

STAC MEETING
Dept. of Conservation – Credit Union
October 12, 2010

Members in attendance:

Sheila Barnett..... Dept. of Transportation
Keith Dudenhoeffer..... Dept. of Insurance, Financial Institutions and Professional Registration
Linda Dunbar Dept. of Corrections
Roxy Flores Office of Equal Opportunity
Allan Forbis..... Office of Administration
Lori Gilmore..... 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
Dana Kliethermes Dept. of Agriculture
Suzi Middaugh..... Dept. of Natural Resources
Mary Stixrud Office of State Courts Administrator
Beverly Struempfh..... Dept. of Social Services
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. After the opening of the meeting, an introduction of new and present STAC representatives was made.

Allan advised members that minutes from the July 12, 2010 meeting are posted on the STAC webpage and members were asked to contact Allan regarding any changes/revisions.

Agency Updates

Prior to the meeting STAC members submitted brief updates on the major training initiatives or challenges each agency is currently involved in or facing. Allan opened the floor for questions/comments; Mary Stixrud requested information from STAC members on the subject of structural design for distance learning which could be used to develop a training program.

Allan advised Mary that he would review the Center for Management and Professional Development's library to try to identify any relevant material which he would pass on to her. Nick Goeke also offered to provide information from Allan International, an organization that offers free strategic design consultancy.

Sarah Irwin provided a Training Media Collection handout to STAC members in attendance listing information available through the Missouri State Library. Sarah will also email this information to all STAC members following the meeting.

Dana Kliethermes asked for information regarding the development of a training tracking program. Jennifer Hentges reported that OA/ITSD-DOR is currently working on the development of an in-house

system that will tie into the SAM II database and Suzie Middaugh also mentioned that the DNR also has in in-house tracking program developed by OA/ITSD.

Duplication of effort in this area was of some concern. Consequently the STAC Chair will follow-up on this with OAIT and report back to STAC.

Policy Sub-Committee – Update on Creating Correlation between PERforM Components and the Management Training Rule

The Policy Sub-Committee on the correlation between PERforM and the Management Training Rule reported that the Division of Personnel's Director, Bill Miller is looking at developing a task force to review this topic, but that a state-wide reporting system is still required.

The decision to develop a task force was partially based on the Dept. of Revenue's implementation of a revised performance review program that does not collect all components of the current PERforM system.

It was suggested that the STAC Sub-Committee table continued work on this matter until OA's review is complete.

Diversity Compliance Testing Project [Center for Management and Professional Development]

Under Executive Order 10/24; Article V – Workforce Diversity Plan:

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.*

Allan reported that the Center for Management and Professional Development will be securing a vendor to provide online training regarding Diversity/Harassment. A key component of the training is that it would assist users in the testing component, providing a reporting feature for each agency and would help employees determine the correct answers to items they missed or didn't know.

Once a vendor and program have been identified more information will be provided to each agency about the program and timelines for implementation.

STAC Training Video Progress Update

The subcommittee for this topic reported that they have met briefly and is continuing to move forward. Once plans have been finalized the committee will report back to STAC.

Open Discussion

Allan reported that the Training and Development Section is now working under the new title of the **Center for Management and Professional Development**. A new venture for the Center is exploring

avenues to offer training programs to entities outside of state government which include city and county government and private business. This venture will assist in:

- Promoting successfulness of training programs
- Lower cost of training
- Diversifying audience of participants
- Enhance the learning experience

Allan also reported that the MyQuickCoach program has been extended for another year. Information on how to enroll for MQC and relevant program information can be found at <http://www.training.oa.mo.gov/MyQuickCoach/>.

Next STAC Meeting Date

Tuesday, December 14, 2010 at - Department of Conservation Credit Union

Adjourn

Allan thanked members for their continued support of STAC.

Training Initiatives/Challenges

Agency/Department Update – for October 12, 2010 STAC Meeting

Conservation – submitted by Geri Wiseman

- Implementation of Individual Development Plans (IDPs)
- Establish new Professional Development Committee
- Planning/preparation for Instructor Training Course
- Workplace Violence training
- Supervisory Overview/Updates

Corrections – submitted by Linda Dunbar

The DOC Academy conducted a week long Training Design and Development class for full time trainers in September. The first iteration of the new week long Crisis Negotiation Team Training was conducted in August in Jefferson City; two more iterations are scheduled in October and November in the West and East regions of the state, The Probation and Parole Initial Pre-service training is under revision with a due date of January 1, 2011. During the months of July and September 187 staff attend Basic Training; 785 staff attended Supervisory/Management Training; and 2,168 staff attended In-service training.

The Academy is moving forward with using the open source course management system Moodle. ISTD has designed the interface to allow access through the DOC intranet; it is called DOCOTA (DOC Online Training Academy). The plan is to begin immediately with Captivate to design e-learning. Phase 2 of the Moodle transition will be to incorporate the current Training Management System for tracking training into the Moodle platform.

