LEARNING FRAMEWORK

State of Missouri

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BACKGROUND

The Learning Framework capstone team was tasked with building upon the Learning Framework developed by OA Division of Personal in 2021. This Framework was created to help guide state team members through their LDR requirement and has since been marketed to all learners. However, upon our investigation we found that this framework is underutilized.
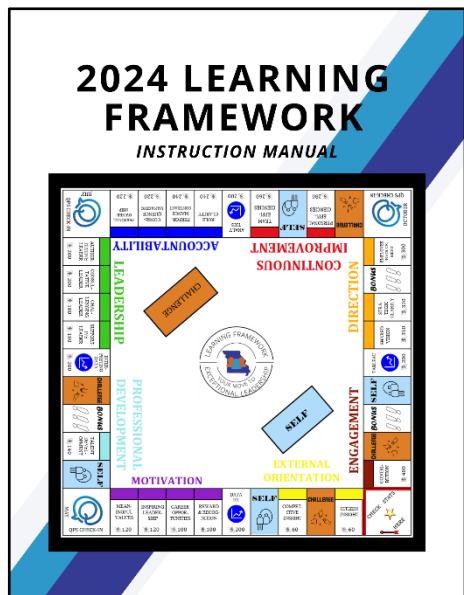
PROBLEM STATEMENT

How can the State of Missouri optimize promotion, understanding, and utilization of the Learning Framework to better develop State of Missouri team members?

RECOMMENDATIONS

Our capstone developed a gamified version of the Learning Framework modeled after the popular board game "Monopoly". This gamified version contains content for all State of Missouri team members which ties directly to QPS results. This version of the framework provides team members with an opportunity to delve deeper into some learning topics, for supervisors to help bolster their teammates' skillsets, and for the team members who pursue trainings to receive recognition.

GOALS AND OBJECTIVES

- Create a Learning Framework that is utilized by more team members
- Create a Learning Framework that team members can utilize for developing leadership skills
- Create an updated version of the Learning Framework that leadership can use to help supervisors and team members build the key skills that QPS measures.

MEASURES AND TARGETS

Priority Measures	Current Status	Target
QPS scores (% agree/strongly agree)	Motivation: **46%** Professional Development: **60%** Supportive Leadership: **62%** Inspirational Leadership: **48%**	Motivation: **56%** Professional Development: **70%** Supportive Leadership: **72%** Inspirational Leadership: **58%**
Framework utilization (Training hours, MO-Bucks)	Unknown	To be determined

Activity	Milestone	Responsible Group	Estimated Due Date
Determine game board navigation-Tableau functionality or another platform	Plan to move forward with game board platform	Office of Administration-Division of Personnel	February 1, 2023
Decide on sustainability plan: Statewide Leadership Development Workgroup or Office of Administration-Division of Personnel full time team member	Finalized decision on program sustainability	Office of Administration-Division of Personnel	May 1, 2023
Gather buy-in from cabinet members	Commitment from cabinet to use and promote Learning Framework		May 1, 2023
Determine log-in capability for Learning Framework game board	State of Missouri team members will have access to game board	Office of Administration-Division of Personnel	May 1, 2023
Decide on game piece aspect of the board	Plan to move forward with or without game pieces	Office of Administration-Division of Personnel	May 1, 2023
Roll out 2024 Learning Framework cycle	Framework is ready to communicate and implement	Office of Administration-Division of Personnel	December 1, 2023
Implement communication plan	Communication plan rolled out	Office of Administration-Division of Personnel/Agency communications teams	December 1, 2023
Fill content for each game board tile	All tiles on game board have their associated content	Office of Administration-Division of Personnel	November 1, 2023

SUMMARY OF INITIATIVE

The Learning Framework is a tool all State of Missouri team members can utilize to develop leadership skills to become better civil servants for Missouri citizens. The board game format walks learners through different content with an interactive learning experience. The Learning Framework is designed for all team members. It benefits all team members by expanding their knowledge base, enhancing existing leadership skills, and improving team member qualifications which will help prepare team members for future leadership opportunities. All the QPS outcomes are reflected in the game board. The Learning Framework Instruction Manual will provide more information on how to play.

INITIATIVE GOAL

For all State of Missouri team members to utilize the Learning Framework for professional development, building upon or improving existing interpersonal skills, or working towards future leadership opportunities.

