



2017

TRAINING AND PROFESSIONAL DEVELOPMENT



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MESSAGE FROM THE DIRECTOR



I am pleased to present the 2017 Training and Professional Development report for the DC Department of Employment Services. This report highlights the significant investment the agency has committed towards developing our team of world-class practitioners. The hallmark to successful program administration and effective service delivery is a highly trained workforce.

With the ultimate goal of becoming the nation's most impactful workforce agency, DOES is focused on incorporating innovative ideas into our talent development strategy, providing an array of opportunities for team members at all levels to enhance their professional skillset. Through the provision of leadership programming by way of training sessions and executive coaching opportunities as well as technical training in the areas of customer service, language access, and entry level leadership skills for non-managers, we are well on our way to developing and maintaining the highly trained workforce necessary to support the vision of the Honorable Mayor Muriel Bower for residents of the District of Columbia.

Best,

A handwritten signature in black ink, appearing to read 'Odie Donald II'.

Odie Donald II
Director
DC Department of Employment Services

WORLD CLASS CUSTOMER SERVICE

“ The most important concept I learned is to listen to what customers are saying with their verbal and nonverbal communication to achieve better service.

DOES Customer Navigator, World Class Customer Service Training



DEPARTMENT OF EMPLOYMENT SERVICES (DOES)

MISSION

The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

VISION

The Department of Employment Services provides comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all District residents.

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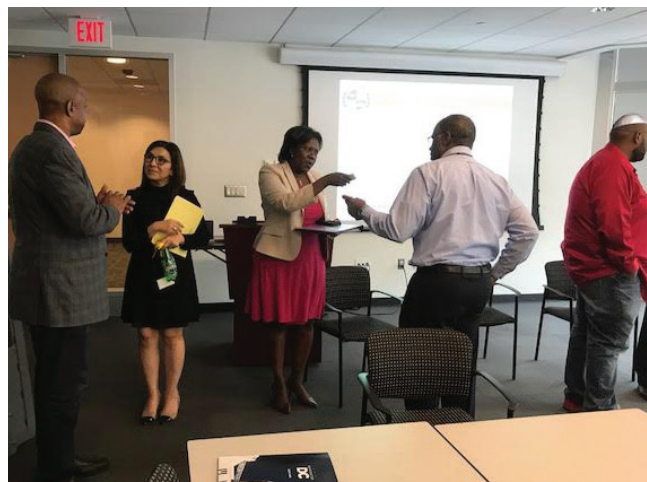


OFFICE OF TRAINING AND PROFESSIONAL DEVELOPMENT PROGRAMS

There is a strong mix of growing economy in the District of Columbia. In order to effectively cater to the needs of the District's growing economy, the Department of Employment Services has to nurture and develop the talent available within DOES. Continuing education is critical for economic and workforce development professionals as managers, leaders, or executives charged with the economic stability and quality of life for District residents. The Council on State Government reports one of the factors that contributes to a successful economic and workforce development team is leadership and program staff that are active and committed to the agency. Furthermore, research shows that leadership programs (1) help ease the chain of succession, (2) make employees feel more connected to the business, and (3) allow for the transfer of valuable ideas from one department/unit of a company to the whole organization.

Leadership development initiatives require an intentional coordination of efforts throughout the agency to be effective. Therefore, during the 2017 fiscal year, the Office of Training and Professional Development cultivated, connected, and challenged DOES leaders through the provision of excellent training and professional development experiences. Initiatives included:

- **Academy DOES Training Programs**
- **Academy DOES MSS Executive Coaching**
- **World Class Customer Service Training**
- **Americans with Disabilities Act (ADA) Training**



Academy DOES: Lead Training Program

LEADERSHIP PROGRAMS

ACADEMY DOES

Academy DOES is a leadership training initiative focused on enhancing skills, improving performance, and developing winning teams at all organizational levels of the economic and workforce development structure. Two key training programs of Academy DOES include:

Lead: Strengthening Executive Leaders for a Stronger Workforce, a five-session training program for executive and senior leaders to develop the ability to (a) engage in strategic change management, (b) use advanced communication skills, and (c) lead organizational culture change. Leaders also examine the role of systems and design thinking in order to lead others to spark strategic and innovative change.

Moving Beyond the Front Line: Developing Customer Service Skills For Future Workforce Leaders, a five-session training program which explores how to identify leadership opportunities and use natural strengths to take on important leadership roles. Participants learn and practice the skills involved in (a) establishing a genuine customer focus, (b) determining customer expectations, (c) communicating with customers, and (d) dealing with difficult customers.

