

Idea began as Learn MO and evolved to...

MLA Capstone  
Class 11

# Supervising Change...

*In a new churn and turn world...*



Supervising Change

# Meet The Team



Jimmy Shannon 



Emily Parks 



Cody Arnold 



Amanda Bolin 



Erin Casey-Campbell 



Frank Nelson 

# Outline

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Problem Statement

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Missouri Training Environment

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Survey Data

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How and What We Are Doing

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Training Challenges

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Recommendation



## **Problem statement -**

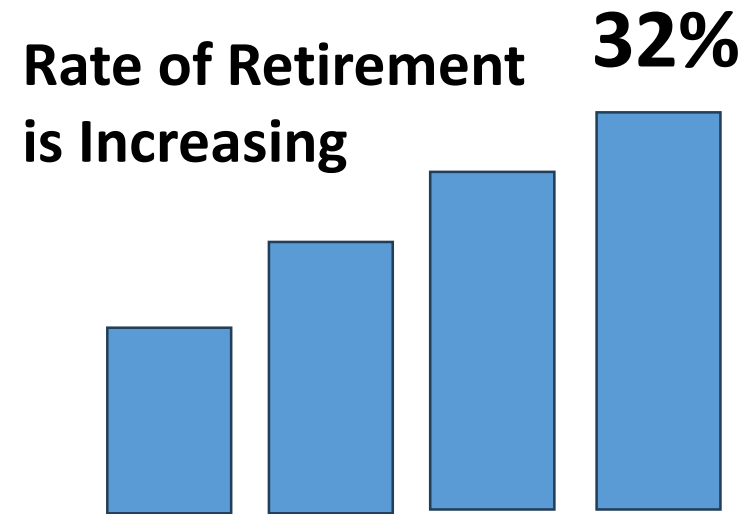
Increased turnover rate has accelerated the need for more efficient & effective training of new supervisors



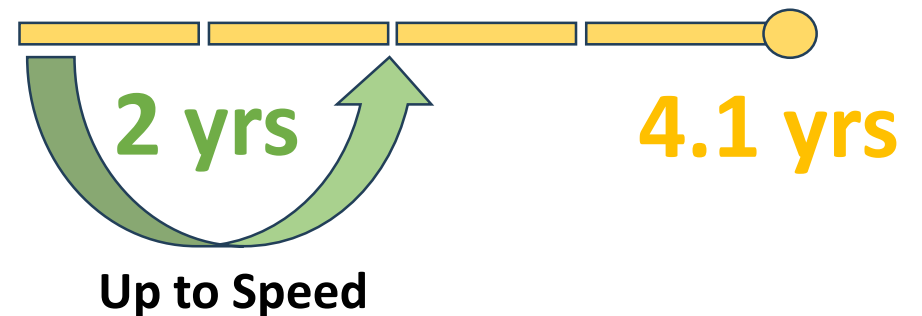
# Supervising Change... Why?

## Staff Turnover

- **32%** eligible for retirement in **next 5 years**
- **Generational differences**
  - Boomer loyalty vs. 'new normal' of churn
  - **4.1 years** is the median time with current employer
  - Takes up to **2 years** to get fully trained
    - Challenge to preserve knowledge and retain employees



## Median Employment Length



# Supervising Change... Why?

**Supervisory Skills  
are Critical**

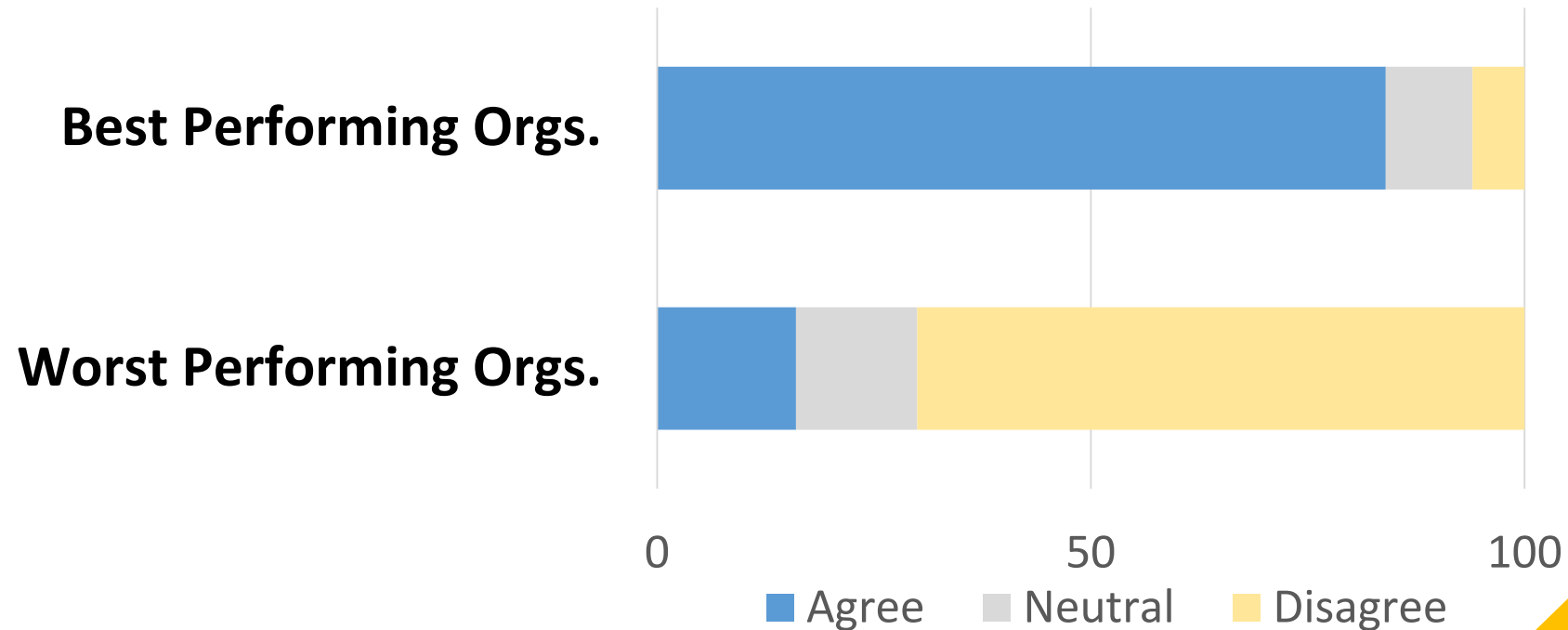


*“People leave managers,  
not companies”*

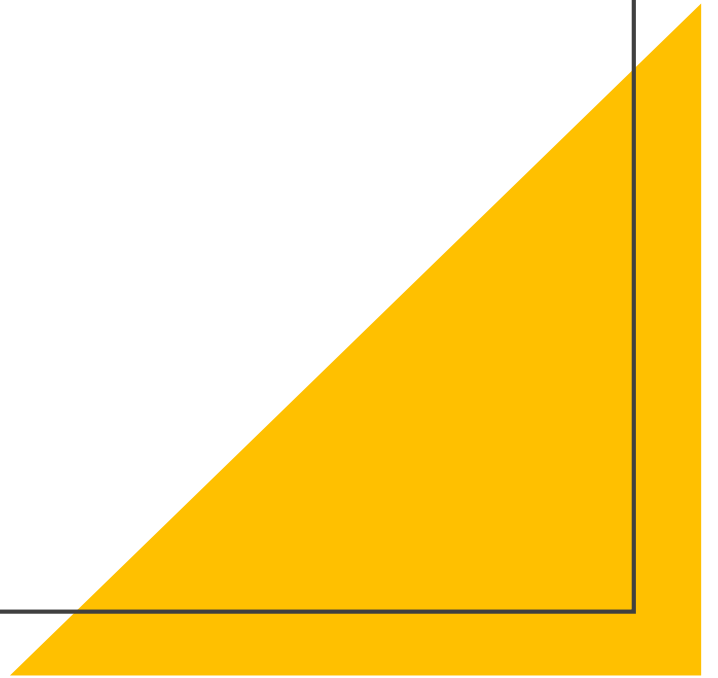
-Marcus Buckingham

# Importance of Training

*"I receive the training I need to perform my job effectively"*



# Missouri Training Environment





# Leadership Development Rule “LDR”

CSR 20-6.010 (Code of State Regulations)

- Outlines supervisor training requirements
  - All: **40 hours** of training per fiscal year
  - New Supervisors
    - Within first **2 months**, complete training specific to:
      - *Professional Development and Performance Management*
      - *Employment Laws and Legal Issues*
      - *Diversity*
      - *Cyber and Workplace Security*
    - Within first **6 months**, complete training specific to:
      - *Mentoring and Coaching*
      - *Interviewing*
      - *Project Management and Continuous Improvement*
      - *Communication*
      - *Leadership*

1 CSR 20-6 – OFFICE OF ADMINISTRATION

DIVISION 20 – PERSONNEL ADVISORY BOARD AND DIVISION OF PERSONNEL

TITLE 1 – OFFICE OF ADMINISTRATION  
Division 20 – Personnel Advisory Board and Division of Personnel  
Chapter 6 – Management Training

1 CSR 20-6.010 Leadership Development

PURPOSE: This rule prescribes standards regarding mandatory training for employees in leadership positions within state agencies. These standards provide a framework for developing and maintaining leadership effectiveness consistent with the mission and needs of each agency.

(1) Definitions. As used in this rule, unless the context clearly indicates otherwise, the following terms shall mean:

(A) Supervisor, a person responsible for planning, organizing, directing, coaching, and evaluating the work of employees;

(B) Manager, a supervisor who directs the work of other supervisors, monitors and evaluates the progress of an organization, and makes adjustments in objectives, work plans, schedules, and commitment of resources; and

(C) Executive, a manager who serves at the top levels of an agency or division.

