

# Cross-Department Externships

Missouri Leadership Academy

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Rachel Jones, DMH



Shasta Miller, DSS



Adam Perkins, DHSS



Karen Rouse, DNR



Curtis Stokes, PSC



Mike Strong, DOC

## Research shows externships are valuable.

76%

Employees will experience burnout on the job at least some of the time.

Source: Gallup

78%

Respondents believe there is a lack of advancement opportunities

Source: Quarterly Pulse Survey Q3 2020

94%

HR administrators consider externships to be very effective

Source: National Administration State Chief Administrators 2020 Survey

## Research shows the positive effects gained from externships.

18%

Increase in effort through effective development of our employees.

Source: Eli Lilly

25%

Increase in employee commitment to agency's success.

Source: MoLearning, Case of Coaching

25%

Increase in employee intent to stay with their organization.

Source: MoLearning, Case of Coaching

A diverse set of organizations focus on employee development.



**Abbott**



**Edelman**

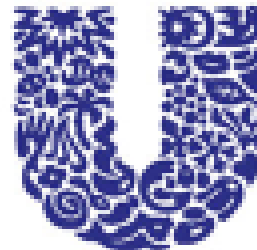


**Southwest**



**EMERSON™**

**ManTech**



**Unilever**



Southwest Airlines is a model employer that focuses on professional development.



“Our belief is that happy employees make for happy customers which, makes for happy stakeholders...Though we have a highly engaged workforce now, it is ours to lose if we don’t maintain a focus on evolving the employee experience,” Julie Weber, Vice President Southwest Airlines.

Source: Culture University

Unilever is a local employer that focuses on professional development.



"I am proud of everything I have achieved so far, but I have to admit that my route to leadership would not have been on such a smooth and speedy trajectory, without the support and opportunities I gained through the UFLP and the exposure I had to other aspirational leaders in Unilever."- Jade Wright, HR Business Partner IT, Legal & Finance

