

STAC MEETING

July 11, 2011

Department of Conservation/Credit Union Meeting Room

Members in attendance:

Rosie Anderson-Harper Dept. of Mental Health
Sheila Barnett..... Dept. of Transportation
Barbara Beermann Missouri State Employees Retirement System
Terry Black..... Missouri Lottery Commission
Linda Dunbar Dept. of Corrections
Allan Forbis..... Office of Administration
Jack Stiefvater Dept. of Health and Senior Services
Bryan Howard..... Dept. of Elementary and Secondary Education
Sarah Irwin Secretary of State – Missouri State Library
Suzi Middaugh..... Dept. of Natural Resources
Deanna Treu..... Dept. of Social Services
Maureen Willloh Dept. of Public Safety – Missouri Veterans Commission
Geri Wiseman..... Dept. of Conservation

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 members and substitutes which included Jack Stiefvater with the Dept. of Health and Senior Services who was attending for Nick Goeke.

Training Initiatives/Challenges

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

- Sheila Barnett, Dept. of Transportation, expressed interest in the online New Employee Orientation program the Missouri Veterans Commission is developing; Maureen Willloh will forward the requested information to Sheila.
- Deanna Treu advised the group that the Dept. of Social Services (DSS) update had not been included in the report. An updated copy, including information for DSS, is listed at the end of these minutes.

STAC Action Team Updates

- ***Statewide Data Collection of Training Records***: the Committee for this action has not had the opportunity to meet, but will get together and provide an update at the next STAC meeting.

Allan Forbis advised STAC that the new Employee Self Serve Portal has been finalized and has been implemented. Information for this new program, including registration instructions, is available by going to <https://ess.mo.gov/Common/HomePage.aspx>. Future plans are to include a subsequent phase which will add a training tracking component for this program.

- ***The Use of Social Media to Further Training and Professional Development:*** Suzi Middaugh, Dept. of Natural Resources (DNR), updated the group that Chris Adams, Office of State Courts Administrator, is working with Courts to add training messages on Twitter and Facebook. Chris will work with the Social Media Committee to make recommendations as Courts implement linking their training announcement to their LMS.

Additionally, Suzie informed the group that DNR has begun using a program called Base Camp. This relatively inexpensive software (approx. \$39 per year) is being piloted by the DNR which allows project management tasks to be done online, making it ideally suited for project groups located across geographical areas or team members who are often away from the office. Users only need an Internet connection to access a project. The meetings work similar to a chat room where “invited” attendees can share ideas, messages, etc., and also have a whiteboard for posting meeting notes. The ability to create groups allows for a secure meeting venue where only the appropriate personnel can obtain and share information which is one advantage over using Facebook.

A request was made, and agreed upon, to have a representative from DNR give a presentation on Base Camp at the next STAC meeting.

The Committee’s update, which includes more information on these two items, is attached to these minutes and will also be posted on STAC’s webpage.

- ***STAC Video:*** Jack Stiefvater, Dept. of Health and Senior Services (DHSS), advised STAC that Nick Goeke has recently received a promotion and was not able to provide him with an update regarding the STAC video.

Another item on the day’s agenda was item #6 – Video Production Options. Allan referenced this point and updated STAC that the Center for Management and Professional Development (Center) has recently purchased equipment and created a mini “studio” to develop items such as infomercials, videos, and other items to be placed on the Center’s webpage. Allan informed the group that the Center is willing to share this resource with state agencies, and currently is not charging a fee. Interested STAC members should contact Allan for more information or to schedule time in the studio.

Executive Order 10-24 Compliance (<http://governor.mo.gov/orders/2010/10-24.htm>)

Allan provided an update that the Center has received the requested information and is reviewing/evaluating the information received using in part, the guidelines for Diversity training developed by STAC. Once finalized the Center will develop a program and prepare and share a report.

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.

