09

Appendix D

Courses

	Agency	Training Area
Adaptability	DOT	Personal Skills
The Employee Assistance Program (EAP) and You	DOT	Personal Skills
From Chaos to Control: Healthy Ways to Manage Stress	DOT	Personal Skills
How to Work with Just About Anybody	DOT	Personal Skills
Make Instruction Work	DOT	Personal Skills
Managerial Strategies for Personal Success	DOT	Personal Skills
Navigating Change and Uncertainty	DOT	Personal Skills
Perceptive Communications	DOT	Personal Skills
Preparing for Exams, Resumes and Interviews	DOT	Personal Skills
Respect and Civility at Work	DOT	Personal Skills
Strategies for Personal Success	DOT	Personal Skills
Value of Workforce Diversity	DOT	Personal Skills
What is a Leader?	DOT	Personal Skills
Writing That Works: Painless Tools for Effective Writing	DOT	Personal Skills
Advanced Communication Skills that Foster Collaboration & Teamwork	DWD	Personal Skills
Dealing with Difficult Employees	DWD	Personal Skills
Is There Anything Funny about Records Management?	DWD	Personal Skills
Maximizing Employee Productivity; 4 Steps to Creating a Positive Workplace Culture	DWD	Personal Skills
Preventing Harassment/Respectful Workplace/Reasonable Accommodations/Family and Medical Leave Act	DWD	Personal Skills
Resolve Conflict Using Mediation Skills	DWD	Personal Skills
Solving Interpersonal Conflicts on the Job and Respect in the Workplace	DWD	Personal Skills
Strengthen Your Team - Do it Yourself Team Building	DWD	Personal Skills
Successful Approaches to Difficult Employee Conversations	DWD	Personal Skills
Time Management: Handling Multiple Priorities and Reducing Job Stress	DWD	Personal Skills
Enterprise Management Development Academy (EMDA) +	OSER	Personal Skills
Improving the State of Your Career: Understanding State Employment	OSER	Personal Skills
Prejudice	OSER	Personal Skills
Team Leader & Facilitator Skills Training *DHS Program* +	OSER	Personal Skills
Wisconsin State Training Council presents: Employee Development Series	OSER	Personal Skills
First Aid – Basic	DOC	Personal Skills
Inclusion and Respect in the Workplace - MTC (050213)	DOC	Personal Skills
Americans with Disabilities Act (DOC)	DOC	Personal Skills
Stress Management	DOC	Personal Skills
Building Better Work Relationships	DOC	Personal Skills
Communication Etiquette	DOC	Personal Skills
Effective Business Meetings	DOC	Personal Skills
Effective Interviewing	DOC	Personal Skills

Courses

- Effective Listening Skills
- Internal Customer Service
- Training for Trainers
- Culture in the Workplace
- Harassment
- General Workplace Ethics
- Managerial Ethics
- Professionalism
- Dealing with Change
- Emotional Intelligence in the Workplace
- Problem Solving and Decision Making
- Time Management
- Essential Skills for Tomorrows Manager
- Delegation Skills
- Facilitation and Conflict Management
- Dealing with Unacceptable Employee Behavior
- Leading the Workforce Generations
- Teams
- Mentoring and Coaching
- Change Management
- Leadership Training Series
- Leadership Development Program
- Six Sigma Green Belt
- Six Sigma Black Belt
- Project Management for non- project managers
- Business Grammar Essentials
- Business Writing Essentials
- Email Essentials
- Successful Presentations
- Microsoft Office

Agency Training Area

[illegible]

Courses

Confined Space Refresher

Hearing Conservation Training

Medic First Aid Basic

Medic First Aid Refresher

MSHA Hazard Awareness

Powered Industrial Truck (PIT) Performance Recertification

Security Awareness Training

CPR, First Aid and AED Training

Agency Training Area

DOT Safety

DOT Safety

DOT Safety

DOT Safety

DOT Safety

DOT Safety

DOT Safety

DWD Safety

Courses

Continuity of Operations (COOP) Training for New Supervisors and Chiefs

Incident Command System (ICS-400) Advanced

Incident Command System (ICS-200) Basic

Incident Command System (ICS-300) Intermediate

Incident Command System (ICS-100) Introductory

Incident Command System (ICS- 200) Basic plus National Incident Management System (NIMS IS-700)

