2021 SCAC Awards Program

This application is for:

> J. Mitchell Graham Memorial Award

Project Title

Kershaw County Enhance U Program

County/Counties

Kershaw

Staff Contact

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Job Title

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Please provide a summary of your entry (no more than 100 words) to be used in a handout for the awards competition and included in press releases/publications. You may either type the summary in the text box or upload it as an attachment below.

In the face of constant change, employees yearn for opportunity and organizations strive to recruit, develop and retain a talented workforce. As our organization's most precious asset, our employee talent was systematically identified, mapped against both team and individual goals and developed. The individual development opportunities we provided presented a carrot rather than a stick to enable trust and enhance employee satisfaction and performance.

Beginning with a project charter and detailed project planning and then continuing with effective strategies for introducing radical change, our Enhance U initiatives mapped talent, and proscribed individualized development plans. Those plans were then satisfied by our investment in comprehensive learning solutions.

Today our Enhance U. project provides a scalable solution that counties can easily replicate to empower employees and lay a foundation for comprehensive talent management. Like us, they can and make a culture shift to become a learning organization suitable for an agile workforce.

Presentations may include more than one speaker; however, each speaker should be aware that the 10-minute time limit is strictly enforced. Please list the name, title, and e-mail address of each speaker:

Name	Title	Email
Stewart Kidd	Talent and Training Development Manager	stewart.kidd@kershaw.sc.gov

To submit these attachments online, please upload Microsoft Word or PDF documents below.

| pdf | KershawCountyEnhanceUProgram.JMG2021.... |

Please check boxes for attachments you will submit as part of your application

A concise Project Description to explain the purpose and significance of the entry (up to eight pages). Please follow the prescribed naming convention for your Project Description file.

Any additional materials needed to support your application (up to five pages).

Submissions for The COVID-19 Response and Resiliency Showcase and the J. Mitchell Graham Memorial Award must include a letter of support from the county council chairman or the county chief administrative officer.

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April 29, 2021

Dear South Carolina Association of Counties,

Kershaw County is excited to submit our *Enhance U* program for the 2021 J. Mitchell Graham Memorial Award to The South Carolina Association of Counties. *Enhance U* is centered around improving and better utilizing an organization's greatest talent -- employees. We believe this program is something other counties with our great state can replicate and utilize within their own organizations to enhance their workforce and better position their organization for the future.

Sincerely,

Vic Carpenter

2021 J. Mitchell Graham Memorial Award Application

  Introduction (Context and Prior State). Like many communities, Kershaw County had been functioning according to long-established departmental lines for customer service and traditional internal support. There was limited visibility of talented employees across the wider organization which stifled career growth in terms of development, cross training, the utilization of cross-functional teams, and promotion from within. Strategic HR functions related to talent management were for the most part non-existent. For example, training was limited to mandatory certification and licensing for select roles. However, the disruption resulting from COVID prompted a surprising response in which new challenges were successfully addressed by previously undiscovered employee talent. Virtual teams delivering virtually deployed services necessitated scalability of resources and shifting of roles. More simply put, existing skills took a back seat to a variety of competencies related to mental agility, results agility, and people agility which enabled them to successfully cope with change. More simply put, problem solving, learning on the fly, innovation management and dealing with ambiguity cast a spotlight on hidden employee talent that was previously unrecognized.

  Purpose and Significance. While we learned a lot about our employees, we soon realized that, moving forward beyond the imperatives resulting from the pandemic, we must not lose the ability to continually identify and enhance employee talent. Because we thought of this challenge not as a problem but as an opportunity, our approach was not to use a stick but a carrot to enhance employee talent and create a shift in our culture. To address this issue, we assembled a Talent Management Steering Committee. The committee recommended that a well-grounded and systematic competency-based approach to talent identification and talent development had to be introduced and institutionalized (see Attachment 1: Project Overview). In short, we didn't just want to lose what we had learned about our employee talent but rather leverage and grow that talent for the future. It was then that we were then reminded of one of the frequent arguments against investing in professional development is: "What happens if we train our people and they leave?" To this we responded, "What happens if we don't train then and they stay?"

