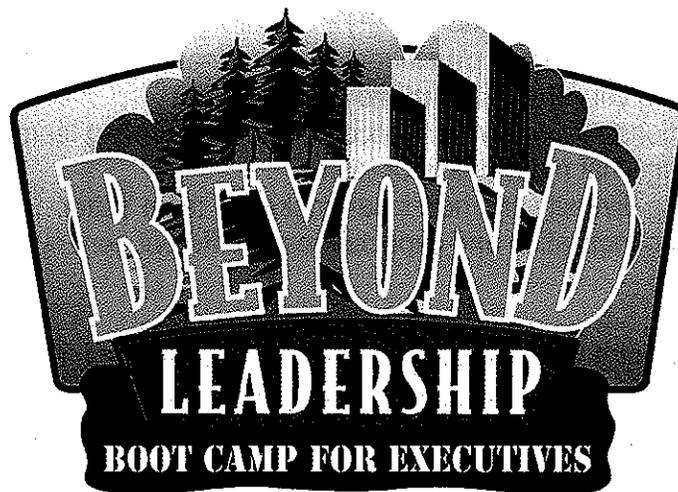


## SUCCESSION PLANNING CORE CLASSES

### Leadership

- ◆ **Transitioning From Worker To Leader**
  - Developing new relationships with "old friends"
  - Accepting that you may not "do" the work
  - Understanding how you contribute to the work group
  - Am I clogging the pipeline
  
- ◆ **Learning To Be A Proactive Leader**
  - Understand how reactive behavior vs. proactive behavior influences team
  - Learn to focus on where you have influence and how to increase your influence
  - Focusing your efforts on the things, which will make the greatest impact
  - Changing negative behaviors
  - Leading vs. Managing
  
- ◆ **Communicating**
  - Learn how to listen before you respond
  - Active listening techniques to make sure you are hearing what is really being said
  - Understanding the different parts of communication, it is not always your words
  
- ◆ **Team Building**
  - Understanding the role you play in making your team effective
  - Keys to making your team feel valued and important
  - Building relationships that will enhance cooperation among team
  - Understanding what motivates your team
  - Understanding diversity and how it can make the team better
  - Understanding motivation and expectations of different generations
  
- ◆ **Dealing With Difficult Employees And Eliminating Problem Behaviors**
  - How to deal with attitude problems and chronic complainers
  - Mediation between employees

- ◆ **Managing Time, Priorities and Projects**
  - Focus on priorities
  - Difference between Important and Urgent (time matrix)
  - Eliminate the unimportant
  - Planning
  - Setting goals and monitoring progress
  
- ◆ **Making Change Happen**
  - Overcoming employee resistance to change
  - How to deal with those who refuse to embrace critical changes
  
- ◆ **Building Trust**
  - Realizing how much low trust actually costs
  - How does trust effect turnover
  - Determine the cost of no trust
  - Developing trust through personal accountability
  
- ◆ **Visioning**
  - Developing a vision for area of responsibility
  - Understanding individual or team contributions to agency vision
  - Strategic planning



## Human Resources/Merit System



- ◆ **Department of Natural Resources Policies**
  - Affirmative Action
  - Sexual Harassment
  - Conduct & Ethics
  - Family Medical Leave Act (FMLA)
  - Perform – Performance Appraisals
  - Workers' Compensation
  - Overtime and Overtime Compensation
  
- ◆ **HR Programs/Office of Employee Relations Structures**
  - Roles and Responsibilities
  
- ◆ **Hiring**
  - Roles and Responsibilities
  - Types of appointments
  - Pay rates
  - Probationary periods
  - Processing certificates of eligibles
  - Approval process
  
- ◆ **Classification**
  - Roles and Responsibilities
  - Position Description Forms (PDF)
  
- ◆ **Discipline**
  - Performance vs. Misconduct issues
  - Improvement Plans
  - Progressive Discipline
  - Appeal Processes
  
- ◆ **Training & Development**
  - Succession Planning Leadership Program
  - Management Training Rule
  - Division of Personnel-Professional Development Office

## **Financial Administration**



### ◆ **Budget Process**

- Definitions
- Department Budget Process
- Governor Review
- Legislative Action
  - ✓ House of Representatives
  - ✓ Senate
  - ✓ Conference
- Governor

### ◆ **Allocation and Spending**

- Funds Allocation develops funding allocations for fiscal year spending
- Establishes spending thresholds by fund
- Establish appropriate time accounting structure to capture cost

### ◆ **Procurement**

- Delegated authorities
- Bid announcement thresholds
- Bid evaluation criteria
- Payment processing

### ◆ **Fiscal Monitoring**

- Monitoring and Reviews
- Ensuring Policy and Procedures are being followed.
- Financial Statement Analysis
- Chart of Account Maintenance

