Upskilling Pilot Program Update and Next Steps

Workforce, Education and Equity committee
September 9, 2024

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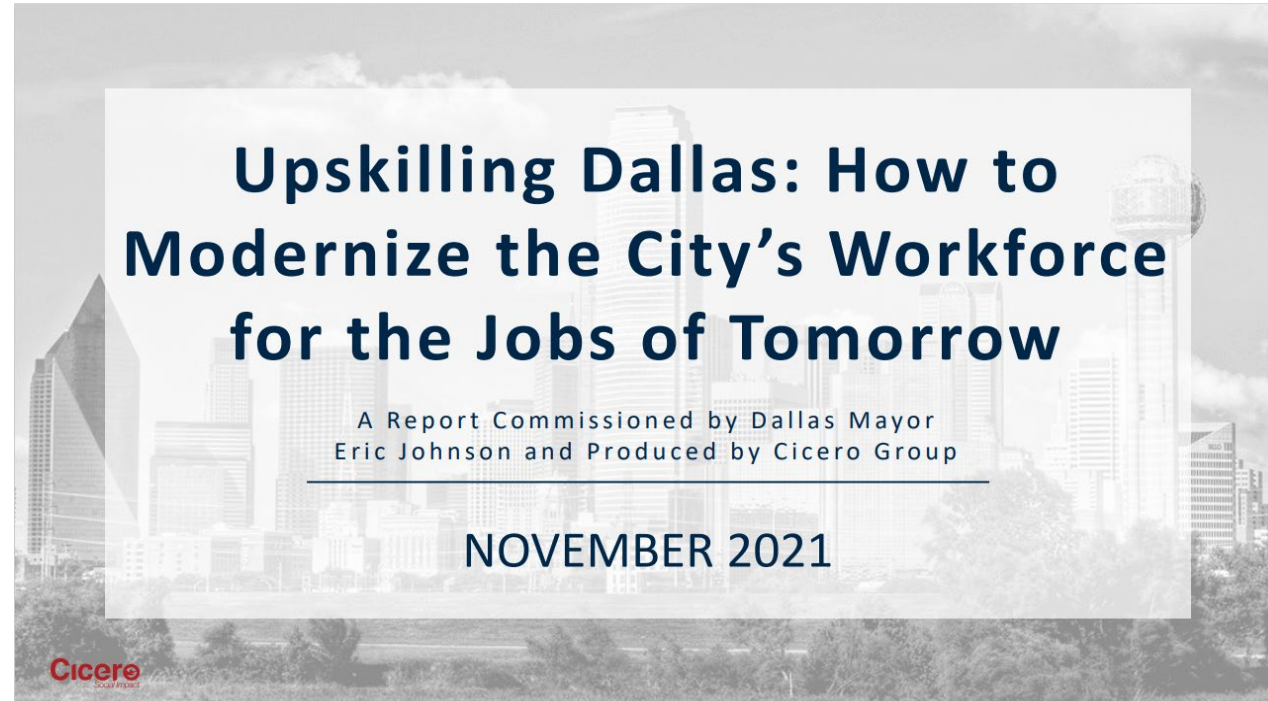Human Resources
City of Dallas

City of Dallas

Presentation Overview

- Pilot Program Summary

- Program Update and Current Data

- Current Interest in Program

- What We Have Learned

- Resources and Cross-Departmental Collaboration

- Next Steps and Upcoming Resources

Upskilling Dallas: How to Modernize the City's Workforce for the Jobs of Tomorrow

A Report Commissioned by Dallas Mayor Eric Johnson and Produced by Cicero Group

NOVEMBER 2021

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.

The objective of the Upskilling Pilot program is to give COD employees the opportunity to increase their skills and ability to earn a sustainable living wage.

Benefits of Upskilling

Upskilling refers to the skill development and training of employees to unlock career growth and earning potential.

Employer Advantages

- Improved retention
- Reduced skill gaps
- Increased employee engagement
- Improved recruitment
- Increased customer satisfaction