  Focus. Then, as now, our goal remains the same: commit to using proven and innovative methods for addressing the issues of retention, succession planning, employee satisfaction, recruitment, and the enhancement of our employee value proposition by demonstrating an appreciation for the talent within our organization through their development as our most valuable asset.

  Change Management. While still mostly aspirational, we realized that our desired approach for talent management would introduce a significant degree of change into our organizational culture. Therefore, we decided to first ground our efforts in sound methodologies for effective change management. As a result, we adopted elements of Kotter's 8 Step Change Model and the GE Change Acceleration Process (CAP). After we created our vision, project charter, project plan, and sample messaging documents we then conducted stakeholder mapping to identify potential early adopters who we could use as advocates to win over antagonistic anti-sponsors who might potentially resist change. So, with the use of a spider diagram to support networking, we began a detailed stakeholder analysis to map advocates against resistors. At this point we then used the various messaging scripts to create uniquely targeted strategies for leveraging the influence of the advocates to win over the potential resistors.

  Talent Mapping and Talent Development Methodology. With change management efforts underway, we then introduced all of our department heads and people managers to workshops teaching them methods for identifying and mapping employee talent. We wanted to emphasize competencies such as those related agility because we believe those to be some of the best predictors of potential. In addition, contrary to skills, research indicates that

competencies, while more difficult to recognize, are more easily transferred across the organization to leverage talent, break down silos, and provide our employees with more opportunities for visibility as well as lateral and upward career growth. To this end, we used a 9-cell matrix to map each employee along two axes: performance and potential (see Attachment 2: 9-Cell Matrix). Our competency-based approach to using the 9-Cell matrix was based on five basic premises:

1. Competencies rather than skills would help ensure that the focus remain on the employee rather than the job per se.
2. Organizational agility is essential to rapidly change or adapt in response to changes or disruptions in the environment to include workplace, job market, or customer need.
3. Agile organizations are made up of agile employees who possess the competency known as learning agility so our county government needed to become a model learning organization.
4. The best single predictor of employee future potential is evidence of the competency known as *learning agility.*
5. The 9-Cell matrix would lay the foundation to eventually include more than just talent identification and development – it would eventually enhance recruitment, career pathing, staffing, promotion, performance management, job satisfaction, retention, and other aspects of strategic human resource management.

Talent Mapping Sessions. All people managers were asked to initially map their employees. After that they then had to participate in small group validation sessions with a designated coach. The purpose of these session was to candidly but confidentially share their rationale concerning their mapping decisions with other managers in order to defend and perhaps refine their decisions through the use of feedback. Using their recently acquired knowledge of competencies and a common vocabulary, the managers were able to use these candid group talent mapping discussions to solidify their decisions while at the same time giving wider visibility across the larger organization to the employees in their departments (see Attachment 3: Talent and Development Sessions).

Talent Development Sessions. Another second round of small group talking sessions were then conducted with a coach so that people managers could recommend learning/development opportunities for each of the employees based on their competencies and where they were mapped in regard to performance and potential. To this end, a custom capture tool was designed with sample drop down options to assist in selecting at least one appropriate development recommendation (see Attachment 4: Capture Tool). Once the development recommendations were completed, we were then ready to proceed with sourcing actual learning interventions for each development recommendation (see Attachment 3: Talent and Development Sessions).