KEY MESSAGES

- The Learning Framework is an excellent resource for all State of Missouri team members, from front line staff to senior leadership.
- QPS results indicate that many supervisors lack the necessary interpersonal skills to lead or connect with their teams effectively. This gamified Learning Framework can be leveraged to fill those skills or knowledge gaps with relevant training that is easily accessed and tracked.
- Since the content is directly tied to QPS practices, department leaders could expect improvement in associated QPS scores if implemented and promoted consistently.
- The Learning Framework is another resource for aspiring leaders who wish to enhance their skills to better compete for future leadership roles.

PRIMARY COMMUNICATIONS TEAM

- Office of Administration- Division of Personnel (OA-DOP)
- Statewide Leadership Development Workgroup
- Agency-specific Communications teams
- Individual supervisors and managers

TARGET AUDIENCE

All State of Missouri team members

CREATIVE COMMUNICATION IDEAS

- Bring your own Lunch (BYOL)- Lunch and Learns
- Present the Learning Framework at agency town halls
- Add content to ENGAGE 2.0 communications and training
- Posters encouraging participation, increasing awareness, and highlighting incentives
- Statewide Learning Summit to kick off the Learning Framework year: conducted by OA-DOP and/or individual agencies

PROJECT TACTICS AND TIMELINE

Communication Method	Responsible Group	Date
Yearly kickoff at the statewide level	OA-DOP	First work week of January
An email with that quarter's content and highlighting other exciting learning opportunities for that month.	OA- DOP: email opt-in group	Beginning of every quarter (the first working day of the quarter)
A quarterly email with framework content for the next quarter and highlighting top agency learners from the previous quarter.	Agency communication team/agency Statewide Leadership Development Workgroup Member	Two weeks into the quarter
Middle of the year update. Highlight top agency learners or top statewide learners.	OA-DOP	June of every year
End of the year highlight results of the framework (MO-Bucks earned, agency top learners, top statewide learners, number of learners who used the framework)	OA-DOP	End of December

TARGETED MESSAGING METHOD IDEAS

- **Current supervisors/managers**
  - Agency leadership summit
  - Special group communications (i.e., email)
  - ENGAGE 2.0 meetings
  - Top-down messaging and communication
- **Aspiring leaders**
  - ENGAGE 2.0 meetings
  - Volunteer email list (department based)
  - 1:1 communication (mentor/coach)

- o Graduates of other leadership programs (i.e., The Corrections Way, DOLIR Initiatives, MDC Leads)
- **All team members**
  - o Top-down messaging and communication
  - o ENGAGE 2.0 meetings
  - o 1:1 communication (mentor/coach)
  - o

FREQUENTLY ASKED QUESTIONS

- How do I access the Learning Framework?
  - o In order to answer this question, certain decisions will need to be made about how to best access the framework. These decisions would be made before full implementation of the communications packet.
- What's in it for me?
  - o There is something for everyone! If you are a leader, hone your interpersonal skills, earn badges to show off your knowledge, assign content to your team, and learn new ideas to help improve your team's QPS scores. If you are an aspiring leader, earn badges to show that you have the skills to be a leader and grow your interpersonal skills. Finally, if you are a front-line team member, take courses to earn MO-Bucks and trade those in for chances to earn incentives. The content is also self-paced and location flexible so that all learners can take these lessons whenever they want, wherever they want.
- Do I have to complete the Learning Framework?
  - o No, you do not have to complete the Learning Framework. However, to be eligible for some incentives, full completion of the Learning Framework may be needed.
- Who can see my progress through the framework?
  - o Your supervisors and senior department leadership will be able to see your progress through the framework, but your co-workers will not be able to see it.
- What can I get with my MO-Bucks?
  - o Trade your MO-Bucks in to get entered into raffles for shirts, hats, and merchandise with department and Learning Framework logos.
- Who does my competency checks?
  - o Your supervisors, Human Resources directors, and Operational Excellence leaders are responsible for reviewing your competency checks.
- Is there an expiration date on MO-Bucks?
  - o Your MO-Bucks will be automatically traded in at the end of the year for chances to win prizes.
- How do I access the Learning Framework if I don't have a computer?

- o Although not currently available, our hope is to have a mobile version of the Learning Framework available soon for deskless workers.
- Do my MO-Bucks and badges transfer if I change agencies?
  - o Yes, since this is a statewide initiative, your MO-Bucks and badges are transferred from agency to agency, but when you change agencies, all new MO-Bucks earned will add to your new department's total.

