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Certified Public Manager Project

South Carolina
Department of Social Services
Management Track

March 19, 1999

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Project Statement and Goal

The Department of Social Services is a large state agency with over 5,000 employees located throughout the state. Staff are deployed to multiple locations in the Columbia area, to county offices in all forty-six counties and to selected regional sites. Many of the counties have multiple offices as well. The total work force includes approximately 700 employees in supervisory positions statewide. One of the agency's goals is to provide good customer service. It is important for supervisors to provide this to their internal customers, that is, their staff. Research shows that when internal staff are treated as customers, they in turn provide good customer service to the external community. As an agency we want to ensure all our supervisors have the proper training to perform their job as managers. Historically, when an employee was hired into a supervisory position at DSS, there was no set training provided to enhance management skills. However, in July 1997 a Management Track was developed by the Staff Development and Training Division (SD&T) for new supervisors which included the following courses: Personnel Practices, Supervisory Skills, and The Leadership Challenge. The three classes have been successfully implemented and are ongoing. However, it has been determined that not all new supervisors are attending these classes.

The purpose of this project is to develop written procedures by March 31, 1999, to be used by Staff Development and Training to ensure that all new supervisors complete the Management Track within the prescribed time frames.

Cause Analysis

A fish bone diagram was used to come up with possible reasons why all new supervisors were not completing the Management Track. Based on this, the following areas were determined as possible causes:

- I. Staff Development and Training has 39 employees in the Division. The Management Unit within the Division is primarily responsible for conducting non-program related training. This unit consists of a supervisor and ten training coordinators. While this unit has been instrumental in establishing a management track, limited written procedures have been established to outline exactly how to ensure the management track is being followed. With the possibility for ten training coordinators to be involved in the management track, specific written procedures are needed so that others are not assuming someone else is handling a particular item. Trainers are rarely in the office at the same time as they are frequently conducting training off site. No one trainer is in charge of the track which tends to make things fall through the cracks.
- II. SD&T has not had access to the names of new supervisors. SD&T has published through Training Announcements the requirements for new supervisors. This method, however, does not ensure new supervisors and their appointing authorities are getting this information.
- III. The Division has no automated tool to monitor and document trainee progress and course completion.

Implementation Plan

After brainstorming ideas, four strategies were developed: (1) to assign someone the responsibility of overseeing the Management Track, (2) to develop a basic flowchart and assignment matrix of the Management Track (see Appendix I and II), (3) to arrange for updated supervisory appointment lists; and (4) to design an automated tracking system (see Appendix III).

Polly McCutcheon, of SD&T, will take on the responsibility of overseeing the Management Track. SD&T partnered with Division of Human Resources (HR) to get the list of Supervisors from them and then to receive, on a quarterly basis, a list of new supervisor appointments (see Appendix IV). SD&T has also contacted the County Directors and Supervisors Association (CDSA) to get a membership list from them. This is a dues paying organization for SCDSS supervisors. Supervisors are not required to join but in order to join, one must have permanent supervisory responsibilities. The CDSA board will supply this list to SD&T by March 26, 1999. The Management Track Data Base was created using Lotus Smart Suite Approach software. Information entered into the data base came from the training rosters.

Polly McCutcheon will compare the lists from HR and CDSA. She will then compare it to the names currently entered in the Management Track Data Base and research as needed. The purpose of this activity is to ensure the Management Track Data Base includes all new supervisors since July 1997. This project will be completed by May 31, 1999. One obstacle in establishing the Management Track Data Base is identifying all new supervisors. Human Resources has indicated that their list will only include those supervisors in job titles that are traditionally supervisory positions. It is possible that some employees could be in supervisory

roles that fall outside traditional positions. SD&T will partner with Human Resources in the near future to develop a system to identify all supervisors within DSS. Comparing the lists from CDSA with the HR list will help identify some supervisors that HR may not have included.

By May 31, 1999 the Management Track Data Base will be inclusive of all new supervisors since July 1997. The following procedures will then be followed:

The quarterly printouts that SD&T will begin getting from Human Resources listing new supervisor appointments will be reviewed by Polly McCutcheon or her designee within ten working days of receipt of the printout. Polly McCutcheon will contact each supervisor within thirty days to determine if this is their first appointment as a supervisor. It may be that (s)he has been supervising in another area of DSS. If this is a first appointment as a supervisor at DSS, Polly McCutcheon will find out if the employee has supervised in a previous position. Based on this information the following will occur:

- New Supervisors: Polly McCutcheon will schedule them for next available Personnel Practices and Supervisory Skills class.
- Previous DSS Supervisors: Polly McCutcheon will confirm that they have completed Personnel Practices and The Leadership Challenge. If they have not, Polly McCutcheon will schedule them for these classes. If they have not completed Supervisory Skills and supervised longer than 2 years, but would still like to attend Supervisory Skills, Polly

McCutcheon will schedule them for the next Supervisory Skills class offered by Budget & Control Board, CEQA.