Each cohort of the Academy DOES training programs included a cross section of the agency's demographic to include representation from all genders, ages, races, ethnicities, cultural backgrounds, and job assignments. A brief summary of the application and selection process for each training program includes:

ACADEMY DOES

“Great opportunity to refine leadership styles and network with emerging leaders.”

Lead Participant, Academy DOES



Academy DOES: Moving Beyond the Front Line Training Program

- **Moving Beyond the Front Line**

- Applications from front line staff were received for Moving Beyond the Front Line, representing all six DOES bureaus.
- Labor and Workforce Development Bureaus submitted the most applications making up about 40% of total applications received.
- Applications were submitted by a variety of positions within DOES with the most re-occurring position of Workforce Development Specialists followed by Program Analyst, Compliance Specialist, Tax Examiner, and Staff Assistant.
- The two most common benefits applicants hoped to receive from the training program is “improve customer service skills” and “become a more effective leader”.
- Upon review by an unbiased selection committee, 20 candidates were selected for participation in Moving Beyond the Front Line

- **Lead: Strengthening Executive Leaders for a Stronger Workforce**

Ten nominations were received from DOES Executive Team Members, representing the six DOES bureaus. The Director of DOES selected five additional applicants to invite to participate, representing a cross-section of the agency.

- Each bureau submitted two nominations.
- The two most common benefits Executive Team Members hoped candidates would receive from the training program is “to become more effective leaders” and “better understand departments”.



Academy DOES: Lead Training Program

The application and nomination phase of Academy DOES encouraged dialogue around growth opportunities within DOES. It is the hope that these conversations will continue and increase as the success of Academy DOES continues.

MSS EXECUTIVE COACHING PROGRAM

Under the leadership umbrella of Academy DOES and in partnership with the George Washington University Center for Excellence in Public Leadership, DOES has committed to connecting all executive and senior managers to at least seven hours of executive coaching to prepare managers to better support and develop non-management staff. Beginning September 2017, all DOES managers began receiving seven hours of coaching to include:

- **Intake/Coaching Contract:** Manager and the coach discuss the vision, goals, including strengths, areas of growth, and current business challenges. This allows for reflection in starting the draft of a development plan.
- **Leadership Development Plan:** Manager and the coach use the insights from the intake step to create a Leadership Coaching Plan focused on the goals to achieve.
- **Action/Observations:** Throughout the coaching engagement the manager actively uses the skills developed through coaching to achieve the goals.
- **Exit Feedback:** At the end of the engagement, the client and the coach assess the progress and design future developmental strategies to continue progress.

MSS EXECUTIVE COACHING PROGRAM

“ The MSS Executive Coaching Program has been outstanding! I am very appreciative of this opportunity. Coaching is having a positive impact on my development as a leader, team builder, employee, and a person.

D. Michael Cox, MBA

Program Manager | Department of Employment Services



LOOKING AHEAD

FY 18 Academy DOES Training Calendar

Training	Training Date(s)
Lead (2nd Qtr. FY18; 9am – 4pm)	January 26, 2018 – February 23, 2018
Beyond The Front Line (2nd Qtr. FY18; 9am – 4pm)	March 2, 2018 – March 30, 2018
Lead (4th Qtr. FY18; 9am – 4pm)	July 13, 2018 – August 10, 2018
Beyond The Front Line (4th Qtr. FY18; 9am – 4pm)	August 24, 2018 – September 21, 2018

DOES AND LINKEDIN LEARNING

In an effort to support ongoing professional development efforts and continue the leadership development process of Academy DOES, the Office of Training and Professional Development contracted with lynda.com with LinkedIn Learning to provide online learning opportunities for all Academy DOES alumni. Lynda.com is a leading online learning platform that helps anyone learn business, software, technology and creative skills from a video library of engaging, top-quality courses taught by recognized industry experts.

As a result of the budding partnership with LinkedIn Learning, the Office of Training and Professional Development was invited to participate in a team meeting with lynda.com + LinkedIn at LinkedIn's DC office. The meeting allowed for

an exchange of thoughts on the learning and development field and creating learning cultures within organizations. The Office of Training and Professional Development continues to maintain contact with LinkedIn Learning and hopes to share data for upcoming case studies for the company.

