



City of Dallas

Upskilling Pilot Program Update and Next Steps

**Workforce, Education and Equity committee
October 15, 2024**

Liz-Cedillo-Pereira, Assistant City Manager
Nina Arias, HR Director
Sonya Batts, Sr. HR Manager
Heather Wood, Training Manager
Laura Dizen, Sr. Training Specialist
Human Resources
City of Dallas

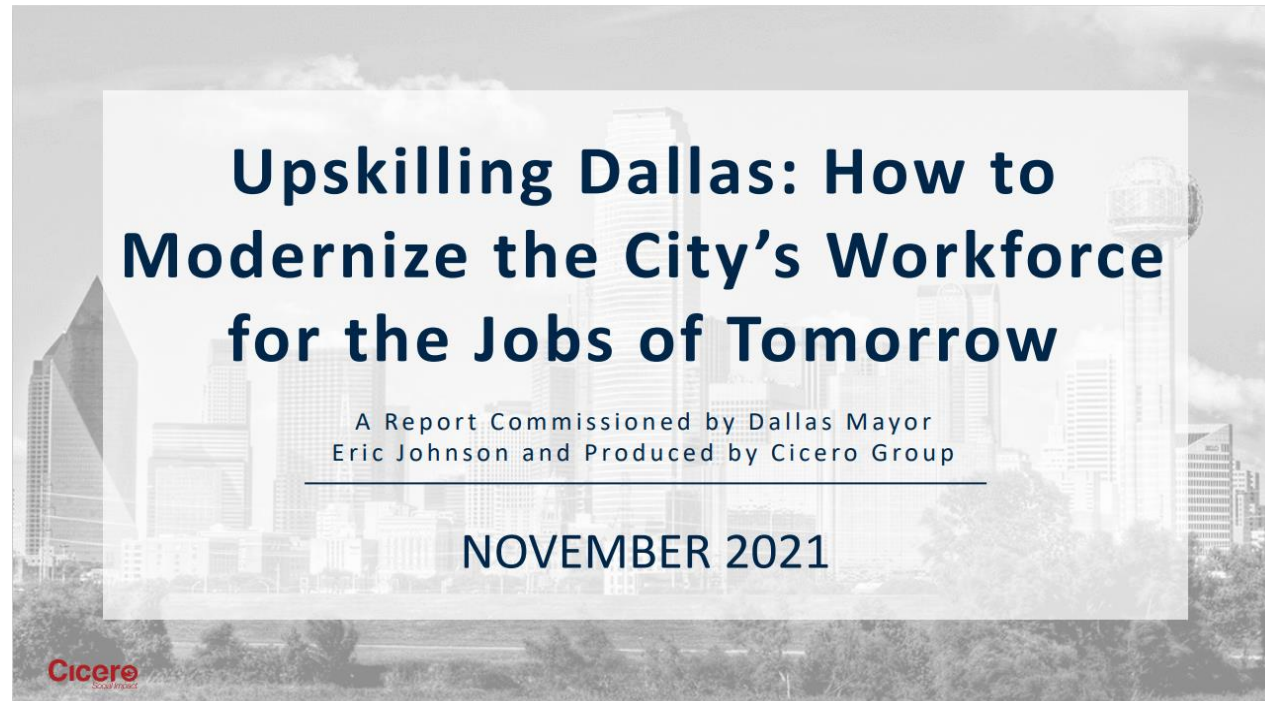
Presentation Overview



- Program Background
- Program Objectives
- Upskilling Pilot Program Updates
- Next Steps and Upcoming Resources
- Bloomberg Harvard Managing Talent in City Government: Recruiting, Retaining and Supporting Employees



Program Background



The Upskilling Pilot program was modeled after Mayor Johnson's November 2021 Upskilling Dallas report. This report acknowledged the increasing skills gaps between the workforce and employers and the dangerous impact this gap poses on the City's growth and development.

