CITY OF
Tulsa
A New Kind of Energy

Employee Training

Office of the City Auditor
Office of Performance, Innovation and Strategy
Human Resources
Training Task Force

Description of Special Project

Why we did this project
- An employee survey conducted by the Office of the City Auditor in 2015 indicated 45% of the respondents were satisfied with employee training. A question in the survey asked, "What additional tools and resources could help your work group be more efficient?" Training was the response most often given to this question, by 14% of the respondents.

- Staff from the Office of the City Auditor ("OCA"), the Office of Strategy, Innovation and Performance ("OPSI"), and the Human Resources Department ("HR") met to discuss improving employee training. During that discussion, it became clear HR is not staffed to address all the City's training needs. Planning began to evaluate the quality of training at the department level.

How we did this project
This collaborative project began with leaders from OCA, OPSI, and HR. Mayor Bynum initiated a training task force ("Task Force") with a representative from each City of Tulsa department. The Task Force completed the following action.

- Researched best practices in organizational training and summarized the results into seven elements (See Exhibit 1)

- Created a maturity model to analyze current state in each department, using a scale of 0 – 5 (See Exhibit 2)

- Interviewed leaders and employees in each department and gave a maturity score to each element.

- Scored the city as a whole on each element (See Exhibit 3)

Project Results
The Task Force made eight recommendations designed to improve employee training. (See Exhibit 4). Critical to completing these recommendations is creation of a governance body to coordinate and maximize training across the city.

Next Steps
Mayor Bynum and city leaders have committed to forming the Training, Education and Development Committee. This committee will implement the Task Force recommendations in the short term, and continue on to identify goals and action items to reach and maintain the highest maturity level for employee training.

Exhibit 1

Employee Training Best Practices

1. <u>Strategic Alignment</u> –Align the organizational training plan with City of Tulsa's organizational strategy (mission, vision, objectives).

2. <u>Organizational Training Needs Analysis (TNA)</u> – TNA assesses and identifies actual skills/competencies needed to achieve strategic objectives.

3. <u>Resources and Facilities</u> – Identify human and physical resources necessary to deliver the training identified in the training needs assessment.

4. <u>Training Design</u> – Training development uses a systematic process, which includes: 1) Identifying target audience and training needs (demographics and work environment); 2) Training objectives that are observable, measurable and specific; and 3) Training accountability and follow-up.

5. <u>Delivery</u> – The training delivery method promotes learning comprehension by incorporating: 1) Adult learning principles; 2) Teaching methods appropriate to target audience; and 3) Training materials that are easy to read and highlight the most important messages or needs.

6. <u>Reinforcement/Return on Expectation (ROE)</u> – Post training measurement ensures training delivers value through benefits such as, increased productivity, retention and attraction of key talent, reduced staff turnover and absenteeism, and improved motivation. Research indicates outcomes of training improve by 50% if accompanied with reinforcement.

