



# MANAGER'S GUIDE TO WORKFORCE DEVELOPMENT

NATIONAL  
**WORKFORCE** PLANNING  
AND **DEVELOPMENT**

# CONTENTS

How to Use This Guide	2
Play 1: Get Started	3
Play 2: Talk With Your Team	5
Play 3: Anticipate Questions	6
Play 4: Create Quick Wins, Build Skills	8
Play 5: Go Long, Advance Careers	10
Resources/Contacts	12



## How to Use This Guide

This guide was developed for Kaiser Permanente managers, with input from managers across markets.



## Instructions

Managers play a vital role in workforce development. Use this guide to learn what resources are available and be prepared to discuss workforce development with your teams.



## Distribution

This guide has been adapted online for use across all Kaiser Permanente markets. All content is for internal use only and is subject to change.



## Contact

For questions about this guide, please email [national-wfpd@kp.org](mailto:national-wfpd@kp.org).





## PLAY 1: GET STARTED



### What is workforce development?

Workforce development means different things to different managers: Education. Professional development. Talent development. Skill building. Cross training. Career advancement.

Workforce development is all that and more. The goal is to prepare Kaiser Permanente's workforce for tomorrow's jobs or, as one manager said, get the right skills in the right areas for company growth.

So how do we get there? Get started by learning about workforce development programs and services. Visit our [Career Resource Center](#), [KP Career Planning](#) and [Labor Management Partnership](#) sites. Explore [Workforce Development Week](#) to see the many resources Kaiser Permanente offers to help employees build their careers and adapt to changes in health care, such as the rise in remote work and virtual care.

## KEY TOOLS INCLUDE:

### Tuition reimbursement

Kaiser Permanente provides employees who work at least 20 hours a week with up to \$3,000 each year for completing courses to continue their education, get a certificate or earn a degree. Get details in this [video](#) and [podcast](#). Learn more: Visit the [manager portal](#), [KP Career Planning website](#), [email](#) or call 866-480-4480.

### Education trusts

The Labor Management Partnership supports 3 education trusts that offer career counseling, degree programs, skills enhancement and training programs. See details in this [story](#). Learn more:

- » [Ben Hudnall Memorial Trust](#): Covers non-SEIU members of Partnership unions ([see list](#)). Check out BHMT's [site for Kaiser Permanente managers](#).
- » [SEIU UHW-West & Joint Employer Education Fund](#): Covers SEIU members in the Northern California, Southern California, Northwest and Colorado regions.
- » [SEIU Healthcare 1199NW Multi-Employer Training Fund](#): Covers SEIU members in the Washington Region.

### Career paths

Explore [career paths](#) with our career paths tool for Kaiser Permanente employees. It's interactive and personalized to help you find your direction. Log in, create a profile, identify your skills and interests, explore jobs, complete and share an action plan, and build your career. See [guide](#) to using the career paths tool.

### Experience programs

Encourage employees to participate in a training program to help gain experience. Visit [kpcareerplanning.org/experience](https://kpcareerplanning.org/experience) for a guide to [apprenticeships](#) and other programs.

### Workforce of the Future

Kaiser Permanente's Workforce of the Future initiative aims to help prepare the workforce for tomorrow's jobs. Workforce consultants and implementation specialists identify needs, analyze trends, and collaborate with labor and management to support lifelong learning. Learn more at [LMPartnership.org/workforce](https://LMPartnership.org/workforce) and find additional insights in the [Future Ready thought leader series](#). Get more tips and inspiration from our workforce development podcasts, [Ask an Expert](#) and [Excel Yourself](#).



## PLAY 2: TALK WITH YOUR TEAM

### How can I engage with my team about workforce development?

Talk about workforce development with your team to increase awareness about programs, encourage participation and support career growth. Here are some ideas:

#### Huddles/team meetings

- » Include workforce development on your agenda once a month.
- » Share your workforce development story.
- » Ask employees to share their training and education experiences.
- » Inform employees about [Workforce Development Week](#).
- » Use resources in this guide to discuss timely topics — consider a monthly theme.
- » If your team members belong to a Partnership union, ask their education trust ([Ben Hudnall Memorial Trust](#), [SEIU UHW-West & Joint Employer Education Fund](#) or [SEIU Healthcare 1199NW Multi-Employer Training Fund](#)) to make a presentation.

