

2006 Eugene H. Rooney, Jr. Award Nomination

Program Title: Organizational Development in State Government

State: Wyoming

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Summary

The State of Wyoming Human Resources Division (HRD) has implemented an organizational development training and certification program. This program provides leadership training for managers within state agencies. It has also allowed more than half of the professional HRD staff to become trained and serve as change agent resources for state agencies.

In conjunction with Mountain States Employers' Council (MSEC) in Denver, Colorado we facilitate the training program. MSEC is a membership-based employer management consulting, information and training provider. Sessions are held each month for fourteen months with employees receiving a plaque for completing the certification program.

This program was created to train supervisors, managers, administrators, agency directors and human resource specialists to improve organizational effectiveness. The HRD has always provided supervisory management training for newly promoted supervisors. Organizational Development extends beyond the basics by teaching the skills necessary to lead people through agency change and transition. It also teaches participants self awareness and assists them in becoming better leaders.

The long term goal for this program is to shift our organizational culture away from traditional bureaucratic thinking to a more collaborative, inclusive way of conducting business.

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Brief Description of Program

The State of Wyoming Human Resources Division (HRD) has implemented an organizational development training and certification program. This program provides leadership training for managers within state agencies. It has also allowed more than half of the professional HRD staff to become trained and serve as change agent resources for state agencies.

“Organizational development is a long-term effort led and supported by top management, to improve an organization’s visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organizational culture-with special emphasis on the consultant-facilitator role and the theory and technology of applied behavioral science, including participant action research.” (French & Bell, 1999)

This fourteen month program includes the following topics and twenty-nine full days of training:

- Introduction to Organization Development (1 day)
- an organizational development framework
- The Human Ingredient (3 days)
- FIRO Theory of interpersonal behavior
- Introductory Session (3 days)

- set vision & goals, several assessment activities
- Entry, Contracting and Assessment (2 days)
 - “how to session” on contracting, assessment, interventions, timelines
- Management Coaching (3 days)
 - a systematic approach to increased effectiveness and performance
- Group Facilitation Skills (3 days)
 - techniques for moving groups/individuals to desired outcomes
- Team Building (2 days)
 - an interactive model for teambuilding
- The REDDI Process (1 day)
 - a process for identifying and reconciling group/team issues
- Appreciative Inquiry (2 day)
 - discovering and valuing factors that support ongoing success
- Change & Transition Management (3 days)
 - models and tools for implementing change management
- Conflict Mediation (2 days)
 - structured interventions for resolving interpersonal/group conflict
- Strategic Planning (2 days)
 - positioning a team or organization for future success
- Evaluation and Exiting (1 day)
 - how to give and receive feedback on a project/how to achieve closure
- Integration (1 day)

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How Long in Operation?

Research on leadership and organizational development training programs began in 2002. A pilot project was initiated in November of that year. The program included five members of the HRD Classification & Compensation, Selection & Recruitment and Employees Group Insurance units.

The second phase of the program began in October of 2004 with seventeen participants throughout state government including four from the HRD.

The third round of training will begin later this spring. To date, twenty-three employees have applied for the program. Each potential participant must complete a program application and have the support of their agency director. All participants will go through the first session, however, we expect a few individuals to opt out of the program. The maximum number of participants for the remaining sessions is twenty.

Why was this program created?

This program was created to train supervisors, managers, administrators, agency directors and human resource specialists to improve organizational effectiveness. The HRD has always provided supervisory management training for newly promoted supervisors. Organizational Development extends beyond the basics by teaching the skills necessary to lead people through agency change and transition. It also teaches participants self awareness and assists them in becoming better leaders.

Creating this program was a result of the HRD's internal goal to move beyond regulation of the transactional processes of our division. The intention is to have our staff become internal consultants rather than be considered "personnel police". Instead of processing transactions, a consultant in the HRD diagnoses problems and develops appropriate solutions, by providing structure and timelines for solving problems, providing expert advice, facilitating decision making and implementation, and providing an objective view to those involved in a situation or problem. (IPMA-HR News Oct. 2005)

Why is this a new and creative method?

Organizational Development is a new and creative program for Wyoming. All of our existing training has been focused on training for new supervisors. To date, a statewide training program for managers has not been developed. However, this is a future goal and the OD program will have the capability to serve as the cornerstone.

