

**STAC MEETING**  
**October 24, 2011**

*Office of Administration/Center for Management & Professional Development*  
*Room 430, Truman Bldg. - Training Room*

**Members in attendance:**

Rosie Anderson-Harper ..... Dept. of Mental Health  
Barbara Beermann..... Missouri State Employees Retirement System  
Terry Black ..... Missouri Lottery Commission  
Fred Cain ..... Dept. of Corrections  
Allan Forbis ..... Office of Administration / Div. of Personnel  
Mary Hoskins ..... Dept. of Health and Senior Services  
Bryan Howard ..... Dept. of Elementary and Secondary Education  
Sarah Irwin..... Office of the Secretary of State / Missouri State Library  
Suzi Middaugh ..... Dept. of Natural Resources  
Patricia Parrish..... Dept. of Health and Senior Services  
Darlene Robinett ..... Dept. of Revenue  
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 / Div. of Personnel [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.

**Training Initiatives/Challenges**

Allan opened the floor for discussion on ongoing and/or current challenges facing state agencies. No comments or updates were provided during the meeting.

**Presentation/Discussion from Lincoln University's Marketing Students regarding MBA Program**

Allan introduced Lois Heldenbrand, a professor at Lincoln University who works with students in LU's MBA Program. Ms. Heldenbrand introduced one of her students, Adam Lattimore, who is gathering information for a focus group assigned to revise LU's MBA program. STAC members were asked the following questions:

1. Who do you think is the primary target for Lincoln's MBA program and what are their characteristics?
2. If your agency/department is considering hiring employees with a MBA degree, what are the three [3] top skills they should possess?
3. As HR professionals, what do you think should be the major features of an MBA program?
4. What do you think should be unique features of other universities in Mid-Missouri for an MBA program?
5. In your opinion, what universities/schools have good/great MBA programs?

All information shared by individual STAC members during this discussion was agreed to be kept confidential.

## STAC Action Team Updates

- ***Statewide Data Collection of Training Records***: Allan Forbis advised STAC that the Committee has not met recently. However, one of the issues that will be addressed is to develop a way for all state training tracking systems to communicate with SAM II.

One of the methods to achieve this goal may be through the recently implemented Employee Self Server [ESS] Portal in the second or third phase which could include a training tracking reporting element.

- ***The Use of Social Media to Further Training and Professional Development***: STAC members were informed that information for the DNR Base Camp was recently sent to STAC members and follow up information is still being reviewed.
- ***STAC Video***: STAC members were reminded that department/agency videos may be developed by use of OA/Division of Personnel's Center for Management and Development's studio. Once the video has been completed [recommended length is 5-7 minutes] it could be housed on STAC's web page with relevant links to the appropriate department/agency.

**A new chair for the STAC Video committee is needed. Interested STAC members should contact Allan Forbis.**

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

Allan advised the group that a final report has been submitted to Office of Administration Commissioner, Kelvin Simmons, and final approval is still pending.

## Election of new STAC Leadership

The role of Chair and Co-Chair will become vacant at the end of the 2011 calendar year. Allan Forbis [Chair] and Geri Wiseman [Co-Chair] currently hold these positions. During the meeting, discussion was held regarding this issue. While many STAC members indicated that their schedules were quite heavy; and some members were new to the committee, two current members did indicate that they would be willing to be considered for these positions:

- Sarah Irwin, Office of the Secretary of State/State Library – STAC Chair
- Terry Black, Missouri Lottery Commission – STAC Co-Chair

Allan thanked both Sarah and Terry for submitting their names for consideration and urged any other STAC members who are interested in either position to inform him of their interest prior to the next STAC meeting.

The next STAC meeting will be held on December 12, and a vote will be taken to determine the next STAC Chair and Co-Chair.

Details for these positions as referenced in STAC Charters states:

STAC Leadership

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**

As in past years, the December STAC meeting will include a holiday festivity prior to the beginning of the meeting. STAC members are asked to send their thoughts/ideas for this festivity to Allan or Geri.