#### Rounding

- » During rounding, ask about workforce development needs.

**TRY THIS: ROUNDING.** Employees whose managers round monthly report career guidance and performance feedback scores 27 points higher than those whose managers round once or twice a year, according to People Pulse results. See: [Rounding for Results](#).

#### 1:1 meetings/performance reviews

- » Discuss career aspirations.
- » Ask employees what skills they want to learn and what training they seek.
- » Share available resources to help meet their needs.
- » Set goals and regularly check on progress.

For more tips, view [Managing Career Growth](#).



## PLAY 3: ANTICIPATE QUESTIONS



### Be Prepared

Here are answers to some common questions about workforce development:

#### Where can I find more information online about workforce development?

- » Visit our [Career Resource Center](#), a one-stop hub for all employees to plan their careers.
- » Visit [KP Career Planning](#) for union members who want to prepare for the health care jobs of the future and managers who want to help them do that.
- » Visit [LMPartnership.org/workforce](#) for tools, stories, videos and related links.
- » Visit [bhmt.org](#) or [manager.bhmt.org](#) for the Ben Hudnall Memorial Trust.
- » Visit [theedfund.org](#) for the SEIU UHW-West & Joint Employer Education Fund.
- » Visit [healthcareerfund.org](#) for the SEIU Healthcare 1199NW Multi-Employer Training Fund.



## Where can I find tuition reimbursement policies?

Visit the [KP Career Planning tuition reimbursement webpage](#) to find specific policies. For more tuition reimbursement questions, email [national-tra@kp.org](mailto:national-tra@kp.org) or call 866-480-4480.

## What's the difference between workforce development and mandatory training?

Mandatory training is required by the organization to do your job, from new employee orientation to yearly compliance training. Workforce development is education and training to build skills to enable long-term success. If unsure, contact a workforce consultant at [national-wfpd@kp.org](mailto:national-wfpd@kp.org).

## What's the stipend program and how does it work?

The stipend program is a wage replacement program offered by the education trusts that allows Partnership union members to receive a full paycheck while attending school. Employees can reduce their work schedule by 16 hours per pay period to attend classes or study. See more: [Ben Hudnall Memorial Trust](#), [SEIU UHW-West & Joint Employer Education Fund](#).

## What about market training programs and local education benefits?

Along with training noted in this guide, markets may have more programs to meet specific needs. Also, local union contracts may have bargained other education benefits. For details, check with your Labor Relations consultant.

## What's my responsibility to provide release time for training?

As a manager, it's important to meet operational needs and those of members. When feasible, you're encouraged to provide release time to employees to help them achieve their career goals. Planning can help — try talking with your employees and workforce development partners to find solutions.

## I have an idea for a training program. Where do I start?

Talk with your regional Workforce of the Future implementation specialist or Workforce Planning and Development Committee ([see contact information](#)). They can discuss needs, priorities and program criteria for working with education trusts.

## STILL HAVE QUESTIONS?

Check with a [workforce development contact](#).



## PLAY 4: CREATE QUICK WINS, BUILD SKILLS

### How can I help my employees adapt to changes in health care?

Collaboration. Communication. Digital fluency. Soft skills are more important than ever with the shift to telehealth and rise in remote work. It's also important to upgrade technical skills. For quick wins, try these resources to build your team's skills:

#### Workforce Development Week

This virtual event, open to all Kaiser Permanente employees, connects employees with resources they can use to build their careers and adapt to changes in the health care industry. Hosted by National Workforce Planning and Development, the event focuses on steps employees can take and tips for managers to:

- » Explore career paths
- » Access tuition reimbursement and education trusts
- » Build in-demand skills
- » Engage with mentors, counselors and coaches
- » Prepare for tomorrow's jobs

Learn more about [Workforce Development Week](#).