TARGETED AUDIENCE COMMUNICATION TEMPLATES

OFFICE OF ADMINISTRATION EMAILS

Yearly Kickoff Email

Sender: Office of Administration – Division of Personnel

Recipients: All State of Missouri team members

Subject Line: 2024 Learning Framework Launch – Your Move to Exceptional Leadership

Message:

Hello, State of Missouri team members!

We are excited to kick off this year with a revamped Learning Framework! The Learning Framework is intended to be a tool that all State of Missouri team members can utilize to improve their interpersonal and leadership skills to become better civil servants for Missouri citizens.

The board game format walks learners through different content with an interactive learning experience. The Learning Framework is designed for all team members. It provides front line team members access to materials to build their knowledge base and all leaders, both formally and informally recognized, the opportunity to enhance their leadership skills. The framework also provides opportunity for aspiring leaders to gain the knowledge and skills to improve their qualifications to prepare for future leadership opportunities.

Players can collect MO-Bucks by completing activities as they move along the game board. Each player can trade in their MO-Bucks for chances to win prizes. The Learning Framework Instruction Manual provides more information on how to play.

We hope you play along through the calendar year.

#YourMoveToExceptionalLeadership

Thank you,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

Top Learners for Employee Appreciation Month Email

Sender: Office of Administration – Division of Personnel

Recipients: All State of Missouri team members

Subject Line: Learning Framework: Recognizing Top Statewide Learners

Message:

Hi Everyone,

I hope you are having a wonderful Employee Appreciation Month! We want to take the opportunity to recognize team members across the State of Missouri who earned the most MO-Bucks this calendar year. These team members are:

- *[Insert name, Department, and MO-Bucks earned]*
- *[Insert name, Department, and MO-Bucks earned]*
- *[Insert name, Department, and MO-Bucks earned]*

#YourMoveToExceptionalLeadership

Thank you,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

End-of-Year Highlights

Sender: Office of Administration – Division of Personnel

Recipients: All State of Missouri team members

Subject Line: 2024 Learning Framework Highlights

Message:

Hi Everyone,

We hope you all enjoyed the 2024 Learning Framework content! State of Missouri team members earned a total of *[blank]* MO-Bucks this year. We want to highlight the year's top three state agencies and learners.

Top Agencies

1. *[Insert agency name, number of participants, and MO-Bucks earned]*
2. *[Insert agency name, number of participants, and MO-Bucks earned]*
3. *[Insert agency name, number of participants, and MO-Bucks earned]*

Top Learners

- *[Insert name, Department, and MO-Bucks earned]*
- *[Insert name, Department, and MO-Bucks earned]*
- *[Insert name, Department, and MO-Bucks earned]*

Keep an eye out for the upcoming year's Learning Framework!

#YourMoveToExceptionalLeadership

Thank you,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

AGENCY EMAILS

Quarterly Framework Email

Sender: Agency Communication Team/ Statewide Leadership Development Workgroup Member

Recipients: All State of Missouri team members

Subject Line: Quarterly Learning Framework Update – Your Move to Exceptional Leadership

Message:

Hi *[insert agency]* team!

We hope that you've enjoyed last quarter's Learning Framework content! This upcoming quarter's Learning Framework will cover *[insert themes]*.

We want to recognize the team members that earned the most MO-Bucks through the Learning Framework for our agency. These team members are listed below.

- *[insert name]*
- *[insert name]*
- *[insert name]*

Don't forget to complete the latest QPS survey! Your responses let us know how we are working together, how we are working on initiatives, and where we can improve.

#YourMoveToExceptionalLeadership

Happy Learning,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

Supervisors to Team Members

Sender: Supervisor

Recipients: Supervisor's direct reports

Subject Line: Your Move to Exceptional Leadership

Message:

Hey Team

We have a new Learning Framework for all State of Missouri team members. It offers meaningful professional development tools and new courses for people who want to develop their leadership skills. You can even earn badges once you complete some of the courses on this framework that can be placed on your resume. In addition, if you participate, you will be helping yourself and our agency receive recognition! The link to the framework is below. Please share this exciting news with the rest of your team!

[Insert Link]

#YourMoveToExceptionalLeadership

Happy Learning,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

Manager to Supervisor

Sender: Manager

Recipients: Manager's direct reports

Subject Line – Your move to exceptional leadership

Message:

Hey Team,

We received our QPS results and are doing well in many areas, but we could improve in a few areas. Specifically, our results in *[insert theme here].* To help improve our skills in these areas, please go through the Learning Framework and complete the *[insert colors here]* game tiles. These trainings are built specifically to help in these areas.

