



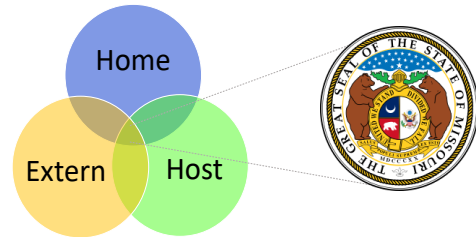
Cross-Department Externship Program

Executive Summary

Missouri should implement a cross-department externship program.

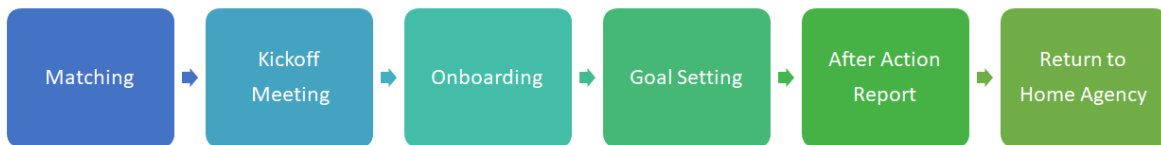
Externships are effective leadership development tools with measurable benefits. A diverse set of public and private organizations already use externships and other job rotation programs to develop leaders.

Collaborations between our Departments already benefit the State of Missouri and its Citizens. But the State of Missouri does not have a formal externship program to develop leaders and cross-Department leadership skills.



Cross-Departmental Externships will benefit the Extern, the Home Department, and the Host Department by helping us to better serve our fellow Missourians.

The process of establishing an externship is simple



Two departments discuss an opportunity to collaborate based on a joint need and identify a qualified extern. The Departments hold a kickoff meeting to discuss the externship details, such as beginning and end, scope, supervision, and time commitment. The externship begins at the host agency by job shadowing with employees at various levels of the program and reading through any orientation materials to better understand the program. For the remainder of the externship, the extern focuses on developing a set of recommendations for collaboration, identifying best practices, and identifying any efficiencies. The externship concludes with a written report shared with all stakeholders and returning to the home agency.

We have identified five components to achieve success: 1) select an emerging leader with necessary skills and experience to address the project; 2) obtain support from department leaders for a project with clear and impactful goals; 3) involve Human Resources and the Operational Excellence Communities in the kickoff meeting; 4) keep the program simple and do not add in costs; 5) measure and celebrate the returns on your investment over the short-term and long-term.

The Missouri Departments of Natural Resources and Mental Health are currently establishing a pilot externship.