

WELCOME

TALENT DEVELOPMENT

Missouri Leadership Academy, Class 12 - Team Talent



Meet the Team

Missouri Leadership Academy, Class 12



Jessica Caddell

Department of Health and
Senior Services



Amanda Gray

Department of Social Services



Tina Grinde

Department of Commerce
& Insurance



Kyle Groll

Department of Corrections



Katie McDaniel

Department of Revenue



Jim Plassmeyer

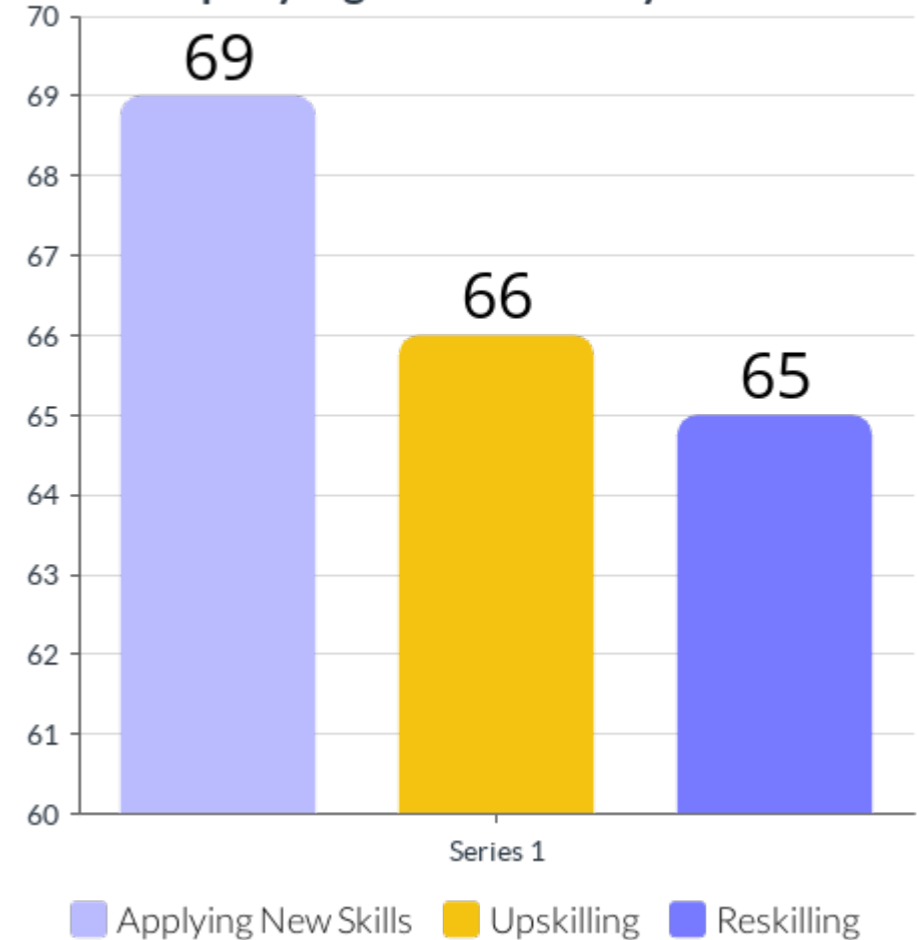
Department of Natural Resources

Why is Talent Development Important?

What drives workers to stay?

"65% of workers say how much a company invests in reskilling/upskilling is something they consider when looking for new opportunities."*

% of workers who would be more likely to stay with a company if given the ability to...