New DSS Supervisors: If this supervisor has supervised previously but not within DSS, Polly McCutcheon will schedule them for Personnel Practices. Polly McCutcheon will determine, with input from the appointing authority, if this supervisor needs to attend Supervisory Skills or would be exempt. If Supervisory Skills is needed Polly McCutcheon will schedule them. If it is not needed, Polly McCutcheon will schedule them for the next Leadership Challenge class.

Polly McCutcheon will enter the information into the Management Track Data Base. Polly McCutcheon will give Lil Holman or her designee the list of supervisors to be enrolled in Personnel Practices and Supervisory Skills. Lil Holman will send out confirmation packets to the supervisors 20-30 days prior to the session they are scheduled to attend.

Once a session of Personnel Practice has been completed, the SD&T trainer who administered the test, will take the tests to Terri McGee, Budget and Control Board, CEQA. CEQA will send the test results to Dene Gleaton of SD&T, or her designee. Dene Gleaton will then give this information to administrative support staff who will prepare the letters to supervisors with the results of the test (Appendix V and VI). The trainer will also make a copy of the training roster for Don Rosick for the Master Training Record. The trainer will enter the completion date of

Personnel Practices for each participant into the Management Track Data Base. If a name is not already in the data base, the trainer will give the name to Polly McCutcheon to research. The original training roster will be put in a folder, labeled "Personnel Practices" with the dates of the training. The folder will then be placed in the file cabinet labeled "Management Track".

Once a session of Supervisory Skills has been completed, the SD&T trainer(s) who conducted the session will send the group project score sheets to Terri McGee, Budget and Control Board, CEQA. The trainer will also make a copy of the training roster for Don Rosick for the Master Training Record. The trainer will enter the completion date of Supervisory Skills for each participant into the Management Track Data Base. If a name is not already in the data base, the trainer will give the name to Polly McCutcheon to research. The original training roster will be put in a folder, labeled "Supervisory Skills" with the dates of the training. The folder will then be placed in the file cabinet labeled "Management Track".

Approximately one year from completion of Supervisory Skills, supervisors will be scheduled for The Leadership Challenge. Polly McCutcheon will generate this list from the Management Track Data Base. This list will be given to Joanna Weldon. Joanna Weldon, or her designee, will send out confirmation packets to the supervisors 30 days prior to the session. Once a session of The Leadership Challenge has been completed, the SD&T trainer(s) who conducted the session will make a copy of the training roster to give to Don Rosick for the Master Training Record. The trainer will enter the completion date of The Leadership Challenge for each participant into the Management Track Data Base. If a name is not already in the data base, the trainer will give the name to Polly McCutcheon to research. The original training roster will be put in a folder

labeled "The Leadership Challenge" with the dates of the training. The folder will then be placed in the file cabinet labeled "Management Track".

Quarterly, Polly McCutcheon will generate a list from the Management Track Data Base of supervisors that have completed all three classes. A diploma for completion of the SCDSS Fundamentals of Management will be issued to these supervisors (see Appendix VII). Roger Meunier of SD&T will publish these names in "Innovations", a monthly training newsletter that goes out to all SCDSS staff. The first group will be published in the July 1999 issue and quarterly thereafter.