During the meeting Sarah Irwin will give a combined presentation to STAC on services provided by the State Library that will include data base and internet searching.

**Adjourn**

Allan thanked members for their continued support of STAC.

**2011 STAC Meeting Dates/Location**

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

## Training Initiatives/Challenges

### Agency/Department Update – for October 24 STAC Meeting

#### **Conservation** – submitted by Geri Wiseman

- Geri Wiseman was recently certified in the Extended DISC program and will be conducting communication/teambuilding workshops for MDC employees around the state. The Extended DISC System is a tool for understanding personality-based behavior styles and provides a framework for developing practical tools for enhancing individual, team and organizational performance and communication.
- MDC has developed a new Performance Appraisal System. Geri and staff trainers will be conducting training for all MDC employees from November 2011 – April 2012.
- MDC is partnering with the University of Missouri’s – Missouri Training Institute (MTI) on various training programs, including the “Master Manager Certificate Series” and the “Supervisory Certificate Series”.

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

MO DOC Training Academy developed new management curriculum “Utilizing Training as a Strategic Management Tool.” The pilot was offered in August. Revisions were made due to comments from the pilot program. This program is now available as an elective to DOC managers and supervisors. A new Motivational Leadership curriculum is being developed and soon to be available. We are also revising the 2 day Basic Supervision course for new supervisors. Both of these programs should be available by the end of the year.

The last STAC update report had noted DOC was moving away from the American Red Cross as the supplier of first aid and CPR curriculum and supplies due to a price increase. Effective October 17, 2011 the DOC will be using Emergency Care and Safety Institute for these services. Instructor trainers have completed the instructor update class and are in the process of updating all instructors in the field.

Training for Probation and Parole is being extended to include an 86 hour block of Intermediate Training designed for officers who have been employed for 9-12 months. Topics include: Motivational Interviewing; Mental Health First Aid; Substance Abuse; Sentencing Assessment Report; Field Work Training; Time Management, Sex Offender, Victim/Secondary Trauma and Domestic Violence.

The Academy is developing its first Virtual Instructor Lead Training (VILT) using Adobe Connect as the training platform. The topic is “Preventing Workplace Violence.” Major revisions were made to the Inservice program “Power of Communication.”

Several surveys were conducted through DOCOTA (DOC Online Training Academy) for Motivational Interviewing and Intervention Fees Training.

During the months of June – August 2011: 380 staff attended Basic Training; 1,216 staff attended Supervisory/Management Training; and 3,460 staff attended Inservice training.

#### **Insurance, Financial Institutions and Professional Registration** – submitted by Keith Dudenhoeffer

The Missouri Department of Insurance, Financial Institutions & Professional Registration encourages and supports training for all staff. As a Department, we do not have designated staff dedicated to only training duties. Training falls into the Human Resource Generalist job duties. HR primarily provides in-house training in the areas of *new employee orientation, sexual harassment prevention and diversity* training. On the job training is of course given to new staff to familiarize them to their new positions within the department. Formalized training is also provided to the department from OA as we utilize their wonderful staff on numerous topics/subjects and pay for any/all session attended. We also utilize a web-based electronic online training through a contract renewed yearly that provides all staff who are interested with opportunities to take on-line classes as often as they feel the need and have time. Because our regulation industry is so very specialized, staffs are encouraged to seek and obtain designation (LOMA, CPCU, IIA, SOFE, IRES, HIAA, CLU, ChFC, and CPA) on a regular and ongoing basis. As these certifications are

obtained, employees' salaries are increased to predetermined levels after obtaining the designation. The Personnel Analyst is designated as the Education Coordinator who assists by proxying the tests and assists the staff in obtaining educational materials relevant and necessary to the prep work and study in preparing to sit for the designation examinations.

Staff also attend outside seminars and trainings related to their jobs and positions and go through a formal request and approval process to attend such trainings.

### **Missouri Lottery** – submitted by Terry Black

1<sup>st</sup> Quarter FY 12:

Five new employees attended new hire orientation training including, Information Security, Diversity, Workplace Harassment and Customer Service.

