

I. Functional Area Workflows Identified in Phase I

- Client Service Measures
- Compliance Training
- Online Training Development
- Scoping
- Standard Classroom Training
- Travel Requests
- Travel and Budget Planning

- New Vision - Training Tracks
- Module Naming Structure
- Training Tracks with External Content
- Signup, Completion and Feedback
- Supervisory Completion Form
- Webinar Process
- Webpage Updates
- Online Module Development Process
- Marketing Development
- Strategic Planning Reporting
- Post Training Coaching
- Scoping (Needs Analysis)

II. Summary of Phase II Business Process changes (**add rows as needed*)

Workflow	Change Recommendation	Needs Assessment*
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<p>Workflow Name Training Tracks</p>	<ul style="list-style-type: none"> • Bullet list of significant change recommendations with 1 sentence explaining the change • Development of a new T&D Vision and Business case for Statewide online training, proficiency building webinars and post training coaching development plans. <i>This strategic plan allows all State employees to complete training anytime and anywhere with the use of Training Tracks that have short online learning modules, virtual leader led practice webinars and post training coaching development plans.</i> 	<ul style="list-style-type: none"> • Indicate (New) or (Update), statement of need and 1 sentence describing the recommendation • (New) – A Learning Management System (LMS) will help manage Training and Career Tracks more efficiently but is not necessary to get started. <i>We developed a SharePoint Intranet and training tools as a work around until an LMS can be purchased.</i> • (Update) – Training on the new training system for all State employees: <i>We developed online modules and will be marketing to supervisors and line staff on the new training system.</i>
<p>Module Naming Structure</p>	<ul style="list-style-type: none"> • Development of strategic training modules with Five Identified key learning content areas. The five P’s (Policy, Process, Plan, Prepare and Perform) help identify the type and content of the training for knowledge, skill, ability development of employees and their supervisory coaches. 	
<p>Training Tracks with External Content</p>	<ul style="list-style-type: none"> • Development of process to integrate external training content (like LinkedIn Learning) to integrate with State specific content linked to competency based MQs for strategic recruitment and planning. <i>The Training Tracks will develop competencies needed for competency based recruitment, coaching and performance management to influence employee retention and Career Tracks.</i> 	<ul style="list-style-type: none"> • (New) – Purchase of external learning content like LinkedIn Learning Lynda.com. <i>This will expand the learning opportunities Statewide for learners in course content not offered by T&D (Excel etc.) and help our team focus on developing State specific content.</i>
<p>Signup, Completion and Feedback</p>	<ul style="list-style-type: none"> • Development of an efficient process and job aids (validation form, etc.) that allows learners to begin and complete training at their own pace with supervisory coaching. 	

	<ul style="list-style-type: none"> • Development of a completion process (online completion form) that provide tools for post training coaching development plans between the supervisor and learner before completion of a Training Track. <i>This provides a single step enrollment and completion with metrics based coaching proficiency development plan.</i> • Creation of a monthly completion reporting function. <i>This completion reporting function will provide HR staff or HRBP the data metrics to follow up with supervisors/employees NOT consistently completing tracks or developing post training coaching plans.</i> 	
<p>Supervisory Completion/Coaching Format</p>	<ul style="list-style-type: none"> • Development of supervisory coaching assessment in the completion form with a Likert scale on post training coaching development with the learner. <i>This process not only encourages the development of the coaching relationship in application of learning but provides strategic information to HR/HRBP on organizational development of performance management.</i> 	
<p>Webinar Process</p>	<ul style="list-style-type: none"> • Development of standard and custom instructor led webinars to build application proficiency and care for students who seek instructor interaction and advanced application of learning content. <i>This process incorporates the use of HR/HRBP as SMEs as facilitators in pre-recorded or live webinars for a focus on more proactive HR performance management instead of reactive HR actions</i> 	<ul style="list-style-type: none"> • (Update) – shortened training for HR/SME/HRBP in webinar delivery

