



Commonwealth Communities of Practice

Building Bridges by Breaking Down Silos

Team 3 – Micah Blankenship; Scott Fleming; De'de Garland;
Aaron Loy; Jennifer Mayton; Joe Walters



Problem Statement

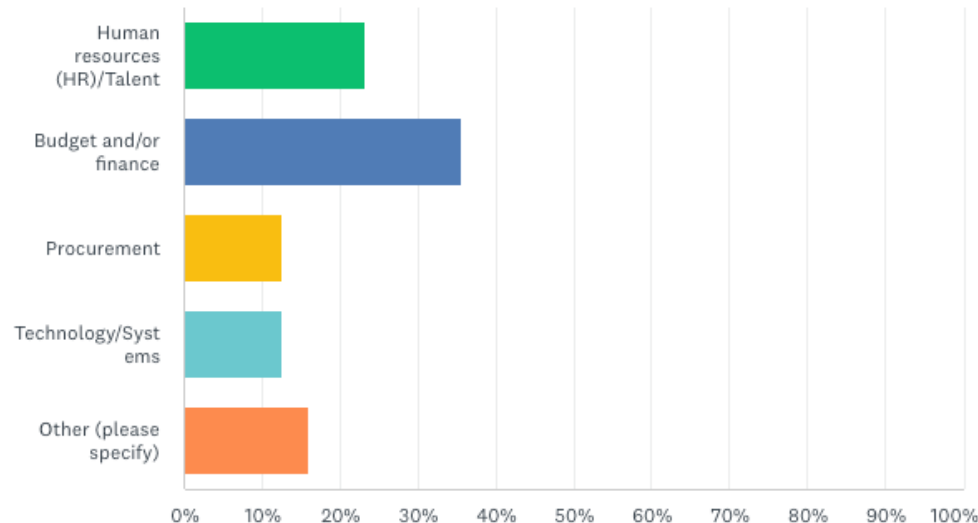
Virginia state agencies do not effectively collaborate across agency lines, resulting in inefficiencies and negatively impacting the delivery of services to Virginians. Limited communication and cooperation between agencies limit opportunities for collaborative solutions, maximization of resources, shared innovation, and professional development for staff.

Background



What is your primary area of responsibility?

Answered: 56 Skipped: 1



- Team 3 surveyed 57 employees across eight (8) state agencies, in four (4) principal areas of responsibility
- Most respondents work in Human Resources, Budget and Finance, Procurement, and Technology
- Eight (8) percent work in administrative support roles

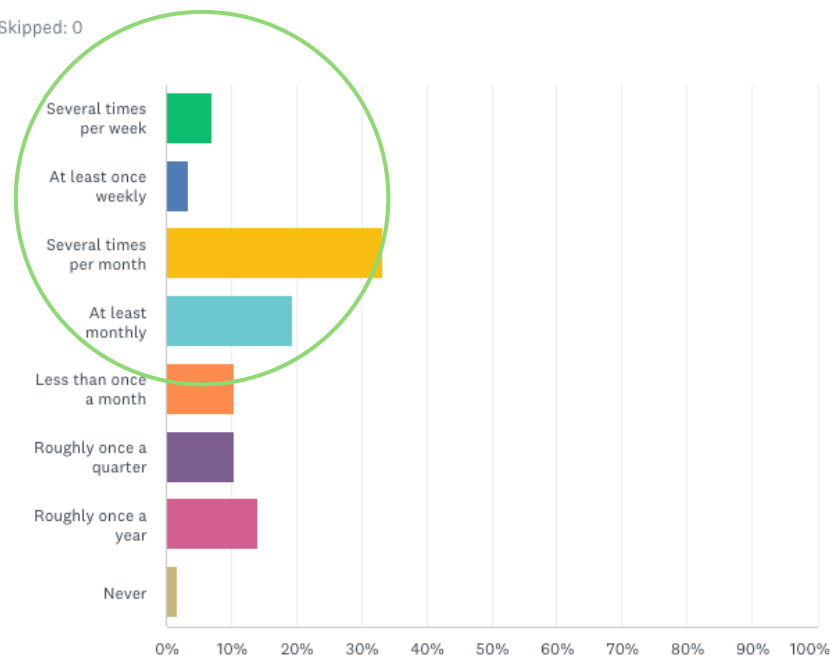


The Challenge

- Based on the survey data, 52 percent (over half) of respondents encounter an unfamiliar process or task at least once per month
- Almost 44 percent of respondents encounter unknown tasks or processes more frequently, several times a month to several times a week

How frequently do you encounter a process or procedure in your primary area of responsibility that is unfamiliar, or where you would benefit from additional guidance to complete the task, process or procedure?