WEE Committee Meetings – Upskilling Updates

May 13, 2024

August 12, 2024

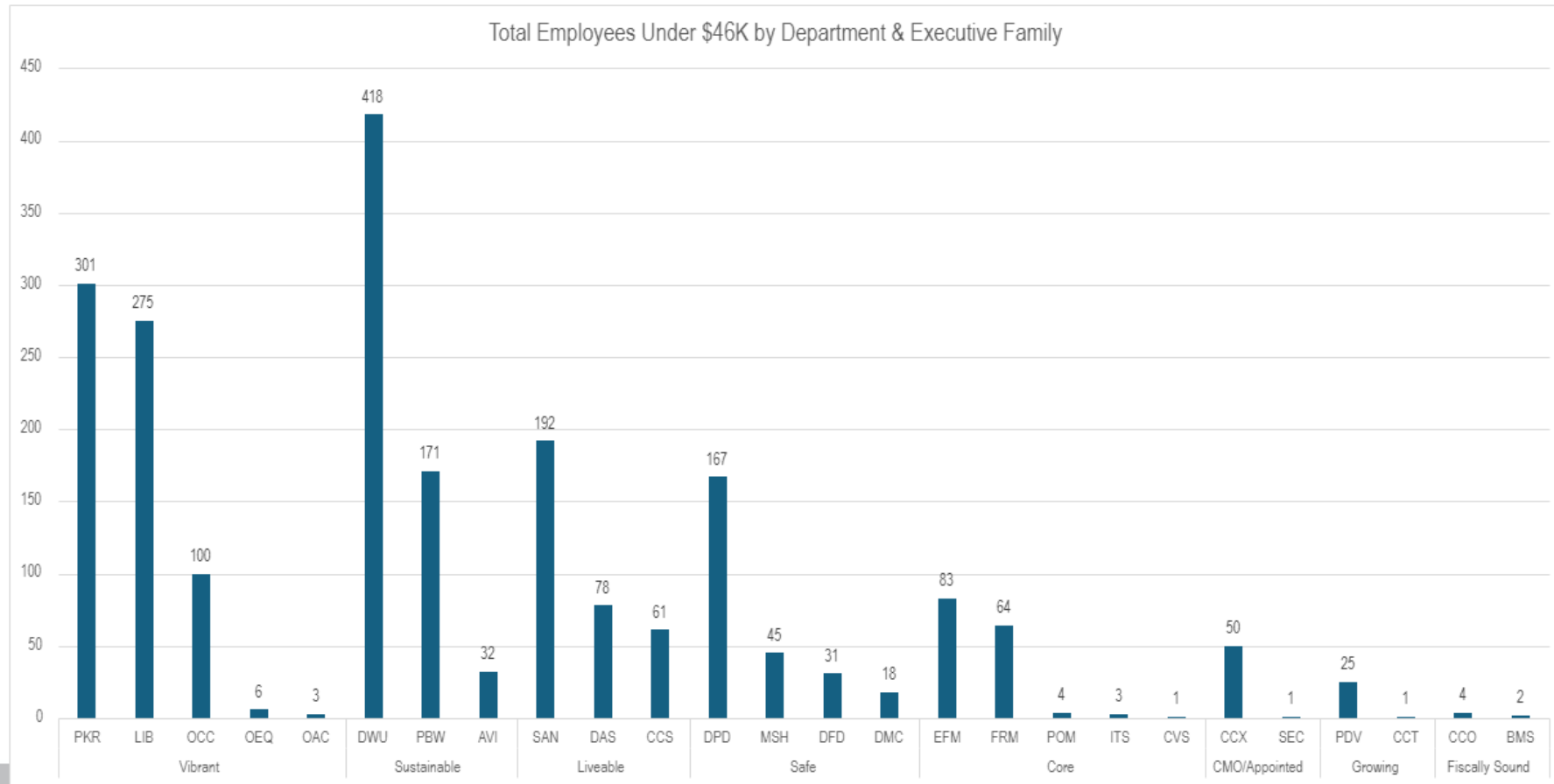
September 9, 2024



Program Background



To ensure the success of the City of Dallas Upskilling Pilot Program, it was crucial to establish partnerships with departments based on the number of employees making below the \$46,000 wage threshold. The graph below shows the number of employees making below the \$46,000 wage threshold by department and Executive Family.



