

**MODEL PROJECT FROM THE
CITY OF COLUMBUS FIRE DEPARTMENT
Mr. Kenneth Moore, Fire Chief**

Benefit to the Agency

“The City of Columbus Fire and Rescue views its employees as its greatest asset. Employees here risk their lives every day they come to work. They do so with compensation that does not compare to the risk. In this kind of environment it is vital to train and educate our leaders of tomorrow to be able to provide leadership and raise morale. The Certified Manager Program has proven to be a vital tool in raising the standards of our personnel. Those who graduate the program have helped raise the level of service we give to the citizens of Columbus that we serve and protect.

Captain Mike McReynolds' model project on developing a comprehensive map book for the City's addresses, streets, water mains and hydrants is a perfect example. Once completed, the book is now being used by every department on a daily basis. For the first time every agency has a manual that is used for training employees, utilized at emergency scenes and disasters as well as special projects and events put on by the City. This project has helped the communication and cohesiveness among the various departments. Instead of every department having its own unique program, the City now has one that everyone can contribute to its improvement. This is a perfect example of what the CPM program is all about--quality improvement. Mike is excited about this accomplishment and the Department is proud of his efforts. He is to be commended.”

~Mr. Kenneth Moore, Fire Chief, City of Columbus

***QUALITY IMPROVEMENT: DEVELOPMENT OF A QUALITY
IMPROVEMENT PLAN FOR THE COLUMBUS
FIRE DEPARTMENT TERRITORY RESPONSE
(LEVEL 4 PROJECT)***

Author: Michael R. McReynolds

Project Synopsis:

The Columbus Fire Department provides fire protection, fire and life safety education, fire code inspections and enforcement, EMS response, hazardous materials response, dive rescue, rope rescue, and confined space rescue services to area industry and the citizens of Columbus. It is our intent to provide these services with the highest level of expertise, professionalism, and efficiency. Each of these services starts with the ability to identify and respond to the correct address in the quickest time and by the most efficient routes possible. This project is an attempt to increase our quality as it relates to territory response.

This will be done by:

1. Describe the improvement plan
2. Identify our customers
3. Define quality as related to our service
4. Identify criteria for evaluating and measuring quality
5. Identify and barriers to the plan's implementation

Author's Perspective:

"The MCPM Program has enabled me to expand my knowledge and ability to deal effectively with the people and problems associated with my organization. My subordinates and colleagues have noticed a definite improvement in my handling of personnel and organizational problems. I attribute this improvement to the knowledge and skills I have ascertained through the MCPM program. Thanks!"

~Michael R. McReynolds, City of Columbus Fire Department

History:

Columbus, or Possum Town as it originally known, started as a trading post on the Tombigbee River. It soon became an agricultural and trade center for the surrounding area. The Fire Department is recognized as being established in 1840.

The volunteer fire department of the 1880's and "Gay Nineties" in Columbus, was a vital and exciting part of the life of the community. What it lacked in modern equipment, it made up in color, vigor, and social prestige. Representing a cross section of the male population, both black and white, it included five companies: the Lurline, the Luxapalila, the Hercules Hook and Ladder Company, the Coal Cart and the Rough and Ready, who were all dedicated to extinguishing the frequent fires which threatened the beautiful hilltop town overlooking the Tombigbee River. There was much rivalry and competition among the companies, and each fire was the occasion of an exciting race and the laurels went to the company that was successful in "throwing the first stream" on the building.

Today, the Columbus Fire Department, based at 5 stations and made up of 71 full-time men and women, is still dedicated to fighting fires as well as educating the public in fire prevention. Columbus Fire and Rescue provides its citizens and industries with specialty teams including Extrication (with the Jaws of Life), Haz-Mat response, Rope and Confined Space rescue, Dive rescue as well as Fire and Life Safety education and Fire Code enforcement. The personnel average over 12,000 documented hours of training per year at their local stations, Mississippi State Fire Academy, National Fire Academy, and specialty training companies employed on an as needed basis.

Mission:

The mission of the Columbus Fire Department is "to protect life and property due to fire, medical and environmental emergencies within the community, through public education, code management and incident response.



**MODEL PROJECT FROM THE
MS DEPARTMENT OF AGRICULTURE
AND COMMERCE
Dr. Lester Spell, Jr., Commissioner**

Benefit to the Agency

“The CPM Program teaches and refines leadership and management skills through the use of course materials and by the interaction with a diverse group of individuals from different state agencies. It is a viable and innovative program to enhance management and leadership skills that can be utilized by the Mississippi Department of Agriculture and Commerce as a means to better serve the people of our state.”

~Lester Spell, Jr., D.V.M., Commissioner, MS Department of Agriculture and Commerce

**CONSUMER PROTECTION DIVISION STANDARD
OPERATING PROCEDURES FOR CONDUCTING RETAIL
FOOD SANITATION INSPECTIONS**

(Level 3 Project)

Author: John M. Tillson

Project Synopsis:

Effective and efficient training methods are essential in maintaining a productive work force in all government entities. My agency is responsible for enforcing a diversification of regulatory functions ranging from food sanitation to weights and measures to labeling inspections with food sanitation being the most critical. We developed a standard operating procedures' manual for sanitation inspections to be used by not only our field supervisors to train new personnel, but to be used on a regular basis for all field personnel as a reference tool. Before the implementation of this manual, the only guides used were a computer software inspection program and the law and regulations promulgated under this law. This method has shown to be ineffective in training. By preparing this manual and reviewing it at least yearly and updating as warranted and requiring both field supervisors and inspectors to utilize it for training as well as a reference tool, we hope to have a more consistent sanitation inspection program. We also plan to update all of our standard operating procedures, but felt that food sanitation was the most critical and should receive top priority.

Author's Perspective:

“Through the CPM Program, I have learned to better develop my interpersonal skills as well as strengthening my management and leadership skills. This program has also helped me to have a better understanding of how different personality types react to different job situations and also how to use better motivational techniques for different personality types.”

~John M. Tillson, MS Department of Agriculture and Commerce

History:

In April of 1906 the Mississippi Legislature created a Department of Agriculture and Immigration to be managed and controlled by a public officer to be known as the Commissioner of Agriculture, Statistics and Immigration. This individual was to have competent knowledge of agriculture, mining, manufacturing, statistics and general industries as well as being an experienced and practical agriculturist. This public officer was to be appointed by the Governor, The Honorable James K. Vardaman, immediately upon passage of this legislation, and to hold office until January 1, 1908, or until his successor was elected and qualified. Also in April of 1906, a bill was passed by the Legislature and approved by the Governor, changing the name of the Mississippi Department of Immigration to the Mississippi Department of Agriculture and Commerce.

The first Commissioner of Agriculture and Commerce was the Honorable Henry Edward Blakeslee who held office from 1906 to 1916. He was appointed by the Governor in April of 1906 with his appointment lasting until January 1, 1908 and then he was elected. There have been five Commissioners of Agriculture and Commerce to serve since Commissioner Blakeslee. They are as follows: the Honorable Peter Parley Garner, who served from 1916 to 1928; the Honorable J. C. Holton, who served from 1928 to 1939; the Honorable Silas (Si) Edward Corley, who served from 1940 to 1968; the Honorable Jim Buck Ross, who served from 1968 to 1996 and the current Commissioner of Agriculture and Commerce, the Honorable Lester Spell, Jr., who has served since 1996.

The departmental legislative appropriation for 1906 was \$125.00 and the appropriation for 1907 was \$500.00. The Mississippi Department of Agriculture and Commerce has become more diversified in serving the general public through new and innovative marketing and regulatory programs. For FY 2009, the legislative appropriation was \$15,017,284.00.

Mission:

The mission of the Department of Agriculture and Commerce is to regulate and promote agricultural related businesses within the state and to promote Mississippi's agricultural products throughout both the state and the rest of the world for the benefit of all Mississippi citizens. The duties assigned under law to the department are very broad and comprehensive.



**MODEL PROJECT FROM THE
MS DEPARTMENT OF BANKING AND
CONSUMER FINANCE
Mr. John S. Allison, Commissioner**

Benefit to the Agency

“In any State Agency, your only true asset is its employees. Therefore, a well-trained employee becomes a more valuable asset. We encourage our employees to continue training at all levels, particularly through the CPM Program. CPM offers course work that allows the employee to become well versed in practical aspects of governmental administration, thus allowing our Department to offer the very best services to our ‘clients’.”

~John S. Allison, Commissioner, Mississippi Department of Banking & Consumer Finance

***DEVELOP STRATEGIC PLAN WITH FIELD STAFF INPUT
(Level 5 Project)***

Author: Charlotte N. Buchanan

Project Synopsis:

The Department of Banking and Consumer Finance (DBCF), State of Mississippi, is committed to providing quality supervision and regulation to those institutions, persons, firms, corporations, and associations furnishing financial services, as authorized by statute, to the people of Mississippi. The Banking Division, which I oversee, is charged with direct supervision of State chartered banks, credit unions, and trust companies. This supervision is accomplished jointly through oversight and guidance of the office staff and regular examinations by the field staff. The DBCF operates with a 5-year Strategic Plan submitted annually with the Budget to the Legislative Budget Office. Traditionally, the Strategic Plan is developed by the Commissioner for the entire agency, with no input from the field staff. The primary barrier to implementing quality improvement through the development of a detailed Strategic Plan for the Banking Division is changing the organizational culture of the department. Another barrier exists due to the field staff being accustomed to operating within certain boundaries; it may be difficult to get them to think “outside of the box.” These barriers were broken through a Strategic Planning/Brainstorming meeting that was held involving various field examiners and office staff which resulted in a reorganization of the Banking Division of DBCF. The reorganization was approved by the Commissioner and received the “buy in” of the field staff.

Author’s Perspective:

“To date, the CPM Program has enhanced my leadership and managerial skills by encouraging and teaching best practice management techniques. The Program is a valuable source of information that builds professionalism in public management.”

~ Charlotte Buchanan, MS Department of Banking and Consumer Finance

History:

Supervision of banks in Mississippi from the turn of the century until 1913 was mainly confined to reporting requirements as prescribed by the State Auditor. Since those early beginnings of supervision, verification of accounts was considered one of the primary functions of the Department through today where the entire institution is scrutinized for soundness of operations, accounts and even management. For various reasons over the years since 1913, the Department has been referred to as the Board of Bank Examiners, the State Banking Department, the Department of Bank Supervision and the Department of Banking and Consumer Finance. The current Department of Banking and Consumer Finance was so named in 1980, having all functions transferred from the Department of Bank Supervision. Pursuant to MCA § 81-1-59, the Department of Banking and Consumer Finance is solely charged with the execution of all laws relating to corporations, carrying on banking business in the State of Mississippi.

The primary functions of the Department of Banking and Consumer Finance are to ensure the safety and soundness of the financial institutions chartered under the state authority and to monitor compliance of the financial industry with governing laws and regulations. The Department also serves as a regulatory interpreter for the institutions supervised and considers various applications for charters, branching, licensing, or other permissible activities within the financial industry. In addition, the Department must provide leadership in banking and all other industries regulated as well as provide information and guidance to banks and licensees, the State Legislature, federal regulators, trade associations, consumer groups, and other state agencies, while pursuing actions which will help to supervise effectively the financial industry, serve its customer base and the people of Mississippi.

The Department's overriding philosophy is to provide the highest quality regulation and supervision as efficiently as possible so as not to overburden financial industries with the cost of regulation. The examination procedure is an important and legislatively mandated part of our activities; however, it is our role to supervise and regulate entities, not merely to examine them. Supervision requires that the Department take an active role in any changes to the financial industry structure and initiate, as well as respond to, any changes in that structure. In 1996, the Department of Banking and Consumer Finance became fully accredited by the Conference of State Bank Supervisors and currently maintains the highest level of national accreditation.

Mission:

The Department of Banking and Consumer Finance, State of Mississippi, is committed to providing quality supervision and regulation to those institutions, persons, firms, corporations, and associations furnishing financial services, as authorized by statute, to the people of Mississippi. The Department also gives cooperative assistance to any individual, institution, industry, or other regulatory agency within the scope of our responsibilities. The staff of the Department is fully aware that courteous professionalism is not a goal, but the minimum acceptable standard of performance in carrying out the duties and responsibilities of the Department.



**MODEL PROJECT FROM THE
MS DEPARTMENT OF CORRECTIONS
Mr. Christopher B. Epps, Commissioner**

Benefit to the Agency

“I am extremely proud of the MDOC employees who participate in and graduate from the CPM program. Our correctional employees must be held to a high standard of professionalism, ethics and code of conduct to effectively fulfill their responsibilities. I have clearly seen how the CPM program drives excellence in the decision-making skills and professional proficiency required by management. Applied across the board, I have seen high standards of administrative accountability demonstrated by our agency’s graduates. The CPM is a wise investment for MDOC.”

~Christopher B. Epps, Commissioner, Mississippi Department of Corrections

***IMPLEMENTATION OF
QUALITY IMPROVEMENT (QI) PLAN
(LEVEL 5 PROJECT)***

Author: Ronald W. King

Project Synopsis:

Staff communication in a correctional facility is of vital importance. Staff must feel free to communicate with their supervisors, co-workers and subordinates. Barriers often exist which prohibit an open line of communication from the top of the chain of command to the bottom, and from the lowest level of the chain of command to the highest level. Often when communication does exist, many employees feel that their voice is not heard and/or no action will be taken if a concern is voiced. One avenue established to enhance the lines of communication is the development of a Correctional Employee Committee. The Committee would be comprised of employees selected by their peers. Committee members would be selected from all shifts in order to be available to all employees. In addition to being available to receive staff concerns and ideas, Committee members will interact with their co-workers to discuss problems and solutions to issues as they arise. The Committee will also meet periodically with each other and with different levels of management to discuss overall operations of the institution. Accomplishments and solutions will be made available to employees to confirm the validity of the program. Acceptance and confidence in the program is critical to its success. This barrier will be overcome by showing employees that the Committee is successful in improving the lines of communication and enhancing the work environment.

Author's Perspective:

"The Mississippi Certified Public Manager Program has provided me with some very valuable information and knowledge which has improved my overall effectiveness as a manager. I have been able to share this information with other individuals at various levels of management to improve their supervisory skills. The MCPM Program provided excellent training that is not otherwise available through our agencies standard training program. I would recommend the MCPM Program to managers at all levels in government."

