



City of Dallas

Upskilling Program Update and Next Steps

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

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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



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Managing Talent in City Government
September 23 – 27, 2024



Problem Statement & Self-assessment

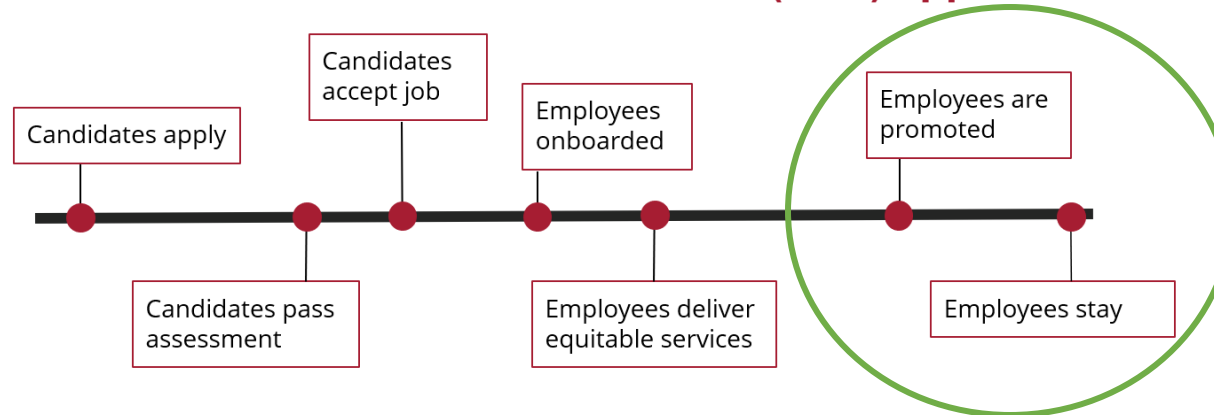


What is the problem you are trying to solve?

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



Intervention Strategy



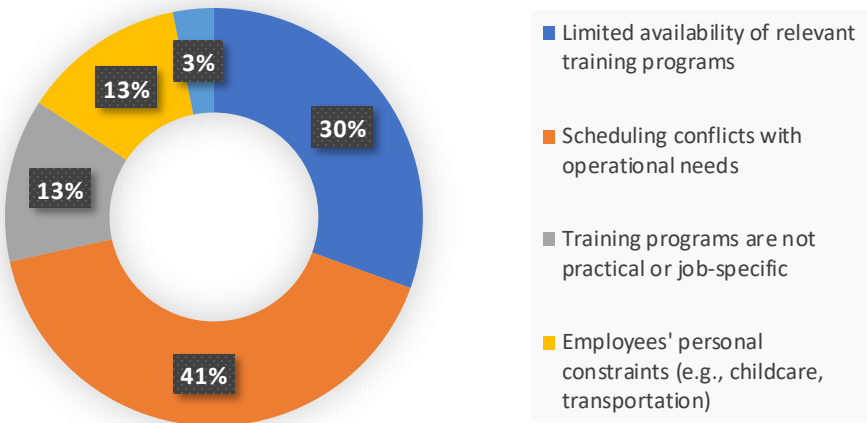
| Approaches | Outcomes/Progress |
|--|---|
| Determining number of qualifying departments, candidates, and the candidate's direct supervisor. | Total number of qualifying departments- 10 1,567 of potential participants Total number of direct supervisors- 475 |
| Listening session with employees – to 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 them 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



