

2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: Managing in State Government

State: ME

Contact Person: Sheila Adkins

Contact's Title: Senior Talent Development Consultant

Agency: Bureau of Human Resources, Department of Administrative and Financial Services

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NOMINATOR INFORMATION

Nominator: Jessica Crosby

Title: Director, Talent Management

State: ME

Agency: Bureau of Human Resources, Department of Administrative and Financial Services

Telephone: 207-624-7775

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ALL SUBMISSIONS MUST:

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One- Page Summary

Maine’s Bureau of Human Resources is, by statute, required to offer management training to all new managers and supervisors in Maine state government within their first probationary period. Historically this training, called Managing in State Government, has been offered in person and, until 2020, HR in each service center or agency conducted their own version of new manager training for their supervisors and managers. This approach required significant training time and coordination by each HR team and lacked a consistent statewide message. When the pandemic prevented large in person gatherings and saw many state employees teleworking, the existing model of training new managers could no longer support the needs of the state’s workforce, and a complete overhaul was required.

With the hire of Sheila Adkins, Senior Talent Development Consultant, Managing in State Government was completely reconceptualized into a modern, agile, and centralized program. In collaboration with the state’s HR directors, Sheila identified a core cadre of subject matter experts from HR teams across state government as well as the Office of the Attorney General. She developed and implemented program SOPs and version control on the training content. Without the assistance of a Learning Management System, Sheila used existing technology to track submitted names and attendance to bring much needed oversight and organization to the program.

The result is a four- day virtual training offered quarterly to all new managers and supervisors in state government. Attendees are not passive participants; a Manager Action Plan (MAP) must be submitted by each supervisor at the end of the program. Managing in State Government previously focused entirely on the compliance aspects of management (including performance management and workplace harassment), but now includes sessions on Emotional Intelligence in the Workplace; Building a Resilient Team; Retaining Our Employees: Best Practices for Feedback, Recognition, and Career Development, and many more. The new, holistic program keeps managers up to date with best practices in leadership and trains on modern management competencies.

At this time more than 500 supervisors have gone through the revised program. It is wildly successful, with tenured managers now requesting a modified version for “refresher” sessions. There have been numerous special classes by request due to popular demand, and agencies that originally were not participating have since joined. Only one of the cabinet level departments does not send its new managers to the central program, and all of the constitutional offices participate. Managing in State Government, in tandem with an annual engagement survey started in Fall 2023, will help move the needle on improving workplace culture statewide, moving the state closer to becoming the employer of choice in Maine.

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DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

Managing in State Government is a four-day virtual training program for new managers and supervisors in Maine state government. The program is coordinated centrally and facilitated quarterly by a cadre of subject matter experts in HR and the Office of the Attorney General. Sessions are listed below.

Session
<i>Welcome to the Managing in State Government Program</i>
<i>Maine State Government Code of Ethics</i>
<i>Effective Communication Skills for Leaders in State Government</i>
<i>Emotional Intelligence in the Workplace</i>
<i>Collaborative Leadership: Best Practices for Success</i>
<i>Workplace Harassment</i>
<i>Americans with Disabilities Act</i>
<i>Family Medical Leave and Your Responsibilities</i>
<i>Employee Health and Wellness Benefits</i>
<i>Building a Resilient Team</i>
<i>Workers' Compensation for Supervisors</i>
<i>Functional Job Analysis Process (FJA)</i>
<i>Filling of Vacancies: Recruitment Essentials</i>
<i>Competency Based Interviewing and the Selection Process</i>
<i>Performance Management Process and Best Practices</i>
<i>Retaining Our Employees: Best Practices for Career Development, Feedback, and Recognition</i>
<i>Employee Counseling: The Fork in the Road</i>
<i>Principles of Progressive Discipline</i>
<i>Understanding Contract Administration</i>

2. How long has this program been operational (month and year)?
In its current iteration, the program has existed since February 2021.

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3. Why was this program created? (What problem[s] or issues does it address?)

The program centralizes new manager training, providing a consistent message to all new managers and supervisors in Maine state government. It frees up HR across the state from having to train their new managers and supervisors- instead, a core group of subject matter experts train new managers and supervisors on a quarterly basis. The training is offered virtually, allowing managers from all parts of the state to attend the training with their peers and learn from one another.

4. Why is this program a new and creative method?

Instead of each HR team offering similar but different training in silos, the program reduces redundancy and improves consistency of message and training content. The virtual classroom also offers participants from geographically distanced areas of the state to learn together and creates a culture of the state as one employer. The training offered also combines compliance training with leadership competencies and is updated by the subject matter experts as trends and best practices change.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology, and staff already in place.)

The program uses existing technology (Microsoft Teams) and existing facilitators (HR experts and attorney generals). No other additional costs were required.

6. What are the program's operational costs?

The program does not have any costs other than the time and salaries of the facilitators (all in house experts).

7. How is this program funded?

Managing in State Government does not have any costs beyond the time the facilitators provide and their salaries.

8. Did this program originate in your state?

9. Are you aware of similar programs in other states?

If yes, how does this program differ?

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10. How do you measure the success of this program?

Sheila Adkins captures a number of metrics to track program success, including program participation and attendance; surveys on the sessions; and the Manager Action Plans. We also have data from the annual engagement survey that will help, in part, show if initiatives such as Managing in State Government are shifting agency culture.

11. How has the program grown and/or changed since its inception?

The program was originally three days and has added a fourth day as new modules have been requested by managers going through the program. The program has also added new agencies as its success has grown. Originally, two large departments (Health and Human Services and Corrections) both continued to do their own training. As positive word of mouth spread about the new program, both agencies hopped on board and now send their new managers and supervisors for training.

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