Employee Advantages

- Growth opportunities
- Greater employability
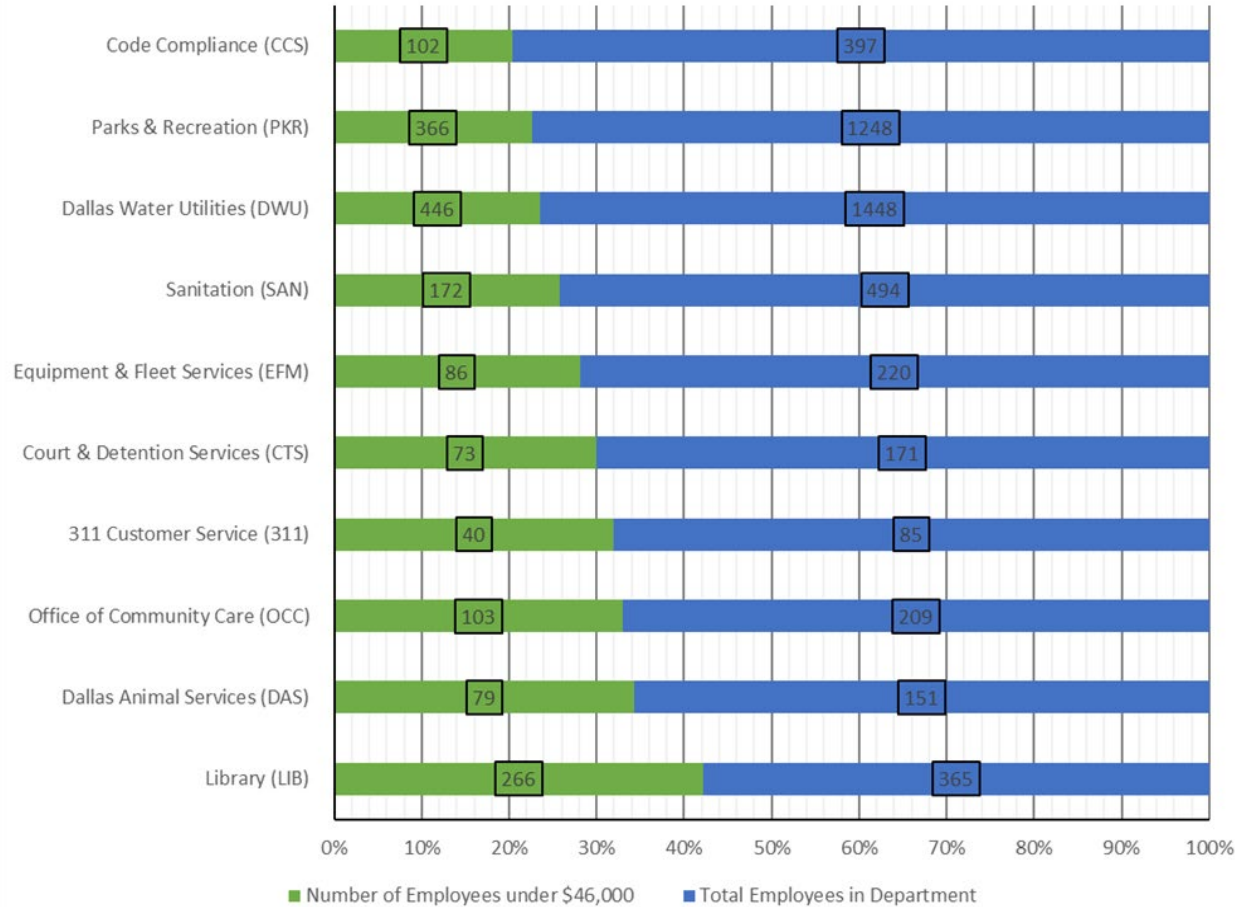- Increased job security

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.
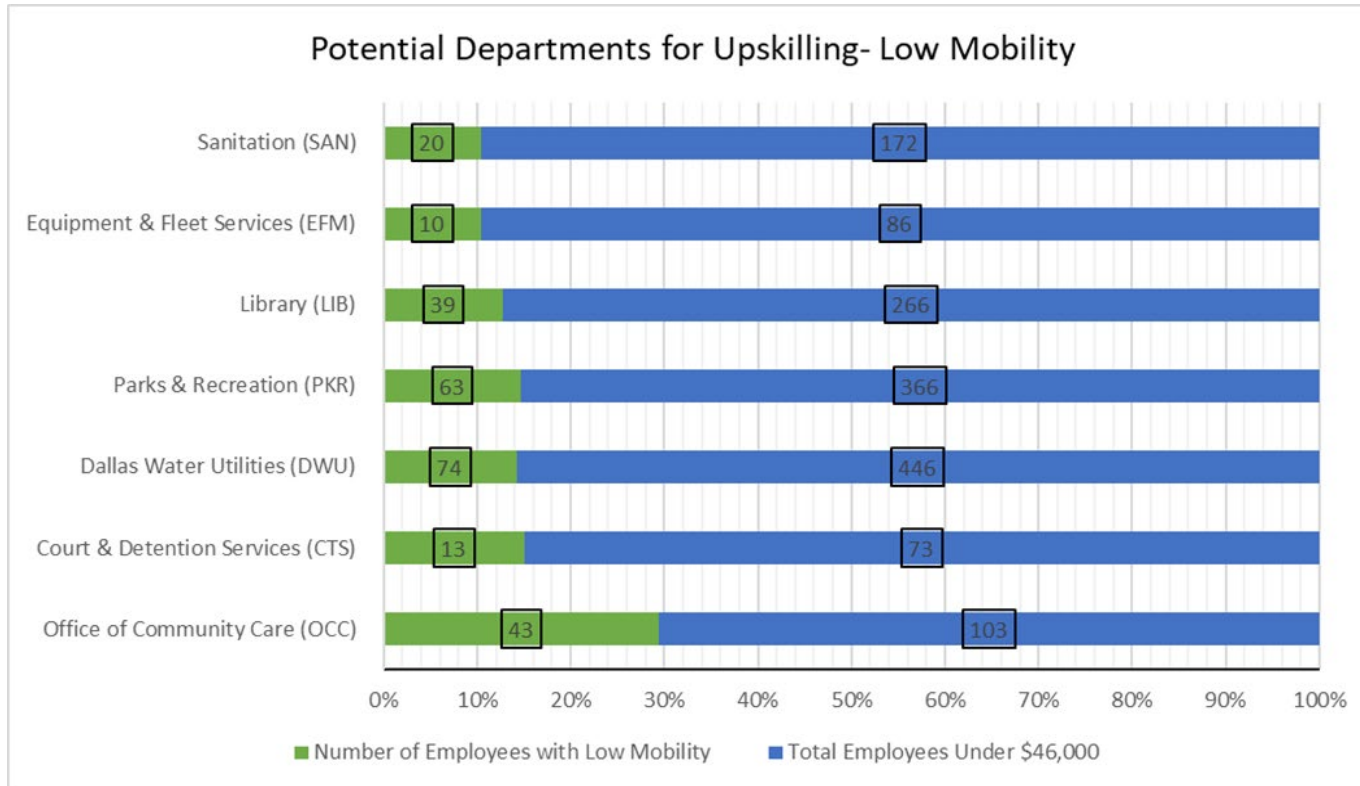
Pilot Program Background

