



Comptroller's
Supervisor Enrichment
Program

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Facilitator



Outline

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- Selection Process
- Curriculum
- Session Structure
- Week by Week
- Results
- Keys to Success



Introduction

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- Comptroller of Maryland Employee for 9 years
 - Compliance Division: Hearings and Appeals
 - Office of Human Resources
 - Strategic Planning and Talent Development
- Graduate of the Tax Leadership Development Program (TLDP) 2011-12
- Live in Elkridge, Maryland with husband and 5-year-old son



Challenge

- Increase retention
- Increase professional skills
- Increase pool of employees with supervisory skills
- Improve knowledge base for current supervisors
- Reduce the cost of outside recruitment
- Reduce amount of personnel cases

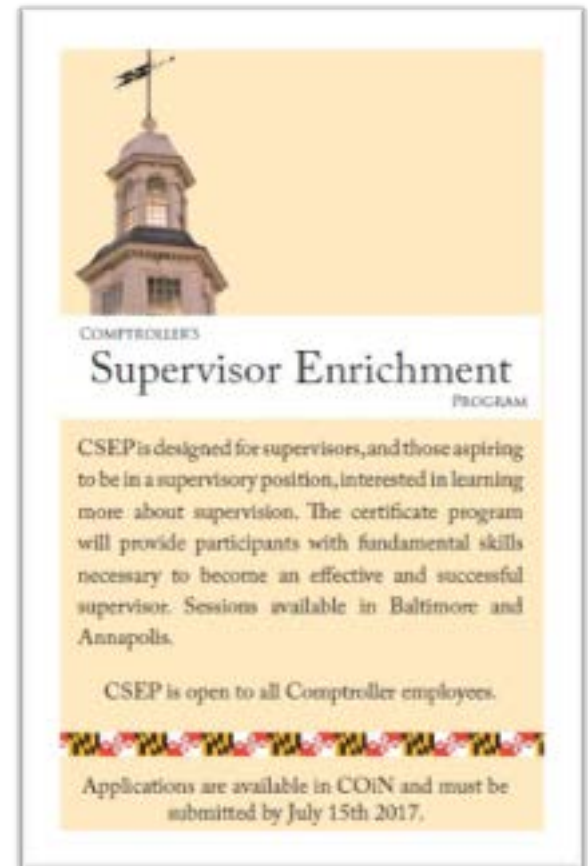


Description

- The Comptroller's Supervisory Enrichment Program (CSEP) is a certificate program designed to offer participants fundamental skills necessary to become an effective and successful supervisor.
- During the seven 3-hour-sessions, CSEP offers introductions to state personnel policies regularly use by supervisors and general supervision skills.
- The program emphasizes the importance of the supervisor role for the functioning of the organization.
- It empowers employees to better themselves, to positively affect their environment, and to advocate for process improvements.
- From Planning to Conclusion this process took 6 months.

Selection Process

- Application (206)
 - Advertising
 - Posters
 - IntraNet Site
 - Employee Newsletter
 - PDF Fillable Form due via email
 - Questions
 - Why you should be selected?
 - What you expect to get from participating?
- Interview (140)
 - 15 minutes with 3 Division Directors
 - Resume
 - Questions:
 - What are your professional goals?
 - What is your plan to achieve those professional goals?
- Selection Criteria
 - Current Supervisors
 - Highest Scores
- Program was increased from 60 to 105 Participants
 - 15 Participants per group



Curriculum



- Week #1:
 - Recruitment/Interviewing;
 - Training Job Skills
- Week #2:
 - Teamwork;
 - Meeting Effectiveness
- Week #3:
 - Leave and Timesheets;
 - Decision Making
- Week #4:
 - Labor Relations;
 - Communication
- Week #5:
 - Discipline/Grievance;
 - Conflict Resolution
- Week #6:
 - Performance Evaluation Program;
 - Coaching for Performance
- Week #7:
 - Handling Change;
 - Communicating Across Generations
- Week #8:
 - Graduation & Reception

Session Structure

Agenda:

Duration 3 hours: 9:00 am – 12 pm or 1:00 pm – 4:00pm

- House Keeping (10-15 min)
 - Orientation (1st week)
 - Review from last week's material and quiz
- Team Builder (30-45 minutes)
 - Activity tailored to one of the presentations
- Topic #1 (50 minutes)
 - Video, Presentation, and Discussion
- Break (10-15 minutes)
- Topic #2 (50 Minutes)
 - Video, Presentation, and Discussion
- Director's Corner (15-20 Minutes)



Session Structure

Other Materials

- Recommendations:
 - Video
 - Article
 - Book
- Handouts
 - Presentation (hard/soft)
 - Forms
 - Laws, Regulations or Policies
 - Other instructional material
- Quizzes
 - Surveymonkey
 - 6 Question per topic
- Feedback Form
 - Surveymonkey

Additional Resources

- Video
 - https://www.youtube.com/watch?v=yvxH_2qdePc
- Article
 - <http://projectmanagementhacks.com/meeting-tips/>
- Book
 - https://www.amazon.com/Death-Meeting-Leadership-Solving-Business/dp/0787968056/ref=sd_lpo_sbs_14_t_1?encoding=UTF8&psc=1&refRID=QXV71FNJ9551D8VZ3T6F