Launch of Enhance U. With several hundred development recommendations captured, sourcing individual training assets on the open market would be cost prohibited. To meet this challenge, we launched our own employee university, Enhance U, which is based on three key concepts:

1. The first concept, ***development***, emphasizes the broader view that not all learning solutions can or should be addressed by formalized training. Therefore, the term 'development' was used rather than 'training' to ensure that coaching, mentoring, shadowing, and growth or stretch assignments would be applied as appropriate.
2. The second concept, ***stewardship***, emphasizes that all people managers must take an active role in their employees' career by engaging in ongoing development discussions. Managers must accept the responsibility of being good stewards of our organization's greatest asset: talent. If human capital fuels our organization's engine, then it is the amount of talent that determines the octane level.

3. The third concept, ***investment***, involves wisely sourcing appropriate content and optimizing expenditures. This resulted in a license agreement with a world-class partner who could not only provide a vast library of over 5,000 online assets available 24x7 but whose open architecture would also allow for the deployment of our own custom or proprietary internal offerings. The resulting employee university solution was Enhance U powered by Udemy for Business.

Creating the Organization's Talent Function. To further emphasize the organization's commitment to investing in employees, a fulltime position was created whose sole focus would be to direct ongoing talent and training development efforts under the umbrella of the Enhance U concept. This role focuses on expanding and deepening the impact of existing and future programs for talent management, growing the strategic HR function, strengthening our employee value proposition, as well as envisioning and directing other transformational efforts. Even with the creation of the new talent function, the role of the Enhance U Steering Committee and its members continues to provide governance and oversight for talent initiatives.

Communications. The Talent Management Steering Committee then assumed governance and oversight for Enhance U and hired a fulltime position to direct all talent-related issues. It was also at this point that our Public Information Officer (PIO), who also served on our steering committee, began formally implementing an internal communication plan in alignment with our ongoing change management plan. Our messaging to employees about Enhance U. was centered around a basic premise. ***When we 'Enhance U', our employees, you get competency-based learning that makes you and our team more agile and better able to create opportunities and improve solutions for both you and our citizens.***

Baseline Survey. Leading up to the launch, we continually returned to both our change management and communication plans to employ strategies and tactics that would minimize risks and ensure employee adoption without negatively impacting job satisfaction. Although we had previously identified our desired metrics (retention, recruiting costs, job satisfaction, etc.), we also deployed an employee survey to capture some baseline data prior to launching Enhance U. Experts from two external entities vetting the short list of survey questions to ensure both validity and reliability. We were encouraged to receive a high rate of return from our employees.

Initial Development Recommendations. Also prior to Enhance U's launch, we used the data in the capture tool to map initial training recommendations against actual course content in the library provided by Udemy. This would allow each employee to have a concrete learning objective waiting for them soon after logging into Enhance U for the first time. But first, we required our people managers to conduct a development session with each of their employees to explain the what, why, and how behind their initial training assignment. Unfortunately, almost none of our people managers had ever conducted a development discussion, so we first assigned them a custom learning path of their own which included advanced training on how to conduct those discussions. To keep that custom learning path short, we pulled in modules from a number of longer courses on topics such as career planning, holding difficult conversations, etc. Once the manager training was assigned when then had members of the steering committee, acting as system administrators, assign initial course recommendations to all of employees.

Executive Sponsorship and Commitment. Immediately prior and during the launch of Enhance U the county administrator, acting as executive sponsor for the project, lent his personal endorsement and emphasis through his appearances in Zoom meetings and through promotional videos to ensure acceptance and ongoing engagement. Most significant was the leadership provided by our county administrator who formally instituted a two-fold, talent-friendly policy to promote development. That policy stated that:

1. All employees were to be allowed a minimum of **one hour of training per week**.

2. Employees would be able access learning on both ***work-related*** <u>and</u> ***personal*** topics not related to their job to promote development according to their own aspirational goals.

Facilitating User Access. A special landing page was created to launch Enhance U and provide access to Udemy for Business. On that custom landing page was a direct link to Udemy for Business the launch page featured testimonials, FAQ's, and scripts for providing help. In addition, a special manager support page was created to provide that audience with help for functions related to their role (see Attachment 5: Landing Page).

