



NEBRASKA STATE GOVERNMENT
LEADERSHIP
CERTIFICATE

Designed and delivered by State Government, for State Government

Personnel expenses are often the largest expenditure made by state agencies, in many cases millions of taxpayer dollars. An effective leader can leverage the significant dollars spent on our people into astounding results. However, to realize these results we must first invest in the leaders themselves. The Nebraska State Government Leadership Certificate is unlike any other leadership program. We have built a custom learning experience combining the knowledge of the most reputable national professionals and our own internal experts to deliver curriculum that is both practical and immediately useful. Candidates stay connected online to instructors and each other continuously throughout the year, affording the highest retention rates of material while building a professional network that will continue to support their growth and development for the life of their careers at the State of Nebraska. At less than one-fourth the market price of equivalent courses and with the added value of constant support from the learning professionals in State Personnel, the Nebraska State Government Leadership Certificate offers a return on investment without measure.

Cohort III orientation will be January 22, 2015

Program Design

Who should participate? State employees recently promoted to a supervisory role or experienced managers desiring to increase leadership effectiveness.

How long is the program? The Leadership Certificate involves one year of continuous learning with a completion ceremony at the conclusion to recognize the successful candidates.

How do I sign up? Registration and administration will be through the Employee Development Center. Contact among the group will be maintained throughout the education period through the Connect environment in the EDC, which is a social collaboration feature that already exists in the system. A private group will be formed and maintained by the training team at State Personnel, providing engagement, enrichment and reinforcement.

Do I need to attend everything? Attendance is required for the entire time at all scheduled events. Events will not be recorded for later viewing as this significantly diminishes the learning experience. Completion of all program elements is required for graduation.

How will each candidate's success be supported? At the time of approval, the candidate's direct supervisor will agree to support his/her participation, allowing time to attend and complete training. If desired the direct supervisor, the candidate and a member of the State Personnel training team will meet prior to the start of the program to discuss roles and responsibilities, answer any questions and assist to enter program goals and deadlines into the candidate's Performance section of the Employee Development Center. To best support the learning and growth of the candidate, it is strongly recommended that the direct supervisor will meet with the candidate at least quarterly to update progress toward goals and deadlines both verbally and in the EDC; this will be monitored and supported by the State Personnel training team. Additionally, each candidate will be exposed to experienced state government leaders who have volunteered to be Subject Matter Experts. The candidates and SMEs will be encouraged to interact on the Connect forums.

How will success be measured? A baseline assessment will be provided to both the candidate and his/her direct supervisor to determine strengths, areas of need and desired outcomes. Formal and informal assessments will be present throughout the learning year to capture and reteach any knowledge gaps. A final evaluation with the candidate and direct supervisor will determine improvements in actual job performance and if desired outcomes were met.

What is the cost? \$1499 This fee is all-inclusive; there are never additional charges for books, supplies, etc.

Isn't that very expensive? While the investment of time and agency dollars is not small, the return on that investment is exceptional. The retail cost of equivalent courses is \$8237, which is more than four times the cost of the Leadership Certificate to agencies. Additionally, outside programs do not offer the

customization for the nuances of state government, the support provided by the training professionals at State Personnel or the opportunity to network with other leaders.

How much training is included? Candidates will receive approximately 82 hours of Instructor-led training and an estimated 72 hours of online and self-paced learning, for a total of 154 hours. That is a cost of fewer than ten dollars per hour of instruction.

I have more questions. Please contact Renae Prieto, Training and Development Manager, at 402-471-4113 or renae.prieto@nebraska.gov

Curriculum (in alphabetical order)

Computer Skills Suite

Provider: State Personnel

Delivery Method: online



Description: Acknowledging that candidates will enter the certification curriculum with a wide range of expertise in this content area, training credits will be granted, allowing attendance of unlimited online technical courses of each candidate's choice through the Employee Development Center. This structure provides a customized training plan for each candidate and prevents the technically savvy from sitting through redundant material. The training professionals in State Personnel will work with each candidate and his or her direct supervisor to diagnose gaps in existing technology knowledge and create an individualized plan for coursework and follow-up.

Customer-Centered Government

Provider: Bill Bott, Change & Innovation Agency

Delivery Method: Interactive workshop



About Bill Bott: Bill started his career in public service volunteering at an Air Force Youth Center, but quickly found himself submersed in the world of government improvement initiatives. A survivor of TQM, Zero Defects, and Six Sigma, Bill has dedicated his professional life to helping make elements of these square pegs fit into the round holes that make up the work we do. In 1999, he left the federal government and went to work for the State of Missouri and in his time there worked with some amazing people who saved the state over half a billion dollars in real costs in less than 10 years.