CREATING A SUSTAINABLE WORLD CLASS CULTURE

The MSS Executive Coaching Program initial value assessment results revealed managers value an organizational structure that has a culture of accountability, continuous improvement, continuous learning, customer satisfaction, and information sharing. These findings are in line with the direction of DOES. It is the agency's goal to create a culture that embodies these values. Looking ahead holds opportunity for organizational continuous improvement projects that will assist in accomplishing this goal.

AGENCY-WIDE PROGRAMS

CREATING WORLD CLASS CUSTOMER SERVICE TRAINING

The release of the agency's Customer Service Bill of Rights set the standard for customer expectations and creates a strong foundation for how DOES will manage customer service as a performance measure. In support of the Customer Bill of Rights and to intentionally provide employees with the tools to provide extraordinary customer service, DOES launched Creating World Class Customer Service Training for all front line staff. Employees who possess skill, professionalism, and "know how" to handle a great variety of situations are an asset to any organization. The Creating World Class Customer Service training program allows front line staff to enter their work area with confidence knowing they are equipped to answer questions, overcome objections, and ultimately close the deal.



DOES Office of Training and Professional Development & lynda.com Team Members



Upon completion of the course, learners are able to:

- Examine the value of providing exceptional customer service in today's business environment.
- Explore how service is defined by customers.
- Communicate effectively and genuinely with customers.
- Apply strategies to better deal with challenging customers.
- Objectively evaluate customer service efforts.
- Demonstrate world class customer service skills necessary to develop professional, customer-care relationships with customers.
- Demonstrate a personal brand complementary to agency expectations of DOES customer service.

The Office of Training and Professional Development provided the training in partnership with Management Concepts for the Customer Navigation Center team members. As the front door to the agency, this eight hour training program provided Customer Center Navigators with tools and skills to assist external customers. A 90 day follow-up assessment will be distributed to evaluate participants' retention of skills and the impact on Customer Navigation Center's business.

LOOKING AHEAD

Customer Navigation Center leadership along with the Office of Training and Professional Development will create training materials for staff who join the Center during a period when training is not available. This will reduce gaps in training delivery and allow for consistencies in customer service performance. Additionally, the Customer Navigation Center

leadership along with the Office of Training and Professional Development will consider the creation of booster sessions on content covered in training. Boosters may be in the form of Monday Morning Perks, pop quizzes, team meeting agenda items, etc. to ensure concepts and skills remain current and to identify areas for advanced training. Additionally, Creating World Class Customer Service Training will be offered to all six bureaus FY18.

AMERICANS WITH DISABILITIES ACT TRAINING

Staff members from the Workforce Development Bureau participated in Americans with Disabilities Act (ADA) and Disability 101 training facilitated by the District of Columbia Office of Disability Rights. During the session, staff members received information on providing efficient service delivery for DOES customers with disabilities. The training program provided information on etiquette and demonstrations on how to evaluate disability-related fears and misconceptions. Participants also learned terms and definitions under the ADA with "people-first" language, which respectfully puts the person before their disability.

LOOKING AHEAD

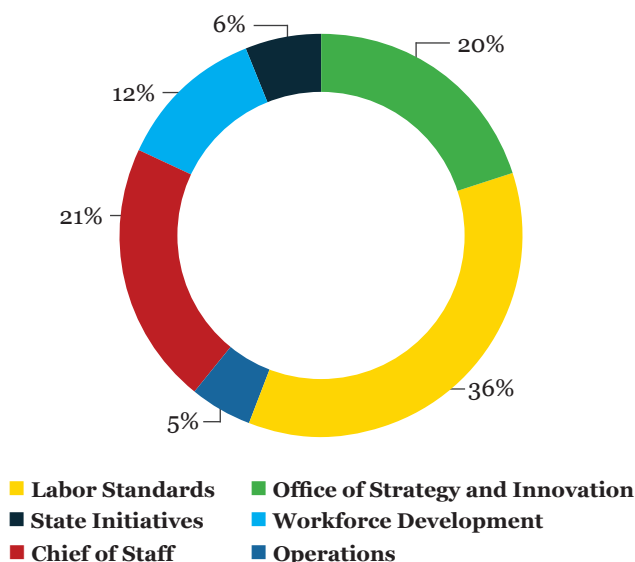
Americans with Disabilities Act Training along with a catalog of additional equal opportunity trainings will be offered to all six bureaus during FY18 in collaboration with DOES Offices of Human Resources and Employee & Labor Relations.