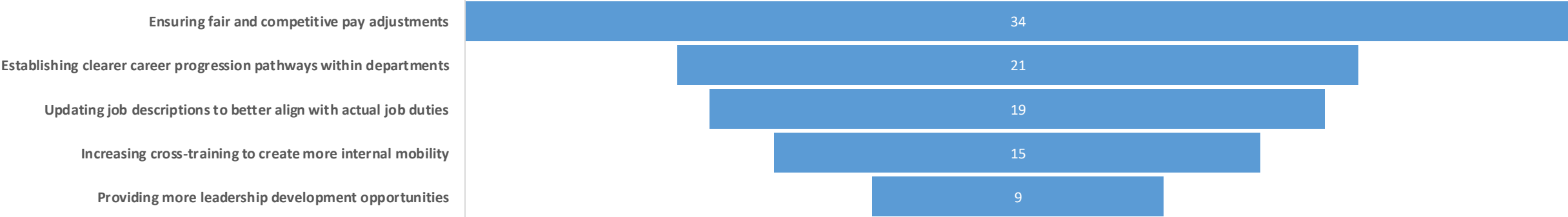
Biggest Barriers



RANKED SKILL GAPS BY IMPORTANCE



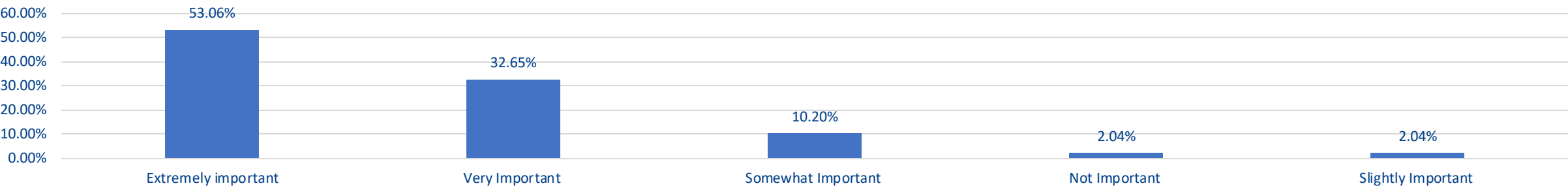
To improve retention, what do you feel should be prioritized?