~Ronald W. King, MS Department of Corrections – South MS Correctional Institution

History:

The Mississippi Department of Corrections (MDOC) was established by the Mississippi State Legislature in 1976 (Section 47-5-1 of the Mississippi Code). Mississippi has operated a correctional system for more than 160 years, with the first prison opening in Jackson on April 15, 1840, on what is now the site of the New Capitol Building. The MDOC protects public safety by providing care, custody, control and treatment of convicted felons.

The South Mississippi Correctional Institution (SMCI) was established in 1989. It is Mississippi's newest state prison and the first prison in the state to receive accreditation from the American Correctional Association. SMCI was also the first state prison in Mississippi to be accredited by the National Commission on Correctional Health Care. SMCI is located on 360 acres at Leakesville, MS in Greene County. There are 19 housing units at SMCI with a capacity of 2,306 beds.

SMCI houses male offenders only who are classified to primarily minimum and medium security levels. Approximately 140 maximum security level offenders are also housed at SMCI.

Mission:

The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.



**MODEL PROJECTS FROM THE
MS DEPARTMENT OF
ENVIRONMENTAL QUALITY
Ms. Trudy D. Fisher, Executive Director**

Benefit to the Agency

“Management training is a critical component of making the most out of MDEQ's most important resource--our staff. The CPM Program provides a solid foundation of training upon which our managers can build a skill set for dealing with daily issues. Cultivating managers not only improves leadership in our agency, but also improves leadership for Mississippi.”

~Trudy D. Fisher, Executive Director, Mississippi Department of Environmental Quality

***A QUALITY IMPROVEMENT PLAN FOR THE LABORATORY
COMPLIANCE AND ENFORCMENT MONITORING SECTION
(Level 4 Project)***

Author: Mike C. Beiser

Project Synopsis:

Within the context of the Natural Resource Damage Assessment and Restoration Program, the MDEQ Laboratory Compliance and Enforcement Monitoring Section performs physical, chemical and biological analyses on surface waters in support of the Mississippi Department of Environmental Quality's (MDEQ) Emergency Services and Legal sections. The quality of the data generated by the Laboratory Compliance and Enforcement Monitoring Section is of utmost importance. It is used to drive decisions made in order to quantify injuries to natural resources and natural resource services and to determine restoration alternatives to make the public and the environment whole for damages caused by an oil or chemical spill. This project proposes an in-depth examination of the roles, data needs and data formatting requirements among the three sections at MDEQ involved in a Natural Resource Damage Assessment. The increased understanding of the needs of the customers of the Laboratory Compliance and Enforcement Monitoring Section should increase the efficiency of the flow of information among the three sections, and help the agency more fully support it's mission to “safeguard the health, safety, and welfare of present and future generations of Mississippians by conserving and improving our environment . . .”, as well as addressing the goals of NRDAR by “making the public and the environment whole for damages sustained due to an oil or chemical spill”. Continued feedback among the three sections will ensure that information that is scientifically defensible and of known quality continues to be exchanged amongst these sections.

Author's Perspective:

"The MCPM Program has been a valuable asset as we strive to bring increased efficiency and customer service to our jobs. This program has provided me with many tools to be a more effective supervisor."

~Mike C. Beiser, MS Department of Environmental Quality



**ADMINISTRATIVE PROCEDURES GUIDE FOR
HAZARDOUS WASTE PERMITTING**

(Level 3 Project)

Author: Thomas Kelly

Project Synopsis:

Maintaining consistency and improving work efficiency are important objectives of our agency. This project titled *Administrative Procedures Guide for Hazardous Waste Permitting* accomplishes these objectives. The process of issuing hazardous waste permits requires specific knowledge of the applicable regulations and knowledge of the tasks necessary to issue the permit. Due to the complexity of the process, inconsistent permit documents and decreased work efficiency can occur. This project will provide permit engineers with written procedures needed to reduce the time it takes to process a permit application, and to draft and issue the permit. This will decrease permit processing time, improve work efficiency and produce consistent permitting documents.

Author's Perspective:

"The MCPM program is a great management training program. It is a valuable resource available to public employees aspiring to become more effective managers. I enjoyed the opportunity to learn from such enthusiastic instructors, and I enjoyed networking with employees from various other state agencies."

~Thomas Kelly, MS Department of Environmental Quality



***DEVELOPMENT OF A COMPREHENSIVE DISASTER DEBRIS
MANAGEMENT POLICY FOR THE MS DEPARTMENT OF
ENVIRONMENTAL QUALITY***

(Level 3 Project)

Author: Mark Williams

Project Synopsis:

This project involved the development of an Emergency Debris Management Policy for the Mississippi Department of Environmental Quality (MDEQ) to administer in preparation for and in the event of a natural disaster or other similar disaster occurrence. The policy expresses the MDEQ procedures and parameters for the management and ultimate disposition of various types of debris resulting from natural disasters or other similar widespread emergency conditions. After the unprecedented devastation caused by Hurricane Katrina, the MDEQ was required to develop various emergency policies on how the vast amounts of disaster debris would be managed and disposed of. Due to the pressing demands that the debris be removed as quickly as possible, these policies were somewhat hastily developed to address the debris management needs as they were occurring. With the disaster clean-up from Hurricane Katrina haven been completed, the staff of the MDEQ through this project reviewed the development and implementation of those policies and has enhanced and consolidated the policies into one guidance document for future employment in other similar disasters.

Author's Perspective:

"The CPM program has truly helped me as a manager to focus more on improving the procedural and developmental aspects of my work projects. I have learned that the final product, result or outcome of any project effort will be most successful if I as a manager give greater focus to enhancing the processes that I use to conduct the project rather than simply focusing on the outcome."

~Mark Williams, MS Department of Environmental Quality



***STORMWATER MANAGEMENT & SMART GROWTH
TRAINING WORKSHOPS FOR COASTAL COUNTIES
(Level 3 Project)***

Author: Zoffee Dahmash

Project Synopsis:

The Nonpoint Source (NPS) Branch of the Mississippi Department of Environmental Quality has the responsibility to develop and implement several programs to control NPS pollution. NPS Pollution is defined in general as pollution from sources normally associated with runoff from agricultural, forestry, urban, and construction operations. It is by far the number one source of pollution to our state waters in Mississippi and across our nation. While traditionally a lot of attention has been given to address polluted runoff from agricultural activities, limited efforts have addressed the impacts of urban runoff until recently. To address this source of pollution, I assembled a workgroup including individuals knowledgeable of the subject matter and assigned a project leader to develop and implement an education and outreach project that specifically targets community leaders and elected officials. Together, we developed a more comprehensive program that teaches the principals of erosion control, stormwater management, low impact development, and smart growth. A number of presentations were carefully developed and tested during several workshops targeting coastal communities. As a result of our initial efforts a number of coastal communities became more interested in adopting new approaches to control the adverse impacts of urbanization. The resulting program continues to expand and provide the technical support needed to growing communities around our state.

Author's Perspective:

"Participation in the MCPM Program was a very positive experience for me. I have gained a better understanding of the required leadership skills and the problem solving techniques needed to become an efficient manager on both the business and personal levels."

~Zoffee Dahmash, MS Department of Environmental Quality

History:

The Mississippi Commission on Environmental Quality is empowered to formulate Departmental policy, enforce rules and regulations, receive funding, conduct studies for using the states resources, and to discharge its duties, responsibilities and powers as necessary. The Commission's seven members are appointed by the Governor. The Permit Board was created in 1973, to issue, modify, revoke or deny Mississippi permits and certifications administered under the Clean Water Act, Clean Air Act, the Resource Conservation and Recovery Act, the Surface Mining Control and Reclamation Act, state mining laws, and state water resource control laws. The membership of the Permit Board is set by statute. In the 1989 Legislative session, the Department of Environmental Quality was established to replace the Department of Natural Resources. The Governor appoints the Executive Director of the Department. The Department of Environmental Quality is currently organized into the following offices: Office of Geology, Office of Land and Water Resources, Office of Pollution Control, and Office of Administrative Services.

Mission:

The mission of the Mississippi Department of Environmental Quality is to safeguard the health, safety, and welfare of present and future generations of Mississippians by conserving and improving our environment and fostering wise economic growth through focused research and responsible regulations.



**MODEL PROJECT FROM THE
MS DEPARTMENT OF FINANCE
AND ADMINISTRATION
Mr. J. K. “Hoopy” Stringer, Executive Director**

Benefit to the Agency

“Training is an essential key to preparing the workforce to meet the demands of the future. The very way that state agencies do business is constantly evolving, and the State Personnel Board’s CPM program is an effective and cost efficient way to ensure that our workforce meets the new challenges we face in state government.”

~Karen Holloway, Human Resource Director, MS Dept. of Finance & Administration

***HUMAN RESOURCES AT YOUR FINGERTIPS:
DEVELOPMENT AND IMPLEMENTATION OF THE HR
COMPONENT FOR THE DFA WEBSITE***

(Level 3 Project)

Author: Mandy Mitchell

Project Synopsis:

Providing quality services to employees is very important in my agency. The Office of Human Resources continually strives to increase efficiency and effectiveness in all areas possible due to the fact that there are only three staff members working in the HR Office, which serves approximately four hundred and fifty employees. Time is of the essence and it is important to meet the immediate needs of employees. A major way to improve efficiency is to create an HR component to the agency’s website that offers forms, agency policies and other relevant information online so employees can immediately access what they need. The major goal of the project is to have an HR web page that is functional and can be easily utilized by employees who have computer access. Research for the project consisted of searching other state and federal websites in order to see how other state agencies and state governments provide human resource information. Major sources of information on the webpage include agency policies, forms, and benefits information. All the information collected was sent to the Office of Information Technology to be added to the website. After several meetings and revisions, the final draft of the HR component was presented to agency officials for approval.

Author's Perspective:

“The Mississippi Certified Public Manager Program has been an excellent resource for me to network with other professionals throughout the state. The program’s instructors seek to teach participants essential leadership skills while providing insight on current issues affecting managers in Mississippi State Government. It is critical that public managers are equipped with the tools they need to supervise employees and the State Personnel Board has done an excellent job providing direction through the CPM Program.”

~Mandy Mitchell, MS Department of Finance & Administration

History:

The Mississippi Department of Finance and Administration is the primary agency responsible for State government financial and administrative operations including employee payroll, vendor payments, employee insurance, construction, maintenance, and protection of State buildings in the Capitol Complex, financial information management systems, management of the State’s vehicle fleet, and numerous other related activities. DFA is composed of fourteen (14) offices with a total staff of approximately 400 employees.

Mission:

DFA, as the executive branch agency for fiscal and asset management, provides services, solutions, regulations, and guidance to its customers to help improve the quality of life in Mississippi.



**MODEL PROJECT FROM
THE MS DEPARTMENT OF FINANCE
AND ADMINISTRATION–
MS MANAGEMENT AND REPORTING SYSTEM
Ms. Cille Litchfield, CPM,
Chief Systems Information Officer**

Benefit to the Agency

“CPM is important to DFA/MMRS as it places our employees into direct contact with our customers. The networking assists in building relationships as well as communicating about how one agency impacts another. The project management training and communications training are invaluable.”

~Cille Litchfield, CPM, Chief Systems Information Officer, MS Management & Reporting System

***INCREASING PROGRAMMER
ANALYST PRODUCTIVITY
(Level 5 Project)
Author: Dinah Moss***

Project Synopsis:

The Mississippi Management & Reporting System (MMRS) is the office directly responsible for maintaining the Statewide Payroll and Human Resource System (SPAHRs). I have developed a menu-driven system called the Programmer Analyst Tool Kit, which can be used by the technical staff at MMRS, thereby increasing their productivity level in maintaining the SPAHRs application. I predicted that the barrier to implementation would come with the training of the technical staff in the use of the Tool Kit, since anything new makes most people nervous. Efficient training is only possible with efficient communication.

Author’s Perspective:

“The MCPM Program has enabled me to improve my performance as a manager in the public sector. I will continue to apply the basic theories and specific techniques learned in the MCPM Program throughout my career.”

~Dinah Moss, MS Department of Finance & Administration, MMRS

History:

The Mississippi Management and Reporting System (MMRS) is an office of the Mississippi Department of Finance and Administration (DFA). The 1993 regular session of the Mississippi Legislature established MMRS for the purpose of creating and maintaining a central repository of current, accurate, and relevant management information (Section 7-7-3, Mississippi Code of 1972, Annotated as Amended).

In that effort, MMRS is responsible for the development, enhancement, maintenance, and support of several statewide applications that combine to form this central repository of management information.

Mission:

MMRS provides timely, accurate financial management and human resource information to state agencies, elected officials, and the public at large.

We prepare for the expanding information needs of the State of Mississippi by using the latest in technological advancements.

We commit to professionally serve the Citizens of Mississippi.



**MODEL PROJECT FROM
INFORMATION TECHNOLOGY SERVICES
Mr. David Litchliter, CPM, Executive Director**

Benefit to the Agency

“The Mississippi Department of Information Technology Services (ITS) has been a supporter of the Certified Public Manager Program since its inception. The Program provides a great opportunity for government managers to sharpen their skills in the area of supervisory management and allows the participants to learn from and appreciate the management issues that are faced by their peers in other government agencies. The instructors and curriculum are top-notch!”

~David Litchliter, CPM, Executive Director, MS Dept. of Information Technology Services

**STATE CALLING CARD SERVICE FOR
MISSISSIPPI GOVERNMENT
(Level 3 Project)**

Author: Roger L. Graves

Project Synopsis:

Access to long distance communications is a critical component of state government operations. This is especially true for state officials and employees who conduct official business within the state, nationally, or internationally. To accommodate the communications needs of employees who must travel abroad, my agency procures state calling card services and manages these services through card assignments, activations, deactivations, detailed monthly usage billing, and toll fraud protection. The goal of this project is to procure and transition the state’s calling card services to a new provider with minimal disruption to the customer and without significant increase in cost to the state. I acted as the team leader for the specifications section of the Request for Proposal (RFP), the state calling card design committee, and the card distribution contact for the awarded vendor. The project result is a new long-term contract to a calling card service provider, a bold new calling card design for state government use, a card numbering system that minimally impacts existing users, and a better cents-per minute rate for the state.

Author’s Perspective:

“I greatly appreciated the opportunity to participate in the CPM Program. The training curriculum is excellent in providing state employees with a better understanding of the managerial challenges we all face within government, along with identifying the skills necessary to deal with different personalities/types within an organization. This program is for everyone planning a career as a public servant. Great job.”

