Upskilling Program Update and Next Steps

Workforce, Education, and Equity WEE Committee June 3, 2025

Nina Arias, HR Director Sonya Batts, Sr. HR Manager Heather Wood, Training Manager Human Resources City of Dallas



Presentation Overview



- Bloomberg Harvard Program Intro
- Problem Statement & Self-Assessment
- Intervention Strategy
- Actions & Key Insights Gained
- Measuring What Matters
- Looking Ahead
- What's New & Coming Soon



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





City Leadership Initiative

BLOOMBERG City Leadership Initiative Managing Talent in City Government September 23 – 27, 2024

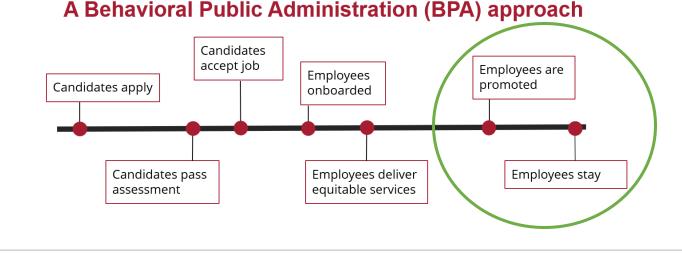
Problem Statement & Self-assessment



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?



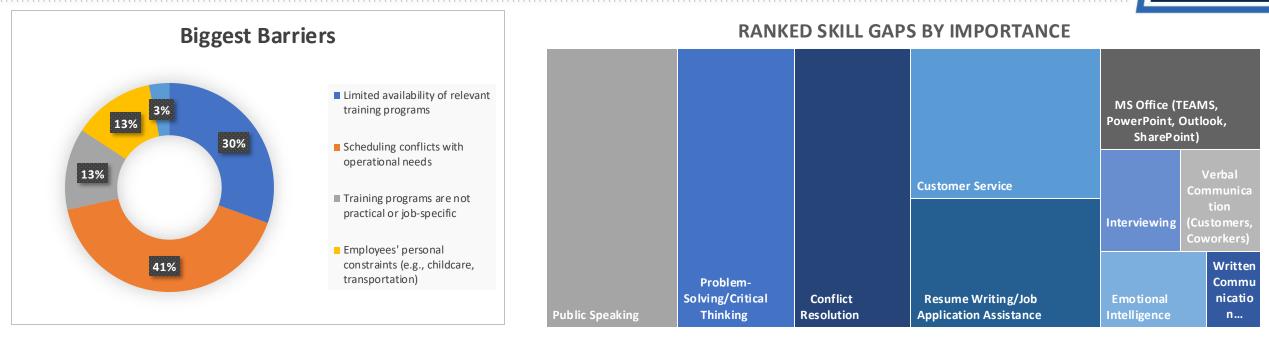
Intervention Strategy



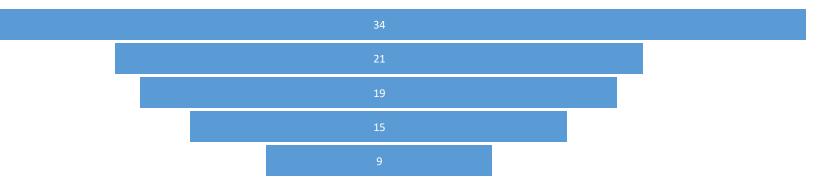
| Approaches | Outcomes/Progress |
|--|--|
| Determining number of qualifying departments, candidates, and the candidate's direct supervisor. | Total number of qualifying departments- 10 1,567 of potential participants Total number of direct supervisors- 475 |
| Listening session with employees – to gather information to develop personalized programs that connect and engage with their needs | Employees provided examples of additional trainings needed including Soft Skills Technical Skills, and Leadership Skills. |
| Listening sessions with managers - better understand how we can support their teams | Managers provided examples of additional trainings needed including Soft Skills, Technical Skills, and Job Specific Skills. Managers also suggested training formats such as Mentoring/Shadowing, Cross Department Training, Flexible Learning Options, Leadership Development. |
| Identifying leadership champions – pitch to city leaders to gain support | City Council buy-in and support. |
| Creating a career ladder system to add clarity and visibility to growth opportunities within the organization | Multiple career series have been developed and more are underway. Implementing a citywide Talent Review and Succession Planning program. |
| Coordinating job rotation and cross-departmental learning opportunities | Completed research on opportunities through manager and employee surveys. |
| Bringing in role models to mentor participants | Completed research on opportunities through manager and employee surveys. |
| Collecting data on existing programs, certifications, and support mechanisms | Established partnerships for resources to address identified development needs. |