(2) Training Program Policy and Development. Agencies must provide for the development of employees in supervisory positions. Agencies must issue written policies to ensure they—

(A) Provide training within two (2) months of an employee's initial appointment to a supervisory position that includes, but is not limited to, to:

1. Professional Development and Performance Management. The process of developing and implementing a work environment in which employees are assigned responsibility, enabled to perform to the best of their abilities, and held accountable;
2. Employment Laws and Legal Issues. A working understanding of the laws that affect the workplace and the responsibilities supervisors have with respect to those laws;
3. Diversity. The practice of creating and maintaining a workplace culture that values trust, respect, and inclusion of all employees; and
4. Cyber and Workplace Security. An understanding of current threats and strategies supervisors should use to combat these risks;

(B) Provide training within six (6) months of an employee's initial appointment to a supervisory position that includes, but is not limited to—

1. Mentoring and Coaching. The ability to provide an employee with constructive feedback that is information-specific, issue-focused, based on observations, used to improve performance, and accelerates the employee's professional development;
2. Interviewing. The ability to interview and hire employment candidates by using best practices and a general understanding of the overall hiring process;
3. Project Management and Continuous Improvement. The ability to identify opportunities for improving the efficiency and effectiveness of work, develop project plans to implement changes, and manage results;
4. Communication. The ability to communicate with employees and other stakeholders in a way that is clear, personalized, transparent, empathetic, collaborative, and inspiring; and
5. Leadership. The ability to influence and guide employees and others in order to accomplish the goals of the agency and state, and the ability to identify or develop the goals where appropriate;

(C) Maintain knowledge of the above topics on an annual basis;

(D) Institute a structure for supervisors, managers, and executives to dedicate time toward professional development and leadership no less than forty (40) hours each state fiscal year; and

(E) Design and implement leadership development programs that are aligned with guidance from the Division of Personnel, foster a government-wide perspective, identify and develop future leaders, and support agency business initiatives and goals. All training efforts shall strive toward best practices for leadership competencies and modern training techniques.

(3) Records of Training Program Participation. Each agency shall adopt a standardized methodology prescribed by the Division of Personnel for measuring and reporting the efficiency, effectiveness, and outcomes of training efforts. These records shall be submitted to the Division of Personnel either through a common electronic platform or by other means on no less than an annual basis.

(4) Coordination and Governance. To facilitate communication and continuous improvement, each agency shall designate and maintain one (1) talent development manager or executive, and one (1) business manager or executive, who shall participate in an inter-agency consultative group. The group will be led by the Division of Personnel. Meeting frequency and duration will be determined by the Division of Personnel for the inter-agency group in order to achieve the following objectives:

- A) Ensure agency and state-wide talent development programs are current according to the standards prescribed in this rule;
- B) Ensure this rule remains relevant to overall management priorities and aligned with current workforce development needs. The inter-agency group may provide input to the Division of Personnel regarding amending this rule; and
- C) Develop and maintain recommendations to assist agencies in complying with the rule.

AUTHORITY: sections 36.070 and 36.510, RSMo Supp. 2022.\* Original rule filed Oct. 7, 1985, effective Jan. 12, 1986. Amended: Filed Nov. 15, 2000, effective May 30, 2001. Amended: Filed June 1, 2009, effective Nov. 30, 2009. Amended: Filed Oct. 1, 2019, effective March 30, 2020. Amended: Filed Jan. 6, 2023, effective July 30, 2023.

\*Original authority: 36.070, RSMo 1945, amended 1979, 1995, 2018, and 36.510, RSMo 1945, amended 1996, 2012, 2018.

JOHN R. ASHCROFT (6/30/23) SECRETARY OF STATE

CODE OF STATE REGULATIONS

3

# Leadership Development Rule “LDR”

CSR 20-6.010 (Code of State Regulations)

- Requires an **inter-agency consultative group** led by Division of Personnel



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Secretary of State

# Inter-Agency Consultative Group



## SLDW (Statewide Leadership Development Workgroup)

- Led by Division of Personnel
- Representatives from each Department
- Meets virtually each quarter
- Collaborative talent development workgroup for leadership development

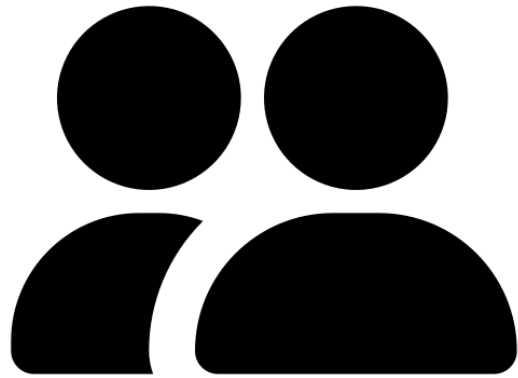


# Inter-Agency Consultative Group



## SLDW (Statewide Leadership Development Workgroup)

- Develop and maintain recommendations to assist Departments in complying with the rule
- This group has been considering how to meet the need of quality Supervisory training with Missouri government

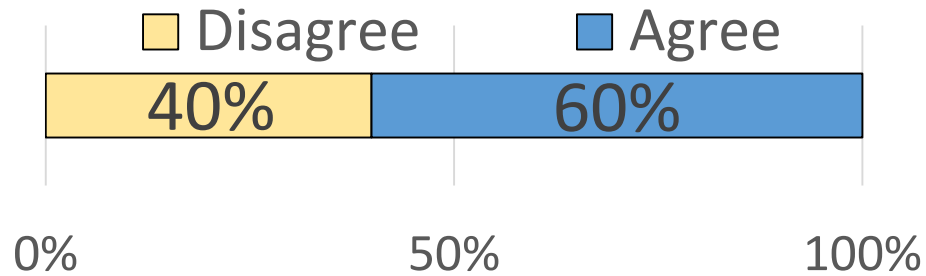


Survey Data

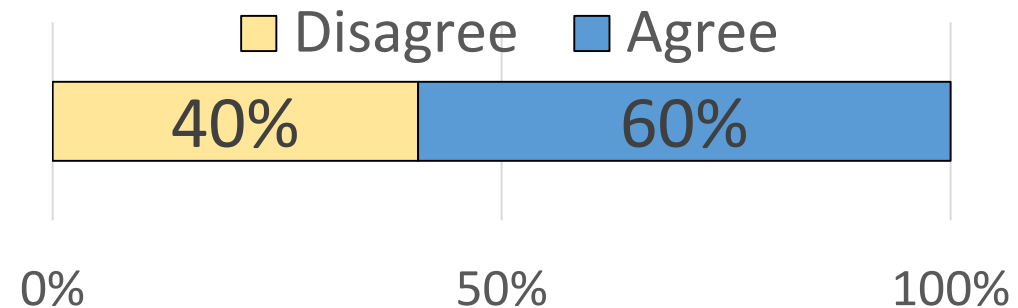
# Survey Data: Linking to Quarterly Pulse Survey

## QPS Results (July 2023)

- Managers in the organization *provide helpful coaching*.



- Employees *receive the training* and development they need to be effective in their jobs.



# Survey Data

**How can we improve the onboarding and training experience for new supervisors in state government?**

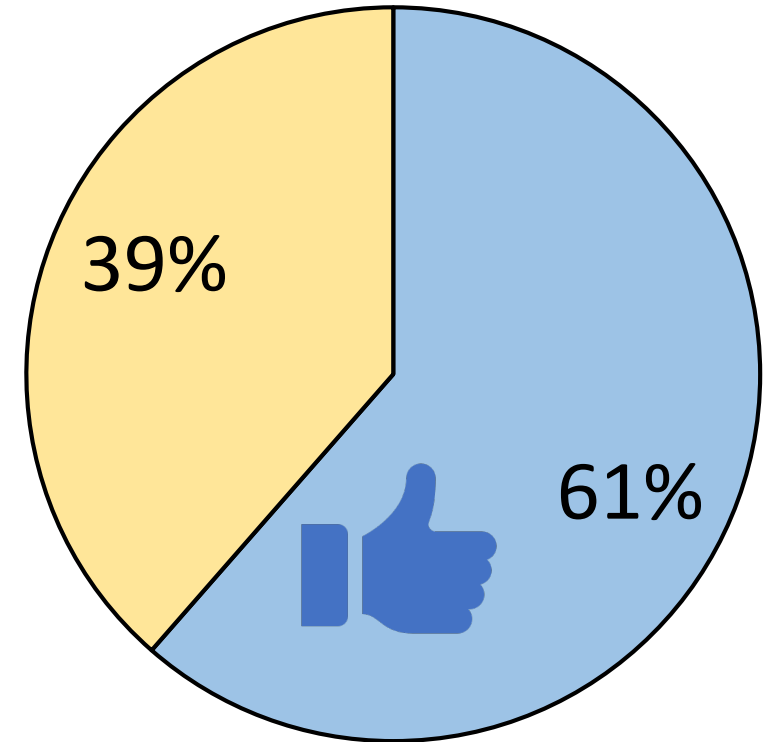
- Sent a survey focused on **supervisors within their first 2 years**
- Received feedback from **323** state employees
- **Not a complete** representation:
  - Responses from 15 Departments
  - Majority came from 8



# Survey Data

**How can we improve the onboarding and training experience for new supervisors in state government?**

- New supervisors in my Dept. receive consistent training



■ Strongly Agree, Agree

■ Neutral, Disagree, Strongly Disagree

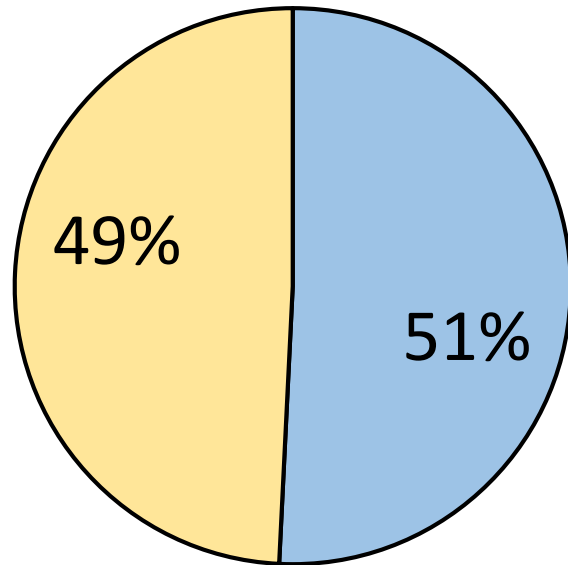




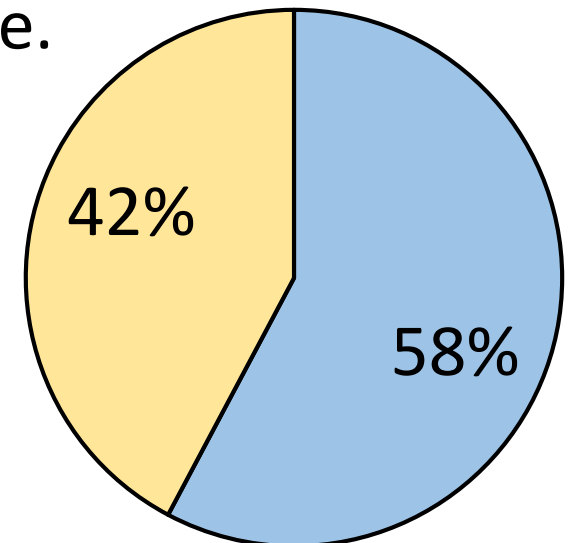
# Survey Data

## How can we improve the onboarding and training experience for new supervisors in state government?

- Once I was in my supervisory position, I had adequate technical skills training available so that I could be successful in my role.