~Roger L. Graves, MS Department of Information Technology Services

History:

The Mississippi Department of Information Technology Services (ITS) was created as the Central Data Processing Authority (CDPA) by the Mississippi Legislature in 1970 to improve long-range planning coordination and establish a central point responsible for the fiscal management of data processing functions in state agencies, institutions of higher learning, and community colleges. ITS came about as a result of a reorganization in FY95 and FY96 that changed CDPA to ITS.

Mission:

The Mississippi Department of Information Technology Services (ITS) provides statewide leadership and services that facilitate cost-effective information processing and telecommunication solutions for agencies and institutions. We strive to be:

- **Service Oriented:** Partnering with our customers to use information technology to achieve their business goals.
- **Technology Leaders:** Working with agencies and institutions to explore emerging technologies and to set policies, standards, and guidelines.
- **Facilitators:** Communicating effectively with customers, on both an executive and technical level, to identify potential opportunities for information technology in the State.
- **Resource Providers:** Providing the infrastructure resources to support information technology.



**MODEL PROJECTS FROM THE
MS DEPARTMENT OF MENTAL HEALTH –
CENTRAL OFFICE
Mr. Edwin LeGrand, III, CPM, Executive Director**

Benefit to the Agency

“Since the inception of the Mississippi Certified Public Manager Program and graduation of the first CPMs in 1993, the Department of Mental Health has been strong and enthusiastic supporter and participant. We see real benefits in the increase in managerial skills of staff who due to the nature of work done by the Department of Mental Health would normally not have received this information in their previous course of study. By completing the MCPM Program, individuals are better prepared to demonstrate the management and leadership skills necessary to assist the Department as it strives for excellence. These projects are extremely valuable to the Department in helping us reach our goal. The Department will continue to encourage and support our staff to become Certified Public Managers.”

~Edwin C. LeGrand, III, CPM, Executive Director, MS Department of Mental Health

***DEVELOPING A QUALITY IMPROVEMENT PLAN
(Level 4 Project)***

Author: Christina (Kris) Howell Jones

Project Synopsis:

I plan to develop a Continuity of Operations Plan (COOP) for the Mississippi Department of Mental Health’s Central Office. At the current time, the Central Office of the MDMH does not have a formal COOP. Many of the elements contained in a COOP are already outlined in the MDMH’s State Disaster Preparedness and Response Plan. However, a formal COOP needs to be developed so that all employees of the central office understand their roles and responsibilities in restoring the office’s full capabilities post-disaster or emergency, thus improving the quality of services the Central Office is able to provide.

Author’s Perspective:

“The CPM program gives state employees a great opportunity to develop our management and leadership skills. The learning experiences in the CPM program provide participants valuable knowledge and skills that can be carried back to enhance our work environments.”

~Christina (Kris) Howell Jones, MS Department of Mental Health, Central Office

LEVEL IV PROJECT: QI REPORT
(Level 4 Project)

Author: Eze Uzodinma

Project Synopsis:

In providing the quality and consistency of the Department of Mental Health's philosophy of providing a comprehensive system of services and supports, the Division of Information Systems works very hard and diligently to ensure that individuals with mental health, substance abuse and mental retardation/developmental disabilities receive the highest quality of care. This is according to the Department of Mental Health/Mental Retardation Minimum Standards. The project was used to examine the quality and effectiveness in providing data processing services to the employees of the Central Office and information systems planning for the facilities within the Department of Mental Health. The division works with community providers involved in implementing systems to collect/report data requested/required by DMH and federal funding sources in an effort to determine if any improvements or corrections need to be made within our division.

Author's Perspective:

"The CPM program is a great program for anyone interested in enhancing his or her skills as a good manager/leader. It has provided an opportunity for me to continue to grow and develop as a mature individual as well as strengthen my management skills as a professional."

~Eze Uzodinma, MS Department of Mental Health, Central Office

History:

The Mississippi Department of Mental Health was created in 1974 by an Act of the Mississippi Legislature, Regular Session, as outlined in Sections 41-4-1 et. Seq. of the Mississippi Code of 1972. The statute placed into one agency, mental health, alcohol/drug abuse and mental retardation programs which had previously been under the direction of the State Board of Health, the Interagency Commission on Mental Illness and Mental Retardation, the Board of Trustees of Mental Institutions and the Governor's Office. In addition to these service areas, the Department of Mental Health is responsible for developing programs concerning Alzheimer's disease and other dementia, as also outlined in Sections 41-4-1 et seq. of the Mississippi Code of 1972. The Department of Mental Health is governed by the State Board of Health, whose nine members are appointed by the Governor and confirmed by the State Senate. The Department of Mental Health is organized into three bureaus: The Bureau of Administration, the Bureau of Mental Health (includes Adult Community Health Services, Children and Youth Services, Alzheimer's Disease Services, Alcohol and Drug Abuse Services and Constituency Services) and the Bureau of Mental Retardation.

Mission:

Supporting a better tomorrow by making a difference in the lives of Mississippians with mental illness, substance abuse problems and intellectual/ developmental disabilities one person at a time.



**MODEL PROJECTS FROM
EAST MS STATE HOSPITAL
Mr. Charles Carlisle, Director**

Benefit to the Agency

“The CPM program has provided us with another vehicle to cultivate our most valuable resource, our employees. We encourage our staff to continue their education and professional growth through such programs. Ultimately, the individuals receiving services at EMSH reap the benefits of a well-trained, professional workforce. East Mississippi State Hospital (EMSH) greatly values the training opportunities of the Certified Public Manager Program. The training has enhanced the development of our managers and provided them with a better understanding of the Department of Mental Health and state service as a whole. The projects completed by EMSH staff that has attended the CPM Program have benefited the facility’s operation and helped improve the quality of care provided to those we serve.”

~Charles A. Carlisle, Director, East MS State Hospital

**DEVELOP A POLICY AND PROCEDURES MANUAL FOR
EAST MS STATE HOSPITAL’S MAIL/COPY ROOM
(Level 3 Project)**

Author: Betty Moffett Stamm

Project Synopsis:

The East Mississippi State Hospital Mail/Copy Room is responsible for providing intra-hospital mail and inter-hospital mail/postage services and bulk copying/binding services to East Mississippi State Hospital’s main campus and all other programs managed by the hospital on sites off campus. Under hospital reorganization, administrative oversight of the Mail/Copy Room was transferred to the Division of Public Relations. With Public Relations Division’s staff limited knowledge regarding the services provided by the Mail/Copy Room, it was a challenge to provide leadership and comprehensive coverage because there was not a departmental policy and procedure manual in place.

Procedures were initiated to develop a manual that would serve as a reference tool for all staff. Through communication with all stakeholders of the Mail/Copy Room including Mail/Copy Room staff, Public Relations staff, Public Safety staff, United States Postal Service staff, the previous Mail/Room Manager, and hospital administration, a comprehensive manual was written, approved and implemented. The value of the manual was evaluated through communication with stakeholders, including a written survey of consumers of the Mail/Copy Room. From all feedback received, it was concluded that the manual was useful in facilitating a continuity of quality services provided by the Mail/Copy Room.

Author's Perspective:

“Participation in the CPM program has been a very rewarding experience. In addition to developing and strengthening my managerial and communication skills, the networking opportunities afforded through the program have proven invaluable.”

~*Betty Moffett Stamm, East MS State Hospital*

SURVEY PREPARATION
(Level 3 Project)

Authors: Wanda Kennedy, RN, NHA and Judd Nance, NHA

Project Synopsis:

A long term care facility is surveyed at least annually by the Mississippi State Department of Health. The survey process demonstrates how well the facility complies with federal and state regulations and is considered a marker for the quality of care provided to residents in the facility. Poor results on a survey can result in monetary fines. Also, survey results are made available to the public so that they can make informed decisions regarding placement of their loved ones. Therefore, for recruitment of residents and for fiscal management reasons, a successful survey is extremely important to a facility. Many factors go into a successful survey. One of these is how well organized and how smoothly a facility can navigate the survey process prior to and when the survey team arrives. Facilitating a smooth survey is important in that it provides a well organized view of the facility to the surveyors and it allows the key staff to concentrate on care issues rather than gathering data for the surveyors. The problem regarding survey processes at Reginald P. White Nursing Facility was:

- No systematic approach to the survey process
- No pre-survey team arrival preparation
- No post-survey team arrival preparation
- No notification of survey arrival processes
- Minimal knowledge of survey requirements by staff

The project team members performed research to determine what requirements and processes could be performed by the facility both pre-survey team arrival and post-survey team arrival, developed survey processes for both, and provided training to personnel involved in each aspect of preparation. The processes were implemented during a real survey. Both subjective and objective observations revealed successful preparation for the survey process. These processes will be used with each consecutive survey evaluated after each survey.

Author's Perspective:

“The CPM Program taught me management techniques that not only enhanced my personal skills, but also helped me to better serve East Mississippi State Hospital and the Department of Mental Health. The networking opportunities of CPM provided additional insight into public

service as a whole. The structure of the CPM Program promotes an atmosphere of enthusiasm and encouragement that serves to motivate those of us who have chose public service as a career.”

~Wanda Kennedy, RN, NHA East MS State Hospital

“The CPM Program has been an excellent training experience for me. It has taught me more efficient and effective ways of management and communication that can be used both on the job as well as off the job. The CPM Program also teaches those of us who have attended to think outside the box.”

~Judd Nance, NHA, East MS State Hospital

***THE DEVELOPMENT OF AN EMPLOYEE RETENTION/JOB
SATISFACTION SURVEY FOR LICENSED NURSES AT EAST
MS STATE HOSPITAL
(Level 5 Project)***

Author: Ray Gullette, R.N., B.S.N., M.H.S, C.M.H.T., C.S.M.

Project Synopsis:

The mission of East MS State Hospital is to provide high quality care with positive outcomes for the individuals we serve. At the time of admission to the psychiatric hospital, the individual is assessed by several different disciplines (psychiatry, medical, psychology, nursing, social services, recreation, nutritional services, pastoral, etc.) and is assigned to a treatment team. Nursing Service is required to provide licensed nursing care each day to each individual receiving services. When call-ins, changes in the acuity level of patients, etc. are presented on a unit, this increases the physical and mental demands on the licensed nurse to provide the needed care. Many times this leads to nursing staff being reassigned to other units to assist with patient care which leads to burn-out. As Director of Nursing, it is becoming increasing difficult to recruit, motivate, maintain and provided nursing licensed nursing care. The development of a reliable quality improvement plan/survey would identify issues in which employee retention and job satisfaction concerns could be addressed in Nursing Service Staff Meetings and with Administration. This could lead to positive patient outcomes and decrease liabilities for the hospital. This quality improvement plan/survey will continue to be reviewed, revised and updated to address the employee retention and job satisfaction issues that are directly related to Nursing.

Author’s Perspective:

“MCPM is a wonderful educational program that can be utilized in every department within the facility. I feel that by applying these management concepts this will lead to improved patient outcomes and decrease liabilities for the staff and hospital. MCPM provides me opportunities to improve management skills and work with other state agencies while fulfilling my duties and responsibilities. I am proud to be the Director of Nursing and part of the Administrative team.”

~Ray Gullette, R.N., B.S.N., M.H.S, C.M.H.T., C.S.M., East MS State Hospital

History:

East Mississippi State Hospital (EMSH) was established in 1885 as a state-operated psychiatric hospital to provide inpatient treatment for individuals with mental illness. Today, EMSH is a comprehensive psychiatric hospital with an eighteen-county service area. EMSH is operated by the Mississippi Department of Mental Health and provides inpatient psychiatric treatment for adults and adolescents, inpatient chemical dependence treatment for adults and adolescent males, long term care in Medicaid-certified nursing facilities, and community based group homes and day treatment programs. The goal of the treatment programs at EMSH is to offer a continuum of care in the least restrictive and most integrated settings available to meet the identified needs of the individuals receiving services.

Mission:

The mission of East Mississippi State Hospital is to provide a continuum of behavioral and longer term care services for adults and adolescents in a caring, compassionate environment in which ethical principles guide decision making and resources are used responsibly and creatively.



**MODEL PROJECT FROM
NORTH MS REGIONAL CENTER
Dr. Sandy Rogers, Director**

Benefit to the Agency

“The Certified Public Manager Program is an outstanding training opportunity that enhances the professional development of our staff. Each level of the program provides an opportunity for employees to gain confidence and skills. That knowledge is brought back and demonstrated each day in the work environment. The North MS Regional Center has been participating in the program from the beginning and the benefits are well worth the money and time spent.”

~Dr. Sandy Rogers, Director, North MS Regional Center

***NORTH MS REGIONAL CENTER’S EXIT SURVEY PROCESS –
A QUALITY IMPROVEMENT PLAN TO IDENTIFY AND
ADDRESS TURNOVER ISSUES
AND BARRIERS TO RETENTION
(Level 4 Project)***

Author: Franklin B. Dodds

Project Synopsis:

The North Mississippi Regional Center currently employs over 1,100 individuals, providing comprehensive services throughout the northern twenty-three counties of Mississippi to individuals who have mental retardation and other developmental disabilities. In order to accomplish this mission, a wide variety of positions with varying duties and responsibilities must be utilized, filling various needs on a 24-hour basis. National studies suggest that the replacement cost for each individual who leaves an organization varies from 25% to 200% of that employee’s annual salary. The purpose of this Quality Improvement (QI) plan is to evaluate the “Employee Exit Survey” process, including the dissemination of the information, in order to better understand the turnover factors which can be controlled by the facility.

Author’s Perspective:

“The Mississippi CPM Program provided me with many exceptional forums to develop and enhance my managerial skills in a manner that will benefit me in all aspects of my career. The opportunities to take time to focus on my personal capabilities as well as to be re-energized, encouraged, and inspired by the other class participants and outstanding facilitators and instructors were immeasurable.”

~Franklin B. Dodds, North MS Regional Center

History:

Celebrating its 35th anniversary in 2008, the North Mississippi Regional Center operates under authority of the State Department of Mental Health to provide an array of services to citizens with developmental disabilities in the northern 23 counties of the state.

NMRC was created by state statute in 1968 to offer diagnostic and evaluation services, training, rehabilitation, residential care, and research into the causes and treatment of mental retardation and related disabilities. The Center opened in August 1973 and since that day a steady demand for NMRC services has been matched by generous legislative support and rapid growth.

