

## **Vermont Department of Human Resources Supervisory, Management and Leadership Programs**

The Department of Human Resources strives to ensure state government's supervisors and managers are able to support their employees' strengths, engagement, and productivity. To that end, the Workforce Development Division will introduce programming in Spring 2015 that will address the fundamental skills of supervising, and the special knowledge needed to navigate supervising in state government. Higher level supervisory and management development opportunities and resources will build on that foundation.

This initiative is in direct response to three influences pressing on our organizations:

1. In the next five years, many departments expect high retirement numbers among key leadership and management positions, and are working on succession plans that include developing current employees who demonstrate management talent. Strong supervisory skills provide an excellent foundation for further development in management and leadership.<sup>1</sup>
2. The statewide Employee Engagement Survey indicates a number of departments whose employee engagement, satisfaction, and effectiveness are borderline or low.<sup>2</sup> Research demonstrates that two of the strongest influences on employee engagement are:
  - a. The employee's relationship with the immediate supervisor; and
  - b. Being able to perform work well and be recognized for it.<sup>3</sup>
3. Consistency in content, and availability of training, matter. A unified approach to supervisory training delivered by DHR ensures a consistent message, ensures availability to all departments, and allows departments to focus their training resources on technical and professional skills.

***In addition to the following training programs, the Workforce Development Division provides specialized training, organizational consulting including support for succession planning, and follow-up with departments on their statewide Employee Engagement Survey results.***

### **Level 1 - The Basics: Core/Fundamental Supervisory Training (title TBD)**

In Spring 2015, DHR will launch its new, four-day core/fundamental supervisory training curriculum. With this program, DHR will endeavor to meet the basic, general supervisory skill development needs of all departments and agencies. This broad reach creates an exceptional opportunity for all departments to generate measurable improvements on key performance issues, including:

- Improving employee engagement and morale
- Using the performance management system to support effective employees and manage others for improvement; and supporting timely and effective performance reviews
- Working with the HR Field team
- Working effectively under the labor contracts and HR laws and regulations
- Fostering a healthy, respectful work environment

The course will run one day per week over the course of four weeks.

Instructors include Workforce Development and DHR trainers.

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<sup>1</sup> Five year projected retirement eligibility FY 2014-18 averages 28.8% across state government, and as high as 50% and more in specific departments. (State of Vermont Workforce Report FY 2013)

<sup>2</sup> The 2013 Employee Engagement Survey shows 35.5% of respondents agreed with the statement, "Morale within my department or agency is good." Agreement that the supervisor provides feedback and/or recognition dipped as low as 35 – 40% in some departments. Overall satisfaction ranged from 85% to 55%, with an average of 69.7%.

<sup>3</sup> "State of the American Workplace: Employee Engagement Insights for US Business Leaders," Gallup, Inc., 2013. First, Break All the Rules, M. Buckingham, C. Coffman, Simon & Schuster, NY:NY, 1999.

### **Day 1: Laying the Foundation – The Supervisor’s Role**

- Working from strengths: Knowing yourself; and coaching, mentoring and guiding employees
- Introduction to the Performance Management System: Applying strength-based skills; and using resources to achieve desired outcomes

### **Day 2: Using the Performance Management System for Results**

- Applying strength-based skills
- Guidance, feedback and documentation
- The performance review
- Key HR considerations, including the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA), domestic violence in the workplace, the Employee Assistance Program (EAP)

### **Day 3: Labor Relations and Legal Matters**

An overview of the labor contracts, key issues that arise and how to address them, the progressive discipline process, and working with HR Field staff for the best outcomes.

### **Day 4: Cultural Competence, Diversity, and Tying It All Together**

- Cultivating and sustaining a healthy and respectful workplace
- Supporting the diverse talents and perspectives of employees
- A course review
- From here: coaching available for graduates; working with HR; and additional resources

## **Level 2 - Excellence in Supervision: The Supervisors’ Development Program**

The very successful Supervisors Development Program (SDP) is being revised to build on the core/fundamentals curriculum. It will include a series of electives and web-based resources that can be taken at any time, and a “capstone” course of two to three days to practice and demonstrate the skills developed in these electives. Topics will include:

- Recruiting, interviewing and hiring
- Next level communication and coaching skills, including conflict management
- Next level labor relations
- Managing time, space and projects effectively

Instructors include Workforce Development, DHR trainers, and external trainers.

## **Level 3: The Vermont Certified Public Manager<sup>®</sup> Program**

The Vermont Certified Public Manager<sup>®</sup> Program (VCPM) has been developing the next generation of managers and leaders in state government for over 30 years. Accredited by the National Certified Public Manager<sup>®</sup> Consortium, it leads participants through a series of courses that develop critical and strategic thinking, emotional intelligence, program and project management, and team development. The program currently includes seven courses spanning two years, and is under review to shorten the timeline and enhanced content.

Instructors include nationally and internationally experienced consultants, experts in the state’s budget and other processes, and Workforce Development and DHR trainers.