Total Employees under \$46,000 wage threshold- 2,136 (October 9, 2024)



Program Objectives



- To empower employees at the City of Dallas with the knowledge and skills needed to unlock career growth.
- To cultivate a highly qualified and versatile workforce to meet future demand.
- To bridge the skills gap and enhance the employability and career opportunities of City of Dallas employees.
- To promote public service as an innovative and gratifying career with opportunities for advancement.





Upskilling Pilot Program Updates



Marshal's Office Stepladder Pilot



The Dallas Marshal's Office career pathway recruits qualified applicants to explore a career in law enforcement with the Dallas Marshal's Office. The career pathway program creates a career path for entry level positions to prepare the individual for promotion through the department to armed security and licensed Deputy Marshals. The designed career path is as follows:

DRAFT Proposed Steps

Step 1: Detention Officer

Step 2: Detention Officer II

Step 3: Security Officer

Step 4: Senior Security Officer

Step 5: Deputy City Marshal

Note: Proposal is a DRAFT and under review for approval.



Upskilling Candidate Pathways to Success



Project Manager



Dara has a long-term goal of becoming a project manager. In the short-term she has improved her interview skills and focused on identifying her transferable skills. She has moved cross-departmentally to a Compensation Assistant position in Human Resources. She will increase her salary by approximately 43% or \$20,000.



Upskilling Candidate Pathways to Success



Crew Leader



Steven has been with the City of Dallas for 5 years. He has a long-term goal of becoming a crew-leader, but needs a CDL A license to be eligible to apply for a promotion. Steven received a scholarship to the South Dallas Driving Academy to attend CDL A training. He will complete his training in November 2024.



Department of Labor Apprenticeship



- Collaborated with the Sanitation team and the Department of Labor to create an Automotive Technician Specialist apprenticeship at the City of Dallas.
- The apprenticeship will last approximately 2 years. At the end of the program the City of Dallas apprentice will have journey level mechanic experience.
- The apprentice can continue to progress in their career by moving through an established career series ending with a Senior Heavy Equipment Mechanic (pay grade 13) or Certified Technician- Mechanic (pay grade 14).
- The Automotive Technician Specialist apprenticeship is awaiting approval from the Department of Labor with estimated approval date of mid-November 2024.



Business Office Professional Certification



- The Business Office Professional Continuing Education Certification through Work Ready U and Dallas College will provide entry level employees with computer and Microsoft 365 skills.
 - Courses include Introduction to Keyboarding, Computer Applications I, and Microsoft 365.
 - Courses are free to City of Dallas employees who qualify.
 - Courses will be held 2 nights a week from January 2025- April 2025. The Microsoft 365 course will take place online.
 - Courses will take place at the West Dallas Center, 3330 N. Hampton Road, Dallas, TX 75212.
 - Learners will receive a Business Office Professional Continuing Education Certification through Dallas College and will earn approximately 192 Continuing Education hours.



Next Steps and Upcoming Resources



- Implement Pending Resources:
 - Alithya- Microsoft Product Support
 - LinkedIn Learning- Integrates with Workday Learning
 - Percipio- Enterprise-wide Training Content Provider
- Skills Database to allow City of Dallas employees to search for position listings based on skills, pay grade, education-level, etc.
- Focus on supervisor development and engagement including training and a staff development toolkit





Bloomberg Harvard Managing Talent in City Government: Recruiting, Retaining and Supporting Employees



Bloomberg Harvard Managing Talent in Government: Recruiting, Retaining and Supporting Employees



Managing Talent in City Government helps participants identify strategies to transform recruitment and retention practices; train and equip staff to lead and grow into roles; increase diversity, equity, and inclusion within cities; and bring a renewed focus on employee well-being. The program equips key leaders within the city with the tools, knowledge, and networks to be strategic partners in managing talent across the city and driving operational and service excellence.

