

NASPE Advancing the HR Profession Award Nomination -2016  
Idaho State Division of Human Resources (IDHR) – Executive Office of the  
Governor: **Supervisor Academy Summary**

**Program Title:** Supervisory Academy

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**State:** Idaho

**Title:** Training Manager

**Agency:** Idaho Division of Human Resources

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The State of Idaho’s total workforce consists of over 25,885 classified and non-classified employees. The non-classified employees include board members, elected officials, judges, commissioners, higher education, State Insurance Fund Employees, and temporaries. Classified and non-classified employees work within 65 executive branch agencies. The State recognizes its employees as its most valuable asset, as they provide support and services to all Idahoans. Public service represents a career that offers an opportunity for state employees to demonstrate leadership, promote responsible government, and provide customer focused service in a professional manner.

Being a supervisor is challenging enough; regular work tasks, daily supervisory tasks, yearly evaluations, personnel issues, recruiting, training, coaching, and all of those other duties as assigned. As a state supervisor you are responsible for all of those functions AND you have to understand the risk involved with personnel statutes, rules, and policies. In order to educate and support state supervisors, the State of Idaho Division of Human Resources (IDHR) created the Supervisory Academy. Eight modules were designed to explore best practice skills in hiring, building, and maintaining successful employees, all while following and upholding the numerous state employment practices. Currently, IDHR travels once a year to four different hub cities across the state, as well as local cohorts in the Boise area, to bring Supervisory Academy to as many employees as possible. With nine “sold out” cohorts for Fiscal Year 2015-2016, IDHR has had to establish an email notification sign-up for the constant requests of additional waiting lists for the next round of cohorts to be scheduled. With a plan to add a “part two” to supervisory academy with classes focusing on FMLA, ADA, and other legal heavy topics, DHR commits to continue to support and develop Idaho State Supervisors.

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**1. Please provide a brief description of this program.**

The Idaho Supervisory Academy is a three day training program consisting of eight modules (Understanding the Generations, Setting Expectations, Development Planning, Coaching & Feedback, Motivation, Documenting Performance, Progressive Discipline, and Writing & Delivering Performance Evaluations which address all Idaho Personnel Statutes, Rules, and Policies, applicable to State employees. The modules are available to over 28,000 state employees, classified and non-classified. Designed to be a progressive model, the Academy begins with best practices in getting to know team members while setting clear and detailed expectations. It then focuses on coaching skills to help employees improve and grow, and then ends how to complete a fair and consistent evaluation and progressive discipline guidelines. Underlying all courses are applicable state statutes and rules which support and direct supervisors to handle employee relations and performance matters. The courses are offered to all state employees, both current and aspiring supervisors alike, free of charge though the IDHR training department. Supervisors from various state agencies are able to connect and share successful tips and strategies when leading a team of state employees. The Supervisor Academy is also recognized as a prerequisite to Idaho's Certified Public Manager Program.

## **2. How long has this program been operational?**

The Supervisory Academy was created in 2014 to address the immediate need of training for state supervisors. At that time, modules were offered on a single class basis that participants completed in a variety of order and time frames. Feedback from participants lead IDHR to establish a more cohesive and timely model to better promote collaboration and communication across agencies. In November of 2015, IDHR offered its first cohort style of Supervisory Academy. With five Boise cohorts and four traveling cohorts (Coeur d'Alene, Blackfoot, Lewiston, and Twin Falls), IDHR anticipates that the Supervisory Academy would reach approximately 230 state employees in its first full year of the cohort style.

## **3. Why was this program created?**

Supervisory Academy was created to address the absence of low or no cost training opportunities available to the majority of state supervisors. The state greatly values its employees and the effort they put in each day to serve the public. IDHR feels it is vital to train and develop supervisors with skills necessary to support and develop successful employees, and to create a positive work environment that promotes all to succeed.

Without the Supervisory Academy, many state supervisors were left without best practices to manage their workforce within applicable state statutes and rules. Modules offered in the Supervisory Academy are interactive with numerous group discussions and role play scenarios to give supervisors a hands on approach. Experts from the HR world including senior consultants and legal representatives attend many classes to provide guidance to supervisors at a level many of them would not normally have day to day.

**4. What are the costs of this program?**

All costs associated with Supervisory Academy are covered by IDHR. As a part of the Governor’s Executive Office, IDHR feels that the skills taught in the academy are crucial and necessary for all supervisors, so covers the costs associated with it to break down any financial barriers an agency might have in sending an employee. IDHR budgets on an annual basis for a fulltime Trainer, Facilities, and Travel costs equaling \$ 74,440.00

Expense	Cohorts
Trainer	\$58,240.00
Facilities	\$9000.00
Materials	\$4000.00
Airfare/Accommodations	\$3200.00
Three Day Total	\$74440.00

**5. How is this program funded?**

As a division of support to all state agencies, IDHR funds are derived from each state agency on an annual basis.

**6. How do you measure the success of this program?**

At the end of each training day, participants are asked to complete surveys to provide feedback on their learning experience. Changes have been made to the Supervisory Academy using the suggested recommendations from these surveys, as well as, direct participant feedback. IDHR has received many positive comments about the content and delivery of academy topics. Many supervisors have indicated they feel more skilled in leading a team and often wish they had received the training earlier. Training dates were

posted in September of 2015, and by October of 2015, all Boise cohorts were full, and traveling cohorts filled to capacity by February of 2016. An email alert has been set up on IDHR's website to address the numerous calls and requests to be put on future waiting lists for cohorts that have not even been set yet for Fiscal Year 2016-2017. Due to the increase in enrollment requests, and feedback received not only from participants but agency directors and leaders, IDHR's Supervisory Academy has been successful in meeting the needs of state supervisors and plans to add even more modules to continually improve the academy as soon as possible.

**7. How has the program changed since its inception?**

IDHR's Supervisory Academy went through a major revision in August of 2015. Content was updated and re-organized to make a progressive model. Eliminating redundancy and duplication throughout the modules was addressed by offering it in three full days. This has contributed greatly to participants being able to attend all class days and complete the courses timely. Delivery of the content has also been updated to follow current trends and theories in adult education including role playing, group discussions and activities, group interaction through technology surveys with immediate results and answers, along with a focus more on collaborative discussion rather than simple lecture. An additional change ready for launch, is an online follow-up feature that will keep past participants connected and updated with monthly tips and reminders reinforcing concepts taught in the Supervisory Academy.