- Once I was in my supervisory position, I had adequate soft skills training available so that I could be successful in my role.



**There's Room For Improvement**

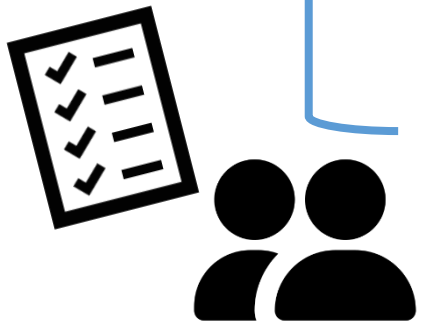
# Survey Data

## How can we improve the onboarding and training experience for new supervisors in state government?

Within the first 6 Months as a Supervisor:

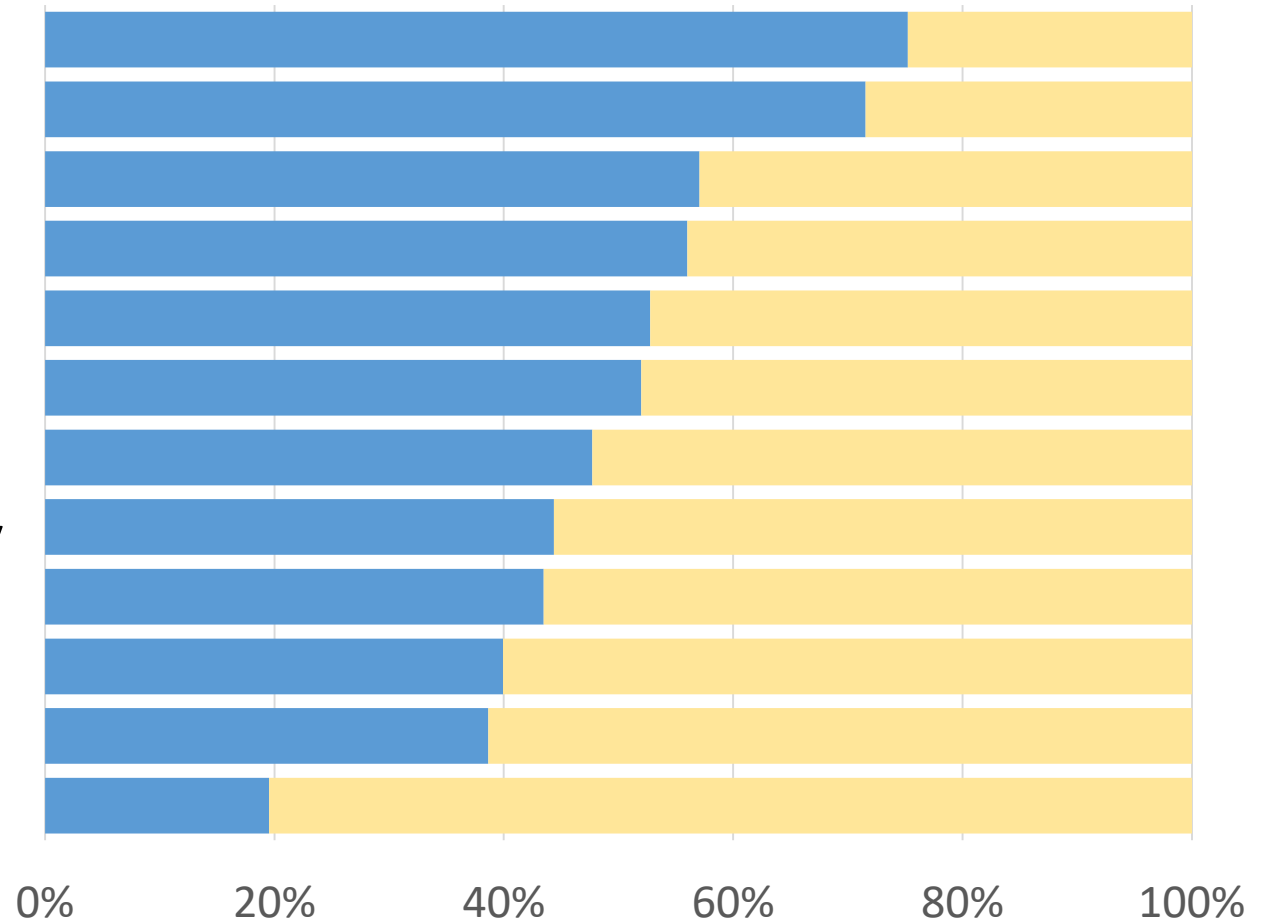
Rate the resources and training opportunities

Training Curriculum



- Cyber Security
- Diversity & Inclusion
- Engage basics (Tech. Knowledge)
- Workplace Safety/Security
- Engage (coaching soft skills)
- General Leadership/Soft Skills
- Hiring and Interview Processes
- Employment Laws and Legality
- Supervisor "Nuts & Bolts"
- Project Mgmt/Cont. Improvement
- Govn/State Functions
- Budget/Fiscal Basics

Strongly Agree, Agree  
Neutral, Disagree, Strongly Disagree



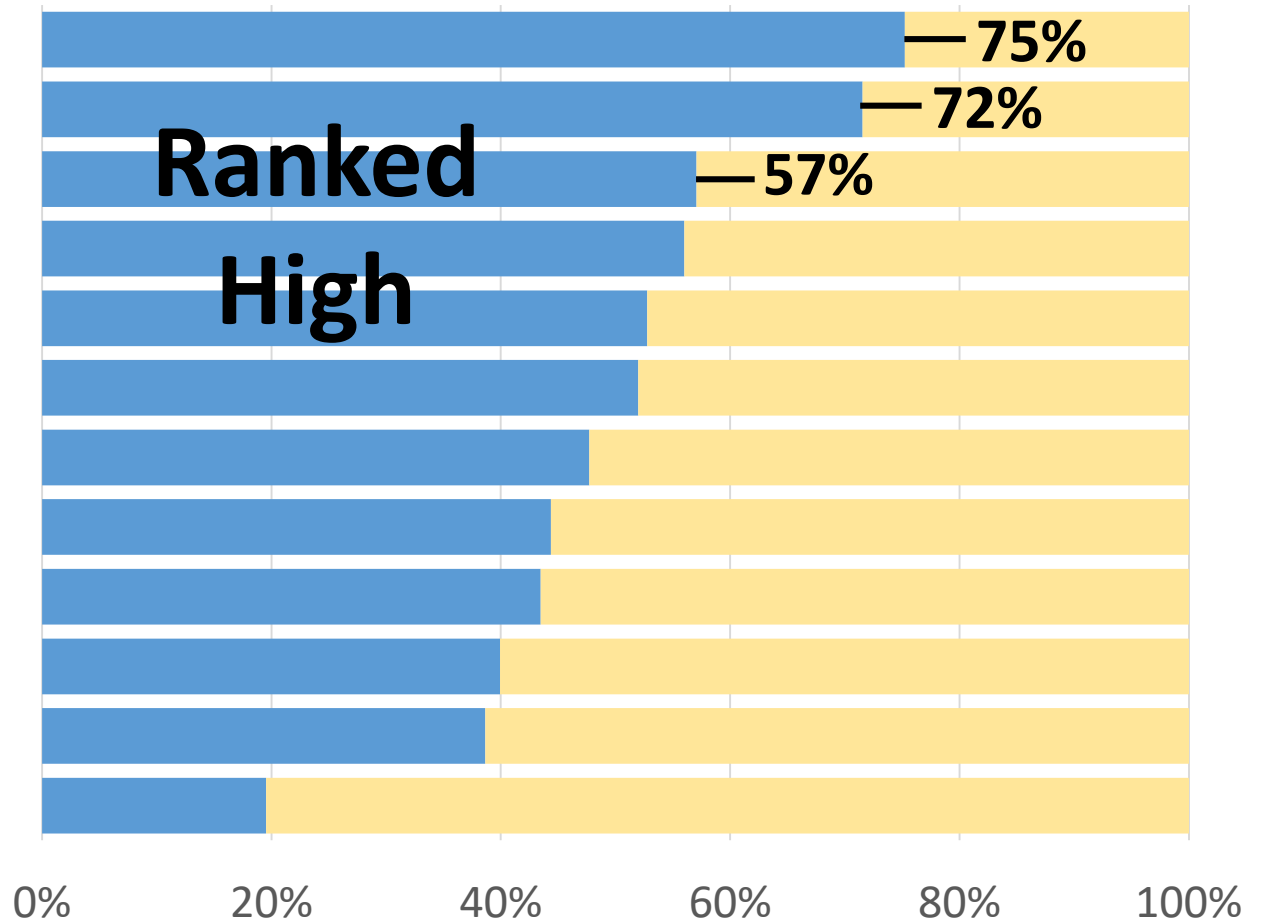
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■ Strongly Agree, Agree  
■ Neutral, Disagree, Strongly Disagree

