

**MODEL PROJECT FROM
THE CITY OF HATTIESBURG
Mr. Eddie R. Myers, CPM, Director of Admin.**

Benefit to the Agency

“The Certified Public Manager program has provided outstanding training for several managers with the City of Hattiesburg. As with most municipalities and state agencies, the City of Hattiesburg has a continuous need for great leaders who show long-term commitment and dedication. The City always attempts to internally promote employees into management level positions. Although these employees exhibit leadership potential, quite often an individual may have little or no formal management education or training. The CPM program provides these employees the management tools needed to fill City needs while instilling self-worth and internal pride. After completion of the CPM program, these employees are better able to represent the city’s and our citizen’s best interests in a large arena of public opinion. Also, the employees that have completed the program, as well as those currently participating, have completed projects that have been beneficial in streamlining many areas of city services. This has provided the taxpayers with more efficient and economical services. The Certified Public Manager program is a win-win situation for both the City and the employees.”

~Eddie R. Myers, CPM, Director of Administration/City Clerk, City of Hattiesburg

QUALITY SERVICE TO CUSTOMERS

Author: Verlina Underwood

Project Synopsis:

The City’s Purchasing Division provides the connecting link between vendors, who wish to sell goods and services to the city, and the city departments. Because we provide the connecting link, it is a must that the highest level of quality possible is maintained at all times. Maintaining this level of quality can only be accomplished through an ongoing process of education, communication, constant improvement, and evaluation. However, pressing workloads and the day-to-day operations of the purchasing division make it difficult to provide training to the departments’ requisitioners, and impossible to attend purchasing procurement workshops, training and seminars. This paper identifies a solution used to overcome the two constraints that have blocked the successful accomplishment of quality improvements.

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Author's Perspective:

"CPM for me was an intensive learning experience that increased my personal effectiveness as a leader, provided opportunities to network with other government employees from various entities, and enhanced my personal leadership strengths as a public manager."

~Verlina Underwood, City of Hattiesburg

History:

Hattiesburg was founded in 1882 by Captain William H. Hardy, pioneer lumberman and civil engineer. The City of Hattiesburg was incorporated in 1884 with a population of approximately 400. Originally called Twin Forks and later Gordonville, Hardy gave the city its final name of Hattiesburg in honor of his wife Hattie. In 1985, the City of Hattiesburg elected its first officials under the Mayor/Council form of government. The City Council is the legislative authority of the municipality and is charged with adopting laws and setting policy for the City as a whole. Service on the City Council is for a term of four years and is classified as a part-time position. The Mayor serves a four year term and is the executive authority for the administration of the City of Hattiesburg.

Mission:

It is the mission of the Department of Administration to continue to provide a streamlined and cost effective operation for the citizens we serve as well as the other departments of the City that we support. Our goal is to become a "State of the Art" operation by the constant review and update of all standard operating procedures, manuals, handbooks, and automated procedures and services. We continue to strive to remain the best City operation in the State of Mississippi, and one to whom other cities look for guidance, all of which is due to the high level of professionalism and dedication of the employees at each level within the Department of Administration.



**MODEL PROJECT FROM
THE DIVISION OF MEDICAID
Dr. Robert L. Robinson, Executive Director**

Benefit to the Agency

“The Certified Public Manager’s Program has provided tremendously valuable training to the Division of Medicaid employees who have participated in the program. CPM helps participants develop management, leadership and decision making skills needed to manage complex programs. The CPM program is well worth the investment of time and money and is an asset to Mississippi State Government.”

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

QUALITY IMROVEMENT IN QUALITY CONTROL

Author: Melanie Wakeland

Project Synopsis:

The Medicaid Eligibility Quality Control Division (MEQC) conducts eligibility audits on Medicaid beneficiaries approved in both the elderly and disabled programs and the family and children programs. Until recently eligibility determinations for family and children programs were the responsibility of the Department of Human Services. The Division of Medicaid assumed responsibility for those eligibility decisions effective 1/1/2005. The primary objective of MEQC is to measure, identify, and eliminate or reduce dollar losses as a result of erroneous eligibility determinations. MEQC findings are used by Medicaid management to develop policy and review the impact of existing policy. MEQC investigations are conducted by four MEQC Investigators who conduct approximately 33 reviews each month. Medicaid Eligibility is a highly technical field and one that takes years to learn adequately. The MEQC Investigators are required to have expert knowledge of Medicaid eligibility and federal QC policy. The quality of the MEQC service provided to the agency is dependant on the knowledge of the investigative staff. In order to improve the accuracy of QC findings, a systematic training regimen should be instituted.

Author’s Perspective:

“I have found the CPM Program to be highly energizing and motivating to me personally. I have been inspired by the instructors and other participants who, in my opinion, represent the best of the best. I am proud of the state for having invested in the CPM Program and I am very grateful to have been given the opportunity to participate.”

~Melanie Wakeland, Division of Medicaid

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History:

Medicaid is a program of medical assistance administered through a federal/state partnership under Title XIX of the Social Security Act. Medicaid was added to the Social Security Act of 1935 in 1965 by Congress. Mississippi began participation in the Medicaid program on January 1, 1970. Originally, the Mississippi Medicaid Program was administered by the Mississippi Medicaid Commission which was established by the Legislature during a 1969 extraordinary session. The program began with nine employees of the Medicaid agency, paid for 12 kinds of medical services, and covered about 200,000 Mississippians. During the first 6 months of the program, Medicaid expenditures totaled \$8.2 million dollars. The federal match for the Mississippi Medicaid program was 83%, the highest in the nation. For every dollar spent on the Medicaid program, the federal government paid \$0.83 and the state paid \$0.17. 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.

Today, the Mississippi Medicaid program provides health care coverage for over 605,000 Mississippians and pays for over 30 kinds of medical services. The Division of Medicaid employs over 1,000 persons. The federal match is roughly 3:1. For state fiscal year 2007, Medicaid services expenditures totaled about \$3.75 billion. The Mississippi Medicaid program provides essential health coverage for the state's most vulnerable populations: children, the elderly, the disabled and low-income families and children.

Mission:

The mission of the Office of the Governor, Division of Medicaid is to promote a caring organization and to treat our beneficiaries, providers, and employees with respect, dignity, honesty and compassion. We strive to provide financial assistance for the provision of quality health services to our beneficiaries with professionalism, integrity and commitment. We are advocates for and accountable to, the people we serve.



**MODEL PROJECT FROM
LIFE HELP – REGION VI MH/MR
COMMUNITY MENTAL HEALTH CENTER
Ms. Madolyn Smith, Executive Director**

Benefit to the Agency

“This is the first time Region VI Mental Health/Mental Retardation Center (Life Help) has used the Certified Public Manager Program. It will certainly not be the last! We are already reaping benefits from the skills and confidence our employee has gained. We are pleased with the diverse and practical curriculum of the CPM Program. This is a valuable training experience and we plan to incorporate CPM into Life Help’s management training.”

~Madolyn Smith, Executive Director, Life Help Region VI Community Mental Health Center

***ANATOMY OF AN EFFECTIVE MANAGER:
AVOIDING THE MOST COMMON MISTAKES***

Author: Phaedre Cole

Project Synopsis:

Cultivating effective managers is a priority at Life Help. Through the combined efforts of Human Resources and other top administrators, a training module was developed to enhance and improve the human skills necessary to succeed as an effective manager. Over the course of several weeks, I met with Human Resources and all Program Coordinators to identify specific training needs. From these meetings, a tentative list of training needs and objectives was composed and based on this list, research materials were gathered and utilized to complete an initial draft. This draft was critiqued by all involved. After reviewing the comments and suggestions, the final draft was completed and submitted for approval to the Executive Director. Once approval was obtained from the Executive Director, the first training session was scheduled. All managers will be required to attend the training by year’s end. Annual refresher courses will be offered.

Author’s Perspective:

“The CPM Program has helped me realize that quality leadership goes well beyond one’s technical skills and knowledge. With each level, comes practical information that can be easily translated to the work setting. The CPM instructors do a phenomenal job of making each course meaningful, as well as entertaining.”

~Phaedre Cole, Life Help Region VI Community Mental Health Center

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History:

Life Help Region VI MH/MR Community Mental Health Center is a public, nonprofit agency licensed and partially funded by the Mississippi Department of Mental Health which provides mental health services to individuals in Leflore, Carroll, Attala, Holmes, Humphreys, Sunflower, Montgomery and Grenada counties. We are one of fifteen community mental health centers created as a result of the Regional Commission Act of 1972. Life Help is governed by an eight member Board of Commissioners. The Board of Supervisors from each of our eight counties appoints a commissioner to serve on our Board for a four-year term.

Offices are located in each of our eight counties, with our central office situated in Greenwood. Fees are based on a sliding fee scale, according to income and number of dependents. Medicaid, Medicare, and private insurance are accepted. No one is refused for his or her inability to pay. All visits, applications, and telephone calls are completely confidential. No information is ever released to anyone, even another family member, without the individual's permission.

Mission:

Life Help Region VI MH/MR Community Mental Health Center's mission is to provide quality mental health services in the least restrictive environment possible to the citizens of Leflore, Carroll, Attala, Holmes, Humphreys, Grenada, Sunflower, and Montgomery counties.



**MODEL PROJECTS FROM THE
MS DEPARTMENT OF BANKING &
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

DISASTER PROTOCOL

Author: Charlotte N. Buchanan

Project Synopsis:

This project is designed to develop a Disaster Protocol to be incorporated into the Department of Banking and Consumer Finance’s (DBCF) Disaster Recovery Plan (DRP). DBCF is committed to providing quality supervision and regulation to those institutions, persons, firms, corporations, and associations for which we have statutory authority to oversee. The Department also gives assistance to consumers who utilize those regulated entities. However, it became apparent in the wake of Hurricane Katrina that the DBCF was not prepared to deal with such an emergency. DBCF staff was not armed with Emergency Contact Information in order to contact institutions, nor to obtain critical information about the operability of an institution. Additionally, DBCF did not have a method for assessing the safety and whereabouts of its own employees.

The protocol was developed through lessons learned, meetings with regulated entities and other regulatory agencies, and Internet research. The improved Disaster Recover Plan should be beneficial to the DBCF should another disaster/emergency occur.

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 N. Buchanan, MS Department of Banking & Consumer Finance

***QUALITY IMPROVEMENT PLAN TO IMPROVE JOB MORALE
THROUGH IMPROVED COMMUNICATION***

Author: John J. Miller

Project Synopsis:

The most important responsibility of the Department of Banking and Consumer Finance is to ensure the safety and soundness of the institutions regulated. However, over the last several years certain barriers, ranging from travel, compensation, office space, evaluations, and communication, have impeded the agency in being able to retain qualified individuals with the needed expertise to perform the examinations of these entities. Through meeting, brainstorming, and discussing, we determined that certain impedances were unavoidable; however, improving job morale through improved communication was a barrier that we could address immediately. Improvements in this area should promote or stimulate job satisfaction, and ultimately improve job retention.

Author's Perspective:

"The CPM program provided me with the necessary training needed as a manager/supervisor for the Department of Banking and Consumer Finance. I learned through the CPM program about the different personality types and that everyone doesn't think just like me, but through improved communication and the application of different interpersonal skills, we can work together to get the goal accomplished. The experience also provided me with a more overall knowledge of how state government works and the basis by which to get important agency issues accomplished by knowing where to start in the governmental process. I would recommend the CPM program for all levels of management."

~John J. Miller, 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 to be 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

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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 the CSM/CPM Program. It is an in-depth useful application of sharpening skills and improving management proficiency. This program equips employees with the tools necessary in making tough decisions and providing topnotch results in management. I have clearly seen the difference in how program graduates approach a complex problem or a multifaceted project and how they delve into handling those issues in the utmost professional manner. The CPM Program is a wise productive investment into professional development.”

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

CELL-OP: STREAMLINING CELLULAR SERVICE

Author: Arleatha Williams

Project Synopsis:

“Working more with less” is the phrase that is frequently heard throughout state agencies. Finding resolutions to streamline cellular costs and maintain accountability of cellular phone usage is one way believed to achieve this goal. State issued cellular telephones and pagers are provided by the Agency to employees who work away from their permanent job site and/ or on 24-hour call status. Phones and pagers are to assist employees in meeting the needs of customers and allow them the ability to be in contact with appropriate personnel at any given moment. Overhauling the cellular telephone system including the method of distribution, equipment and service providers would lessen the Agency’s financial burden and improve services. Four analyses of selected cellular telephones and pagers users were conducted over a period of four (4) months. An initial study was conducted prior to any changes in equipment or service providers, followed by three (3) studies after implementation of new services. The results illustrated a cost-savings with the change of equipment, but a cost increase in services/usage. Since not all modifications appeared to be effective or cost-efficient for the Agency, the project was expanded to include quality of products and services. A survey was developed and administered to determine if modifications of equipment and service plans impacted, either positively or negatively, or had no effect on employees’ ability to perform the functions of their jobs efficiently and effectively. Results of the survey indicated that changes made in service plans did not adversely impact job performance.

