

From Hire to Retire:

How skills-based practices are reshaping government HR

June 12, 2026



Shanel and Kelly, STARs

Opportunity@Work is a nonprofit social enterprise dedicated to advancing economic opportunities for the more than 70 million U.S. workers who are **Skilled Through Alternative Routes (STARs)** instead of through a bachelor's degree.

Today's Agenda



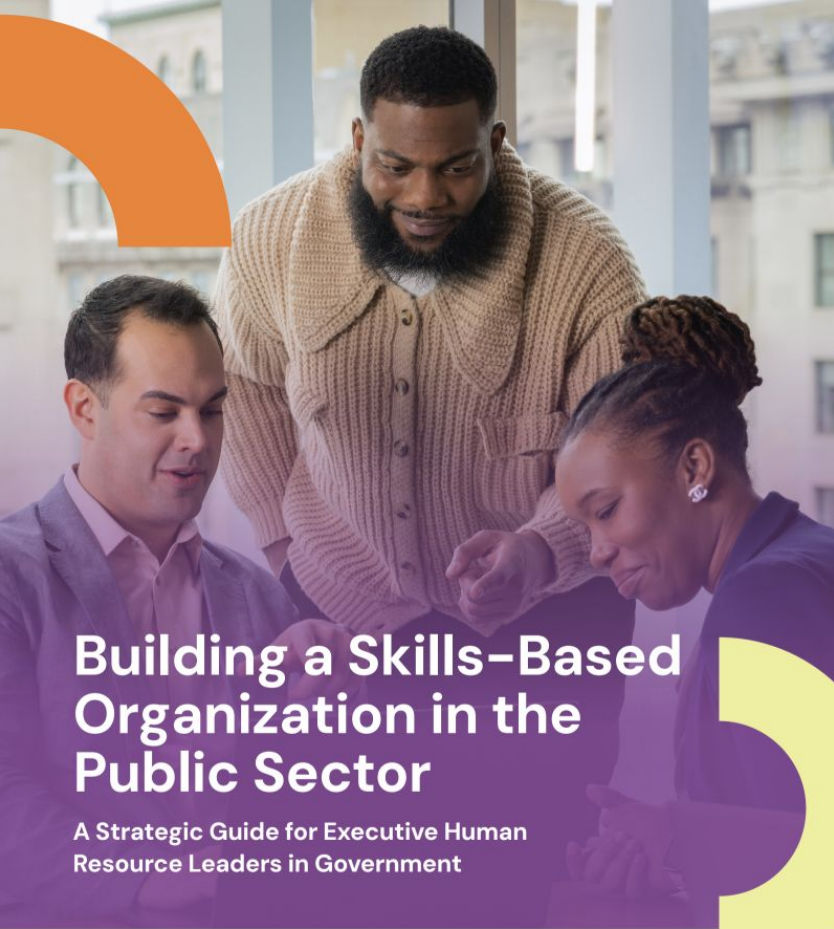
Welcome!

Playbook Launch

Panel Conversation

Audience Q&A

Call to Action



Building a Skills-Based Organization in the Public Sector

A Strategic Guide for Executive Human
Resource Leaders in Government



Skills-Based Organization Framework



Skills-Based Organization Maturity Model

Exploring Awareness	The organization is building awareness of skills-based practices. Hiring, development, and advancement remain largely credential- or experienced-based, with skills used only informally.
Activating Partial Implementation	Leaders recognize the value of skills, but formal policies and dedicated structures for skills-based practices are limited. Pilot initiatives map skills in key roles and test skills-based practices, but adoption is uneven.
Building Integrated Processes	Skills are integrated into core HR processes and supported by formal policies, active leadership, and dedicated structures to scale adoption. Policies and technology increasingly ensure consistent and sustainable use of skills across the organization.
Actualizing Fully Embedded & Sustained	Skills are embedded in all talent practices across the employee lifecycle, guided by strong policies, active leadership commitment, and dedicated structures to sustain widespread implementation.

Today's Speakers



Nicole Sornsinn

Human Resources Director and
Special Employment Counsel

Arizona Department
of Administration



Rob Waddell

Chief Human
Resources Officer

Arizona Department
of Health Services



Brett Schaedler

HR Talent &
Transformation Leader

Deloitte



Allison Jones

Senior Advisor

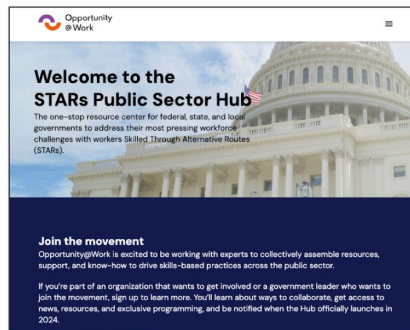
Opportunity@Work

Join the STARs Public Sector Hub



Join the STARs Public Sector Hub!

The Hub is launching in May of 2024 to equip government leaders with the resources, relationships, and know-how needed to tap into STAR talent through skills-based practices.



Become a member to access:

ANALYTICS & INSIGHTS

Trusted data about the workforce, local employer demand and needed skills to identify unique opportunities for employers to leverage STARs

NARRATIVE DESIGN

Proven, effective messaging based on research and testing that is tailored to each region

RESEARCH & RESOURCES

Research that results in the design and delivery of trusted resources, like playbooks, case studies, tools, templates, and products

COMMUNITY

Participatory and collaborative engagement of government leaders to learn from one-another, crowdsource ideas, and build shared solutions

Join or visit us at
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Next Steps

You'll receive a follow up email with the following:

- Playbook
- Webinar Recording
- STARs Public Sector Hub Sign Up

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