# Survey Data

## How can we improve the onboarding and training experience for new supervisors in state government?

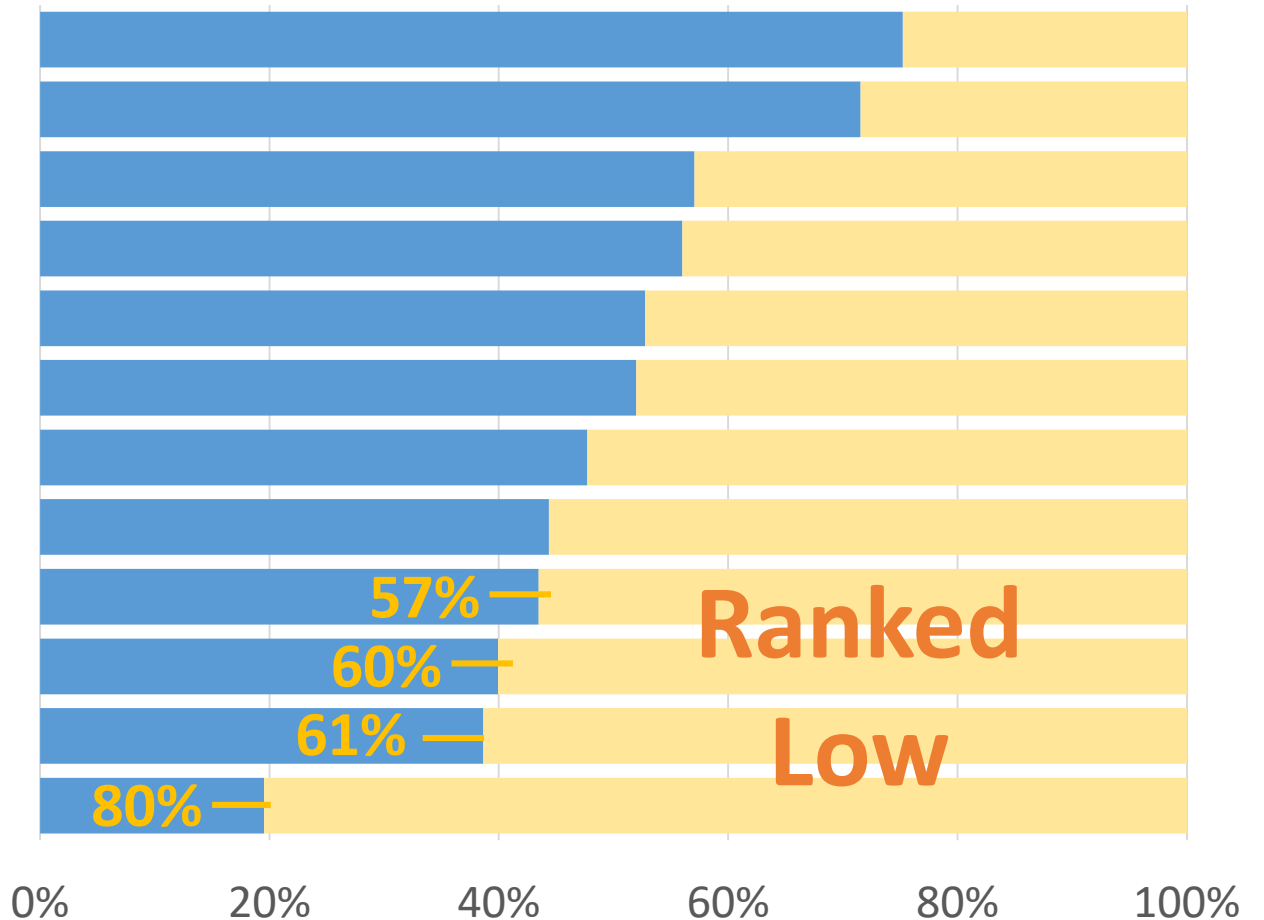
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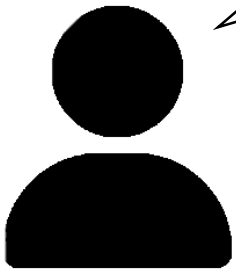
■ Strongly Agree, Agree  
■ Neutral, Disagree, Strongly Disagree



# Survey Data    **Common Feedback Themes**

## An Acknowledged Training Gap

*“I did not have most of these training listed...  
**I just learned how to survive**, as I was told I missed doing things. **Formal training would be nice**”*



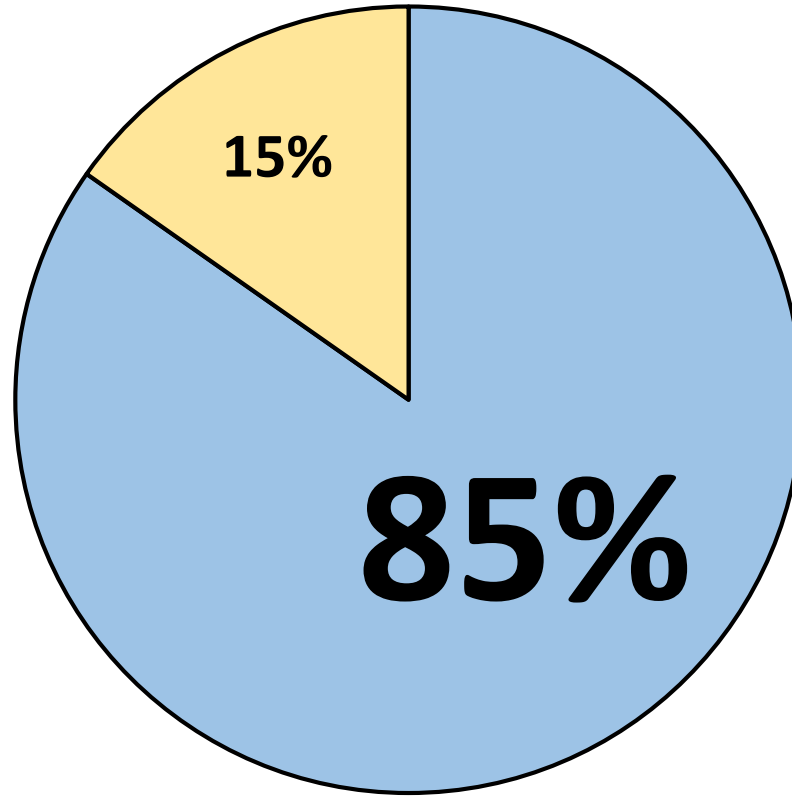
# Survey Data

# Common Feedback Themes

What is the likelihood you would volunteer to participate in a Supervisor Training Class?



## Interest in Participating

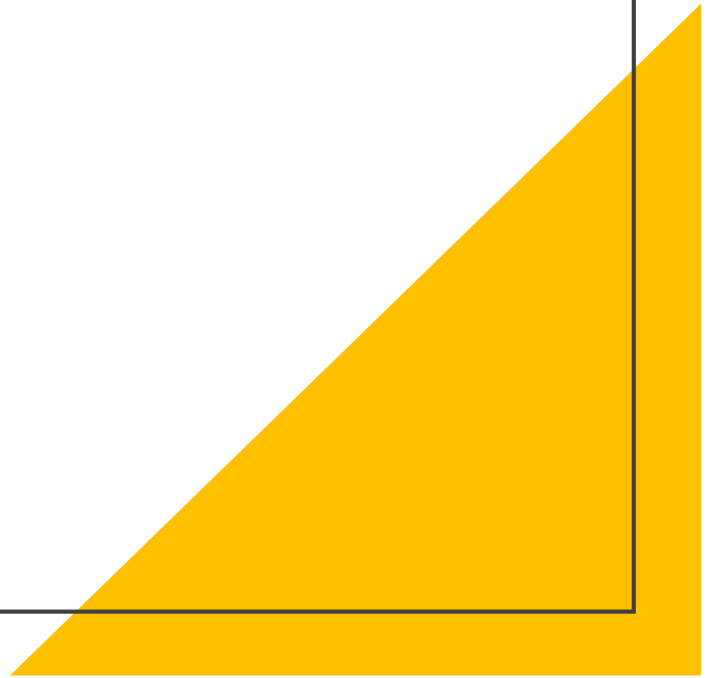


■ Very Likely, Likely

■ Neutral, Unlikely, Very Unlikely



How & What Are  
We Doing?



# How & What Are We Doing?

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- Several Departments using **defined LinkedIn Learning pathways**



LEARNING PATH  
**New Supervisor Training**  
MO Learning at the State of Missouri • Updated Jan 2021  
8h 25m  
Completed 11/21/2022

The screenshot shows a LinkedIn Learning pathway card. It features a grid of four small images: a woman at a laptop, a man in a suit, and two people in a meeting. The text on the card includes the title 'New Supervisor Training', the provider 'MO Learning at the State of Missouri', the update date 'Updated Jan 2021', the duration '8h 25m', and a green checkmark indicating it was 'Completed 11/21/2022'.



- **Mixture** of online and in-person training



# How & What Are We Doing?

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- Many **high-quality, value-added** training opportunities available; especially later in a supervisor's career



# How & What Are We Doing?

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- Many **high-quality, value-added** training opportunities available; especially later in a supervisor's career



# How & What We Are Doing

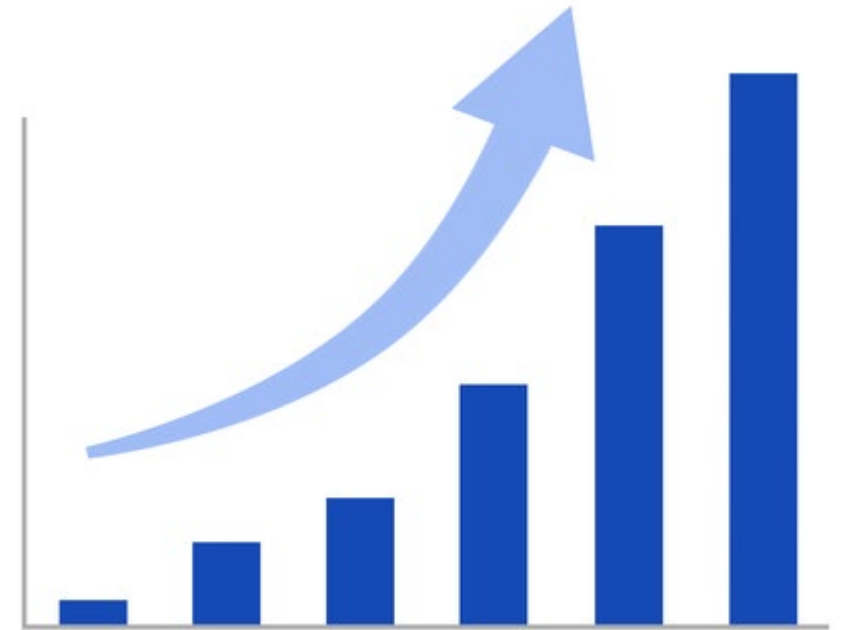
## Quality “nuggets” throughout

- Employment law reference guides
- Regular round tables or trainings; topics often selected by supervisors
- 1-on-1 training with HR Director early in position transition
- Professional development review (DISC, 360 feedback, team assessment)
- Several departments with robust training programs; Supervisor Summits
- *And many other great examples*