FY2011 Annual Training Report

STAC Chair, Allan Forbis, advised the group that the Center will be contacting them and agency/department HR Directors to gather information for the annual end of fiscal year training report.

New “In the Spotlight!” Program

The Center is in the process of finalizing and implementing a new employee recognition program entitled **In the Spotlight!** This new state-wide program will be used to recognize the accomplishments of state employees both on the job and in their personal lives. Department/Agency directors will receive a letter from Division of Personnel Director, Bill Miller outlining the program and providing information on how the program will operate.

The program will be housed on the Center’s web page and will contain an overview of the program, videos from OA Commissioner Kelvin Simmons and Bill Miller, videos from other state executives and state employees. Also housed on the site will be a “blog” that provides information on the employees accomplishment and the submission form an employee can complete to recognize a fellow employee – or themselves.

The submission form, once completed, will be sent via email to the agency/department Public Information Officer who will review to assure the employee is in good standing, receive the necessary approval from their director, and will then submit it to the Center.

The Center will check to assure all needed information has been collected and will prepare for posting to the In the Spotlight! web page and on a quarterly basis will distribute the information to state officials and the media announcing the accomplishments of Missouri state employees.

Examples of In the Spotlight! accomplishments include, but are not limited to:

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| ▪ Educational accomplishments (not certificates for attending a class or workshop) | ▪ Missouri Relies on Everyone (MoRE) State Employee Suggestion program awards | ▪ Military Awards/Distinction (both for active and veteran personnel) |
| ▪ Governor’s Award for Quality and Productivity Team Awards | ▪ Election to professional association | ▪ Unique volunteer accomplishment |
| ▪ Missouri State Employee Awards of Distinction | ▪ Career Advancements/Accomplishments | ▪ Missouri State Employee of the Month |
| ▪ Heroic acts | ▪ Civic awards | ▪ Other accomplishments |

Upcoming Election of New STAC Chair and Co-Chair

At the end of December, the terms of the current STAC Chair and Co-Chair (Allan Forbis and Geri Wiseman) will expire. STAC members are asked to take into consideration individuals for nomination for these two leadership positions. Nominations for the positions will take place at the October STAC meeting, and if possible, voting will also occur. If more time is needed to consider who the new Chair and Co-Chair will be, the voting/selection will occur at the STAC Christmas meeting.

STAC Leadership – as identified by STAC Charter is as follows:

A Chair and Co-Chair will be appointed on a voluntary basis and will assume their duties for two calendar years. They shall begin their term at the first meeting in January and shall complete their term at the December meeting the following year.

The Chair and Co-Chair should work closely with the upcoming officers to transition knowledge and information as seamlessly as possible. At the end of each term, the Chair shall transfer an electronic copy of all agendas, letters, minutes, current member databases, and any additional files to the new Chair, Co-chair, and to the Office of Administration.

Duties of the Chairperson include:

- Presiding at all STAC meetings
- Serving as a spokesperson for STAC
- Informing the Co-Chair of any membership changes, additions, or deletions
- Serving as lead member of the Oversight Committee
- Facilitating and encouraging the work of committees
- Maintaining the strategic plan through the work of committee leads

Duties of the Co-Chairperson include:

- Presiding at meetings in the chair's absence
- Taking minutes at all STAC meetings and publishing such minutes to the council via the STAC listserv or e-mail distribution list.
- Maintaining the current STAC database of members, making changes, additions, and deletions as needed
- Assisting the chair in facilitating the work of subcommittees
- Assisting the chair in the work of the Oversight Committee

