The
Education
and
Workforce Development
Cabinet
Management Academy
Handbook
2009

EWDC Management Academy
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EWDC Management Academy

Mission The mission of the Education and Workforce Development Cabinet (EWDC) Management Academy is to empower managers with the tools and knowledge they need to be effective, innovative, responsive and accountable for their work units.

Vision Our vision is a well qualified workforce who is committed to continuously striving to improve their work environments and service to customers.

Core Values

Personal Accountability We understand that we are each accountable for increasing our knowledge and skills to improve our work units.

Trust We trust that this academy will provide the skills and information managers need to successfully carry our the mission of this program, and the mission of the Cabinet.

Performance Improvement We assist team members in strengthening personal and professional knowledge and skills that benefit the team, Cabinet and State Government.

Continuous Learning We support and encourage being a Cabinet of life-long learners.

Knowledge management We share agency and cabinet knowledge with one another and recognize that we have a shared purpose.

EWDC Management Academy
Success Indicators

•Strategic and process improvements that increase work unit effectiveness.

•Managers who daily demonstrate competence and confidence to carry out their managerial responsibilities.

•Managers who daily set appropriate examples for their employees.

•Managers who detect, and take affirmative steps to resolve, problems before they escalate.

•Managers who feel more comfortable coaching employees.

•Managers who are innovative and make improvements in their work units on a regular basis.

•Managers who consistently hold employees accountable for their productivity and behavior.

•Employees who accept responsibility for their work product and are committed to excellence.

•Increased productivity

•Increased morale and job satisfaction

•Decreased absenteeism

•Decreased incidents of inappropriateness

EWDC Management Academy

Goals

1. To enable our Cabinet to be more proactive toward workplace issues, and to do more with fewer resources;
2. To provide essential training for managers to enhance their effectiveness;
3. To increase awareness of resources available to managers who need guidance, and to encourage them to seek that guidance;
4. To increase employee morale;
5. To decrease employee turnover; and
6. To decrease employer liability

Who will participate in this program?

All managers will participate in this training, unless they have had a recognized management training course of study. Examples of such training include Leadership Kentucky, Society of Human Resource Managers Certification, and the Kentucky Certified Public Manager Program. Managers who have had these programs, but who wish to participate in this program, will be allowed to participate.

Process for entering the academy

1. For 2009, all current managers who have not taken a recognized course of management training will be enrolled in this academy.
2. Beginning in 2010, any manager appointed to a management position, and who has not taken a recognized course of management training, will register for the first class within three months of appointment, and will continue until finished.
3. Employees in the Cabinet who would like to take a course that is part of this academy will be permitted to do so, but will not be accepted into the EWDC Management Academy until they are in a management position.
4. Your manager or agency designee will assign you a capable mentor by February, 2010.

Length of program

This program takes approximately 12 months to complete. Each course is about five weeks in length and the average time to complete each course will be eight to ten work hours.

2009 EWDC Management Academy		
Course	**Instructor**	**Month of delivery**
Orientation/Kick-off	Priscilla McCowan	October 28, 2009
Merit System Basics	Online	November, 2009
Doing the Difficult Things	Online	December, 2009
Hiring the Best/Investing in Your People	Online	January, 2010
Networking Event for all Managers in December, 2009		
Solving Problems	Online	February, 2010
Process Improvement for EWDC	Online	March, 2010
Competencies: Dealing with people, Establishing Focus, Managing Performance, Developing Others, Analytical, Conceptual and Critical Thinking		
Managing/Supervising Other People	Online	April, 2010
Holding Employees Accountable	Online	May, 2010
Effective Communication	Online	June, 2010
Conflict Resolution	Online	July, 2010
Competencies: Providing Motivational Support, Establishing Focus, Empowering Others, Communication, Interpersonal Awareness, **Networking Event for all Managers, July, 2010**		
Introduction to Leadership – Leading Self	Online	August, 2010
Leadership part Two – leading others	Online	September, 2010
Meeting facilitation/ Teambuilding	Online	October, 2010
Process Improvement Strategy Project due by October 30, 2010 *Competencies: Customer Orientation,, Teambuilding , Influencing Others, Self-Management , Establishing Focus, Empowering Others, Communication, Interpersonal Awareness,*		
Final Networking Event: EWDC Management Academy Graduation, December, 2010		

Merit System Basics

The Learning objectives for this class are:

- To Increase student knowledge of the Merit System
- To use the Statutes and Regulations to provide legal management of your employees
- To dispel some myths about the system
- To give managers insight into what they can and cannot do under the Merit System
- Action Plan

Doing the Difficult Things

The Learning objectives for this class are:

- To Increase knowledge and skill related to documenting employee performance
- To provide assistance with difficult employee issues like time and attendance, potential disciplinary actions, performance improvement plans, etc.
- Coaching employees through difficult issues without enabling them
- To provide guidance on dealing with employee grievance, appeals and complaints
- Action Plan

Hiring the Best

After this class, managers should be able to:

- Demonstrate basic knowledge of the hiring process
- Acknowledge the importance of following a solid and standardized process
- Develop screening criteria
- Determine whether a candidate is a good job fit
- Recommend an appointment free from discrimination or other illegal violations
- Develop behaviorally based interview questions designed to examine knowledge, skills and abilities for the job
- Action Plan

• Solving Problems

After this class, managers should be able to:

- Define a problem and its cause
- Identify options to solve the problem
- Select a workable option to try
- Plan and implement the solution
- Evaluate the effectiveness of the problem resolution
- Action Plan

EWDC Management Academy
Course Descriptions

Process Improvement for EWDC
After this class, managers should be able to:

•Define a process that needs improving
•Use a step by step approach to improve the process
•Articulate the "what could be" vision
•Develop a plan for improvement
•Implement the improvement strategy
•Analyze the impact of the improvement strategy
•Action Plan

Managing and Supervising Other People
After this class, managers should be able to:

•Explain their role as a manager in their organization
•Distinguish management skills from leadership skills and determine when to use one or the other, or both
•Identify basic skills a manager needs to supervise others
•Get the best out of their employees
•Focus on employee strengths rather than dwell on employee weaknesses
•Action Plan

Holding Employees Accountable
After this class, managers should be able to:

•Create an environment that promotes accountability
•Recognize the difference between holding employees accountable and enabling their behavior
•Use the performance evaluation system as an accountability tool
•Coach good, average and needs improvement employees
•Review the beginning steps in the Corrective Action Process
•Provide KEAP or KEMP referrals as necessary
•Develop a performance improvement plan
•Execute a written reprimand
•Action Plan

EWDC Management Academy
Course Descriptions

Managerial Communication
After this class, managers should be able to:

•Communicate more effectively with employees and upper management
•Identify communication preferences in self and others
•Identify communication problems in work unit
•Develop strategies for communication improvement
•Action Plan

Conflict Resolution
After this class, managers should be able to:

•Look at conflict as an opportunity
•Identify their most likely conflict mode preference
•Use several tool for resolving conflict
•Know when to seek help for conflicts
•Action Plan

Introduction to Leadership – Leading Self
After this class, managers should be able to:

•Give a general overview of what leadership is
•Identify their best leadership attributes
•Identify improvement areas in their leadership style
•Determine when they need to exhibit leadership more than management
•Use their personal leadership philosophy to their advantage
•Action Plan

Leading Others
After this class, managers should be able to:

•Identify problems associated with leading others
•Inspire a shared vision of the future
•Promote innovation and a fearless work environment
•Lead by example
•Action Plan

EWDC Management Academy
Course Descriptions

Meeting Facilitation and Teambuilding

After this class, managers should be able to:

•Facilitate productive meetings
•Know when to have a meeting and when to use another communication mode
•Develop a team
•Successfully matriculate a team through the stages of team development
•Build trust and mutual respect among team members
•Accomplish goals using teams
•Action Plan

This program is designed to help you be successful. To that end, there will be supplemental learning opportunities available, such as.

•Managerial reading lists

•Web casts on relevant issues

•Brief training sessions at each networking event

Supplemental information will always be optional.

Each course will be available online for 40 days after registration.

EWDC Management Academy
Action Plans

One thing you should have noticed in the course descriptions is an Action Plan. <u>The Action Plan is the most important part of the Academy.</u> The action plan must be based on an existing improvement opportunity in your workplace. <u>Each class has an action plan.</u> You may choose your own opportunity, based on your work unit needs.