Today, more than 1,150 employees representing more than 25 departments work toward a common goal — the highest level of self-sufficiency and independence possible for each client in his or her most integrated setting. The Center currently provides licensed, 24-hour care to 490 clients at its main Oxford campus and 20 10-bed community homes. The Center also assists more than 1,000 citizens in the state’s northern 23 counties through an array of services including traditional group homes, supported living apartments, case management, work activity/prevocational centers, and its early intervention, day habilitation, and home and community based waiver programs.

Mission

To provide quality care for each client, with dignity and respect, in the most integrated setting, and to provide comprehensive services to our consumers.



**MODEL PROJECTS FROM
SOUTH MS STATE HOSPITAL
Ms. Winona Winfield, Director**

Benefit to the Agency

“CPM has benefitted our agency by providing a way for our staff to continue leadership training. It has allowed our staff to develop projects to meet CPM requirements that are also very beneficial to our hospital operations. Our participating staff have been exposed to various levels of public management training that enhanced their job skills and assisted them with further development of their own personal goals. In developing model projects and receiving an Askew award, our staff received recognition for their creativity and exceptional work, which has been very affirming to them. Many of our staff had not worked for a state agency prior to coming into our employment; and, having this exposure has given them a completely different perspective of our state system.”

~Winona Winfield, Director, South MS State Hospital

***INFORMATION SYSTEMS TOTAL QUALITY
MANAGEMENT PROJECT
(Level 5 Project)***

Author: Sabrina Young

Project Synopsis:

The training department at South Mississippi State Hospital (SMSH) is responsible for orienting new employees. Preparation for new employee orientation requires several hours of labor, use of several reams of paper, and use of large binders. The binders include copies of lectures, PowerPoint presentations, policies/procedures, and tests. The information systems department at SMSH provides any and all services that will assist departments in performing necessary functions in the most efficient manner possible. Converting the orientation material to an electronic format would provide the training department with an efficient, streamlined, and paperless process. However, reluctance by the training department to convert to a paperless system was determined to be the most prevalent barrier. To overcome this barrier, the information systems and training department compromised on using “master” binders and the electronic format. New employees in orientation will receive a CD with all orientation material, excluding the tests, for them to retain and use at their convenience. The “master” binders will be used during the course of orientation and then retrieved at the end of the orientation week. The training department will maintain and update the master binders, and the information systems department will provide CDs for each new employee. The two staff members of the training department participated in an assessment on the organization of the material and time spent preparing material. Use of the CD and master binders was implemented March 3, 2008.

Author's Perspective:

"The CPM program has provided me the opportunity to enhance my managerial and leadership skills, network with other state employees, and work more efficiently and effectively."

~Sabrina Young, South MS State Hospital

THE STARFISH PROGRAM

(Level 5 Project)

Author: Debbie Dale

Project Synopsis:

The StarFish Leadership program at South Mississippi State Hospital was developed for front-line nonexempt staff who regularly exemplified the SMSH core values, mission and vision. It was based on the premise that one person can make a difference and be a leader regardless of their position in an organization. These dedicated and hard working employees were provided with a curriculum that was designed from their input to focus on personal development, leadership, and the skills necessary to act as liaisons between their department and hospital administration. The program combined interactive training sessions presented by hospital leaders and outside speakers with recognition for exemplary service. The StarFish participants were treated and served lunch by their supervisors and hospital administrators. They were recognized for their contributions to patient care and hospital culture by receiving a StarFish pin, diploma, bookmark, and by having their picture framed and displayed for staff viewing. This class constituted the pilot StarFish session and provided valuable information and feedback that will be used for the development of future StarFish programs.

Author's Perspective:

"The CPM Program has made me a better administrator, leader, and citizen. I have been given insight into my own personality and leadership style along with skills to help me become a better communicator. The program has provided me with an understanding and appreciation of the complexities of our state government and the vast responsibilities of our officials."

~Debbie Dale, South MS State Hospital

History:

South Mississippi State Hospital is the second acute-care regional psychiatric facility to open in the state. The Mississippi State Legislature, through House Bill 960, passed in its 1995 session the enabling legislation authorizing construction of the regional psychiatric hospital. The primary purpose of the hospital is to offer a continuum of services for the mentally ill within the patient's region of residence. This closer proximity will allow family, friends and community to more actively support the treatment, recovery and aftercare of the patient. South Mississippi State Hospital serves Lamar, Forrest, Marion, Perry, Greene, Wayne, Jones, Covington, and Jefferson Davis counties. Patients receive the highest quality care available through the services of an interdisciplinary treatment team. Heading up all teams is our Clinical Director, a board-certified psychiatrist with many years of experience. The treatment teams are composed of a wide range of healthcare professionals including a nurse practitioner, registered nurse,

mental health technician, registered dietitian, recreation therapist and licensed representatives from social and psychological services. The hospital staff also includes board certified psychiatrists and licensed psychologists. Length of stay is intended to be 14-21 days. Emphasis is placed on a total continuum of care, including pre-admission, inpatient, aftercare, and crisis intervention. It is our goal to be a part of the mental healthcare system for our patients and to work cooperatively with other service providers in positively influencing outcomes and the overall care of our patients.

Mission:

To provide the highest quality acute psychiatric care for adults who live in southern Mississippi.



**MODEL PROJECT FROM THE
MS DEPARTMENT OF PUBLIC SAFETY-
MS CRIME LABORATORY
Mr. Sam Howell, Director**

Benefit to the Agency

“The Certified Public Manager Program has become a significant tool for the Mississippi Crime Laboratory (MCL) in training our managerial personnel. Participants whom have attended this program bring back invaluable information that becomes almost instantly applicable in their role as a supervisor. The MCL will continue to promote and utilize this beneficial program.”

~Sam L. Howell, Director, MS Crime Laboratory

***IMPROVING SERVICE AND EVIDENCE QUALITY BY
DEVELOPING A MS CRIME LABORATORY
HANDBOOK OF FORENSIC SERVICES
(LEVEL 3 PROJECT)***

Author: JC Smiley, Sr., MS, D-ABC

Project Synopsis:

Improving service and evidence quality is a key component in performing timely and meaningful forensic work. The Mississippi Crime Laboratory provides forensic services for over 700 law enforcement agencies throughout the state of Mississippi. Therefore, it is essential that we provide information and training at the local and state level concerning our services. It is also essential that we provide procedures to properly collect, preserve, package and deliver criminal evidence to the Mississippi Crime Laboratory for analysis or assessment. Through discussions with crime laboratory personnel that work at all levels including administrative, and discussions with Mississippi Bureau of Investigation crime scene personnel, a current forensic science handbook was developed. This handbook covers all disciplines operating under the authority of the Mississippi Crime Laboratory. It also provides guidelines for processing crime scenes and procedures to properly collect, preserve, package and deliver criminal evidence to the Mississippi Crime Laboratory for analysis or assessment. Copies of a draft version of the handbook were used to teach a law enforcement training class where the class participants were experienced investigators and other law enforcement officers. Class participants were asked to complete a questionnaire that was provided before the class began. Copies of the draft version of the handbook were also provided to Mississippi Bureau of Investigation crime scene personnel for assessment. Comments about the usefulness of the handbook were very positive. Recommendations and criticisms derived from the questionnaire and Mississippi Bureau of Investigation crime scene personnel were taken into consideration and changes were made. Mississippi Crime Laboratory personnel reviewed the revised draft and were provided an opportunity to make further recommendations.

The completed handbook was reviewed and submitted for approval by the Director of the Mississippi Crime Laboratory and the Mississippi Crime Laboratory Quality Assurance Manager. Once the final version is printed, it will be made available as the primary instruction aid used by the crime laboratory for training at Mississippi law enforcement academy classes and a field guide for crime scene investigators or other law enforcement personnel when searching, collecting, preserving and packaging evidence for examination by the Mississippi Crime Laboratory.

Author’s Perspective:

“The MCPM program is useful to any agency that is looking to improve its manager’s ability to effectively manage people. It has been significant in improving my management skills by teaching me coaching, motivational and organizational techniques. The classroom settings where other managers are performing the same or similar exercises and sharing job experiences are especially useful. The CPM project enabled me to focus on one aspect of how I could improve services to our client base and aid the Mississippi Crime Laboratory in achieving its mission.”

~ JC Smiley, Sr. MS Crime Laboratory

History:

The Mississippi Crime Laboratory is established under the authority of Mississippi Code Annotated (M.C.A.) §45-1-17. The Mississippi Crime Laboratory (MCL) is the forensic science division of the Mississippi Department of Public Safety (DPS). Originally mandated in 1956, the laboratory was unfunded for operation until 1966. At present, the laboratory consists of a full service central laboratory located in Jackson and three regional facilities, located in Batesville, Gulf Coast and Meridian. The Mississippi Crime Laboratory will provide forensic laboratory services to all law enforcement agencies in Mississippi. (A law enforcement agency will be defined as: Any agency empowered to enforce the laws and ordinances of the State of Mississippi.)

Mission:

The mission of the Mississippi Crime Laboratory is to provide the highest quality, objective services in the recognition, collection, preservation, scientific analysis and interpretation of physical evidence in the pursuit of truth within the criminal justice system.



**MODEL PROJECT FROM
MS DEPARTMENT OF
REHABILITATION SERVICES
Mr. H. S. McMillan, CPM, Executive Director**

Benefit to the Agency

“The Certified Public Manager Program has always been viewed as a value to our Department as it encourages our managers to “think outside the box” and be creative in their thinking and management styles. It allows them to move away from the daily routine, listen to new and innovative management ideas, and then bring those ideas back to the Agency for proposed implementation. More than once, the ideas presented by the CPM participants have been put into practice in the Agency. Their participation has been inspirational for the participants and has often times meant cost savings for the Agency and better Customer Service.

*CPM is well worth the investment of human capital! It makes Good Managers Better!”
~H.S. McMillan, CPM, Executive Director, Mississippi Department of Rehabilitation Services*

**RECRUITMENT PROPOSAL TO OBTAIN
ADDITIONAL CONSULTATIVE EXAMINATION PHYSICIANS
(Level 3 Project)**

Authors: Kevin Hill and Leola Meyer

Project Synopsis:

The Mississippi Disability Determination Services (DDS) has an insufficient number of physicians to perform consultative examinations. We want to increase the number of treating physician providers statewide for our agency as well as establish a standardized recruiting process.

The state was divided into three geographical regions: North, Central, and South. A number of physicians were identified and letters and surveys were mailed to those physicians selected. Our goal was to create a standardized procedure for contacting and recruiting and increase the total number of physicians to perform consultative exams for the individuals served by our agency.

A desired outcome was to recruit not only general physicians, but also physicians with medical specialties. We were successful in recruiting physicians. As a by-product of our project, valuable information was discovered and determined to be useful for our examiner adjudication staff. The information has been made available to the examiner staff to aide in rendering a better determination to the individuals served. The scope and results of this project transcended the medical relations operations and the case services operations of our agency. This project allowed an opportunity for case services and medical relations to come together and improve our internal business process for the agency.

Thanks to the support of our agency director, a standardized recruiting process for physicians has been established. In addition, our management information system will be upgraded and valuable information will be made available to our examiner adjudication staff. The results of this project will improve the quality of services our agency provides.

Author's Perspective:

"The MCPM program has provided tremendous opportunities for learning and for professional growth. These opportunities have enabled me to become more effective in my position as a manager."

~Kevin Hill, MS Department of Rehabilitation Services

Author's Perspective:

"The MCPM Program has allowed me to grow and develop as a manager. I greatly value the learning experiences and knowledge I have received from the program. I know the benefits will continue as I strive to put into practice the valuable tools the program has provided me."

~Leola Meyer, MS Department of Rehabilitation Services

History:

The Department of Rehabilitation Services, as it exists today, was established by statute on July 1, 1991. In its present form, the Department is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (VRB), the Office of Disability Determination Services (DDS), the Office of Special Disability Programs (OSDP), and the Office of Support Services (OSS). However, each of the offices that comprise the Department has had an existence apart from the others for many years. Indeed, civilian vocational rehabilitation and vocational rehabilitation for the blind have been in existence in Mississippi since the 1920's.

As an outgrowth of World War I, the United States Congress passed the Civilian Rehabilitation Act in 1920. Under this Act, each state's vocational education board or agency would provide vocational rehabilitation for civilians. By 1922, Mississippi had a fully staffed and funded civilian vocational rehabilitation program in place.

In 1928, the Mississippi legislature established the Commission for the Blind. Prior to this, there had been no separate agency for the rehabilitation of the blind. While the Commission was not a rehabilitation agency in the truest sense, it worked closely with the Vocational Education Board to acquire services for eligible, visually impaired citizens.

Until 1935, vocational rehabilitation was operated as a series of Congressional extensions, but in that year, the passage of the Social Security Act made the vocational rehabilitation a permanent part of Federal social services. Amendments to the Act in 1943 extended service to the mentally handicapped.

The 1954 amendments to the Social Security Act made funds available for training professional rehabilitation counselors. Also, Social Security programs were expanded to include disability benefits. In order to evaluate applications for disability benefits, Congress allowed the States to designate or establish an agency for disability determination. In Mississippi, the Vocational

Rehabilitation Agency, then under the Department of Education, was designated as the State disability determination agency. By the early 1960's, this evaluation division had evolved into the Disability Determination Unit.

1965 signaled the largest expansion of comprehensive rehabilitation programs, nationwide. During this period, vocational rehabilitation for the blind was not available separately from the regular vocational rehabilitation program; rather, rehabilitation for the blind was available as any rehabilitation service. The State Commission for the Blind helped coordinate and otherwise make visually impaired citizens aware of rehabilitation opportunities.

In 1973, Congress passed the Rehabilitation Act. This Act established the blueprint for vocational rehabilitation, as we know it today. The Rehabilitation Act of 1973 established funding schemes to provide comprehensive vocational rehabilitation through a designated State agency. Further, the Act provided for a separate State rehabilitation agency (and funding) for the blind. To this end, the State Legislature established the Vocational Rehabilitation for the Blind agency in March of 1975. This new agency, along with the existing Vocational Rehabilitation agency, were the designated state agencies for the administration of Federal/State funded vocational rehabilitation programs, such as the Independent Living Services programs as established by the amendments of 1978. In 1974, amendments to the Social Security Act created the Supplemental Security Income (SSI) programs, which replaced state welfare disability programs. In anticipation of this, the Disability Determination Unit increased in size and became Disability Determination Services.

