

Development of a Certification Program to Encourage Learning Across Government

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Encouraging Learning Organizations

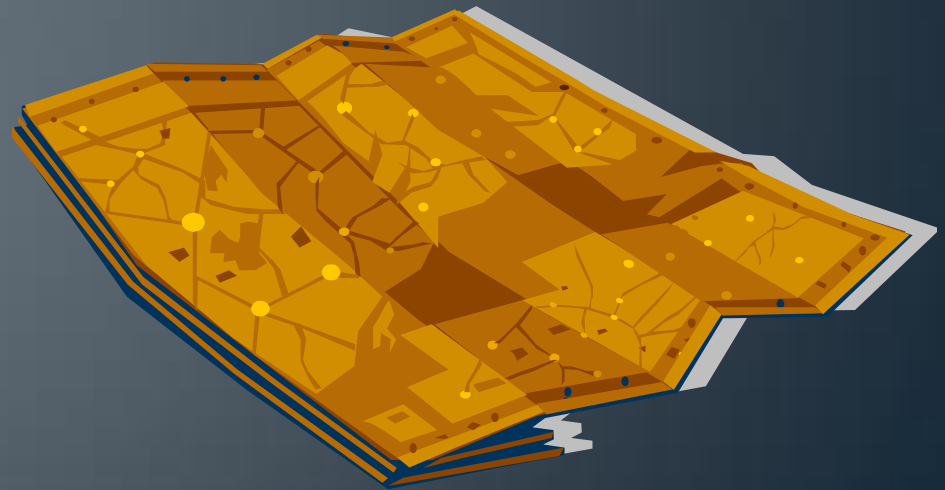
Presenting three projects that go beyond traditional training as a way to encourage learning in organizations

Discussant: Tim Buckley

- CLO at SEC from 2008-2010
- Currently head of Human Capital Strategy and Workforce Planning

Agenda

- Challenges in adapting to change
- Certification programs can help
- Example program



All Organizations Need to Address Change

- ✓ New technologies
- ✓ New Products or Services
- ✓ New Competition/Targets
- ✓ New Problems
- ✓ Changing workforce



But... Organizations
Have Trouble Adapting



Why is the Adjustment so Difficult?

- ✓ Requires a change in organizational rules/norms
- ✓ Requires that employees acquire new skills
- ✓ Requires changes in equipment and tools, etc.



Certification Programs Can Help

- Voluntary process
- Individuals evaluated against standards for knowledge, skills, or competencies
- Those who successfully complete the assessment process are granted certification

Potential Benefits for Organizations

- ✓ Allows for targeting of skills
- ✓ Improved staffing and planning capabilities
- ✓ Evaluation of capabilities
- ✓ Quick identification of team members with the right skills