Best known for his work consolidating the IT functions and staff in the state, he was recognized as a GOVERNING Public Official of the Year in 2007, and one of Government Technology's 2008 Doers, Dreamers, and Drivers. He also received accolades from the American Business Awards for his innovative approach to IT management and was chosen to represent the United States as a young leader by the American Council on Germany.

Bill joined the Change and Innovation Agency in 2009 and now works with public servants across the country. A regular speaker on IT Consolidation and Project Management, his message of true process improvement before automation is a frequent theme in his writings and in his workshops.

Description: As pressure mounts on government agencies to be more customer-focused or citizen-centered, agency managers are struggling to find the right methods to respond to the challenge. Unfortunately, traditional private sector approaches to customer satisfaction rarely succeed when adopted by government; they fail to address the real challenges government managers face:

- It is not always clear who the actual customer is, and in many cases multiple customers have competing interests.
- We don't manufacture widgets. What we do is squishy and hard to get your arms around. Consequently it is difficult to measure what we do and even harder to improve.
- We don't have customers – we have hostages. They didn't choose us, they have to use us, and there is nowhere else they can go. Therefore, there is no incentive to improve customer satisfaction.
- What the customer says they want may not be what they actually need.

In addition, government organizations often face immense bureaucracies, counterproductive measurement systems and conflicting stakeholder interests. All of these issues are compounded when the agency is of a regulatory or compliance nature.

This fast paced, hands-on workshop delves right into these issues and presents proven techniques government managers can use to dramatically improve customer satisfaction. In this engaging presentation the candidates will discover:

- The technique that forever eliminates the "we don't make widgets" problem
- How to identify the most important customer in any situation
- How to balance competing customer interests
- Why most surveys are generally suitable for wrapping fish
- The magic questions to ask customers to always find out what they want
- How to measure customer satisfaction without surveys
- A systematic way to develop innovative solutions for your customers
- A strategic deployment method that will allow you to see radical improvements in customer satisfaction in less than six months.

Effective Communication for Leaders

Provider: Southeast Community College

Delivery Method: Instructor-led

Description: Cutting edge leadership thinkers and practitioners agree that what constitutes effective leadership has changed radically in the last two decades. Traditional, top-down, command-and-control approaches are ineffective in eliciting what is



needed most in a social and economic climate characterized by limited resources and relentless change: innovation and employee engagement. Managers must now adopt new, more positive approaches to leadership – approaches that favor coaching, collaboration, and meaningful employee recognition. To succeed, managers attempting these more positive approaches to leadership require advanced training in several domains including interpersonal communication.

Interpersonal Communication for Leaders

- A practical model of communication
- Active listening
- Body language for leaders
- Positive verbal communication

Employee Development Best Practices

- The art and science of employee motivation
- Coached to perfection
 - Setting realistic performance, behavior and attendance expectations
 - Praising employees when expectations are met
 - Coaching employees when expectations can't be met
 - Disciplining employees when expectations won't be met

Resolving Organizational Conflicts

- Understanding your conflict resolution style
- Using the best resolution style for a given situation
- Negotiation tactics for leaders
 - Deciding when to negotiate
 - Collaborating on the creation of a criterion by which the fairness of a compromise can be judged
- When and how to get involved in employee conflicts

Effective Performance Management

Provider: Ruth Jones, Director of State Personnel

Delivery Method: Instructor-led

Description: Seminar based on the book *How to be Good at Performance Appraisals* by Dick Grote. Course will touch upon how to navigate the performance section of the Employee Development Center, however the heavy emphasis is philosophy behind and execution of high-quality performance appraisals.

Candidates will explore the following topics:

- Cost of neglecting performance management



- Setting goals for maximum achievement
- Utilizing universal performance dimensions and essential job duties
- How to evaluate performance fairly and honestly
- Getting the most from a five point rating system
- Mastering the behavior results matrix
- Effective strategies for conducting the actual performance review for all types of employees

Ethics in Government

Provider: State Personnel

Delivery Method: Panel discussion

Description: A panel discussion of ethics in government, with a mixture of questions & answer from the audience and short keynote speeches.



Hiring Right

Provider: Vicki Logan, Dovi Mueller, Brian Svik and Renae Prieto

Delivery Method: Instructor-led

Description: In today's fiercely competitive human resource marketplace, hiring and retaining quality employees is a must for all top leaders. During this session, you will learn the importance of hiring right and creating an environment in which employees can thrive. We will also explore Nebraska State Government's automated hiring procedures, the follow-up necessary and touch on the compensation system that currently exists.