10 Ground Rules for Meetings

- Show up on time and come prepared**
Be on time to the meeting and come prepared to contribute to the meeting goals.
Check the meeting agenda in advance.
- Stay mentally and physically present**
Be present and not on a mobile phone during the meeting.
Use other devices to take notes or to take other actions.
Turn off mobile phones and other devices to avoid distractions.
- Contribute to meeting goals**
Participate fully in the meeting, actively listening and contributing to the meeting goals.
Share your ideas and insights with the group.
- Let everyone participate**
Encourage others to share their ideas and insights.
Listen to others and do not interrupt them.
Respect the right of others to speak and to be heard.
- Listen with an open mind**
Listen to others and do not interrupt them.
Do not be defensive or try to win an argument.
Focus on understanding the other person's perspective.
- Think before speaking**
Think before speaking. Do not interrupt others.
Speak clearly and concisely. Do not speak too fast.
Do not speak too long.
- Stay on point and on time**
Stay on point and on time. Do not go off on tangents.
Stick to the agenda and do not go off on tangents.
Do not go off on tangents.
- Attack the problem, not the person**
Attack the problem, not the person.
Do not be defensive or try to win an argument.
Focus on understanding the other person's perspective.
- Close decisions and identify action items**
Close decisions and identify action items.
Do not go off on tangents.
Do not go off on tangents.
- Record outcomes and follow up**
Record outcomes and identify action items.
Do not go off on tangents.
Do not go off on tangents.

STATE OF MARYLAND
DEPARTMENT OF BUDGET AND MANAGEMENT
OFFICE OF PERSONNEL SERVICES AND BENEFITS
301 West Preston Street
Baltimore, Maryland 21201

POSITION DESCRIPTION

REVIEW INSTRUCTIONS PRIOR TO COMPLETION

PART I - IDENTIFYING POSITION INFORMATION	
ITEMS 1-4 to be completed by Agency Personnel Office	
1. POSITION	2. CLASS CODE GRADE
3. SERVICE	4. IS THIS POSITION DESIGNATED AS A SPECIAL APPOINTMENT?
5. OVERTIME STATUS	6. AGENCY APPROPRIATION CODE

ITEMS 7-13 to be completed by the supervisor.

7. Current Employer's Name, if applicable _____
8. Class Title _____
9. Department or Agency Name _____
Division, Unit or Section _____
10. Work Location Address _____
11. Name of Immediate Supervisor _____
Title of Immediate Supervisor _____
12. Work Schedule (Check all that apply)
 - Permanent Day Shift Rotating Shift
 - Permanent Evening Shift Full Time
 - Permanent Night Shift Part Time
 - Other (Specify) _____
13. If applicable, how long has the current employee been performing the duties listed below? _____

Week #1

- Orientation
- Team Builder:
 - Comptroller's Trivia
 - Random teams of 3
 - Questions about the different divisions in the agency
- Topic #1
 - Recruitment/Interviewing
 - Awareness of the legal and regulatory constraints
 - Realistic expectations of the applicant pools
 - Responsible parties in the process
- Topic #2
 - Training Job Skills
 - SMART Goals
 - Responsibility of Supervisor in training
 - Importance of follow up



Week #2

- Review of the Prior Week's Material
- Team Builder
 - Red Solo Cup Pyramids
- Topic #1
 - Teamwork
 - Goals, Roles, Rules and Trust
 - Maintenance through: Communication, Conflict Resolution, and Celebration
- Topic #2
 - Meeting Effectiveness
 - Importance of Preparation
 - Conducting a more effective meeting



Week #3

- Review of the Prior Week's Material
- Team Builder
 - Stranded at Sea
- Topic #1
 - Decision Making
 - Supervisors as decision makers
 - Steps for effective decision making
- Topic #2
 - Leave & Timekeeping
 - FMLA
 - Accruals, Pay Outs
 - Paid vs. Unpaid



Week #4

- Review of the Prior Week's Material
- Team Builder
 - Blind Maze
- Topic #1
 - Communication
 - Sender's Responsibilities
 - Proper Time/Place
 - Active Listening
- Topic #2
 - Labor Relations
 - Covered employees
 - Review of MOU



Week #5

- Review of the Prior Week's Material
- Team Builder
 - Wild Wild West
- Topic #1
 - Discipline/Grievance Process
 - Difference between the Grievance/Disciplinary Process
 - Supervisor Role
- Topic #2
 - Conflict Resolution
 - Conflict Responses
 - Steps for Resolution



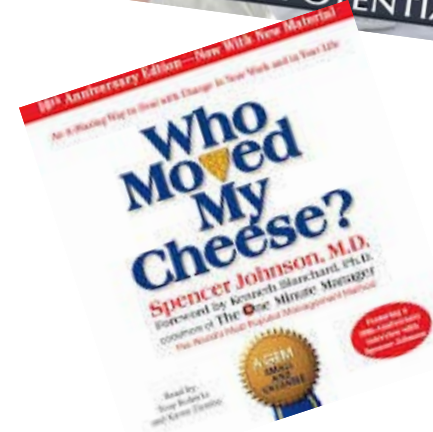
Week #6

- Review of the Prior Week's Material
- Team Builder
 - Display the Values of an Ideal Supervisor
- Topic #1
 - Performance Evaluation Program
 - PEP vs. PIP
 - Review of Standards
 - Clarify Timelines
- Topic #2
 - Coaching for Performance
 - Establishing a positive coaching environment
 - Steps for constructive feedback