Incident Command System (ICS/Emergency Operation Center (EOC) Interface Workshop -- G191

Incident Command System (ICS - 100) Introductory plus National Incident Management System (NIMS IS - 700)

MGT 335 Event and Security Planning for Public Safety Professionals

National Incident Management System (NIMS IS -700) Introductory

WisDOT Coop-Incident Tabletop Exercise

ICS 300 - MTC (032613)

ICS 300 - NLCI (040813)

ICS 400 - MTC (032813)

ICS 400 - NLCI (041513)

FEMA ICS NIMS

E-Sponder

Infectious Disease Control

Agency Training Area

DOT ICS

DOT ICS

DOT ICS

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Courses

Wisconsin Open Records Law

WisDOT Basic Supervisory Training

Effective Performance Management: Tools for Building Employee Commitment to Great Performance

Advanced Employment Relations (AER)

Classification Training

Enterprise Leadership Academy (ELA) +

Management: Leadership

Management: Personnel Administration

Reasonable Accommodations Training

Risk Management/Health & Safety Seminar for Supervisors (*DOA program*) +

Staffing Training

Wisconsin State Training Council presents: Supervisory Seminar Series

Supervisory Development: Track A - MTC (060313)

Supervisory Development: Track B - MTC (060513)

Supervisory Development: Track C - MTC (062413)

Supervisory Development: Track D - MTC (082013)

Supervisory Development Program

Labor Management

Agency Training Area

DOT Management Skills

DOT Management Skills

DWD Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

OSER Management Skills

DOC Management Skills

DOC Management Skills

DOC Management Skills

DOC Management Skills

DOC Management Skills

DOC Management Skills

Courses

	Agency	Training Area
Access 2007 (E-Learning Desktop collection)	DOT	IT Skills
ArcGIS Desktop 1 (Instructor-led)	DOT	IT Skills
ArcGIS Desktop 2 (Instructor-led)	DOT	IT Skills
ArcGIS Desktop 3 (Instructor-led)	DOT	IT Skills
Business Objects Web Intelligence Interactive Mode (Instructor-led)	DOT	IT Skills
Business Objects Web Intelligence Edit Mode (Instructor-led)	DOT	IT Skills
Access 2007 (E-Learning Desktop collection)	DOT	IT Skills
Outlook 2007 (E-Learning Desktop collection)	DOT	IT Skills
Excel 2007 (E-Learning Desktop collection)	DOT	IT Skills
Expression Web, Introduction to (Instructor-led)	DOT	IT Skills
ArcGIS Desktop 1 (Instructor-led)	DOT	IT Skills
ArcGIS Desktop 2 (Instructor-led)	DOT	IT Skills
ArcGIS Desktop 3 (Instructor-led)	DOT	IT Skills
PowerPoint 2007 (E-Learning Desktop collection)	DOT	IT Skills
Introduction to Expression Web (Instructor-led)	DOT	IT Skills
MicroStation V8i Upgrade for WisDOT Users (Instructor-led)	DOT	IT Skills
MicroStation V8i for WisDOT Users, Introduction to (Instructor-led)	DOT	IT Skills
Outlook 2007 (E-Learning Desktop collection)	DOT	IT Skills
PowerPoint 2007 (E-Learning Desktop collection)	DOT	IT Skills
Publisher 2007 (E-Learning Desktop collection)	DOT	IT Skills
Project 2007 (E-Learning Desktop collection)	DOT	IT Skills
Web, Introduction to Expression (Instructor-led)	DOT	IT Skills
Word 2007 (E-Learning Desktop collection)	DOT	IT Skills
SharePoint Designer for Web Publishers (Advanced)	DWD	IT Skills
SharePoint Designer for Web Publishers (Beginning)	DWD	IT Skills
SharePoint Designer for Web Publishers (Intermediate)	DWD	IT Skills
Securing and Managing a WCF Application	DOC	IT Skills
Software Program Control Flow Fundamentals	DOC	IT Skills
Software Test Management	DOC	IT Skills
Static Techniques and Test Design in Software Testing	DOC	IT Skills
Synchronizing Data and Managing ADO.NET 4 Applications with C# 2010	DOC	IT Skills
Testing Throughout the Software Life Cycle	DOC	IT Skills
The ADO.NET Entity Framework and LINQ	DOC	IT Skills
The Iterative Process in User-Centered Design	DOC	IT Skills
Tool Support in Software Testing	DOC	IT Skills
Training for Trainers - MTC (032613)	DOC	IT Skills
Typing Course	DOC	IT Skills