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Author's Perspective:

"Being a participant of the CPM Program has been a valuable and rewarding experience for me. I have not only gained the knowledge and skills that are absolutely necessary to become a successful and effective manager, but also the confidence in knowing that I can be one."

~Arleatha Williams, MS Department of Corrections

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..

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 PROJECT 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

***ENVIRONMENTAL COMPLIANCE ASSISTANCE TRAINING
FOR THE MISSISSIPPI POULTRY FARMER***

Author: Bryan Collins

Project Synopsis:

The Mississippi Department of Environmental Quality (MDEQ) is charged with implementing a variety of environmental regulations. Many are mandated from the United States Environmental Protection Agency (USEPA). The MDEQ mission 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 regulation. We attempt to provide assistance wherever practicable. Revisions to federal regulations in the animal growing sector have impacted the poultry farmer significantly. An advisory committee was formed to establish a continuing education program for poultry farmers with a focus on environmental regulatory compliance. The committee contained representatives from a number of stakeholders including:

Mississippi Poultry Farmers (2 farmers)
Mississippi State University – Extension Service (MSU-ES)
Mississippi State University – Department of Poultry Science (MSU-PS)
Mississippi Department of Environmental Quality (MDEQ)
United States Department Agriculture – Natural Resource Conservation Service (USDA-NRCS)
Mississippi Department of Agriculture & Commerce Staff (MDAC)
Mississippi Poultry Association (MPA)
Mississippi Farm Bureau Federation (MFBF)

Alcorn State University was invited, but did not participate. Approximately six meetings were conducted and numerous email and telephone communications took place over a ten month period. Each participant began the process with certain goals and ideas to obtain the goals. Six months were spent molding the committee into one cohesive group with the same goal. The next four months narrowed many pertinent ideas into an attainable product. The committee agreed on an annual training recommendation to the MDEQ for poultry farmers and established a mechanism for approving training curriculum. The committee is an ongoing work and continues to meet periodically.

Author's Perspective:

"The CPM Program has provided a unique mixture of theoretical and practical experience. Learning to widen my focus and consider perspectives from others outside my area of responsibilities has been an unexpected benefit."

~Bryan Collins, MS Department of Environmental Quality

***ENVIRONMENTAL EDUCATION TOOLS FOR AQUA FAIR
PRESENTERS AND COORDINATORS***

Author: Laura Beiser

Project Synopsis:

Environmental education programs and events for students and teachers play an important role in maintaining and sustaining water, soil, air and other natural resources for present and future populations. My agency is responsible for heading a program whose ultimate goal is to decrease the amount of polluted runoff that can travel from the land into our waterways or groundwater. An annual water festival called "Aqua Fair" has been conducted by my agency with partners for eight years in an effort to educate students and their teachers about water resources and polluted runoff. My project consists of the development of environmental education strategies, products, training, evaluation methods and the restructuring of the Aqua Fair event needed to increase the effectiveness and efficiency of conducting the event. These goals were accomplished by forming and leading an "education steering committee" and by the efforts of a smaller "education sub-committee." By implementing the education project within the established framework of the Aqua Fair Steering Committee schedule, the two education teams proficiently restructured the event and developed environmental education tools for training resource people, students and teachers. Each of these environmental education tools and strategies can be tailored for use with events similar to Aqua Fair. The pre/post-test evaluation tool, if adapted for specific parameters and timetables, will meet the requirements placed on my agency by funding sources to measure the success of several styles of environmental education programs.

Author's Perspective:

"The MSCPM Program helped me organize a model for providing training and reducing manpower necessary to carry out future Aqua Fair events."

~Laura Beiser, MS Department of Environmental Quality

DEVELOPMENT AND EXECUTION OF A CROSS TRAINING PROGRAM TO DIVERSIFY KNOWLEDGE AND ABILITIES

Author: Kay Whittington

Project Synopsis:

The TMDL/WLA Branch must complete pollutant specific reports (TMDLs) by court ordered deadlines for a different river basin each year. Due to the varying workload and potential for employee turnover, it is important to have a flexible staff that is capable of developing TMDLs for multiple pollutants. A cross-training program was employed to introduce this flexibility to a staff that had become set in their ways. Training was provided by the engineer most familiar with each of the three primary pollutants of concern: dissolved oxygen, sediment, and pathogens. The goal of having at least two engineers capable of developing each type of TMDL was accomplished with the help of skills and theories learned in the Certificate for Supervisory Management (CSM) program. Surveys completed by the training participants provided a means to measure program effectiveness and are attached in an appendix.

Author's Perspective:

"The CSM program provided me with useful information and tools to utilize as a new manager."
~Kay Whittington, MS Department of Environmental Quality

DEVELOPMENT OF A BIOLOGY 101 COURSE FOR THE MISSISSIPPI DEPT. ENVIRONMENTAL QUALITY

Author: Mike Beiser

Project Synopsis:

Within my agency, there exists a general lack of understanding of the biological sciences; particularly how biological theory and resultant data can be incorporated into the programs that are administered by this agency. The usefulness of biological information has become apparent to the agency and biological data is underpinning many water quality decisions made by the agency. This simplified biology course (dubbed "Biology 101") was developed to meet the need of presenting key biological concepts to non-biologists within the agency that must rely (in part) on the use of biological data in their decision making process. After consultations with the coordinator for one of the agency's major work unit's Educational Benchmark Training Plan, and the branch managers, a committee of staff biologists was formed to develop the course content. After review and feedback from the Educational Benchmark Training Plan Coordinator, the course was presented to the branch managers and the Educational Benchmark Training Plan Coordinator for additional comments prior to presentation to staff. It was suggested to employ a pre-test to ascertain background knowledge and compare results with the final exam for the course as a measure of success. Results from this comparison indicated that the course was a successful teaching aid. Participant evaluations indicated that most who experienced the course gained a greater respect for the biological sciences, biological data, and developed a greater

understanding of the usefulness of biological information. This course will become part of this division's Educational Benchmark.

Author's Perspective:

"The CPM Program has been an invaluable asset to my development as a supervisor. I was fortunate enough to find a project that can perpetuate itself and continue to be of value to the agency at which I am employed."

~ Mike Beiser, MS Department of Environmental Quality



INTRA-AGENCY COOPERATION ON FEDERAL GRANTS

Author: David T. Dockery, III

Project Synopsis:

Over the last decade, the Surface Geologic Mapping Program of the Mississippi Office of Geology (MOG: Department of Environmental Quality) has been funded in part by a competitive Federal grant entitled STATEMAP. STATEMAP is a 50%/50% match of State and Federal funds in which the salaries of the Surface Geology Division's field geologists are used in the State match. Areas to be mapped are selected by priority as needed by the state, which in recent years has been based on the state's need for additional ground-water supplies. Also conducting ground-water studies is the Mississippi Office of Land and Water Resources (OLWR—Department of Environmental Quality). This year a mapping area selected by MOG is also a ground-water study area of the OLWR. To increase intra-agency cooperation and to raise the state's match on the 2006 STATEMAP proposal, and thus increase Federal funding, OLWR geologists will be added to the 2006 STATEMAP budget. These geologists will be given a billing code under STATEMAP to bill work associated with geologic mapping in the proposed study area to the STATEMAP grant. This cooperative effort will reduce redundancy and will maximize the use of staff in focusing on a common problem with the support of Federal funding. The effectiveness of the effort will first be measured by the funding level awarded to the STATEMAP 2006 proposal, which must compete with proposals from other states, and then by the quality of work on the six 7.5 minute geologic quadrangle maps completed as the grant deliverables.

Author's Perspective:

"The MCPM Program brings management training to scientists, like me, and engineers and others who did not receive such training at the college level. Some of the training gives new perspectives on management and some is a reinforcement of common sense. But even common sense training makes one aware that they are managing people and not just a job. It also provides an opportunity for managers from diverse state agencies to discuss their management challenges and solutions."

~David T. Dockery, III, MS Department of Environmental Quality

***REMOVING BARRIERS
TO QUALITY***

Author: Jere “Trey” Hess, P.E.

Project Synopsis:

The staff of the Groundwater Assessment and Remediation Division (GARD) of the Mississippi Department of Environmental Quality (MDEQ) is responsible for overseeing the cleanup of contaminated sites in Mississippi. The quality of the information that we receive and/or collect is critical for making informed decisions in our mission 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 regulation.” The purpose of this project is to identify a major barrier to implementing quality improvements in GARD, implement a plan for removing the barrier, and evaluate the actions taken for effectiveness. The major barrier was communication. A plan was developed and implemented; and after the first meeting, we have already seen improvements in quality. The plan to remove the communication barrier involved continuous education and communication to empower individual staff with knowledge of past practices, policies, and experiences within the Program’s knowledge base. Continuous education and communication is, in essence, continuous improvement because greater knowledge leads to better decisions which leads to improvement in performance. This alternative starts on day one of a new hire’s job with mentoring, on-the-job training and continuous communication and feedback. The strategy for implementing this alternative involves increasing opportunities, both formal and informal, for staff and management interaction and communication. A demonstrated measure of success is that the first of a number of contractors now has an understanding of the correct grouting procedure using a cement/bentonite mix. As we continue to facilitate communication within GARD at our monthly staff meetings, I believe we will continue to have quality improvements that, in the long run, will benefit our employees and further our mission to protect human health and the environment.

Author’s Perspective:

“With succession planning becoming more and more important as Baby Boomers begin to retire, CPM prepares both Agencies and individuals to deal with this challenge.”

~Jere “Trey” Hess, P.E., MS Department of Environmental Quality



**SAFE DAMS CORRESPONDENCE
TRACKING SYSTEM**
Author: David H. Cobb

Project Synopsis:

My office is charged with protecting the citizens of Mississippi from catastrophic dam failures. In order to better perform this duty, it was deemed necessary that our office implement a computerized tracking system to accurately track, store, and monitor all outgoing and incoming correspondence between the Safe Dams Division and their constituencies. In order to meet this need, I developed a plan of action with goals, milestones, and periodic evaluations. Initially, a series of meetings was held with Safe Dams management and staff to introduce the overall concept, determine priorities, work-flows, standard operating procedures (SOPs), business 'gaps', correspondence volume, and correspondence types. All agreed it was a desirable initiative. I then performed the appropriate research and prepared a time/cost/benefit analysis for the Office Director and Safe Dams Division Director. We chose a small software company with the ability to customize their off-the-shelf product to meet our agency's needs. I then worked closely with the vendor to define our expectations. At several intervals, I scheduled conference calls in conjunction with live demonstrations for our staff's benefit to view progress and assist in further refinement of the proposed product. When the Correspondence Tracking Software (CorrFlow) was ready for a beta release, I coordinated and facilitated an on-site training class provided by the vendor. Two months later, the production version was successfully loaded. To date, all 3,500 existing dams have been entered into the system and new applications are added directly upon receipt. Still pending is certain scanning hardware needed to make the system complete. This purchase will remain dependent upon funding. Management is pleased with the product. We will continue to rely upon CorrFlow and encourage full participation for its use.

Author's Perspective:

"The CPM program is an excellent way for Mississippi's government workers to keep pace with contemporary management thinking, styles and techniques. I have found the program to be an excellent investment of my time and that of my agency's."

~David H. Cobb, MS Department of Environmental Quality



***STANDARDIZING PROJECT
MANAGEMENT PRACTICES***

Author: Michael T. Slack

Project Synopsis:

Over the last few years the Mississippi Department of Environmental Quality (MDEQ) has undergone major transformations as a direct result of “re-engineering” actions. Re-engineering has resulted in the re-organization of divisions and staff members along with subsequent job descriptions, duties, and practices. A root problem appears to stem from inconsistencies as far as how the various MDEQ divisions manage their projects, which ultimately originates with irregularities in management practices at the staff level. These inconsistencies lead to problems not only with tracking the current status and regulatory history of various projects within the Agency, but more importantly, with issues the general public encounters when trying to access environmental information about a particular project.