Potential Departments for Upskilling- Employees Under $46,000

Department	Number of Employees under $46,000	Total Employees in Department
Code Compliance (CCS)	102	397
Parks & Recreation (PKR)	366	1248
Dallas Water Utilities (DWU)	446	1448
Sanitation (SAN)	172	494
Equipment & Fleet Services (EFM)	86	220
Court & Detention Services (CTS)	73	171
311 Customer Service (311)	40	85
Office of Community Care (OCC)	103	209
Dallas Animal Services (DAS)	79	151
Library (LIB)	266	365

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 10 departments listed here had the highest percentage of employees making a salary below $46,000.

Potential Departments for Upskilling- Low Mobility

Department	Number of Employees with Low Mobility	Total Employees Under $46,000
Sanitation (SAN)	20	172
Equipment & Fleet Services (EFM)	10	86
Library (LIB)	39	266
Parks & Recreation (PKR)	63	366
Dallas Water Utilities (DWU)	74	446
Court & Detention Services (CTS)	13	73
Office of Community Care (OCC)	43	103

Once the 10 departments with the greatest percent of employees under the $46,000 wage-threshold were established, those departments were filtered for low-mobility. Low-mobility is defined as employees who have been with the City for 10 or more years and are making less than $46,000. With those factors as a consideration, we were able to narrow down the recommended 10 departments to 7 departments.

Participating Pilot Departments

Dallas Water Utility (DWU)

Equipment and Fleet Management (EFM)

Library (LIB)

Office of Community Care/WIC (OCC)

Park and Recreation (PKR)

Sanitation (SAN)

Transportation (TRN)*

City Marshal's Office (MSH)

Piloted departments were determined based on the number of employees making below the $46,000 wage-threshold and council recommendation.

*Non-piloted department*

Program Update and Current Data

City Marshal's Office Update

Job Profile Name	Number of Employees	Average Salary	Average Time in Position	Average Length of Service
Security Officer	34	$44,732.67	3 years	4 years
Senior Security Officer	5	$51,667.20	9 Years	12 years
Supervisor-Security	7	$59,680.79	8 years	13 years
Supervisor- Security Administration	3	$66, 712.53	5.5 years	8 years
Manager- Security	2	$86,054.20	9 years	13 years
Security Administration	1	$92,000.00	1 year	1 year