Courses

	Agency	Training Area
Updating ADO.NET DataSets with C# 2010	DOC	IT Skills
Updating ADO.NET DataSets With Visual Basic 2008	DOC	IT Skills
Using LINQ and XML with ADO.NET 4 and C# 2010	DOC	IT Skills
Using Query Notifications and Synchronizing Data with Visual Basic 2008	DOC	IT Skills
Viewing and Navigating Data with ADO.NET 4 DataSets Using C# 2010	DOC	IT Skills
Visual Basic 2005: Diagnostics and Management	DOC	IT Skills
Visual Basic 2005: Threading, Service Processing, and Application Domains	DOC	IT Skills
Visual Basic: Customized Programming	DOC	IT Skills
Visual Basic: Diagnostics and Management	DOC	IT Skills
Visual Basic: Security	DOC	IT Skills
Visual Basic: Serialization and I/O	DOC	IT Skills
Visual Basic: System Types and Collections	DOC	IT Skills
Visual Basic: Threading, Service Processing, and Application Domains	DOC	IT Skills
WCF 4 Contracts, Behaviors, and Data Management Using C# 2010	DOC	IT Skills
WCF Contracts, Behaviors, and Data Management	DOC	IT Skills
White-Box Software Testing Techniques	DOC	IT Skills
Working with the ADO.NET Entity Framework 4 Using C# 2010	DOC	IT Skills
Writing a Business Case	DOC	IT Skills
XML and Mobile Web Applications with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Debugging, Tracing, and Monitoring ASP.NET Applications with Visual Basic 2008	DOC	IT Skills
Developing an Application Using User-Centered Design	DOC	IT Skills
Developing Web Applications with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Fundamentals of Software Testing	DOC	IT Skills
General Coding Best Practices	DOC	IT Skills
Getting Started with ADO.NET 4 Connections and Commands Using C# 2010	DOC	IT Skills
Getting Started with ADO.NET 4 DataSets Using C# 2010	DOC	IT Skills
Getting Started with Software Programming	DOC	IT Skills
Introducing .NET 3.5 and Visual Studio 2008	DOC	IT Skills
Introducing Agile Software Development	DOC	IT Skills
Introducing User-Centered Design	DOC	IT Skills
Introduction to Java EE 6	DOC	IT Skills
Introduction to Software Program Design	DOC	IT Skills
Java Programming with Java SE 6.0: Basic GUI Development in Java	DOC	IT Skills
Java Programming with Java SE 6.0: Creating Classes in Java	DOC	IT Skills
Java Programming with Java SE 6.0: Exception Handling and Assertions	DOC	IT Skills
Java Programming with Java SE 6.0: Generics and Annotations	DOC	IT Skills
Java Programming with Java SE 6.0: Getting Started with Java	DOC	IT Skills