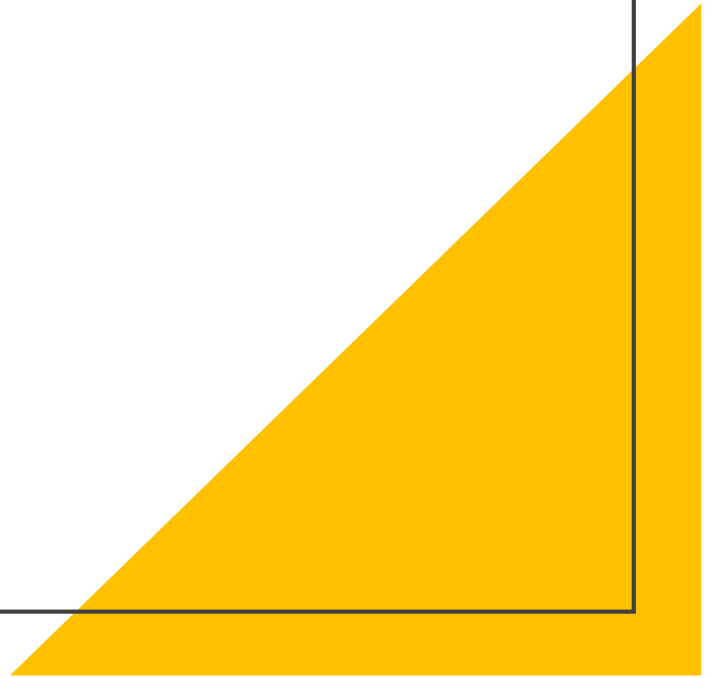
# Bottom Line

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- Some great programs, resources, tools, and trainers out there
  - Replicate
  - Broaden impact
  - Improve collective efficiency
- Areas for further improvement
  - Go above & beyond the 'box checking'
  - Timely topics



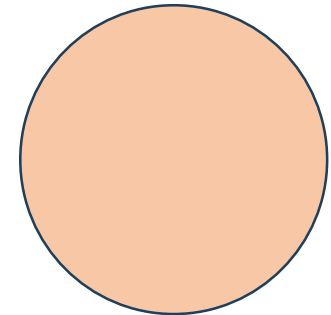
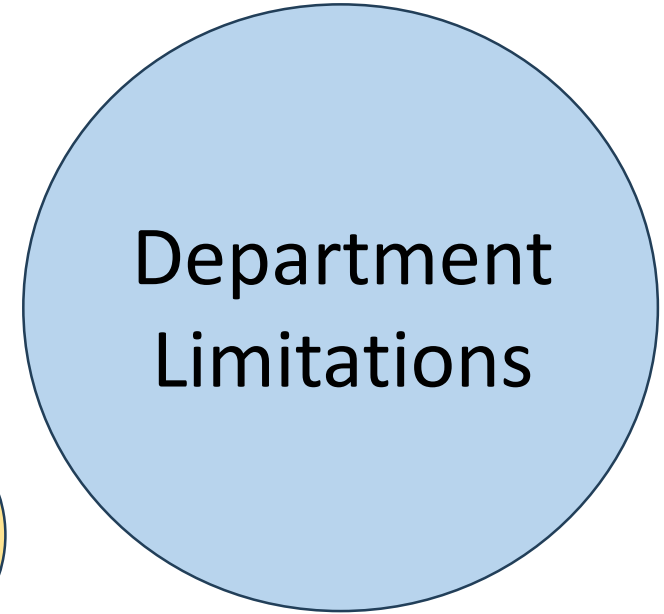
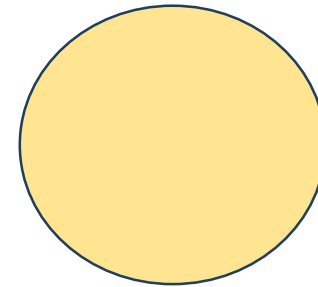
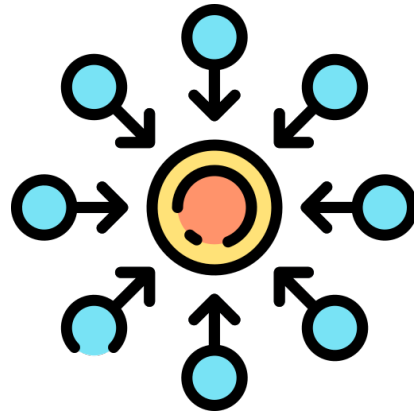
# Training Challenges



# Training Challenges

- **Department Limitations**

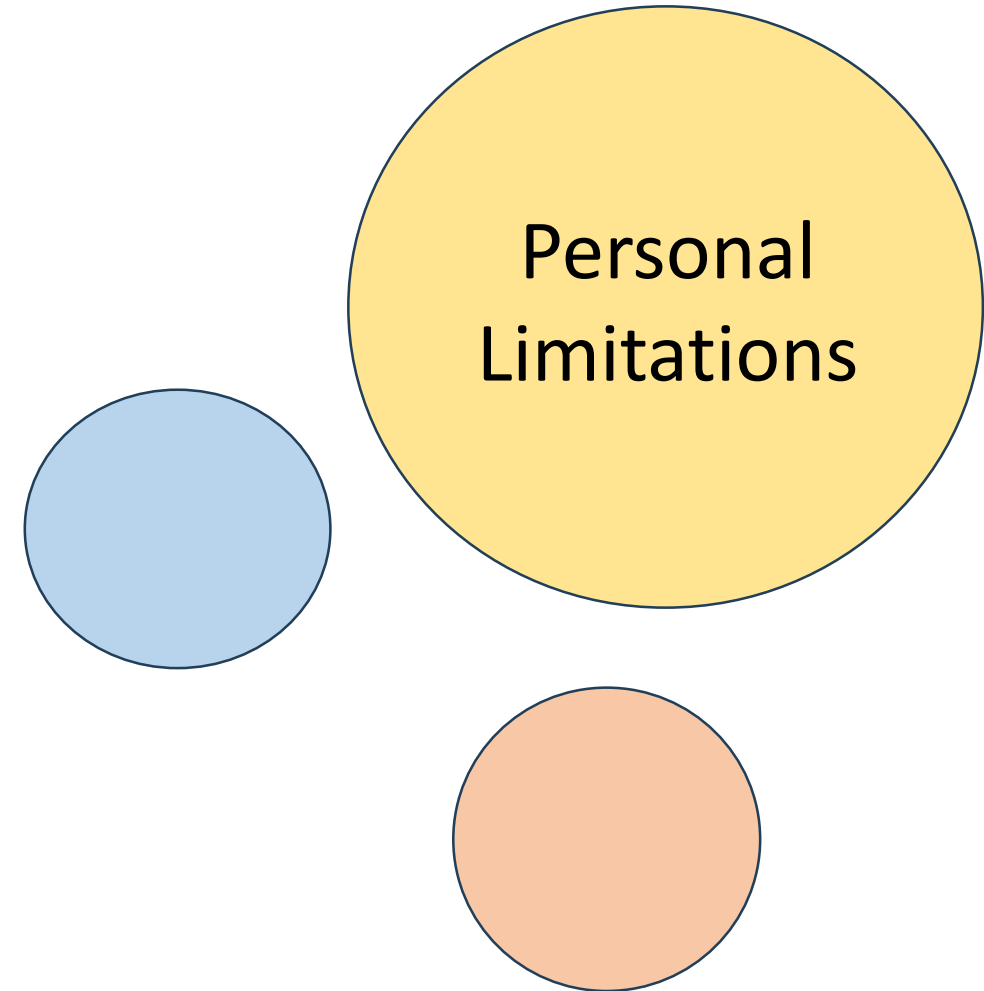
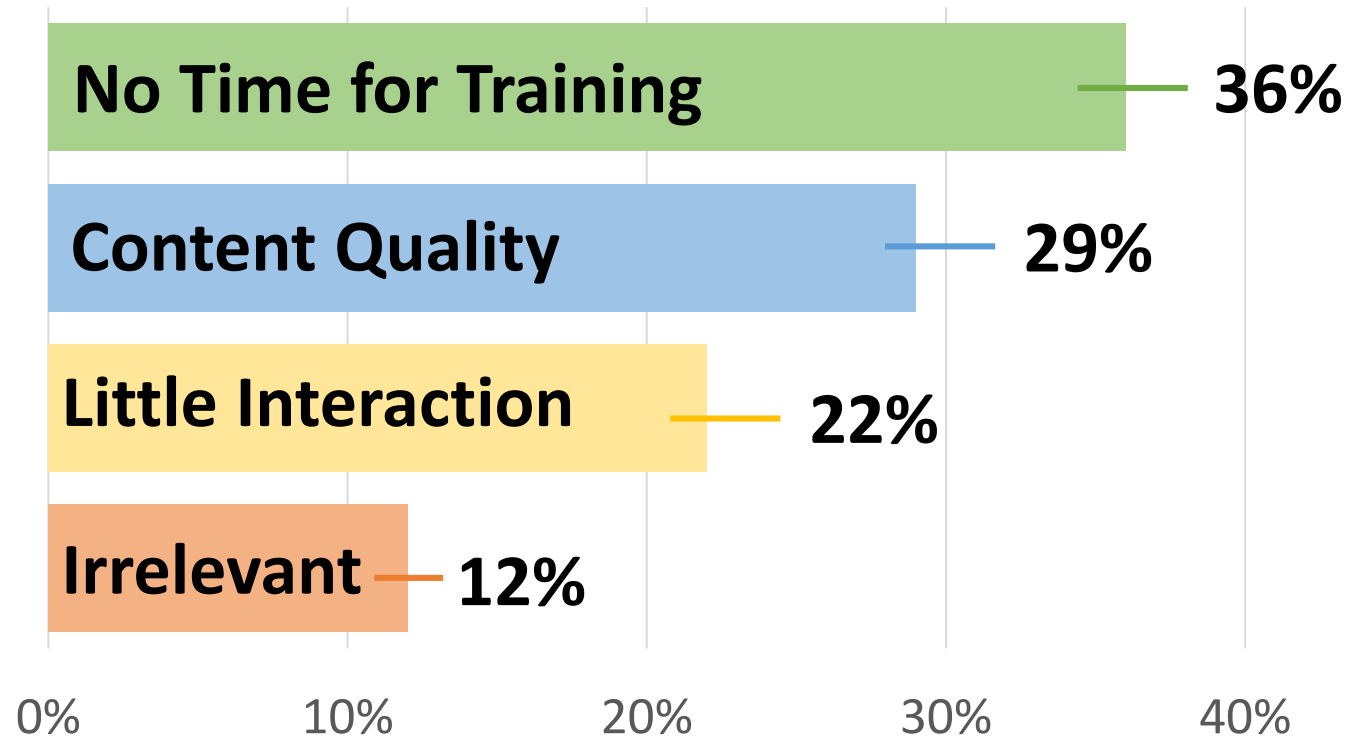
- Lack of consistency across Departments
- Differences in core skills
- Lack of centralized ownership