Career Considerations: Security Officers
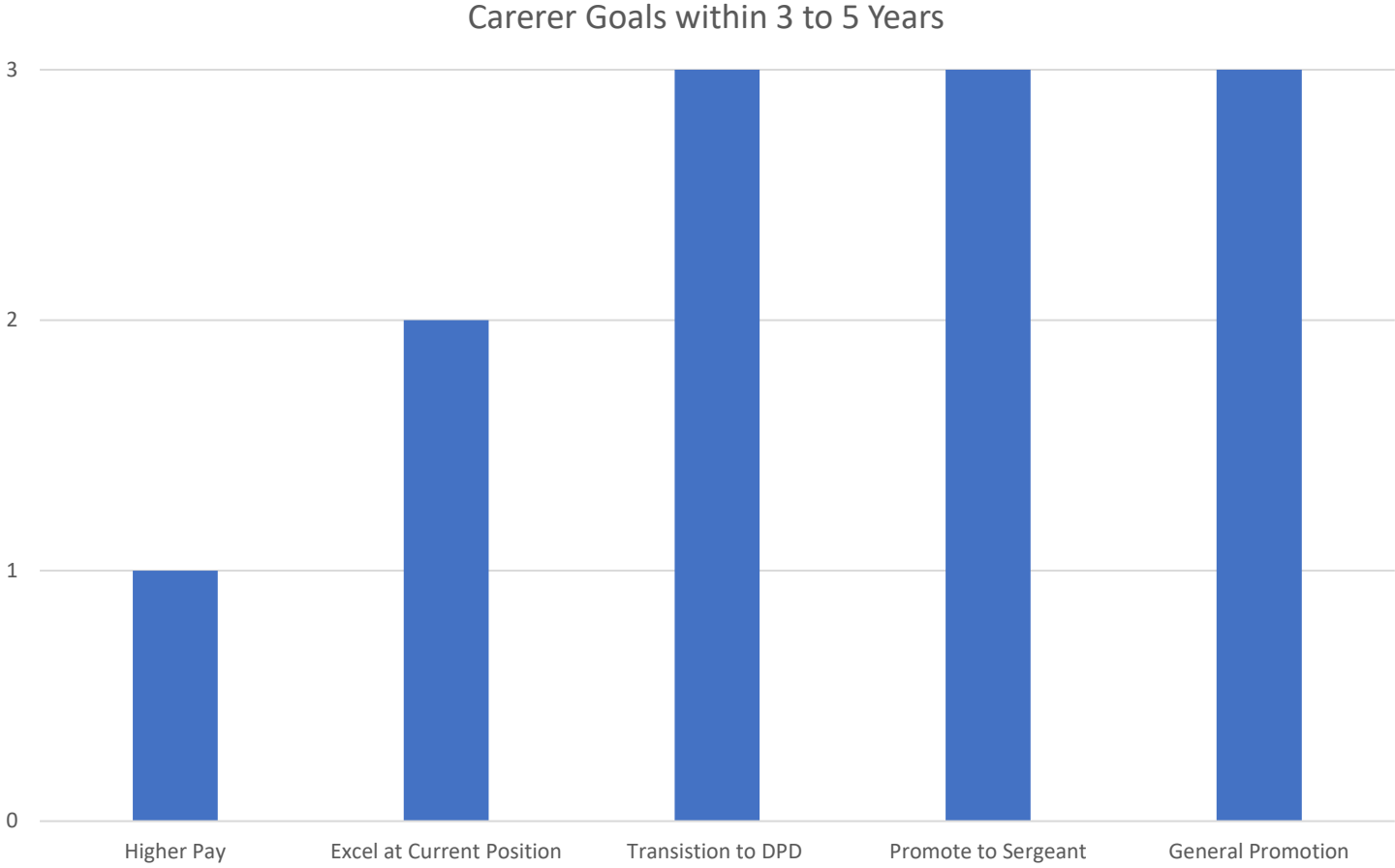
Carerer Goals within 3 to 5 Years

Security Officers took an in-person survey on July 24, 2024, to discuss career goals, growth, and upskilling opportunities.