Dallas Team Harvest

Alheli Garza, Chief of Staff to the Mayor of Dallas
Julia Quinones, Sr. Executive Assistant to the Mayor
Liz-Cedillo-Pereira, Assistant City Manager
Nina Arias, Director of Human Resources



**BLOOMBERG
HARVARD** | City
Leadership
Initiative

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Leadership
Initiative

Managing Talent in City Government
September 23 – 27, 2024



Problem Statement & Self-assessment

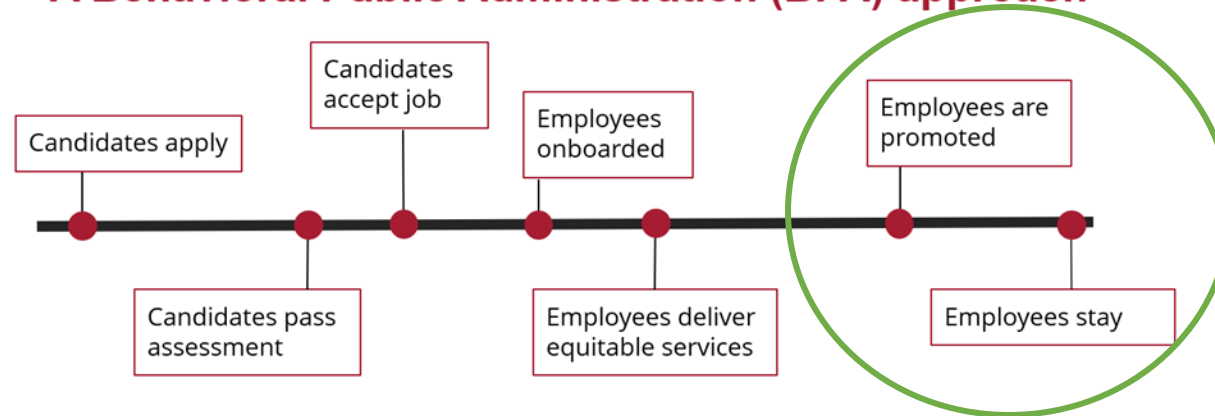


What is the problem you are trying to solve?

We are seeking to solve the lack of upward mobility and career development opportunities for City of Dallas (COD) employees making under \$46K/year.

Where does your challenge fall on the People Line?