# Training Challenges

- **Personal Limitations**

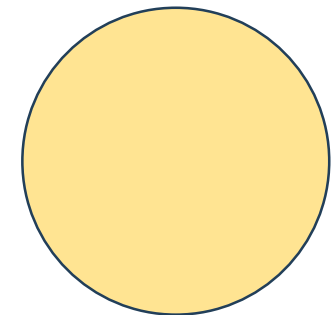
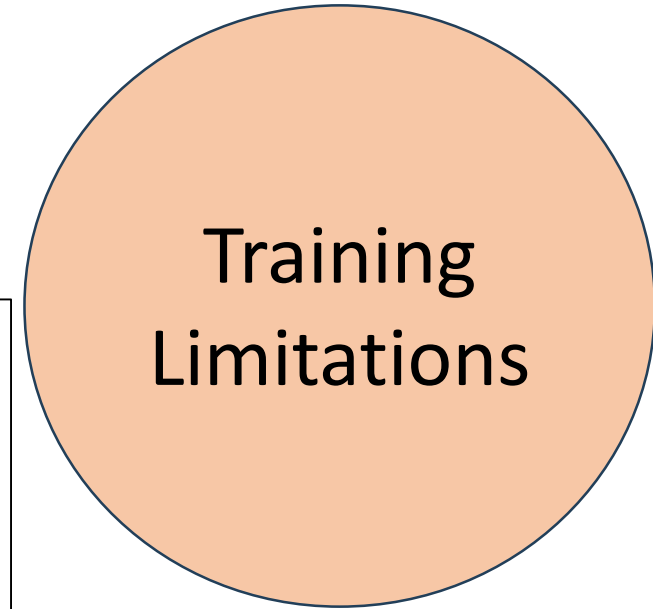
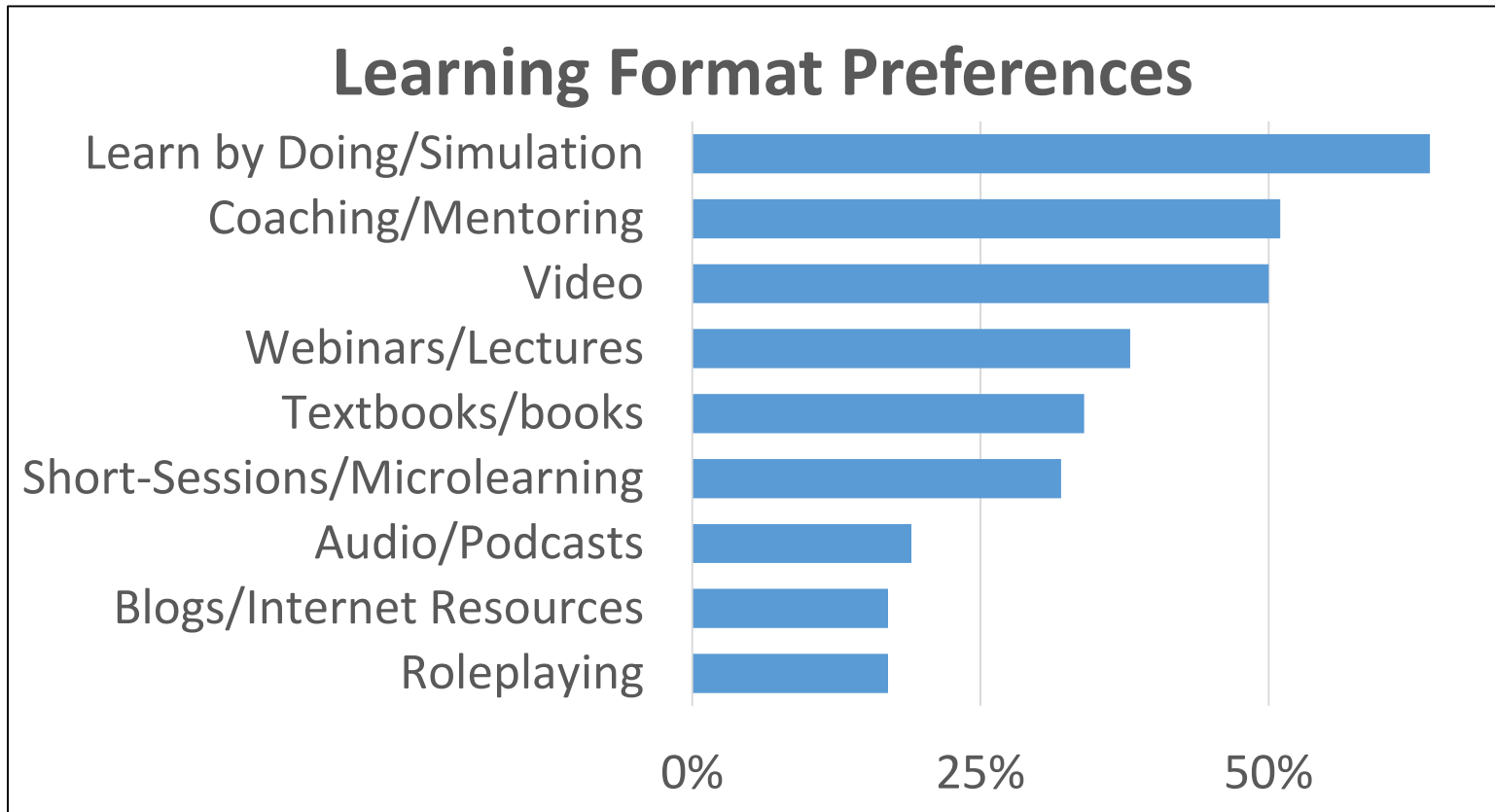
The State of Learning and Development in 2022 Report:



# Training Challenges

- **Training Limitations**

- Variety of effective training types

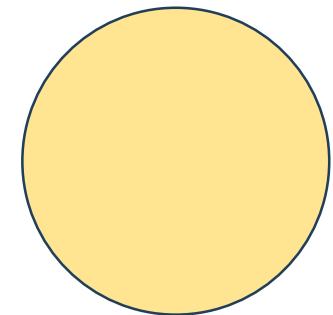
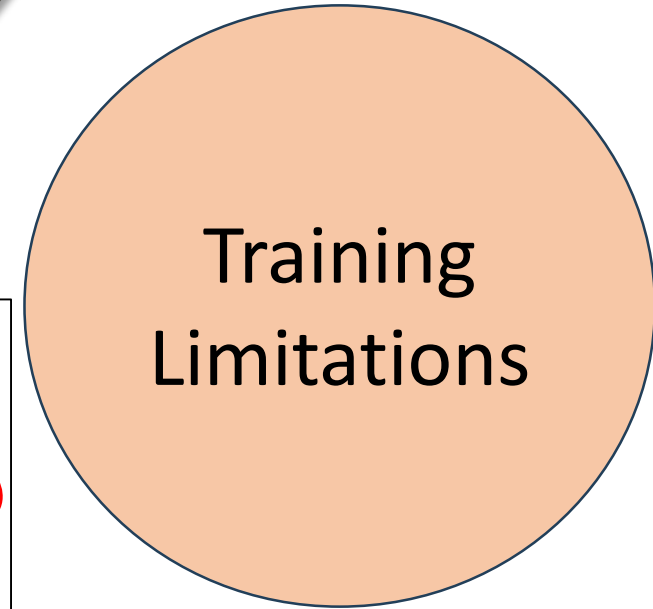
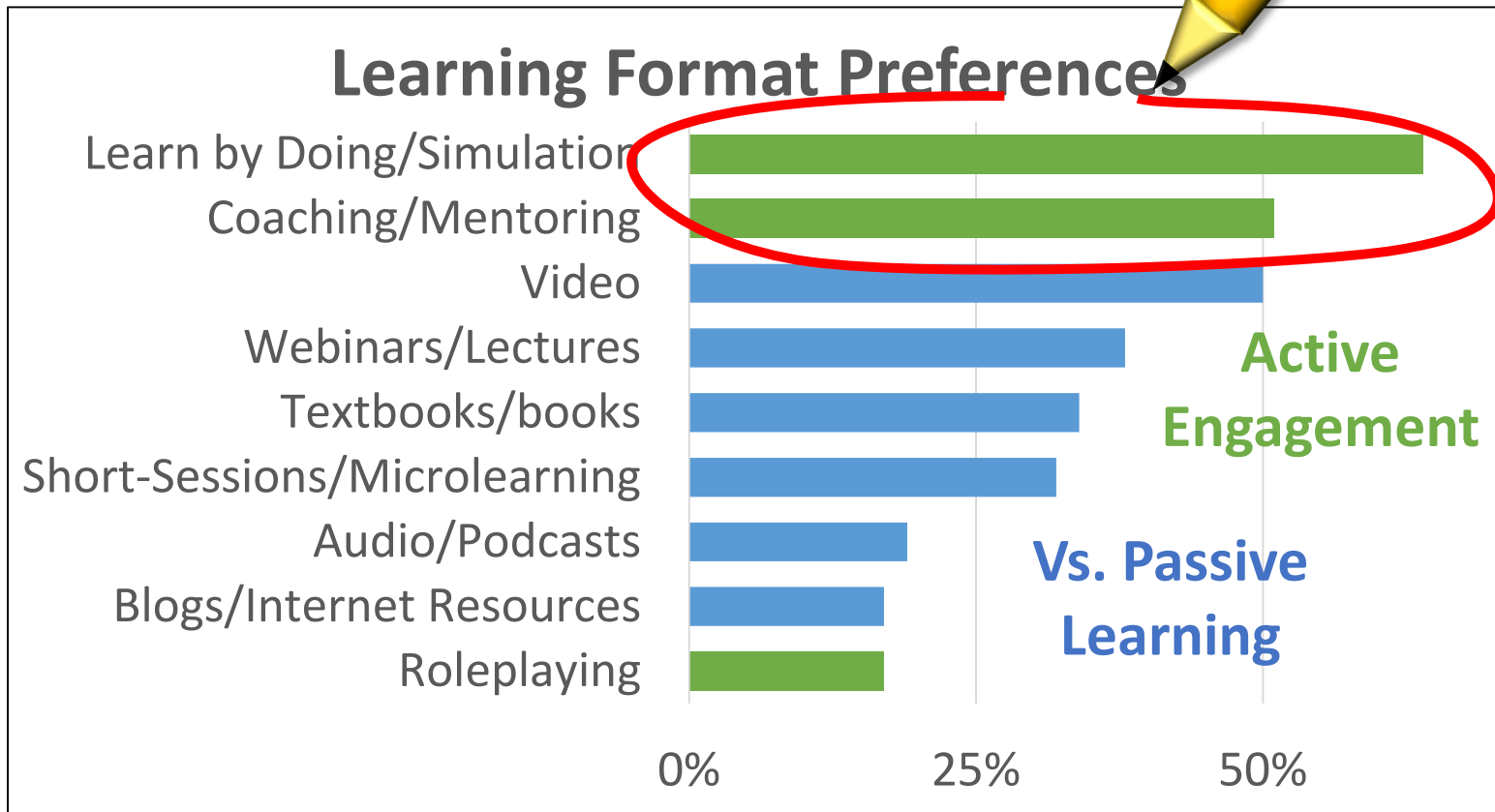




