

**STAC MEETING**  
**Dept. of Conservation – Main Office**  
**April 12, 2010**

**Members in attendance:**

Rosie Anderson-Harper ..Dept. of Mental Health  
Sheila Barnett .....Dept. of Transportation  
Barbara Beermann .....Missouri State Employees' Retirement System  
Linda Dunbar .....Dept. of Corrections  
Allan Forbis.....Office of Administration  
Nick Goeke .....Dept. of Health and Senior Services  
Jennifer Hentges.....Dept. of Revenue  
Bryan Howard.....Dept. of Elementary and Secondary Education  
Sarah Irwin .....Office of the Secretary of State  
Mechelle Matthews .....Dept. of Higher Education  
Kari Mengwasser .....Missouri Consolidated Health Care Plan  
Suzi Middaugh.....Dept. of Natural Resources  
Mary Stixrud .....Office of State Courts Administrator  
Bev Struempf.....Dept. of Social Services  
Geri Wiseman.....Missouri Lottery Commission

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

**Welcome:**

Allan Forbis opened the meeting by welcoming all present STAC members. After the opening of the meeting, Jane Roesti – STAC member, recently retired – was presented with a plaque and recognized for her work and dedication to STAC. Ms. Roesti gave brief comments and thanked the Committee for their work.

**Agency Updates**

As agreed at the January STAC meeting; prior to the April 12 meeting, Committee members submitted brief updates on the major training initiatives or challenges each agency is currently involved in or facing. After Allan opened the floor for questions/comments, Jennifer Hentges asked if any STAC member could provide information on Adobe Connect Pro. A few Committee members offered brief information, and Suzi Middaugh mentioned they have had success with Captivia and would be willing to share information on this software. Lind Dunbar also mentioned their agency is using Captivia for e-learning and that a product called Moodle (a free course management system) can be used as an add-on for Intranet use.

The Training Initiatives/Challenges Report can be found at the end of these minutes.

**STAC's Annual Report Year End FY08-09**

Geri Wiseman gave the Committee an overview of STAC's finalized Annual Report for FY08-09. Geri thanked those that were an integral part of preparing the report which is now available on STAC's web page under Council Information - <http://www.stac.mo.gov/councilinfo.htm>.

**STAC Communication Survey Results**

Sarah Irwin, Chair of the Communication and Membership Sub-Committee, gave an overview of the Communication Survey. This survey was sent to HR Directors and STAC Members and received 19 total responses. The main purpose of the survey was to continue to raise

awareness of STAC's mission and the services provided by STAC. Survey responses can be a tool utilized by STAC to focus on what is important to/in state agencies.

Because the initial response to the survey was less than expected, it was suggested that the survey be sent later in the year to a broader group that could include department directors, agency trainers, and HR individuals.

Allan thanked Sarah for her work on the survey.

The survey can be found at <http://www.stac.mo.gov/resources.htm> under Survey Results.

### **Policy Committee Update – Progress to Define Minimum Unlawful Discrimination and Diversity Training Requirements**

Beverly Struempf, Chair of the Policy Sub-Committee, provided an update on the committee's work on Unlawful Discrimination and Diversity Training requirements. The Committee had requested and received from many state agencies information on the content of the programs they currently provide. The Committee met to review/discuss the information received, and agreed that additional discussion and planning is still needed.

The Committee will continue its work in defining what information should be included in each program in order to draft STAC's recommendation for these programs. The Committee's recommendation will be provided to STAC at the next regular meeting.

*Point of interest:* Allan mentioned that a Division of Personnel staff member who recently attended a SHRM meeting indicated that at least one agency was not aware of STAC's work on defining what unlawful discrimination and preventing sexual harassment programs should consist of, and possibly STAC's role in the Management Training Rule. This is another reminder of the need to raise awareness of the purpose and role of STAC.

### **Open Discussion – Training Challenges in Difficult Economic Times**

The group had discussion on ways to promote STAC and compliance with the Management Training Rule. Some ideas shared included:

- Development of one hour webinars offered at no cost on topics such as:
  - Managing the Grapevine: What Can Managers Do?
  - Leadership
  - What is STAC?
- Sharing training calendars – this would benefit filling sessions especially for classes offered outside of the Jefferson City area.
- Develop simulcast – an example would be if there was a conference covering multiple subjects or lasting two to three days, employees could “conference in” for the session that was of interest.

A current program offered to state employees through the Division of Personnel is MyQuickCoach (MQC). This online system offers subscribers the ability to view and share videos and white papers from world-class leaders who are also part of the Institute of Management Studies. Additionally, MQC has the capability of allowing agency users to upload their own customized videos. It was suggested that related video segments of 10 to 15 minutes could be developed by agencies, then housed in the MQC program, and shared with state employees.