The purpose of this project was to develop a consistent project management path - “system” – where MDEQ staff members utilize a standardized template – “plan” – to manage their projects. A pilot study was conducted to attain this standardized project management vision which utilized a cross-section of staff members in one of the many divisions within the MDEQ. Staff members within the MDEQ’s Groundwater Assessment and Remediation Division (GARD) were utilized (i.e., surveyed) in the pilot study to develop a strategy that would provide and achieve a consistent/standardized project management plan for MDEQ project managers, thus aiding in MDEQ’s commitment and vision for a “comprehensive” integrated environmental information management system, allowing for multimedia evaluation of environmental formation by the regulators, and more importantly, the general public.

Author’s Perspective:

“The MCPM Training Program has provided me a vast and lasting knowledge of management skills and techniques. I truly believe that my implementation of this knowledge has effectively made me a better manager.”

~Michael T. Slack, MS Department of Environmental Quality



***THE SERVICE & MISCELLANEOUS INDUSTRIES BRANCH,
MS DEPARTMENT OF ENVIRONMENTAL QUALITY***

Author: Dallas Baker

Project Synopsis:

The Service and Miscellaneous Industries Branch of the Mississippi Department of Environmental Quality receives and processes applications for environmental permits for a variety of business, industries and projects in the State. The Branch is responsible for writing the relevant environmental permit and supporting documentation that justifies its terms, conditions, and limitations. The Quality Improvement Plan contained in this paper identifies the stakeholders, both inside and outside of our department, who are affected by the quality of our services and products we provide. Quality is defined as it pertains to the various characteristics of a good permit and of a satisfactory permit review process. Four measures of quality are identified with implementation ideas that will ensure the mission of the Department is achieved.

Author's Perspective:

"The training I've received has allowed me to grow as a public servant and as a contributor to my Agency's mission. The CPM Program is designed to balance fundamental instruction and theory with practical exercises and examples to prepare us for the challenges we'll face in our careers."

~Dallas Baker, 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 regulation.

**MODEL PROJECTS FROM THE DEPT. OF
FINANCE/ADMINISTRATION –
MS MANAGEMENT & REPORTING SYSTEM
Ms. Cille Litchfield, Chief Systems Information Officer**

Benefit to the Agency

“We manage projects and provide customer service in an environment where other government entities are our customers. CPM teaches the structure of Mississippi government, and the networking with other agencies (our customers) is invaluable. Additionally, CPM teaches analytical thinking/problem solving skills and how to work with "people." Those are critical skills in a highly focused project management oriented organization like MMRS.”

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

***MAINFRAME APPLICATIONS CHANGE MANAGEMENT
FORMS CONSOLIDATION***

Author: Elma Jane McDade

Project Synopsis:

The Statewide Automated Accounting System (SAAS) and the Statewide Payroll and Human Resource System (SPAHR) together comprise the Mainframe Applications for the Mississippi Management and Reporting System (MMRS). At one time the Applications Technical group specialized either in coding for SAAS or for SPAHR, and each faction had its own change management forms with accompanying instructions and checklists. Currently, these technical teams are diversified, working in both SAAS and SPAHR, and encode for both types of Mainframe Applications. The expanded functions of the Applications Technical team necessitated a single universal form for change management purposes. The common form – one used for change management in both SAAS and SPAHR – made completion of the change management document more straightforward and more easily understood.

Author’s Perspective:

“Through the Mississippi Certified Public Manager (CPM) program, I gained a more comprehensive understanding of how change is achieved in Mississippi government. This Program provides the participant with an opportunity to grow in knowledge and skills to become a more effective manager – and to do so while networking with people from other state agencies. CPM training yields an outstanding return on investment for the agency that provides this educational opportunity to its people.”

~Elma Jane McDade, MS Management & Reporting System

***MMRS ONLINE COURSE CATALOG
FOR MELMS LEARNING CENTER***

Author: Cathy Ambrose

Project Synopsis:

The MMRS Online Course Catalog is a web-based document that will soon be accessed via the Mississippi Enterprise Learning Management System (MELMS) Learning Center. It is accessible now through the MMRS Web Page (www.mmrs.state.ms.us), under the “About Us” link. State employees and non-state employees (non-state employees being city, county, federal, private sector employees, as well as employees from state agencies who do not pay their employees through the statewide payroll system) interested in DFA/MMRS courses will be able to access the MMRS Online Course Catalog from any computer. The MMRS Online Course Catalog will provide all information concerning instructor-led courses, such as course and lab detailed descriptions, times, dates, locations of future courses and labs that are provided by MMRS. In addition, the MMRS Online Course Catalog details online courses (web tutorials) available via the MELMS Learning Center.

Author’s Perspective:

“The CPM Program has been an innovative and beneficial experience that has inspired me in all phases of work from working well with others to coordinating and managing projects.”

~Cathy Ambrose, MS Management & Reporting System

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).

Mission:

MMRS is responsible for the development, enhancement, maintenance, and support of several statewide applications, *e.g.*, the state central accounting system (SAAS), the state central payroll/human resource system (SPAHRs), automation of other data as required by the State’s executives to monitor receipts/expenditures in accordance with performance programmatic objectives (MERLIN), etc. that combine to form this central repository of management information.



**MODEL PROJECT FROM
THE DEPT. OF HEALTH
Dr. Brian W. Amy, State Health Officer**

Benefit to the Agency

“Our most valuable agency asset is our workforce. Participating in workforce development programs, like CPM, assures that those valuable employees are well prepared to be leaders for the future.”

-Dr. Brian W. Amy, State Health Officer

***MS DEPARTMENT OF HEALTH
BOIL WATER ALERT PROCEDURE***

Author: Melissa L. Parker

Project Synopsis:

Ensuring that the customers of Mississippi’s public water supplies receive safe and adequate drinking water is the primary goal of my bureau. In order to protect the public health of these customers, it is often necessary for public water supplies and my agency to issue boil water alerts. These alerts require public notification regarding the safety of drinking water and must immediately be acted upon by my bureau in order for the notification to reach as many affected customers as possible. Representatives of agency program areas with clients potentially affected by these notifications were asked to meet with me to discuss the development of an agency wide boil water alert procedure. The goal of this procedure was to reach more agency clients and to decrease the amount of time between when the notice was issued and when the customer received notification. Questionnaires were distributed prior to this meeting to determine obstacles faced by each area, critical populations served, use of the current system, benefits of the current system and any specific changes needed by the program area. Using the information from the questionnaires and the feedback from the affected program areas, an agency procedure was developed. Utilizing the current procedure, my staff asked clients to provide information regarding the time lapse between issuing the boil water notice and actually receiving the notification. The new procedure was implemented and clients were contacted to determine if the amount of time had actually decreased. It was evident from the increased number of phone calls to the bureau and the agency’s 24 hour hotline that customer awareness was increasing.

Author’s Perspective:

“As a manager, you can learn how to do your job, but I found that the CPM Program has helped me ‘learn people.’ I’ve been able to apply the skills gained in the CPM Program and focus on employees’ strong points. They are happy doing the things they do well, and we are happy with the direction this is taking us.”

~Melissa L. Parker, MS Department of Health

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

History:

The Mississippi State Department of Health's mission is to promote and protect the health of the citizens of Mississippi. The agency consists of four functional areas: internal operation, finance and administration, health protection and health services. The internal operations of the agency are directed by the Agency's Deputy Director. Finance and Administration oversees the agency's budget and spending, maintains property and manages facilities. This area also administers district and county health departments. The agency has at least one local health department for each county. The Office of Health Protection assures that the public is protected against individual, environmental, bioterrorism-related and other public health threats. This office also manages systems of review to determine that safe and high quality services are provided in licensed facilities and by specific licensed professionals. The Office of Health Services establishes maternal-child health program standards and performance indicators to ensure a strong effective system of maternal-child health care in the state.

Mission:

Our mission at the Mississippi Department of Health is to promote and protect the health of all Mississippians. We believe that public health is about people; we are in the business of customer service. The agency has set forth on an ambitious new program of setting goals, measuring results and improving our performance in the pursuit of public health excellence.



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

Benefit to the Agency

“The Mississippi Department of Information 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

***CENTRALIZING TELECOMMUNICATIONS SERVICES FOR
THE STATE IMPROVING THE BOTTOM LINE***

Author: Sue W. Green

Project Synopsis:

State agencies continue to face budget cuts that threaten to force a reduction of services provided to the public. Agencies are seeking ways to reduce their operating costs without reducing the staff which provides these services. Part of the overhead for state agencies is the cost of telecommunications services. My agency has reduced this cost to help state agencies direct more of their budget dollars to serving the public. My agency is mandated by state statute to manage telecommunications services for the State and our mission is to provide other state agencies with high quality telecommunications services at competitive pricing with a high standard for reliability. We have negotiated contracts with telecommunications providers for telecommunications services and service level agreements by centralizing the usage by agencies statewide. Through these contracts, we have secured better rates and better service from providers of telecommunications services for all state agencies. My agency continues to search for ways to reduce the cost of providing telecommunications services to our agency clients.

Author’s Perspective:

“The CPM Program made me aware of the many roles and responsibilities required of a public manager from coaching and developing employees, planning and directing programs to impacting public policy. The knowledge I gained through the CPM program has broadened my vision as a manager and made me a more mature and productive public servant.”

~ Sue W. Green, Information Technology Services

ONLINE PLANNING SYSTEM

Author: Debra W. Brown

Project Synopsis:

State of Mississippi Legislation requires the Mississippi Department of Information Technology Services (ITS) to annually obtain, review, and approve state agency Information Technology (IT) plans, which include current and proposed IT projects as well as the associated costs. Once collected, the information is reviewed for possible statewide infrastructure needs and impact, procurement requests that would allow agencies to take advantage of volume purchase agreements, IT training and education opportunities, and potential consulting service requests. The data submission and collection process has been tedious, error prone, and time consuming due to the use of word processing forms submitted to ITS and re-entered into an outdated database application. In order to automate the process and provide more functionality, we formed a team to design and implement an online planning application that can be accessed using the Internet. The system provides agencies with a user friendly, electronic tool to perform technology planning and provides ITS with a more effective method of identifying the technology needs in Mississippi.

Author's Perspective:

"The concepts and techniques learned in the CPM Program were invaluable and interacting with personnel from other agencies allowed me to gain a better perspective of their roles in state government. The exchange of ideas and relationship building exercises helped me improve my leadership skills as well as recognize those in others. The Program was enjoyable and I highly recommend it to others."

~Debra W. Brown, 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.

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- 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 PROJECT FROM THE
MS DEPARTMENT OF MENTAL HEALTH
Mr. Edwin LeGrand, III, CPM, Executive Director**

Benefit to the Agency

“The Mississippi Department of Mental Health (DMH) fully supports the mission of the Mississippi Certified Public Manager Program (CPM) offered by the State Personnel Board. The CPM Program develops leadership and managerial skills in state employees with the initiative and desire to succeed. We congratulate Genice for exercising this initiative. The CPM Program has greatly benefited DMH employees by enhancing their management skills and thereby improving the overall performance in serving the people of the State of Mississippi.”
~Edwin C. LeGrand, III, CPM, Executive Director, MS Department of Mental Health

***IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT
WITHIN THE DEPARTMENT OF MENTAL HEALTH OFFICE
OF CONSTITUENCY SERVICE***

Author: Genice Morton

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 Office of Constituency Service works very hard and diligently to ensure that individuals with mental health and mental retardation/developmental disabilities receive the highest quality of care. This is according to the Department of Mental Health/Mental Retardation Minimum Standards. Due to a shortage of staff, the Office of Constituency Services is not able to process and monitor Serious Incident Reports in a timely manner. Our staff/team met to discuss ways to improve the processing of Serious Incident Reports within our division. It was decided that the Department of Mental Health Office of Constituency Services needed to hire a new staff person. Two (2) months later, we noticed a significant difference and a positive change in the processing and assessing of Serious Incident Reports and Records.

Author’s Perspective:

“The CPM Program is a great program for anyone interested in perfecting their skills as a good manager/leader. It has provided me the opportunity to continue to grow and develop as a mature individual as well as strengthen my management skills as a professional.”
~Genice Morton, MS Department of Mental Health

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

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:

Since its inception in 1974, the Mississippi Department of Mental Health has been endeavored to provide services of the highest quality through its institutional and community service delivery system. As the largest state agency in Mississippi, the Department provides a network of services to persons who experience problems with mental illness, alcohol and/or drug abuse/dependence, or who have mental retardation or developmental disabilities. The Department of Mental Health is also responsible for the development and implementation of state plans for the purpose of assisting with the care and treatment of persons with Alzheimer's disease and other dementia. Quality institutional and community care are provided within a comprehensive service network operated and/or funded by the Department. The successful development and implementation of the service delivery system are due to the strong, sustained advocacy of the Governor, the State Legislature, the State Board of Mental Health, the Department's employees, individuals receiving services, family members, and other supportive individuals. Their individual and collective concern has been invaluable in promoting the most appropriate residential and community service options, facilitating expansions of needed services, and preventing institutionalization of individuals best served within a home or community setting.