In 1983, the State Legislature created the Department of Rehabilitation Services. This new and independent state agency was comprised of the Vocational Rehabilitation Division and Disability Determination Services. At that time, Vocational Rehabilitation for the Blind was under the Board of Mississippi School for the Blind. Pursuant to the provisions of the 1986 amendments to the Rehabilitation Act, the Vocational Rehabilitation Division began Supported Employment programs for the severely handicapped. From 1989-1991, the Department of Rehabilitation Services was a component of the State Department of Human Services, an executive branch agency that included all social welfare and similar programs. In 1991, the Legislature recreated an independent Department of Rehabilitation Services consisting of the Office of Vocational Rehabilitation, the Office of Vocational Rehabilitation for the Blind, the Office of Disability Determination Services, and the Office of Handicapped Services. The Office of Handicapped Services was not funded in the fiscal year 1992 and consequently, never existed as a viable program/office.

Today, the Department of Rehabilitation Services is the designated State agency for the administration of the Rehabilitation Act. It is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (OVRB), the Office of Disability Determination Services (DDS), the Office of Special Disability Programs (OSDP), and the Office of Support Services (OSS).

Mission:

It is the mission of the Mississippi Department of Rehabilitation Services to provide appropriate and comprehensive services to Mississippians with disabilities in a timely and effective manner.

**MODEL PROJECTS FROM THE
MS DEPT. OF TRANSPORTATION
Mr. Larry L. “Butch” Brown, Executive Director**

Benefit to the Agency

“The Certified Public Manager Program is of great value to MDOT in developing our employees, our greatest resource. It is through our employees, both individually and collectively, that we are able to achieve MDOT’s mission. Through CPM, our managers gain the tools that enable them to assume leadership roles in a dynamic workforce within the context of a fast-paced, ever changing world. The Certified Public Manager Program serves as a useful tool in preparing our middle and upper level management staff to deal with a wide array of complex challenges and opportunities specific to public sector administration. The curriculum is well designed and presented, and the networking opportunities afforded are invaluable in the professional development of participants in the program.”

~Larry L. “Butch” Brown, Executive Director, MS Department of Transportation

***A FILING GUIDE FOR ACTIVE MDOT
CONSTRUCTION PROJECTS
(Level 3 Project)***

Author: Dana L. G. Cleveland, P.E.

Project Synopsis:

More with less is the prevailing attitude in government today. At any given time, any given person may be needed in any number of places at the same time. One can only stretch one’s self so far. Eventually, there comes a time when an individual must either let things go undone or rely on someone else to do that which can be delegated. That is the premise of this project.

Through interacting with personnel at other Project Offices, the District Office, and the District Lab, I was able to combine the various filing systems currently in use. From the information gained through questioning other offices, I developed a Filing Guide and a Project File Index. The draft documents were then sent back to the various offices for critiquing. All necessary modifications were made to the documents which were then implemented at the Meridian Project Office. Several mock trials were made of the system, by which, someone not related to the project being tested, was asked to review the Filing Guide and Project File Index and then retrieve certain documents from the files. This was done with success.

Author's Perspective:

“Engineers are trained in facts and figures. MCPM has given me skills that are not taught in the engineering curriculum. I have gained insight into how and why people may think, act, and react the way they do at work. My greatest surprise in being involved in the MCPM program is how far-reaching the techniques are. The skills that I have learned will not only help me be a better manager, but also a better wife, mother, friend, and citizen.”

~Dana L. G. Cleveland, P.E., MS Department of Transportation

***ADDRESSING THE BARRIER OF RESISTANCE TO CHANGE
IN THE IMPLEMENTATION OF THE MDOT'S
QUALITY IMPROVEMENT PLAN FOR THE
DATACOMP COMPARABLE SALES DATABASE
(Level 5 Project)***

Author: John P. Murray, III

Project Synopsis:

Comparable Sales Data is the foundation of market value appraisal. The Datacomp Comparable Sale Database system is a centralized electronic database established for the use of the MDOT's staff and contracted appraisers for recording, retrieval, and statistical analysis of comparable sales data.

A general increase in efficiency is inherent to a centralized database system over an all paper system. But, obtaining the full efficiency potential of the Datacomp system now depends on an appraisal staff that has a mixed level of computer expertise and no prior experience interacting with an online database. The computer expertise situation for the MDOT's contracted appraisers is similar, though most have had at least some experience utilizing the multiple listing service (MLS) online database. Both groups have experience and a lengthy track record in the use of paper-based recording and data storage systems for comparable sales. However, with such familiarity, there is an inherent resistance to move away from that which they are familiar with or, stated another way, “a resistance to change”.

Resistance to change manifests itself in many ways, some are open and overt, other forms of resistance can be less visible, and thus harder to identify. Administration must be able to maintain an open mind when considering and dealing with what appears to be resistance to change. Some of the problems that would be characterized as “resistance” may actually be caused by technical issues, confusing instructions to staffers, incomplete instructions, unrealistic expectations by administration for staffers on computer/networking issues, inadequate training for the system, or there may be staffers that have not received adequate training in basic appraisal and sales work. It is a fatal mistake to assume that all resistance to change is attributable to employee problems, i.e. being stubborn, apathetic, unknowledgeable, having poor work habits or work ethic, etc. Administrators are not perfect decision makers and appraisers

(staff and contract) are licensed professionals, not mindless robots. Administrators must encourage and be open to a continuous process of evaluation and re-evaluation of the system, user-initiated comments, ideas, revisions, or solutions. In overcoming resistance to change, administration cannot be detached from day-to-day issues, but must be actively engaged in the system and proactively promoting involvement and encouraging comments of those staff and contract appraisers that actually have to implement the system and make it work. In migrating from the old paper-based system to Datacomp and a centralized electronic database, “Resistance to Change” appears to be manifested through:

- I. Appraisers continuing to use the old paper-based system for their sales work
- II. Appraisers taking an extended amount of time to place sales data in the system
- III. Incomplete or vague data records in the system
- IV. Incorrect formatting of data in the system

Author’s Perspective:

“This program has been a wonderful experience. I’m looking forward to Level 6 and finishing my electives. The instructors have made the program challenging, but fun.”

~John P. Murray, III, MS Department of Transportation

***ELECTRONIC INVOICES FOR PAYMENT
AND IMPLEMENTATION OF ELECTRONIC
INVOICES FOR PAYMENT
(Level 4 Project and Level 5 Project)***

Author: Jeff D. Wheeler

Project Synopsis:

One measurement of quality in the Financial Management Division (FDM) of Mississippi Department of Transportation (MDOT) is timelines of payments. MDOT averages processing 65,000 invoices a year. These invoices must be sent to the appropriated district/division that is responsible for the purchase or service that is being invoiced. These invoices are sent via US postal service to the payment initiator, and once there, must be entered into our accounting system. After it is entered, the invoice must be mailed to the FMD office in Jackson. Depending on the distance from Jackson, this process can take 2 weeks to complete. Therefore, the agency can miss the due date for payment, resulting in a late fee. My project will allow the district/division office to scan their invoices, enter the document for payment into our electronic accounting system, and electronically send both to FMD instantly for processing. This will eliminate the need to mail the invoices to FMD and eliminate both the postage cost of and the postage time delay.

Author's Perspective:

"The Mississippi CPM program has provided me the opportunity to learn management techniques and make great networking contacts. The program was challenging and required that I work hard to finish each requirement and balance my work load at the same time."

~Jeff D. Wheeler, Jr., MS Department of Transportation

**IMPLEMENT MDOT'S ELECTRONIC
BID SOLICITATION PROCESS**

(Level 3 Project)

Author: Retha V. Gregory

Project Synopsis:

The Procurement Division had always advertised for large purchases by using a manual process which seemed to be labor intensive and costly. Volumes of brown manila envelopes were mailed out on a frequent basis when vendors were notified of approaching bid solicitations. The current process involved making copies of the bid package, printing labels, and stuffing envelopes. Not only was this labor intensive, it was also costly due to the office supplies consumed and the postage required.

My project became one of trying to find a better way of soliciting bids other than the way it had been done in the past. An on line, web based, electronic process existed that had been tested and was being used by another State agency, Department of Finance and Administration. Their process appeared to be less labor intensive and reached more vendors than our manual process. I knew that changing processes is never an easy task and sometimes even takes longer during the learning process. However, there was a need for increased efficiency which required testing a new procedure in order to access the benefits of going from a manual process to an electronic process.

Author's Perspective:

"The CPM program has been a great asset to my development as an employee in State Government. It has provided me hours of training with instructors who love what they teach and make the classroom not only meaningful, but also enjoyable. The CPM program has also been a wonderful tool in providing networking opportunities with other professionals in many agencies."

~Retha V. Gregory, MS Department of Transportation

***IMPLEMENTING
NEW RUT MEASUREMENT TECHNOLOGY
(Level 3 Project)***

Author: Marta L. Charria, PE

Project Synopsis:

The Mississippi Department of Transportation (MDOT) contracts and monitors the survey of the state maintained roads every two years to keep track of their condition and subsequently optimizes the funds available for their maintenance. Rutting is one of the many condition indicators of the road, as well as is a safety problem for motorists, especially in wet weather when water tends to collect in the pavement ruts causing possible hydroplaning. This year MDOT has made the move from 3-laser profiler to the laser transverse profile system that uses INO (Institut National d'Optique) technology. The results from the INO profiler system compared to the 3 laser-point system: (a) eliminated part of the subjectivity of the rut collection caused by different drivers, (b) virtually eliminated the error introduced by the driver's wandering, (c) were not correlated because they are different systems, (d) were in the order of 36 to 42 percent higher, and (e) were closer to the real transverse profile of the lane road.

Author's Perspective:

"I am very grateful and proud that the State Personnel Board of Mississippi offers the Certified Public Manager training. I believe all state agencies need to be constantly upgrading the competencies of their employees in supervisory and managerial positions. Modern management in the public sector depends not only on a good attitude, but also requires certain skills that can be learned and polished in the MCPM program. Therefore, MCPM is the best means for managers and supervisors to set the highest professional standards in the public sector."

~Marta L. Charria, PE, MS Department of Transportation

***INTRANET WEBPAGE FOR
MDOT'S PROGRAMMING DIVISION
(Level 3 Project)***

Author: Jackie Duckworth

Project Synopsis:

The Mississippi Department of Transportation has an annual budget that averages in excess of \$1 billion. The largest single component of that budget is construction [re-construction] of transportation facilities statewide. The construction budget averages approximately \$650 million annually. The Programming Division is charged with scheduling projects, coordinating meetings between the pre-construction divisions and the construction districts, identifying and procuring funding for the different phases of design and construction, adjusting the letting schedules and the related funding as issues arise which cause delays, provide administrative, legislative and congressional reports of the status of the construction program and numerous other duties associated with MDOT's construction and maintenance programs. Developing a webpage which

provides easy, seamless access to much of this information will be a tremendous asset to Programming and other divisions of MDOT as well.

Author's Perspective:

"Being allowed to participate in the CPM program has been both enjoyable and rewarding. The fact that the program cuts across agency lines has provided for networking opportunities that would otherwise have never been possible. The knowledge obtained and the relationships built have made this experience one of my most worthwhile endeavors since I have been serving in state government."

~Jackie Duckworth, MS Department of Transportation

VISUALLY CONSTRUCTING MISSISSIPPI
(Level 3 Project)

Author: Michael (Mack) Dowell

Project Synopsis:

Over the past eight years the Mississippi Department of Transportation (MDOT) has been responsible for letting and awarding to contract over four billion dollars worth of construction projects. This is an average of over five hundred million dollars a year. For each project that is developed, let, and awarded to contract there are certain steps that must be followed. This means that there are several people and divisions working on a single project at one time. That is why it is so vital for each person working on a project to know their role and have a clear vision of what is needed to be done to make sure a project is ready to be let to contract on time and on budget. For all these needs a Project Development Project Management (PDPM) system was developed and began being used in 2003 by MDOT. PDPM has been great in helping manage the pre-construction life of projects.

The following Certified Project Management (CPM) project was developed with one main goal in mind. The goal of this project was to add a new feature to the PDPM system by creating maps for each construction project currently in the program for one of the six construction districts at MDOT. By creating these maps, I hoped to create a better visual image of a project. This image could be referred to by others both during and outside of PDPM meetings. The idea was to help everyone see the project just as if we were in the field, thus everyone would be clear as to the specific features unique to that project and the project's development. As a result, maps are now being developed for every construction project and will be available for viewing during all PDPM meetings. These maps have proved to be very beneficial in creating project clarity. Now everyone working on a project can have the opportunity to view the specific details and exact location of a project.

Author's Perspective:

"Being a participant in the MCPM Program has been an amazing experience. The MCPM Program has not only helped me discover my own talents, but also the talents of others."

~Mack Dowell, MS Department of Transportation

History:

The Mississippi Department of Transportation (MDOT) was created in July 1992 as the result of legislation that was passed to enhance the efficiency and coordination of state transportation agencies. This brought together into one agency the following transportation services: the Mississippi State Highway Department, Public Transit, Weight Enforcement, Rail Planning and Safety, Aeronautics and the Office of State Aid. With the passage of the MDOT legislation, the Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court district.

Mission:

The Mississippi Department of Transportation is responsible for providing a safe intermodal transportation network that is planned, designed, constructed and maintained in an effective, cost efficient and environmentally sensitive manner.



**MODEL PROJECTS FROM
MS DIVISION OF MEDICAID
Dr. Robert L. Robinson, Executive Director**

Benefit to the Agency

“The Certified Public Manager program has delivered quality and professional development to the Division of Medicaid employees who have participated in the program. The CPM program exposed participants to innovative approaches and creative solutions thereby strengthening the capacities of employees to carry out their job related responsibilities.”

~Dr. Robert L. Robinson, Executive Director, Division of Medicaid

***APPLICATION SUPPORT WITH TRACK-IT
(Level 5 Project)***

Author: Martin “J.J.” Dunn

Project Synopsis:

It is our goal to improve customer support for the Division of Medicaid internal applications. In order to accomplish this, we will move to a central point of contact model for customer support. In today’s environment, the users call the application programmer that they believe is responsible for the application that they are using. This process causes frustration to the user, because the user community may not know who to call or what to do if someone is out of the office. The central point of contact model will alleviate this issue. The user community will send all issues to the HELPDESK email account and the system will route the issue to the application development team to be resolved.

Author’s Perspective:

“The MCPM program has been an excellent teaching tool. It has allowed me to learn the best practices to use as I manage projects and people. The program has also allowed me to network with other supervisors and managers in the State of Mississippi. I know these two factors have already helped me in my career with the Division of Medicaid.”