Some of the addressed issues of implementation included:

- Cost – DESE can produce the videos for approximately \$30 per video

- Tracking –a suggestion was that videos should be in increments of not less than 15 minutes to assist in tracking issues

Allan suggested proceeding with looking at the development of 15 minute videos which promote STAC and also include information useful to managers and supervisors. Geri, Nick, Suzi and Jennifer volunteered to work on this. Allan will follow up with the group and a report will be presented at the next regular STAC meeting.

### **MyQuickCoach (MQC) Demonstration**

Responding to a request from the January meeting, Allan provided a brief demonstration on the MyQuickCoach Program. The Missouri MQC program was customized for the state and includes a landing page after the user has signed in which provides a welcome and an introduction to the system. Missouri's landing page is where customized videos would be housed.

From the landing page, the user continues on their own page which has the ability to be customized by adding a photo, creating a profile based on your current skills and areas of learning interest, storing your favorite videos/white papers, accessing recommended videos received from others, and tracking the lessons you have accessed.

MQC caters to today's learner by using smaller "bites" of information that promote consistent messaging of important and useful developmental ideas. The system is available 24/7 which makes it particularly helpful when an employee cannot access a learning session or HR professional. Lessons can be shared with others via email and downloaded to MP3 players.

For more information on MQC please contact Allan.

### **Adjourn**

Allan thanked members for their continued support of STAC.

# Training Initiatives/Challenges

## Agency/Department Update

### **Corrections** – submitted by Linda Dunbar

Curriculum unit has been licensed with Adobe Captivate 4 in an effort to further our advances in providing e-learning to staff. IT has been tasked with creating a tracking tool to allow tracking of any e-learning developed. If anyone knows of where Captivate training is available I would be interested to have that information.

MO DOC totally revamped its 5 week Basic training for new Corrections Officers in September 2009. The Training Academy is now in the process of completing a Level 3 evaluation for staff that has completed that training. Evaluations were distributed March 26 with a return date of April 16. We are also working on developing a Level 3 Behavioral Impact instrument that will allow staff to evaluate Academy training 3 months after attending training. We plan to start with two In-service programs as pilots for the new instrument. For ease of tracking and tabulating, the plan is for this to be in a digital form and available through the DOC intranet for use by all staff when requested.

### **Economic Development / Workforce Development** – submitted by Stephen Sowder

The Division of Workforce Development (DWD) is in the process of launching “Next Generation Career Centers” in July, 2010. The purpose of the Next Generation Career Center is to provide integrated services that will assist Missourians to know their skills, enhance their skills, and utilize their skills to find a better job.

The Training Unit of DWD is finalizing the statewide training plan for the staff of the 43 Missouri Career Centers. Staff will be trained in:

- the integrated model of delivering workforce customer services
- the function and process of the three integrated teams within the model
- functional leadership training for the Career Center functional team lead
- technical assistance for staff to facilitate quality workforce customer services

The Training Unit of DWD will be forming three leadership teams comprised of trainers and key DWD staff who are equipped to conduct this training.

### **Health and Senior Services** – submitted by Nick Goeke

At DHSS we are continuing to convert several “face to face” 4 hour courses to webinars which are then reduced to 2 hrs due to the difficulty of holding interactive exercises during a webinar. We are developing an online course for the Workplace Diversity requirement of the management training rule. Proposed completion date for the course is end of May. We already have a yearly required online course for Sexual Harassment training. We continue to work on bringing all training records into one database for each of our employees. This database helps us determine if supervisors/managers have met the MTR.

### **Labor and Industrial Relations** – submitted by June McElroy

1. Since September 2009, conducting two-hours of training each month for all Employment Security (ES) staff throughout the state. To date we have conducted:

- Grammar

- Diversity
- Time Management
- Customer Service
- HR Overview

(Labor and Industrial Relations continued)

A. Other course that are scheduled for ES in 2010:

1. FMLA Overview
2. Workplace Harassment
3. Generations
4. Ethics & Professionalism

2. The Department has 46 employees enrolled in the Leadership Development Program (Succession Planning). The Department has two groups. Group 1 began in October 2009 and has completed training in the following courses:

- Insights
- Managing Customer Service
- Financial Management
- Human Resources/Merit System
- Legislation/Rulemaking and Sunshine Law

A. Group 2 began April 2010 and has completed the following courses:

- A. Leadership
- B. Insights

3. The Department continues to provide training throughout the state on Management Training Rule. Courses provided or scheduled in 2010:

- Business Writing that Works!
- Developing Others
- Managing Generations
- Conflict Resolution
- Hiring for Success