Please let me know if you have any questions.

#YourMoveToExceptionalLeadership

Thank you,

[Insert name]

TARGETED AUDIENCE COMMUNICATION TEMPLATES

Aspiring Leaders

Sender: Statewide Leadership Development Workgroup Member

Recipients: Aspiring Leaders

- Volunteer email/text list
- Special project volunteers

Subject Line: Your Move to Exceptional Leadership – Build your skills and your resume

Message:

For those looking to make a Move to Exceptional Leadership, the new and improved Learning Framework has your next step! This new framework has tools specifically for those looking to build their interpersonal skills in ways that can showcase on a resume. Visit the Learning Framework at *[insert website]* to get started.

Thank you,

[Insert name]

ENGAGE 2.0 or Standup Meeting Blurb

The Learning Framework is a tool all State of Missouri Team members can access to enhance their leadership skills to become better civil servants for Missouri citizens.

The framework has been revised to include new, customizable content in an exciting, gamified format set up to make it more interactive and enjoyable. If you know team members who want to enhance their leadership skills, they can check out the framework and unlimited learning opportunities represented by each card on the board. Plus, people who go through the courses offered can earn badges, MO-Bucks, and opportunities to be recognized for prioritizing learning about leadership.

The Exceptional Leadership Path is designed to instill current and future Missouri leaders with a leadership mindset. Through these Linked-In Learning courses, team members will learn how to lead themselves, positively lead the state workplace culture, and lead their own teams.

1. **Leading Yourself**
   a. Self-awareness
      - *Developing Self-Awareness*
         o While many factors can go into the making of a successful person, nearly all individuals who achieve high levels of personal and professional success have a keen sense of self-awareness. In this course, team members will learn how to become more self-aware to develop themselves personally and enhance career progression.
   b. Self-discipline
- *20 Habits of Executive Leadership*
         o This course offers 20 manageable and beneficial habits that can help one flourish as an executive leader. Here, team members will learn habits to stay grounded and disciplined, habits for handling relationships, and habits to become a more discerning thinker.
- Success Habits
         o Certain habits have been identified as the key to success over the long term. This course covers topics such as the relationship between success, money, and happiness; emotional intelligence; goal setting; organization; purpose; and creativity.
   c. Time management
- *Time Management Fundamentals*
      o In this course, team members will learn how to get more done in a shorter time. The course lays out the theoretical and practical foundations for being more productive and explains the obstacles that can get in the way. It then gives practical strategies for increasing productivity in three main areas: How to develop habits to be more organized and reduce the clutter in your workspace; how to stay mentally on task and eliminate the to-dos you have floating in your head; and how to develop a time budget to get the most done during your workday; and how to develop a time budget to get the most done during the work day, focusing on the most valuable activities.
- *Proven Tips for Managing Your Time*
         o In this course, team members will learn how to make the most of their time at work. These time management tips will help everyone from busy executives to brand-new employees get more productivity out of the busy workday. This course teaches

how to embrace the 80/20 rule, the concept of the "Einstein" window, and how to broadcast availability.

2. **Leading the Culture**
   a. Building trust

- *Building Trust*

  o Trust is a fundamental aspect of any productive relationship. In the workplace, trust has been proven to decrease turnover, increase innovation, and improve team performance. When trust is compromised, relationships and productivity can suffer. In this course, team members will learn how professionals of all kinds can build trust with colleagues across their organization, using three drivers to gauge trustworthiness: Competency, empathy, and authenticity.

   b. Earning respect

- *Practicing Fairness as a Manager*

  o In this course, team members will learn the importance of understanding how employees perceive the fairness of their leaders. Having a reputation for fairness will help a leader's career, but it will also help get the best performance from a team. The course outlines the four different types of fairness and provides techniques that leaders can use to make fair decisions and overcome challenges from employees.

- *Creating a High-Performance Culture*

  o In this course, team members will learn how to define their team's culture, set direction, manage performance, and ensure the right platforms and processes are in place to reinforce the culture.

   c. Taking Ownership

- *Taking Ownership in Your Career*

  o In this course, team members will learn mindset shifts, tasks, and activities that can help them take more ownership on their career journey. This course discusses taking control and accountability in the workplace, while staying true to one's own strengths, values, and interests. Other topics include addressing skill gaps, actions to set oneself up for success when opportunities arise, and tactics for establishing long-term goals.

