

## EXECUTIVE SUMMARY

Missouri State Government lacks a clear and concise rule to govern statewide training. No statewide operational model for training exists today. As a result, competency standards and expectations vary across departments, and there is no reliable system of accountability to verify necessary skill sets are acquired. These circumstances negatively impact operational efficiencies and effectiveness of state government.

Across the 16 Executive Branch Departments, there are more than 12 different training models and 55,890 employees. The Code of State of Regulations, 1 CSR 20-6.010, defines the Management Training Rule for state employees. Recent survey data from the Office of Administration indicates 66% of employees are unaware of the Rule. There is no tracking mechanism in place to identify the number of employees that are compliant with 1 CSR 20-6.010. While the rule establishes a statewide training committee, the governance is broken and the committee is ineffective. In 2016, the Association for Talent Development determined the estimated replacement cost for professional staff turnover to be 21% of the employee's salary. These complicating factors influence training outcomes for the state.

Leadership Academy Team C proposes revisions to clarify existing regulation and to develop a comprehensive statewide training operational model which includes three essential components; 1) coordination, 2) consistent, on-demand content, and 3) standardized platform. The specifics required for implementation of the training model components would be best determined by a Statewide Training Coordinator and an Inter-Agency Training Oversight Committee. Team C recommends the development of a single Learning Management System (LMS) titled MO LEADS, which stands for Missouri - Learn, Educate, Achieve, Develop, Strengthen.

- 1) **Coordination:** *The coordinator and committee will be responsible for defining the framework to include tracking and monitoring systems along with messaging the expectations for statewide training implementation. The coordinator will need to be empowered to facilitate the work and outcomes of the committee.*
- 2) **Content:** *Content determination, for all employees and for specific employee types, would be another function of the committee.*
- 3) **Standardized Platform:** *The platform for delivery of training will be made available through an established LMS. A single LMS for MO State employees will allow for improved administration, documentation, tracking, reporting and delivery of training. The LMS will also allow departments the flexibility to administer agency specific content.*

To improve efficiency and effectiveness of state employees, it is imperative that clear training guidelines are established and a statewide training operational model be developed and implemented that incorporates coordination, standard content, and a consistent platform.