Human Resource Topics of Interest

Provider: see possible individual topics below; primarily, the topics are online and self-paced and are selected by the candidates themselves. These courses are not a required element of the program.

Delivery Method: online

Drug Free Workplace for Managers - self-paced online course from PureSafety, presents information to help managers recognize signs of substance abuse and respond to them appropriately.



Financial Basics for Non-Financial Managers - Managers must know how to interpret and understand financial information and use standard reporting tools in order to make sound fiscal planning decisions.

Managing Stress for Managers - self-paced online course from PureSafety, which coaches candidates to recognize the signs of excessive stress, spot the causes of stress in the workplace, mitigate the causes of stress, and implement and encourage stress-relieving activities.

People with Disabilities for Managers - self-paced online course from PureSafety, provides facts about disabilities, what the law says, what they need to do in the workplace, and what the consequences of discrimination could be.

Sexual Harassment - As a manager, you must always be on your toes and be aware of the laws and behaviors considered legal and illegal. Throughout the course, emphasis will be placed upon your roles and responsibilities in creating a respectful work climate. The goal of the training is to deepen and solidify your understanding of what sexual harassment is and how to deal with real-life situations.

Workplace Harassment – interactive scenarios will be assigned using actual case studies, revealing compassionate and compliant responses to difficult situations.

Lunchtime Learning

Provider: State Personnel

Delivery method: varies



Description: Lunchtime Learning is an informal, optional addition to the required curriculum of the Leadership Certificate. Shorter, keynote speakers will be invited to present on topics that are relevant and timely. These sessions are scheduled over a typical lunchtime to minimize adverse effect on participants' daily commitments. Input from the group is encouraged, and will be used to determine events.

Topics that will be covered include Navigating Generational Differences, Systems labs, Fun at Work and more.

Managing Organizational Change

Provider: State Personnel

Delivery method: instructor-led session



Description: Change is a constant in state government, but is about to significantly intensify. This session will discuss change and how to lead your team through it not only to merely survive but to thrive.

Personnel Rules and Contracts

Provider: Josh Stafursky and William Wood

Delivery Method: instructor-led seminar

Description: An overview of the Personnel Rules and Contracts with emphasis on frequently confusing or misunderstood issues with ample opportunity for questions and discussion.



Prioritization and Time Management

Provider: UNO's Nebraska Business Development Center

Delivery Method: instructor-led

Description: Are you feeling overwhelmed by a “to-do” list that is pages long and growing? Don't miss this opportunity to learn the essential skills of time management that will help you organize and complete your daily tasks. You will take away workable ideas on how to better manage your responsibilities.



Project Management

Provider: FranklinCovey, presented by Nebraska Department of Roads



Delivery Method: Instructor-led

Description: FranklinCovey's Project Management Essentials for the Unofficial Project Manager will help participants consistently complete projects successfully by teaching them to implement a disciplined process to execute projects and to master informal authority.

People + Process = Success

Project management isn't just about managing logistics and hoping the project team is ready to play to win. The skills of “informal authority” are more important than ever before, so team members are inspired to contribute to the project's success!

Objectives:

Foundation

- Understand that consistent project success depends on processes and people.
- Implement Four Foundational Behaviors that inspire their team members to execute with excellence.

Initiate

- Identify a project's stakeholders.
- Establish clear and measurable project outcomes.
- Create a well-defined project scope statement.

Plan

- Identify, assess, and manage project risks.
- Create a realistic and well-defined project schedule.

Execute

- Hold team members accountable to project plans.
- Conduct consistent team-accountability sessions.

Monitor & Control

- Create a clear communication plan around their project that includes regular project status reports and project changes.

Close

- Reward and recognize the contributions of project team's members.
- Formally close projects by documenting lessons learned.

Team Building and Morale

Provider: Brian Svik, State Personnel

Delivery Method: instructor-led

Description: According to sociologist Alexander Leighton, "morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose."

One of the most important roles as a leader is to build and maintain the morale of the team. Teams with high morale experience higher productivity and staff engagement. They also experience lower employee turnover and absenteeism, and they have a happier workforce. This in turn makes it easier to attract and retain the best talent.

During this class, candidates will learn about why team morale is vital to a team's success, why morale suffers, and practical steps to build and maintain the morale of their teams.



Thriving in a Matrix Organization

Provider: UNO's Nebraska Business Development Center



Delivery Method: instructor-led

Description: Do you work in an environment with multiple supervisors and competing goals? Do you have all of the responsibility for a project with limited authority? Are you accountable for tasks over which you have no control? If you answer “yes” to any of these questions, welcome to the matrix organization. In this workshop, you will learn strategies and techniques to help you cope and thrive in this complex structure.