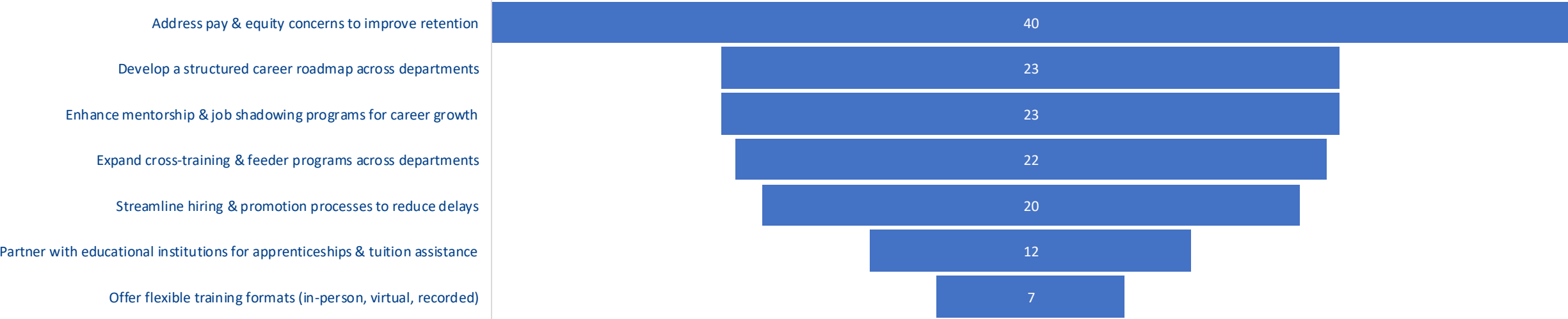
Manager Survey Results



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

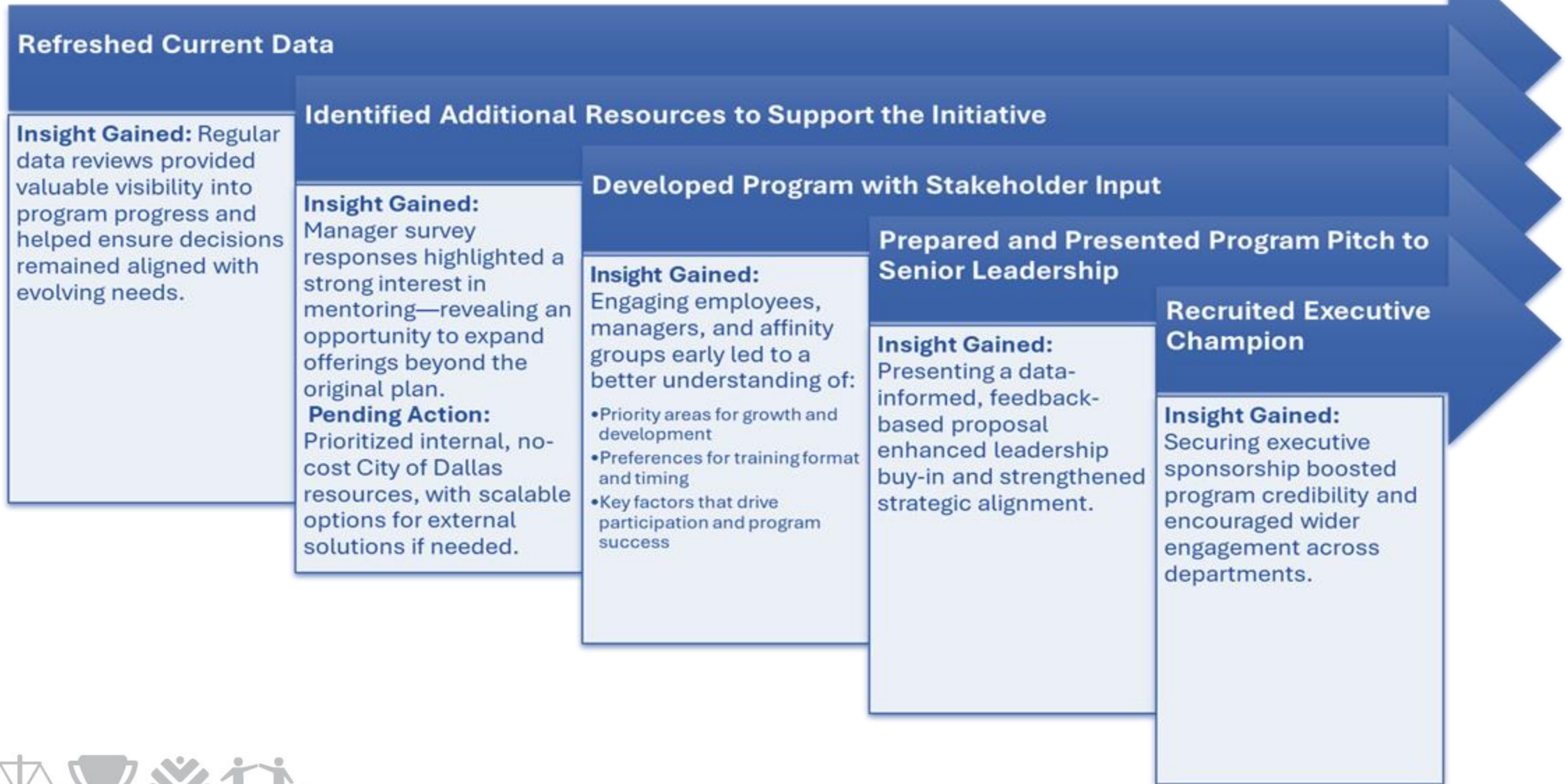


| Grades | 1 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
|--------------------|-------------|---|---|---------------------|--------------------|---|---|----------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Detention Officers | CURRENT | | | Detention Officer | | | | | | | | | | | | | | | | | | | | | |
| | FUTURE | | | Detention Officer I | | | | Detention Officer II | | | | | | | | | | | | | | | | | |
| MQs | | | | HS + 1ys relevant | ↔ | | | HS + 3ys(+) relevant | ↔ | | | | | | | | | | | | | | | | |
| Security Officers | CURRENT | | | | Security Officer | | | | | | | | | | | | | | | | | | | | |
| | FUTURE | | | | Security Officer I | | | Security Officer II | | | | | | | | | | | | | | | | | |
| MQs | | | | | 1ys relevant exp | | | HS + 3ys relevant | | | | | | | | | | | | | | | | | |
| Marshals | CURRENT | | | | | | | | | | | | | | | | | | | | | | | | |
| | FUTURE | | | | | | | | | | | | | | | | | | | | | | | | |
| MQs | | | | | | | | | | | | | | | | | | | | | | | | | |
| MQs | STAND ALONE | | | | | | | | | | | | | | | | | | | | | | | | |
| | CURRENT | | | | | | | | | | | | | | | | | | | | | | | | |
| | PROPOSED | | | | | | | | | | | | | | | | | | | | | | | | |

- 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



Measuring What Matters



1

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

2

- 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).

3

- Number of certifications/licenses received.

