

STAC MEETING

April 11, 2011

*Office of Administration / Division of Personnel
Room 430 – Truman Bldg.*

Members in attendance:

Geri Wiseman..... Department of Conservation
Linda Dunbar Department of Corrections
Bryan Howard..... Department of Elementary and Secondary Education
Nick Goeke Department of Health and Senior Services
June McElroy Bradshaw Department of Labor and Industrial Relations
Suzi Middaugh..... Department of Natural Resources
Deanna Treu..... Department of Social Services
Sheila Barnett..... Department of Transportation
Barbara Beermann Missouri State Employees Retirement System
Maureen (Mo) Willoh..... Missouri Veterans Commission [Department of Public Safety]
Allan Forbis..... Office of Administration
Chris Adams..... Office of State Courts Administrator

Also attending: Denise Osborne – Office of Administration [minute recorder]

Welcome / Introduction of New Members:

Allan Forbis opened the meeting by welcoming all present STAC members followed by a brief self-introduction of current and new members which included Maureen (Mo) Willoh, with the Missouri Veterans Commission [Dept. of Public Safety], and Chris Adams with the Office of State Courts Administrator.

Training Initiatives/Challenges

Allan opened the floor for discussion on ongoing and/or current challenges facing state agencies.

- Barbara Beermann, Missouri State Employees Retirement System [MOSERS], informed the Committee that they are now offering webinars for new employees. The webinar is offered once a month and provides information for Missouri Consolidated Health Care, the Cafeteria Plan, and MOSERS benefits. Barbara will email STAC additional information.
- Linda Dunbar, Dept. of Corrections, asked for additional information regarding CBT's offered by the Department of Natural Resources; Suzi Middaugh will forward the requested information to Linda.
- Geri Wiseman, Dept. of Conservation, expressed interest in the Synergy program offered by the Dept. of Public Safety-Missouri Veterans Commission. Mo Willoh will share this information with Geri.

Executive Order 10-24 Compliance

In 2010 Executive Order 10-24 [<http://governor.mo.gov/orders/2010/10-24.htm>] was sent from the Office of Equal Opportunity regarding Diversity Compliance. Within the Order, **Article V-Workforce Diversity Plan** tasks the Office of Administration, Division of Personnel as listed below:

All state agencies shall require participation by all employees in periodic training that cover the topics of:

- Discrimination;
- Sexual harassment;
- Cultural and work force diversity; and
- Other appropriate human relations training as determined by the Office of Administration, Division of Personnel. The Division of Personnel shall approve all Workforce Diversity Training provided by state agencies.

Bill Miller, Director for the Missouri Division of Personnel, will be sending a memo to all Agency Directors and HR Directors asking them to develop and submit:

- Detailed course outlines
- How the information will be conveyed to employees
- Approximate length of training
- How often the training will be offered
- The number and corresponding percent of employees who received training in 2010

The Center for Management and Professional Development within the Division of Personnel will review/evaluate the information received from each agency using in part, the guidelines for Diversity training developed by STAC.

Status Report on NEW STAC Action Teams:

Statewide Data Collection of Training Records:

INITIAL PROJECT DESCRIPTION: The project will focus on an “age old” problem with the intent of finding a modern day solution. This will entail first exploring—and then developing—a state-wide data collection system for training records that all agencies could use and upload/transfer their existing records to. An anticipated outcome of such a system would also be the creation of a statewide (self-service) training portal that would allow employees to retrieve their training records from a central location regardless of how often they move from one state agency to another; and possibly even after they leave state government all together.

CHAIR: Allan Forbis

ACTION TEAM MEMBERS

| | | | |
|--------------|-----------------------|---------------|-------------|
| Linda Dunbar | June McElroy Bradshaw | Jolon Wickern | Sarah Irwin |
| Lori Hogue | Nick Goeke | Deanna Treu | Terry Black |

Deanna True reported that the Committee recently met to discuss the project. Future meetings will focus on determining the minimum and maximum amount of information needed for the system, and

reviewing existing systems and current ongoing initiatives by state agencies. The group also will work with OAIT to determine the best way to capture and provide the information agencies have into one system that works for the majority of state users.

Challenges:

- How to market to agencies
- Data Transfer Issues
- Developing something all systems can access

The Use of Social Media to Further Training and Professional Development

INITIAL PROJECT DESCRIPTION: Social media seems to be here to stay. Consequently, STAC should more fully explore ways to use different types of social media (Facebook, Twitter, YouTube, etc.) to further professional development in today's workforce.