**MODEL PROJECT FROM
BOSWELL REGIONAL CENTER
Mr. Raymond Johnson, CPM, Director**



Benefit to the Agency

“At Boswell Regional Center, we strive to provide a solid working relationship, even a partnership, between managers and staff. It is imperative that we work together for the common good of those we serve. I personally believe it’s that type of teamwork and openness that most separates us from other agencies. However, achieving this type of open environment does not come naturally for some, which is where the CPM Program comes into play. When our staff members graduate from the program, they are more than prepared to lead others in today’s challenging, ever-changing workforce. Put simply, CPM prepares managers for success.”

~Raymond Johnson, CPM, Director, Boswell Regional Center

***REVIEWING BUDGETS USING
ORGANIZATIONAL CODES***

Author: Jeff Martin

Project Synopsis:

Financial responsibility is more important than ever before. With the responsibility as Business Services Director, it is my duty to furnish prompt and correct financial information to all divisions within Boswell Regional Center. The Assistant Business Director and I met to discuss how to make this information available to the proper personnel. We developed a plan making the information shown on the C507 State of Mississippi Hierarchy Organization Budget Report by Organizations available to appropriate Division Directors on a monthly basis. We also devised a survey we would implement after a couple of months to determine if the information in the organization reports was being processed and passed down to subordinate staff. After implementing a pilot test program, concerns and comments were discussed with the pilot program participants. Feedback from this pilot program was used in the implementation of the actual program. Two months into the program, a follow up survey revealed an impressive 100% of directors processing and passing information down to subordinate personnel within an accepted time frame. We will continue to monitor with another follow up survey and provide appropriate feedback at that time.

Author’s Perspective:

“After working in private industry for many years, state government was quite a change. The MCPM Program helped in that transition with meaningful topics, qualified instructors and the opportunity to meet and network with other state employees.”

~Jeff Martin, Boswell Regional Center

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

History:

Boswell Regional Center began operation in July 1976, by the State of Mississippi on the grounds of what was formerly known as the Mississippi State Tuberculosis Sanatorium. The “Sanatorium” was nationally recognized as the state’s only hospital and residential center for those suffering from tuberculosis. Since 1976, Boswell Regional Center has grown from a center that provides services for 35 individuals with mental retardation and other developmental disabilities solely at the Sanatorium campus (now know as Magee) to serving over 350 at facilities located in Magee, Mendenhall, Brookhaven, Wesson, and Meadville.

Mission:

Boswell Regional Center provides Mississippians with mental retardation and other developmental disabilities, a comprehensive array of service options promoting independence and an optimal quality of life. Through an active partnership of client, family, staff and community, these service options are designed to enhance each client’s quality of life through teaching skills that aid in reaching personal potential.



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

Benefit to the Agency

“East MS State Hospital (EMSH) is pleased to offer the CPM Program to managers and supervisors. This quality educational opportunity has benefited participants by enhancing their leadership and administrative skills. I look forward to the growth of EMSH’s leadership team as current participants develop and strengthen their management skills.”

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

***ESTABLISHING POLICIES AND PROCEDURES
AND TRAINING SUPERVISORY STAFF***

Author: Ann Glazar

Project Synopsis:

The Residential Living Department, established in June of 2005 and composed of the direct care workers of a state-operated psychiatric hospital, is responsible for providing direct and supportive care for individuals receiving services and complying with the facility’s environmental, safety, and health standards to maintain safe, healthy living environments. The Department’s leadership identified a need for an operating manual to:

- Establish the scope & nature of Residential Living job duties
- Integrate direct care services with the existing interdisciplinary treatment model
- Establish an administrative chain of command
- Ensure compliance with applicable health, safety & environmental standards.

In May of 2006, the Residential Living Manual of Policies & Procedures was presented to the facility’s Internal Governing Board and approved by the Director. In June of 2006, fifty (50) Residential Living supervisors attended required training sessions and completed a written test. Forty-seven (or 94% of the total) achieved the required minimum score of 80%. Following the training sessions, copies of the new manual were assigned to all of the treatment units and to other designated staff.

Author’s Perspective:

“In the MCPM Program, I have had opportunities to improve my management skills, to better understand the roles and responsibilities of managers in public agencies, and to apply what I have learned in practical ways to design and complete a work-related project that will impact agency operations. I also have a greater appreciation for the goal of the MCPM Program: to train and equip a qualified, professional workforce to lead public agencies to improve the quality of life for all citizens of Mississippi.”

~Ann Glazar, East MS State Hospital

***REDESIGNING OF EAST MS STATE HOSPITAL'S
PATIENT WARD CHECK POLICY***

Author: Ray Gullette

Project Synopsis:

The mission of East Mississippi State Hospital is to provide high quality care with positive outcomes for the individuals receiving services. I observed injuries and/or bruises that were not documented or easily explained in the medical record. This led to my theory that the patient ward check policy's vague wording created a knowledge deficit. While incidents were occurring, they were either not being monitored consistently or being under-reported. Procedures were initiated to re-write the patient ward check policy, train the staff, and monitor the results of the training. Review of incidents pre and post training indicated that nursing staff were more observant and documented all incidents as per policy. The new policy, along with in-service training, reporting and documentation of care provided could improve positive patient outcomes and decrease liabilities for the staff and hospital. I will continue to monitor patient ward check procedures to ensure staff competency and compliance.

Author's Perspective:

"CPM is a wonderful educational tool that can be utilized in every aspect of the organizational environment. It provides the tools needed to prepare the individual to meet the vision, mission, and goals of the organization. Within the organization – he who dares to teach must never cease to learn."

~Ray Gullette, East MS State Hospital

***REVIEW AND UPDATE OF EAST MISSISSIPPI STATE
HOSPITAL TREATMENT PROGRAM MANUAL***

Author: Sharon K. Eads, Ph.D.

Project Synopsis:

Quality treatment is a primary concern for all entities serving the seriously mentally ill. The facility Program Manual delineates the interdependency of the various disciplines and departments in providing a comprehensive treatment program for individuals receiving services from pre-admission to post-discharge. During the past three years my facility, which serves the seriously mentally ill, has undergone several major changes in the provision of treatment, including the creation of new departments/services directly affecting patient care. A Program Manual Committee was created composed of the major discipline directors involved in the care and treatment of the individuals receiving services throughout an individual's stay. These directors acted as core members and were involved in the revision/review of all parts of the Program Manual. Ancillary members were those departments/service directors which serve a discreet function (such as Admissions Director), and they were invited to review/update the

specific portions of the Program Manual with which they are involved. A schedule of review was established and distributed. The completed, revised Program Manual was presented to all discipline/services directors in the Bureau of Interdisciplinary Programs for review and comments, and then to the Governing Board of the facility for approval and implementation. After implementation, an evaluation of the Program Manual was solicited from the major users which revealed no significant problems or omissions. We will continue to monitor our changing treatment processes and user suggestions to address them in the next revision.

Author's Perspective:

“The MCPM Program has provided to me the tools to make what seemed like a monumental task into an orderly, well planned project. The chaotic feel was eliminated, staff time was minimized, and a project which usually takes approximately nine (9) months was completed in less than three (3) months.”

~Sharon K. Eads, Ph.D., East Mississippi State Hospital

***REVISION OF THE EAST MISSISSIPPI STATE HOSPITAL
PATIENT SATISFACTION SURVEY FORM AND PROCESS***

Author: Rachael Scarbrough

Project Synopsis:

A state psychiatric facility obtains information from individuals receiving services regarding their satisfaction with services through the administration of a *Patient Satisfaction Survey* form. The survey is completed by the individual at the time of discharge from the hospital or upon transfer to another treatment unit within the hospital. The survey is used to obtain input from individuals receiving services on satisfaction with services and offer them the opportunity to make recommendations for service improvement. My division is responsible for collecting the satisfaction survey data from the individual receiving services at the time of transfer or discharge. The problem with the current survey process was:

- The *Patient Satisfaction Survey* form content had not been revised in ten or more years, and the information collected did not yield useful information for service improvement.
- The disciplines/departments rated in the survey had at times voiced dissatisfaction with the survey content. The form needed revision to include information the disciplines/divisions wanted to obtain.
- The survey is completed when an individual receiving services is either transferred to another treatment unit or discharged. However, the current system had no target completion rate goal. A target completion rate goal needed to be established and a system developed to insure that the QMHP Division has accurate information on discharges and transfers.
- The present Patient Satisfaction Survey process did not allow individuals receiving services hospitalized for an extended stay the opportunity to provide feedback regarding their perception of treatment until the time of transfer or discharge.

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The division director held meetings to obtain feedback on content changes for a revised survey form. The survey was revised based on the recommendations provided. The satisfaction survey policy was revised to include the revised survey form, a targeted completion response rate, and a process for obtaining feedback from individuals who are hospitalized for an extended stay and have not been transferred. The revised policy was approved by the facility's governing board. A review of the process will be conducted at least annually, but needs to be on-going to ensure the information is beneficial to the needs of the organization.

Author's Perspective:

"Participation in the CPM Program has been beneficial in enabling my movement from the clinician to manager. Levels I–III provided practical information for understanding leadership styles, personalities in the workplace, and project management. I am thankful to have been provided this educational opportunity."

~Rachael Scarbrough, 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
ELLISVILLE STATE SCHOOL
Dr. Suzie Lassiter, CPM, Director**

Benefit to the Agency

"The Certified Public Manager Program has been of great benefit to Ellisville State School. It has provided outstanding training to upper level management and middle management personnel who are required day in and day out to supervise a number of individuals. It has provided insight into the personalities of the employees that supervisors deal with, it has improved writing and verbal communication skills, and it has aided staff in learning to work as a team. The Certified Public Manager Program has given the staff at Ellisville State School the opportunity to see how state government works, as well as allowed them to work along side other state agency personnel. Many of the projects done by our staff attending CPM has greatly benefited the facility's overall operations and the services that we provide to individuals with developmental disabilities. Ellisville State School will continue to use this outstanding program as part of its total training program."

~Dr. Suzie Lassiter, CPM, Director, Ellisville State School

***IMPLEMENT THE RESEARCH AND RECOMMENDATION
FOR A PARTIAL SEMI-MONTHLY PAYROLL SYSTEM TO
THE AGENCY DIRECTOR***

Author: Connie Williams

Project Synopsis:

To provide a possible solution to the problems associated with the monthly payroll at our agency, the addition of a semi-monthly payroll was researched. The result of the research was a proposal to the agency director recommending the addition of a partial semi-monthly delayed payroll. The agency director approved the proposal which is an example of her willingness to change for the betterment of the agency and also to make the agency a better place to work for its employees. To implement the research on the semi-monthly payroll, a work team was formed that included two payroll employees, two insurance benefit employees, a human resource employee, an assistant director, a programmer, and four other unit heads. The work team brainstormed questions and problems to be researched. After the research was complete, the work team voted to work on a proposal recommending the partial semi-monthly delayed payroll. The proposal was presented to the agency director on April 11, 2006. She approved the proposal. On April 12, 2006, she submitted a request to the Office of Fiscal Management that the agency be allowed to implement the partial semi-monthly delayed payroll. A questionnaire completed by the work team evaluated the following: the members buy-in, the effectiveness of

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the team, and the advantages versus the disadvantages of the semi-monthly delayed payroll. Based on the approval of the proposal by the agency director and the unanimous vote by the work team, the implementation of the research for a partial semi-monthly payroll which resulted in a recommendation presented to the agency director project is a success.

Author's Perspective:

"The Certified Public Manager Program has provided a very rewarding experience. The training and knowledge from the classes and the project has given me a greater understanding on how to make a change come about. The valuable skills we learned in the program can be used in every type of organization."

~Connie Williams, Ellisville State School

History:

Ellisville State School is one of five Departments of Mental Health state operated regional facilities serving persons with mental retardation or developmental disabilities. Established in 1920 by an Act of the Mississippi Legislature, the institution was first named the Mississippi Colony and School for the Feebleminded, but it was changed to Ellisville State School in 1930.

The campus was part of 2,580 acres of land deeded to the State in 1920 for the establishment of the school. The campus includes administrative, residential, programmatic, and support service facilities, as well as a lake, parks, playground and other recreational areas. The current population is approximately 525 campus residents. In addition, over 550 clients are served by the school in community living arrangements, the case management program, early intervention programs, sheltered workshop and supported employment services.