Week #7

- Review of the Prior Week's Material
- Team Builder
 - Snacks/Get Together
- Topic #1
 - Communicating Across Generations
 - Identify Generational Differences
 - Tools to handle communication challenges
- Topic #2
 - Individual Change Management
 - Stages of Change
 - Different Roles in change implementation



Other Activities

- Day to Serve
- Brown Bag, Deputy Comptroller
- PR Relief
- Graduation



Results

Average responses from participant feedback

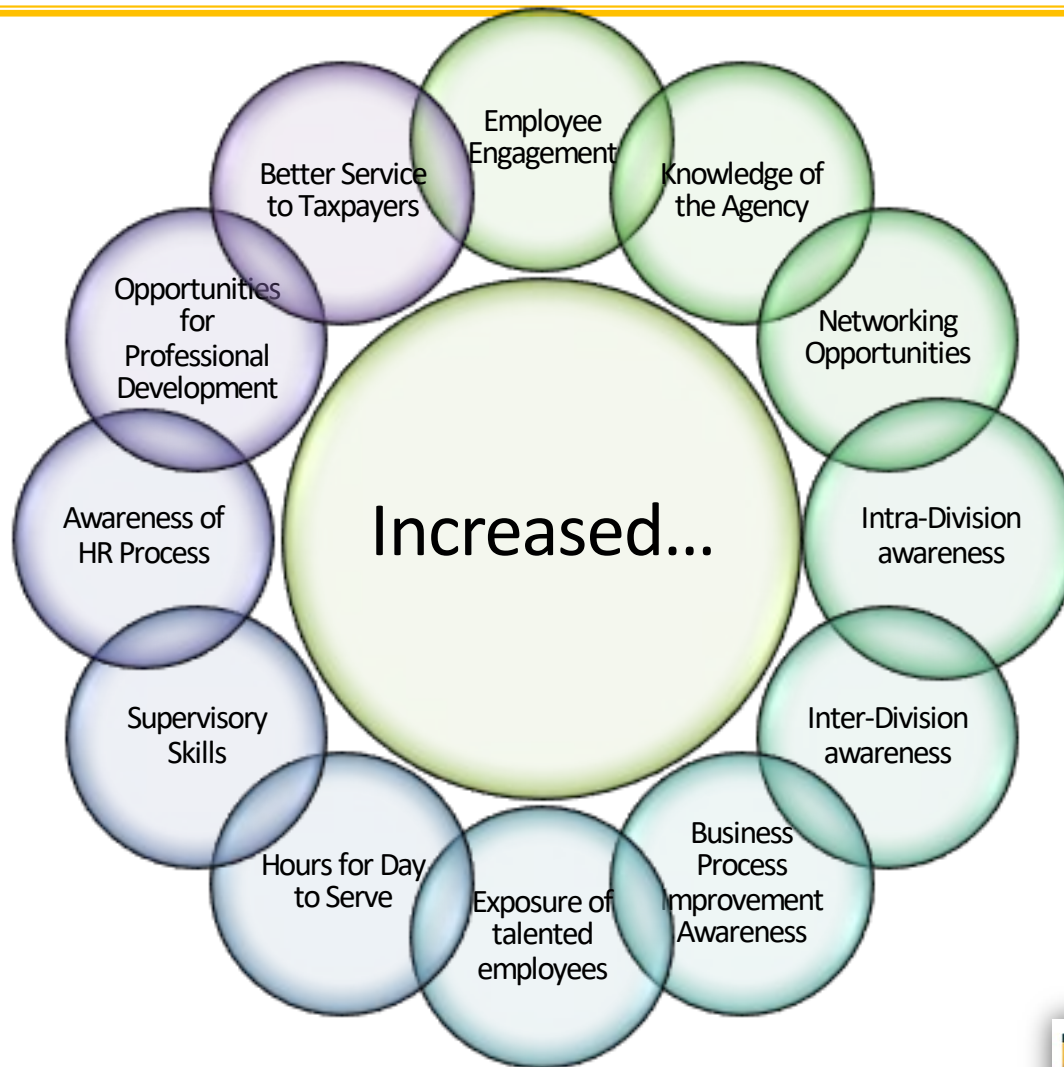
“How applicable will this training be to your job?” Absolutely 92%

99.4% of the participants responded that the sessions had MET or EXCEEDED their expectation

“How useful were the discussions and the exercises in helping you learn the information?” Absolutely 90.1%

100% of the participants would recommend the program to a colleague

Results



Keys to Success



Make It Fun



Support from the Top



HR Involvement



Canned Soft Skills Training



Facilitator + Clerk



No Need to Break the Bank



Strict Selection Process



Questions?

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Thank You