~Martin “J.J.” Dunn, MS Division of Medicaid

REVISED EMPLOYEE TRAINING FORM

(Level 5 Project)

Author: Melia R. Arrington

Project Synopsis:

The Employee Training Form is an effective tool supervisors use to help identify the training needs of their employees. The current Employee Training Form is outdated and revisions were made to better assist supervisors with enhancing their employees' job performance. Also, with the focus on competencies associated with the Performance Appraisal Review, the revised Employee Training Form will require the supervisor to document what area of improvement the employee needs and enroll the employee into a course to enhance their job skills. A survey was sent out to the directors and supervisors to get responses on the revised form. Most directors and supervisors were in favor of the revised form. The Human Resources training branch will continue to monitor progress of the revised form.

Author's Perspective:

"The CPM Program gave me the opportunity to improve my knowledge and skills as an employee, meet and network with individuals from other state agencies, and implement projects useful to the agency. Thank you for this wonderful experience."

~Melia R. Arrington, MS Division of Medicaid



TRAIN THE TRAINER IN THE BUREAU OF RECOVERY

(Level 3 Project)

Authors: Nancy B. Jones and Vanessa J. Wilson

Project Synopsis:

The Bureau of Recovery consists of seven units. Each unit has its own distinct procedures and goals. However, the work of each unit is dependent on the other units to contribute to the success of the Bureau of Recovery. We would like to establish on-going training for all employees to give them an understanding of the functions of each unit. This comprehension will empower and motivate employees to perform at higher levels knowing the importance of their unit's function to the success of the bureau, which will contribute to the success of the agency.

Author's Perspective:

"The Mississippi CPM program is a unique experience that has been instrumental in the development of my management skills. Some of those skills were utilized in the process of completing our project. We were able to effectively communicate our objective to a diverse group of employees. I recommend this program to all supervisors in state government."

~Nancy B. Jones, MS Division of Medicaid

Author's Perspective:

"I am honored to have been given the opportunity to be a part of the MCPM program. The instruments used to enhance the participants' management skills and knowledge are admirable. This program takes a very unique approach to making the participant realize their strengths. I look forward to completing the program."

~Vanessa A Wilson, MS Division of Medicaid

History:

Medicaid is a program of medical assistance administered through a federal/state partnership under Title XIX of the Social Security Act. Enacted by Congress in 1965, Title XIX of the Social Security Act provided authority for States to establish Medicaid programs to provide medical assistance to needy individuals. Mississippi began participation in the Medicaid Program on January 1, 1970. Originally, the Mississippi Medicaid Program was administered by Mississippi Medicaid Commission which was established by the Legislature during a 1969 extraordinary session. In 1984, the Legislature moved the administration of the Medicaid program from the Medicaid Commission to a state agency within the Governor's Office. At that time, it became the Division of Medicaid, Office of The Governor, State of Mississippi. The Mississippi Medicaid program provides essential health coverage for the state's most vulnerable populations: children, the elderly, the disable and low-income families with children.

Mission:

The mission of the Division of Medicaid is to ensure access to health services for Medicaid eligible population in the most cost efficient and comprehensive manner possible and to continually pursue strategies for optimizing the accessibility and quality of health care.



**MODEL PROJECT FROM THE
MS INSURANCE DEPARTMENT
Mr. Mike Chaney, Commissioner**

Benefit to the Agency

*“The CPM program is the best training tool we have in Mississippi for management.”
~Mike Chaney, Commissioner, Mississippi Insurance Department*

***FLOOD INSURANCE OUTREACH PROGRAM
(Level 3 Project)***

Author: Donna J. Cromeans

Project Synopsis:

When Hurricane Katrina struck the Mississippi Gulf Coast in August, 2005, a 32 ft. high tidal surge caused massive flooding and damage further inland than any storm in Mississippi history. Out of a population of nearly 400,000, only 21,960 had flood insurance policies, consequently thousands of people in the three coastal counties did not have any or adequate flood insurance coverage. Thus, these people had to pay the cost of replacement and repair of their homes and property. Although the National Flood Insurance Program is not regulated through my agency, we answered and assisted many homeowners who had difficulties with their flood claims. The purpose of this project was to develop an outreach program to better educate homeowner and commercial policyholders of the vital necessity of purchasing and maintaining a flood insurance policy. A multi-agency/shareholder group was formed and ideas were shared on target markets and outreach methods. Various methods were utilized targeting both homeowner, municipal and commercial policy holders geared to coincide with the beginning of the 2006 Hurricane Season and our Governor’s 2006 Stay Alert Stay Alive Hurricane Awareness Campaign. Success of the campaign was measured by media responses and by collecting and comparing data of flood insurance policies in force between the 2005 and 2006 Hurricane Seasons. Significant growth in coastal flood insurance policies was noted and the campaign was deemed so successful that members of the FloodSmart.gov marketing team now use it as a model in presentations to other states.

Author’s Perspective:

*“Since completing my courses, I have found myself utilizing the many skills and techniques I learned without consciously realizing it in situations both in the office and in my personal life. The MCPM program is not only valuable training for becoming a more polished professional, but it also provides great insight in becoming a more polished all around human being. It is a program I would highly recommend to anyone for their personal and professional futures.”
~Donna J. Cromeans, MS Department of Insurance*

History:

The Mississippi Insurance Department was created as a separate department by an Act of the Mississippi Legislature, effective March 1, 1902. The Act provided for the election of an Insurance Commissioner at the general election of 1903 and provided that until the election and qualification of such Insurance Commissioner, the duties of the office should be discharged by the State Auditor of Public Accounts.

Honorable W. Q. Cole was the State Auditor at the time and was elected without opposition in the 1903 election as the first Insurance Commissioner. This was fitting, since Mr. Cole was largely responsible for writing the law and for its passage. Until then, Mississippi had few laws affecting insurance and such matters as came up in the nature of insurance were handled by the State Auditor. Mr. Cole had recognized the need for laws governing insurance and a separate department and he had worked toward obtaining them. At his own expense, he went to New York, South Carolina, Virginia and other states and studied the Insurance Departments and their laws. He selected what he considered the best features of each. Mr. Cole administered the law as State Auditor from its passage in March 1902 until he opened the State Insurance Department in January 1904.

After the passage of the insurance law, more companies began to enter the State of Mississippi. The earliest biennial report of the Insurance Department on file in the office is for the period from October 1, 1903, to March 1, 1905. It reports 126 insurance companies licensed in Mississippi as of March 1, 1904, and 184 as of March 1, 1905. It reports that the total amount collected by the department and turned into the State Treasury for that period was \$217,844.57. In comparison, in 2004, there were 7.4 billion direct premiums written in Mississippi. The Department licensed and monitored the activities of more than 60,000 individuals who hold over 75,000 licenses. The Department monitored the solvency of approximately 2,318 companies doing business in Mississippi. The Mississippi Insurance Department returned \$14,293,306.00 in revenues gained from premium taxes and privilege license fees to the State's General Fund.

Those who have served as Commissioner of Insurance are:

W. Q. Cole	1903 - 1908
T. M. Henry	1908 - 1928
Ben S. Lowry	1928 - 1932
George Riley	1932 - 1935
J. H. Johnson	1935 - 1936
John Sharp Williams, III	1936 - 1944
Jesse L. White	1944 - 1952
Walter Dell Davis	1952 - 1972
Evelyn Gandy	1972 - 1976
George Dale	1976 - 2007
Mike Chaney	2008 - Present

There have been many additions to the insurance laws since those of 1902. Each Legislature has passed some laws enlarging the scope of the Commissioner's authority and consequently, increasing his duties and responsibilities. The Countersignature or Resident Agents' Law requiring policies of every kind, except life insurance, to be countersigned by licensed resident agents was passed by the Legislature in 1916. The Act creating the Board known as the Insurance Commission and providing for the organization and operation of the Fire and Rating Bureau was passed by the Legislature in 1924. The Act creating the Insurance Commission Board was repealed in 1987 to take effect January 1, 1988. The Legislature of 1928 brought the burial insurance business under the supervision of the Insurance Department. This started as a small business and has now grown until there are approximately 300 burial associations doing business in the State.

What could probably be considered the next major law affecting insurance was the Act passed in 1946 providing for the regulation of casualty rates and rating organizations which had long been advocated by former Commissioners. The Legislature of 1948 passed another law which the former Commissioners and the insurance agents had tried several times to get through the Legislature. This was the Fire and Casualty Agent's Qualification Law. Subsequently, the Legislature of 1960 passed a law requiring written examinations to be given to agents writing life, health and accident coverage.

The Commissioner of Insurance is elected to a four-year term and may be re-elected. The Commissioner is charged with execution of all laws relative to insurance companies, corporations, associations and fraternal orders, their agents and adjusters. The duties of the Insurance Commissioner are varied and are both administrative and regulatory. The Commissioner is also the State Fire Marshal and directs the investigation of all fires of a suspicious nature. Through the State Fire Marshal Division, the Commissioner administers the Mississippi Fire Prevention Code. The Commissioner, through the Fire Service Development Division, established guidelines, use and accountability for municipal and county fire protection funds. The Commissioner administers the Liquefied Compressed Gas Equipment Law and enforces the National Fire Protection Association Code. The Commissioner of Insurance serves on numerous boards and Associations.

Mission:

The mission of the Mississippi Insurance Department is to impartially enforce the laws and regulations enumerated in Mississippi Code Ann. Section 83-1-1 et seq., thereby creating an environment conducive to a competitive marketplace for the sale of insurance products and services while providing the State's citizens with the maximum amount of consumer protection. Our aim is to create the highest degree of economic security, quality of life, public safety and fire protection for the State's citizens at the lowest possible cost. To accomplish this mission, we are committed to providing assistance to our customers in a timely, caring and ethical fashion.



**MODEL PROJECT FROM THE
MS OFFICE OF THE STATE AUDITOR
Mr. Stacey E. Pickering, State Auditor**

Benefit to the Agency

“The Certified Public Manager Program has significantly contributed to the development of the State Auditor’s Management personnel as well as provide an in-depth understanding of state government for its participants. The six levels of the program provide a strong foundation for our development of managers within our organization, and the program is a part of a greater plan of our agency to provide training and development for our employees.”

~Stacey E. Pickering, State Auditor, Mississippi Office of the State Auditor

**IMPLEMENTATION OF STATEMENT ON
AUDITING STANDARDS NUMBER 106
(Level 3 Project)**

Author: Amy Buller

Project Synopsis:

The Financial Accounting Standards Board develops and implements new accounting and auditing standards which apply to all audits. Each standard has a number and is titled as a “Statement on Auditing Standards” (SAS). SAS number 106 was issued in October 2005 with an effective date of fiscal years beginning on or after December 15, 2006. This would require auditors to comply with the standard for state fiscal year 2008. State agency management, in representing to the auditors the financial statements are fairly presented in conformity with Generally Accepted Accounting Principles, makes assertions regarding the recognition, measurement, presentation, and disclosure of information in the financial statements and disclosures. Auditors break this down into audit procedures designed to test the assertions. SAS 106 documents thirteen management assertions. Auditor’s standard audit programs used to document audit procedures performed should be modified to ensure audit procedures are appropriated to address the management assertions.

Author’s Perspective:

“The CPM program has helped me to focus on the importance of group effort in achieving the goals of the agency.”

~Amy Buller, MS Office of the State Auditor

History:

Section 134 of the Mississippi Constitution created the Office of the Auditor of Public Accounts now the Office of the State Auditor. The Mississippi Code of 1972 established a Department of Audit under the supervision of the State Auditor, charged with comprehensive responsibilities and authorities under section 7-7-201. These statutory responsibilities make the Office responsible for financial reporting of most public entities within the state, which entails various types of auditing, audit reviews, advisory services, and investigations. The agency is currently organized into the following divisions: Financial and Compliance Audit, Information Technology, Investigations, Performance Audit, Property Audit, Technical Assistance, and Administrative Services.

Mission:

The mission of the Office of the State Auditor is to serve its customers and protect the public's trust by independently assessing state and local governmental and other entities to ensure that public funds are properly received, are legally, effectively, and efficiently spent and are accounted for and reported accurately.



**MODEL PROJECT FROM THE
MS STATE BOARD OF
MEDICAL LICENSURE
H. Vann Craig, M.D., Executive Director**

Benefit to the Agency

“The Board of Medical Licensure currently has three (3) employees enrolled in the CPM Program and one employee who has completed the program. The CPM program has equipped these individuals with the abilities to better communicate with their subordinates and manage their divisions with ease. It has also provided the Agency with some valuable resources through training, networking and the implementation of new projects.

The CPM program has allowed individuals in the Agency to look outside the box and explore new ideas for the Agency. CPM has instigated the implementation of a physician profile system for credentialing entities, and online renewal system for physician licensure, and a standard operating procedure manual for the Investigative Division. These projects have been exceptional and the Board expects no less from its current CPM participants. The Board encourages all managers and supervisors to consider working toward their CPM. It is a great program and very beneficial to the agency, as well as, the participant.”

~H. Vann Craig, M.D., Mississippi State Board of Medical Licensure

***INVESTIGATIVE DIVISION STANDARD OPERATING
POLICIES AND PROCEDURES MANUAL (SOP)
(Level 3 Project)***

Author: Leslie B. Ross Snodgrass

Project Synopsis:

Due to the fact that our agency and division lack a set of written policies and procedures, I set out to develop standard operating policies and procedures, specifically for the Investigative Division. I chose this project due to the fact that I have an employee who “breaks all the rules” and is in need of some behavior modification. To accomplish the process of assembling the manual, I held meetings with various team members of the division to obtain their input regarding the specific matters needed to be researched and addressed in the manual. Once all of the research was completed, the manual was compiled and distributed. Forty-five days after distributing the policy and procedure manual, there has been a definite change in the particular employee’s behavior; however, this project also provided a reward that I never expected.

Author's Perspective:

“CPM provided me with the knowledge base and skill development needed for a comprehensive and systematic approach in dealing with people and issues in state government.”

~Leslie B. Ross Snodgrass, MS Board of Medical Licensure

History:

The Board of Medical Licensure was created as a separated agency out of the Board of Health in 1981. The nine member Board is composed of physicians selected by the Governor from names nominated by the Mississippi State Medical Association.

Mission:

The mission of the Mississippi State Board of Medical Licensure is to ensure the protection of the health, safety and welfare of Mississippians through implementation and enforcement of laws involving the licensing and regulation of physicians, podiatrists, physician assistants and radiology assistants and through the objective enforcement of the Mississippi *Medical Practice Act*.