Answered: 57 Skipped: 0

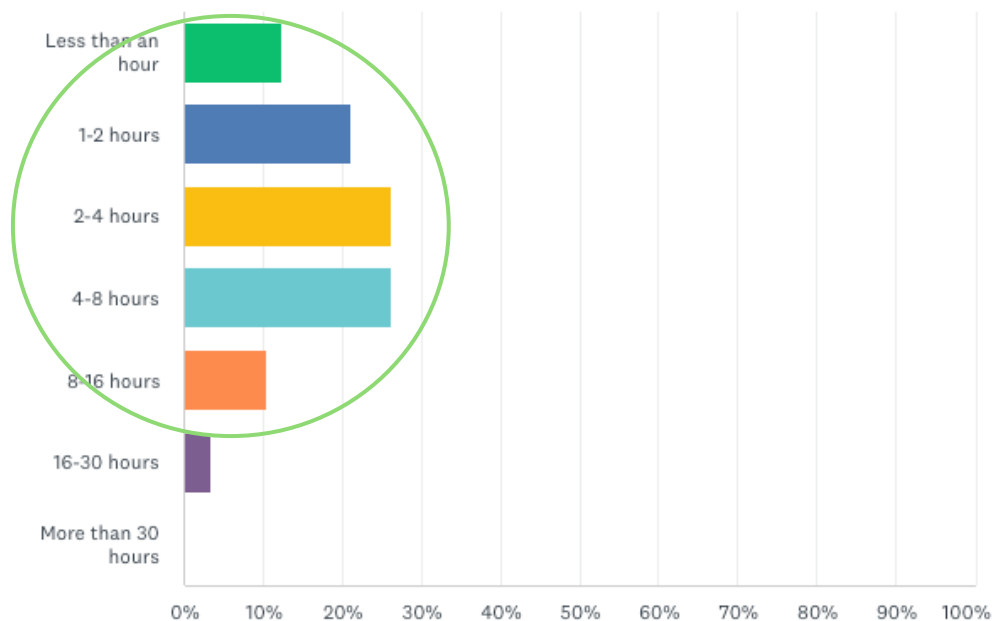




The Impact

On average, in a typical month, how much time would you say you spend learning to manage a new process or procedure?

Answered: 57 Skipped: 0



- 52 percent (more than half) of employees surveyed spend between two (2) to eight (8) hours learning a new process
- 13 percent reported taking even longer, up to 30 hours

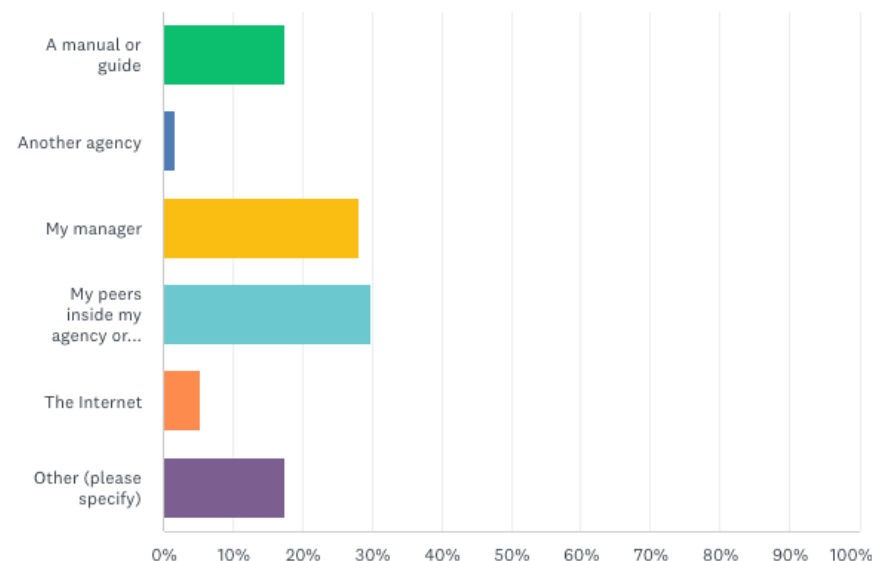


Current Approach Needs Improvement

- Most staff surveyed report going to their manager or to their peers when trying to learn new processes or procedures – further tying up state resources and management time
- Others go to a manual, guide, or to the Internet
- There is no consistent approach to delivering coaching or professional development for staff to develop key skills and abilities with respect to new processes and procedures

When you encounter a situation in your primary area of responsibility where additional feedback, guidance or direction would be helpful, where do you typically go for support?