#### Critical skills

Learning about the [critical skills](#) for the future of health care can help you adapt as new care models, technology and other trends change the health care landscape. Find Skillsoft@KP courses you can take on these critical skills.

Skillsoft courses:

- » [Digital fluency](#)
- » [Performance improvement](#)
- » [Consumer focus](#)
- » [Collaboration](#)
- » [Self-motivation](#)



## Certificates

Take your education and skills to the next level with a certificate. Demonstrate your knowledge by completing a series of courses in a subject. Kaiser Permanente employee who work at least 20 hours a week can use [tuition reimbursement](#). Partnership union members can learn more at:

- » [Ben Hudnall Memorial Trust](#)
- » [SEIU UHW-West & Joint Employer Education Fund](#)
- » [SEIU Healthcare 1199NW Multi-Employer Training Fund](#)

## Skillsoft

Enhance the in-demand skills needed for a successful career with Kaiser Permanente's Skillsoft e-learning library of more than 2,500 instructional courses and videos on KP Learn. Here's how to access Skillsoft at KP courses:

### **BEN HUDNALL MEMORIAL TRUST MEMBERS:**

1. Visit BHMT's [Skillsoft overview page](#) and complete the prerequisite student agreement (once a year).
2. Go to [KP Learn](#) (register) and find a course. If it's your first one this year, that will launch the "Ben Hudnall Skillsoft Subscription" prerequisite course.

**Note:** BHMT members can access Skillsoft courses for no charge or recharge fees for their managers.

### **SEIU UHW-WEST & JOINT EMPLOYER EDUCATION FUND MEMBERS:**

1. Go to [KP Learn](#).
2. Find a course. If it's your first one this year, that will launch the "Ed Fund Skillsoft Subscription" prerequisite course.

**Note:** Ed Fund members can access Skillsoft courses for no charge or recharge fees for their managers.

### **OTHER EMPLOYEES:**

1. Go to [KP Learn](#).
2. Find a course. If it's your first one this year, that will launch the "Skillsoft Library Recharge Approval" prerequisite course.
3. Your manager will receive an email notice of your request. Once your manager approves the request and \$40 recharge, KP Learn will send an email to notify you of the approval.
4. Return to KP Learn, and launch and complete the "Skillsoft Library Recharge Approval" course to gain access to all the Skillsoft courses on KP Learn for the rest of the year.



## PLAY 5: GO LONG, ADVANCE CAREERS



### **Kaiser Permanente encourages lifelong learning and job growth for all employees**

Getting a degree, completing an apprenticeship or participating in cohort training can be a career game changer. Learn more:

#### **Tuition reimbursement**

When Olayinka Rahman started as an admitting clerk at Woodland Hills Medical Center, she had a vision: to become a psychologist. She balanced working and going to school, using tuition reimbursement to earn bachelor's, master's and doctoral degrees in psychology. "I don't think there would be a better place (than Kaiser Permanente) for me to get my degree and continue to work," Rahman says. "They're so supportive. I hear about other organizations that aren't as flexible and don't have tuition reimbursement." View [story](#).

## Education trusts

After 20 years as an Environmental Services worker, SEIU-UHW member Reggie Williams was ready for a change. He found an apprenticeship program that catapulted him into a new career as a sterile processing tech. The program — a collaboration involving Kaiser Permanente, union leaders and the SEIU UHW-West & Joint Employer Education Fund — is a win for the enterprise, for employees and for managers, says Jaye McCray, sterile processing manager. “I get employees from other departments who have a really good track record, and I have that opportunity to then groom them for roles in my department and progress them from there,” she says. See [video](#).

Partnership union members can use their education trust to talk with a career counselor, develop a plan and find a program to fit their needs, from earning a degree to participating in cohort training. When Mid-Atlantic States urgent care technician Tonya Wright received an email from the Ben Hudhall Memorial Trust asking for volunteers for a new orthopedic technician training program, she applied and got into the program. Wright, an OPEIU Local 2 member, learned how to apply casts and passed her certification, helping to grow her career. See [video](#).