**MODEL PROJECTS FROM THE
MS STATE PERSONNEL BOARD
Mr. John Mulholland, CPM, Interim SPB Director**

Benefit to the Agency

“I believe it is the on-the-job application of principles taught in the MCPM Program that makes it valuable. This program offers management principles and practices that government employees can use everyday. Our employees have gone beyond simply learning concepts, they have applied those concepts in extraordinary ways. As we continue to be forced to “do more with less” in state government, the work of these diligent and exceptional employees will enable us to accomplish just that. We are extremely proud of our employees who have produced projects that can serve as models to others.”

~Mr. John Mulholland, CPM, Interim SPB Director, MS State Personnel Board

***ADDING THE CERTIFIED PUBLIC MANAGER PROGRAM
TEST LETTER INFORMATION IN THE MS ENTERPRISE
LEARNING MANAGEMENT SYSTEM - MELMS
(Level 5 Project)***

Author: Shondra B. Houseworth, MBA

Project Synopsis:

In the Office of Training, quality is our main focus. We strive every day to provide the best quality training services to Mississippi state employees. The purpose of this quality improvement project was to add the Certified Public Manager Program (CPM) Levels 1-3 test letters in the online registration database- MS Enterprise Learning Management System (MELMS). In the past, a hardcopy of the test letter was printed and mailed to the participants for each CPM Levels 1-3. The goals of this project were to decrease the amount of paperwork processed, to move towards a paperless work environment and increase the efficiency of participants receiving their tests results. I typed the letters in the computer application, Create Word Letters Utilities. This is a computer application that allows you to enter documents (letters, maps, etc.) and save documents in a Word application format. After the CPM Levels 1-3 test letters were entered and saved in Create Word Letters Utilities, the test letters were loaded into MELMS and the tests were emailed to the participants. A survey regarding the CPM tests letters was dispersed to CPM participants who attended a Level in January 2008. The survey was also used as an evaluation instrument to determine how effective and efficient the MELMS email CPM test letter and determine if MELMS is helpful and user-friendly. Any time you try to implement something in an organization, you will have barriers. One barrier that I overcame was that the emails were verified by the participants in the Levels for accuracy. Because the tests were emailed, some of my time constraints were lifted because the paperwork decreased thus more time was used towards other projects assigned.

Author's Perspective:

"The CPM program is excellent and the instructors are fantastic! I will never forget the wonderful participants and the networking. It's a great program!"

~Shondra B. Houseworth, MBA, MS State Personnel Board



***DEVELOP & IMPLEMENT
AN INTERACTIVE DESK INTERVIEW
(Level 3 Project)***

Author: Alicia N. Coleman

Project Synopsis:

Currently, the desk interview entails a time intensive process for the Office of Classification and Compensation (OCC), and consists of the following elements:

- Interviewing the incumbent and/or the immediate supervisor regarding the position in question,
- Typing the desk interview responses on the desk interview form from the interviewer's hand written notes or transcribing the recorded desk interview,
- Reviewing/evaluating the information provided by the incumbent to determine the nature of a particular job and the tasks which comprise it,
- Comparing these to the positions current classification as well as the various other classifications within the State Personnel Board's (SPB) classification inventory to determine the most appropriate classification for the position, and
- Providing the interviewer's analysis/recommendations either to the project manager and/or to the requesting agency.

By integrating technological advances into the desk interview process, the OCC will reduce the associated paperwork, the workflow interruption for the interviewer and interviewee, and the time associated with providing the results to the requesting entities. The development and implementation of the interactive desk interview will be accomplished by the following. Initially, an analysis of the composition of the desk interview will be conducted with suggestions attained from all Classification/Compensation Analysts regarding the desk interview content and structure. Secondly, the SPB Information Services Division personnel will develop the interactive desk interview program. Finally, the proposed interactive desk review program will be tested and reviewed by the Classification/Compensation Analysts to attain program assessment.

Author's Perspective:

"The MCPM Program is a great asset to all types and levels of management/leadership. I appreciate the agency allowing me both the opportunity and pleasure of being enrolled in this program. It provided me the opportunity to focus on my management style, the individual management needs of my employees, and the concept of management being a cooperative

partnership. Thus, it has helped to develop and enhance my managerial skills and prepare me for future endeavors in Mississippi State Government.”

~Alicia N. Coleman, MS State Personnel Board

History:

The Mississippi Classification Commission was established by the MS Classification Law of 1970. The Commission had the following responsibilities for the “classified service”: 1) a classification plan, 2) a compensation plan and 3) certification of eligibility based on education and experience and/or examination. Prior to 1977, three separate merit systems operated in the state: 1) Public Health, 2) Public Welfare and 3) Employment Security. The MS Merit Council established during the Regular 1976 Session (House Bill 721) of the Legislature, combined the three merit systems in 1977.

In 1980, pursuant to Senate Bill 2200 (Regular Session, Mississippi Legislature), the Mississippi Classification Commission and the coordinated Merit System Council were consolidated to form one personnel system—the State Personnel Board. Mississippi Senators Crook, Mulholland, Smith, Maloney, Waldrop, and Dearing authored Mississippi's Personnel Law because they foresaw the benefits to be derived from having a statewide personnel system. Having all positions registered with the Board greatly facilitated the Legislature's capability to track state service expenditures for personal services.

Mission:

Our mission is to ensure a quality workforce by:

- Anticipating customer needs
- Providing expert services;
- Delivering the best return on investment; and
- Exceeding our competition



**MODEL PROJECTS FROM THE
MS STATE TAX COMMISSION
Mr. Joseph L. Blount, Executive Director**

Benefit to the Agency

“Four the four years that I have been Commissioner of Revenue for the State Tax Commission, we have utilized the Certified Public Manager Program to develop and enhance the leadership skills of our employees in a cost-effective manner. In addition, it has provided our employees with networking opportunities with employees of other agencies and exposed them to the many different facets of state government.”

~Mr. Joseph L. Blount, Executive Director, MS State Tax Commission

***COLLECTING ADDITIONAL PERMIT PRIVILEGE FEES
IMPLEMENTATION OF QUALITY IMPROVEMENT PLAN
(Level 5 Project)***

Author: Irene Harris

Project Synopsis:

The Alcoholic Beverage Control (ABC) Division of the Mississippi State Tax Commission is tasked with regulating the legal and responsible dispensing of alcoholic beverages throughout the state. All businesses authorized to sell alcoholic beverages are licensed by the ABC and are required to pay a license fee. Additional fees are assessed for on-premise retailers (restaurants, hotels, casinos, etc.) throughout the state as part of the Mississippi Code Annotated 1972. Those fees include an ‘Additional Privilege Fee’ (APF) of \$450.00 for every \$5000.00 of sales during a permit year. The additional fees are deposited into the State General Fund and average approximately \$4.3 million annually.

Since on-premise retailers are not required to purchase liquor from the ABC, they have not always been charged the appropriate privilege fees. It has never been the responsibility of the on-premise retailer to report purchases made from authorized package stores. With the implementation of this project, the retailer is now responsible for ensuring that the package stores report accurate information in a timely manner. Monthly reports are generated to list those on-premise retailers who may owe additional fees. Every possible effort is now made to collect funds due the State of Mississippi General Fund.

Author’s Perspective:

“The CPM program has been a positive and rewarding experience for me. The program has given me the confidence and courage that I need to become an effective manager.”

~Irene Harris, MS State Tax Commission

***DEVELOPING THE AUDIT REPORT CHECKLIST
(Level 5 Project)***

Author: Donna Gilliam

Project Synopsis:

The State Tax Commission has over one hundred auditors who perform audits and must submit a report on each completed audit. These audits are reviewed both internally in the District Office and externally in the Clinton office. If errors are noted, these audits are returned to the auditor for corrections. A significant delay in processing the audit can result if the audit has to be returned. A checklist for the auditor to use in preparing the audit report has been developed to reduce the number of returned audits. Six months after the implementation of the checklist, the number of audits returned has been reduced substantially. We will continue to monitor the improvement in the audit report preparation and make necessary additions to the checklist as other errors and omissions are noted.

Author's Perspective:

"My participation in the CPM Program has been one of the most rewarding experiences that I have had during my years of state service. The subject matter covered in the program has been very beneficial to me personally as well as professionally. The opportunity to meet and work with people from other agencies was what I considered as one of the highlights of the CPM program."

~Donna Gilliam, MS State Tax Commission

History:

The Board of State Tax Commission was created in 1916 by the Legislature. The primary responsibility of the board was to ensure equality in the assessment of property taxes statewide. The State Tax Commission in its present form was established in 1932 when the first statewide retail sales tax was implemented. Mr. A. H. Stone was the first chairman of the re-organized State Tax Commission and served in this position for 23 years.

The State Tax Commission is responsible for the majority of revenue generating activities for the State, including taxation, licensing and registration, wholesaling of alcoholic beverages, and statewide property appraisal. These revenue-generating activities account for over six billion dollars in revenue to the state each year, millions of which go to other governmental entities, and are the primary vehicle for the funding of state services provided to the citizenry of Mississippi. These services include police and fire, road construction and maintenance, schools and universities, public assistance and welfare, and so on.

All of these services to the public, and many other entities, receive their operation funds from the result of the State Tax Commission's activities. Thus, it is in this manner the State Tax Commission is the vehicle through which citizenry of the state receive the public services they have come to know and count on. The link the State Tax Commission plays in ensuring the ongoing activities of the state is vital.

Mission:

The fundamental mission of the Mississippi State Tax Commission is to be the mechanism through which the citizens of the State of Mississippi fund their public services.



**CPM LEVEL 4 SESSION
TEAM PROJECTS
2008**



**PURPOSE OF
CPM LEVEL 4
TEAM PROJECTS**

Level IV of the Mississippi Certified Public Manager Program offers free consulting services to public agencies through the use of project teams. Participants in this level of training are divided into four to six member teams, assigned a project at a state agency which has requested consulting services, and are required to develop a plan or recommendations for the agency. The teams are comprised of public employees that have diverse work experience and are highly educated. The projects range in scope from recruitment and retention strategies, combating negativity in the workplace, to developing and implementing dress codes. These services are a resource which can be utilized by all public agencies for development or revision of existing programs, policies, publications, or processes.

The following pages contain summaries of Level IV projects completed in 2008.

LEVEL 4 TEAM PROJECT
February 11 – 15, 2008

PROJECT TITLE:
MS Dept. of Health – Web Based Orientation

Agencies represented on this team:

Information Technology Services
Jackson Municipal Airport Authority
MS Department of Rehabilitation Services

MS Department of Transportation
North MS State Hospital
State Personnel Board

Task:

The MS Department of Health requested that the CPM Level 4 team develop a web orientation to promote a consistent message to all new hires. New Employee Orientation (NEO) includes a section on Customer Service, Telephone Etiquette, and Respect in the Work Place. The Dept. of Health requested that the consultants review the content and make suggestions on how to keep the presentation interesting; what can be added to help the employees to retain the information; and how to produce the final product.

Team Recommendations:

- Separate the New Employee Orientation (NEO) presentation into sections
- Add videos of Executive Administration (Administrative heads and other MSDH employees should speak to the new employees through short video clips regarding their operations and experiences
- Personalize the NEO with actual employee photos with their name and job title
- Have multiple narrators in the NEO (A different narrator for each department)
- Edit the slides by changing the design
- Streamline the content
- Ensure content consistency throughout

LEVEL 4 TEAM PROJECT
June 16 - 20, 2008

PROJECT TITLE:
MS Department of Health–
Agency Policy and Procedures for Privacy Protection Under the
Health Insurance Portability and Accountability Act (HIPAA)

Agencies represented on this team:

Boswell Regional Center
Division of Medicaid
MS Dept. of Finance and Administration

MS Dept. of Mental Health – Central Office
State Board of Medical Licensure

Task:

Work has already been done at the MS Department of Health to comply with the HIPAA Information Technology security rules (i.e. policies and procedures regarding Information Technology security measures have been approved, and all employees have been trained). However, the agency needs assistance in the further development of a formal policy regarding general compliance with HIPAA laws. Also, the agency needs to develop a set of operating procedures that:

- specify how complaints/charges of HIPAA privacy violation should be lodged by clients,
- who and how should responses be made to the complaints or charges,
- what reporting channels should be followed within the agency, and
- specify/develop forms that should be used for reporting and tracking the resolution of the complaint/charge.

Team Recommendations:

- The current complaint form used by MSDH should be modified to allow differentiation between HIPAA and non-HIPAA related complaints. This form will replace the old form.
- Stricter policies and procedures should be enforced to insure the central office Privacy Officer is properly informed of all complaints.
- Consider a long-term solution to insure accurate processing and tracking of HIPAA related complaints by investing in the creation of an online database specific to this purpose.

LEVEL 4 TEAM PROJECT
February 11 – 15, 2008

PROJECT TITLE:
Office of the State Auditor–
Study of Compressed Work Schedule Implementation

Agencies represented on this team:

MS Dept. of Employment Security
MS Dept. of Finance & Administration
MS Dept. of Rehabilitation Services
System

MS Dept. of Transportation
North MS State Hospital
Public Employees' Retirement

Task:

The State Auditor's Office requested the team to perform research to determine other agencies who have implemented Flex/Compressed work schedule. They requested that the team report advantages/disadvantages of implementation of such a system; provide copies of current policies from other agencies and reasons for discontinuance of program if appropriate. They also requested if any departments/personnel should be exempted.

Team Recommendations:

- Incorporate both flextime and compressed schedules to accommodate all employees
- Implement a pilot program to allow for feedback and adjustments

LEVEL 4 TEAM PROJECT
February 11 – 15, 2008

PROJECT TITLE:
Division of Medicaid – Knowing Your Medicaid
Mental Health Benefits

Agencies represented on this team:

MS Dept. of Finance & Administration	North MS Regional Center
MS Dept. of Rehabilitation Services	North MS State Hospital
MS Dept. of Transportation	Public Employees' Retirement System

Task:

Mental Health Services are covered for Medicaid beneficiaries by various programs, with different benefits, restrictions and provider types which can be confusing for beneficiaries and/or the professionals who work with beneficiaries. The Division of Medicaid requested that the team develop informational materials which will explain the available services and develop an information dissemination plan for this new information.