*The University of Phoenix Career Optimism Index, 2024

Selected Quarterly Pulse Survey (QPS) Question

Training and Development

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

Where We Stand

Nationwide, Statewide, DSS, and DSS Income Maintenance



44%

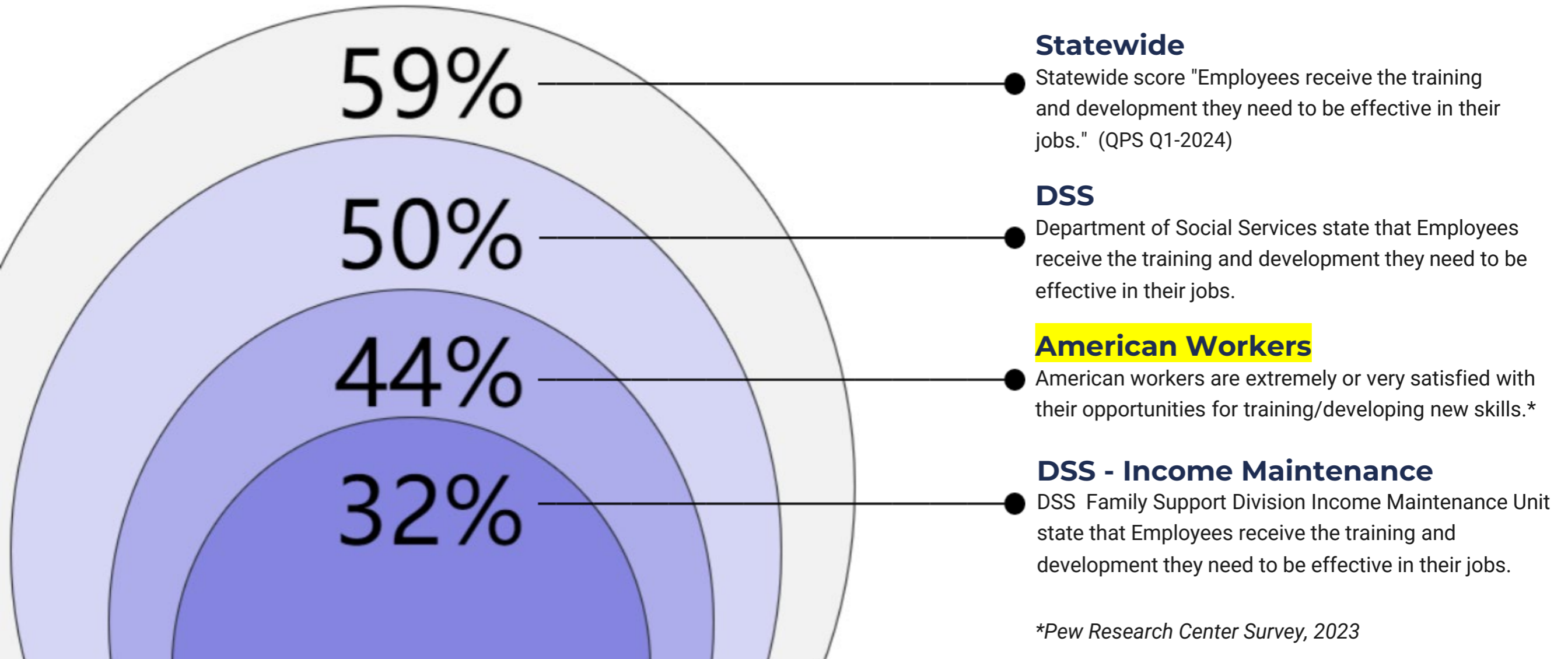
American Workers

American workers are extremely or very satisfied with their opportunities for training/developing new skills.*

**Pew Research Center Survey, 2023*

Where We Stand

Nationwide, Statewide, DSS, and DSS Income Maintenance



*Pew Research Center Survey, 2023

Problem Statement

Training and Development

How can DSS improve their training program within the Family Support Division Income Maintenance Unit in the next six months?