- Word 2007
- Excel 2007
- PowerPoint 2007
- Giving Recognition
- Coaching: A Leadership Skill
- FMLA Training for Supervisors

4. The Department is looking at conducting a needs assessment for future training needs.

**Missouri Lottery Commission** – submitted by Geri Wiseman

Challenge: It is not news to anyone that employees are being asked to do more with less. The Missouri Lottery is no different. Missouri Lottery employees are continually looking for ways to generate more proceeds for education, but with fewer resources and by cutting costs. At the same time, it is important to our organization to continue to provide extraordinary service to all of our customers. With increasingly busy schedules, it is always a challenge to find ways to ensure employees continue to make time for professional development. To reduce costs, we primarily provide training internally for employees, including managers and supervisors to be in compliance with the state's Management Training Rule.

(Missouri Lottery Commission continued)

**Initiatives:**

- Pilot program begins for Lottery Sales Representative certification (April - May)
- (Learning and using Adobe Captivate software to create interactive training modules on training modules)
- "Extraordinary Leader: Going from Good to Great" (April 27 - 29)
- - Strategic Planning

**Natural Resources** – submitted by Suzi Middaugh

**Trainings Scheduled:**

"Got A Problem... Let Problem Resolution Be Your Solution"  
 INSIGHTS Discovery  
 Give Em Pickles

**Next Quarter the Following Trainings Will Be Added:**

Team Building  
 Are You Hard To Manage?  
 DNR Strategic Direction  
 Work and Life... Are You on a Collision Course?  
 CPR Certification  
 FMLA  
 Worker's Compensation

**Succession Planning Leadership Program**

We are kicking off a Meet and Greet the Director and Deputy Directors for 103 of our Succession Planning participants. Due to the change in administration in 2009, our Succession Planning

Program finished up the scheduled training that was on the calendars and we did not offer the rest of our program. We are restarting this program with all 4 groups, they will hear the direction our new administration wants to head, after the Meet and Greet they will be placed on committees to revamp their programs.

### **Trainings We Are Developing**

Leading in Turbulent Times

Supervisors Toolbox

Leadership Pickles

### **Office of State Courts Administrator** – submitted by Mary Stixrud

1. We are trying to reduce our meeting cost by 50%. We are exploring using Poly Coms and/or Adobe Connect for virtual meetings. We are running pilots to see which software is more user friendly/accessible.
2. We are in the process of developing 3 web-based training to meet a Human Resource need – Preventing Sexual Harassment, Diversity, and Customer Service. All three courses will be available by mid-May.
3. Continuing to plan education events in two primary areas – Continuing Education or Best Practices and Case Management or computer based.
4. Contracted with the Bob Pike Group to provide training on presentation skills for webinars. This training will be complete by the end of the fiscal year.
5. Also, looking into getting grants to do some training.

### **Revenue** – submitted by Jennifer Hentges

- Working with Adobe Connect Pro to record existing face to face trainings in webinar format.
- Coordinating the use of Adobe connect Pro with other departments to record existing knowledge base of employees for training purposes.
- Completing Sexual Harassment, Diversity, and Confidentiality training for all part-time, seasonal employees.
- Recorded short 15 to 30 minute webinars on confidentiality within the Department and laptop security to be used by staff.

Does anyone currently use Adobe Presenter in conjunction with Adobe Connect Pro? If yes, what are the additional capabilities this product offers?

### **Secretary of State** – submitted by Sarah Irwin

The Office of the Secretary of State – Missouri State Library offer training that is specialized on library resources for state employees.

### **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 continue to be offered. Courses for supervisors and managers include new classes such as Managing From Afar; Communication: Style Matters; Five Questions Every Leader Must Ask; Managing Millennials; and Assertiveness with Style. To date, during Fiscal Year 2010, we have presented 321 classes and have trained 5966 employees to fulfill these needs. We have 112 additional classes scheduled before the end of the fiscal year.

Each of our 3 program divisions have 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. Other new training initiatives include: Safety Threats, Protective Capacities and Child Vulnerabilities and Legal Aspects training for both investigations and Family Centered Out-of-Home Care and Adoption.

The Family Support Division has been working to provide emergency management training to all staff.

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**

- Reduce current salaried headcount to 5,999 or fewer by June 30, 2012 and under 5,900 by June 30, 2013, while delivering tangible results with an 85% customer satisfaction rate or higher.
- Hiring freeze for 75% of full-time vacancies.
- Moving people to where the work is, from areas where it's waning.
- Limit the number of temporary employees hired.

(Transportation continued)

**Performance Management Plan (3-5 year plan)**

- Aggressively manage poor performers to "successful" or out the door.
- Starting with the Senior Management Team and Supervisors.
- Changing performance rating process to 2-separate rating periods.