Source: Workforce 100 & Unilever

# Collaborations already benefit Missouri.

## Unclaimed Property - Unemployment



## Using Tableau to Track COVID Impact on Veterans

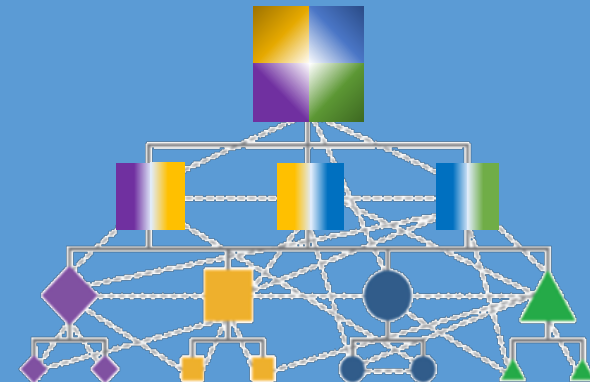


Missouri Department of Public Safety  
**Veterans Commission**

## COVID Wastewater Testing



## COVID – 19 Fusion Cells

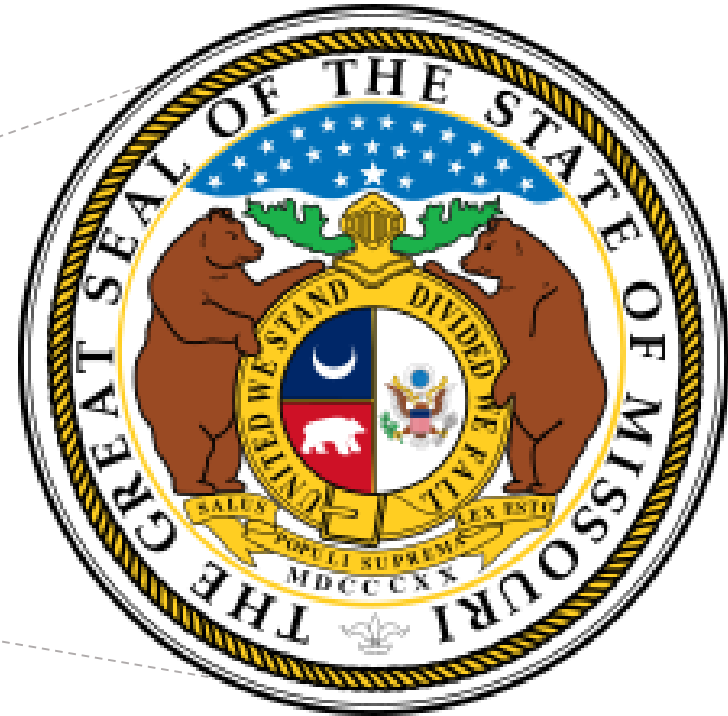
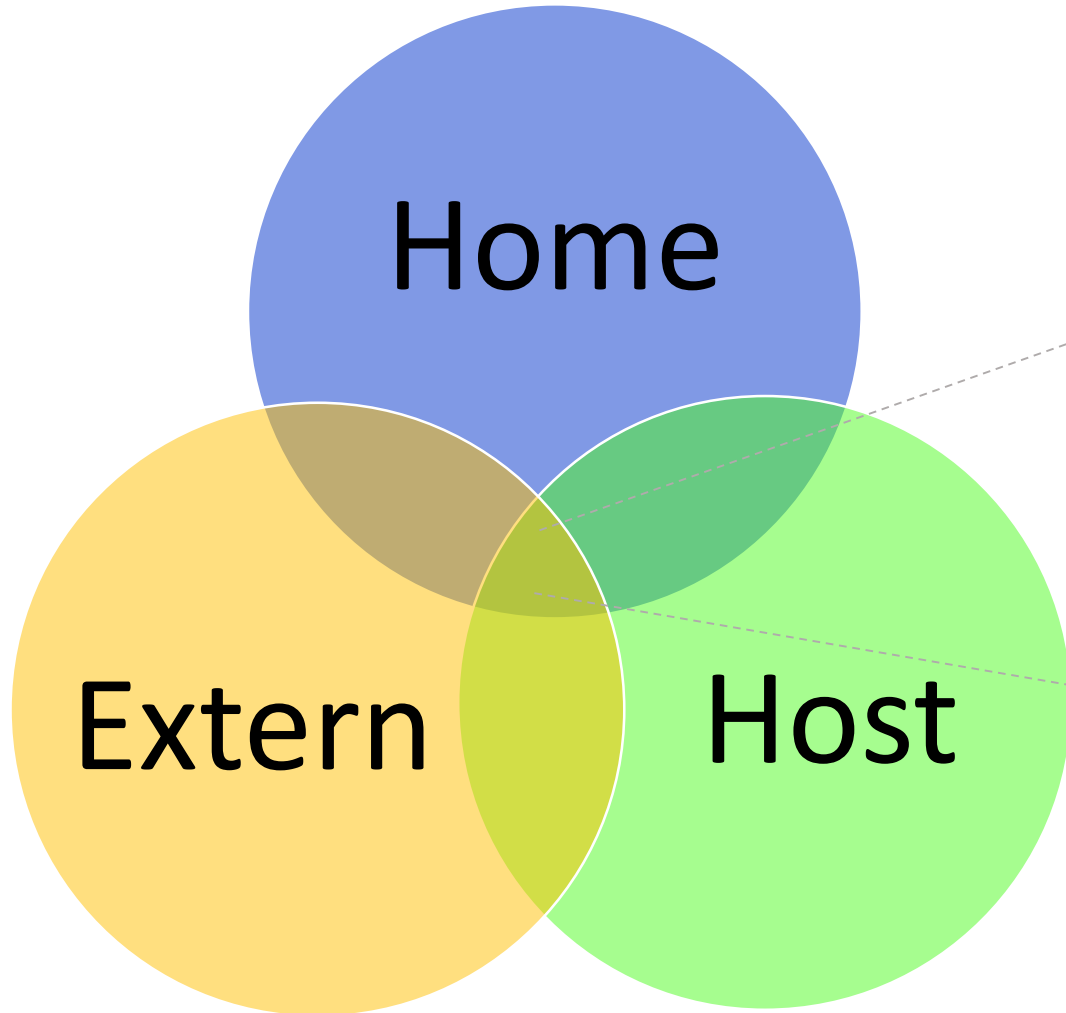




## Missouri's externship program has four tenets.

- Short-term collaborative experience for up to eight weeks.
- Between two departments with shared need for constituents.
- Includes job shadowing and collaboration to solve problem.
- Results in a final set of recommendations to summarize the experience.

Missouri's externship program benefits everyone.