4

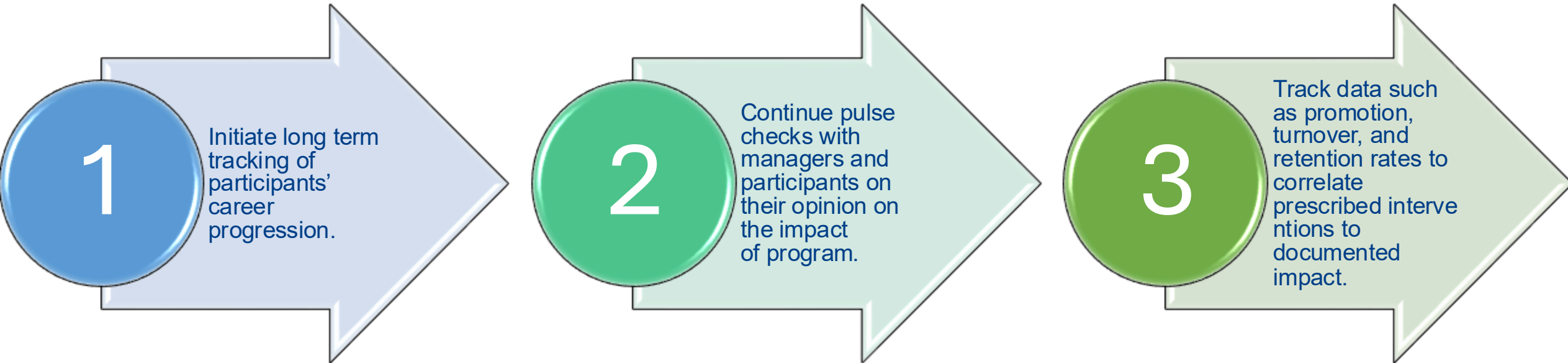
- Consistent progress check every 90-120 days with participants and manager via survey feedback to gauge pulse of program including intended outcomes, potential roadblocks, and success of interventions.