Significant Early Results. Within the first month of implementation the success of the launch became evident in some significant metrics.

1. **Utilization & Engagement.** More than half of the employees who were in scope had accepted the invitation to join Enhance U and had logged into training *in only the first four weeks*.
2. **User Satisfaction.** In addition, the online system captured employee feedback on user satisfaction that indicated a rating of slightly over 4.2 out of 5.0.
3. **Return on Investment.** Equally significant was the fact that usage in the first month showed an astounding return on investment. Our solution provided over a 7:1 ratio for R.O.I. for the courses accessed. In other words, if we were to individually purchase all of the training accessed in the first month then we would had to pay more than seven times the amount of what our solution was costing our organization.

> *Testimonial: "The feedback that I have received from direct reports regarding the value that they have found in the courses that I have encouraged them to take is heartening. Enhance U gives me the resources and mechanism to quickly provide real time tools that will make them better at their jobs. The fact that it is having exactly the outcomes that we had hoped it would is so encouraging. Additionally, to walk in an office and see an employee taking a course during work hours as the program envisions is beyond rewarding." – Vic Carpenter, Kershaw County Administrator*

Significant On-Going Results. Custom learning paths are being created to 1) streamline and standardize employee onboarding, 2) ensure the completion of mandatory compliance training related to the promotion of diversity and the prevention of harassment and risk aversion, 3) train existing and future people managers, 4) provide safety and OSHA topics, and 4) develop employees identified as being high potentials.

> *Testimonial: "I am excited about the opportunities that EnhanceU brings. The Risk Management Learning Path will be specific to each department and include both required and elective developmental training for all our employees. In addition, there will be training for supervisors to help develop "safe" environments. I will be able to assign and track progress in real time. Being able to assign specific learning projects to individuals will allow a new positive way to help address additional Workers Comp and Liability reinforcement needs arise."*
> *– Barry Catoe, Director of Risk Management*

Significant Future Results Expected. Moving forward, custom learning paths are being used to launch quality and process improvement teams under the banner of a new employee-centered program called ***KC-Solutions***. Using Enhance U courseware to obtain practical knowledge about Lean and Six Sigma methodologies, self-driven KC Solution SWAT teams are now being assembled to tacked challenges and provide much-needed solutions for flawed or non-existent work-flow processes. *Most significant is the fact that through Enhance U,*

KC Solutions will address challenges to not only improve external customer satisfaction but also eliminate barriers to the success, satisfaction, and growth of our internal employees. The resulting benefits will include less frustration, increased productivity, better retention, and the empowerment of employees to take ownership and to solve challenges at the lowest possible levels throughout our organization.

> *Testimonial: "The Enhance You Training is a wonderful investment in our employees to bring out and recognize the potential talents existing within our staff."*
> *– Judge Debbie Branham, Probate Court*

Additional Benefits. Current results include:
1. **Employee Wellness**. Similar to learning in support of the KC-Solutions project, employees are also better positioned to benefit from our wellness initiative as its programs are supported and supplemented by learning assets deployed through Enhance U.
2. **Certifications**. Third-party certifications are already being earned by employees through the use of Enhance U and Udemy for Business.
3. **Virtual Solutions**. Employee development is now occurring not only during work hours but voluntarily during evenings and on the weekends due to the deployment of Enhance U via a mobile app. Along with our response during the initial outbreak of the COVID-19 pandemic, mobile access is helping us transform our culture to better support virtual teams.
4. **Replication and Scalability**. All aspects of the process have been well-documented to allow not only for review and improvement but also for ease of replication by other organizations of varying size and mission.

Summary and Conclusion. As envisioned, the Enhance U culture is allowing us to make a long-term commitment to using proven and innovative methods for addressing the issues of retention, succession planning, employee satisfaction, recruitment, and the enhancement of our employee value proposition. In doing so, we are demonstrating an appreciation for the talent within our organization through their development as our most valuable asset.