The majority of state government does not have an understanding of organizational development. It has been challenging to educate supervisors

and managers regarding the organizational development process and its potential value to their agencies. We have faced much resistance to what appears to some as “too touchy-feely” for the very task oriented nature of government.

The long term goal for this program is to shift our organizational culture away from traditional bureaucratic thinking to a more collaborative, inclusive way of conducting business. The HRD internal consultants will be available to assist agencies meet their strategic plans. We will have trained managers throughout state government to facilitate change within their agencies. They will also be available to help other agencies solve problems as internal consultants. Hopefully, this culture change will help improve the image of state government as a potential employer to members of the younger generation.

What was the program’s start up cost?

The pilot project cost was \$45,000. This included \$6,000 tuition for each participant in the training program and \$3,000 in travel and per diem expenses for each participant to attend sessions in Denver, Colorado.

What are the program’s operational costs?

The HRD is funding \$6,200 per employee for tuition this year. The 2005 class of seventeen participants totaled \$100,000. This included tuition, travel reimbursement for instructors, and cost for facilities. With three more participants this year, we anticipate the program cost to be approximately \$130,000.

How is this program funded?

The HRD has provided 100% of the funding for this program through specially appropriated work force development funds. The fund is to support succession planning, training and development, and new recruitment and retention initiatives as we prepare for the rapidly changing work force of the future.

Did this program originate in your state? Yes

Are there similar programs in other states?

The State of Nebraska has a SuperVision program that teaches organizational development concepts at the supervisory level in a three-day format. It is not designed to train internal managers and consultants.

How do we measure success?

Currently, success is being evaluated through feedback from agencies that have utilized some of the organizational development processes.

Jim Narva, State Fire Marshall, stated “She (a program graduate from the HRD) provided invaluable assistance to my department by spending the better part of eight hours over the course of several days facilitating a New Leader Assimilation program for our Training Division employees.... A program where employee concerns, fears, likes and dislikes surrounding new leadership could be shared in confidence with the new leader, and the new leader could respond and explain their style and thoughts.”

One graduate is currently working on an organizational development intervention with our Public Service Commission. As a result of this relationship, two governor appointed commissioners have signed up to participate in the OD class starting this spring.

Two consultants within the Classification & Compensation Section are facilitating an occupational review of job classifications within the Department of Environmental Quality. This is the first time agency management has been used to review job descriptions and develop new classification structures. The two consultants have worked closely with the agency director and division administrators on this project. They have facilitated meetings, developed trust within the agency, and will continue to be involved in this project for several more months.

Two consultants participated in a mediation at our Military Department which led to OD interventions including the use of the REDDI process.

Our initial five HRD participants have developed an internal organizational development program called “The Journey, An Adventure to Share”. This program began in May of 2005 as a way to come together as a division with a common vision and mission for success. Since we are not physically located together, we occasionally have problems communicating between sections. The Journey has resulted in the establishment of a greater appreciation of themselves and each other. It also provides support for division employees to evaluate internal and external relationships and develop our own best practices and standards with our customers.

During the next year we plan to develop a periodic focus group evaluation process for OD participants and also for users of these services.

How has the program grown since inception?

The pilot program began with 5 HRD staff members attending the certification training in Denver, Colorado. These five consultants developed The Journey for our division which was discussed earlier in this application.

The next session of classes was opened to participation for all agencies in state government. The training sessions were conducted in Cheyenne which eliminated the travel and per diem costs associated with holding the course out-of-state. Seventeen individuals from various state agencies participated during the 2005 certification program.

Currently, an OD class is being organized and will begin in April 2006. Agency directors, administrators and managers have been targeted for this class. We have 23 potential class members. Twenty will be selected to go through the entire program.

OD program graduates coordinate the administration of the next year's session. Their input is critical to ongoing improvement and development of the program.

OD graduates have formed an ongoing support network. The group will share OD experiences and draw on member's expertise. The graduates have also chosen to start a discussion group to go over new literature in OD. They are reading the book How to Reduce Work Place Conflict and Stress: How leaders and their employees can protect their sanity and productivity from tension and turf wars by Anna Maravelas. Our plan is for these employees to continue learning and growing as managers, consultants and leaders.

Our goal for the future is to present the entire program in-house rather than contracting with an outside training vendor to facilitate the program. We believe we will have an educated group of potential trainers and facilitators to choose from within the OD graduates.