Looking Ahead: Your Roadmap to Impact



Top 3 Next Moves

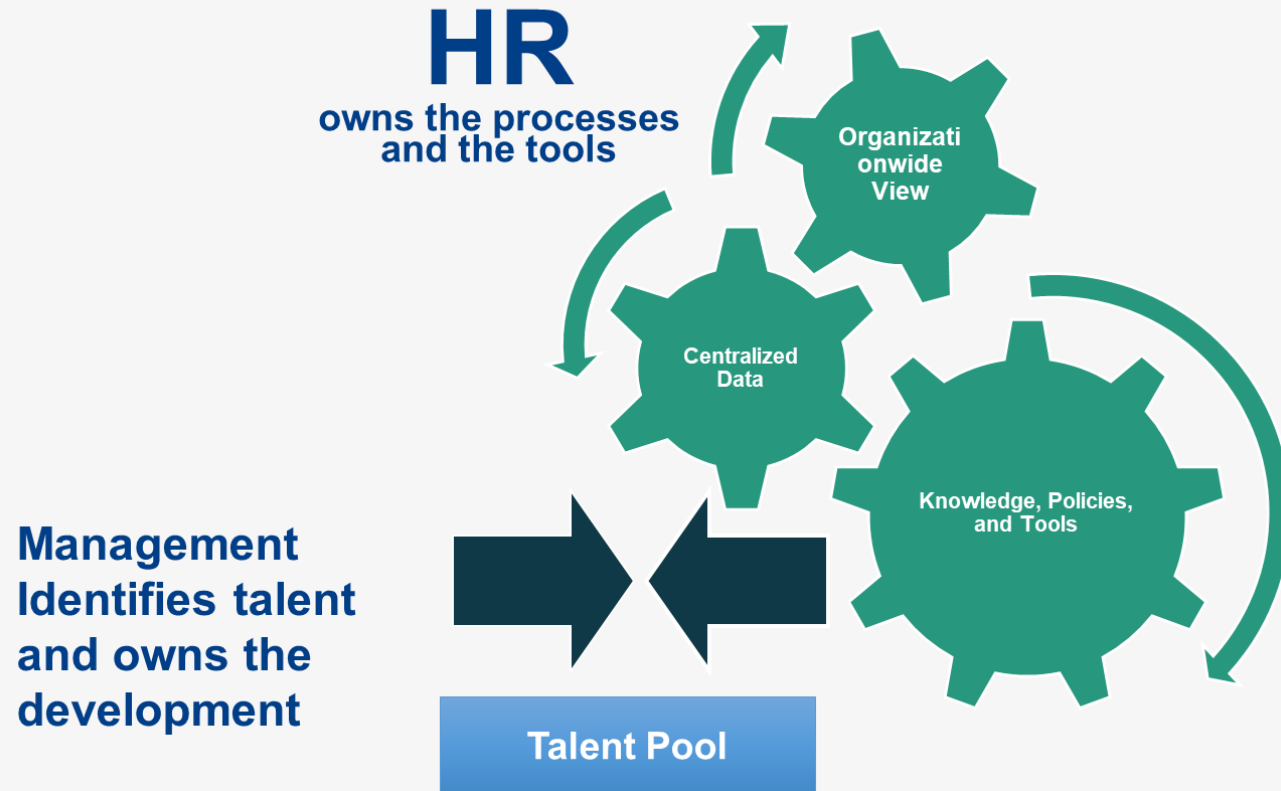


Conclusion: Use data from the three next moves to confirm the impact and success of the program in closing of skill gaps and transfer of learning.



What's New?

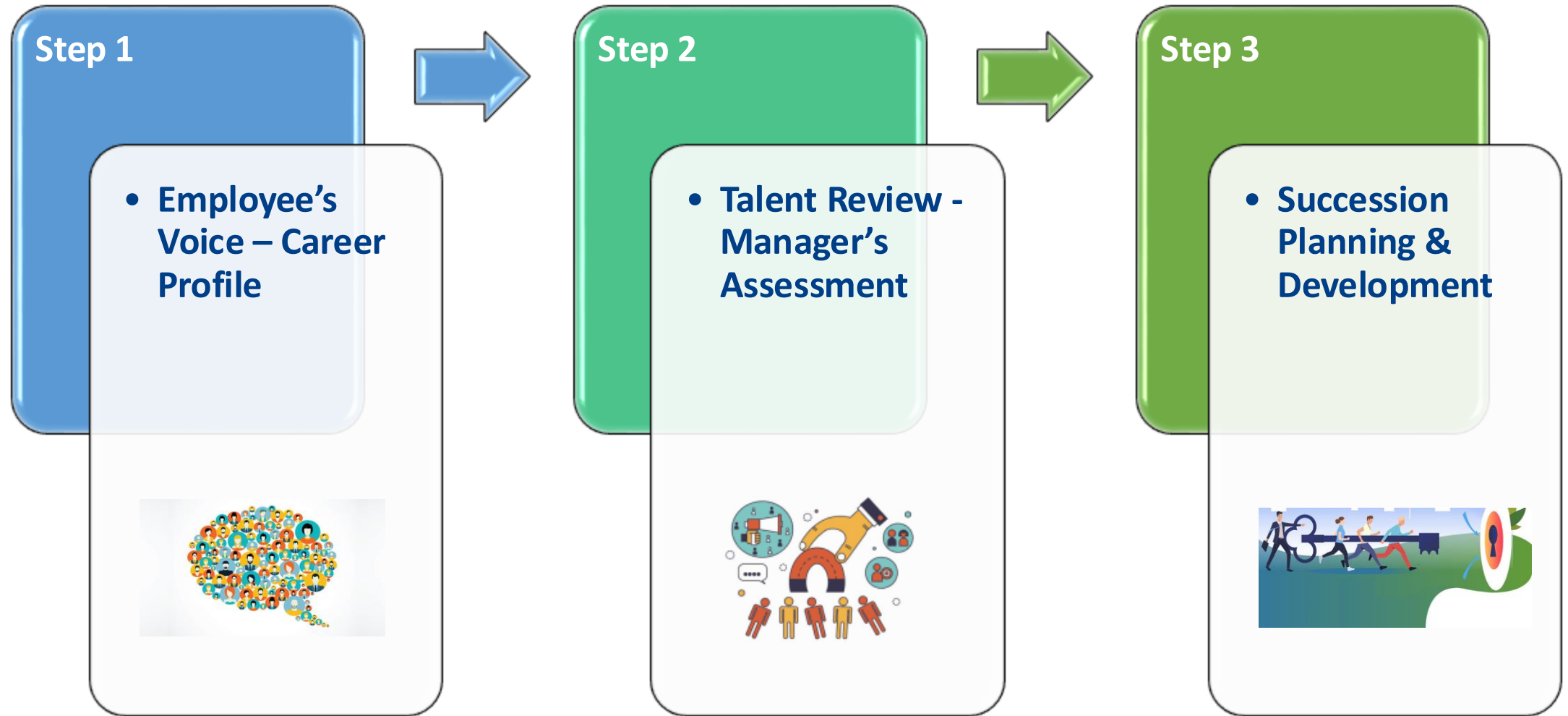
Workday Talent Review & Succession Planning



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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