

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

Date: October 9, 2015

To: Chairman Theo Lipscomb, County Board of Supervisors

From: Ted Fancher, Learning & Development and Diversity Manager
Kerry Mitchell, Chief Human Resources Officer

Subject: Learning & Development Update: For Information Only

This is an informational report regarding the progress made by our Learning & Development area of Human Resources from 2012 - 2015, including programs developed, facilitated, and coordinated, as well as system implementation.

Background

The Learning & Development function had been eliminated by the prior administration at Milwaukee County. In early 2012, it was evident there was little focus on employee development at the County – limited to no training opportunities, no effective development planning, and no regular compliance-related training was offered (such as Code of Ethics or Harassment Awareness training). With the County Executive's support, we built a training function from the ground-up, with a focus on building a learning culture at Milwaukee County.

Key Accomplishments

Key accomplishments include:

- Created and filled positions necessary to staff a quality Training and Development function.
- Launched and facilitated Harassment Awareness for Managers, and for Employees; 90% of all County employees have completed this training since initial rollout in 2013
- Designed, launched and facilitated more than 12 additional course offerings, with sessions scheduled throughout the county over multiple months, for employee and leader development. Between 2013 and Q3 of 2015, 494 learning sessions offered to Milwaukee County employees.
- Developed performance management tools and training for managers, including a new performance appraisal form, training on writing SMART goals, and competency assessment guides.

- Developed and launched the Leadership Excellence program, designed to meet the development needs of high-potential leaders across Milwaukee County. During 2015, 43 leaders graduated from the program.
- Developed and launched the Management Development Certificate Program, designed to meet the needs of front-line supervisors across Milwaukee County. During 2015, 30 supervisors completed a ten-week program pilot. Currently 43 supervisors are enrolled in the program with an expected graduation date of November 19, 2015.
- Consulted with multiple departments on additional learning needs, and developed ad hoc programs to meet those needs.
- Designed and launched talent management/succession planning programming, so that senior leaders may develop a solid plan by analyzing their talent pipelines, and build development plans to target gaps.
- Sought and received funds in the 2015 budget to launch a new Learning Management System, which is software that will provide employees the opportunity to manage their own development. Rollout is ongoing and scheduled for completion by end of Q1 2016.
- Designed an overhaul of the County Diversity Committee, re-invigorating our efforts to sustain a culture that fully values diversity and inclusion.

A listing of learning courses either designed, facilitated, or coordinated by Human Resources since this function was established in 2012 is attached.

Learning Management System

In 2015, Human Resources piloted and launched a new Learning Management System (LMS). By late November 2015, all County departments will have been provided access to and training for the new LMS. The LMS is a central, online tool that maintains all employee learning accomplishments, training attended, and certifications received. It is the place to go in order to enroll in a class. The system also contains a number of online learning opportunities for employees. Any employee may electronically request from their supervisor the opportunity to sign up for learning sessions. Any manager may assign training courses to their teams, using this web-based portal.

Here is a link to the introductory LMS demo that we will share during the Finance, Personnel & Audit Committee meeting in October:

<http://county.milwaukee.gov/TrainingandDevelopment15708/LMS-Road-Shows.htm>

Summary

Our goal is to continue increasing awareness of the many learning opportunities available at Milwaukee County. As employees continue to build their own development plans, we believe this system will be of tremendous support as a central repository for employee learning accomplishments. It will also provide metrics for County leadership to review participation in required safety, security, and compliance training, as well as certification tracking. We would like to thank the County Board of Supervisors for

approving funding for this program in the 2015 budget, and for your continued support of our efforts to enhance employee learning and development.

cc: Chris Abele, County Executive
Raisa Koltun, County Executive's Chief of Staff
Kerry Mitchell, Chief Human Resources Officer
Kelly Bablitch, Chief of Staff, County Board of Supervisors
Steve Cady, Research & Policy Director, Office of the Comptroller

Attachments