Manager Survey Results





To improve retention, what do you feel should be prioritized?



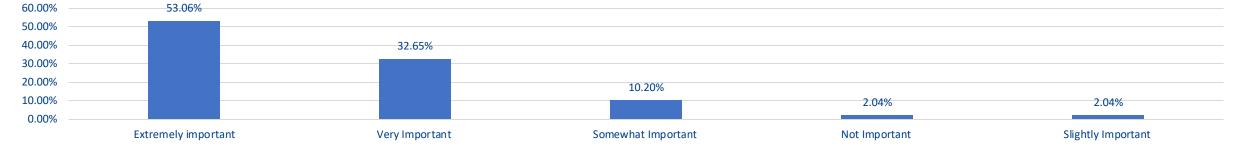
Ensuring fair and competitive pay adjustments Establishing clearer career progression pathways within departments Updating job descriptions to better align with actual job duties Increasing cross-training to create more internal mobility Providing more leadership development opportunities



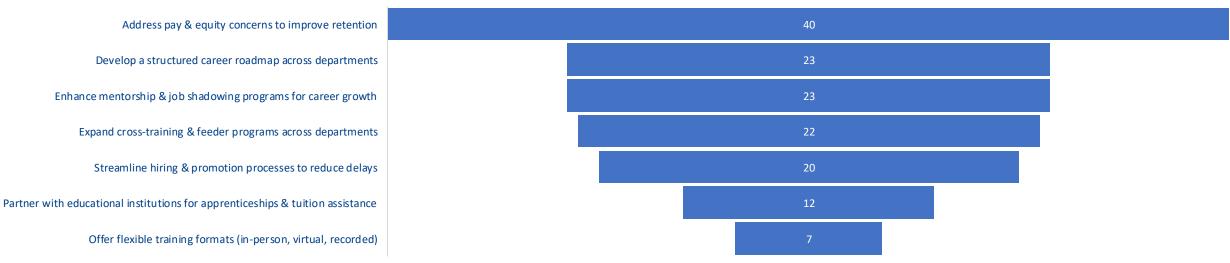
Manager Survey Results



How Important Do You Think It is to Provide Mentorship or Job Shadowing Opportunities to Help Employees Prepare for Career Advancement?