# Missouri's externship program benefits the home department.

## Short-Term

- Improve morale
- Reduce burnout
- Increase opportunities

## Mid-Term

- New skills and perspectives
- Better teams
- Improve productivity

## Long-Term

- Increased retention
- Flexible workplace
- Better use of resources for Missouri citizens

Home

# Missouri's externship program benefits the host department.

## Short-Term

- Fresh perspectives
- Skills provided by an identified high performer

## Mid-Term

- Increased efficiency
- Better cooperation with home department

## Long-Term

- Succession planning
- Better service to citizens



Host

# Missouri's externship program benefits the extern.

## Short-Term

- Learn new skills
- Professional development
- Reduce burnout and boredom

## Mid-Term

- Increased talent awareness and development
- Networking

## Long-Term

- Increased performance
- More options for advancement
- More awareness of area outside their department



Extern

# Missouri's externship program benefits the citizens of Missouri.



## Short-Term

- Improved efficiencies in area of cooperation and similar constituents

## Mid-Term

- Standardized best practices for delivery of services to constituents

## Long-Term

- Maximizing the use of State resources with efficiencies, collaboration and increased retention

A pilot project is already underway.

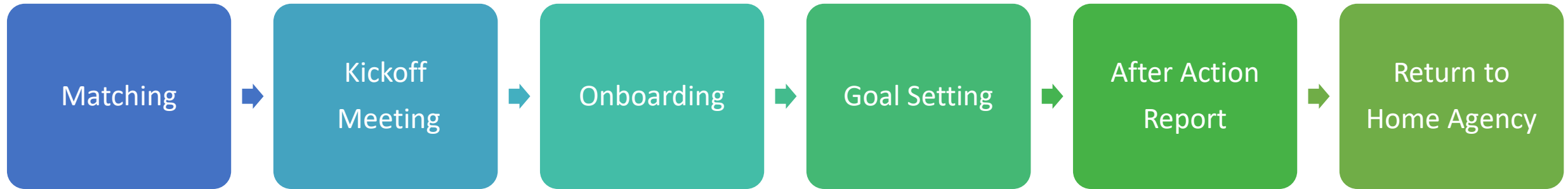
## Suicide Prevention



**MISSOURI**  
DEPARTMENT OF  
NATURAL RESOURCES

“Everything that happens in society, happens in Missouri’s State Parks,”  
Mike Sutherland - DNR

# The externship process is simple.





## There are key factors to a successful externship project.

- Support from department leaders for a project that is clear and beneficial.
- Selection of emerging leaders with necessary skills and experience.
- Involving HR, OpEx and key staff from the area in the kickoff meeting.
- The program itself is a simple process that does not cost anything.
- Research shows a clear return on investment.

## Here is how to implement Missouri's externship program.

- Make resources for the program available on the intranet.
- Regular communication between departmental leaders.
- Two departments that agree to collaborate on a potential project should identify the criteria for the extern to be selected.
- Engage Human Resources up front.
- After Action Reports will be posted on the intranet.