DATA ANALYSIS

A Deeper Dive Into the Data

DSS Family Support Division - Income Maintenance

Responsible for Benefit Delivery for the Following Programs

SNAP

Formally known as Food Stamps



Medicaid - MAGI

Family Medicaid

TANF

Temporary Assistance for Needy Families



Medicaid - Non-MAGI

Medicaid for Elderly and/or Individuals with Disabilities

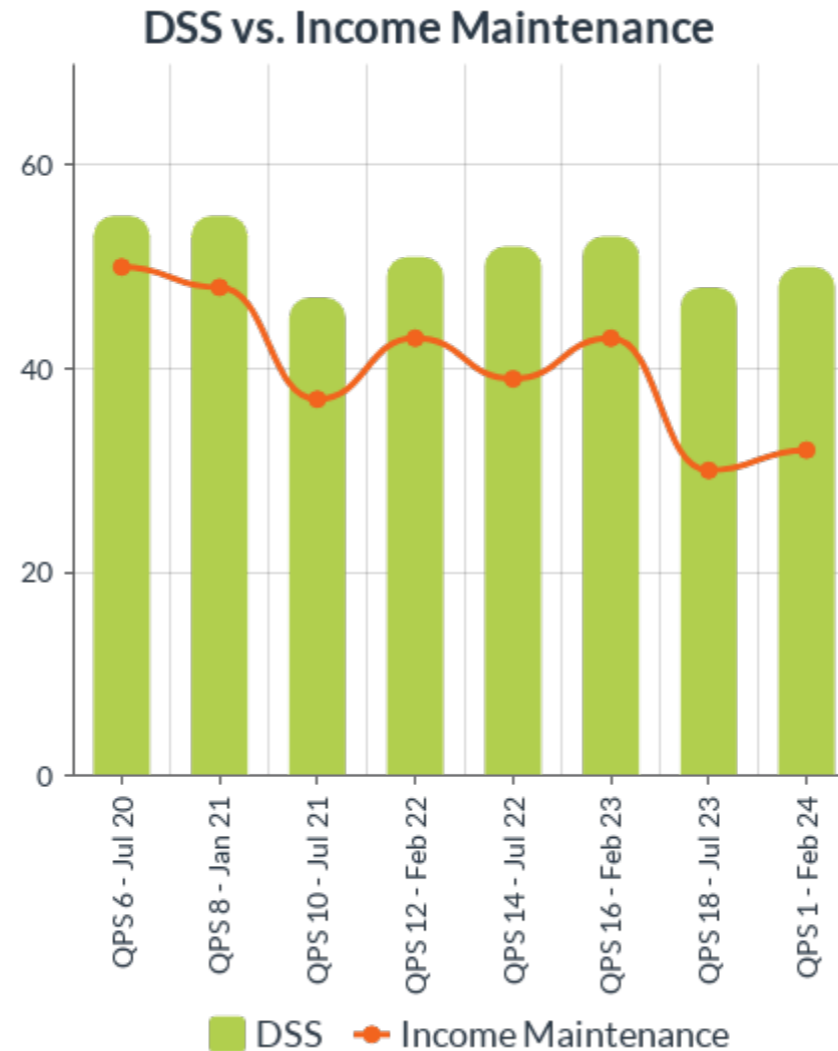
Customer Service Center Statistics

Changes Made to Improve the Training Experience

- Income Maintenance has 1,111 staff who can answer incoming customer calls
- 1,562,095 inbound calls in 2023, does not include outbound calls
- Average wait time of up to 6 hours for customers
- Because of the high wait times, a Statewide Lobby was created where all customers go into one large que, no matter their location
- Majority of frontline staff in Income Maintenance are now assigned a certain amount of hours answering the phones, regardless of their full-time duties as assigned