> *Testimonial: "I use Enhance You to further educate myself and to continue to learn new things. I love that the courses are diverse, and help with my professional and personal development." – Danielle Brazell, Estate Clerk*

Ultimately, a culture of quality, self-initiative, problem-solving, and recognition for workplace improvements is likely to continue to evolve. We expect that under the Enhance U umbrella future talent initiatives will be much better positioned for success. As talent identification and mapping continues, we will breakdown silos and increase visibility across the organization, lateral and upward advancement will occur, and formalized career paths will become a reality. The Project Management Institute (PMI) defines a project as having a fix start and end. Therefore, what started as the Enhance U project must now be referred to as an Enhance U culture. More than a project, Enhance U defines who we are and how we feel about our talent. It is becoming the face of our organization to both our internal employees and our external customers.

Attachment 1: Project Overview - A Natural Progression
The Drive To Internal & External Customer Satisfaction Begins with Talent

Ongoing Change Management (Kotter and CAP Models)

Strategic HR	L&D Solutions	Training Courses	Process Improvement	Improved Services
KC Talent Management Processes	KC Enhance U. Learning & Development Solutions	KC Udemy for Business Training Courses	KC Solutions / KC Works Well / KC Risk/Compliance	KC Services

Customer Satisfaction & Employee Aspirations

COMPETENCY-BASED TALENT MAPPING with an emphasis on **agility** that assesses **potential and performance** to enable recruitment, retention, career pathing, performance management, employee satisfaction & engagement facilitated by change management methodology.

INTERNAL & EXTERNAL LEARNING AND DEVELOPMENT SOLUTIONS including mentoring, shadowing, coaching, growth/stretch assignments, and special projects for On-The-Job-Training (OJT).

5,000+ ONLINE BUSINESS, TECHNOLOGY, AND SOFTWARE COURSES Taught by experts and arranged into custom learning paths for managers, Hi-Pos, departments, & other targeted groups.

