



SUPERVISING CHANGE

Problem Statement: Increased turnover rate has accelerated the need for more efficient & effective training of new supervisors.

CONTEXT

According to State of Missouri Office of Administration:

- **32%** of State employees are eligible to retire in the **next 5 years**
- Average length of employee service is **4.1 years**

All new supervisors have basic **training requirements**

- Leadership Development Rule (CSR 20-6.010)

Universal needs without a universal approach

According to **our survey** of new (<2 years in position) supervisors:

- **41%** of new supervisors said they did not receive the training and development needed to be effective in their jobs
 - **49%** specifically cited a lack of overall **technical skills** training
 - Lowest rated topics included: Budget/fiscal basics, gov't functions, employment law, other supervisor "nuts & bolts"
- **37%** of new supervisors did not feel that they had adequate information on what being a supervisor entailed before choosing that career path

RECOMMENDATION

Phase 1: Academy Development

- Gather talented *champions* from each Department; led by OA
 - SLDW (Statewide Leadership Development Workgroup)
 - Qualified 'volunteers'
 - Subject-matter experts
- Continue review of ongoing efforts & successes
- Collaborate to develop academy content, focusing on core universal skills & timely needs
- Build academy infrastructure

Phase 2: New Supervisors Academy

- In person (Jefferson City) with virtual participation options
- Interactive delivery methods
- Courses offering timely information needs, including but not limited to LDR (CSR 20-6.010) requirements

101

Offered monthly
Most time-sensitive training needs

- Supervisor "nuts and bolts"
- Employment laws & legal issues

201

Offered quarterly
Less time-sensitive, but still critical

- Interviewing
- Coaching
- Project Mgmt

301

Offered annually
Other gaps

- Government 101
- Budget process

Phase 3: Academy Expansion

FUTURE SUPERVISOR SUMMIT

Target: employees on track to promotion
Offered annually
Sampling of relevant supervisory topics

- Initiates training for future positions
- Allows individual more insight into career path fit

NEW SUPERVISOR ACADEMY 2.0

Additional course offerings as interest/funding allows

- Frequency, topics, locations
- Dedicated personnel for ownership & continuity
- Housed in OA; or
- Partial/shared FTEs from several departments

RETENTION JUST IN TIME DELIVERY
BROADENED IMPACT TALENT DEVELOPMENT
SUCCESSION PLANNING EFFICIENCY