3. **Leading the Team**
   a. Managing meetings

- *Leading Productive Meetings*

  o In this course, team members will learn a simple, usable framework that can help them get the most from meetings— whether in-person or virtual—by turning them into productive

avenues for communicating, connecting, and accomplishing real work.

b. Influencing

- *Influencing Others*
    - o This course teaches how to influence others by applying 18 scientifically confirmed methods. Team members can learn what the best influencers do before choosing the next best steps for the situation they are facing.

c. Fostering Belonging

- *Fostering Belonging as a Leader*
    - o In this course, team members will learn how to nurture a safe work environment that allows their workforce to unleash its true potential. This course teaches how to build team trust and redirect competitive behavior, how to maintain belonging during employee onboarding and exits, and how to make belonging an organization-wide habit.

- *Managing Diversity*
    - o In this course, team members will be equipped with knowledge and impactful strategies that can help them successfully manage, counsel, and lead a diverse team. This course shares strategies for observing and coaching one's team to cultivate behaviors that build trust and strengthen relationships.

d. Public Speaking

- *Public Speaking Foundations*
    - o In this course, team members will learn how to prepare and deliver an outstanding speech or presentation. This course teaches practical insights that can help presenters prepare, open, deliver, and close their speeches, as well as how to project confidence, outline a speech, take questions, and develop a creative story.

- *Own Your Voice: Improve Presentations and Executive Presence*
    - o In this course, team members will learn practical tips for exuding executive presence and poise when speaking to audiences large and small. The course explores different communication styles (and how to embrace one's own), theater-based techniques for improving eye contact and harnessing the power of breath, and best practices for amplifying voices that may otherwise go unheard.

The Learning Framework is an excellent tool supervisors and managers can use to start professional development conversations with their teams.

The framework has been revised to include new gamified content set up to make it more interactive and enjoyable. If you have team members who want to enhance their leadership skills, they can check out the framework and unlimited learning opportunities represented by each color tile on the board. Plus, people who go through the courses offered can earn badges, MO-Bucks, and options to be recognized for prioritizing learning about leadership.

Conversation Starters

1. Have you seen or heard about the new Learning Framework?
     a. If the team member answers no, pull up the Learning Framework on a computer/tablet to explain its purpose, how to use it, and incentives; or,
     b. If the team member answers no, have a printed copy of the Learning Framework to explain its purpose, how to use it, and incentives.
2. Have you used the Learning Framework?
3. Is there anything preventing you from using the Learning Framework?
4. How can we work together to set a goal for you to complete some of the game tiles or Challenge Cards that align with your development goals

To increase team member buy-in and make learning more enticing, we would like to offer chances to earn incentives in return for MO-Bucks earned. These incentives provide an immediate opportunity to recognize the effort made by the learner and can lead to better performance, increased participation, and boost overall moral. Below are some suggestions of incentives that departments can offer at no cost and at cost. Those incentives that are at cost adhere to OA's purchasing policy.

No or Low Cost	At Cost – *Department Swag with Learning Framework logo or Department logo*
Weekly Parking Passes/Monthly Parking Passes	Hats: $10-$15
Agency Social Media Shout-Out	T-shirts: $5 each - if a thousand shirts are purchased (bulk pricing)
Team member wall of fame – This could be on a website that shows a picture of each team member that won the grand prize	Polos: $26 each (non-bulk pricing) $16 each - if approximately 500 shirts are purchased (bulk pricing)
Personalized Note from Agency Director	Mouse pads
Longer Lunch Time or Extra Break	Cups
Flexible Schedule	Lunch With Their Manager, Administrator, Deputy, or Director of Their Agency
Job shadowing or training opportunities	Administrative Leave
Flexible work location	Padfolios
Yearly Video From Agency Director Recognizing Team Members	Office desk supplies
Name something in their honor. Temporarily name the conference room after them, or some other room or location in your business.	Stress balls/fidget toys

OA-DOP and Statewide Leadership Development Workgroup would be responsible for purchasing, tracking, and distributing incentives.

Outlined below are several options on how the incentives could be funded.

- All departments would contribute funds towards the purchase of incentives.
- OA could fund the incentives part of this project.
- One Department could fund the incentives for that year. Each year a different department would fund it.

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