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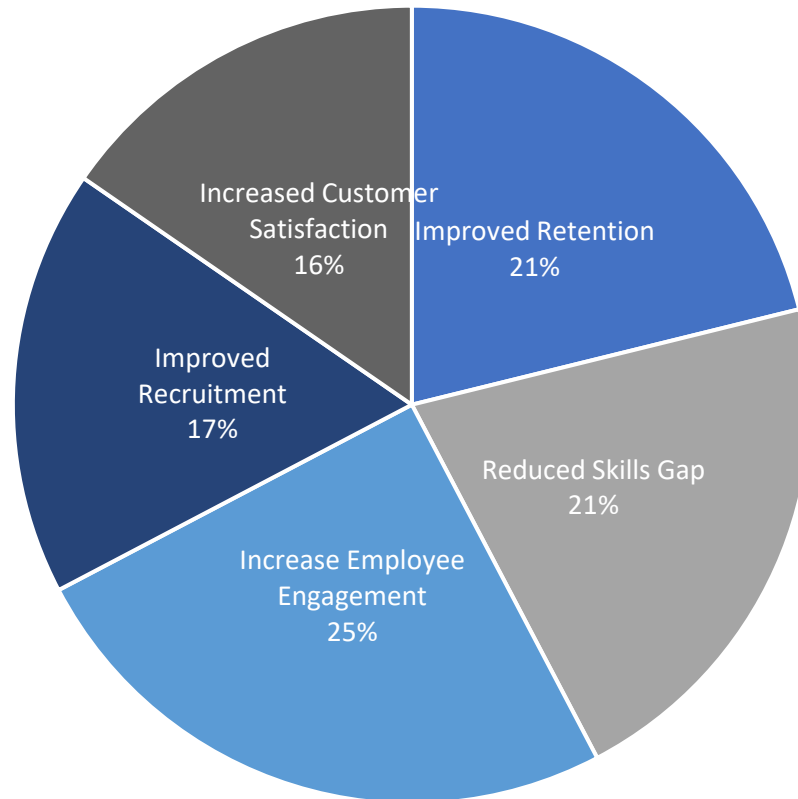
Development Needs
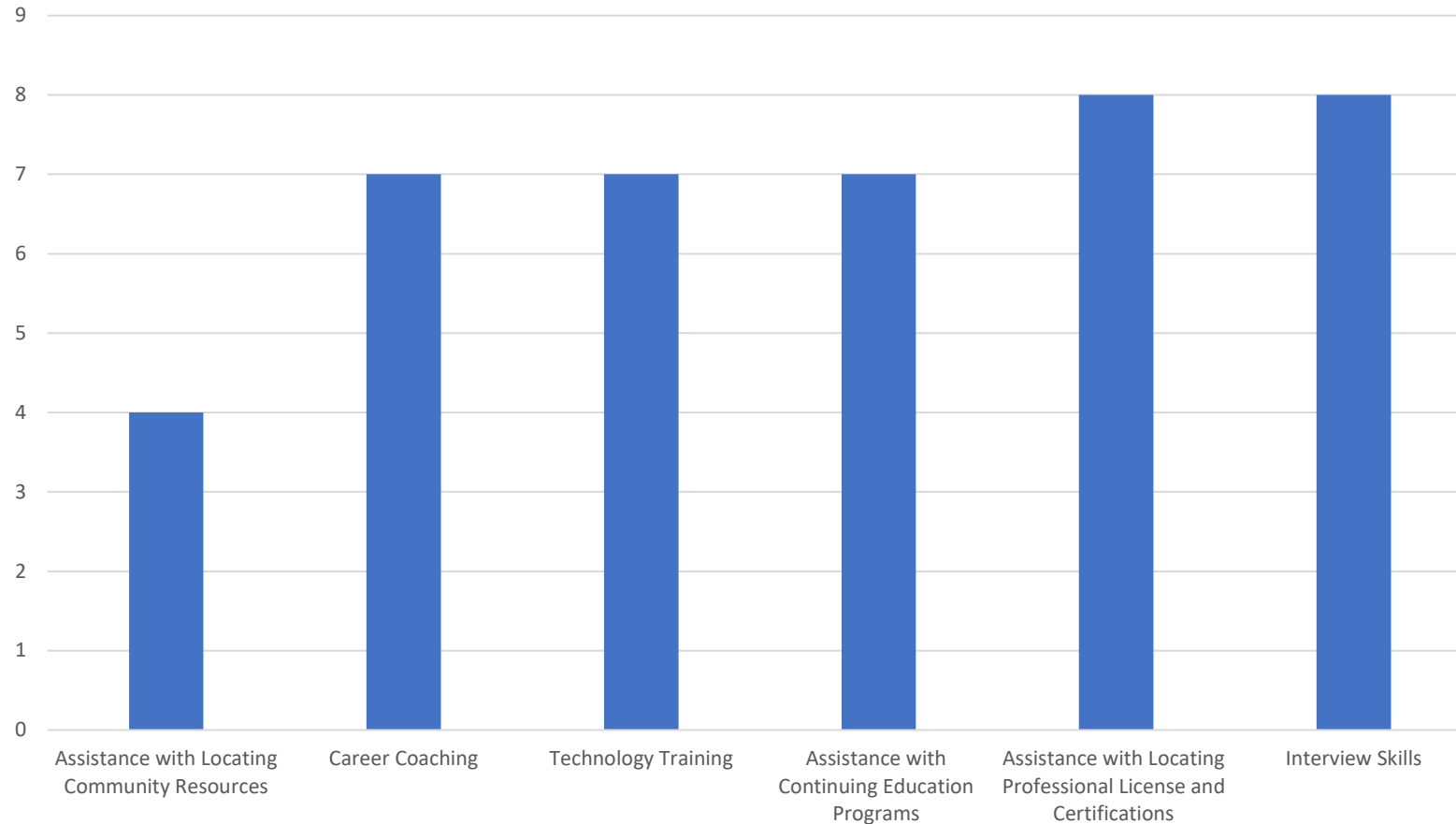
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Manager Survey Findings

Survey Question: I hope to see the following improvents as a result of the Upskilling Pilot Program. (check all that apply)

Pie chart:
- Improved Retention 21%
- Reduced Skills Gap 21%
- Increase Employee Engagement 25%
- Improved Recruitment 17%
- Increased Customer Satisfaction 16%

Managers were asked to complete a survey after attending an information session about the Upskilling Pilot Program.
14 out of approximately 70 Survey Respondents.

Manager Survey Findings

Survey Item: Please indicate your level of agreement with each of the following sentences.

Legend: Strongly Disagree, Disagree, Agree, Strongly Agree

The purpose of the Upskilling Pilot Program has been communicated clearly.

The Upskilling Pilot Program will positively impact my department.