Mission:

Ellisville State School is committed to providing the highest quality services possible for the citizens of Mississippi who are mentally retarded or developmentally disabled. This facility serves each client individually to provide each with programming and training to assure that he/she will be able to function in the least restrictive environment possible.



**MODEL PROJECTS FROM
MS STATE HOSPITAL
Mr. James G. Chastain, CPM, Director**

Benefit to the Agency

“The CPM Program is built on the philosophy that the study of management can impact certain skills, attitudes and behaviors which characterize successful management. We have seen these effects of this philosophy in our CPM graduate leaders. The program provides our leaders with the benefit of skills requiring careful attention to material, financial and human resources which provide our facility with long-term productivity and effectiveness.”

~ James G. Chastain, CPM, Director, MS State Hospital

***DEVELOPING A QUALITY IMPROVEMENT PLAN FOR THE
QUALITY MANAGEMENT DEPARTMENT***

Author: Karen Warner

Project Synopsis:

Quality in healthcare is a national goal at this time in the United States. At Mississippi State Hospital, the Quality Management (QM) Department monitors aspects of care and service. We use predetermined measurable criteria to identify compliance with hospital policies, accreditation standards and governmental regulations. It is believed that good compliance with these regulations. It is believed that good compliance with these regulations and standards will improve the outcomes of care/services for our customers. Quality Management data provided to customers gives them a quantitative measure of compliance, as well as noting trends or patterns. Improvement efforts initiated by the Quality Management Department usually impact other areas of the hospital, not the just the QM Department.

Author’s Perspective:

“The CPM Program is a wonderful educational opportunity. I appreciate the fact that the CPM projects we work on actually impact and improve work processes.”

~Karen Warner, MS State Hospital

***GETTING THINGS DONE: IMPROVING ORGANIZATIONAL
EFFICIENCY USING STRUCTURED FOLLOW-THROUGH
AND COMMUNICATION SKILLS***

Author: Greg Nail

Project Synopsis:

Managers and supervisors in large facilities are often expected to take responsibility for outcomes that fall well beyond the scope of their authority. This responsibility –versus- authority conflict can be a major source of stress and frustration. Increased understanding of the factors that contribute to this conflict is essential to improved performance. The purpose of this project was to develop a training module which combined an understanding of these factors with training on communication and follow-through skills which could enable managers to improve their efficiency in “Getting Things Done.”

Author’s Perspective:

“The CPM Program has been an excellent training format for development of both basic and advance supervisory skills. It has also provided perspective on relationships between state agencies, funding issues and political realities. I strongly recommend the Program to all managers within the state system.”

~Greg Nail, MS State Hospital

***PUBLIC PERCEPTIONS OF
MISSISSIPPI STATE HOSPITAL***

Author: Jarrod Ravencraft

Project Synopsis:

The stigmas attached to mental illness and the quality of treatment at mental health facilities has been a public image issue at the hospital for many years. The hospital combats this issue by increasing positive awareness for the hospital. This is done through public tours of the Whitfield campus and the operation of a museum. A survey instrument was implemented to track and measure public perceptions. This allows the hospital to set attainable objectives in meeting its goal to “constantly strive to enhance the image of the hospital and increase awareness in the community regarding the treatment of mental illness.”

Author’s Perspective:

“The Program recognizes the unique qualities of public sector management and takes private sector theory into practical training for public managers. CPM increases the productivity, effectiveness and efficiency of state employees which enhances the overall quality and image of state government operations.”

~Jarrod Ravencraft, MS State Hospital

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

History:

Founded in 1855, Mississippi State Hospital (MSH) opened at its current site in 1935, and is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations. The hospital's main campus in Whitfield is 300 acres and includes over 90 buildings, some listed on the *National Register of Historic Places*. MSH is the largest hospital in Mississippi and the largest psychiatric facility in the United States. The hospital serves an average of 1,600 patients, residents and consumers per day through psychiatric, forensic, child/adolescent and chemical dependence services, the 479-bed Jacquith Nursing Home and Community Service programs in Jackson. MSH is a non-profit public-funded facility.

Mission:

Mississippi State Hospital facilitates improvement in the quality of life for Mississippians who are in need of psychiatric, chemical dependency or nursing home services by rehabilitating to the least restrictive environment utilizing a range of psychiatric and medical services which reflect the accepted standard of care and are in compliance with statutory and regulatory guidelines.



**MODEL PROJECT FROM
NORTH MS REGIONAL CENTER
Dr. Carole Haney, Director**

Benefit to the Agency

"The North Mississippi Regional Center values training for all of our staff. The Certified Public Manager Program is an outstanding training opportunity that facilitates professional development for our management staff. We recognize the benefits of this training every day with employees who have attended this program being more confident in their jobs and management responsibilities. It is money and time well spent for a great return to our agency."

~Dr. Carole Haney, Director, North MS Regional Center

***A QUALITY IMPROVEMENT PROJECT FOR MEAL
PREPARATION AT BRIAR RIDGE COMMUNITY HOME***

Author: Sydney Wise

Project Synopsis:

Briar Ridge Community Home is one of nine community residential programs the Department of Mental Health operates through the North Mississippi Regional Center. The main mission of Briar Ridge Community Home is to assist clients in learning skills that increase their independence in all areas of life. Individuals learn skills during everyday situations such as meal preparation, grocery shopping and social interactions. Meals are training opportunities to teach individuals more independence in meal preparation, table manners, appropriate portions and meal clean up. This quality improvement project focused on meal preparation. The main problem in meal preparation was failing to utilize foods indicated on the menu that are available in the home. A planning group consisting of the home director, kitchen coordinator, grocery shoppers and Resident Living supervisors discussed options to reduce the number of meal errors made during meal preparation and agreed to organize and implement menus that utilize visual aids. The group felt that the "visual menus" would facilitate accuracy in food selection, training opportunities, as well as time and cost efficiency in the overall meal preparation. Visual menus were developed utilizing digital pictures of each food item needed for each meal. The visual menus for each meal were printed in color and organized with the meal plans and recipes for each day. The rate of meal errors prior to the implementation of the visual menus was three per week. The rate of meal errors was reduced to less than one per week with the implementation of the visual menus. Feedback forms were given to staff and clients to determine their perceived benefit of the visual menus. The majority of staff and clients felt that the visual menus were beneficial to them during meal preparation.

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

Author's Perspective:

"The Mississippi Certified Public Manager Program is a wonderful training opportunity that has greatly benefited my leadership and management skills. Not only have I learned from the instructors' vast knowledge and expertise, but also from fellow CPM participants from other state agencies. I would highly recommend this program to other managers in state government."

~ Sydney Wise, North MS Regional Center

History:

The North Mississippi Regional Center in Oxford 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 steady growth. Today, the North Mississippi Regional Center provides licensed care and active treatment to 280 clients on its main campus and 190 clients at 19 community homes in 10 north Mississippi communities. In addition, more than 2,500 citizens are served by NMRC's community-based services across north Mississippi. The North Mississippi Regional Center offers programs in each one of the 23 counties in north Mississippi. The Center's traditional group homes, supported living apartments, work activity/prevocational centers, supported employment programs, early intervention and day rehabilitation programs, assistive technology services, and waiver serves offer increased opportunities for citizens with developmental disabilities to achieve greater independence in their home communities. As NMRC enters its 33rd year, more than 1,100 staff members representing 25 specialized 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.

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

Benefit to the Agency

“The Certified Public Manager Program is an innovative program that encourages participants to try new and different management techniques, thus, improving leadership skills. The CPM graduates at the Mississippi Department of Rehabilitation Services are better equipped managers who will be the leadership of Mississippi government now and in the future.”

~ H.S. McMillan, CPM, Executive Director, Mississippi Department of Rehabilitation Services

***BRIDGING THE COMMUNICATION GAP OF THE
ABILITYWORKS STAFF AND THE CASE SERVICE STAFF
IN THE MISSISSIPPI DEPARTMENT OF
REHABILITATION SERVICES***

Author: Shirley Brown

Project Synopsis:

It is the mission of Mississippi Department of Rehabilitation Services to provide appropriate and comprehensive services to Mississippians with disabilities in a timely and effective manner. Bridging the Communication Gap of the AbilityWorks Staff and the Case Service Staff in the Mississippi Department of Rehabilitation Services is the title of this project. The AbilityWorks System is involved and committed to maximizing the functional level of the persons served through direct service provision, interagency service coordination and recommendations to the Vocational Rehabilitation counselor for the purchase of needed outside services. The system is also committed to goal-oriented, comprehensive interdisciplinary service delivery through direct service provision or case management services provided by external sources. The AbilityWorks staff consists of the facility manager, evaluators and instructors. The Case Service Staff consists of the district manager, vocational rehabilitation counselors and the counselor assistants. Specifically, the staff provides applicants and clients with opportunities to exercise informed choices throughout the VR process, choices may include making decisions about the employment goal, selection specific VR services and service providers, identifying settings for employment and service provision and methods for procuring services. To enable an individual to make effective decisions, MDRS provides educational information by trained personnel. Policies, procedures and practices that are implemented by MDRS are consistent with federal statutory and regulatory requirements. It is imperative that information is communicated in the

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

most effective and efficient way possible. Staff must have the necessary resources and technology to provide appropriate services to all clients. There should not be a delay in generating and processing reports regarding progress of clients. Everyone involved must be knowledgeable of the importance of their role in communicating to ensure that clients are served in a timely manner.

Author's Perspective:

“Participation in the CPM Program has been very beneficial to me in working with and assisting my staff in providing quality services. The instructors and program participants provided guidance and feedback to help me develop in areas that could be stronger. I am grateful to the Department of Rehabilitation Services Administrators for allowing me the opportunity to participate in this experience. I have grown both personally and professionally with the knowledge and interaction provided by the CPM Program. I would recommend this program to all managers that are interested in further development of their leadership skills.”

~Shirley Brown, MS Department of Rehabilitation Services

History:

The Mississippi Department of Rehabilitation Services operates as a result of enabling legislation at both the State and Federal levels. In particular, the Department is the designated state agency for the administration of the Rehabilitation Act of 1973 (amended 1998), [cite]. Sections 37-3313 through 37-33-201 of the Mississippi Code Annotated (1972) establish the State Department of Rehabilitation Services as the designated state agency for the administration of the Rehabilitation Act and the component parts of the Department. The Department, as it exists today, was established by statute on July 1, 1991. The Department is composed of the Office of Vocational Rehabilitation (OVR), the Office of Vocational Rehabilitation for the Blind (OVRB), the Office of Disability Determination (ODDS), the Office of Special Disability Programs (OSDP), and the Office of Support Services (OSS). However, it is worthwhile to mention that each of the offices that comprise the Department has had an existence apart from the others for many years. Civilian vocational rehabilitation and vocational rehabilitation for the blind have been in existence in Mississippi since the 1920's.

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, Exec. Director**

Benefit to the Agency

“The Certified Public Manager Program is of great value to MDOT in developing our greatest resource, our people. Through CPM, our managers gain skills needed to aid them in leading an ever changing dynamic workforce, and they have the opportunity to network and build lasting professional relationships with managers from many other areas of public service.”

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

***HAZARDOUS ELIMINATION SAFETY (HES) PROGRAM FOR
THE MS DEPARTMENT OF TRANSPORTATION***

Author: Melinda L. McGrath

Project Synopsis:

The Mississippi Department of Transportation (MDOT) is guided by the following mission statement: *“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.”* MDOT’s success is largely measured by its ability to ensure a safe transportation network throughout the State. As part of the effort to carry out this responsibility, MDOT constantly monitors its transportation network to identify locations with either an above average crash rate and/or a history of severe crashes. The majority of roadway project funds come from the United States Federal Highway Administration (FHWA). As the main proponent of all state Department of Transportations, the FHWA requires each state to meet specific requirements in order to receive federal funds. One of the avenues that each state is able to obtain federal funding is in the area of hazard elimination. FHWA requires each state to have an approved Hazard Elimination Safety (HES) program in order to obtain federal hazard elimination funds. Prior to starting the Certified Public Manager project, MDOT did not have a HES program that met the FHWA requirements. The ultimate goal of MDOT’s HES Program is to reduce severe accidents and fatalities statewide. The result of this project is to implement the approved document that will allow MDOT to obtain federal hazard elimination funding; and more importantly, to save human lives and property.

Author’s Perspective:

“In my role as Assistant Chief Engineer of Field Operations at the Mississippi Department of Transportation, I am responsible for a multitude of transportation projects. Being in the Certified Public Manager Program (CPM) Program has helped me in my ability to communicate effectively with the people I deal with on a daily basis: federal, state and local agencies,

contractors and the general public. The leadership skills I learned while in the CPM Program have allowed me to act as a change agent within my agency and the maintenance of the State Maintained Highway System.”