OVER \$300K SPENT ON LEARNING AND DEVELOPMENT IN FY17

WHO'S BEEN TRAINED

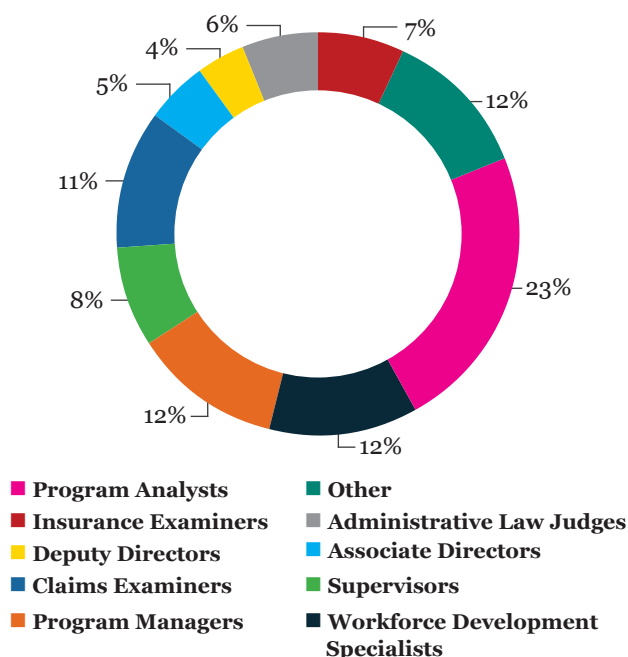
FY17 BUREAU REPRESENTATION IN LEARNING AND DEVELOPMENT ACTIVITIES



The Department of Employment Services has supported various learning opportunities across the six Bureaus representing the agency.

WHO'S IN THE SEATS

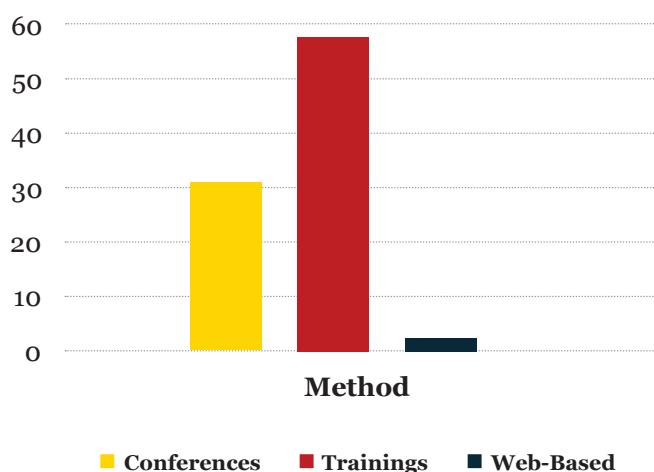
FY17 POSITION REPRESENTATION IN LEARNING AND DEVELOPMENT ACTIVITIES



The Department of Employment Services has supported various learning opportunities across all organizational levels of DOES.

HOW DOES LEARNS

FY17 LEARNING AND DELIVERY METHODS



Understanding that team members learn through various methods, The Department of Employment Services has supported various learning opportunities ranging from conference to web-based delivery.

OVER \$300K INVESTMENT ON LEARNING AND DEVELOPMENT IN FY17 RETURN (ROI)

DOES' INVESTMENT OF OVER \$300,000 INTO FY17 TRAINING AND PROFESSIONAL DEVELOPMENT RESULTED IN SUBSTANTIAL IMPROVEMENTS TO THE AGENCY'S FEDERALLY FUNDED WORKFORCE DEVELOPMENT PROGRAMS.

KEY OUTCOMES



Removed the agency's long-standing 'high risk' designation by the US Department of Labor



Removed at risk' designation of the Unemployment Insurance program



Provided more than 300,000 services



Served more than 100K people



Doubled the amount of adult trainees



Increased the amount of DC apprentices from less than 600 to 1300+



Lowered the unemployment rate of the District by more than 1%



Led 35,000 DC residents to gaining employment



Quadrupled number of youth in federally funded programs



Reinvested more than \$831M in employee wages into the District economy

FIRST TIME ACCOMPLISHMENTS



First Source in full compliance at 51% for the first time in District history



Labor Market Information Division ranked number one in the regional and 8th nationally. This is the first time the District has ever held this distinction.

REGIONAL RECORDS



Exceeded First Payment Promise (FPP) measure for 11 consecutive months and counting. This is a regional record and over 90% average.



Workers' Compensation program ranked Top 5 in the nation



DOES held an 85% retention rate across adult programs



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