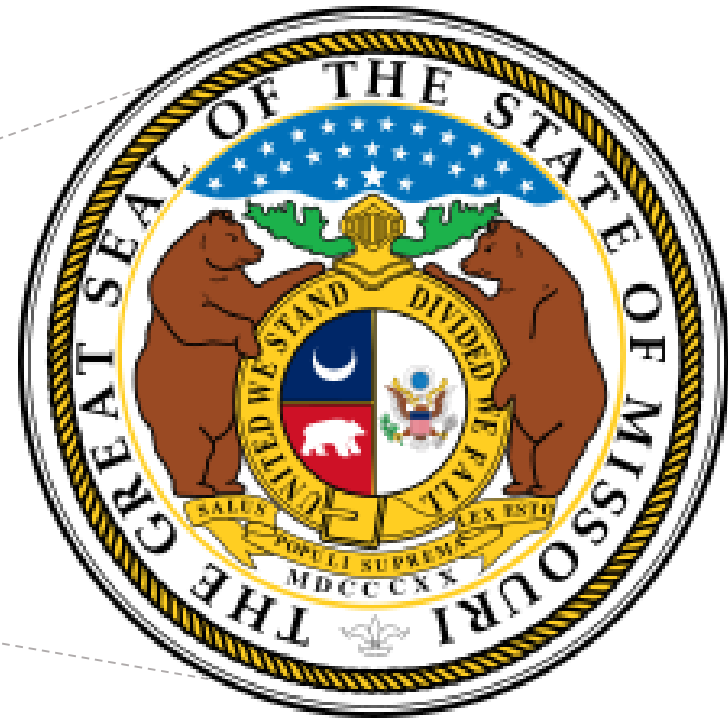
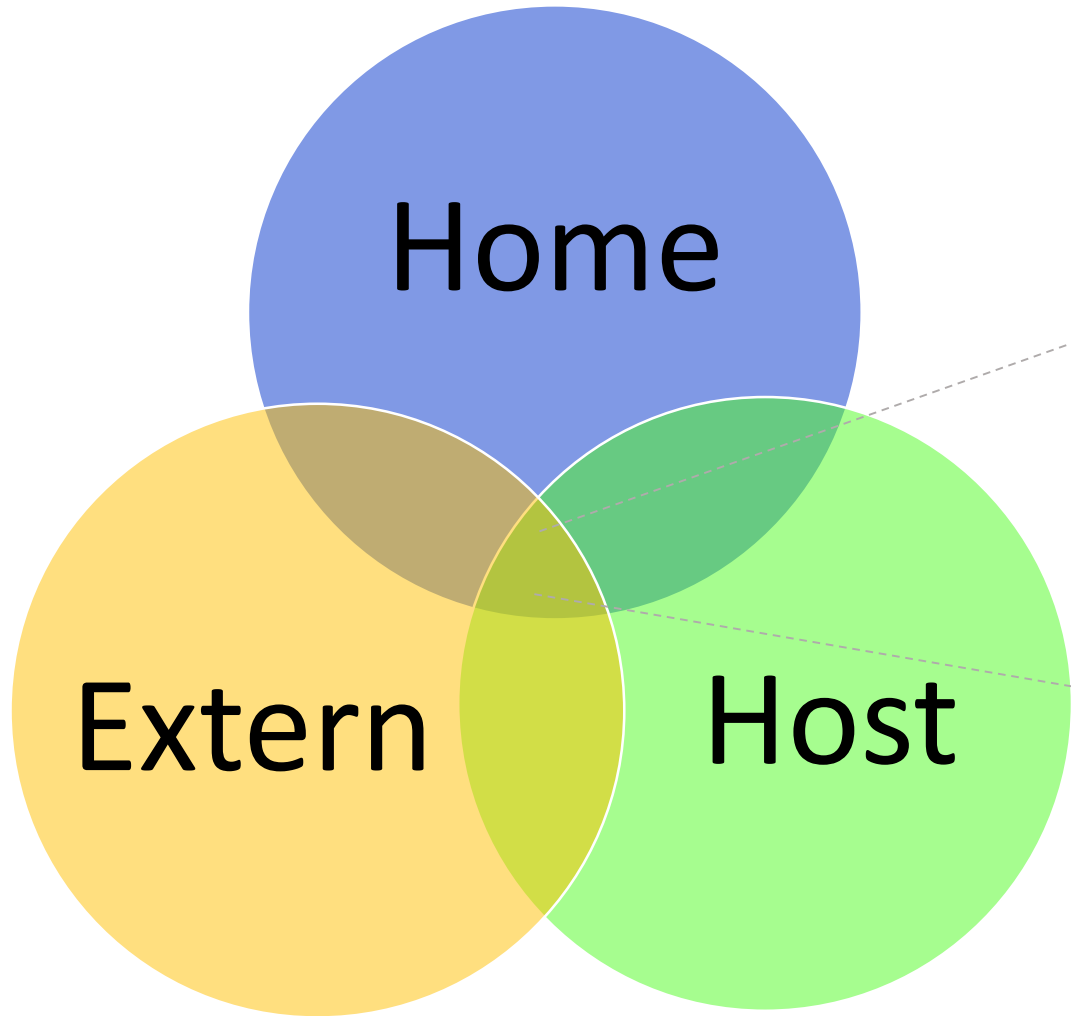
Here is what you can do to participate in the externship program.

Identify programs that rely on coordination with other departments.

What could help your department improve?

Which emerging leaders in your department are ready for this opportunity?

Missouri's externship program benefits everyone.



# Frequently Asked Questions

How would the Extern's regular duties be covered during the externship experience?

**Home Department would identify other members of their team that could cover job duties similar to what would be done for an employee on extended leave. This can be an opportunity to build the Home department team and prepare for succession planning.**

Can this Externship Program be done within departments or only cross-departmentally?

**While our program is being implemented as a cross-departmental experience, the concept could be applied between different divisions within a department as well.**

Does it have to be for 8 weeks or can it be a shorter time frame?

**The length of an externship is decided by the Home and Host Department collaborating to meet a need or solve a problem. Therefore, it can be shorter than 8 weeks and less than 80% of the extern's time if that will be enough time to complete the project that was agreed upon by all parties.**

Which department is responsible for salary/benefits?

**If an externship is limited to 8 weeks or less, the Home department should continue to fund the Extern's position as normal but this topic should be discussed between the Home and Host departments before the externship begins.**