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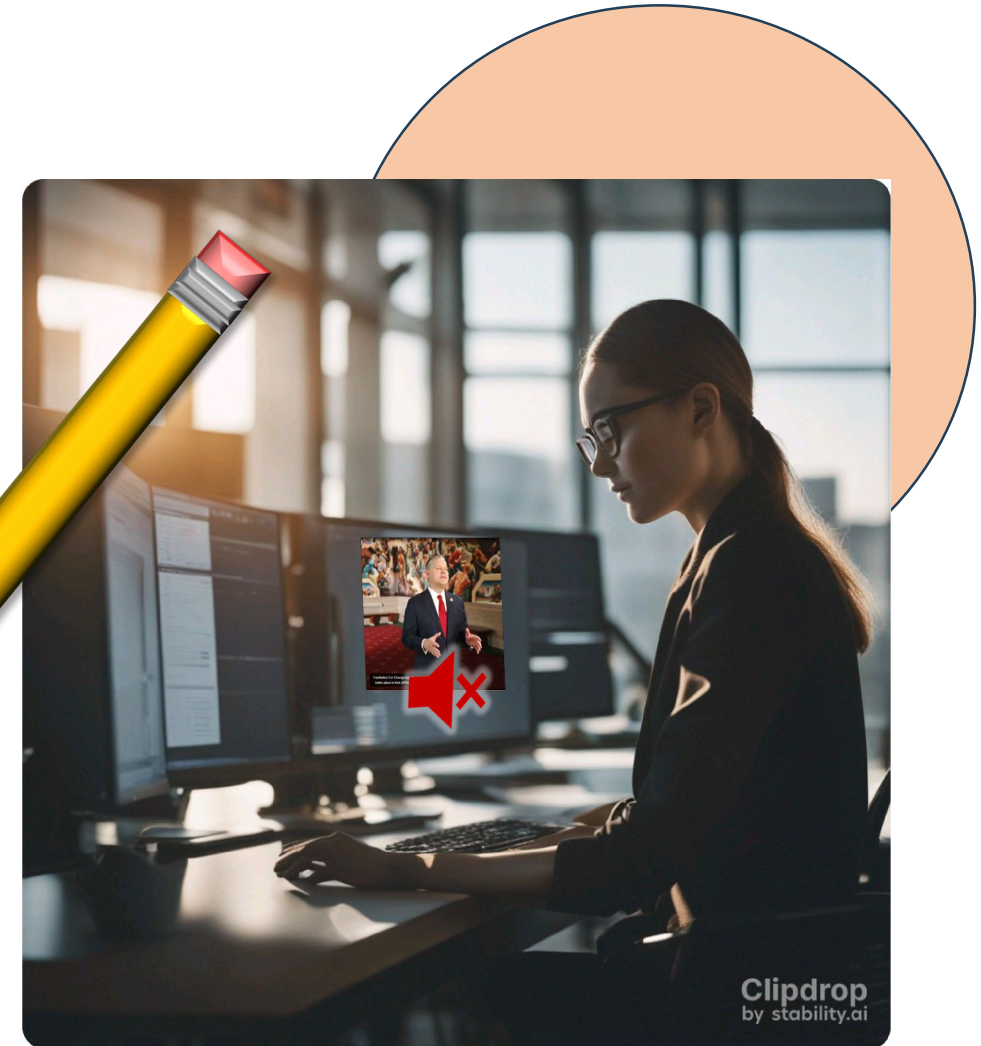
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- **Training limitations**

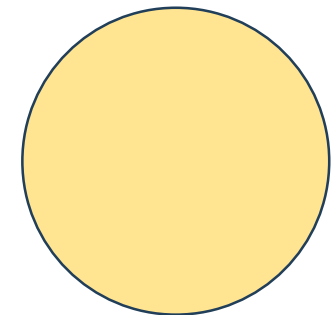
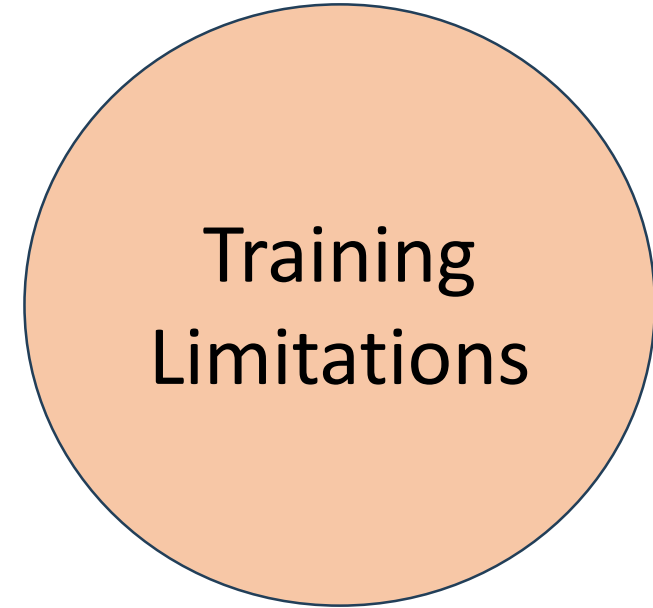
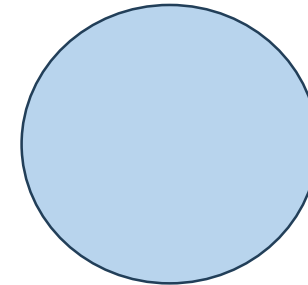
- Variety of effective training types
- Levels of Engagement
  - Lessons from COVID
    - Online Lectures had low engagement from **72%** college students
- Reflected in Workplace as well when it comes to required training



# Training Challenges

- **Training limitations**

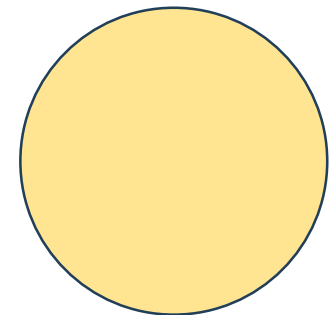
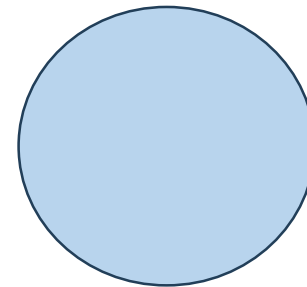
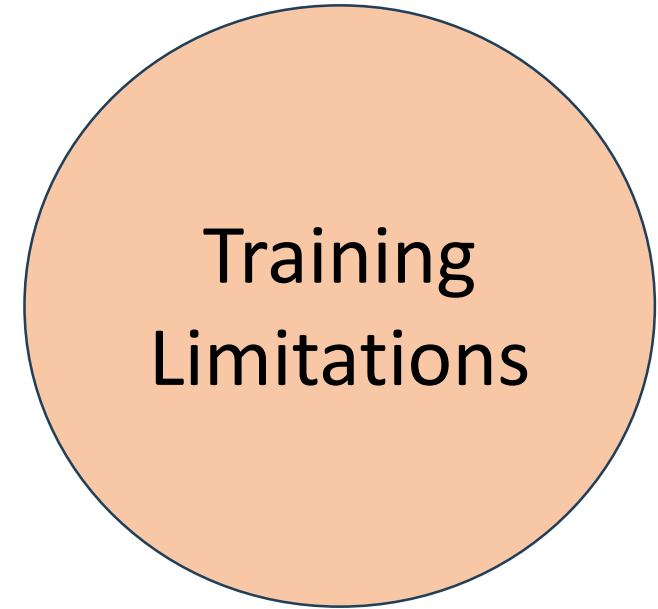
- Variety of effective training types
- Levels of Engagement
- Range and Quality of Content
  - MO-Specific
  - Range of Dept. Needs