Managers and Supervisors worked on Management Training Rules Requirement by attending courses offered by the Office of Administration, as well as, external seminars and webinars. Seminars, Workshop and webinars attended by MO Lottery managers include:

- Supervisor Liability(OA)
- History and Culture of Missouri Politics(OA)
- AGA 36<sup>th</sup> Annual Mid-Western Regional Professional Development Conference
- Coaching, Mentoring, Team Building (Fred Pryor Seminars)
- Switch, Finding the Bright Spot(Presentation from Chief Operation Officer adapted from the book, *Switch: How to change Things When Change is Hard*)
- Lessons Learned – 2011 Japanese Crisis.

Selected Lottery employees attended skill –building workshops and seminars including:

- Influencing For Win-Win Outcomes (OA)
- Business Writing (OA)
- Handling Sales Objectives (Southwest Consulting)
- Questioning Techniques (Southwest Consulting)
- NASPL Professional Development Seminar
- Managing for Sales Results (Ron Marks)

2<sup>nd</sup> Quarter FY 12

The Lottery training focus for 2<sup>nd</sup> quarter will be to continue pursuing the Management Training Rule requirement for managers and supervisors. Scheduled MTR training includes: Basic Supervision (OA), MS Excel (Skill Path Seminars), Dealing with Difficult People (Fred Pryor Seminars), Change Management (MSU), ADA Compliance (OA), Essential of Disaster Planning (Skill Path Seminars), Power of Personalities in Your Workplace (MSU), Managing Team Attitudes & Expectations (MSU), PERForM (OA),

Skill- building workshops and seminars that employees have enrolled in/ registered for include:

- MS Excel (Fred Pryor Seminars)
- 60 minutes of Photoshop Secrets (CareerTrack Webinar)

Advanced MS Excel Techniques (Skill Path Seminars).

### **Missouri Veterans Commission** – submitted by Maureen Willloh

We have completed our New Employee Orientation on-line, including Welcome Videos from our program directors and voice-overs for each page. The website covers first day/forms instructions, benefits and leave information, Sexual Harassment/Diversity training, “must-read” policy review, and information regarding accounting/travel, training, payroll, and a “New Employee Orientation Acknowledgment” page that allows the employee to indicate electronically they have reviewed all of the “must-read” policies. We began piloting the program several weeks ago with great response.

In September and October we held our Annual Fall Leadership Conference and the Veterans Service Officer Annual

Conference providing a variety of leadership and benefits training. We also plan on rolling out Synergy Conflict Resolution training around the first of the year.

**Natural Resources – submitted by Suzi Middaugh**

**Trainings Scheduled:**

- ◆ Stressed to the Max... Re-energize!
- ◆ CISM Fore Supervisors
- ◆ The Attitude Virus: Curing Negativity in the Workplace
- ◆ 7 Habits for Highly Successful People
- ◆ Effective Discipline
- ◆ Emotional Intelligence for (Leadership Ladder Participants)
- ◆ INSIGHTS Discovery
- ◆ INSIGHTS for Leaders (For Leadership Ladder Participants)
- ◆ Give Em Pickles
- ◆ NEO Portal
- ◆ Financial (For new Leadership Ladder Participants)
- ◆ Perform... How Do You Rate
- ◆ Perform ... Writing Objectives (On-line)
- ◆ AFSCME What Supervisors Need TO Know Union Training
- ◆ CISM INSIGHTS

**Trainings to Be Added:**

- ◆ Emotional Intelligence for all staff
- ◆ Workplace Awareness
- ◆ Effective Writing
- ◆ Mind Mapping
- ◆ Supervisors Toolbox
- ◆ You Are Someone's Difficult Person
- ◆ Response in an Emergency 101

**Trainings We Are Developing and/or ready to Schedule**

- ◆ Leading in Turbulent Times
- ◆ Leadership Pickles
- ◆ Are You Hard To Manage
- ◆ From Average to Awesome

**Succession Planning /Leadership Program**

All of the issue papers that the 8 committees worked on have been presented to the Executive Staff, and recommendations have been made and many implemented by the Executive Staff

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

On October the 5<sup>th</sup> a kickoff for the new group of 46 was done with 15 trainings scheduled for this group.

