

**STAC MEETING**  
**Dept. of Conservation – Credit Union**  
**December 13, 2010**  
Revised – December 28, 2010

**Members in attendance:**

Rosie Anderson-Harper ..... Dept. of Mental Health  
Sheila Barnett ..... Dept. of Transportation  
Barbara Beermann ..... Missouri State Employees Retirement System  
Keith Dudenhoeffer..... Dept. of Insurance, Financial Institutions and Professional Registration  
Linda Dunbar ..... Dept. of Corrections  
Allan Forbis..... Office of Administration  
Nick Goeke ..... Dept. of Health and Senior Services  
Jennifer Hentges ..... Dept. of Revenue  
Sarah Irwin ..... Office of the Secretary of State  
Dana Kliethermes..... Dept. of Agriculture  
Forrest Neal..... Dept. of Revenue  
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 and thanking them for their support of STAC during 2010. Special thanks was given to members for the contribution of snacks and a special thank you was given to Keith Dudenhoeffer for providing his time and furnishing of the main course.

Following the opening, STAC members participated in an icebreaker and introduced themselves and new members. Jennifer Hentges introduced Forrest Neal and advised the membership that he would be taking on the role as the voting member for Revenue.

**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 and advised the group that they could still submit reports and/or changes for posting to the STAC website.

It was discussed and agreed that it is especially important during these difficult budget times to continue to share information with all agencies and to support and promote the benefits of training.

Sheila Barnett shared that MoDOT is working to downsize their workforce by 10% over the course of the next 2 years with a report of how to accomplish this due to MoDOT's director in six months. To assure the continued success of the Department, cross training and job sharing has become a major focus. Information on how this is being achieved can be obtained by contacting Sharon Golden with MoDOT.

### **Diversity Compliance Update**

Allan reported to STAC that a pilot program developed by Diversity Compliance & Testing Solutions was sent and tested by a small group of state personnel executives. The pilot program consisted of 2 modules and a testing component. Pilot users comments so far have indicated that the program should:

- Develop a better table of contents
- Include visual aids
- Become more user-friendly
- Be inter-active
- Provide information on why the questions were correct or incorrect

### **Continuing Training Challenges**

Mary Stixrud with OSCA reported that the budget for meetings will be cut by 50%. To help offset this shortfall they are using alternate mediums for effective distance learning that include video conferencing that allows for two way communication.

Rosie Anderson-Harper reported that DMH is also using more video conferencing and that they currently can manage up to 4 locations during one event. At the present time these are mostly for meetings but have also included a few webinars.

### **Sub-Committee and Special Project Reports**

Allan reported that the Division of Personnel's Annual Report has been finalized and can be viewed and printed by going to <http://oa.mo.gov/pers/pdfdocs/AnnualReport2010.pdf>.

There were no other updates provided.

### **Other**

#### **Training Resources**

Nick Goeke with the Dept. of Health and Senior Services distributed a document that provides links to free open source information. This document will be included with these minutes.

Sarah Irwin with the Secretary of State's Office/Library also provided information to STAC on several resources; Cheap or Free Software for Educators, Web 2.x Tools to Make You look Cool, and Training Media Collection. All three of these documents will be sent to STAC via the list serve.

### **2011 STAC Meeting Dates/Location**

- January 10, OA/Div. of Personnel – Room 430, Training Room, Truman Bldg. / 1:30 – 3:00
- April 11, OA/Div. of Personnel – Room 430, Training Room, Truman Bldg. / 1:30 – 3:00
- 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

### **Adjourn**

Allan thanked members for their continued support of STAC.

## **Training Initiatives/Challenges**

**Agency/Department Update – for December 13, 2010 STAC Meeting**

**Agriculture** – submitted by Dana Kliethermes

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

Many employees attend conferences and specialized training to keep abreast with changes in their specific field.

Agriculture recently utilized PERforM training as an updated refresher course for current employees and to new employees required to use PERforM.

AED/CPR refresher training is provided on an annual basis and was recently completed.

**Conservation** – submitted by Geri Wiseman

- Continual preparations for the Instructor Training Course that is scheduled January 10 – 13, 2011.
- Revising “Understanding and Serving Internal and External Stakeholder” training.
- Developing Performance Management training that will be implemented in the Spring of 2011.

**Corrections** – submitted by Linda Dunbar

During the months of October and November: 150 staff attended Basic Training; 678 staff attended Supervisory/Management Training; and 2,064 staff attended Inservice training. Probation and Parole Basic training being revised along with a new “Coaching” portion for new P&P staff developed based upon the DOC OJT training module. New ADA course designed for supervisors and ADA site coordinators to be released during the first quarter of 2011.

OA ITSD is load testing sample e-learning courses into the Department’s online training site DOCOTA. The first Captivate e-learning module has been sent via DOCOTA to SMEs for comment. We have incorporated the skills of female offenders in the development of Captivate e-learning modules. MO DOC requested and has received approval that OA Personnel has added a specialty code to the Training Technician II register entitled “E-Learning Development and Graphic Design.” This will enable agencies to hire employees with a training background and e-learning development experience.

Ongoing challenge: The need for resources to develop e-learning.

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

The Training Unit is compiling results from a training survey of DHSS staff. The feedback from the survey will help develop new courses for next year. Working with DHSS divisions on consolidating all divisional training into the centralized Office of Human Resources training database. This allows the running of department wide reports to determine compliance with training initiatives. The training database was developed by DHSS ITSD in 2004 and incremental changes have been made yearly to improve its usability. The training section continues to develop online learning courses, with the development of a benefits course, for new employees, which covers information on SEBES, MOSERS, MCHCP, MOVLIC, and other benefits provided by the state.