7. <u>Records</u> – A recordkeeping system tracks each employee's completed training and future training needs. The system controls all records to ensure they are identifiable, retained, and accessible.
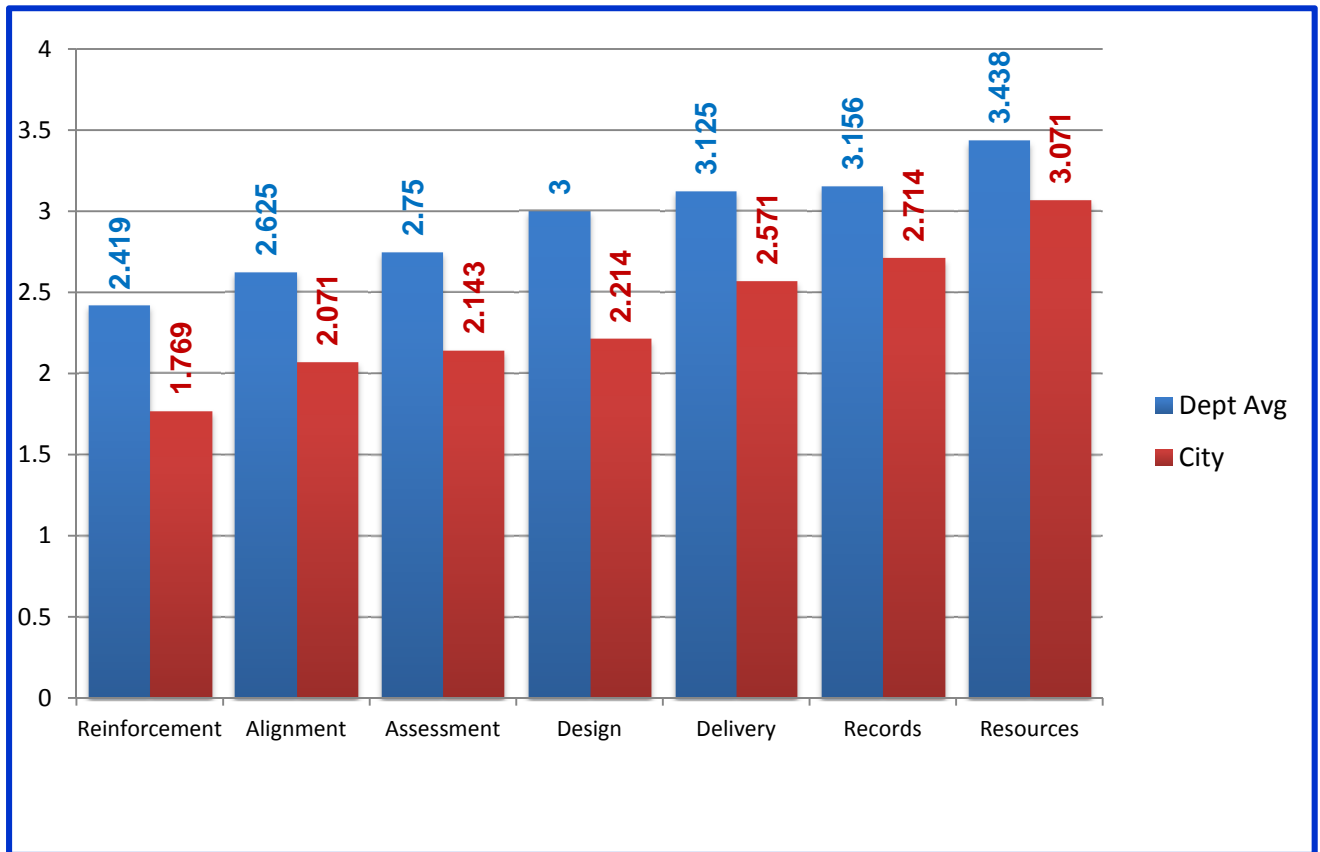
Exhibit 2

Maturity Scale

Score	Description
0	Department management has not recognized a need for a formal training plan
1	Department management recognizes the need for a formal training plan but has not implemented any elements
2	Department management has established a plan for developing the training element
3	Department management has had the training element in place for a short period of time (less than 2 years)
4	Department management has had the training element in place for at least 2 years
5	Department management has had the training element in place for two or more years and continually improves its practice

Exhibit 3

Maturity Scores

This chart shows the Task Force scores for each of the best practice elements (Elements are shown at Exhibit 2). The scores shown with blue bars were calculated by taking each department's score for each element and calculating the average score. The scores shown with red bars were calculating by taking each task force member's score for each element and calculating the average score.

Element	Dept Avg	City
Reinforcement	2.419	1.769
Alignment	2.625	2.071
Assessment	2.75	2.143
Design	3	2.214
Delivery	3.125	2.571
Records	3.156	2.714
Resources	3.438	3.071

Exhibit 4

Task Force Recommendations

1. Create and communicate a city-wide strategic plan;
2. Undertake a comprehensive assessment of the skills, knowledge and abilities needed to achieve city-wide goals;
3. Dedicate greater resources to training and improve communication of existing facilities and opportunities;
4. Incorporate interdepartmental knowledge transfer training requirements;
5. Create a city-wide training governance structure that allows for input from all departments on decisions that impact city-wide training;
6. Create a Training Coordinator position in the HR Department, create Training Coordinators for each department to ensure a training plan is developed and executed, and utilize the training governance body for coordinators to work together and share resources when available;
7. Assign the PPR working group with the task of ensuring that planning and reviews incorporate training alignment into the work they are doing to improve the PPR process; and
8. Create standardized records procedures and policies.