Employee and Leadership Development

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COLORADO **PERA**

Strategic Plan

Goal 3: Strengthen organizational health and performance

A. Enhance the organization's ability to manage change

B. Create a culture of collaboration, continuous learning, improvement, and risk awareness

Leadership Training and Development

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Leadership, **E**xcellence, **A**ccountability and, **D**evelopment (LEAD)

Internal leadership development program intended to:
- Develop core competencies to strengthen existing leadership within the organization
- Equip leaders for the changing workforce
- Allow individuals to learn new techniques or refine existing skills
- Enhance productivity from an understanding of how to bring out the best in individuals and teams
- Increase employee engagement through leadership
- Create forums in which leaders can share experiences

Program Details

Content

- Rotating topics, prioritized based on feedback from leadership
- A core topic will be offered every other month; alternate with non-core
- On a regular basis, previous sessions will be re-delivered to capture new or newly hired leaders
- 'Core' sessions for all leaders
- Non-core recommended for all, however only new leaders required to attend

Target

- Newly promoted managers
- Managers newly hired into PERA
- Managers who are interested in a topic and would like a refresher or identified areas of need

Format

- Varies by topic and may include external facilitators including Gallup, mental health professional, and other subject matter experts

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Topics Schedule

September 2021
Motivating a Team (Core)

October 2021
Performance Management

November/December 2021
Legal Pitfalls in Management (Core)

January 2022
Engaging a Hybrid Workforce (Core)- Gallup Led

February 2022
Better Together - Inclusivity in the Workplace (Core)- Third Party Trainer

March 2022
Leveraging Generations in the Workplace

April 2022
Leading through Strengths I (Core)

May 2022
Interviewing & Hiring for Success

June 2022
Boss to Coach I (Core)

July 2022
Managing Employee Emotional Health and Wellbeing (Core)- EAP Led

August 2022
Leaves of Absence and Accommodations (Core)

September 2022
Say Anything to Anyone/How to Have Difficult Conversations (Core) – Guest Speaker

October 2022
Boss to Coach II (Core)

November 2022
Balancing Priorities

December 2022
Leading with Strengths II (Core)

2023
in development

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Results

Overall Lead Training Evaluation 2022		
My knowledge and/or skills related to the topic were enhanced by this session.	There are actionable items I can apply to my job.	The training taught me something that I will now implement in my leadership approach.
4.52	4.46	4.42

Scoring: 1-Strongly Disagree   2-Disagree   3-Undecided/Neutral   4-Agree   5-Strongly Agree

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LEAD- Pacesetter Program

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Program Details

Purpose

- Advance employee knowledge, skills, and abilities related to leadership through a variety of tools and methods
- Build competencies within individuals to further professional development
- Enhance succession planning by ensuring there is talent in place when changes happen
- Build a career lattice vs. career ladder

Target

- High potential, high performance, influential, inspirational, embody PERA values
- Team leads, informal leaders, employees interested in leadership, employees who want to build skills

Format

- Employees may self-identify with leader encouragement/ support
- Leadership may identify employees.
- 12-month program broken into 6-month blocks so employees may enter every 6 months.
  - Repeats every 12 months
- Participation may be paused if workload requires
- First cohort starting January 2023

LEAD Pacesetter Program Format

- **Kickoff lunch with Executive team to discuss vision for PERA**

- **LEAD courses adapted for Pacesetters**

- **One book each 6-month period with associated discussion groups including leadership guest facilitators**

- **Self-paced web-based training with courses to be selected by the employee**
  - Conflict resolution, dealing with change, problem solving, planning and delegating, leading innovation, building trust and respect, effective communication skills, time management, emotional intelligence

- **Special Project to apply learning**

Mentoring Program

Mentoring

Borne out of DEI workgroup ideas

Objective

- Partnership to build professional relationships providing two-way inclusive interactions exchanging ideas, insights, knowledge, and expertise resulting in mutual benefits.

Process

- Formal 6-month engagement
- Volunteer pairs matched based on Mentee stated objectives and Mentor strengths
- Regular meetings between Mentor and Mentee
- Mentor and Mentee-only group meetings, check-ins
- Third cohort starting in January 2023

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Mentoring

Progress

First cycle
10 pairs

Second cycle
19 pairs

Feedback

"I would rate it a 10 on a scale of 1-10 with 10 being beyond my expectations. It was a great experience."

"Fantastic. I am so happy I was able to foster a professional relationship like this."

"I feel like I grew in all areas. It was very beneficial!"

"I was able to have more opportunities to do some additional work beyond the scope of my day-to-day job."

Retirement Education Program

2023 and Beyond

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Retirement Education Program

PERA internal project team led by Dianne Patrick in Human Resources is focused on a new retirement education program that is aligned with the specific needs of PERA

- Replace the dormant certification program for employees

- Focus on different tracks/levels

- Blended approach with some material from outside sources and some from internal subject matter experts

- Baseline education for member facing employees standardized

Purpose

- Improve service to our membership through enhanced staff knowledge and skills

- Enhance standing of staff through standardized education and learning opportunities

- Emphasis on growth and development of staff

Questions?