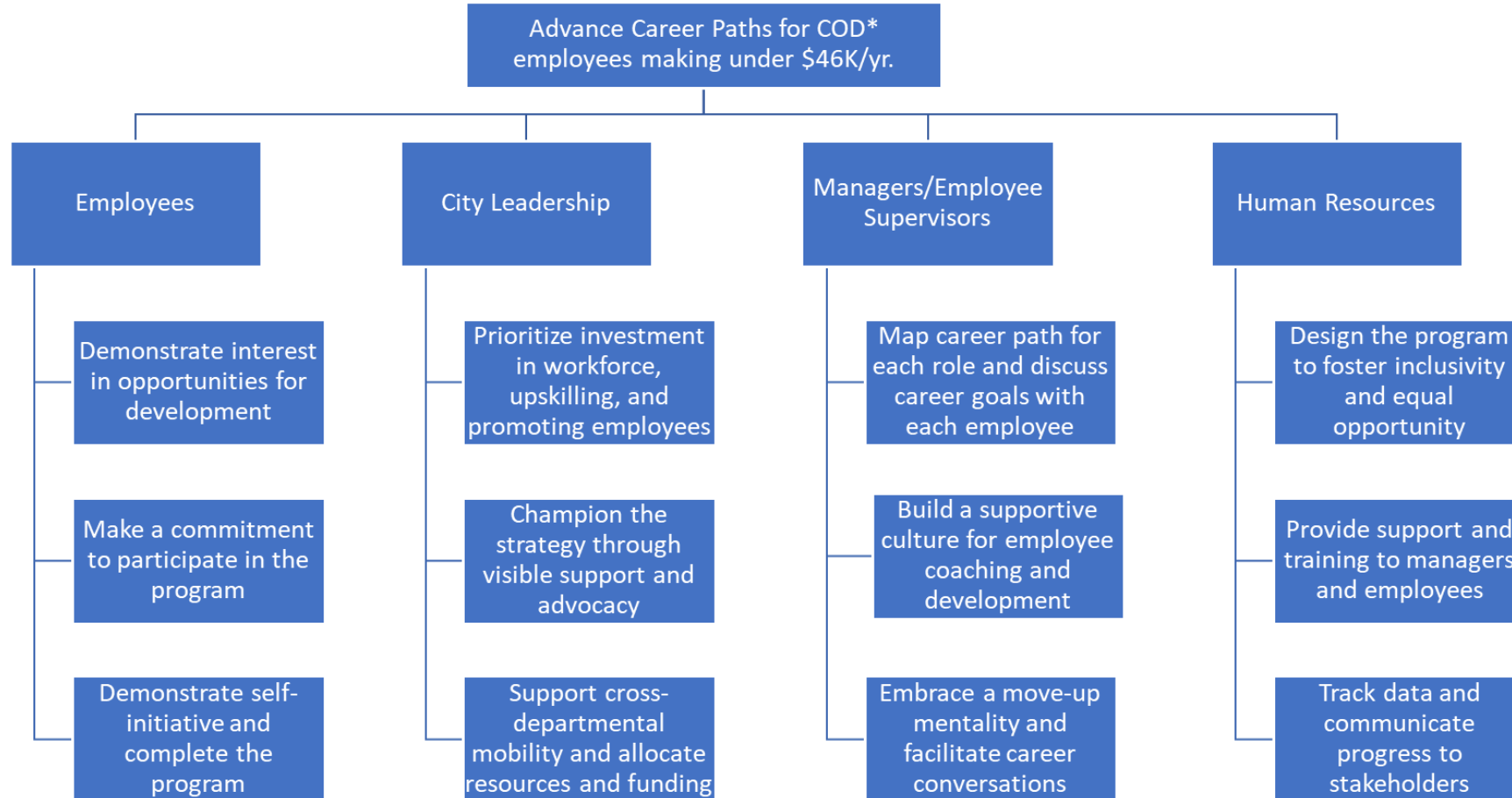
A Behavioral Public Administration (BPA) approach



Behavioral Mapping Exercise



Who are the actors who need to be engaged and what actions do they need to engage in?



Key Outcomes



What data do you have related to your problem?

- Employee Dashboard with Employee Demographics, Department, and Compensation and Benefits
- City Departments with Low Mobility Rates
- Employee Survey Findings Identifying Interests
- City Department Harder to Fill Positions
- Department Vacancy, Promotions vs External Hires, and Turnover Rates
- Performance Evaluations and career pathways data (advancement from lower wage to higher wage)

What data are you missing?

- Vacancy Rates by Position
- Mobility Indicator showing how/why employee are moving into different positions
- Employee Education Data
- Focus Groups Input
- Skills Assessments
- Participation rates on existing training and upskilling programs

How would you know if you have correctly identified the problem?

- Employees and manager feedback on an ongoing basis
- Employees Moving Up in the Organization results in higher retention and salary increases
- Cross – Departmental Participation creating unity

How Does Solving this Issue Contribute to Improving the DEIB in the city?

- Eligibility Criteria targets Historically Disadvantaged Communities and lower socio-economic earners
- Communities of Color, Women are overly represented in lower wage positions



Potential Interventions



What ideas do you think could be impactful and feasible?