~Melinda L. McGrath, MS Department of Transportation

MODIFYING THE PROCEDURE FOR OBTAINING ASPHALT DENSITIES ON THE ROADWAY

Author: Jeffrey G. Curtis

Project Synopsis:

A top priority for the Mississippi Department of Transportation is the safety of our employees and the traveling public. When considering this, if the work we perform can be done accurately and in a manner that is safer to the employee and the public then the MDOT should pursue changing the way we do business. This is the case with the way we take densities on asphalt pavement that is under traffic. A two week study was performed comparing the existing way the MDOT records densities on asphalt pavement to a modified procedure that is safer than and just as accurate as the present method. The inspector and the contractor were then questioned to get their views on how the new and existing method compared.

Author’s Perspective:

“CPM is very educational and anyone who attends with a good attitude will come out a better manager and employee. It does take a significant amount of your time, but the benefits can last a lifetime.”

~ Jeffrey G. Curtis, MS Department of Transportation

QUALITY ASSURANCE FOR THE WEB SERVICES GROUP

Author: Janet Lee

Project Synopsis:

The Web Services Group within the Information Systems Division at MDOT develops and maintains web-based applications and portal sites that collect, process, and disseminate information throughout the agency and externally to MDOT’s customers. Our primary goal is to provide a seamless environment where our customers can access information as quickly and efficiently as possible. Quality standards for our group are largely determined by customer satisfaction concerning the availability and accuracy of information on our web sites. These performance measures include site availability, customer response time, customer base growth, and accurate and available information.

Author's Perspective:

"I have really enjoyed my experience with the CPM Program. The curriculum, teachers, and other participants have inspired and challenged me to strive for constant improvement in both my professional career and my private life."

~Janet Lee, MS Department of Transportation

***RECRUITMENT AND RETENTION PROGRAM FOR RIGHT
OF WAY AGENTS IN THE RELOCATION SECTION OF
MDOT'S RIGHT OF WAY DIVISION***

Author: Louis A. "Skip" King

Project Synopsis:

All state agencies, not just the Mississippi Department of Transportation, are faced with similar problems. One of the biggest problems faced by us today has a name. It is called Succession Planning. Many agencies have done things to help with Succession Planning. Some things have been successful and some have not. Just about every angle of succession planning has been looked at. But all of these angles seem to involve one group of people, upper management. Succession planning is not just about upper management. It is also about middle management and entry level staff. We need to plan on how to replace these key employees who are just a vital to the well being of our agencies. This is where most of the hands-on work takes place to help accomplish the agency's mission. Without these employees, we would not be able to function as an agency. These employees work in every division of every state agency; from Vicksburg to Meridian, from Southaven to McComb, and from Corinth to the Gulf Coast. These employees leave for reasons other than retirement, but they still leave and we need to have a system in place to replace them. Many corrective aspects of this system are right in front of us, some require legislative approval. My goal for MDOT is to have a program in place that will allow us to recruit and retain the best staff. I recognize that we can only accomplish this by having all levels of staff and management working together. We need to know, to some degree, what the other is thinking. We have problems with the exodus of staff just as they have been trained to learn their jobs. This problem with the exodus of staff only increases the workload of those of us who want to make a career of state government. We constantly have to retrain for entry and mid level positions. To this end, MDOT is working towards implementing a recruitment and retention program for our Right of Way Agent job series. This program can be implemented throughout the agency and be adapted to apply to most job classes. This program will allow MDOT to 1) identify gaps in importance and satisfaction of employees in many critical areas, 2) work with Human Resources to help with the Legislative and State Personnel Board related issues, and 3) getting outside help involved with the recruiting issues. This project details the implementation of these ideas for what is the most difficult job class for MDOT to fill in Jackson.

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Author's Perspective:

"The CPM Program has provided me the opportunity to network with other state employees. Being in a larger agency has also allowed me the opportunity to meet people in my own agency with whom I may have never crossed paths. Along with these networking opportunities, CPM has helped me become a much better manager and leader. I have learned more about myself and others in the last few years with CPM than I thought possible. Upon learning that my project was a model project, it made me feel that all of my hard work was worthwhile. I would strongly encourage all state employees to participate in the CPM Program. You won't be let down."

~Louis A. "Skip" King, 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 PROJECT FROM THE
MS DEVELOPMENT AUTHORITY
Mr. Gray Swoope, Executive Director**

Benefit to the Agency

“MS Development Authority (MDA) is committed to offering programs and services that improve the quality of life for our citizens and enhance the economic growth and prosperity of the State of Mississippi. We can’t accomplish this mission without employing people who exhibit leadership potential. The Certified Public Manager (CPM) Program has proven to be a catalyst for developing that potential for leadership by requiring practical application of leadership principles into the CPM training program. MDA employees who participate in the CPM program return to work with more highly developed project management skills and a greater awareness of how they can contribute to quality improvement in their individual work areas. We consider the CPM Program a valuable partner in helping MDA accomplish our mission on a daily basis.”

~Gray Swoope, Executive Director, MS Development Authority

QUALITY SERVICE TO CUSTOMERS

Author: Elizabeth Jackson

Project Synopsis:

The Mississippi Development Authority (MDA) is the State of Mississippi’s lead economic and community development agency. More than 250 employees are engaged in providing quality services in the state. Within the MDA is the Administration Division that provides overall support services to the agency through accounts payables, purchasing, budgeting, and payroll. The agency is committed to providing a quality improvement plan to meet its customers’ needs. Internal and external customers are identified ranging from the employees themselves to the citizens in the community benefiting from the services being provided. Quality improvement is defined and the ways to evaluate and measure quality services are presented. The evaluation of a quality improvement plan helps to determine whether we are accomplishing our intended goals and, if not, to understand why. Finally, barriers are identified that would prevent implementation of the improvements to quality services. By providing a quality improvement plan, we are better able to improve our level of service and be more accountable to the customers that we serve, whether internal or external.

Author’s Perspective:

“CPM has provided me with managerial training on how to be a better manager through not only classroom lectures, but also through application of the skills learned in the Program. It has also allowed me to have a better understanding of people and state government.”

~Elizabeth Jackson, MS Development Authority

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

History:

The Mississippi Development Authority has undergone many changes since its inception in 1936 when the Mississippi legislature launched an economic development program referred to as the “Balance Agriculture with Industry” program. During the 1940 legislative session, the 1936 act was repealed and superseded by a statute abolishing the State Industrial Commission and the State Planning Commission, transferring their function to a newly created Mississippi Board of Development. The Board functioned primarily as a coordinating agency to assist the local governments and state departments in preparing their planning programs. In 1944, the state legislature passed House Bill 176, which was a second “Balance Agriculture with Industry” bond program replacing the Board of Development with the Agricultural and Industrial Board (A & I Board). From the 1940’s through the 1970’s, members of the A & I Board focused their attention on needs, including the need for industrial research to answer all questions asked about Mississippi by interested industrial prospects; the need for vocational and technical training of young Mississippians to assure a constant supply of skilled labor for the many new industries springing up in the state; and the need for marketing of products grown, processed and manufactured in the state. Their work culminated in ground-breaking legislation, including the “Bill of Rights for Industry” which authorized political subdivisions to issue revenue bonds; the “Pursuit of Excellence” program for vocational-technical training in the state’s junior colleges; the construction of the Research & Development Center, the A & I Board’s research partner; the Mississippi Marketing Council, which first sponsored international trade missions to export the state’s manufactured goods; and the Office of Minority Business Enterprise, established as a joint venture by the state and the U.S. Department of Commerce to assist new and existing minority business ventures. In 1979, the functions of the A & I Board were reorganized under the Mississippi Department of Economic Development, responsible for the coordination of all functions of state government relating to economic development and tourism. The business development functions of the Research and Development Center merged with the Department of Economic Development in November 1988, and in July 1989 six organizational entities concerned with economic development were added and the Department was renamed the Mississippi Department of Economic and Community Development. The most recent changes occurred in November 2000 when the name was changed to Mississippi Development Authority as a result of the Advantage Mississippi Initiative legislation, which amended existing economic development programs and created new and innovative incentives designed to position Mississippi as a leader in the global marketplace. Today, the Mississippi Development Authority is the State of Mississippi’s lead economic and community development agency. Nearly 300 employees are engaged in providing services to businesses, communities and workers in the state. While the agency is best known for its efforts to recruit new businesses to Mississippi, the Authority provides services to promote tourism, help communities improve their quality of place, help existing employers identify and meet opportunities and challenges and help workers improve their skills – all with the goal of improving the quality of life and economic well-being of Mississippians.

Mission:

The mission of the Mississippi Development Authority is, through the prudent application of resources, to develop and implement programs and services that improve the quality of life for our citizens and enhance the economic growth and prosperity of the State of Mississippi.

**MODEL PROJECT FROM THE
MS DEPT. OF PUBLIC SAFETY –
MS CRIME LABORATORY
Mr. Sam L. 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 PRODUCTIVITY

Author: Carol A. Karr

Project Synopsis:

The highly skilled staff of my agency is dedicated to the mission of the organization, to provide the highest quality service in response to the needs of our clients. Equally important is providing the needed results of the examinations we perform in a timely manner. One section of this agency that is responsible for a large percentage of the workload is burdened by an imposing backlog of casework. The strategy developed to address this problem focused on improving efficiency and productivity while incorporating a “level playing field” concept. Performance standards were assigned that stated clear objectives, accomplished in a specific timeframe resulting in desired and attainable outcomes. The project was enthusiastically implemented and essential goals exceeded expectations. The increase level of productivity achieved continues today.

Author’s Perspective:

“The Certified Public Manager Program provided invaluable and relevant training that allowed me to develop management skills and techniques. The practical application of these leadership tools, have effected positive change ultimately benefiting the agency, the employees and out clients.”

~Carol A. Karr, MS Crime Laboratory

History:

The Mississippi Crime Laboratory (MCL) was established in 1956 by the Mississippi Legislature as a Division of the Mississippi Department of Public Safety. Although created in 1956, the laboratory was not funded for operation until 1966 when the current system had its inauguration.

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

The Mississippi Crime Laboratory System, ASCLD accredited in 2003, consists of a central full-service laboratory in Jackson and three regional laboratories providing essential, but limited services in Batesville, Meridian and the Gulf Coast. These forensic services involve a diverse array of scientific disciplines. Using the most recent technologies and state of the art equipment, the MCL staff of laboratory scientists analyzes and interprets all aspects of physical evidence of criminal cases for local, state, and federal law enforcement agencies throughout Mississippi. In addition, expert testimony on their findings is provided. In support of the laws of the state of Mississippi, the MCL scientists issued more than 21,000 official forensic criminal case reports in 2006.

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 THE
MS INSURANCE DEPARTMENT
Mr. George Dale, Commissioner**

Benefit to the Agency

“The Certified Public Manager Program has provided numerous opportunities for growth for our employees. This training curriculum successfully builds employee management and leadership skills. I have noticed a vast difference in the quality of decisions made and the work consistency demonstrated by our employees who have graduated from the program. Additionally, it has provided opportunities to affect change in the way we do our work and in the services we provide to the public so that we can be more efficient in our jobs.”

~George Dale, Commissioner, Mississippi Department of Insurance

***IMPROVING ORGANIZATIONAL COMMUNICATION BY
DEVELOPING A QUICK REFERENCE GUIDE***

Authors: Greg Abadie and Wanda Magers

Project Synopsis:

The development and implementation of a Licensing Quick Reference Guide has benefited the division in communication, productivity and customer service. Entering and accessing electronic information is a vital aspect of our agency. All members of the licensing division were provided the opportunity to develop a set of instructions for functions they perform on a daily basis. We met with the developers of our new database system for hands-on training and participated in weekly conference calls for eight months to discuss Mississippi insurance licensing requirements, national licensing guidelines, forms development, customer needs, and website updates. The purpose of this project was to develop a user-friendly licensing reference guide that provided a basic understanding of the new database. System-generated reports have been developed to evaluate totals for online license and appointment entries to determine the increase in volume of output per staff member. The guide will be used for training entry-level personnel and for cross-training all licensing staff.

Author’s Perspective:

“CPM allows participants to interact with peers from other agencies and learn how they handle issues from a supervisory standpoint. It also provides us an opportunity to determine an operational need and implement a resolution for the betterment of our agency.”

~Greg Abadie, MS Insurance Department

MISSISSIPPI CERTIFIED PUBLIC MANAGER PROGRAM

Author's Perspective:

"The CPM Program provides the tools to improve management skills and techniques in building managerial competencies. Every member of the licensing staff played an important part in developing our project. This guide is now used as a training and reference instrument in providing quality service to the public."