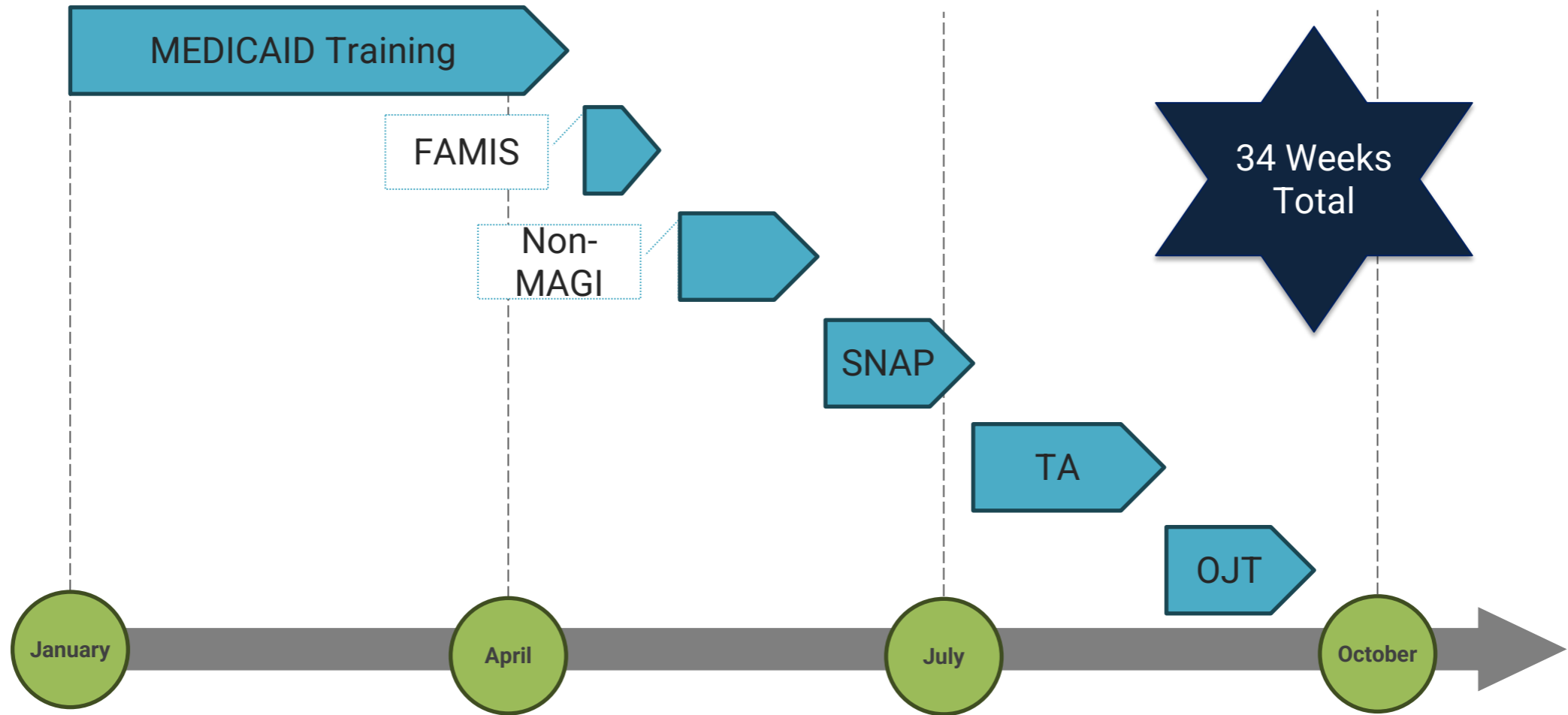
DSS vs. Income Maintenance

Employees Receive the Training and Development They Need to Be Effective in Their Jobs



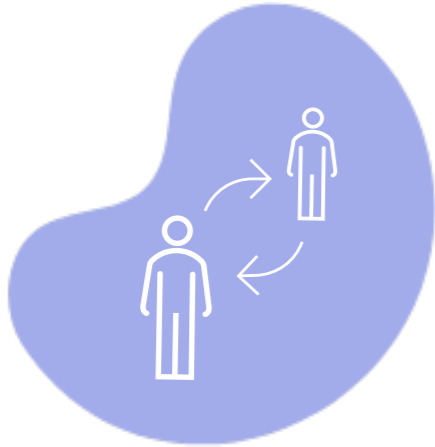
FSD Income Maintenance Current Training Program