Ranked Highest Priority of Implementation





Security Officers Career Series Update



| Grades | 1 | 3 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 14 | 15 | 16 | 17 | 18 | 19 | 20 21 | 22 23 24 | 25 26 |
|-----------------------|---------|-----|----------------------|---------------------|-------------------------|----------------------|-------------------------------------|-------------------------|-----------|------------------------|-------|--------------------------|----|----|-------------------------------|----|----------------------------|----------|------------------------------|
| Detention Officers | CURRENT | | Detention Officer | | | | | | | s | | | | | | | | | |
| | FUTURE | | Detention | | Detention | | Detention | | | e | | | | | | | | | |
| | | | Officer I | | Officer II | | Officer III | | | 1 | | 1 | | | | | | | |
| MQs | | | HS + 1ys relevant | + | HS + 3vs(+) relevant | \leftrightarrow | HS + 5ys(+) relevant | | • | e | | | | | | | | | |
| Security | CURRENT | | | Security Officer | | | Senior Security Officer I Sr. | | | 5 | | | | | | | | | |
| Officers | FUTURE | | | Security | | Security | | Security | | Supervisor | | 1 | | | | | | | |
| | | | | Officer I | | Officer II | | Officer III | | d | | 1 | | | | | | | |
| MQs | | | | lys relevant exp | | HS + 3ys relevant | | HS + 5ys(+) relevant | 1 | HS + 5ys relevant + | | | | | | | | | |
| | CURRENT | | | | | | | | \square | e | | Deputy City Marshal | T | | Senior Deputy | - | | | Chief Deputy |
| Marshals | FUTURE | + | | | 1 | | | | + | e | ++ | Deputy City | | | City Marshal Senior Deputy | | Lead Deputy | | City Marshal Chief Deputy |
| | | | | | | | | | | 2 | | Marshal | | | City Marshal | | City Marshal | | City Marshal |
| MQs | | | | | | | | | | | | HS + 4ys TCOLE office | H. | | HS + 6ys TCOLE officer | | Associate + (8ys TCOLE) | | Bachelor + 8ys TCOLE |
| MQs | | | | | | | | | | | | | | | | | 10 | | |
| STAND | | | | | | | | | | | | | | | | | | | |
| CURRENT | | | | | | | | | | | | | | | | | | | |
| PROPOSED | 8 | _ | | | | | | | | 1 | | | | | | | | | _ |

- A Career Series is a group of individual job titles that involve work in the same general job title.
- These jobs have related knowledge requirements, skill sets, and abilities and the employee perform the same or relatively similar work with a similar skill set required.
- As employees move to higher paying jobs within a Career Series, the employee is expected to complete more complicated tasks, have more experience in the industry, and require less supervision.



Actions & Key Insights Gained

Refreshed Current Data

| Insight Gained: Regular | Identified Additional | Resources to Suppor | t the Initiative | | | | | |
|--|-----------------------|---|---|--|--|--|--|--|
| data reviews provided valuable visibility into program progress and helped ensure decisions remained aligned with evolving needs. | Insight Gained: | Developed Program with Stakeholder Input Prepared and Presented Program Pitch Insight Gained: Senior Leadership | | | | | | |
| | | Engaging employees, managers, and affinity groups early led to a better understanding of: | Insight Gained: Presenting a data- | Recruited Executive | | | | |
| | | Priority areas for growth and development Preferences for training format and timing Key factors that drive participation and program success | informed, feedback- based proposal enhanced leadership buy-in and strengthened strategic alignment. | Insight Gained: Securing executive sponsorship boosted program credibility and encouraged wider engagement across departments. | | | | |

Measuring What Matters



• Participant levels over course of Upskilling Program and across all Intervention Groups.

• Number of jobs applied for and number of participants applying for jobs resulting in changes in hiring & promotion rates with Intervention Group Participants vs Control Group (non-participants).

• Number of certifications/licenses received.

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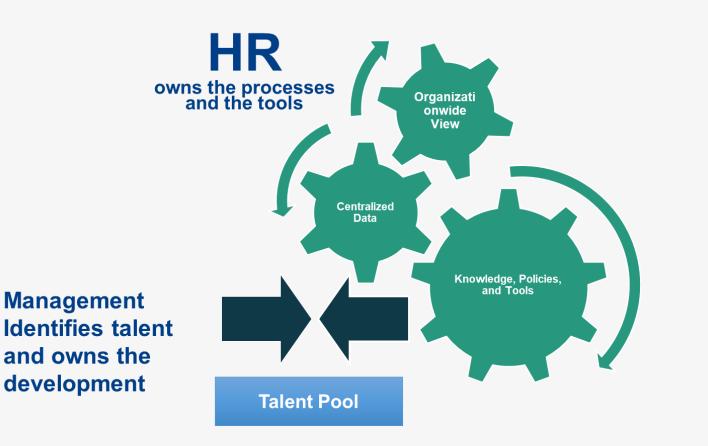
Consistent progress check every 90-120 days with participants and manager via survey feedback to gauge pulse of program including intended outcomes, potential roadblocks, and success of interventions.

Top 3 Next Moves Track data such Continue pulse as promotion. turnover, and checks with Initiate long term retention rates to managers and tracking of participants' participants on correlate their opinion on prescribed interve career ntions to progression. the impact documented of program. impact.