Other Business/Items of Interest from Members

- Linda Dunbar, Dept. of Corrections, expressed thanks to Sarah Irwin, Sec. of State/MO State Library, for recently presenting an overview of the Library to Corrections staff. Topics covered also included an overview of Library resources, fundamentals of research, and some Internet researching. Geri Wiseman requested, and Sarah agreed to provide an overview of the Library's resources to STAC at the December meeting.
- Maureen Willoh, Dept. of Public Safety/MO Veterans Commission, thanked Suzie Middaugh, DNR, for her invitation to attend a recent Insights Discovery Profile at DNR. Maureen said it was informative and enjoyable.
- Barbara Beermann, Missouri State Employees Retirement System, asked if any STAC member had the opportunity to attend the New Employee training webinar, offered online. Deanna Treu, Dept. of Social Services, had attended and said the overall program was informative and well done. The New Employee webinar is a coordinated effort hosted by MCHCP with Deferred Comp, Cafeteria Plan, and MOSERS. To participate, employees access the webinar by registering with info available "through eMCHCP by HR personal who have applied and received a password from MCHCP...." The webinar is also available on MCHCP's open website on the new employee webpage. Barbara said the overall comments she has received are "across the board". The

program is offered the second Friday of the month at 10:00 am on the MCHCP website (www.mchcp.org). Additionally the program will be recorded for viewing at an employee's convenience.

Adjourn

Allan thanked members for their continued support of STAC.

2011 STAC Meeting Dates/Location

- 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 July 11, 2011 STAC Meeting

Conservation – submitted by Geri Wiseman

- Geri has revised the MDC stakeholder training. The new program is called “Serving Nature and Each Other: Providing Extraordinary Service to MDC Stakeholders” Geri has trained two instructors to facilitate the workshop.
- Revising current Performance Appraisal System
- Developing curriculum for the new Performance Appraisal System for all MDC employees (from November 2011 – March 2012)
- Preparing for the Instructor Training Conference (ITC) (January 2012)
- 7 Habits for Highly Effective People training
- University of Missouri - Management Training Institute (MTI) training: Master Manager Certificate Series and Supervisor Certificate Series implementation Fall 2011 and Spring 2012

Corrections – submitted by Linda Dunbar

MO DOC Training Academy developed new management curriculum “ADA Non-discrimination and Accommodation Guidelines.” The program was piloted and is now in implementation state wide. To provide cost savings and cut down on comp time due to staff traveling to the regional training site trainers continue to take in-service and management training on the road to institutions and offices across the state.

Effective September 1, 2011 we will no longer be utilizing the American Red Cross as the provider for our Standard First Aid/CPR training programs. The American Red Cross is raising their rates per certification card to \$19.00 per card. We found that the American Heart Association will charge only \$3.75 per card. There will be a pretty hefty start up fee with the AHA, e.g. Purchasing of instructor manuals, student manuals, DVDs, conversion of instructors from ARC to AHA, etc., but the difference between \$19.00 per card and \$3.75 per card should be worth it in the long run.

MODOC completed implementation of its second online course through DOCOTA (DOC Online Training Academy). Approximately 1,470 Probation and Parole staff completed the Intervention Fees (Probation and Parole specific) course during May. The Academy is developing its first Virtual Instructor Lead Training (VILT) using Adobe Connect as the training platform. The topic is “Preventing Workplace Violence.” The plan is to use a team approach with trainers as facilitators and producers of the VILT. The VILT will be conducted in two 2-hour sessions over a 2-3 week period. The participants will be expected to complete intercession work with a report out session during the second session. This blended approach to training will allow staff across the state to participate “virtually” from their work sites in real time.

During the months of March - May, 288 staff attended Basic Training; 1,355 staff attended

Supervisory/Management Training; and 3,760 staff attended In-service training.

Elementary and Secondary Education – submitted by Bryan Howard

We are currently working with Allan Forbis and his group at the Office of Administration on setting up training dates for Diversity and Sexual Harassment classes as well as some requested Customer Service classes for a few of our areas. We are still mainly focusing on webinar's for in-house training and looking into possibly expanding to additional webinars on a variety of topics not presently offered.

We are currently looking at developing FMLA training for both Supervisors and for all employees. Any assistance that can be provided to us would be a great help.