Organizational Change through a Certification Program

No Change



Disagreements on changes needed



Same Approach, No Coordination



Agree on standards and criteria

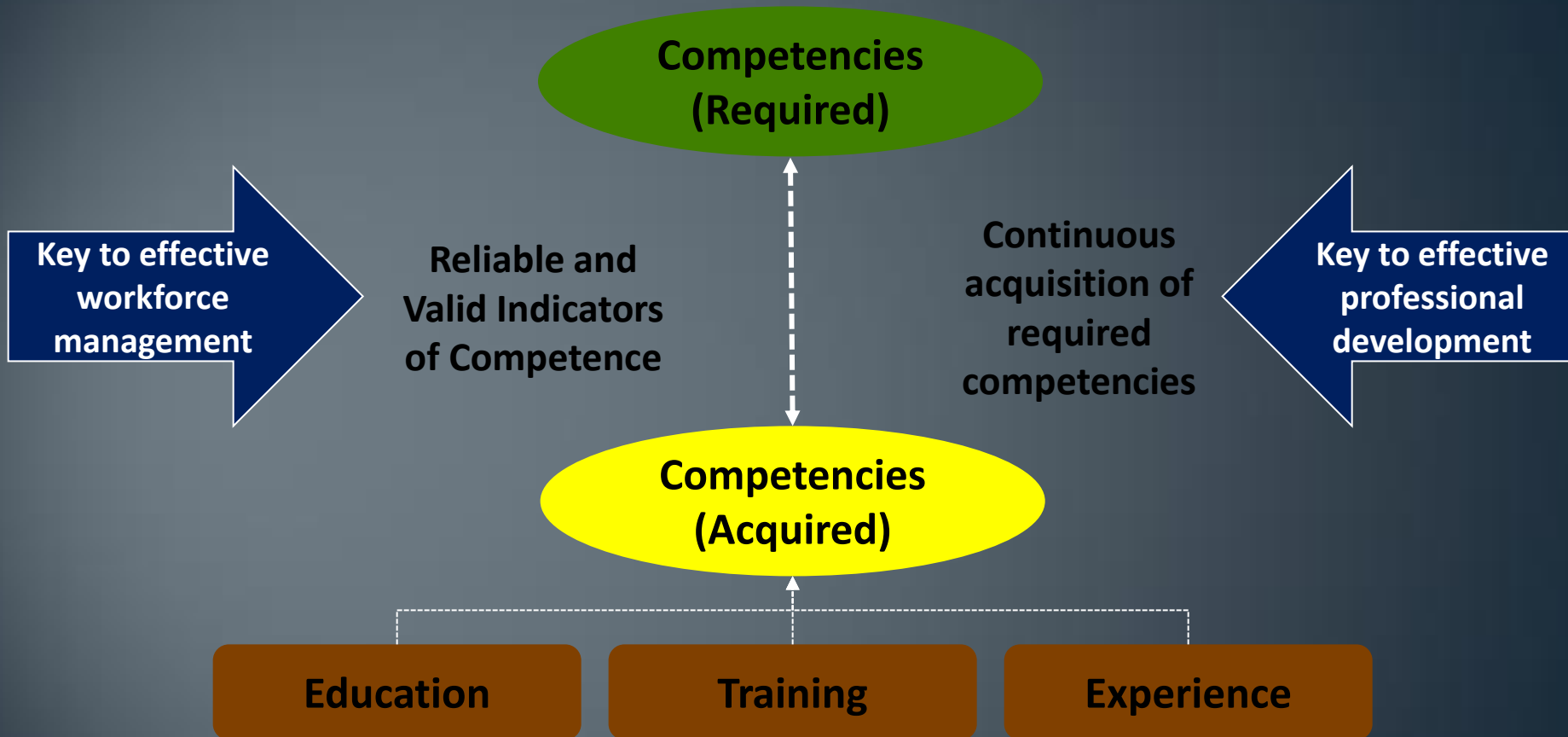


Example Program: Background & Challenges

- Challenge: A stove-piped workforce
- Desired Outcome: The “right person” in the “right place” at the “right time” to provide the Department the “right capabilities”

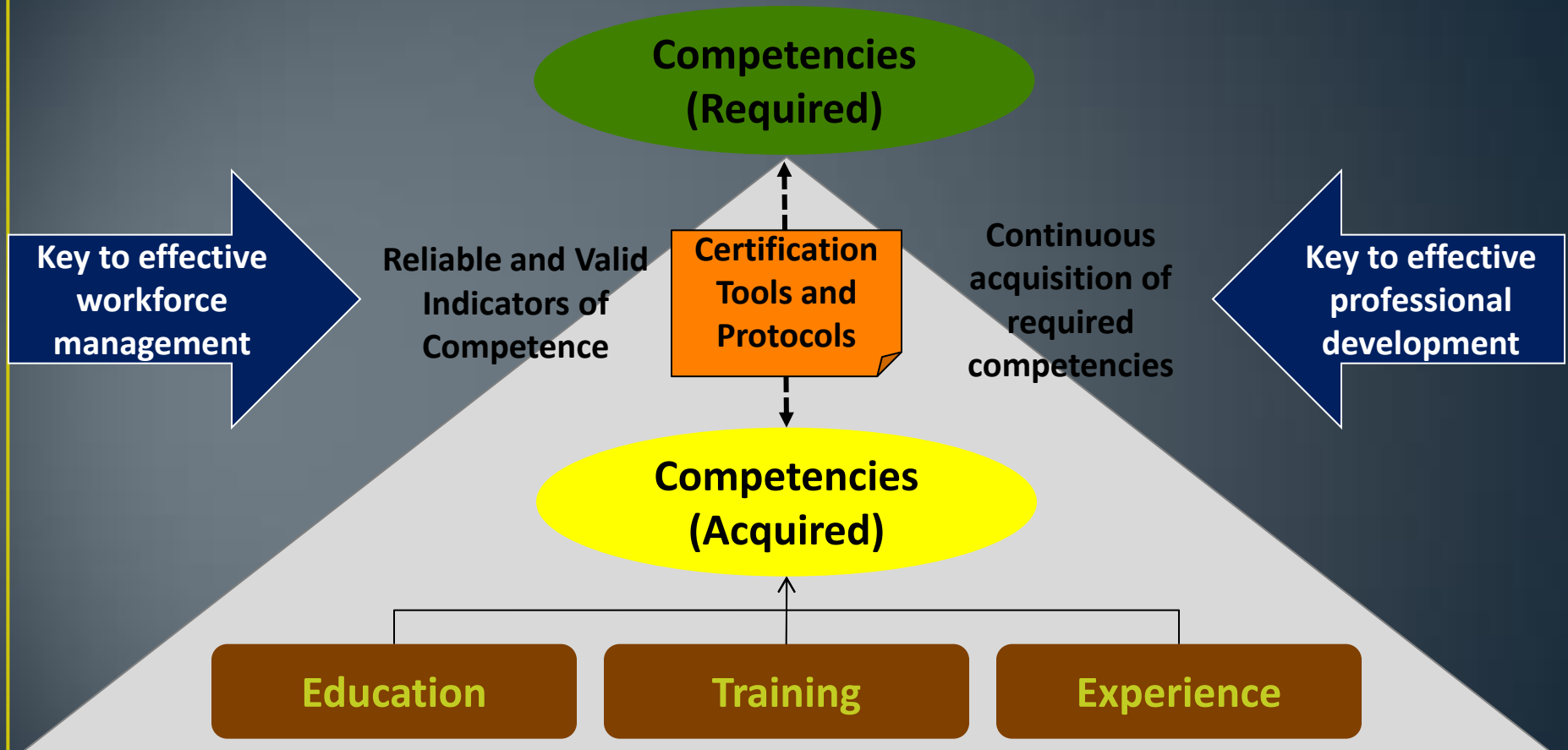


Example Program: Community-Driven “Process” Standards



A focus on “critical success factors” resulting in solutions for improving acquisition and measurement of what people must know and be able to do.

Example Program: Professional Certification Initiatives



Community-driven approach to facilitating interoperability, reciprocity, and transparency at both the organizational and individual level.

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