Combination of Classroom Training and On-the-Job Training

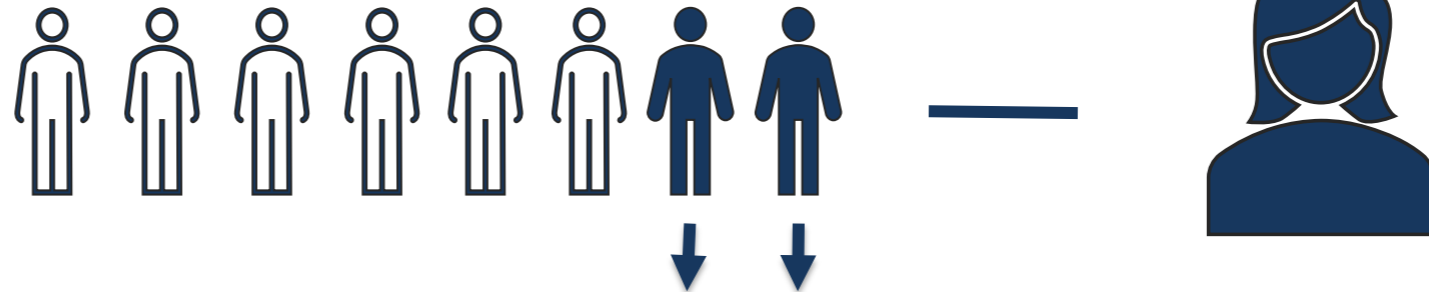


Turnover at DSS Income Maintenance

How Turnover and Training Affect the Workload of Supervisors



Average turnover in 2023 was 24.54%



New employees
each need **984** training
hours with their
supervisor

=

Supervisors must
provide an average of
1968 hours of OJT
training to keep up

Professional Development Survey

A Survey Was Completed with Income Maintenance Workers



**How much
training are
they
getting?**



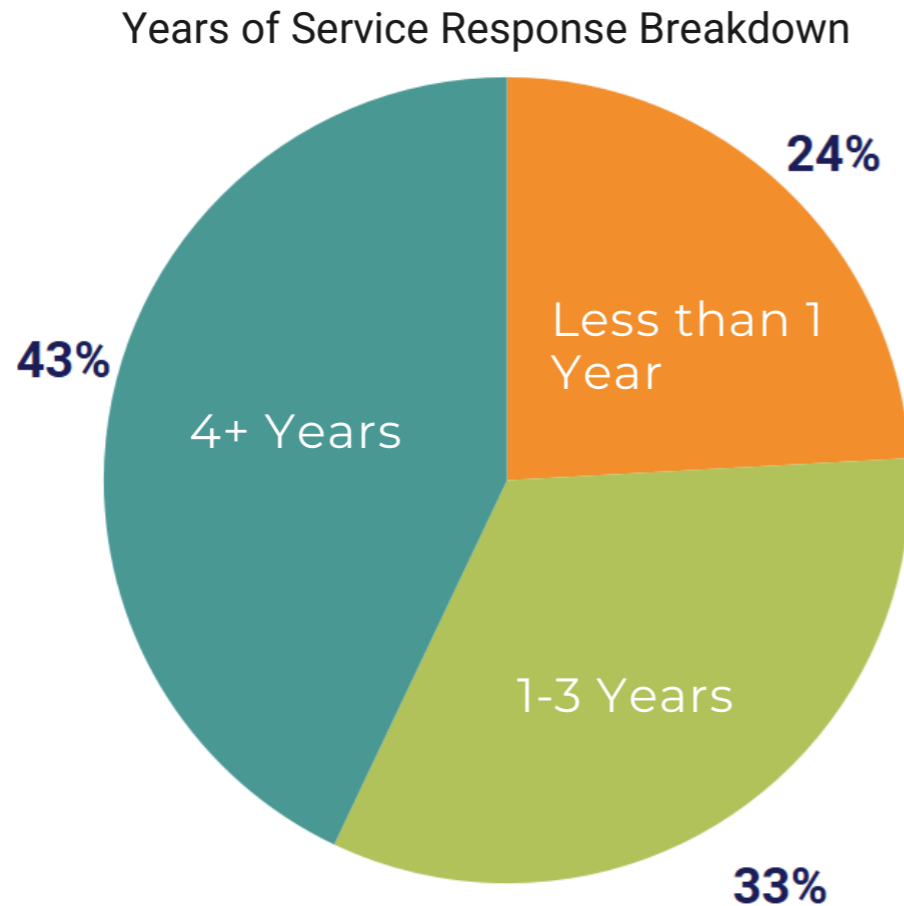
**What's
going well?**



**What do
they need
more of?**

Professional Development Survey

A Survey Was Completed with Income Maintenance Workers



The survey received a 43% response rate from Income Maintenance team members

Professional Development Survey

Feedback From the IM Team Members

Positive Takeaways

< 3 Years in Their Position

Most team members that have a more positive view of their training have been employed with DSS for 3 years or less

One Hour per Month

Team members with a positive view of training received at least one hour of training per month



Supportive Teams

Team members with supportive teams, supervisors, and training supervisors were more likely to have a positive view of their training experiences

Professional Development Survey

Feedback From the IM Team Members



Lack of Time

55% of employees surveyed indicated that their biggest limitation for professional development success was the limited time available for training.



Process Training

Employees indicate that they could benefit from a more robust training on systems and procedures with real-life examples to complement their current policy training.



Relevant Training

Missouri Eligibility Determination & Enrollment System (MEDES) training was the most suggested training with employees.



In-Person Training

62% of employees prefer in-person training over virtual training.



RECOMMENDATIONS

