

Scalable IT Upskilling:

Activating Learning in the Public Sector

NASPE Spring 2026 Webinar
June 26, 2026



©Vickie Caputo Designs

WHAT TODAY IS ALL ABOUT...

Purpose

Share how Michigan DTMB Agency Services is **preparing its workforce for evolving technology priorities and AI-driven change** through a scalable, role-based development model.

Process

- Welcome & Introductions
- Technology Workforce Trends in the Age of AI
- DTMB Agency Services Case Study
- Lessons Learned & Panel Discussion

Payoff

NASPE's network of state leaders can apply lessons learned in their own organizations **to prepare future technology workforces.**

Welcome & Introductions

STATE OF MICHIGAN



Jonathan Patterson

Chief Deputy Director,
Michigan Civil Service
Commission



Heather Frick

DTMB Agency
Services Director,
State of Michigan



Brian Pillar

DTMB IT Project
Delivery Officer,
State of Michigan

ACCENTURE



Natalie Sisto

Managing Director,
Talent – Public Service
Lead

Technology Workforce Trends in the Age of AI

Trends shaping technology workforce strategy



State HR Leaders Are Naming the Same Challenges

Learning & development barriers identified in NASPE's 2026 HR Capability Assessment

These findings point to a familiar challenge: learning needs to be easier to prioritize, better aligned to workforce needs, and more clearly connected to career growth.

Michigan's role-based approach was designed with these needs in mind, with early data suggesting manager involvement can strengthen activation.

Top Learning & Development Challenges

Identified by state HR leaders in NASPE's 2026 HR Capability Assessment

● Learning & Development — Top Challenges



DTMB Agency Services Case Study

Why We Started

Preparing Michigan's technology workforce for evolving priorities and future skill needs

Agency Services supports Michigan's technology priorities across cloud, cybersecurity, digital experience, and application modernization.

The Challenge

Technology priorities were evolving rapidly

New skills were needed across both technical and business-facing roles

Traditional approaches to skill development would not scale



Desired Outcomes

Technology Workforce Clarity

A shared understanding of future-ready roles and the skills needed to succeed.

Role-Based Skill Development

Learning aligned to role expectations, day-to-day responsibilities, and evolving skill needs.

A Scalable Model

A repeatable approach that can scale across teams, functions, and evolving technology priorities.

Our Approach

A role-based approach designed to build capability, support adoption, and scale over time



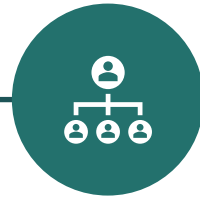
IT Workforce Clarity

Define future-ready roles and the skills needed to support evolving technology priorities.



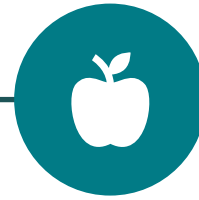
Role-Based Learning

Align skill development to role expectations through curated learning pathways tailored to specific roles.



Manager Enablement

Equip managers to reinforce learning, support development conversations, and drive engagement.



Everyday Learning

Create opportunities for learning to become part of everyday work and ongoing development.



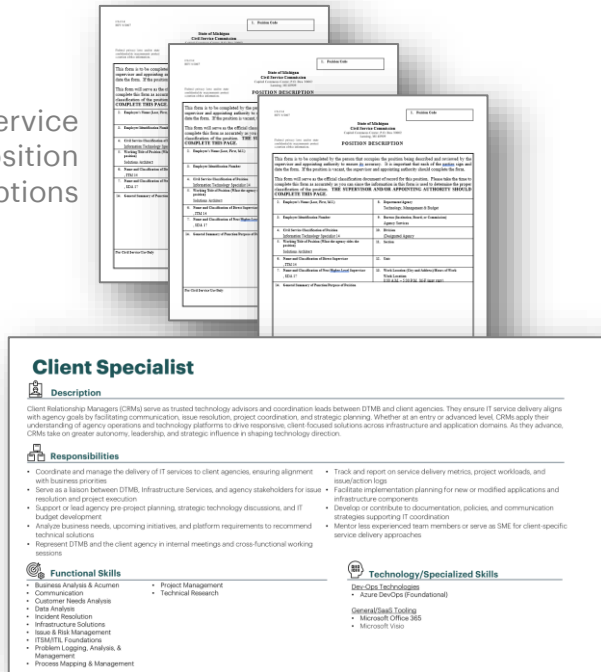
Continuous Improvement

Use feedback, skill assessments, and adoption insights to continuously refine and strengthen the approach.