Groups 1 -4 will graduate spring of 2012.

**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: Communicating Successfully with Everyone; Dealing with Difficult People; Coaching a Team; Getting the Most Out of your Job; Managing Emotions; Employee Motivation; Improving the process; balancing Work & Home; Managing Me; The Myers-Briggs Type Indicator; Listening and Managing Non-Verbals; Team Nightmares & Right-Brained Thinking in a Left-Brained Workplace.

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

**Workforce Reduction**

The goal is to reach a staffing level of 5,106 by March 31, 2013 and we're a little over half way there. Voluntary resignations have been trending up over the last several months. September's resignations (71) were more than double what they've been, historically (30). We expect that trend to continue through the end of the year, as we finalize the staffing of our maintenance buildings.

We have new managers and leadership teams in place who are excited and enthusiastic about delivering MoDOT's mission. As of September 20, 2011, we have realized total savings of \$132 million; \$64 million has been invested in improvements to our minor road system and the remaining funds have been allocated to the STIP (State Transportation Improvement Plan), our construction plan.

The department is using a competitive selection process for almost every position from the senior management team, down. It's believed this is our opportunity to put the best people in the right jobs to best ensure success for our employees, address our need to have great future leaders, and to move forward in implementing our Bolder Five-Year Direction. We have filled all of the supervisory positions and are currently working to fill the non supervisory professional level positions.

To facilitate this process, staff complete an on-line profile that's housed in our on line employment application system. In addition, they are asked to submit a cover letter indicating the jobs they are interested in and the locations where they prefer to work.

After employees have submitted their on-line profile and cover letter, Human Resources provides the District Engineers/Division Leaders with a list of employees who have expressed interest in jobs that will be filled in their district/ division in the employees' order of priority. From this list, District Engineers/Division Leaders have flexibility to appoint some employees without conducting interviews. For positions that aren't filled by appointment, the jobs are posted statewide via internal Job Opportunity Announcements (JOAs). Since there is competition for so many jobs at one time, we shortened the amount of time for submitting applications to 5 working days. Employees must be sure to watch for job postings so the opportunity isn't missed.

We also put together an Employment and Support Services Resource Page, which is located on the home page of the Human Resources Division intranet. Within the page employees can find resources related to interviewing skills, sample resumes and cover letters, tips on managing change, and they can enroll in an application and interviewing

strategies class.

While this is not our usual process, we also provide staff with links to job sites where they can locate positions outside of MoDOT, if that is what they choose to do. If employees choose to seek employment outside of MoDOT, we want to provide them with as many resources as possible. With their supervisor's approval, employees may use up to 24 hours of work time, in a calendar year, to utilize these resources as part of Work Life resources.

We have developed a list of general "Frequently Asked Questions" that can be accessed on line, as well.

Two of the most important principles of the Bolder Five-Year Direction are no reduction in "Boots on the Ground" employees and to maintain a significant presence in every county of the state. Therefore, the 2,000+ employees who currently hold jobs in the maintenance worker series (entry, intermediate and senior) are not subject to layoffs and won't have to compete for their jobs, but their successful performance must continue.

Beginning the first week of October, all districts and divisions will create staffing plans that determine approximately how many employees are needed within each job series in the functions of program delivery, administration and the rest of operations.

To be able to meet our March 31, 2013 commitment for full implementation of the Bolder Five-Year Direction and to reach the right balance between operations, program delivery and administration positions with no reduction in "boots on the ground" maintenance workers, we'll begin the process of determining which employees, who have not landed in a permanent position, will be laid off. Based on attrition rates and where the work is, that step could start as early as Fall of 2012. If needed, this action would be taken in phases – some employees may go sooner than others, based on the need for their position. But everyone affected will receive a 60-day notice and all notices will be issued no later than January 30, 2013.