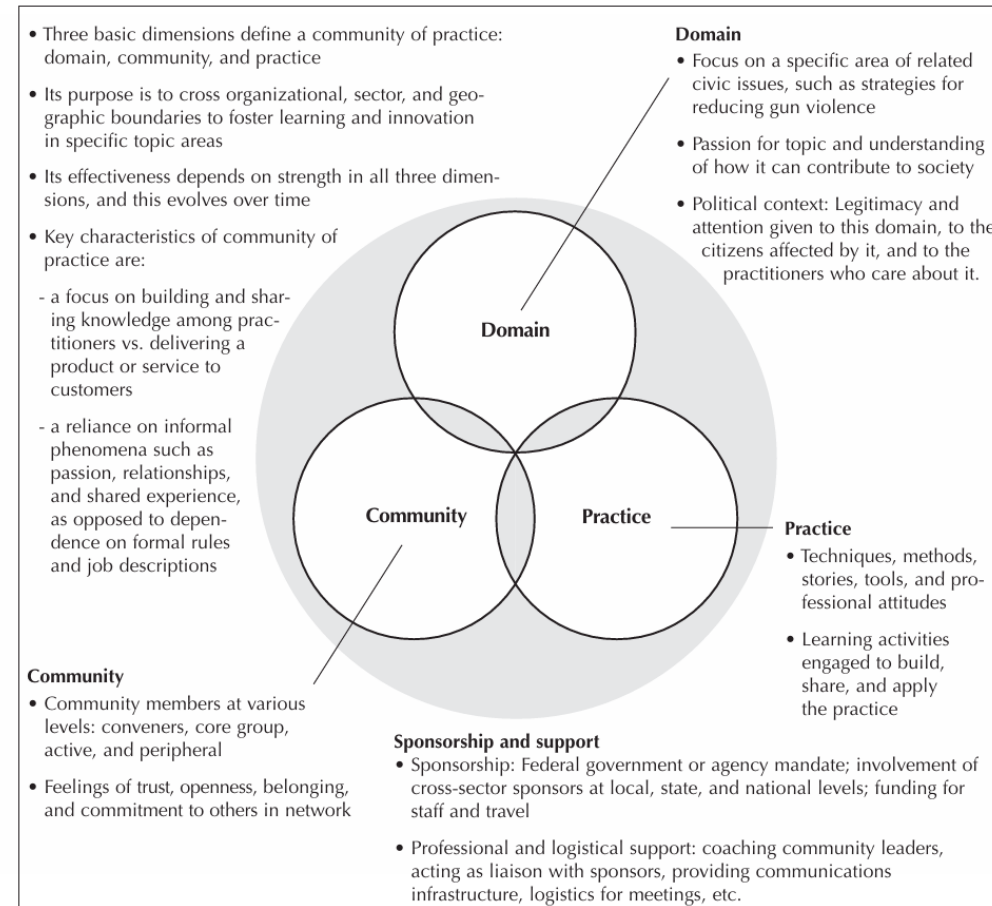
Answered: 57 Skipped: 0





The Recommendation

- Commonwealth Communities of Practice (CCoP)
 - Administration
 - Finance
- Identify Lead Agencies
 - DHRM
 - VITA
 - DGS
 - DOA
 - DPB
- Develop a Leadership Council