~Wanda Magers, MS Insurance Department

History:

The Mississippi Insurance Department (MID) 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. The Commissioner of Insurance is elected to a four-year term and may be re-elected. In 1975, George Dale became the 10th and youngest Insurance Commissioner elected in Mississippi history. In his eighth term, Commissioner Dale is the longest-serving insurance commissioner in the United States. The Commissioner is charged with execution of all laws relative to insurance companies, corporations, associations and fraternal orders, their agents and adjusters. The Commissioner is also the State Fire Marshal, enforces the National Fire Protection Association Code, administers the Mississippi Fire Prevention Code, through the Fire Service Development Division, established guidelines, use and accountability for municipal and county fire protection funds, administers the Liquefied Compressed Gas Equipment Law, and the State Fire Academy. In addition, Commissioner Dale serves on 14 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 PROJECTS FROM THE
MS PUBLIC EMPLOYEES'
RETIREMENT SYSTEM
Ms. Pat Robertson, Executive Director**

Benefit to the Agency

“The Mississippi Certified Public Manager Program has provided an effective foundation for developing the essential skills and functions of managers at all levels of state government. Through the CPM Program, Public Employees’ Retirement System staff members have expanded their leadership skills and professional relationships to better serve our customer’s needs. The CPM Program has also been a valuable resource in promoting employee development and retaining a talented, flexible and teamwork focused staff. We continue our enthusiastic support of the CPM Program and its role in building strong, successful governmental organizations.”

~Pat Robertson, CPM, Executive Director, MS Public Employees’ Retirement System

***PLAN OF ACTION TO RESOLVE DELINQUENCY
PROBLEM OF FEE-PAID OFFICIALS***

Author: Barbara Taylor

Project Synopsis:

My agency’s primary mission is to provide secure retirement benefits to its current and future members. We require our eligible members and their respective member agencies to submit contributions to our agency to finance our benefit system. Over the years, a specific group of our membership became significantly delinquent in remitting its contribution obligation to our system. My agency required a plan of action to resolve this delinquency with this group. We developed, coordinated and implemented a plan that will reduce the delinquency of this specific group from 71% to 0% in two (2) years. The plan is currently in its final stage and the stated objective to reduce the delinquency to 0% will be achieved.

Author’s Perspective:

“The MCPM Program is an exceptionally comprehensive training program that serves as an invaluable tool to strengthen the knowledge, skills and attitudes of those who seek to excel in the public, as well as in the private sector environment. In addition, upon completion of this program, one will be bestowed with the proper mix of “know how” to not only become successful in their individual endeavors, but to aid in the development and success of others.”

~Barbara Taylor, MS Public Employees’ Retirement System

***QUALITY SERVICE
TO CUSTOMERS***

Author: Robert J. Rhoads

Project Synopsis:

Providing quality service to our customers is a part of the mission of our organization. The Membership Services Section of the organization is directly involved in meeting the needs of our customers through a wide variety of activities. Several members of the management team within Membership Services met to discuss our Information Center and to identify the customers, both internal and external, serviced through the Information Center and to create a list of the services provided to those customers. We then attempted to define “quality” as it relates to the services provided through the Information Center and to document how we evaluate and measure the quality of the services that we provide. We further discussed and documented a number of ideas that we could explore that if implemented might enhance or improve upon the delivery of services through the Information Center. The creation of a task force or committee of management and staff will be recommended to look at the areas where improvement is needed and to make specific recommendations for improving the quality of service that we provide.

Author’s Perspective:

“Participation in the Certified Public Manager Program provides an excellent opportunity for public employees to improve their management and communication skills. The various work-related projects and reports that participants are required to complete throughout the program provide opportunities for employees to “think outside the box” and lead to a more dynamic and customer-centered public workforce.”

~Robert J. Rhoads, MS Public Employees’ Retirement System

History:

Established by the Mississippi Legislature in 1952, the Public Employees' Retirement System of Mississippi (PERS) currently provides benefits to over 72,000 retirees/beneficiaries and future benefits to more than 250,000 current and former public employees. PERS is the retirement system for nearly all non-federal public employees in the state serving current and former employees of the state, public school districts, municipalities, counties, community colleges, state universities and such other public entities such as libraries and water districts.

Mission:

The Public Employees’ Retirement System of Mississippi is committed to providing secure retirement benefits and outstanding service to its current and future retirees.



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

Benefit to the Agency

“Four the two and half 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

***AUDITING FOR USE TAX –
A TRAINING DEVELOPMENT***

Author: Melinda Lott

Project Synopsis:

The Mississippi State Tax Commission has the responsibility of auditing every type of tax collected by the agency. The main focus of audit activity in the past has been placed on the auditing of sales and use taxes. This has been done primarily because such a high percentage of total revenue collections by the agency are that of sales and use tax. In fiscal year 2005, 42% of revenue collections were that of sales tax and 4% was use tax with a total of 46% of total revenue collections received¹ by the agency being that of sales and use tax. In April of each year, sometimes May, the Legislature of the State of Mississippi adjourns with or without a balanced budget. New legislation is sent to the governor’s office to be signed and the new fiscal year begins July 1. During this time, we also see changes in our tax law that affects the way taxpayers report tax to our state. Sales and use tax law is a primary area affected by changes. During the development of this training, we will reflect on changes made by current legislation in the use tax area and how it affects audit work conducted throughout the state. To assure the audit staff has the capability to perform a use tax audit, it is important to develop training to provide reinforcement of knowledge and skills obtained through course study and on the job training. It is my goal in developing this class, to give a clear and basic understanding of the use tax law in Mississippi, cover different types of use tax projects, and enhance awareness of agency information readily available which could be used to conduct a use tax audit. Participants are requested to provide feedback by questionnaire identifying topics to discuss to gain the greatest benefit from this training opportunity. The information obtained through this survey will then be used to draft an outline for developing the course study. We will monitor the number and types of audits completed after the training class to gauge the benefit of training by comparing current

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production activities with that of historical data through the audit write-up program developed by the Office Director of Audit and Compliance.

(¹MS State Tax Commission, Annual Report, Fiscal Year Ending June 30, 2005)

Author's Perspective:

"The MCPM Program has given me the opportunity to learn, to demonstrate the importance of effective communication, to acknowledge the differences in others and the strengths of a diverse work group. Continuing educational growth increases the effectiveness we have upon the management of others in the workplace. We are only limited by the limitations we place upon ourselves. The MCPM Program gives managers the opportunity and tools to learn to expand those boundaries that restrict or limit us as employees of state government."

~Melinda Lott, MS State Tax Commission

History:

A board of State Tax Commission was created in 1916 to remedy a situation that affected, to a growing degree, the revenues of the State which were realized from the levy of ad valorem or property taxes. This source of revenue produced the greater amount of the funds required to support the several necessary functions of state government.

The Commission continues to have a three member commission appointed by the Governor for six-year terms. One of the members is appointed as the Chairman and Commissioner of Revenue with responsibilities of managing the agency and its 776 positions.

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.



**LEVEL IV
GROUP PROJECTS
2006**



**PURPOSE OF
LEVEL IV GROUP
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 2006.

**LEVEL IV GROUP PROJECT
February 13 -17, 2006
Team 1**

**PROJECT TITLE:
PROPOSAL FOR EMPLOYEE
ASSISTANCE PROGRAM FOR THE
MS DEPARTMENT OF ARCHIVES & HISTORY**

Agencies represented on this team:

Boswell Regional Center	MS Dept. of Environmental Quality
Information Technology Services	MS Dept. of Mental Health
MS Public Employees' Retirement System	MS Dept. of Transportation

Task:

The MS Department of Archives and History requested that a team develop an employee assistance program and to propose implementation strategies for the program. Currently, the agency does not have a formal employee assistance program.

Team Recommendations:

- Commitment from upper management
- Selection of a steering committee from upper management to perform the following:
 - Select and contract an EAP Service Provider
 - Appoint an EAP Coordinator from the agency
 - Develop written policies and procedures
 - Conduct an Organizational Assessment
- Develop a dissemination plan for the employees using existing methods to distribute information
- Establish an evaluation program which would include an annual cost benefit analysis

**LEVEL IV GROUP PROJECT
February 13 -17, 2006
Team 2**

**PROJECT TITLE:
DEVELOPMENT OF EMPLOYEE ORIENTATION SYSTEM
FOR THE MS DEPARTMENT OF FINANCE &
ADMINISTRATION**

Agencies represented on this team:

MS Dept. of Environmental Quality
MS Management & Reporting System
North MS Regional Center

East MS State Hospital
MS Public Employees' Retirement System
Information Technology Services

Task:

The MS Department of Finance and Administration requested that the team review its current orientation information/system and the possible development of “modular” orientation. The agency wanted the information to be user-friendly for new employees as well as useful as a resource by existing employees. The agency would like the orientation to cover the following:

- 1) DFA's roll in MS state government
- 2) Areas of responsibilities
- 3) Chain of command information
- 4) Specific handouts for different divisions

Team Recommendations:

- Suggest that a committee be formed to oversee the development and maintenance of the manual. This committee should develop a standard Office checklist for IT provisioning and office set-up
- Prepare a standardized and uniform new-hire checklist
- The organizational chart included in the master manual should contain position titles only
- Prepare a Frequently Asked Questions (FAQ) section
- For offices that do not have current procedure manuals, it was recommended that those be completed
- Develop a uniform security policy which addresses visitors entering the building
- The agency should implement a recycling policy throughout the agency
- Develop a system that will allow this information to be accessed in a soft copy format

LEVEL IV GROUP PROJECT
February 13 -17, 2006
Team 3

PROJECT TITLE:
REVIEW OF NEW EMPLOYEE ORIENTATION FOR THE
MS DEPARTMENT OF HUMAN SERVICES

Agencies represented on this team:

Boswell Regional Center	North MS Regional Center
MS Public Employees' Retirement System	MS Development Authority
MS Department of Transportation	

Task:

The MS Department of Human Services requested a review and assessment of its new employee orientation. Currently, the information is provided in a class setting. The agency wants to ensure that the new employees understand the information and that it is presented as efficiently and effectively as possible.

Team Recommendations:

- Separate materials into an Agency Policy manual and a training manual
- Use 3-ring binders with tabs
- Use current dates on all materials
- Print from original documents
- Limit number of times a copy is reproduced
- Use color
- Employees should attend orientation session within thirty days of hire
- Rotate the location of the satellite orientation
- Incorporate relevant recommendations from these evaluations to enhance the orientation process
- Augment lecture with additional videos and PowerPoint presentations
- Implement a train-the-trainer program to delegate training responsibilities out to the districts
- Make materials available online
- Offer online training

**LEVEL IV GROUP PROJECT
February 13 -17, 2006
Team 4**

**PROJECT TITLE:
EAP PROJECT PROPOSAL FOR
FOR MS STATE HOSPITAL**

Agencies represented on this team:

North MS State Hospital	North MS State Hospital
MS Department of Mental Health	MS Management & Reporting System
Information Technology Services	Hudspeth Regional Center
MS Department of Transportation	

Task:

MS State Hospital requested that the team review and appraise their Employee Assistance Program. The agency has approximately 2,500 employees and knows that 1 in 4 families have someone who suffers from some sort of mental illness. That equals roughly 625 employees. The agency is also concerned about employees handling the normal everyday problems with such things as money, children, spouses, etc.

Team Recommendations:

- The team recommended that a business card concept be expanded to promote the EAP specifically with information about the EAP Program
- Develop a recognizable color scheme for publications (pamphlets, posters, etc.)
- Place posters in public areas around campus and in the remote locations as visual reminders each month of the different services offered by the EAP
- Offer in-services that provide information on the individual services
- Add information about the EAP to State Hospital's intranet

LEVEL IV GROUP PROJECT
August 21 – 25, 2006
Team 1

PROJECT TITLE:
RECRUITING AND RETAINING QUALIFIED DRIVERS
FOR THE MISSISSIPPI STATE HOSPITAL
TRANSPORTATION DEPARTMENT

Agencies represented on this team:

MS Dept. of Banking & Consumer Finance
MS Management & Reporting System
Boswell Regional Center

MS Public Employees' Retirement System
MS Dept. of Corrections
MS Dept. of Rehabilitation Services

Task:

A challenge for MS State Hospital is recruiting and retaining drivers (light equipment operators) for its Transportation Department who have the necessary license to drive/transport all MSH vehicles and passengers. MS State Hospital requested that the team develop a short term plan to recruit and retain properly licensed individuals to meet MSH's transportation needs.