Based on QPS Data, Professional Development Survey, and Research

Recommendations

Recommendations Directly from the Team...



Training Enhancements



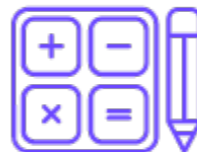
New scheduling and attendance options for training

Utilize flex-scheduling to allow more employees to attend trainings

Virtual attendance options for tenured staff to attend live training events for new employees as refreshers



Add more real-life scenarios to the existing training program



Intermediate/Advanced Classes

Software Navigation

Policy Interpretation

Recommendations

Peer Support Group

Matching Employees with Similar Job Types

"Having a [coach] that is completely trained in the programs is very beneficial!"

Positive Learning Environment

Supervisors encourage peers to work together and utilize the support group.



Chat Groups for Specific Subjects

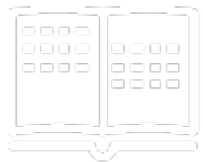
Utilize virtual chats to help people connect to get answers faster or see if their question has already been covered.

Subject Matter Experts

Create a list of team members who are especially knowledgeable in a subject to use as a resource to lead the peer support group.

Recommendation Example

MEDES Pilot Program



Select seasoned employees for lead positions

Lead positions will serve as the Subject Matter Expert in MEDES chat group



Create MEDES Chat Group

Chat group will be managed by lead positions who will assist with urgent questions or requests for assistance

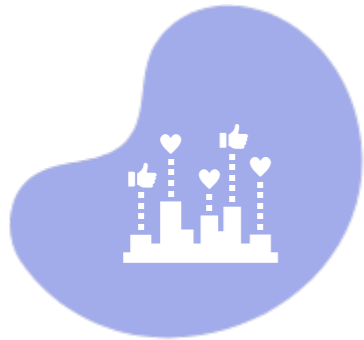


Create SharePoint site with resources for team members

Site will include resources such as recorded trainings, training documents, and will allow team members to cross-reference for unique scenarios

Expected Impact of Recommendations

How can these recommendations affect the State of Missouri and our citizens?



**Usable by Other State
Call Centers**



**Improved QPS
Scores**



**Reduction in Call
Duration and
Wait Times**



**Increased
Retention**

THE END

**Thank
You**