# Training Challenges

- **Training limitations**

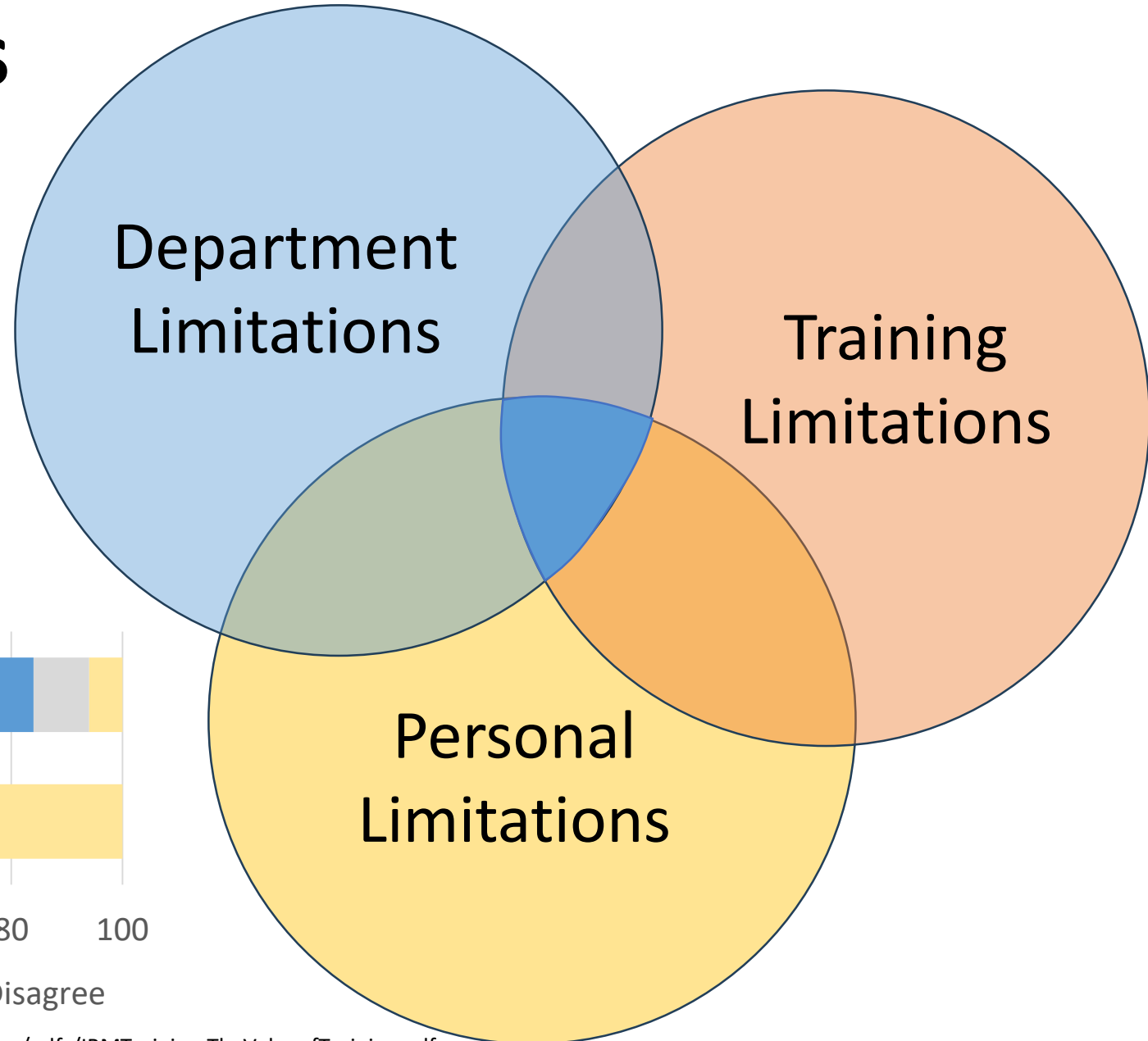
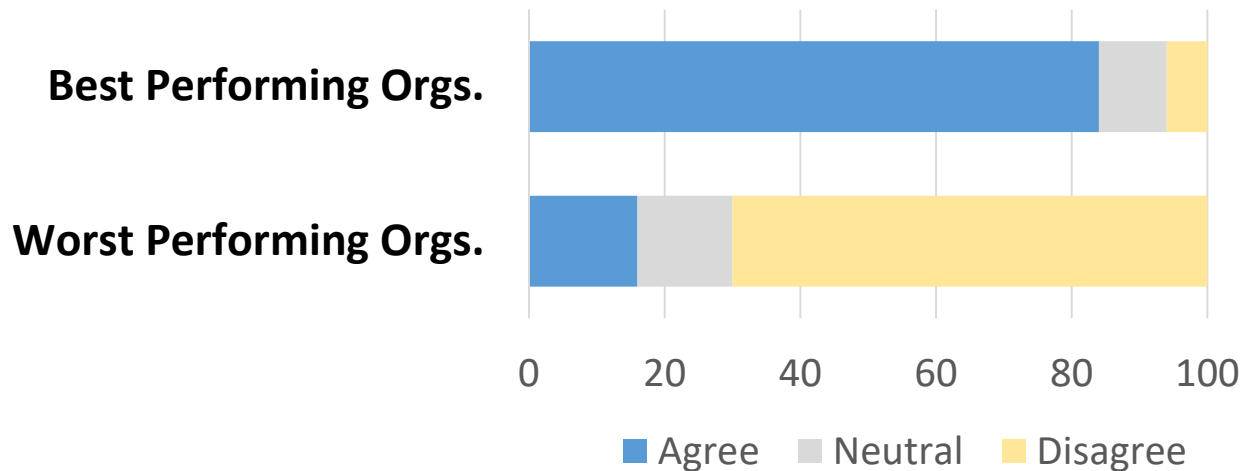
- Variety of effective training types
- Levels of Engagement
- Range and Quality of Content
- Availability of In-Person Training
  - Costs Amid Tight Budgets
  - Availability of Qualified Trainers



# Training Challenges

- Reframe these Challenges
- Identify the Overlapping Areas as Opportunities

*"I receive the training I need to perform my job effectively"*



Recommendation



# Recommendation

- **New Supervisor Training Academy**
  - In-person (with hybrid option); *interactive*
- **Address:**
  - Consistent Just in Time Training
  - Quality Trainers and Content
  - Core and Universal Supervisor Skills



# Recommendation



- **New Supervisor Training Academy**

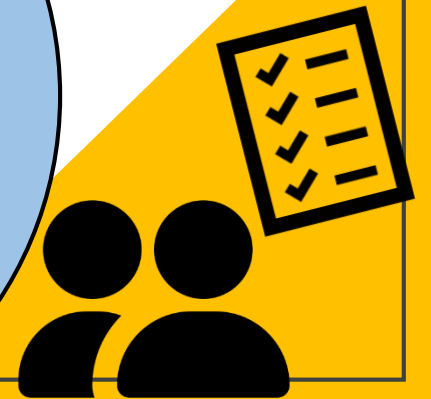
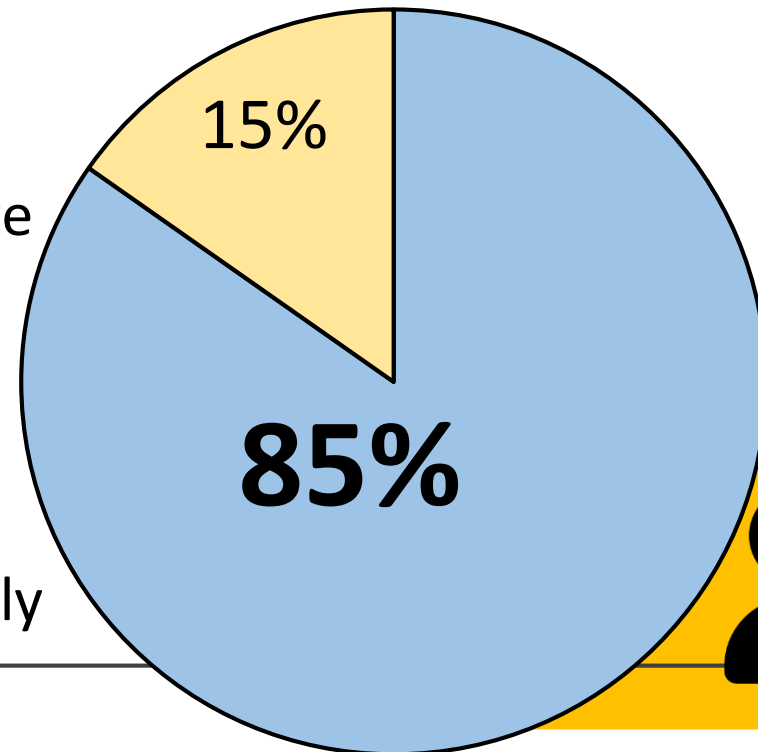
- Value Added for Depts. without a structured training program
  - Provide a mechanism for Depts. to collaborate and improve training

- Recommended, not required

- 85% surveyed would participate

■ Very Likely, Likely

■ Neutral, Unlikely, Very Unlikely





# Recommendation



- **New Supervisor Training Academy Staffing**
  - Ideal: Dedicated FTE from each Department
    - Lead by OA Personnel Division
    - Work as a Team share resources
    - Establishes Ownership of the Academy
    - Allows continuous improvement of content



# Recommendation



- **New Supervisor Training Academy Staffing**
  - Practical
    - *Rotation* of SLDW staff
    - Qualified ‘volunteers’
    - Subject-matter experts
      - *Where appropriate*
      - *Examples: Budgetary staff, Legislative liaisons, etc.*



# Implementation: Phase 1



- **Academy Development**

- Systematically build out & customize modules
- Consisting of Department Champions
  - Develop trainers from each Dept.
  - Ensure quality delivery



# Implementation: Phase 2



## 101: New Supervisor Training Academy

- Covers timely info needs first 2 months
- Could include:
  - *Supervisor “Nuts & Bolts”*
  - *Employment Laws and Legal Issues*
  - *Professional Development and Performance Management*
- Missouri specific content and relevant examples
  - Frequency - Monthly



# Implementation: Phase 2



## 201: New Supervisor Training Academy

- Covers timely info needs in first 6 months
  - Mentoring and Coaching
  - Interviewing
  - Project Management and Continuous Improvement
  - Communication
  - Leadership

• Frequency - Quarterly



# Implementation: Phase 2



## 301: New Supervisor Training Academy

- Covers advanced needs
  - Government/State Functions
  - Budget Process/Fiscal
- Frequency - Annually

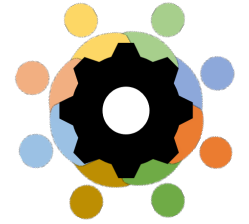


# Academy Expansion: Phase 3

- **Expansion on Phase 2**
  - Additional course offerings (topics, frequency, locations)
- **Future Supervisor Summit**
  - Help build the bench
  - Offered annually to employees *interested* in or recommended for supervisory positions



# Conclusion



- **Problem Statement:** Increased turnover rate has accelerated the need for more efficient & effective training of new supervisors
- **Current Status:** Varied ongoing efforts with room for improvement
- **New Supervisor Training Academy**
  - **Framework** for Departments to collaborate & improve training
  - Provides **consistent** and **timely training** & meets LDR requirements
  - Improves **retention** & relationships
  - Opportunity for expansion, development of new modules
  - Sets up Supervisors for a Successful Career






# Supervising Change... Why?

**Supervisory Skills  
are Critical**



*“People leave managers,  
not companies”*

-Marcus Buckingham

A photograph of a wooden desk with several sheets of white paper, a black pen, and a pair of black-rimmed glasses. In the background, there is a vase with green plants. The image is framed by a white border and yellow accents on the left and right sides.

MLA Capstone  
Class 11

# Supervising Change

## Questions