Concerns & Options

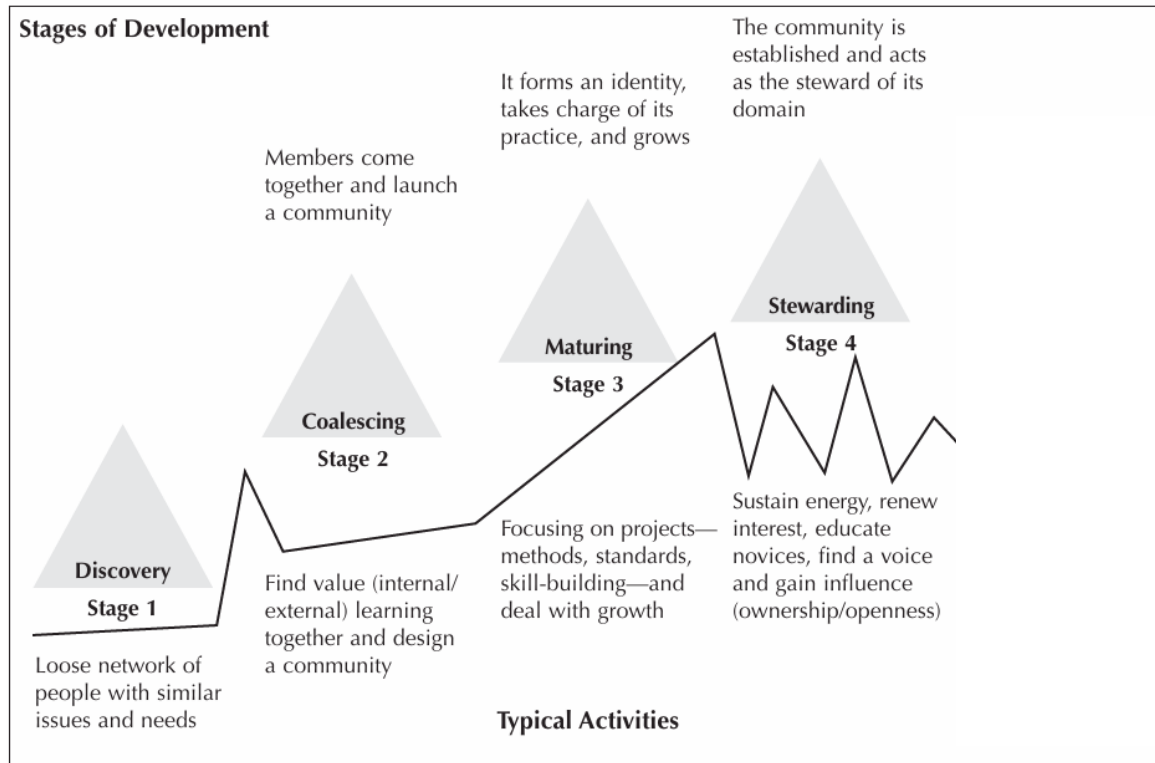
Barriers:

- Time Constraints
- Workload Addition
- Resource Limitations
- Lack of Clarity
- Selection Process

Options:

- Listserv directory
- SharePoint
 - Subject Resources
 - Continual Connectivity
- Monthly Teleconferences
- Quarterly In-person Meetings

Development and Measures of Success



CCoP must define their respective measures of success (or “ROI”), which may include:

- Tracking productivity metrics
- Conducting regular surveys
- Calculating cost savings

Positive Outcomes for the Commonwealth



Benefits of Communities of Practice for the **Commonwealth**:

- Building a common language, methods, and models around specific topics
- Increasing access to expertise across the Commonwealth
- Acting as a means of developing and maintaining organizational memory
- Connecting practitioners with similar responsibilities
- Decreasing the learning curve of new employees
- Responding more rapidly to customer needs
- Growing core capabilities and knowledge competence
- Increasing opportunities for innovation



Positive Outcomes for Participants



Benefits of Communities of Practice for *individuals*:

- Helping individuals do their work
- Fostering a stable sense of community with other peers and with the organization
- Helping build individual knowledge and skill
- Providing challenges and opportunities to contribute

Sources



Communities of Practice: A New Tool for Government Managers, IBM Center for The Business of Government, William M. Snyder and Xavier de Souza Briggs, November 2003,

<https://www.businessofgovernment.org/sites/default/files/Communities%20of%20Practices.odf> .pdf.

Communities of Practice, September 2005, <https://www.opm.gov/policy-data-oversight/human-capital-framework/reference-materials/leadership-knowledge-management/communitiespractice.pdf>.

The Cost-Effectiveness of Collaboration: A Roadmap to Success, September 10, 2021, <https://ciohub.org/post/2021/09/the-cost-effectiveness-of-collaboration/>.



Questions?

Thank you for the opportunity to provide this presentation and support Governor Youngkin's initiatives of acceleration, innovation, and building high-performing teams.