The Upskilling Pilot Program will positively impact my direct reports.

I will work collaboratively with the Upskilling project managers to upskill my participating direct reports into higher paying positions within the City of Dallas.

I will allow my employee to participate in the program during work hours. This may include training, one-on-one meetings, and job shadowing opportunities.
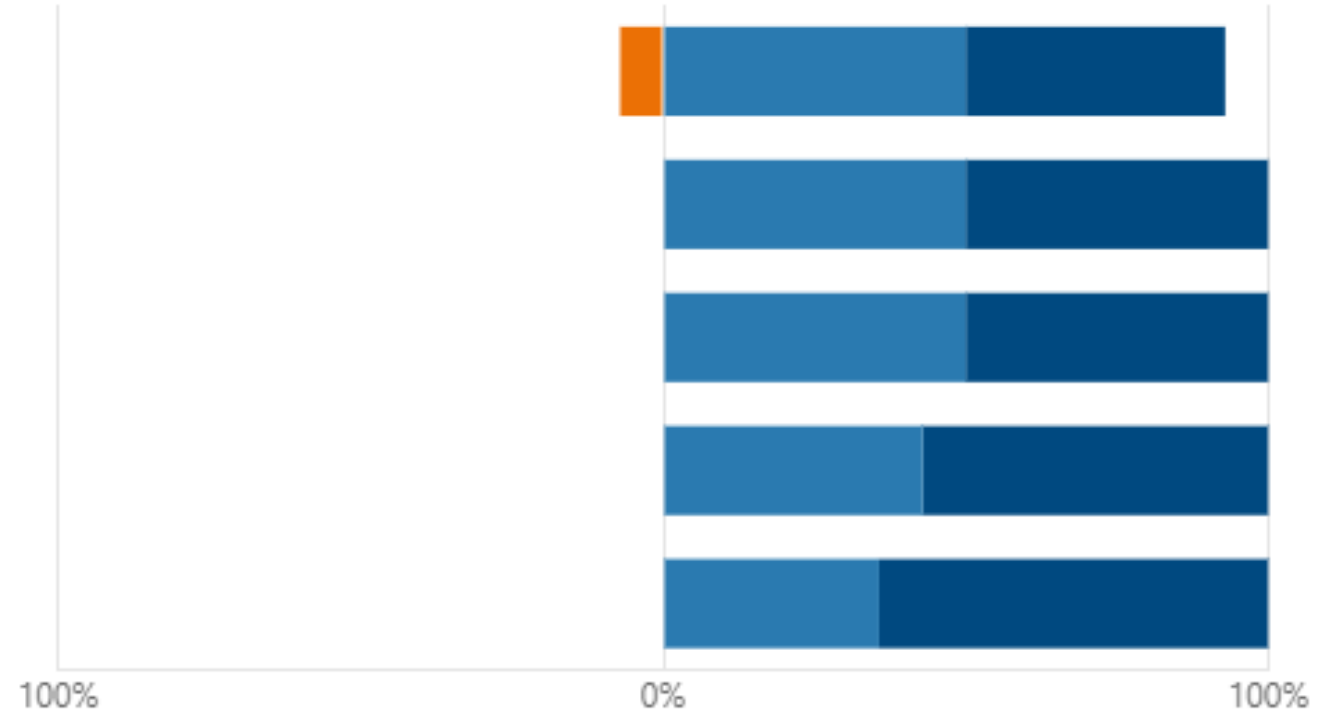
Manager Survey Findings

Survey Question: What concerns do you have about the Upskilling Pilot Program?

Low performing employees wanting to move up may focus on upskilling rather than current performance.

Employees will leave the City to use their skills elsewhere and make more money.

People being discouraged if they go through this process, interview, and not get the promotion.

We do not have enough openings in our department to keep the program successful.

Manager Survey Findings

Survey Question: Are there roles in your department (pay grade 7 or above) that you feel should be targeted in the upskilling program. For example, if my direct reports had _____ skill they could apply to move into _____ role.