**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
- Preventive Workplace Harassment...It's About RESPECT!
- Defeating Negativity
- Managing Generations in the Workplace
- Customer Service
- Time Management

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 1 is currently working on a capstone project. Participants will present their project to the whole group in February 2011. For those participants who have completed all courses there will be a graduation ceremony for them.

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

- Leadership
- Insights
- Human Resources/Merit System
- Managing Customer Service
- Financial Management
- Conducting Effective Meetings
- Department Communication

The Department will begin to take applications after the first of the year for a third group to begin in late summer or early fall of 2011.

3. The Employee Development completed training throughout the state on Management Training Rule. Courses

provided in 2010:

**Labor and Industrial Relations** (continued)

- 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
- ABCs of Supervising Others
- PERforM for Supervisors
- Preventive Workplace Harassment...It's About RESPECT!

Employee Development is working on a training schedule for 2011. Courses planning to offer to date are:

- Hiring for Success: Behavioral Interviewing Techniques
- Encouraging the Heart
- FMLA Training for Supervisors
- Dealing with Difficult People
- FLSA Training for Supervisors
- Diversity

We are also considering "Lunch and Learn" session for employees. The goal is to have at least one session a month.

4. The Employee Development is redesigning the New Employee Orientation Program. This will include the Harassment and Diversity training for new employees.
5. The 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.

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

MO Lottery Training is focused on three areas: Customer Service refresher for all employees, Sales Techniques for our Sales team and Strategic Planning for selected individuals. In addition, members of our management team pursued hours toward the Management Training Rule requirement improving proficiency / skills in several competencies: Financial Management, Planning, Strategic Thinking, Technical Knowledge, Verbal / Written Communication. and Workforce Management.

We are consulting Breakthrough Coaching and Consulting of St Louis to help us formulate our strategic plan. I am

providing our seven strategic priority teams with instruction / training on developing a strategic plan using a balance scorecard.

Currently, we face no challenges.

### **Natural Resources** – submitted by Suzi Middaugh

#### Trainings Scheduled:

- Stressed to the Max... Re-energize!
- 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
- Perform... How Do You Rate (Supervisors only)
- Personnel Law
- Code and Ethics
- Personnel Law

#### Trainings to Be Added:

- Perform ... Writing Objectives (On-line)
- Union Information

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

- Leading in Turbulent Times
- Supervisors Toolbox 101
- Leadership Pickles
- Are You Hard To Manage
- Business Writing
- Fish
- Leader Fish
- CISM (Critical Incident Stress Management)

The Leadership Ladder Steering Committee is still in the process of 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

Our new tracking system that was developed and implementing on September is working well and staff are entering their training. We have sent reminders that they are ½ way thru the fiscal year and need to plan accordingly to meet MTR.

#### Succession Planning /Leadership Program

On January 14<sup>th</sup> and January 21<sup>st</sup>, the Leadership Ladder participants will present to our directors their issue papers from the eight committees that were formed from our “Meet and Greet the Director & Deputy Directors Kick-Off” July the 13 & 14<sup>th</sup>. Those 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
8. Natural Resources Future

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

For our newly elected audiences we just completed a New Circuit Clerk Orientation for 4 1/2 days in Jefferson City. We have 26 newly elected clerks. Seven had never worked in the courthouse before. The other 19 had held positions as deputy clerks. We are offering a New Judge Orientation the first week of February.

Our Education Technology Team is finalizing a video titled "Welcome to the Bench". It was designed for new judges to the bench but will also be accessible through our Learning Management System. We are in the planning stages of developing a video on Jury Management for the Boone County Court Staff.

Governor Nixon declared November 8-12 MO Distance Learning Week. We published daily newsletters where we highlight the variety of different learning modality's that we are using. In FY 09 52% of all the education programs used distance learning.

We continue to support the courts by offering training on the case management system JIS and best practices. OSCA has a hiring freeze so our court personnel are learning more about different areas of their offices.

**Revenue** – submitted by Jennifer Hentges

**New Trainings Developed:**

Quality Performance:

- Finding out what type of service those you serve want
- Utilizing empathy, patience, accountability, and professionalism to provide better service
- Looking at how your attitude affects your service

**New Trainings in Development:**

Motivation

Process Improvement

**Social Services** – submitted by Beverly Struempfler

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%.

### Performance Management

Over a three month period, Sharon Golden, MoDOT's Assistant HR Director, presented about 50 classes on performance management to MoDOT's supervisors. The message was to aggressively manage poor performers to "successful" or out the door. We know the process can work well because over 90% of the staff who have been put on a performance plan improved their work performance and are still with MoDOT. In conjunction with this training initiative, the HR staff reviewed every performance management form and are currently visiting one-on-one with the supervisors who need coaching to improve the quality of feedback they provide their staff.

### Level 3 Evaluations for our Management Courses

We've rolled out a self-report process designed to measure transfer of learning to the job with our weeklong *Introduction to Supervision* class participants. The 30-day survey has been out for two weeks and we expect to get the first report by the week of the 20th.

We've rolled out a similar process for our weeklong *High Performance Supervision* class. The attendees are new supervisors, so we implemented a 360-degree assessment at the 90-day evaluation. The 30 and 60-day evaluations are self-reporting, just like we're doing with the *Introduction to Supervision* course. The first survey was sent out last week and the results should be available the first week of the new year.

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

We've begun the 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 got 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 had its equipment evaluated "on the sly", so we'd know the shape it's in before the snow flies. We didn't calibrate or fix anything and they haven't gotten additional training.

The third building received additional training and had their equipment evaluated on the sly, too. We didn't calibrate their equipment or help them get it into good operational order.

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

We've have weekly conference calls to discuss the status of equipment and materials. Thus far, only a couple of frost runs have been made, so little data has been collected.

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.