<p>Webpage Updates</p>	<ul style="list-style-type: none"> • Development of a more efficient process to track and make changes to the new Training & Development webpage and SharePoint. <i>This leads to more effective marketing strategies and engaging motivation to build knowledge and proficiency.</i> 	
<p>Module Development</p>	<ul style="list-style-type: none"> • Development of standard course content into Training Tracks for any subject matter with shorter modules and webinars available on demand statewide. <i>This strategic design allows for new material to be added, simplifies incorporation into individual performance evaluations with many structured training tracks.</i> 	<ul style="list-style-type: none"> • (New) – purchase of design and virtual delivery tools. • Training for T&D staff and Webinar SMEs in the use of these tools.
<p>Marketing</p>	<ul style="list-style-type: none"> • Marketing Training & Development as the driver/resource of learning, proficiency development and career cultural change. <i>These strategies will State employees learning paths that lead to career paths and provide HR and HRPB the organization planning tools to develop tomorrow’s leaders today from the beginning of their employment (new employee orientation for example).</i> 	<ul style="list-style-type: none"> • (Update) – Inclusion in New Employee Orientation tools and purchase of common media marketing tools. • Training for T&D staff on use of new systems and media tool enhancements.
<p>Strategic Planning Reporting</p>	<ul style="list-style-type: none"> • Process and automated monthly reporting tools using existing resources that HR and HRBP can use for organizational planning for strategic deliverables. 	<ul style="list-style-type: none"> • (Update) – Reporting enhancements of TrainAlaska for a more efficient reporting process. • (Update) – Client Service Measures that shift from number of training completions to supervisory/employee coaching application.
<p>Post Training Coaching</p>	<ul style="list-style-type: none"> • Process for supervisor/employee post training application coaching plan before completion of a 	<ul style="list-style-type: none"> • (New) – Training for learners and supervisors on the new learning, completion and coaching processes.

	<p>Training Track. <i>This process ensures follow-up and application that can easily be linked to performance metrics for individual, performance evaluations and targeted team building to improve performance.</i></p>	
<p>Scoping (Needs Analysis)</p>	<ul style="list-style-type: none"> Improved online process for initial needs analysis for training and team building. This process will help determine referral to an existing training resource (Training Tracks) or the need to develop customized training or course development to meet organization needs with the focus on post training coaching. 	<ul style="list-style-type: none"> (Update) – Development of an online scoping tool focused on meeting needs while using virtual or leader led virtual delivery for cost saving in travel, time and deliverable outcomes.

*Significant needs noted that apply to more than one workflow update should only be listed once

Work We Should Stop Performing

Simple list of functions/tasks recommended to stop being performed in this functional area

- Full day classroom instructor led courses with a limited number of students in only the key markets (Anchorage, Juneau and Fairbanks) when virtual delivery is Statewide and on demand
- Manual processes that can be automated
- Online Web page changes reliant on others to perform
- Individual supervisory coaching that can be performed by the supervisor with the employee using new post training coaching tools
- Spending resources on standard training expenses (travel) that can be accomplished through virtual delivery

ADDED FUTURE STATE HR FUNCTIONAL AREAS

- *Bullet list of functional areas recommended to be taken on by this workgroup*
- Workforce Optimization and Strategic Planning – This will add to effective change management, a learning/coaching culture, career paths and employee retention.

INTERNAL LIAISON

Does this function need a liaison in another area of the Division of Personnel and/or in the Department? If so, list here

The HRBP are an essential partner to use the data metrics to refer training, coaching and proficiency develop as well as strategic team building to strengthen workforce cohesion.

SYSTEM & DATABASE REQUIREMENTS

- Bullet list of system/database needs to carry out the recommended changes
- A Learning Management System will enhance efficiencies in tracking, reporting and learning management but is not necessary to begin this transformation.

- External content from a software provider that will enhance and offer general training content that is not State specific (technical training in Excel etc.)
- TrainAlaska enhancements for more efficient reporting

Sustained Benefits of the Proposal

- **Bullet list of benefits/efficiencies gained from the recommendations**
- Cost saving in travel expenses and employee time away from work to attend scheduled training; when training is now on demand
- Focus for Training & Development staff on Executive and Leadership coaching
- Shortened training and proficiency development of adjunct instructors or SME webinar facilitators
- Academy for Supervisors is performed through continuous modules, webinars which allows self-paced learning over time with a design that suggests actions to practice between modules.
- The system will also allow students to expedite their learning and application back on job
- Current metrics driven data to assist HR and HRBPs to strategically plan organizational change, workforce agility, employee retention, recruitment plans and developing high performing work teams to meet our mission and client needs

Training and Development Processes and Recommendations