Management Skills	**Computer Skills**
Communication Skills	**Advanced Degrees**

Current Interest in Program

Current Upskilling Participation Interest

CANDIDATE BY MANAGEMENT LEVEL

Management Level
- Supervisor
- Manager
- Lead
- Individual Contributor

- 2 / 4%
- 3 / 7%
- 4 / 9%
- 35 / 80%

Candidate Current Paygrade Ranges

- Paygrade 1-6
- Paygrade 7-13
- Paygrade 14-Above

- 6 / 14%
- 11 / 25%
- 27 / 61%

Candidate's Length of Service By Year

Length of Service	Count
0-2 years	16
2-5 years	8
5-10 years	3
10-15 years	7
15-20 years	3
20-25 years	4
25-30 years	2
30-35 years	1
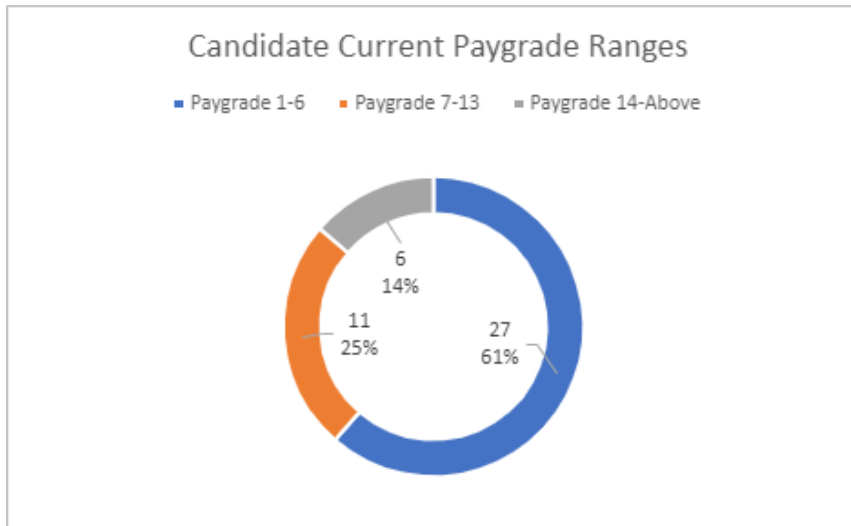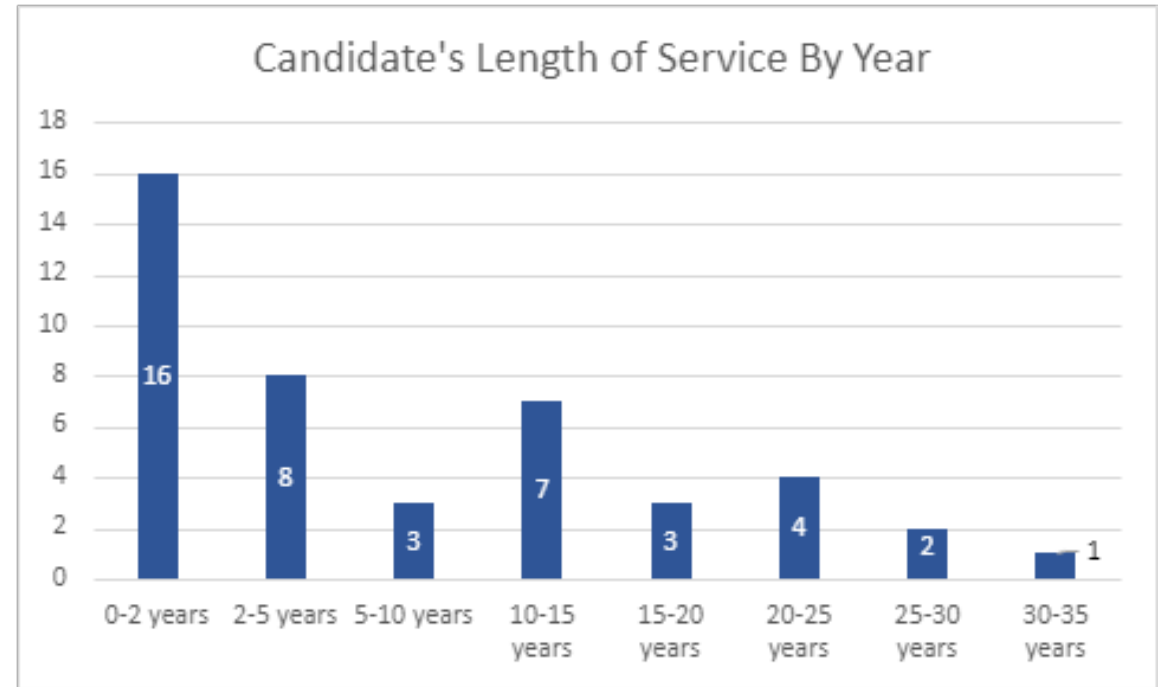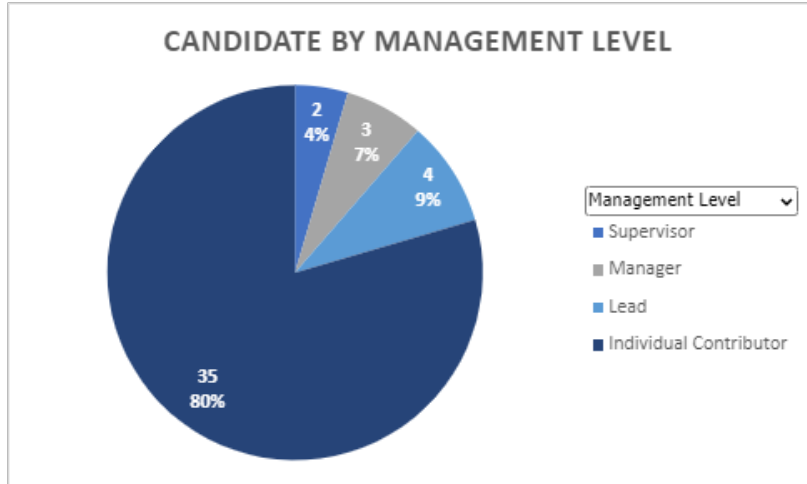
Participation interest touchpoints includes SharePoint, department meetings, manager referrals, employee recommendation, and poster QR code.