### ◆ **Expenditure Reporting**

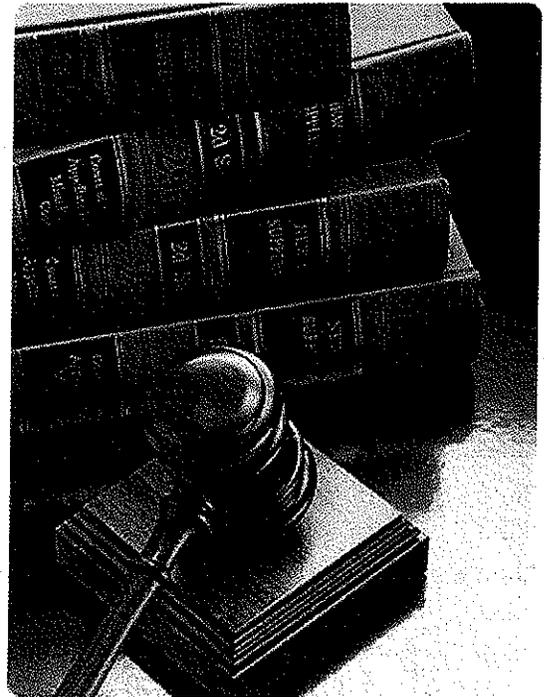
- Intra-fund and Fund Reporting
- Comprehensive Annual Financial Report
- Adhoc queries

### ◆ **Federal and Other Grant Processing Application Processing**

- Budget Set up
- Cost Accounting
- Federal Status Reports
- Special Terms and Conditions (sub-grantees)

◆ **Audit**

- Why Internal Audit Exists
- What does Internal Audit Do
- Types of Audits
- Steps in Audit Process
- Auditing vs. Monitoring



**Legislation/Rulemaking/Legal**

◆ **Legislative Process**

- Overview of legislative process
- DNR specific timelines and annual milestones
- Internal reviews of legislation
- Fiscal notes
- Hearings and testimony
- Correlation between rules and legislation

◆ **Rulemaking Process**

- What is it
- When is it required
- What authorizes rulemaking
- How is the rulemaking process initiated
- Who participates in the rulemaking process
- Fictional or actual process overview
- Reference materials and expertise – where to go, whom to talk to

◆ **Legal Issues**

- Sunshine request
- Enforcement process and actions
- Appeals
- Relationship with Attorney General's Office
- Relationship with Civil/Criminal Courts
- Relationship with law enforcement

## **Ethics and Accountability**



- ◆ **Understand Various Groups To Whom The Department Is Accountable And How**
  - Citizens
  - Stakeholders
  - Department management
  - Department employees
  - Governor's Office
  - General Assembly
  - Federal oversight agencies
  
- ◆ **Mechanisms To Ensure Accountability And Ethics In Departmental Functions**
  - Openness and transparency of processes for rule making
  - Performance measurement
  - Program evaluation
  - Strategic Planning
  - Statutory and regulatory responsibilities
    - ✓ Sunshine Law
    - ✓ Administrative Procedures
    - ✓ Financial Management
  
- ◆ **Roles Of Various Management Levels And Interaction**
  - Program
  - Division
  - Department
  
- ◆ **Performance Measurement**
  - Types of measures (Efficiency, effectiveness, etc.)
  - Developing meaningful measures
  - Use in long-term planning
  - Recognizing pitfalls
  
- ◆ **Ethics Overview**
  - General responsibilities of public servants, including state employee
  - Conduct Policy
  - DNR specific responsibilities
  - Conduct and Ethics Policy overview

## Customer Service

- ◆ **General Customer Service**
  - Internal stakeholders
  - External stakeholders
  - Communication components
  - Improve quality of service
  
- ◆ **Customer Service for Managers**
  - Role of management
  - Managing customer service
  - Team approach
  
- ◆ **Repairing Customer Relationships**
  - Building trust
  - Managing emotions
  - Resolving issues



## Negotiation/Consensus Building/Conducting Public Meetings

- ◆ **Customer Service**
  - Consensus building
  - Solicit input from various stakeholders
  - Negotiation
  - Compromise
  - Conducting public meetings
  - Communicating with customers
  
- ◆ **Flexibility**
  - Adapting to changing priorities
  - Accepting compromise
  - Anticipating problems and determine corrective action
  - Conflict resolution and mediation