PROCESS, SERVICE AND CULTURAL IMPROVEMENTS using **SWAT** Teams = **Si**x Sigma Methods, **W**aste Elimination (Lean), **A**pplicable Solutions, **T**raining and Coaching and other employee-driven improvement teams.
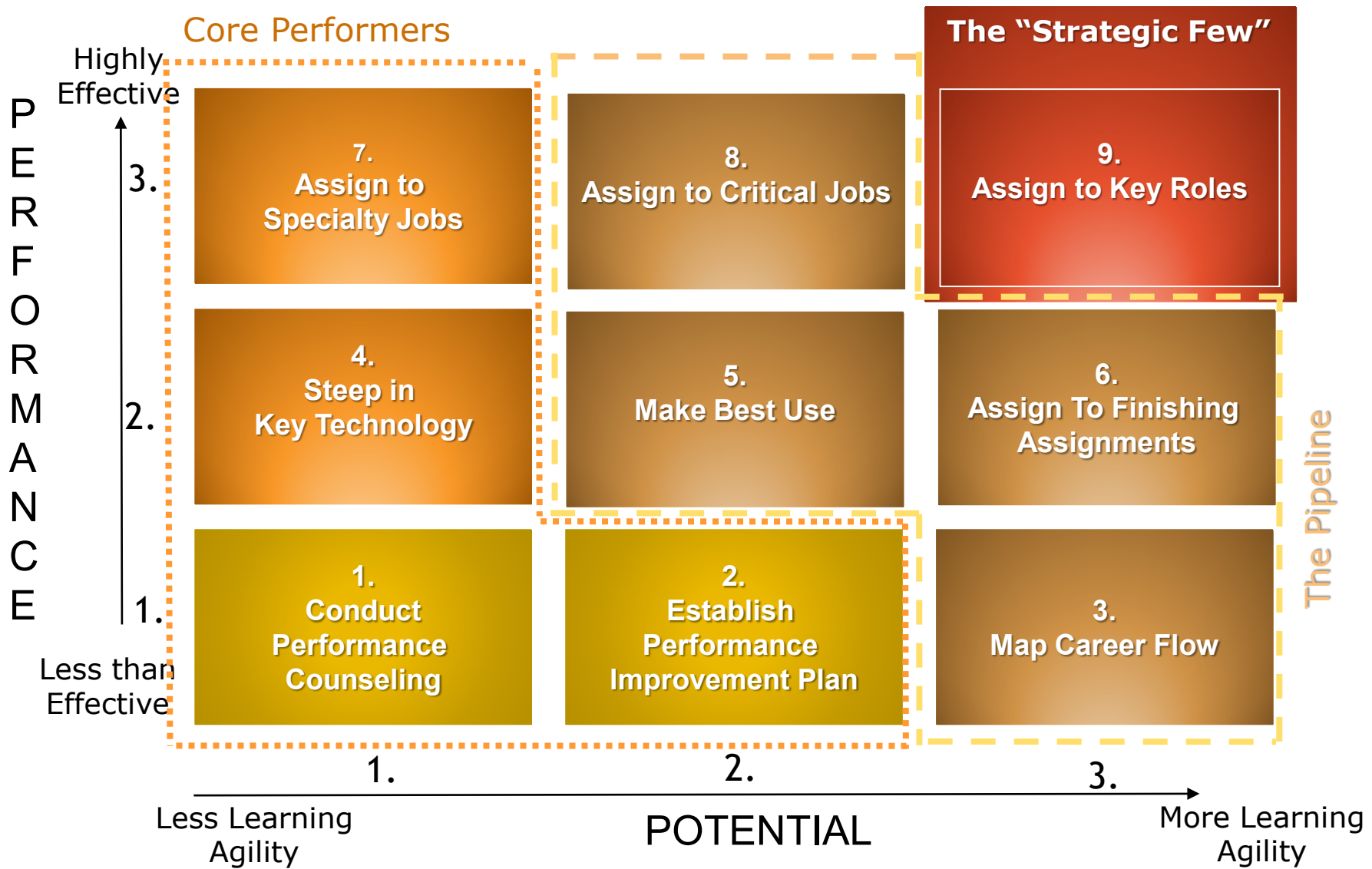
INTERNAL CUSTOMERS (EMPLOYEES) & EXTERNAL CUSTOMERS (CITIZENS) as Beneficiaries of Cost Savings and/or Improved Service Delivery

Quantifiable Measurement in Terms of $ Dollars $

$

Employee Engagement Metrics
- Eliminate Tardiness
- Reduce Absenteeism
- Increase Job Satisfaction
- Provide Employee Opportunity

Productivity Metrics
- Expanded Services/Capabilities
- Reduction of Rework
- Improved Response Time
- Increased Volume
- Improved Customer Satisfaction
- Reduction of Process Errors/Defects

Turnover/Retention Metrics
- Lower Recruitment Costs
- Reduce Re-training Costs

Attachment 2: 9-Cell Matrix
Mapping Talent and Recommending Development

Core Performers

The "Strategic Few"

PERFORMANCE

Highly Effective

3.

7.
Assign to Specialty Jobs

8.
Assign to Critical Jobs

9.
Assign to Key Roles

2.

4.
Steep in Key Technology

5.
Make Best Use

6.
Assign To Finishing Assignments

1.

1.
Conduct Performance Counseling

2.
Establish Performance Improvement Plan

3.
Map Career Flow

Less than Effective

The Pipeline

1.

2.

3.