Challenges: The need for resources to develop e-learning.

Health and Senior Services – submitted by Nick Goeke

Recently sent an online needs assessment survey out to our 1600 employees. This survey queries employees about the level of their ability to perform certain tasks and how important certain skills or competencies are in the performance of their job. Information collected from this questionnaire will be

used to identify some of the training needs for department staff. Management training for supervisors, grammar, punctuation & effective writing, generational differences and Achieve Global courses are offered in Jefferson City and in the regional offices throughout the state. DHSS continues to utilize eLearning courses with 12 currently being active and 4 courses in development. Webinars, using Adobe Connect, have been used to provide didactic training on a variety of issues to staff not in Jefferson City.

Insurance, Financial Institutions and Professional Registration – submitted by Keith Duedeffer
The Missouri Department of Insurance, Financial Institutions & Professional Registration currently has NO specific staff designated as “trainers” in our Insurance divisions. Our Personnel Analyst II is designated as the “education coordinator.” She assist staff by answering questions, maintaining a supply of books and other study materials necessary for staff to take special insurance designation study programs and examinations. The education coordinator also is the designated proctor for tests staff take on-site in the department. The HR Manager and the Personnel Analyst II provide training videos and a short presentation to staff on a yearly basis that consist of Diversity training and Sexual Harassment Prevention training. Our training challenges primarily revolves around coordinating staff to attend the short presentations and our HR staff attempting to make the presentation as “fresh and exciting “ as possible. Staff also have on-line web-based training opportunities for those who are interested. Many employees attend conferences and specialized insurance related trainings to keep abreast of trends and changes in the insurance industry. We utilize OA classes as appropriate.

SUGGESTION TO OA. One thing that would really help DIFP would be for OA to put together a “low cost (\$15-\$20), high volume (Rm 490-492), ongoing 60 minute presentation that covers Diversity and Sexual Harassment prevention that can be used in a “orientation type” format (quick, easy to understand, monthly/quarterly presentation).

Labor and Industrial Relations – submitted by June McElroy

1. Since April 2010, conducting two-hours of training each month for all Employment Security (ES) staff throughout the state. To date we have conducted:

- Grammar in Review
- Preventative Workplace Harassment...It's About RESPECT!
- Defeating Negativity
- Managing Generations in the Workplace
- Customer Service

Other course that are scheduled for ES in 2010:

- Ethics & Professionalism
- Balancing Work and Home
- Office 2007 Upgrade
- Overview of Myers-Briggs Type Indicator

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
- Department Accountability
- Leadership
- Polishing Your Presentation Skills
- Conducting Effective Meetings
- Department Communication

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

- Leadership
- Insights
- Human Resources/Merit System
- Managing Customer Service
- Financial Management

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: Behavioral Interviewing Techniques
- Word 2007
- Excel 2007
- PowerPoint 2007
- Giving Recognition
- Coaching: A Leadership Skill
- FMLA Training for Supervisors
- Encouraging the Heart
- Workplace Harassment
- ABCs of Supervising Others
- PERforM for Supervisors
- Preventative Workplace Harassment...It's About RESPECT!

4. The Employee Development Section along with Human Resources is in the beginning stages of performing job analysis to create job descriptions for the various classifications within the Department. We will begin with the Division of Employment Security.

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

Natural Resources – submitted by Suzi Middaugh

Trainings Scheduled:

- Stressed to the Max... Re-energize!
- Change Management
- Organizational Skills without Committing Arson
- 7 Habits for Highly Successful People
- FMLA

- “Got A Problem... Let Problem Resolution Be Your Solution”
- INSIGHTS Discovery
- Give Em Pickles
- New NEO Portal
- Presentation Skills CBT (To the Leadership Ladder Participants)

Trainings to Be Added:

- Perform... How Do You Rate
- Perform ... Writing Objectives (On-line)
- Union Information

Trainings We Are Developing and/or ready to Schedule

- Leading in Turbulent Times
- Supervisors Toolbox
- Leadership Pickles
- Are You Hard To Manage
- Business Writing

The Leadership Ladder Steering Committee is reevaluating our competencies for the program and looking to change and add additional trainings to meet the needs of the Leadership Ladder Program.

Tracking System

A new tracking system was developed and implementing on September. There has been a total of Files updated 1636 of 1786 total active employees

Succession Planning /Leadership Program

On July 13 and 14th DNR did the Meet and Greet the Director and Deputy Directors. This was a huge success for the participants they stated on the evaluations that this re-motivated them to recommit to the program and had never in their years of employment had been given this opportunity. The 103 Leadership Ladder participants were given an opportunity to serve on one of the eight committees:

1. 20/20
2. State Parks
3. Internal Communications
4. External Communications
5. Recommendations of Process Improvement or Operational Efficiencies.
6. Recommendations/Collaboration/Opportunities
7. Retention and
8. Natural Resources Future

They are in the process of writing Issue Papers, delivering them to the Steering Committee, and then presenting their findings on November 29, 2010 to the Director and Deputy Directors.