## Communications

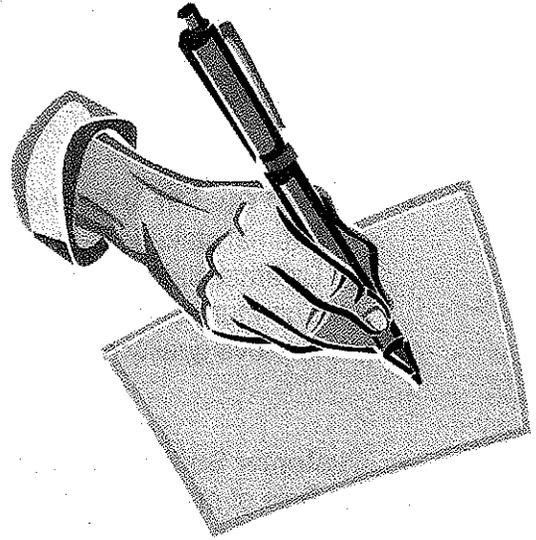
### Good writing skills (letters, news releases)

#### ◆ **How to Write Good Letters**

- Key messages
- Grammar
- Punctuation
- Tone
- How to present technical information in plain English

#### ◆ **How to Write a News Release**

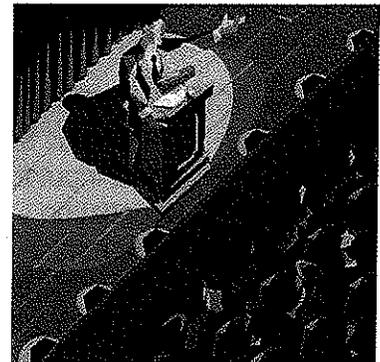
- Key messages
- Writing for a media audience
- AP Style
- Tone, angle, deadlines
- How to present technical information in plain English



## Effective Presentations

#### ◆ **How To Present**

- Key messages
- Graphics – what works, what doesn't and why
- How to present technical information in plain English
- Presence – nonverbal cues, how to come across in the best light
- Presentation
- Facilitation



## Meet the Media

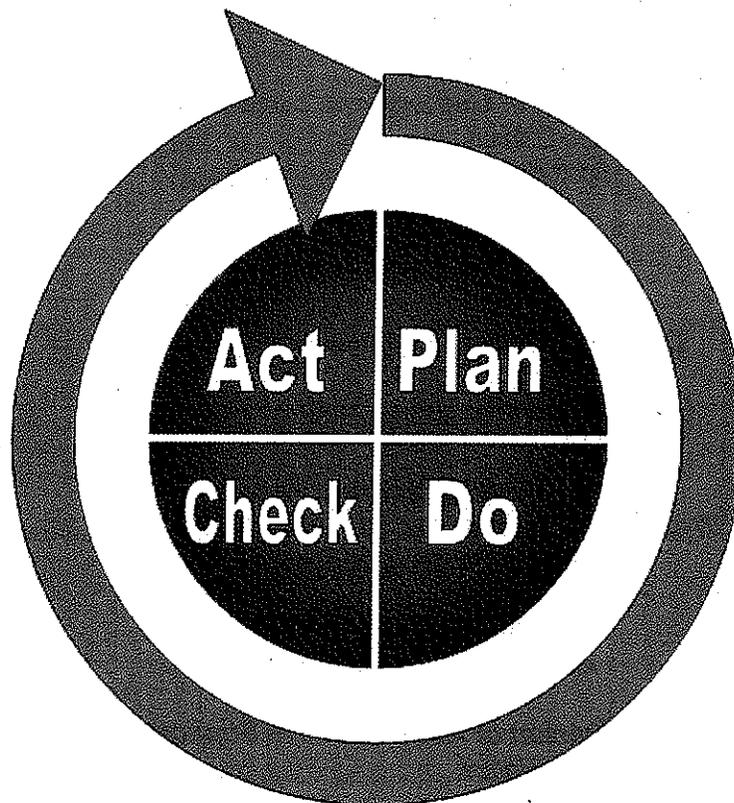
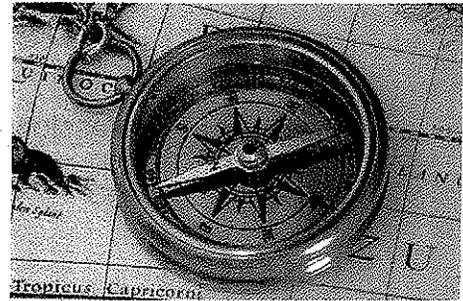
### ◆ **Communication**

- Verbal and nonverbal skills are key when communicating with the media and the public
- Effective communication tips
- Interview strategies and how to handle difficult questions
- Video examples of good and maybe not so good interviews followed by a discussion on
- ways to improve an interview

## Strategic Planning

### ◆ **Strategic Planning**

- Basic strategic planning components
- Relationship to mandates and work of the department
- Relationship to budget
- Performance Measures



## **Contact Persons**

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