Labor and Industrial Relations – submitted by June McElroy

1. The Employee Development Section has conducted or will conduct the following classes for Labor employees:

- Mandatory classes for all managers and supervisors:
 - Hiring for Success – Behavioral Interviewing
 - FMLA Training for Supervisors
 - Documentation
 - Understanding Overtime/Comp Time
 - PERforM Training for Supervisors
 - ABCs of Supervising Others (supervisors/managers)
- Coaching: A Leadership Skill (supervisor/manager)
- Accountability (all employees)
- Business Writing (all employees)
- Dealing with Difficult People (all employees)
- Encouraging the Heart (all employees)
- Problem Solving (all employees)
- SpeakEasy: Conquering Your Fear of Speaking in Public (all employees)
- Conflict Resolution (all employees)
- FMLA and Overtime/Comp Time (all employees)
- PERforM Overview (all employees)

2. Leadership Development Program – Group 2 (Succession Planning) 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
- Legislation, Rulemaking and Sunshine Law
- Department Accountability

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 has reviewed 47 applications during April and final decisions made by late summer on who will be enrolled in the next group. The goal is to start a new group by September 2011.

4. Employee Development continues writing job descriptions for the all classifications within the Department. Along with the job descriptions, we are also looking at ADA requirements.

Missouri Lottery – submitted by Terry Black

During May and June, the Missouri Lottery conducted customer service training for all employees. The intent of the course was to provide knowledge, tips, and techniques for delivering service to routine and difficult customers via e-mail, over the telephone and face-to-face. We also conducted 1st Aid and CPR re-certification; Lottery managers and supervisors attended a variety seminars and workshops to satisfy their management training rule requirements: MS Excel, Project Management, Conference on Leadership and Innovation, Lottery Leadership Institute, Managing Emotions, and computer hardware and software training.

Our employee development manager is currently developing a workplace harassment course. The focus of the course will be both sexual and hostile environment harassment, particularly how to prevent harassment, deal with harassment and how to investigate and handle a harassment complaint. Course is scheduled for delivery during September 2011.

Challenge: Lack of a Basic Supervision Course in Jefferson City. We have 8 new supervisors that require the training.

Natural Resources – submitted by Suzi Middaugh

Trainings Scheduled:

- Fish
- Curing Negativity in the Workplace (Attitude Virus)
- Emotional Intelligence (For Succession Planning Participants)
- Stressed to the Max... Re-energize!
- Organizational Skills without Committing Arson
- FMLA
- “Got A Problem... Let Problem Resolution Be Your Solution”
- INSIGHTS and the Leader in You (For Succession Planning Participants)
- INSIGHTS Discovery
- NEO Portal
- Perform... How Do You Rate (Supervisors only)
- Personnel Law
- Code and Ethics
- Perception Across Time
- CISM (Critical Incident Stress Management) for Supervisors)
- CISM INSIGHTS
- Confidentiality
- Workplace Safety

Trainings on CBT

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

Trainings to Be Added:

- Union Information
- Five Dysfunctions of a Team

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
- Working on a new Workplace Awareness
- CISM Individual/Group Sessions
- Speed of Trust

- Code of Ethics
- Effective Discipline

Tracking System

We are at 88% compliance with the MTR for supervisors for FY2011.

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 or beginning of 2012. They started back up in July with INSIGHTS and the Leader in You.

Our director Sara Pauley Parker will announce a new group after July 15th to begin in October 2011. The steering committee met June 22 and 23rd to review 84 applications.

The issue papers are still being reviewed and recommendations are being made by the Executive Staff.