- What can be done to take advantage of technology for training and on-going learning through the use of chat rooms, blogs, etc.?
- What options are available?
- How might some agencies be using this technology now?
- How can trainers and others access and share literature, training needs, trends, resources and related items through the use of social networks?

CHAIR: Suzi Middaugh

ACTION TEAM MEMBERS

Barbara Beermann

Chris Adams

Terry Black

Bryan Howard

STAC was advised that Forrest Neal, the past chair for this team, is no longer working in state government. To fill this void, Suzi Middaugh volunteered to take on the chair responsibilities. Additionally, Chris Adams, new to STAC from OSCA volunteered to be part of the group and will use his knowledge and expertise regarding IT issues to assist with the project. Allan and the Committee expressed their thanks and appreciation to both Suzi and Chris.

Barbara Beermann and Bryan Howard reported that the Committee recently met and brainstormed ideas to address the unique challenges this presents. Ideas/issues addresses at the meeting included:

- Which agencies use social networks and how?
- Facebook and Twitter are more personal, while sites like LinkedIn are more professional and well known
- If implemented; should STAC only use one type of network?
- Whichever network is used, it needs to be multi-dimensional
- Of the state agencies currently using social media networks, what restrictions – if any – are imposed?
- Who within the agency makes updates [posting of messages, videos, etc.]?
- The network used needs to be updated regularly and should be dynamic

The team also discussed adding/inviting agency Public Information Officers and other employees with IT experience to help the team accomplish its goals.

The STAC Video

INITIAL PROJECT DESCRIPTION: STAC needs to finalize the video and determine how best to “market” it to state agencies. Consequently, STAC members who elect to work on this project will need to finalize a topic, determine how the video will be made—and get it done! In reference to a recent DSS survey, it was noted that internal communication could be a topic to design the video around. In any case, it will be important to keep in mind what is actually possible—and what can reasonably be accomplished with limited time and resources

Chair: Nick Goeke

ACTION TEAM MEMBERS

Sheila Barnett

Sarah Irwin

Mo Willoh

Geri Wiseman

Nick Goeke explained that at the team’s initial meeting, they reviewed the expectation for this project which includes:

- Providing information on who/what STAC is and their goal
- How to use the video as a training tool

Nick further stated that at this point, STAC is without resources to produce a video. Consequently, their challenge would also be how to identify and access resources to make the video; and how to maintain and make follow-up changes to the video if needed.

Nick indicated that the team was instead considering an alternative approach which wouldn’t require the use of a video. The team proposed to focus on e-learning presentations currently used by state agencies. The Video team would find ways to market this concept, identify topics to offer to agencies (STAC could give recommendations), and provide the information to other state agencies.

After brief discussion it was agreed to proceed with this plan. However, the STAC Chair, Allan Forbis, indicated that STAC should still be involved in some type of video to market STAC and what STAC accomplishes. Allan suggested that the Division of Personnel’s Center for Management and Professional Development could provide the resources needed to create the video—and work with the STAC Video Team to create the video—likely sometime later this year.

STAC members who would like to work on one of these committees should contact the Chair.

State EOM Selection Committee

Allan thanked the STAC members who considered becoming a State EOM Selection Committee member; and indicated that Lori Hogue, DNR HR Director was the first person to volunteer. Lori will assume the role vacated by Mary Stixrud. Allan thanked Lori for her willingness to take on this new role.

Questions/Issues

Allan updated the membership of events happening with the Center:

- **May 11 – Conference on Leadership and Innovation** [only a few seats are open for this creative workshop]

- **May 23-27 – State Employee Recognition Week/Day** – on track with a current list of 59 state and local business. New vendors for 2011 include: Sam’s Club; Six Flags; National Biodiesel Board; Kansas City Chiefs Football Club; and special discounts for state employees at Six Flags through the month of June and also discounted tickets for state employees at upcoming baseball games for the St. Louis Cardinals, Kansas City Royals, and Springfield Cardinals
- **Regional Training Programs** – are continuing to be successful with programs presented in all 5 regions of Missouri
- **In the Spotlight!** A new no cost employee recognition program is being implemented by the Center which will recognize state employee accomplishments both inside and outside the workplace. These accomplishments include but are not limited to – State Employee of the Month; Missouri State Employee Awards of Distinction; Governor’s Award for Quality and Productivity; employee volunteering at the local, state, and international level; military recognition/accomplishment; educational advancement and more. This program will be administered and housed on the Center’s web page.