Less Learning Agility

POTENTIAL

More Learning Agility

Attachment 3:
Talent & Development Sessions

Session A: Talent Mapping "Talking Talent" Discussions

Criteria   +   Validation Group   +   Mentor = Mapping

Session B: Talent Mapping "Talking Development Discussions

Criteria + Validation Group   +   Mentor   + Text + Drop Downs = Development Recommendation

Attachment 4: Capture Tool

ENHANCE U

	A	B	C	D	E	F
2	**Section A. Job Aide**					
3	**NOTE:** This row contains Sample Learning Needs listed as items 1-5 & 7 (cells A3-F3 & H3) and actual development Solutions/training in Item 6 (cell G3). **INSTRUCTIONS:** - Use items 1 thru 5 & 7 tin this row to identify potential learning needs (for specific development solutions/training then consult the text, Career Architect Development Planner 4th Ed.). - Use learning solutions under item 6 "as is" for Section	**1. PERFORMANCE-RELATED COMPETENCIES** **Strategic Skills** - Functional/Technical Skills - Decision Quality - Learning on the Fly - Problem Solving - Creativity **Operational Skills** - Organizing - Process Management **Courage** - **Command Skills** **Drive** - Action Oriented - Drive for Results **Organizational Positioning Skills** - Comfort Around Higher Mgt. **Personal/Interpersonal Skills** - Motivating Others - Managing Vision & Purpose - Customer Focus	**2. POTENTIAL-RELATED COMPETENCIES** **Increasing Mental Agility** - Learning on the Fly - Problem Solving - Perspective - Creativity **Increaing People Agility** - Listening - Understanding Others - Self-Knowledge - Personal Learning **Increasing Change Agility** - Conflict Management - Innovation Management - Dealing with Ambiguity - Process Management **Increasing Results Agility** - Composure - Drive for Results - Command Skills - Managing Vision & Purpose	**3. ORGANIZATIONAL COMPETENCIES and CORE COMPETENCY EMPHASIS** - Dealing with Ambiguity, p.11 - Creativity, p.129 - Customer Focus, p.141 - Developing Direct Reports and Others, p.191 - Learning on the Fly, p. 319 - Managerial Courage, p. 329 - Presentation Skills, p.341 - Problem Solving, p.491 - Building Effective Teams, p.574 - Timeliness of Delivery of Output, p.659	**4. OTHER ORGANIZATIONAL COMPETENCIES and CORE COMPETENCY EMPHASIS CONT.** - Freedom from Unplanned Support, p. 699 - Failure to Build a Team, p.839 - Non-Strategic, p.875 - Innovation Management, p.269 - Strategic Agility, p.557 - Timely Decision Making, p.151 - Priority Setting, p.483 - Action Oriented, p.1 - Perseverance, p.415 - Drive for Results, p.509 - *Note: For Initiative see details in Section 7 in Cell H3).*	**5. 17 CORE LEADERSHIP COMPETENCIES** 1. Supervising Others 2. Conflict Resolution 3. Emotional Intelligence 4. Communication Skills 5. Manage Performance 6. Interviewing Skills 7. Team Building 8. Delegation 9. Change Agent 10. Coaching 11. Problem Solving 12. Motvating Others 13. Political Skills 14. Prudence 15. Decision-Making 16. Courage 17. Influence Skills	**6. SAMPLE D RECOMMENI COLUMN I.** Employee Dev - Goal Setting - Time Manag - Fundamenta - Written Com - Presentation - Maintaining - Stress Mana - Ethics and V Supervisory D - Managing D - Effective De - Team Buildin - Creating a F - Developing - Behavioral Ir - Creating a F - Conducting I Appraisals - Performance
4	**Section B: Talent Mapping and Developmental Recommendations. Instructions: Entries are mandatory for columns with an asterisk. Columns with a light blue header are for additional guidance.**					
5	1. Name Name*	2. Cell Number*	3. Department*	3. Manager	5. Pos., Title, or Role*	6) Development Approach by Cell No. · 7. Readiness
6	Example: Sara Lee Cupcake		Planning and Zoning	Vic Carpenter	Dir., Planning & Zoning	1 or 2 - Foundational Skills · Action Required
7						

Attachment 5: Enhance U Landing Page