Team Recommendations:

- Within established procedures, work towards reclassification of MSH Driver positions to include an accurate SPB occupational code/title particular to MSH
- Develop career ladder
- Develop specific competencies to fit positions
- Increase pay in relation to licensure obtained on-the-job experience
- Increase recruitment pool through postings at job training sites, WIN job centers, Vocational Rehabilitation Services, retirement centers, private transportation companies, on campus bulletin boards
- Consider paying for licensing
- Provide recognition/appreciation/positive feedback
- Improve communication with drivers
- Strive to reduce stress
- Improve health and safety standards by investigating potential for incidents
- Conduct a systematic assessment of MSH transportation at all levels to include an analysis of resources such as time allocated for various route types
- Explore with assistance of MSH's Information Technology department the possibility of automating transportation data and scheduling with the goal of improving efficiency

LEVEL IV GROUP PROJECT
August 21 – 25, 2006
Team 2

PROJECT TITLE:
RECRUITMENT AND RETENTION OF CAMPUS POLICE
FOR MS STATE HOSPITAL

Agencies represented on this team:

MS Management & Reporting System	City of Hattiesburg
MS Dept. of Rehabilitation Services	MS Public Employees' Retirement System
Board of Examiners for Social Workers and Marriage and Family Therapists	Boswell Regional Center

Task:

A challenge for MS State Hospital is the recruitment and retention of campus police. MSH requested that a team develop a short term and long term plan to recruit and retain qualified persons who can become law enforcement officers with arrest powers in accordance with Mississippi Code Section 41-4-23 of the Mississippi Code of 1972.

Team Recommendations:

- Creating and implementation of a Campus Police Department
- Create a Director of Security
- Create a set of new job class specifications
- Use titles of other law enforcement agencies
- Create a career ladder similar to other law enforcement agencies
- Eliminate three of the current 43 positions and allocated the available funds to the creation of the new job titles
- Educate individuals of the importance of campus police (legislators, general public, other agencies)
- Challenge the administration to allow the campus police to voice their needs directly to the top executives (legislators)
- Create a brochure that provides information on security services, safety issues, contact information, etc.
- Educate legislators to view campus police as they view other law enforcement agencies such as, Capitol Police, Jackson Police Department, etc.
- Implement a marketing strategy for recruitment

LEVEL IV GROUP PROJECT
August 21 – 25, 2006
Team 3

PROJECT TITLE:
COORDINATION OF SAFETY TEAM,
EVACUATION TEAM, HR POLICIES & EMERGENCY
PROCEDURES FOR THE MS DEVELOPMENT AUTHORITY

Agencies represented on this team:

Juvenile Rehabilitation Center	MS Dept. of Corrections
City of Hattiesburg	MS Public Employees' Retirement System
MS Dept. of Mental Health	MS Management & Reporting System
MS State Personnel Board	

Task:

The MS Development Authority (MDA) requested that a team develop policies and procedures for the coordination of a safety team, evacuation team and emergency procedures. There are several interrelated issues concerning emergency preparedness that the Human Resources Office needs to coordinate and simplify. The issues include: recently sponsored CPR/AED training (Safety Team), the agency's Evacuation Team, HR policies concerning workplace violence prevention, preparedness for Avian Flu outbreak, and other emergency preparedness issues that should be incorporated.

MDA will have to coordinate the teams and the policies, and establish training for the teams and separate training/announcements for all employees. MDA occupies four floors of the Woolfolk Building; therefore, the recommendations must coordinate with the Department of Finance and Administration policies for the Woolfolk Building. In addition to the offices in the Woolfolk Building, MDA has 6 field offices and 12 Welcome Centers around the state of Mississippi.

Team Recommendations:

MDA should draft a plan and develop policies for each potential situation listed:

- Conduct orientation training for all new employees covering emergency preparedness
- Conduct annual training for employees at the central office and provide annual on-site training for employees at satellite facilities
- Coordinate training with the safety team and evacuation team to prepare for potential situations
- Use the MS Enterprise Learning Management System to track and maintain staff in-house training records
- Have an employee at each site certified in first-aid and CPR

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- Post evacuation routes throughout the building
- Each receptionist should print and distribute the absentee list daily to the floor monitor in the event of an emergency situation
- Develop a wallet sized information card for employees to have in the event of an emergency
- Designate an alternate floor monitor to assume the duties in case of the primary floor monitor's absence
- Designate an employee to be responsible and accountable for maintaining MDA's emergency preparedness documentation, including safety team and evacuation team information
- Coordinate annual meetings with the State Fire Marshall, the Jackson Fire Department, and the Capitol Police to discuss emergency preparedness and conduct emergency drills. The information from these meetings should be shared with the employee designed to maintain the emergency preparedness documentation
- Upper management should stress the importance of all staff being knowledgeable and participating in emergency preparedness
- Contact the MS Department of Health for information and training on Pandemic Influenza planning
- Use data gathered or already gathered as a starting point for creating guidelines that address the Avian flu issue. Search for additional information on other governmental and corporate websites

LEVEL IV GROUP PROJECT
August 21 – 25, 2006
Team 4

PROJECT TITLE:
DEVELOPING A MARKETING STRATEGY
FOR THE MS STATE PERSONNEL BOARD
OFFICE OF TRAINING

Agencies represented on this team:

MS Public Employees' Retirement System	MS Dept. of Rehabilitation Services
MS Dept. of Transportation	MS Dept. of Employment Security
MS Development Authority	MS Management & Report. System

Task:

The State Personnel Board Office of Trainings requested that the Level 4 Project Team develop a marketing strategy to advertise its training programs, along with an associated marketing packet to promote our training information.

Team Recommendations:

- Improve communication link
- Redevelop SPB web site
- Redesign SPB training brochure
- Become more visible at job fairs to court state vendors
- Promote MS Enterprise Learning Management System - MELMS
- Recruit college student interns
- Update training folder cover
- Provide direct contact to agency directors that do not take advantage of training opportunities
- Provide new colorful poster for agency bulletin boards
- SPB should get a seat at the table at agency annual meetings
- Track Professional Development training and specifically target lax agencies
- SPB gets a corner on agency newsletters to advertise available training
- Advocate minimum training for new state employees
- Market specific courses tailored to agencies' training needs
- Provide on-line training
- Regionalize SPB training network for agency coordinators

**LEVEL IV GROUP PROJECT
November 27 – December 1, 2006
Team 1**

**PROJECT TITLE:
BOSWELL REGIONAL CENTER –
NEW EMPLOYEE ORIENTATION**

Agencies represented on this team:

MS Dept. of Environmental Quality
MS Dept. of Health

MS State Tax Commission
MS Dept. of Corrections

Task:

A challenge for Boswell is to provide effective and efficient new employee orientation. There is the need for the development of a new employee orientation for HR policies and procedures. The agency requested that the group review the current orientation as well as the Dept of Mental Health policies in order to provide recommendations on ways to improve orientation.

Team Recommendations:

- Boswell Regional Center Human Resources Department adopt and utilize both the revised orientation manual and the new PowerPoint presentation in the orientation process of new employees.
- Boswell Regional Center Human Resources Department assign a staff member to maintain, review and update the electronic versions of both the manual and the PowerPoint presentation as needed.
- Boswell Regional Center training and other departments should convert orientation and other widely used data to electronic files for regular review and update.

**LEVEL IV GROUP PROJECT
November 27 – December 1, 2006
Team 2**

**PROJECT TITLE:
MS EMERGENCY MANAGEMENT AGENCY – PAR GUIDE**

Agencies represented on this team:

MS State Hospital	MS Dept. of Finance and Administration
MS State Tax Commission	Arts Commission
North MS Regional Center	

Task:

After Katrina, it was determined that MEMA was understaffed and 60 new employees have been added to the agency. A challenge for new supervisors is to learn the state Performance Management system. The agency is requesting that the group purpose a simplified PAR guide or method of training for the new supervisors. The agency is looking for a resource that will give new managers and supervisors a basic understanding of how to utilize the PAR system.

Team Recommendations:

The purpose of this guide is to provide a quick reference for supervisors. However, it is not intended to take the place of the *Performance Appraisal Review: A Handbook for Supervisors, July 2001, MS State Personnel Board.*

- Complete a Job Content Questionnaire
 - Create a list of “Duty Statements” and a list of “Tasks” to accompany those duty statements
 - Identify 6-10 duty statements for each job and then identify 6-10 tasks to go with each duty statement
 - Determine how much time the employee will devote to each of the “duties” you have listed
 - Locate a copy of a JCQ for another position from your HR Director to be a guide for completing your JCQ
- Next step is to begin the Performance Appraisal Review (PAR) report – complete the SPB Form 800-1 and the SPB Form 800-3
- Supervisor updates the JCQ as necessary and establish and maintain a Supplemental Performance folder for each employee
- At least one formal (written) Review and Feedback session must be completed during the sixth month of the appraisal period. Obtain signatures. Provide employee with a copy

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- Within 14 days from the end of the appraisal period, complete the PAR by writing a narrative appraisal of employee's performance as outlined in each duty/performance standard. Rate/score each duty. Discuss with and obtain signature of the first level reviewer. Meet with and discuss the narrative appraisal and rating/score with the employee. Ask employee to sign and date. Once signed by all parties, send original to the HR Director and place a copy in the Supplemental Employee Performance folder. Provide the employee with a copy. Initiate corrective action (i.e., Performance Improvement Plan - PIP) when performance falls below level 2.0 (Meets Expectations) and assist the employee in improving specified duties/standards. Be sure to consult with your HR Director when implementing a PIP.

**LEVEL IV GROUP PROJECT
November 27 – December 1, 2006
Team 3**

**PROJECT TITLE:
MS FIRE ACADEMY MISSION STATEMENT**

Agencies represented on this team:

MS State Hospital	MS Dept. of Mental Health
MS Dept. of Health	MS State Tax Commission
MS Public Employees' Retirement System	

Task:

Although the MS State Fire Academy has state of the art equipment and training techniques, its mission statement is at least 10 years old. The agency requested a review of its current mission statement. The agency is seeking recommendations that will ensure its mission statement accurately describes the current purpose of the agency.

Team Recommendations:

- New mission statement: Our mission is to serve the Mississippi Fire Service Community by providing state of the art training and teaching fundamental and advanced skills to save life and property.

**LEVEL IV GROUP PROJECT
November 27 – December 1, 2006
Team 4**

**PROJECT TITLE:
MS BOARD OF MEDICAL LICENSURE –
EMERGENCY PREPAREDNESS PROCEDURES**

Agencies represented on this team:

MS Dept. of Environmental Quality	MS Dept. of Insurance
MS Dept. of Corrections	Hudspeth Regional Center
MS State Tax Commission	

Task:

In the wake of Katrina, the Board realized they had no standard procedures for its employees to follow. The Board requested a review of its current limited policies and procedures. The Board is seeking recommendations on procedures that its employees can easily understand and follow during different types of emergencies (fire, floods, tornados, epidemics, etc).

Team Recommendations:

- Establish policies/procedures for emergency preparedness including fire and natural disaster
- Create workplace safety environment by requiring the Executive Director and Board approval
- Provide clarification and availability of the procedures for all employees
- Prepare quarterly fire and natural disaster drills by the Division Director or his/her designee
- Contract with ITS archival pick up and delivery service on a weekly basis for digital imaging back ups
- Ensure emergency power and communication
- Provide all employees with “wallet cards” detailing instructions on how to get company information in an emergency situation. Include telephone numbers
- Establish a memorandum of understanding (MOU) with the MS Dept. of Health (MSDH) concerning the use of office space, equipment, and satellite service
- Provide debriefing and written documentation after an incident occurs
- Establish in-service training for all existing and new employees
- Executive Director or his/her designee should review the emergency preparedness procedures annually

**LEVEL IV GROUP PROJECT
November 27 – December 1, 2006
Team 5**

**PROJECT TITLE:
MS STATE HOSPITAL EMPLOYMENT SERVICES
DEPARTMENT: DIRECT CARE WORKER APPLICATION
PROCESS ANALYSIS**

Agencies represented on this team:

MS State Tax Commission	MS Dept. of Environmental Quality
Ellisville State School	MS Dept. of Health
Life Help – Region 6 MH/MR Center	

Task:

Employment Services is an area within the Personnel Department at MSH. Currently this area is responsible for processing all applications that enter the department in addition to conducting interviews for all direct care positions campus wide. The agency requested a Project Team to review the procedures, practices, etc. that this area utilizes on a daily basis in hopes of a recommendation as to what revisions might be made to expedite the process.

Team Recommendations:

- Designation of a current employee as a floater
- Elimination of the personality test
- Perform employment reference checks after the interview has been completed