•**<u>Action Plan Criteria</u>**
> •Must be a "real" opportunity for improvement that can be verified;
> •Should be something on a smaller scale or part of a larger, incrementally phased improvement opportunity;
> •May be done individually, or as a team but the team can only be your employees;
> •Needs to be successfully implemented; and
> •Can produce measurable results or demonstrated intangible results

The action plan will not be graded, but must be discussed with your manager. Your manager will provide feedback, and you will share that feedback and your plan in a discussion forum in the online class. This exercise will be available for all students to see and will serve as an additional learning opportunity. Each student is required to read and comment on three other participants' plans. <u>The Action plan must be completed before you can complete the class.</u>

On the next page, you will see the specific format you will use to submit your action plan. Use this format for every action plan.

EWDC Management Academy
Action Plans

1. Why did you choose this process/idea/task?

2. Describe your plan and how it was initially implemented.

3. What problems did you encounter and what modifications did you have to do before you could fully implement your plan?

4. What impact has the implementation of this improvement had on your work unit?

5. What was your manager's feedback on this plan?

6. What did you learn from this experience?

EWDC Management Academy
Project

In addition to the action plans, you will also be responsible for a larger scale project. This project must be implemented in your work unit, branch or division. Because this project is much larger than an action plan, you may work with other managers in your branch or division. If you choose this option, each individual contribution must be clearly defined.

Project Criteria

•Must be a "real" opportunity for improvement that can be verified;

•Must use the PDCA model on the next two pages;

•Project should be larger in scale than an action plan;

•Must be successfully implemented; and

•Can produce measurable results or demonstrated intangible results

The Project will be evaluated by Senior Leadership, as part of a larger strategic effort. Working as a team of managers on your project is advisable when applicable. This will promote greater emphasis on improving the workplace. However, you can successfully complete the project individually.

All projects must be submitted electronically to the Training Administrator. After they are evaluated, they will be posted online for all employees to see. There will be a host of great information sharing.

EWDC Management Academy
PLAN-DO-CHECK-ACT PROJECT MODEL
A Problem Solving and Continuous Improvement Process

PLAN **Step 1:** Identify the Problem	•Select the problem to be analyzed •Clearly define the problem and establish a precise problem statement •Set a measurable goal for the problem solving opportunity •Establish a process for coordinating with and gaining approval of leadership
PLAN **Step 2:** Analyze the Problem	•Identify the processes that impact the problem and select one •List the steps in the process as it currently exists •Map the process •Validate the map of the process •Identify potential cause of the problem •Collect and analyze data related to the problem •Verify or revise the original problem statement •Identify the root causes of the problem •Collect additional data if needed to verify root causes

DO **Step 3:** Develop Solutions	•Establish criteria for selecting a solution •Generate potential solutions that will address the root causes of the problem •Select a solution •Gain approval and support for the chosen solution
DO **Step 4:** Implement a Solution	•Plan the solution •Implement the chosen solution on a trial or pilot basis

EWDC Management Academy
PLAN-DO-CHECK-ACT PROJECT MODEL
A Problem Solving and Continuous Improvement Process

CHECK **Step 5** Evaluate the Results	•Gather date on the solution •Analyze data on the solution •Did it work? If yes, go to step 6. •If it didn't work, go back to step 1.

ACT **Step 6:** Standardize the Solution	•Identify systemic changes and training needs for full implementation •Adopt the solution •Plan ongoing monitoring of the solution •Continue to look for incremental improvements to refine the solution •Look for another improvement opportunity

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Additional Information

Beginning January, 2010, all eligible managers will add the EWDC Management Academy to their job duties listed on page one of the 2010 Performance Plan. <u>This duty will be worth a minimum of five points.</u> This program will also be reflected in all applicable categories on page two of the performance plan, including initiative, teamwork and professional development.

By February, 2010, each participating manager will be assigned a mentor who can support and encourage professional growth. Mentors will be determined by agency senior leadership.

Throughout the year, a number of surveys will be conducted related to the effectiveness of this program, and employee job satisfaction. Some surveys will be sent only to managers; others to participating managers; some to all employees; and some to employees of participating managers.

Vision for the Future

This is phase one of a multi-phase training and employee development initiative. The timeline for other projects is below.

2009	*EWDC Management Academy*
2010	January - On-Boarding (employee orientation)
2010-13	Online classes for all staff (new classes added annually)
2010-11	Selected Technical Training standardized and placed online (KEWES, CMS, EKOS, etc.)
2011	*Managers for Tomorrow* Management Training Program (this is for employees who would like to be managers)
2011	Individual Professional Development Plans for Managers
2012	Individual Professional Development Plans for Employees
2012	*The Executive Leadership Experience*

This is an exciting time in our Cabinet's history. This training initiative will provide managers with the tools they need to enhance their current skills.