Team Recommendations:

- The team recommended that a flyer be put on the Division of Medicaid website with hyperlinks to provide an easier navigational tool to reach the information. These hyperlinks will provide immediate and consistent links to more detailed information in the appropriate section(s) in the manual. This will help staff members, providers, and beneficiaries access accurate and up-to-date information.
- The team recommended that a database be created to track frequently asked questions. A link to the frequently asked questions database should be placed on their home page website. This can help provide answers to the questions commonly asked.
- The team suggested that the flyer be included in the next Medicaid bulletin and copies be distributed through mass mail outs, health fairs, conferences, provider waiting areas, and other community resources.

LEVEL 4 TEAM PROJECT
February 11 – 15, 2008

PROJECT TITLE:
MS Dept. of Transportation – Assessment of MDOT
Map Sales Office Utilization

Agencies represented on this team:

MS Dept. of Environmental Quality	MS Dept. of Mental Health
MS Dept. of Finance & Administration	Soil & Water Conservation Commission
MS Dept. of Health	State Fire Academy

Task:

MDOT's Outreach Division is composed of the following functional areas: Workforce Development, Visual Communications, Conferences and Event Planning, Media Relations, and Map Sales. They are searching for ways to expand its utilization of the Map Sales Office beyond simply handling requests for maps and incorporating all areas of MDOT outreach activities into the scope of the Map Sales Office (MSO). Specifically, they want to utilize the MSO as an outreach vehicle for showcasing MDOT successes and current projects/activities/programs. A proposal for implementation of new initiatives related to the MSO might also be included in the Outreach Division's existing Business Plan which will be available to the project team.

Team Recommendations:

- The team developed short term and long term recommendations for the function and utilization of the MSO. The themes of their short term recommendations include redefining the function of the MSO to include a broader array of services and a reutilization of existing space in the MSO.
- Short term recommendations (Reutilization of space):
 - Improvement of staff visibility; Doorbell or chime to alert staff of visitors; Guest register (guest recognition, database of contacts); Modification of staff duties/responsibilities (staff becomes the face of MDOT); Name change – suggestions include “MDOT Visitor's and Outreach Center” or MDOT Welcome and Information Center”; Display area – centered in room, featuring major completed or proposed projects; Add video screens; display racks for distribution of print materials; and add a computer terminal

- Long term recommendations:
 - < Creation of more space for removal of counter and cabinets; Development of a learning center; Develop a staff work station centrally located in room (displays and information surround); Interactive displays; Demonstration area for TRAC modules; Incorporation of RIDES hands on activities; Add an additional computer terminal; Management staff bios and responsibilities accessibility; and becomes the agency's greeting station



LEVEL 4 TEAM PROJECT
June 16 - 20, 2008

PROJECT TITLE:
Public Employees' Retirement System-
Develop a Logo/Brand Project for PERS

Agencies represented on this team:

MS Dept. of Finance and Administration
MS Dept. of Health
MS Dept. of Transportation

MS Library Commission
MS State Hospital

Task:

The Public Employees' Retirement System of Mississippi (PERS) provides retirement benefits to over 76,000 retirees monthly. More than 160,000 employees working in state government, public schools, universities, community colleges, municipalities, legislature and highway patrol currently participate in a Retirement Plan administered by PERS. The Retirement System provides more than \$1.4 billion dollars annually in benefits.

PERS wants to create a logo/brand for the agency so when a retiree, participant, or employer comes in contact with PERS they will know immediately who they are by a particular logo/brand.

Team Recommendations:

- The recommended logo/brand is the magnolia branch and leaf on top of the PERS acronym. The magnolia, being both the state tree and flower.
- The magnolia leaves demonstrates that PERS is a blossoming agency serving 77,000 retirees that has not fully bloomed, with 250,000 contributing members.
- Upon official approval of the logo/brand, PERS should contact the Mississippi Library Commission's Patent and Trademark Division to register the logo/brand.
- Print logo/brand t-shirts, coffee cups, and pens to promote PERS.

LEVEL 4 TEAM PROJECT
June 16 - 20, 2008

PROJECT TITLE:
State Personnel Board – Job Share Policy

Agencies represented on this team:

Boswell Regional Center
MS Dept. of Agriculture & Commerce
MS Dept. of Environmental Quality

MS Dept. of Finance/Admin.
MS Dept. of Health

Task:

State Personnel Board requested that the team outline the potential benefits and drawbacks of “job sharing”, two persons sharing the duties and responsibilities of one PIN, in MS and to create a draft policy for “job sharing”. Payroll, Insurance, Leave and Retirement issues should be addressed and included in the draft policy.

Team Recommendations:

• **Employee Benefits:**

Employees can better meet work and family demands; greater scheduling flexibility; Higher productivity/ increased job satisfaction; Increases the amount of personal time available; Increases the amount of personal time available to the employee; Provides health insurance and other benefits for part-time work.

• **Employer/Agency Benefits:**

Improved productivity; Allows for job continuation if one worker leaves; Retains valuable employee
Less absenteeism and little or no tardiness; Better peak period coverage; Less turnover; Increased Commitment to the employer; Excellent recruitment and retention tool and increases ability to recruit and hire; May decrease employee work stress; May increase employee morale.

• **Employee Drawbacks:**

Splitting benefits may lead to inequities or to increased administrative duties; Incompatible employees may have difficulty with ownership issues i.e. workflow, office space, etc. ; Employees may be required to contribute to the cost of insurance premium; Existing state employees may experience a reduction in benefits and pay.

• **Employer/Agency Drawbacks**

Overlap of assignments may complicate performance evaluation; Job sharing may not be suitable for some positions within the agency; Must coordinate job responsibilities between two people; more staff to supervise; Providing for continuity of workflow; May increase the employer portion of the State Health Plan employee premium.

LEVEL 4 TEAM PROJECT
June 16 - 20, 2008

PROJECT TITLE:
Boswell Regional Center -
Implementation of Tobacco-Free Policy

Agencies represented on this team:

Division of Medicaid	MS Dept. of Mental Health – Central Office
Hudspeth Regional Center	MS Dept. of Transportation
MS Dept. of Employment Security	

Task:

Boswell Regional Center (BRC) has decided to operate as a tobacco-free facility. They offer residential services to adults with mental retardation. Their main location is a campus type setting and includes a sheltered workshop that also offers services to persons within the local community. In addition, they have several residential satellite locations including a second sheltered workshop and a day habilitation center. The tobacco-free requirement will encompass all employees (regular and contractual), visitors, vendors and persons to which they provide services, whether residential, workshop, or day habilitation. The scope of this proposed policy will be applicable to residential persons at all times (except when on visits not supervised by BRC) and to day service recipients and employees when under the supervision of BRC.

Team Recommendations:

The team recommended changing the date Boswell Regional Center becomes a tobacco-free facility from October 1, 2008 to January 1, 2009 to allow time for the following implementation:

July

- Survey staff about their opinions on tobacco
- Compose work group to come up with campaign and policy Focus Group will consist of
 - < 3 caregivers
 - < 1 maintenance worker
 - < 1 Psychologist
 - < 1 Human Resource Director
 - < 1 QMRP
 - < 2 Unit directors
 - < 1 Community Service
 - < 1 Assistant facility director

- Invite Ms. Tawni Lover, MS Tobacco-Free Coalition of Rankin, Scott, and Simpson Counties to make a presentation on the health hazards of smoking and mandate all employees attend
- Pass out brochures to support employees' efforts

August

- Launch "Tobacco Free Starts with Me" campaign
- Display banners and signs with the logo
- Clients and staff release yellow and blue balloons to show their support of the program
- Take away one of the three smoking areas and replace with something positive. One suggestion is to remove the ashtrays from the smoking area at the day-work site and replace with landscaping
- Social workers will contact clients' families to let them know about the policy and their family members progress

September

- Written policy will be distributed and every employee must sign the policy and a copy is placed in their personnel file
- Director will meet with department heads to explain policy and let them know he is serious about it and take second smoking area away at the end of the month

October:

- During Octoberfest Celebration, the team suggested that "Tobacco Free Starts with Me" t-shirts are given to clients and staff
- "Tobacco Free Starts with Me" campaign banners are posted and take away last designated smoking area

November:

- Newsletter campaign

December:

- Have a countdown to a tobacco-free facility; Smoke-free signs are posted throughout the facility

Send a second survey to staff after 6 months to see if the attitudes toward smoking have changed. At the end of the 2009, compare absentee rates before becoming tobacco free to the rates after.

LEVEL 4 TEAM PROJECT
October 13 - 17, 2008

PROJECT TITLE:
MS State Hospital -
Annual Training Revision Proposals

Agencies represented on this team:

Division of Medicaid
Juvenile Rehabilitation Facility
MS Dept. of Employment Security

MS Dept. of Rehabilitation Services
MS Dept. of Transportation
University of MS Medical Center

Task:

MS State Hospital requested that the team revise their Annual Training process. Everyone currently spends 4 to 8 hours completing CPR, TMAB and Restraints training. The time needs to be decreased, thus the process needs to be changed. They have approximately 2500 employees. Everyone is trained in their month of hire on Mondays and Wednesday. The classes are currently offered in a standard classroom format. Everything can be changed, except the employees being trained in their month of hire.

Team Recommendations:

- Record an instructor on video or DVD while teaching a class.
- Create DVDs so that the employees can access the video on the agency's intranet.
- Provide classroom training every quarter.
- Transfer a portion of the responsibility of the mandatory annual training from the Staff Development Department to the Unit Directors covering the patient buildings. Staff Development will provide copies of training DVDs to all Unit Directors.
- A monthly list will be generated by Staff Development of all employees due for training and emailed to the Unit Directors. The Unit Directors will be responsible for notifying their building supervisors of the employees who need the training.
- After the employees complete their training, they will take their tests and the unit directors will forward the tests to Staff Development.

LEVEL 4 TEAM PROJECT
October 13 - 17, 2008

PROJECT TITLE:
Hudspeth Regional Center –
Direct Care Supervisors Conference

Agencies represented on this team:

City of Ridgeland
East MS State Hospital
Information Technology Services

MS Dept. of Employment Security
MS Dept. of Rehabilitation Services
North MS Regional Center

Task:

Hudspeth Regional Center requested that the team prepare a plan for a Workshop/conference for their Direct Care Support Supervisors. They wanted to include approximately 150 supervisors who work on (3) different shifts and at different locations. All can not attend at the same time due to needed staff coverage. So it would have to be presented at least 2 times on different days, assigning staff which day to attend. The team would look at costs; space; topics and presenters. The length would probably need to be no more than 6 hours.

All supervisory training for direct care employees is done in-house by Hudspeth employees (Alternate and Direct Care Supervisors). Although new Direct Care Supervisors participate in the SPB Basic Supervisory Course, their *professional* training seems to stop afterwards. They don't send Direct Care Supervisors to conferences or workshops. They think a workshop could be useful in developing networking with other supervisors from the various shifts, and between units and group home staff. It would give them a chance to communicate with others doing the same type of work. The goals would be to increase their professionalism, motivate them, enhance their self esteem and hopefully give them some more ideas or information to help them in their jobs of supervising.

Team Recommendations:

- Development of a Supervisory Training program that begins with a kick-off conference with Professional Development seminars to follow every 4 months. The kick-off conference would be held on multiple Friday sessions to allow for maximum attendance. Three sessions of 50 participants would be held. Another option would be a minimum of 2 sessions with 75 participants. The kick-off conference should incorporate Team building, Communication Techniques, Diversity and Conflict Resolution.
- Suggest rotating times for the Kick-off Conference such as 9am to 1pm on Day 1 and 12:30pm - 4:30pm on Day 2.

LEVEL 4 TEAM PROJECT
October 13 - 17, 2008

PROJECT TITLE:
Information Technology Services
Implementation Plan for Office/Cubicle Standards and Decor

Agencies represented on this team:

Boswell Regional Center
Juvenile Rehabilitation Facility
MS Dept. of Employment Security

MS Dept. of Environmental Quality
MS Dept. of Health
MS Dept. of Rehabilitation Services

Task:

ITS will move from the Robert G. Clark/Robert E. Lee building into a new office building in late 2009. ITS requested the development of both policy and implementation plans for office/cubicle décor and standards.

Team Recommendations:

- Common areas such as the lobby, hallways, supply rooms, restrooms, eating areas, conference rooms, etc. will be decorated by management.
- Personal items such as family photographs, pictures are limited to the confines of the interior office and should not distract from the professional atmosphere. Two professional framed or educational-related items are allowed on the walls of each hard wall office or cubicle.
- Consumption of food is strictly prohibited in any area except designated eating areas.
- Electrical appliances are prohibited in the office area.
- No item, photograph, or picture should be tacked, taped or hung on the walls of the cubicle.
- No food or drinks should be consumed in the computer classrooms except the ones with a lid or cap.
- Cell phones are to be in silent or vibrate mode at all times.
- Candles, air freshener or any odor or fragrance are prohibited.

LEVEL 4 TEAM PROJECT
October 13 - 17, 2008

PROJECT TITLE:
Juvenile Rehabilitation Facility
Name Change

Agencies represented on this team:

Division of Medicaid
Information Technology Services
MS Dept. of Employment Security

MS Dept. of Rehabilitation Services
MS State Tax Commission

Task:

The Staff at Juvenile Rehabilitation Facility (JRF) have brainstormed since HB 1347 passed and have actually had difficulty coming up with a plan for just how to go about finding the “right” name for JRF. They understand that the Board of Mental Health has the final say, but they want the “right” recommendation. JRF want it to be a name that is accepted in the community and across the state so they want to include individuals from outside of JRF and even DMH in the process. The staff at JRF have embraced the idea of a change, but as with all changes are reluctant. After all, they have been in existence for 10 years and have been serving clients for 9 years. The JRF staff requested that the team come up with a process and suggestions for their name change based on our history and information we will provide.

Team Recommendations:

The team recommended the following process to select a name change by inviting buy-in from the employees, residents, and community.

- Have a contest to rename JRF by receiving suggested names from: employees, residents, and/or organizations such as Lloyd Star School, Brookhaven High School, Lions Club, Chamber of Commerce, and faith-based organizations
- All suggested names will be voted on the secret ballot by the staff and/or residents
- Once the ballots have been tabulated and a name has been established as a winner, consider a creative drawing contest by the residents to develop a symbol or logo for the new name that has been selected
- Upon formal approval, establish an honorary recognition ceremony for the winners
- Use the recognition ceremony as a public awareness campaign and invite state and local officials

New Name Recommendation: MS State Center of Rehabilitation Education