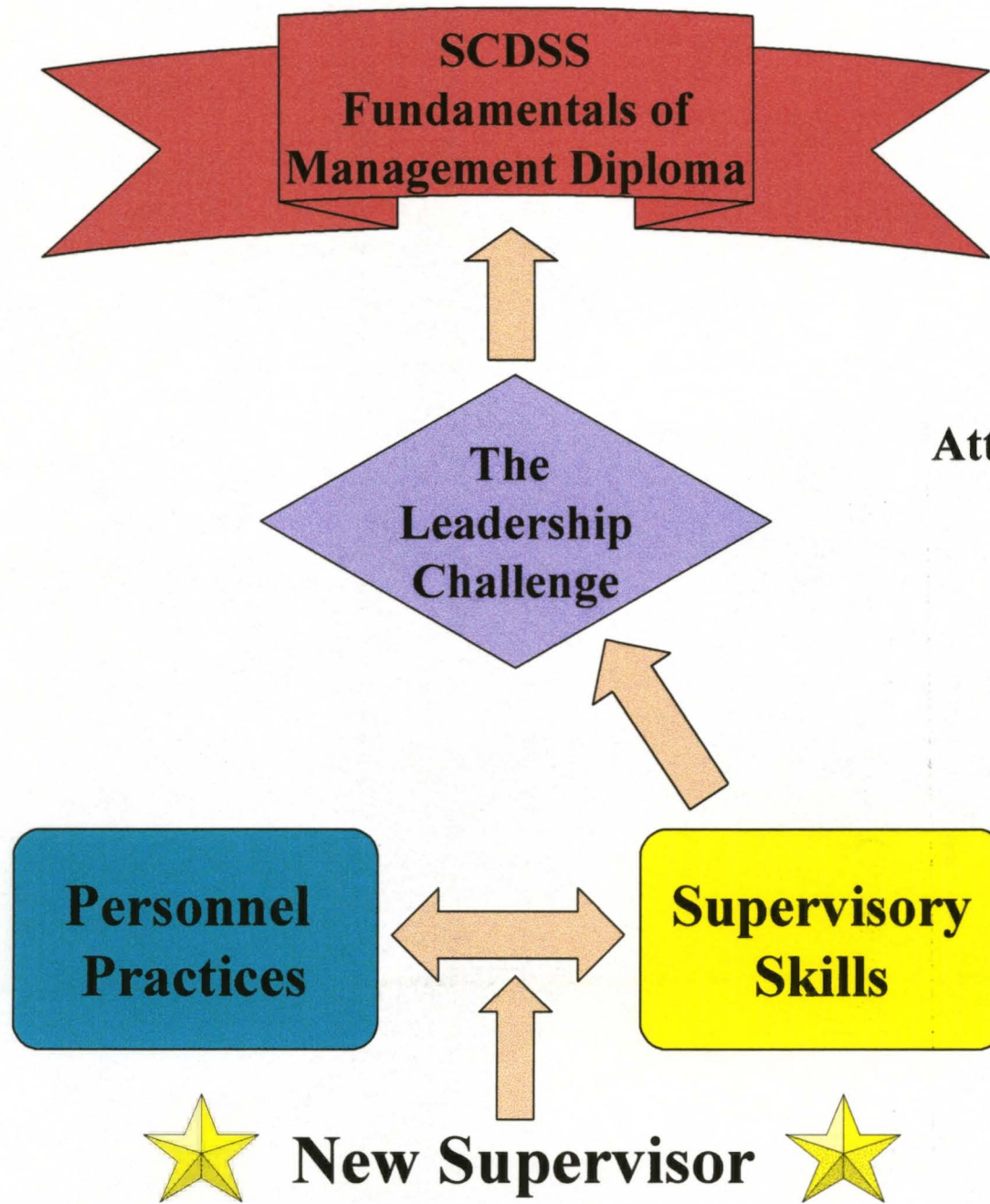
Trainers of Personnel Practices, Supervisory Skills and The Leadership Challenge will give Polly McCutcheon the names of any supervisors who cancel a session without rescheduling and the names of any "no shows". Polly McCutcheon will follow-up with each supervisor identified and the appointing authority of that supervisor if necessary.

Evaluation

SD&T staff involved with the Management Track will evaluate the Management Track Data Base in April 1999. It has already been determined that a field for "no longer employed with DSS" needs to be added. As the staff continue to work with the data base, they may identify other information that needs to be captured in the data base.

Quarterly, Polly McCutcheon will review the Management Track Data Base to ensure supervisors are scheduled and attending training as prescribed. Polly McCutcheon will follow-up with supervisors as needed.

SD&T staff involved with the Management Track will meet in July 1999 to evaluate how the overall process is working. Polly McCutcheon will make arrangements for this meeting including location, time, and publicized agenda. The Management Track Data Base will be reviewed by staff, along with the above procedures, to evaluate if changes need to be made. We will discuss developing a written or telephone survey to send to some of the supervisors in the Management Track to get their input on how the system worked for them and how we could improve it for new supervisors. Another ongoing measurement piece will be to review "Innovations" to see if supervisors completing the Management Track are being reported. We will also evaluate through a focus group whether to add any other core training requirements to the Management Track. Thereafter, the plan will be formally evaluated, at a minimum, each January to update any staffing changes, technological changes or process improvements that may need to be made.