Adjourn

Allan thanked members for their continued support of STAC.

2011 STAC Meeting Dates/Location

- July 11, Dept. of Conservation Credit Union / 1:30 – 3:00
- October 11, Dept. of Conservation Credit Union / 1:30 – 3:00
- December 12, Dept. of Conservation Credit Union / 1:30 – 3:00

Training Initiatives/Challenges

Agency/Department Update – for April 11, 2011 STAC Meeting

Training Initiatives/Challenges

Agency/Department Update – for April 11 STAC Meeting

Agriculture – submitted by Dana Kliethermes

The Missouri Department of Agriculture utilizes an online training program to provide training for new employees in many areas, such as Sexual Harassment, Defensive Driving, Supervisor training, etc.

Many employees attend conferences in their specialized training field to keep abreast of changes. Agriculture recently had several of our managers attend a Managers and Supervisors Conference, and Workplace Awareness training for the Department will be conducted during the Calendar Year 2012.

Conservation – submitted by Geri Wiseman

MDC's "Professional Development Academy", formerly called the "Academy for Leadership Excellence, has been gearing up for new professional development programs. A "Professional Development Steering Committee" has been established to provide representation from each Division to ensure professional development programs are cost effective and meet the development needs of all Department employees.

The Professional Development Academy is in the process of gaining over 30 new Department instructors to assist in the delivery of a variety of training programs around the state.

Corrections – submitted by Linda Dunbar

The DOC Academy has finalized an On-the-Job Training (OJT) Coaching curriculum designed specifically for new Probation and Parole Officers. Several "train the coach" sessions were completed in January – March to provide the coaches (experienced P&P Officers or supervisors) with the skills and techniques needed to implement this program to their staff department wide. The coaches use a Coaching Checklist designed for specific tasks that P&P Officers perform to demonstrate competency of each task.

The DOC successfully implemented its new Learning Management System (DOCOTA) in January with over 2,100 staff completing a multi-module eLearning course by the end of January. We are currently developing another online course for the Department's integrated system (MOCIS). The Academy has purchased several Adobe Connect licenses to allow for virtual meetings. In the near future we hope to use this new modality for virtual training.

During the months of January and February, 167 staff attended Basic Training; 695 staff attended Supervisory/Management Training; and 1,658 staff attended Inservice training.

Labor and Industrial Relations – submitted by June McElroy

1. Since January 2011, the Employee Development Section has conducted:
 - Mandatory classes for all managers and supervisors:
 - Hiring for Success – Behavioral Interviewing
 - FMLA Training for Supervisors
 - Dealing with Difficult People
 - Encouraging the Heart

2. February 10, 2011, the Department had 22 employees from Group 1 graduate from the Leadership Development Program (Succession Planning).
 - Group 2 will complete the program this fall. Group 2 participants have completed the following courses:
 - Insights
 - Managing Customer Service
 - Financial Management
 - Human Resources/Merit System
 - Department Accountability
 - Leadership
 - Polishing Your Presentation Skills
 - Conducting Effective Meetings
 - Department Communication
3. The Leadership Development Program opened the application process during the month of February for employees to either apply or nominate someone for the program. The team will review applications during April and final decisions made by early summer on who will be enrolled in the next group.
4. Employee Development has offered one “Lunch and Learn” session for employees in February. Focus was on “Heart Health”
5. The Employee Development is redesigning the New Employee Orientation Program. This will include the Harassment and Diversity training for new employees.
6. Employee Development is writing job descriptions for the all classifications within the Department. We will begin with the Division of Employment Security. Along with the job descriptions, we are also looking at ADA requirements.
7. Employee Development will also offer training in the following courses:
 - Mandatory class for managers and supervisors:
 - Fair Labor Standard Act (FLSA) – Do’s and Don’ts
 - PERforM Training for Supervisors
 - Courses for all employees:
 - Problem Solving and Decision Making
 - Dealing with Difficult People
 - Conflict Management
 - Coaching: A Leadership Skill
 - Encouraging the Heart
 - FMLA Overview for Employees
 - PERforM Overview for Employees

Natural Resources – submitted by Suzi Middaugh

Trainings Scheduled:

- Stressed to the Max... Re-energize!
- Organizational Skills without Committing Arson
- FMLA
- “Got A Problem... Let Problem Resolution Be Your Solution”
- INSIGHTS Discovery
- New NEO Portal
- Perform... How Do You Rate (Supervisors only)
- Personnel Law
- Code and Ethics
- Perception Across Time