Courses

	Agency	Training Area
Java Programming with Java SE 6.0: Java Applets	DOC	IT Skills
Java Programming with Java SE 6.0: Java I/O	DOC	IT Skills
Java Programming with Java SE 6.0: Java Utilities	DOC	IT Skills
Java Programming with Java SE 6.0: Operators and Flow Control in Java	DOC	IT Skills
Java Programming with Java SE 6.0: Reference Types and Threading	DOC	IT Skills
Java Programming with Java SE 6.0: Working with Classes in Java	DOC	IT Skills
Java SE7 Fundamentals: Decision Constructs, Arrays, and Loops	DOC	IT Skills
Java SE7 Fundamentals: Handling Errors and Deploying Applications	DOC	IT Skills
Java SE7 Fundamentals: Introduction to Java	DOC	IT Skills
Java SE7 Fundamentals: Overloading, Validation, and Object-Oriented Concepts	DOC	IT Skills
Java SE7 Fundamentals: Variables, Operators, and Objects	DOC	IT Skills
Java SE7 New Features: I/O, Network, and Desktop Enhancements	DOC	IT Skills
Java SE7 New Features: Java Language and Technology Enhancements	DOC	IT Skills
Java SE7 Professional: Syntax and Class Design	DOC	IT Skills
Language Assistance Policy (DOC)	DOC	IT Skills
Maintaining Quality Code	DOC	IT Skills
Managing ADO.NET 4 Connections and Commands with C# 2010	DOC	IT Skills
Managing Agile Software Development	DOC	IT Skills
Object-oriented Coding Best Practices	DOC	IT Skills
Optimization and Customization with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Oracle Database 11g: Controlling User Access and Managing Objects	DOC	IT Skills
Oracle Database 11g: Conversion Functions, Conditional Expressions, Group Functions, and Joins	DOC	IT Skills
Oracle Database 11g: Managing Data Dictionary Views and Large Data Sets	DOC	IT Skills
Oracle Database 11g: Managing Time Zones and Datetime Functions	DOC	IT Skills
Oracle Database 11g: Manipulating Queries and Data	DOC	IT Skills
Oracle Database 11g: Querying a Database with SQL	DOC	IT Skills
Oracle Database 11g: Subqueries and Regular Expressions	DOC	IT Skills
Oracle Database 11g: Using DDL, Views, and Schema Objects	DOC	IT Skills
Planning an Agile Software Development Project	DOC	IT Skills
ASP.NET AJAX and Client-Side Scripting with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Building .NET 3.5 Applications with Visual Studio 2008	DOC	IT Skills
Configuring and Deploying Web Application with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Creating and Consuming Server Controls with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills
Cultural Diversity - CVCTF (050913)	DOC	IT Skills
Custom Controls and Asynchronous Programming with Visual Basic 2008	DOC	IT Skills
Data and Services Integration with Visual Basic 2008 and ASP.NET 3.5	DOC	IT Skills

Appendix E



Project Charter

Project Name	Training Review	
Project ID Number	Unassigned	
Initiating Date	2/13/2013	
Executive Sponsor	Unassigned	
Project Manager	Team 5	
Steering Committee (opt.)	N/A	
Primary Stakeholder(s)		
Key Customers:	State training officers, state employees	
Other Key Stakeholders:	OSER	
Project Definition		
Problem/ Opportunity	<p>(Why is this project needed now? Describe the business problem or opportunity driving this project.) Within the state, many agencies maintain their own training programs, training systems (learning management systems – LMS), training providers and curriculum. Some agencies have no established training.</p> <p>An opportunity exists to provide leadership and guidance to agencies that will provide a consolidated and unified approach to training. In doing so each agency will use common methodology and definitions when delivering training sessions (e.g. leadership, supervisory skills) that are universal to the state. Additional opportunity exists to promote cooperation between agencies to use existing resources to facilitate training to agencies without training programs and to backfill available seats.</p>	
Project Objective	(What is the goal of this project in measurable business outcomes?) Define a uniform enterprise approach to training that will provide a consistent approach to training.	
Project Scope	In Scope: •• Review of all training programs that are considered enterprise training.	Out of Scope (and why): •• Program specific training (e.g. defensive tactics) – program specific training is intended for a small population of state employees and should not be considered at the enterprise level.
Project Deliverables	Final Deliverables to Customer(s) 1. A white paper discussion initial findings and possible next steps	Customer Acceptance Criteria 1. For consideration only
Target Date: 10/9/2013		
Project Budget (Estimated Cost): \$unknown at this time		
Weighted Project Performance Measures: Schedule Cost Deliverables Total xx% xx% xx% 100%		
Alignment to Business Initiatives and Strategies (List the specific business initiatives/strategies this project will directly impact and describe how the project/deliverables will add value in achieving the business initiative/strategy)		
This would support Executive Orders #2 – Governor’s Commission on Waste, Fraud and Abuse, #5 – Requirement for Cabinet Secretaries to Meet Regularly With Frontline Workers to Identify Waste, Fraud and Abuse and #66 – Wisconsin “Lean Government” Initiative by providing direct leadership and guidance on training methodologies and definitions that would provide an enterprise approach. A uniform approach to training would eliminate redundant efforts; make use of existing resources to provide training to a larger population.		
Business Results to be Achieved by This Project:		
Tangible Benefits:		Tangible Benefit Amount
1. Provide consistent measurable outcomes		\$\$
2. Make use of existing resources		\$\$
Intangible Benefits		
1. Greater opportunity for training to all state employees 2. Enterprise solutions		