Looking Ahead: Your Roadmap to Impact

Conclusion: Use data from the three next moves to confirm the impact and success of the program in closing of skill gaps and transfer of learning.

What's New? Workday Talent Review & Succession Planning

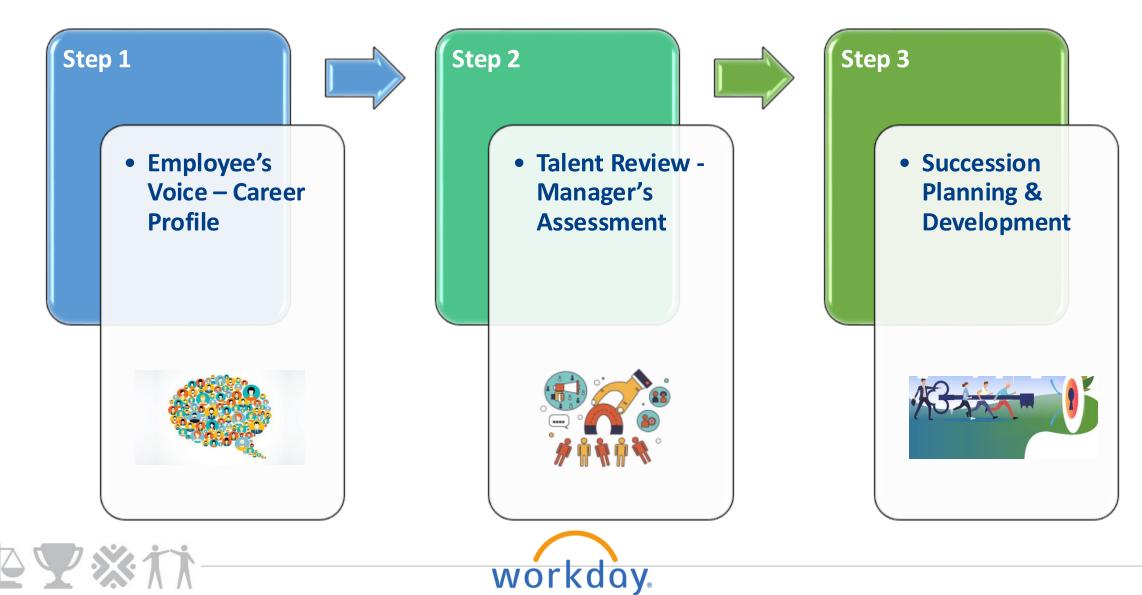


Talent Review & Succession Planning Purpose

- To help the organization identify and develop talent to meet current and future leadership needs.
- To assess talent to identify and mitigate talent risks.
- Develop a leadership pipeline.

Talent Review & Succession Planning Process





Why Workday?

Business Benefits

Tracking succession candidates helps:

- Reduce the days to fill vacancies for important roles.
- Ensure that these roles are continuously occupied.

Developing internal candidates for succession contributes to employee engagement and advancement.

Use Cases

You can use succession plans to fill:

- High-level leadership positions in the organization.
- Positions requiring advanced knowledge of proprietary technology.
- Positions requiring specialized skills, crucial for business success.

Succession pools track candidates that qualify for particular job profiles and are suitable for filling lower-level jobs such as first- or second-level managers.







What's New?





UNLOCK YOUR POTENTIAL!

Our new integrated environment of **Workday Learning**, a game-changing platform that will revolutionize how we learn and develop within our organization.



Coming Soon





PROPEL OUR WORKFORCE TRANSFORMATION STRATEGY

INVEST IN UPSKILLING AND RESKILLING TO MEET THE CHALLENGE

Online learning platform integrated in Workday Learning that:

- Helps identify and measure skill proficiencies to ensure the workforce stays relevant.
- Makes skilling personalized and accessible.
- Offers a blend of self-paced online courses, hands-on practice, virtual live online classes, compliance courses, and coaching to close skill gaps and mitigate risk.
- Is available anytime, anywhere, on any device.

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