1. 20/20 Has been reviewed and their recommendations are being implemented
2. State Parks Reviewed 6/27/2011 and has been implemented
3. Internal Communications
4. External Communications
5. Recommendations of Process Improvement or Operational Efficiencies.
6. Recommendations/Collaboration/Opportunities
7. Retention was reviewed in May and more research is being done to implement a process.
8. Natural Resources Future

Trainings left for this group:

- Leadership INSIGHTS
- Leader Fish
- Speed of Trust
- The Five Dysfunctions of a Team
- Emotional Intelligence
- Negotiations
- HR Training

Public Safety – Missouri Veterans Commission – submitted by Maureen Willloh

The past quarter has been filled with finishing rolling out Synergy, a personality based training, at our Cemeteries, Central Office, and in the fall, our Veteran Service Officer groups. A “Conflict Resolution” class based on Synergy core principles is currently in development for roll out in Fall of this year.

We are also developing an on-line New Employee Orientation that includes program director welcome videos, forms, benefits information, leave policies, mandatory training, travel/accounting, optional programs, guidelines, and procedures for acquiring training, important links, and critical “Must Read” policies. After a new employee completes the mandatory training, they will take an on-line assessment. At the end of the orientation, the employee will be able to electronically indicate that they have read and understand the required reading of critical policies. We hope to have this ready for use within a month.

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: Turning Conflict Into Collaboration; Flexible Thinking; Facilitating Improved Performance; Coping with Tough Times; Building and Managing Employee Relations; and new classes such as Calm Effectiveness, Overcoming Telephone Trauma and Mentoring.

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 is enhancing their clinical supervision training with a strong focus on case consultation. They will also be providing a new training for resourced /licensing workers.

The Family Support Division will be expanding their Child Support Case Initiation training. The Division of Youth Services is continuing to provide coaching training to their staff.

Transportation – submitted by Sheila Barnett

Due to significant departmental restructuring, we haven't added anything new to our work plan.

Workforce Reduction

MoDOT has finalized its plan to reduce operational costs over the next five years by \$512 million. Each year, \$100 million will be redirected to shore up our construction program to \$600 million. It isn't the program size we need, but it is what MoDOT needs to survive the next five years and avoid sending back federal funds we can't match.

To save \$100 million a year, MoDOT will reduce its work force by 856 staff (15%); close three of its ten district offices; reduce the number of maintenance facilities by 40%; reduce the number of resident engineer offices by 35%; and reduce its fleet by 740 vehicles (9%). Most of the changes will be completed by December 31, 2012.

The only exception is the reduction in force initiatives, which will be completed by March 31, 2013. The hope is that delaying the date for personnel cuts by three months, might give us enough time for attrition to get our staffing level down to 5,106. If it doesn't, we'll lay staff off by March 31, 2013.

These changes will impact MoDOT's training unit in the following ways. The management of the supervision and management programs are new responsibilities for me. The number of trainers has been reduced to 4, after a retirement last month. I expect that number will be reduced to 3, next Spring, when another trainer retires. We will outsource most of our soft skills training beginning in FY12 and will cease new training development. We will focus on maintaining the technical courses we currently offer. Since most supervisors have or will have to reapply for their jobs, we're offering several classes each week on resume writing and interviewing skills and expect that trend to continue through the summer. I also expect to see the elimination of hot breakfasts and lunches for attendees of our outsourced weeklong management and supervision programs, unless contractual obligations prohibit it.

Level 3 Evaluations for our Management Courses

We've rolled out the self-report process, which was designed to measure transfer of learning to the job for each of our supervision and management programs and have received the first composite class report for the January 2011 Introduction to Supervision class. The take a-ways from the first class are:

- the attendees' response rate between the first and second survey decreased by almost half
- only one third of the supervisors completed their 90 day post training survey
- attendees consistently thought they'd improved in all competency areas more than their supervisors did (by 10 - 42%)

As a result of attending the class, attendees believe:

- they're more proactively planning their work and paying attention to how they spend their work time
- they're communicating more effectively and are paying more attention to what their team mates say

The supervisors believe:

- the attendees are communicating more effectively with their team members
- there has been an increase in the amount of support the attendees give their team members
- the attendees are including their team members in planning and decision making more
- the attendees seem to be embracing the leadership role and its responsibilities more, since attending the class.