- Listening session with employees – to gather information to develop personalized programs that connect and engage with their needs
- Coordinating lunch and learn sessions with managers - better understand how we can support them support their teams
- Identifying leadership champions – pitch to city leaders to gain support
- Creating a career ladder system to add clarity and visibility to growth opportunities within the organization
- Coordinating job rotation and cross-departmental learning opportunities
- Bringing in role models to mentor participants
- Collecting data on existing programs, certifications, and support mechanisms

How would you adjust which interventions you focus on with a DEIB lens in mind?

- These interventions support a program that is designed with a DEIB lens in mind.
- Role models and program coordinators will reflect diverse backgrounds.
- Include COD Employee Resource Groups in program design and networking.
- Consider barriers for participation and offer support services (e.g., childcare, language)

*COD – City of Dallas





What are you planning to do as a team when you get back? What are your immediate next steps?

1. Refresh current data
2. Identify additional resources to support the initiative
3. Develop program with input from employees, managers, and affinity groups
4. Prepare and present pitch to senior city leadership
5. Recruit executive champion
6. Identify our first cohort





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WEE Committee Meeting Updates

On September 9, 2024, the City Council Workforce, Education, and Equity Committee was updated on the progress of the City of Dallas Upskilling Pilot Program.

The following slides provides responses to questions asked by Council Members during that meeting.





Councilmember Ridley

Q. What kind of support is needed from the council in the budget to advance the goals of the upskilling program?

A. Human Resources Director Nina Arias responded in the meeting that we are well resourced for this year. We will require Council support in future years. Future needs could include budget approval for additional staff and resources to manage the program.





Councilmember Willis

Q. How are soft skills being incorporated into the training for employees moving up through the ranks?

A. When the Upskilling Team meets with the candidates, we identify all their development needs which include soft skills. We have created a library of development resources that include both technical and soft skills. Click [here](#) to visit the Upskilling SharePoint site. The HR Training & Development team is currently developing new curriculum for a restructured leadership development program with a strong emphasis on interpersonal and people manager skills with an application focus. The restructured program will roll out early 2025.



Responses to September 9, 2024 Meeting



Councilmember Willis

Q. Have there been any conversations with DPD regarding the interest of security officers in transitioning to DPD?

A. The Upskilling Team connected with the Dallas Police Department on September 17, 2024. Dallas Police Department expressed interest in the stepladder opportunity but asked that we delay a continuation of the conversation after the closing of the State Fair of Texas on October 20, 2024. The Upskilling Team will reach out to the Dallas Police Department the week of October 28, 2024, to schedule the follow-up meeting.



Responses to September 9, 2024 Meeting



Chairwoman Arnold

Q. What is the status of merit pay for employees in the identified departments?

A. During each annual budget review, City Council determines/approves funding for merit increases for City of Dallas employees. In recent years, Council has approved a budget that allows an average of a 3 percent increase for each City department/office to utilize for merits. The Office of Budget allocates the approved budgeted amount to each department/office. The FY2024 year-end performance evaluation process for all employees begins in October 2024 and based on performance ratings, the appropriate merit percentages will be awarded in January 2025.



Responses to September 9, 2024 Meeting



Chairwoman Arnold

Q. How are we addressing the public safety component, particularly for security staff at City Hall who have been in low-paying positions for extended periods?

A. The Upskilling Team met with the Marshal's Office and the HR Compensation team on September 28, 2024, to discuss a comprehensive pathway for individuals, starting from entry-level positions with minimal experience to advanced roles within the security field. This will include a stepladder of both horizontal and vertical opportunities within Security, Marshal's Office and the Dallas Police Department. The series includes Detention Officers, Security Officers, Marshals and Dallas Police Officers. The stepladder is currently in development with the HR Compensation team. Also, we want to emphasize that both the security officers and the Marshals are paid within the appropriate range based on record compensation study.



Contact Information



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- Sonya Batts, Sr. HR Manager, sonya.batts@dallas.gov
- Nina Arias, Director of Human Resources, nina.arias@dallas.gov





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