From Position Description to Learning Channel

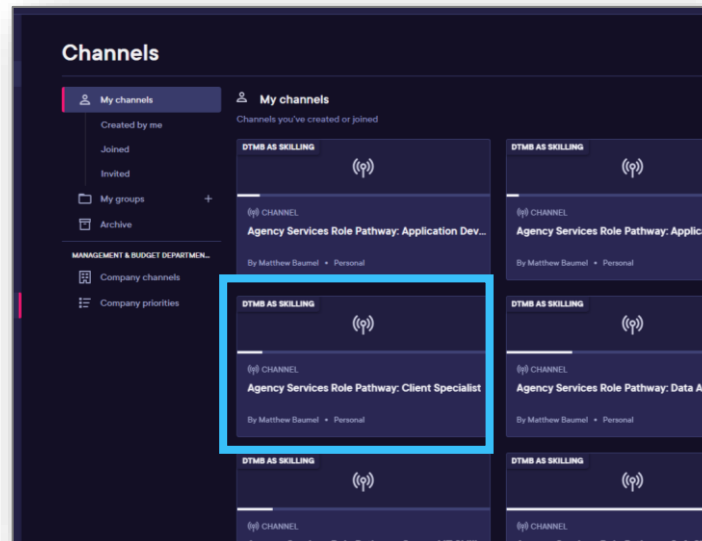
A consistent path from standardized position descriptions to role-based learning channels

Civil Service
Position
Descriptions

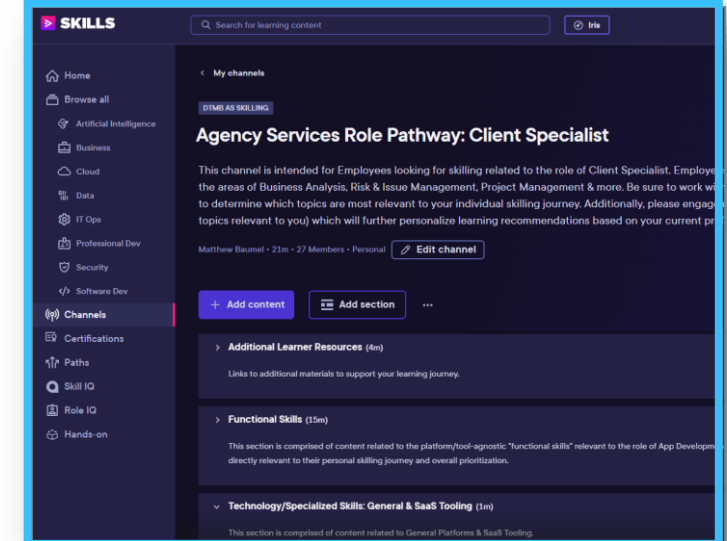


Role
Card

Curated Role-Based Learning Channels



Role-Based Learning Channel Library



Define the Role

Standardized Civil Service Position Descriptions were rationalized across seven predefined roles. Each **Role Card** defines the responsibilities and skills needed to deliver.

Curate Learning

Each Role Card became the foundation for a **curated learning channel**, a flexible library of role-relevant content, not a one-size-fits-all checklist.

Pilot, then Scale

Pathways were piloted with real users in real roles, then refined based on feedback before **scaling to role-based groups** across Agency Services.

Outcomes & Signals

Early indicators suggest strong adoption and momentum for continued growth

Foundation Built

- 7 future-ready roles defined
- 10 curated skilling pathways
- 4 learning pathways launched
- Manager enablement resources deployed

Early Adoption Signals

- 72% of learners activated across scaled launch cohorts
- Nearly 150 total learning hours consumed
- 44% of respondents reported increase in weekly learning time

Positioned for Scale

- Foundation for AI capability building
- Repeatable model for future growth
- Continuous improvement approach – e.g., learning in the flow of work

What We're Hearing

Pathway Clarity

Learners value having a clear starting point aligned to their role and development needs.

Role Relevance

Learning content feels connected to day-to-day responsibilities and development goals.

Leadership Support

Manager support emerged as a key driver of learner activation.

"We can focus on the areas that matter most to our role instead of completing courses that aren't relevant to our work."

Deep Dive: AI Code Assistance Pilot

Building AI capability through learning in the flow of work

WHY

Bringing emerging tech into real work

AI is already changing how technology work gets done. The pilot gave developers a focused way to build capability while applying AI code assistance to real delivery work.

HOW WE PILOTED

A focused pilot tied to live project work

Equipped a defined group of developers with targeted learning, enablement, and expectations for responsible AI use in day-to-day project delivery.



WHAT WE'RE LEARNING

Learning becoming applied capability

The pilot is helping identify where AI code assistance can accelerate development, where human judgment remains critical, and what support is needed to scale what works.

Lessons Learned & Panel

Lessons Learned

Practical lessons for states building a future-ready technology workforce

01 Start with workforce needs, not platforms

The platform is the enabler, not the strategy. Start with the roles, skills, and capabilities your organization needs most, then leverage the tools, content, and partnerships already in place.

02 Make learning role-relevant & flexible

Role-based pathways give learners a clear starting point, not a one-size-fits-all checklist. Curate the content so people can focus on the skills that matter most to their work and growth.

03 Equip managers to protect time for learning

Learning does not compete with work, but it does need room inside it. Equip managers to help teams make time, reinforce that development is part of the job, and connect skills to current work.

04 Pilot first, learn before you scale

A focused pilot helps you test the approach with real users, refine based on feedback, and build credibility before broader rollout. Scaling what works is stronger than launching all at once.

Thank you!