**Awarded
SCDSS Fundamentals of
Management Diploma.**

**Attends *The Leadership Challenge*
one year after completion
of Supervisory Skills.**

**Both *Personnel Practices*
& *Supervisory Skills*
courses completed within
6 months of appointment.**

**New supervisor enters
Social Services Manager Track
after appointment.**

Appendix I

Management Track Assignment Matrix

| | Polly | Lil | Dene | Joanna | Trainers of PP, SS, LC | Admin Support |
|---|-------|-----|------|--------|------------------------------|------------------|
| Review report from HR w/in 10 days | X | | | | | |
| Contact supervisors w/in 30 days | X | | | | | |
| Create class roster for SS and PP | X | | | | | |
| Enter names from HR report into data base | X | | | | | |
| Send confirmations for SS and PP | | X | | | | |
| Take PP tests to CEQA | | | | | X | |
| Receive PP test results | | | X | | | |
| Prepare letters to PP participants re: test results | | | | | | X |
| Make copy of PP, SS, or LC training roster & give to Don Rosick | | | | | X | |
| Enter completion date of PP, SS, LC in data base | | | | | X | |
| Research any names on rosters that are not in data base | X | | | | | |
| Prepare folder for training roster & place in Mgmt Track file cabinet | | | | | X | |
| Create class roster for LC | X | | | | | |
| Send confirmations for LC | | | | X | | |
| Quarterly create list of Mgmt Track graduates & give to Roger | X | | | | | |
| Create diplomas for Mgmt Track graduates | | | | | | X |
| Follow-up w/ supervisors who don't attend classes | X | | | | | |


| Last Name | First Name | Social Sec | County/Reg | Phone | Sup. Skills | Pers. Prac | Lead. Chal |
|-------------|-------------|------------|----------------|------------|-------------|------------|------------|
| Heitmuller | Kimbra L. | 247438424 | Richland | 8037357008 | 4/24/98 | | 1/16/98 |
| Holman | Lillian | 528783705 | SD&T | 8038987108 | 10/27/97 | 1/22/97 | 2/14/97 |
| Hudson | Carolyn E. | 248966972 | Region VI-Adop | 8437400752 | 7/25/97 | 2/19/97 | 6/20/97 |
| Jeffords | Tenya | 251822657 | SD&T | 8038987103 | 6/20/97 | 10/29/97 | 8/1/97 |
| Kellerman | Jeanette M. | 390609112 | Greenville | 8642411101 | 4/24/98 | | |
| Kelley | Gerri C. | 249762568 | Horry | | 6/20/97 | 4/30/97 | 8/1/97 |
| Kelley | Tafra M | 248808382 | Darlington | 8033320345 | 4/24/98 | 10/28/98 | |
| Kershaw | Carolyn E | 248089320 | York | | 6/20/97 | 6/13/96 | 1/16/97 |
| Lee | Richard J | 248945190 | Calhoun | 8038743384 | 10/30/97 | 4/29/98 | 1/16/98 |
| Litchfield | Michelle | 251431864 | Berkeley | 8437191084 | 7/25/97 | 6/22/95 | 2/13/97 |
| Livingston | Anne | 249982349 | Day Care-SO | 8038987485 | 7/25/97 | 1/28/98 | 2/12/99 |
| Long | Patricia W | 249988665 | Spartanburg | 8645962162 | 7/25/97 | 6/18/97 | 8/22/97 |
| Mason | Lynda B | 247961790 | Family Indepen | 8038989464 | 1/30/98 | 8/20/97 | |
| May | Kathleen | 475642461 | Lexington | 8039577333 | 6/20/97 | | |
| McArn | Faye | 248963883 | Richland | 8037357099 | 4/24/98 | 1/22/97 | 8/22/96 |
| McDaniel | Tracey | 248599326 | Richland | 8037357026 | 4/24/98 | 10/29/97 | |
| McLaughlin | Gloria A | 250984116 | MTS Midlands | | 6/20/97 | 2/22/96 | |
| McLeod | Diane P. | 604637711 | Medical Suppor | | 5/9/97 | 8/20/97 | |
| McMunn | Tina | 247635191 | Greenville | 8642411101 | 4/24/98 | | |
| Metcalf | Judith | 412806567 | Oconee | 8646384400 | 4/24/98 | 2/19/97 | 1/16/98 |
| Meunier | Roger H | | SD&T | 8038987303 | 6/20/97 | | 1/16/97 |
| Middlebrook | John D | 248703383 | Audits | | 6/20/97 | 6/13/96 | 2/12/99 |
| Mizzell | Louisa S | 251802341 | Orangeburg | 8035313101 | 1/30/98 | 1/28/98 | 8/1/97 |
| Myers | Linda Ann | 251275496 | Orangeburg | 8035313101 | 4/24/98 | 10/29/97 | 8/1/97 |
| Overman | Joan W | 250765873 | Horry | | 6/20/97 | 4/30/97 | |
| Parler | Barbara | 251068024 | Dorchester | 8435634337 | 10/31/97 | 11/16/95 | 2/13/97 |
| Phillips | Sue | 251065868 | MTS-Greenwo | | 5/9/97 | 6/18/97 | 2/12/99 |
| Polk | Sandra M. | 251311451 | Colleton | 8435387214 | 7/25/97 | 2/19/97 | 6/20/97 |
| Primus | Mary | 249172181 | Dorchester | 8438210444 | 7/25/97 | 10/29/97 | 2/13/97 |
| Rhodes | Patricia | 249782585 | Florence | 8036693354 | 1/30/98 | 10/29/97 | |
| Rivers | Yulonda | 251412344 | Dorchester | 8038210444 | 7/25/97 | 5/21/97 | 5/30/97 |
| Rowland | Jackie | 250807565 | Dillon | 8647748284 | 7/25/97 | 1/22/97 | 9/26/97 |
| Samuel | Linda F | 247272759 | Richland | 8036914851 | 4/24/98 | 10/29/97 | 8/1/97 |
| Steadman | Cathy S | 248020228 | Florence | 8036693354 | 1/30/98 | 4/30/97 | 8/1/97 |
| Still | Dawn M | 248356961 | Clarendon | | 6/20/97 | 4/25/96 | 2/14/97 |
| Stokes | Kathy J | 249869179 | Darlington | 8033984420 | 4/24/98 | 4/30/97 | 10/11/96 |
| Sullivan | Ellen P | 135800708 | Dillon | 8037748284 | 7/25/97 | 2/19/97 | 9/22/95 |
| Summers | Charity | 250134039 | Dorchester | 8035639524 | 10/31/97 | 11/16/95 | |
| Sweet, Jr. | Walter G | 248085346 | Pickens | 8648985810 | 1/30/98 | 4/29/98 | |
| Thomas | Yolanda | 249596829 | Orangeburg | 8035313101 | 10/31/97 | 10/29/97 | 3/28/97 |