## Manager career development

While this guide focuses on workforce development for employees, career growth also is important for managers. In addition to tuition reimbursement, find more manager career resources at:

- » [Leadership Development](#) [HRconnect]: Use this page as a starting point to meeting your professional development needs.
- » [KP Learn](#): Kaiser Permanente’s enterprise-wide learning management system with online access to learning resources.
- » [Skillsoft](#): Enhance the in-demand skills needed for a successful career with this e-learning library of more than 2,500 instructional courses and videos.
- » [Leadership & Management portal](#): Quick access to resources, information and learning for leaders.
- » [KP Leadership University](#): A consistent and structured approach that develops leaders at all levels of our organization.

“ I get employees from other departments who have a really good track record, and I have that opportunity to then groom them for roles in my department and progress them from there.”

—JAYE MCCRAY, STERILE PROCESSING MANAGER

## Resources/Contacts

Workforce development information at a glance:

### Career Resource Center

[sp-cloud.kp.org/sites/  
CareerResourceCenter](https://sp-cloud.kp.org/sites/CareerResourceCenter)

### Kaiser Permanente Career Planning/National Workforce Planning and Development

[kpcareerplanning.org](https://kpcareerplanning.org)  
[national-wfpd@kp.org](mailto:national-wfpd@kp.org)

### Regional Workforce Planning and Development

Colorado: [kpco-wfpd@kp.org](mailto:kpco-wfpd@kp.org)

Georgia: [ga-wfpd@kp.org](mailto:ga-wfpd@kp.org)

Hawaii: [hi-wfpd-committee@kp.org](mailto:hi-wfpd-committee@kp.org)

Mid-Atlantic States: [mas-wfpd@kp.org](mailto:mas-wfpd@kp.org)

Northern California: [ncal-wfpd@kp.org](mailto:ncal-wfpd@kp.org)

Northwest: [wfpd-committee@kp.org](mailto:wfpd-committee@kp.org)

Southern California: [scal-wfpd@kp.org](mailto:scal-wfpd@kp.org)

Washington: [kpwa-wfpd@kp.org](mailto:kpwa-wfpd@kp.org)

### Labor Management Partnership Workforce of the Future page

[LMPartnership.org/workforce](https://LMPartnership.org/workforce)

### Workforce Development Week

[kpcareerplanning.org/wdw](https://kpcareerplanning.org/wdw)

Join National Workforce Planning and Development on [Viva Engage](#).

### Tuition reimbursement

[kpcareerplanning.org/prd/tuition\\_  
reimbursement.php](https://kpcareerplanning.org/prd/tuition_reimbursement.php)  
[national-tra@kp.org](mailto:national-tra@kp.org)  
866-480-4480

### Education trusts

#### Ben Hudnall Memorial Trust

[bhmt.org](https://bhmt.org)  
[manager.bhmt.org](https://manager.bhmt.org)  
[bhmt@kp.org](mailto:bhmt@kp.org)  
844-377-7849

#### SEIU UHW-West & Joint Employer Education Fund

[theedfund.org](https://theedfund.org)  
[info@theedfund.org](mailto:info@theedfund.org)  
888-872-4606

#### SEIU Healthcare 1199NW Multi-Employer Training Fund

[healthcareerfund.org](https://healthcareerfund.org)  
[members@healthcareerfund.org](mailto:members@healthcareerfund.org)  
425-255-0315

### Additional resources

#### Business Resource Groups

[sp-cloud.kp.org/sites/BRGHub](https://sp-cloud.kp.org/sites/BRGHub)

#### HRconnect Career

[hrconnect.kp.org/wps/myportal/hr/career](https://hrconnect.kp.org/wps/myportal/hr/career)

#### KP Learn

[learn.kp.org](https://learn.kp.org)

#### KP Mentoring

[kpmentoring.org](https://kpmentoring.org)

#### Skillsoft

[sp-cloud.kp.org/sites/services-nls/skillsoft](https://sp-cloud.kp.org/sites/services-nls/skillsoft)