LOB #31:
ORGANIZATIONAL DEVELOPMENT AND TRAINING

Purpose

The Organizational Development and Training (OD&T) Division supports the countywide Employee Development and Learning Program. Key areas include general programs, leadership, desktop, FOCUS, and Employee U programs. The division strives to build an empowering culture of continuous learning and development and create strategic pathways to success for County employees at every level. The division also collaboratively designs and provides learning and development solutions to increase the capacity of individuals, teams, and organizations within Fairfax County Government.

Description

The Organizational Development and Training Division supports all County learning and development programs, including countywide training as well as specific agency, mandatory, leadership, technical, e-learning, FOCUS and desktop training. Supplemental programs that support employee development include the Tuition Assistance and Language Tuition Assistance (TAP/LTAP) programs, Toastmasters, the George Mason University Fellows, the Council of Governments' Institute for Regional Excellence Program, and the NOVA Partners program. Many of these programs are supported with countywide training funds in Agency 89, Employee Benefits. In addition, this division provides organizational development and consultative services to agencies such as facilitation, 360-degree assessment, executive coaching, high performance organization support, competency development, and instructional design support.

OD&T also supports the countywide succession planning initiative. This includes development and provision of resources to all employees for performance management, career management and talent management. Program management of both informal and formal mentoring programs, gaps analysis and management of community of practices groups support this important initiative.

The division is responsible for countywide leadership training offerings. Focus groups and surveys are used to define needs and "Leadership Tracks" have been created for specific "soft skill" courses critical to employee success. Each track is maintained by level. For example, a newly hired manager could go to the appropriate track and select from courses assigned to that track. All courses are housed on Employee U, the County's Learning Management system. OD&T also provides organizational development, training and services to build skills for leading teams, managing resources, coaching employees, communicating effectively, and critical thinking as well as organizational development interventions, team facilitation, instructional design and eLearning consultation, and coaching services.

Another area of training that OD&T manages is desktop and FOCUS support. This includes overseeing the computer learning center training facilities, maintaining and upgrading computers, and collaborating with the vendor to schedule courses. Collaboration with partners in other agencies such as the FOCUS Business Support Group of the Department of Management and Budget, the Department of Finance and the Department of Procurement and Material Management is critical to updating the content of courses.

The County's Learning Management System (LMS) is a critical learning and development tool for all users in Fairfax County Government. OD&T supports the County's learning and competency programs through the learning management system branded Employee U. Staff manages the databases and various reporting and query tools to develop reports and maintain data integrity. LMS supports the acquisition and implementation of new learning technologies such as online learning and virtual classroom, powerful tools to efficiently train the County's large and diverse workforce. Employees have the benefit of a one-stop shop to find training opportunities that are appropriate for them. After completion, training is recorded and saved in each employee's learning history. It is easier for agency supervisors and training coordinators to track, enroll, and process training completions, thus ensuring that important certifications are maintained.

Benefits

The programs and services provided by the Organizational Development and Training Division are intended to promote readiness for change and support the strategic direction of the organization. Employees, teams, and senior management all need to "pull" in the same direction to the extent possible within varying roles and agencies. Leveraging limited resources, OD&T partners with staff countywide to provide relevant development opportunities that meet needs in the areas of leadership, change management, technical training, and mandatory training while providing support on a more individualized or group basis for facilitation, organizational assessments and interventions. The division acts a clearinghouse for best practices in the areas of learning, employee development, and leadership by gathering and promoting successful strategies and ideas that have been developed within departments. A major benefit to the County is the collaborative nature of this effort which ensures that strategic initiatives, large and small, are supported in a timely, focused and responsive manner.

Mandates

The Organizational Development and Training Division supports mandatory training on topics such as sexual harassment and the Americans with Disabilities Act (ADA) that is provided by the Office of Human Rights and Equity Programs.

Trends and Challenges

Greater use of technology is the major trend in the learning and development industry. It is anticipated that a significant portion of County training will migrate to a "blending" concept, combining e-learning and classroom learning to meet the needs of the workforce most efficiently. Additionally, the workforce is increasingly multi-generational requiring flexibility to meet the needs and learning styles of the different generations.

Another significant trend for OD&T is the increased importance of a successful succession planning program to support the development of strong leaders at all levels. This is necessary both to address turnover due to retirements and to promote versatility across departments. Development and maintenance of a successful succession planning program presents challenges due in part due to the potential volume of near-term retirements as well as the need to find resources, tools, and programs that are cost efficient and effective within a civil service environment.

A continuing challenge for the division is the limited resources, both budget and staff, to support new or upgraded technology and to ensure timely training for employees who will be using the technology.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #31: Organizational Development and Training			
FUNDING			
Expenditures:			
Compensation	$929,747	$1,102,545	$861,281
Operating Expenses	0	19,787	62,023
Total Expenditures	$929,747	$1,122,332	$923,304
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$929,747	$1,122,332	$923,304
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	12 / 12	13 / 13	14 / 14
Total Positions	12 / 12	13 / 13	14 / 14

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Participation in DHR training	11,588	10,776	18,235	18,500	18,500
Cost of training per employee	$142	$96	$95	$95	$95
Percent of employees indicating they will apply what they learned	94%	97%	95%	96%	96%

Training participation has trended upward due to the use of eLearning and online instructional courses. This technology has made training more widely available for employees across the County. Online courses not only remove geographical obstacles, but also remove scheduling problems. Courses are available to employees 24/7, allowing more employees to take advantage of the many training opportunities available to them. As more online opportunities are developed, OD&T will become more efficient by training more people without the need for large increases in staff.

As mentioned above, countywide training is become increasingly more efficient due to the use of technology. Online instructional courses and eLearning courses lower costs and increase productivity. The division is currently using Skype for Business, a countywide online resource, to conduct training. Sessions have been conducted for employees geographically dispersed at South County, police stations, fire stations, and other non-government center worksites, saving time, money and material costs. The division will continue to utilize technology, e-learning and other sources of low-cost training to leverage its limited resources.

Each year a very high percentage of training participants indicate they will apply what they have learned as they perform their County duties. This indicator, which is critical to a successful training and development program, has remained consistently at or around 95 percent, reflecting the division's proactive use of employee feedback to provide training offerings that are not only efficient but are also needs-driven and responsive to employee and manager input.