- CISM (Critical Incident Stress Management) to recruit volunteers
- Adaptive Management (Executive Staff Only)

Trainings on CBT

- Workplace Awareness for New Employees
- Presentation Skills
- On-boarding and NEO: How To For Supervisors

Trainings to Be Added:

- Union Information
- Attitude Virus

Trainings We Are Developing and/or ready to Schedule

- Accountability Toolbox
- Leading in Turbulent Times
- Supervisors Toolbox 101
- Leadership Pickles
- Are You Hard To Manage
- Business Writing
- Fish
- Leader Fish
- Confidentiality
- Workplace Safety
- Working on a new Workplace Awareness
- CISM Individual/Group Sessions

Tracking System

We are at 58% compliance with the MTR for supervisors, and have trainings scheduled in the regional areas to reach our goal.

Succession Planning /Leadership Program

There are 100 participants left in our Leadership Ladder Program. The projected date to complete their trainings is the last quarter of 2011.

Our director Sara Pauley Parker has opened our next application process for a new group to begin in October 2011. Deadline for applications is April 29th, 2011. The training unit has automated all the letters and emails for the applications and the assessments, this will simplify the application process and decrease the amount of staff time spent on the processing of the applications to be reviewed by the steering committee. The steering committee is now using Base camp to review the applications received.

The 100 participants left in the Leadership Program presented their eight issue papers to the directors in January and February. The issue papers have now been assigned to the Executive Staff to review and decide if they will be processed, put on hold, or completed. The Issue papers are:

- 20/20
- State Parks
- Internal Communications
- External Communications
- Recommendations of Process Improvement or Operational Efficiencies.
- Recommendations/Collaboration/Opportunities
- Retention and
- Natural Resources Future

Trainings left for this group:

- River Training: Environmental Issues to Missouri Waters
- Leadership INSIGHTS
- Leader Fish
- Speed of Trust
- The five Dysfunctions of a Team
- Emotional Intelligence
- Negotiations
- HR Training
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Public Safety – Missouri Veterans Commission – submitted by Maureen Willoh

We are currently working on putting our New Employee Orientation on-line, including welcome videos from our program directors and mandatory training. I've also been training "Synergy", a personality based class that Bob Meyer worked with us to develop last year. It has been received quite well-- we plan to build on the Synergy concepts to create new classes for next year, covering topics such as conflict resolution.

Social Services – submitted by Deanna Treu

The Department of Social Services is currently working to ensure training in the essential areas of New Employee Orientation, Workplace Safety, Civil Rights and Diversity and the Management Training Rule requirements. Courses for supervisors and managers include new classes such as Labor Relations, Leading by Example and Team Nightmares.

Each of our 3 program divisions has additional training initiatives that include job specific training for their staff. In addition to this each has the following areas of focus this fiscal year.

The Children's Division has been offering ongoing learning activities for their managers and supervisors through regional learning labs designed to improve clinical competence and give supervisors the tools to refocus organizational culture into a service orientation. They are also developing DVD training sessions on the topics of Child Abuse/Neglect findings/ meeting the standards of evidence/ elements and Concurrent Planning-Family Centered Out of Home Care.

The Family Support Division has been working to provide training in MO HealthNet for Adults and Payment Accuracy.

The Division of Youth Services has continued their initiatives in the coaching and counseling models of Encouraging the Heart for all their staff and training in Administrative Hearings.

Transportation – submitted by Sheila Barnett

Workforce Reduction

We're still working to reduce the size of our work force by 2012, while maintaining a customer satisfaction rating of at least 85%. The plan should be ready to present to the Commission later this month with implementation to begin May 1, 2011. Once the plan is approved, it will be communicated to employees and then the public.

Performance Management

One-on-one meetings with supervisors, who need coaching to improve the quality of performance feedback they provide their staff, are ongoing.

Level 3 Evaluations for our Management Courses

We've rolled out the self-report process designed to measure transfer of learning to the job with each of our supervision and management programs and are awaiting the class composite reports.

Level 3 Evaluation of Ground Speed Spreader Training

Data collection related to the quasi-secret experiment in the Kansas City area, using four different maintenance facilities to test the effectiveness of Ground-speed Spreader Training (in our snow removal process), has been a challenge. The quantity and quality of data received has not been sufficient to make the study statistically valid. The team will meet next month to troubleshoot the current process and make plans to re-test next winter.