Appendix IV

South Carolina Department of Social Services Staff Development and Training

Memorandum:

To: Robin Owens

From: Bo Galliher 

Date: March 2, 1999

Subject: Request for Printout

I am requesting that Polly McCutcheon, of SD&T, be sent a printout with the names of all DSS supervisors and the date they were hired into the supervisory position. Polly has discussed this request with Richard Handy already. I would appreciate it if you would get this to Polly by Friday, March 5, 1999. In addition, I would like an updated printout sent to Polly each quarter to reflect new supervisors hired since the last report.

This printout will assist SD&T in ensuring all supervisors are attending Personnel Practices, Supervisory Skills and The Leadership Challenge.

If you have questions or need additional clarification on this request, please contact Polly at 898-7391. Thank you in advance for your assistance.

Appendix V

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES
Staff Development & Training
1535 Confederate Avenue
Columbia, South Carolina 29202
Telephone: 803-898-7389 Fax: 803-898-7379

March 16, 1999

To: <NAME>
<LOCATION>

From: Bill V. Galliher, Director

Subject: Personnel Practices and Procedures Test Results

You have successfully completed the Personnel Practices and Procedures Training Course. The text was scored by the Human Resources Management Division of the Budget and Control Board as a required part of this accredited course. If you are enrolled in the Certified Public Management Program, you have received 24 credit hours.

Should you have any questions, please contact Dene Gleaton at the above number.

BVG/bh

cc: <SUPERVISOR>

Appendix VI

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES
Staff Development & Training
1535 Confederate Avenue
Columbia, South Carolina 29202
Telephone: 803-898-7389 Fax: 803-898-7379

March 16, 1999

TO: <NAME>
<LOCATION>

FROM: Bill V. Galliher, Director

SUBJECT: Personnel Practices and Procedures Test Results

You recently completed the Personnel Practices and Procedures Training Course. The test was scored by the Human Resources Management Division of the Budget and Control Board. However, your score did not meet the requirements of this accredited course. You must contact Dene Gleaton to reschedule the test. Please review all training materials - test questions are based solely on workbook content. Should requirements not be met after testing a second time, you will be required to attend the training again in its entirety.

Should you have questions, please contact Dene Gleaton at the above number.

BVG/bh

cc: <SUPERVISOR>

South Carolina Department of Social Services



Awards This Diploma to

For completing requirements for
Fundamentals of Management

State Director

Deputy Director

Date

SD&T Director