September 2024   18

Upskilling Candidate Feedback

Current participants were asked to complete a survey to gauge the impact of the program.

Survey Item: Thank you for participating in the Upskilling Pilot Program! We are grateful for your participation. Please include any additional comments or suggestions as we work to improve.

I will be attending training classes soon and working towards applying for higher paying positions within the City.

This program has helped me look at some things more professionally and how to take things head on to try to advance my career and accomplish my goals . I hope that the upskilling program will help you as it has helped me.

I hope I can progress in my job while in this program.

Through this program I was able to connect with stakeholders in other departments while also helping others interested in my current department.

Upskilling Candidate Pathways to Success

Women, Infant, and Children (WIC)	Crew Leader	Project Manager	Electrician

Upskilling Candidate Success Stories

Resources and Cross-Departmental Collaborations

- Collaborated with Information and Technology Services to provide bi-weekly in-person hands on training for Upskilling Pilot Program candidates in the Transportation department.

- Collaborated with Dallas Public Library on department specific emerging leadership training. Library has also created an Emerging Leaders and Mentor program to upskill department employees and 3 career series initiatives.

- Collaborated with Office of Community Care/Women, Infant, and Children in outlining a mentorship-success and leadership academy.

- Collaborated with Educational Partners on the Workforce Wednesday monthly webinar, reaching an average of 164 employees each month/1,973attendees across 37 departments in FY24.

Resources and Cross-Departmental Collaborations

- Collaborating with Sanitation department to begin Department of Labor Apprenticeship for a Heavy Equipment Mechanic position.

- Initiated a CDL A talent pipeline with South Dallas Driving Academy and Dallas Water Utilities, Stormwater.

- Created a Workforce Development and Upskilling Pilot Program SharePoint site in June with 318 views to date.

- Created cross-departmental connections and mentorship opportunities with Dallas Water Utilities, Office of Community Care/WIC, Human Resources, and City Attorney's Office.

- Collaborating with Transportation and Public Works CDL program.

CDL Program Comparisons

Transportation/Public Works Program

- Business Need

- Current Job Requirement

- Practice in City equipment during employee's work day

- In-person Classroom training

- Funded by Transportation/Public Works

Upskilling Development Resources

- Professional Development

- Preparation for current job opportunities

- Training on employee's own time

- Self-paced learning

- Funded by upskilling employee's department or scholarship

Upskilling Pilot Program Poster

Upskilling Pilot Program SharePoint Site

Upskilling Pilot Program

At the City of Dallas, we recognize the importance of supporting our employees' professional growth and well-being. The Upskilling Pilot Program is designed to empower and enhance City of Dallas employees with the knowledge and skills need to increase productivity, job satisfaction, career growth, and earning potential.

The Upskilling Pilot Program is a structured program that connects City employees to City and community upskilling resources. Schedule an introductory call to learn more about the Upskilling Pilot Program

- Schedule an Introductory Call

Internal Resources

- 🌐 City of Dallas Career Series
- 🎓 Access Educational Partnerships
- 🖥 ITS Learning Central
- 📰 Review City of Dallas Position Descriptions

Dallas Public Library Resources

Click Here

External Resources

- ☷ Microsoft 365 Training
- 👥 Skills Enhancement Initiative (Texas Workforce Commission)
- 👥 WorkIn Texas Learning Resource
- 👥 Workforce Solutions Greater Dallas
- 👥 Workforce Solutions of North Texas

/LearningCentral

UPSKILLING

PILOT PROGRAM
CITY OF DALLAS

What We Have Learned...

Strengths

- Employee desire to grow and develop
- Employment Opportunities/Job Openings
- Career Series

Weaknesses

- Practices, rules and policy that limit growth opportunities
- Budget (i.e., Tuition Reimbursement, Training)
- Job Descriptions that limit candidate pool

Opportunities

- Job shadowing and On-the-job training
- Developing a culture of development – based on Hiring Managers feedback
- Career Series

Threats

- Dedicated employees leaving the City of Dallas to gain experience or promotional opportunities elsewhere

Next Steps

- Implement Pending Resources:
  - Alithya- Microsoft Product Support
  - LinkedIn Learning- Integrates with Workday Learning
  - Microsoft Training through Dallas College Work Ready U program (October 2024)
  - Percipio- Enterprise-wide Training Content Provider

- Build the City of Dallas Job Description Skills Analysis Database

- Focus on supervisor development and engagement including training and a staff development toolkit

Contact Information

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