Office of State Courts Administrator – submitted by Mary Stixrud

1. New Projects:
Using Survey Monkey, survey to determine priorities of training for supervisors and managers
2. Advance ToolBook Training - using distance learning we are training 10 people on Advanced ToolBook during December - notice to STAC committee on available seats for training
3. Newly Elected Circuit Clerks will be trained prior to taking office (Nov 29-Dec 3)

Concerns

1. Funding - 97% of the courts budget is spent on payroll

Revenue – submitted by Jennifer Hentges

We are in the process of developing new trainings for Customer Relations, Process Improvement, and Motivation

- On October 1, we started using a new training tracking system that has been created in collaboration with ITSD
- The webinars we previously recorded will become available for viewing by staff for training
- Training staff developed and implemented training/webinars for the National Motor Vehicle Title Information System (NMVTIS)

Secretary of State – submitted by Sarah Irwin

The Missouri State Library Reference Services Division has once again updated their collection of Training Media for use by state government employees. Handouts will be provided at this meeting, and can be sent through the listserv and/or individually to other state agency employees upon request.

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 Finding Fulfillment in Your Career, Employee Retention and The Credibility Factor.

Each of our 3 program divisions has additional training initiatives that include job specific training for their staff. We are looking at ways to incorporate on-line learning opportunities in our curriculum to meet training needs. In addition to this each, has the following focus areas 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 regarding 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

All of the previously reported projects and department initiatives are still in place and progressing as expected. Here's what's new.....

Level 3 Evaluations for our Management Courses

This week; we're rolling out a self-report process designed to measure transfer of learning to the job with our weeklong *Introduction to Supervision* class participants. Attendees are not currently supervisors, so we chose to not use a 360-degree assessment with this course. Participants will self report, via Survey Monkey, at 30, 60 and 90 days after completing the course. At 90 days, we'll also collect similar feedback from their supervisors and will send the participants a class report about 120 days after the class ends. Individuals wanting their own information and feedback can request and receive an individualized report after that time.

Later this month, we'll roll out a similar process for our weeklong *High Performance Supervision* class. The attendees are new supervisors, so we'll implement a 360-degree assessment at the 90-day evaluation. The 30 and 60-day evaluations will be self-reporting, just like we're doing with the *Introduction to Supervision* course.

In January, we'll implement a similar evaluation process with our two week *Management Development Institute* participants, but it too, will have a little different twist. With this one, we'll implement our *Supervisor Coaching Guides*, where we'll teach supervisors to preface their employee's training experience by setting expectations for participating, learning and implementing the best practices on the job. Then, they'll meet with the employee post-training to see how it went, what they learned, and what SPECIFIC new behaviors they plan to implement. The final piece will be the supervisor providing the employee with periodic follow up/feedback to reinforce those new behaviors/skills during the 90-day follow up period. Again, we'll survey, but this time each of the surveys will be 360-degree assessments.

Level 3 Evaluation of Ground Speed Spreader Training

Winter salt usage is quickly becoming illegal in some states because it can be an environmental hazard. In addition, it's very expensive. Costs have risen about 50% over the last three years.

About six years ago, a task force determined that if staff followed the winter event guidelines, calibrated the ground speed spreaders that measure salt application and applied salt at no more than 200 pounds per lane mile, MoDOT could save about \$10 million dollars a year and significantly reduce salt leaching onto the right of way.

We've begun a quasi-secret experiment in the Kansas City area using four different maintenance facilities to test the effectiveness of Ground-speed Spreader Training in relation to the efficiency/cost of winter operations. The first building got nothing but their equipment up to operating condition and calibrated. They're getting no additional training over and above what they've already received. For some, that may have been training they received several years ago, which covered only the most basic information.

The second building will have its equipment evaluated "on the sly" probably on a weekend, so we know the shape it's in before the winter season. We won't calibrate or fix anything and they won't get additional training.

The third building will receive additional training and have their equipment evaluated on the sly. We won't calibrate their equipment or help them get it into good operational order.

The fourth group will get additional training and have assistance getting their equipment in good operational order and calibrated.

We'll re-check the equipment in January, to see how it's faring and throughout the winter we'll measure miles traveled, salt used, break downs, performance issues, and level of service for each of the four groups. We'll compare their data for FY11 with that of the previous two years and against each other.

We hope to prove that following the best practices shared in the training will increase the level of service provided while decreasing salt usage and equipment repair costs. We plan to have the final report completed in May, 2011.