

Virginia Management Fellows Program

Presented to

SENATE FINANCE COMMITTEE

Richard D. Brown
Secretary of Finance
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Budget Language

- *Item 476, Paragraph P provides \$800,000 in the second year for a joint internship and management training pilot program to assist in improving leadership, management, and succession planning capabilities of all branches of state government.*
- *The Secretary of Finance shall convene a work group consisting of representatives from each branch of state government for the purposes of establishing program details.*
- *No funds shall be distributed prior to the creation of a plan for program implementation to be submitted to the Governor and the Chairmen of the House Appropriations and Senate Finance Committees.*

Rationale for Program

- The Commonwealth has an aging workforce with many key positions vulnerable to retirements.
 - 42.2% of general managers in the Commonwealth were eligible to retire in five years or less as of June 30, 2016
 - 38.8% of financial managers were eligible to retire in five years or less as of June 30, 2016
 - 30.0% of compliance and safety officers were eligible to retire in five years or less as of June 30, 2016
- Over the last several years, as state agencies have been subject to budget reductions, middle management, analytical, and technical positions have been reduced as layers of management have been collapsed in order to implement efficiencies.
- Evidence also suggests that the Commonwealth has become less competitive and as a result, has a harder time attracting experienced and talented employees into its workforce.

Solution

- Creation of the Virginia Management Fellows Program which provides training and experience to entry level workers and offers them a career path by filling the types of positions that the Commonwealth will require in the future.

Concept

- Colleges and universities (public and private) would refer candidates for potential participation in the program. Outreach could also be made to veteran services for potential applicants.
- An in-house selection committee would determine final participants based on documented needs for various positions in the Commonwealth. Committee members would be selected from the pool of participating agencies across state government.
- The program would consist of up to 20 fellows who would be hired for a 24-month period. The fellows would be paid from the funding included in Item 476 Paragraph P.

Concept *(continued)*

- Each fellow would rotate through various types of skill building assignments in the participating agencies. The skill clusters would include:
 - Analytics
 - Customer Service
 - Policy/Legislation/Regulation Development and Compliance
 - Project Management and Program Operations
- Each assignment would be for an eight-month duration and each candidate would thereby rotate through three agencies and clusters during their fellowship exposing each fellow to a broad range of working experiences.

Participating Agencies

Executive Branch

- ✓ DCJS
- ✓ DHRM
- ✓ DMV
- ✓ DPB
- ✓ SCHEV
- ✓ TAX
- ✓ TRS
- ✓ VDH
- ✓ VDACS

Legislative Branch

- ✓ HAC
- ✓ SFC

Judicial Branch

- ✓ VCSC

Independent Agencies

- ✓ SCC

Participating Agency Requirements

- Provide job description for fellow
- Assign an existing staff member to serve as mentor
- Provide on the job training in one of the clusters. For example:
 - **Analytics:** JLARC, DPB or VCSC;
 - **Customer Service:** DMV, TAX;
 - **Policy/Legislation/Regulation Development and Compliance:** DEQ, SCC; and
 - **Program Operations:** VDH, VDACS.
- Provide a process for periodic evaluation of the mentor and the fellow by a third party during the course of the program.

Formal Instruction

Developed and Overseen by Virginia Tech – School of Public & International Affairs

Fellows: supplemental academic training to enhance knowledge development and competencies. Formal training would be provided through lectures and seminars, self-directed reading and research, reports and presentations and small group work assignments. This training would also be paid for out of the funding proposed in Item 476, Paragraph P.

Mentors: The academic training would also be open to the mentors to provide mentorship training and allow mentors and fellows to form operational networks and professional relationships across the enterprise of state government.

Intended Outcomes

- No state agency would be allowed to hire any of the fellows during their 24-month fellowship. *(The steering committee could recommend penalty/sanctions against any agency not adhering to this policy.)*
- Because of the rotation and networking provided by the on-job and academic training, the individual skills level of each fellow should be known to a broader range of state agencies and managers.
- At the end of the fellowship, there would be an open enrollment period during which fellows could apply for open positions or agencies could potentially recruit from the class. The objective would be to incorporate these newly-trained candidates into the workforce for a longer term commitment.
- Ideally, well-performing fellows would be able to move seamlessly between the fellowship program and full-time employment within a state agency.
- The program will be successful if it provides a rewarding career path for selected applicants who then fill critical roles (positions) in the Commonwealth which would otherwise be difficult to recruit from other employers.