

DHHS POLICIES AND PROCEDURES

Section V:	Human Resources
Title:	Employee Management and Development
Chapter:	Leadership Development Program
Current Effective Date:	4/1/04
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Purpose

The purpose is to ensure that all new or promoted supervisors and managers have the necessary competencies to manage subordinate staff. Common management practices require both supervisors and managers to have certain competencies to successfully carry out their responsibilities. Participation in leadership training shall be a part of the individual's workplan as a development plan.

The North Carolina Department of Health and Human Services (NC DHHS) is committed to providing trainers, materials and time for leaders to attend this required training program.

The term leadership is used to include both supervisors and managers. Leadership includes more than completing tasks. Leaders also build human relationships that motivate others and turn challenging opportunities into successes.

Policy

New or promoted leaders shall attain the DHHS validated competencies within one (1) year of appointment. These competencies include the knowledge of state, federal, and division/facility/school policies and the skills/behaviors necessary to motivate employees to achieve the organization's goals. These competencies are coaching/developing employees and teams, managing and appraising performance, employee relations, timekeeping, personnel policies, conflict management, dealing with change and customer service. Diversity (required by the Equal Employment Opportunity (EEO) policy) and basic communication skills are included as additional competencies. The competencies are defined on the last page of this policy. Individual divisions/facilities/schools may elect to add competencies that impact organizational or programmatic goals.

Each new leader shall have an individual development plan that outlines objectives for mastering these competencies. Competencies are achieved by participating in leadership training programs offered within the department or the NC Office of State Personnel (OSP).

Experienced supervisors/managers may be exempted from leadership training based on documentation of comparable training and education. To be exempted they should submit a transcript outlining the skills and knowledge achieved to the Employee and Management

Development Section of the Human Resources Division (DHR). Division/facility/school management may elect to require these staff to participate in DHHS training activities to ensure understanding of relevant policies and practices.

Implementation

1. Program Components

A. All leaders are required by policy to attend the following classes (Course information is posted on the DHR training website):

1. The Drug Free Work Place and Employee Assistance Program is administered by the DHHS Employee Assistance Program offices. These courses are offered regionally through the Safety and Health Section in the DHR.
2. Performance Management Program training is offered by individual divisions/facilities/schools or the Employee and Management Development Section. This course meets the competencies related to coaching and managing performance.
3. Preventing Unlawful Workplace Harassment is offered by the divisions/institutions or leaders may elect to take the on-line version. This course is required by the NC Office of State Personnel (OSP) policy.
4. Workplace Violence Prevention is offered by the divisions/institutions or leaders may take the e-learning version. This course is required by OSP policy.
5. Human Resource (HR) skills combines both on-line activities and a traditional instructor-led workshop. This class meets competencies for knowledge of personnel policies and practices. The classroom time focuses on case studies and practical experience in handling the full range of HR issues experienced by a leader.
6. Division/facility/school shall elect one (1) of the following options:
 - a. Use the [Results Based Interactions](#) course
 - b. Continue using the Introduction to Supervision course and Interaction Management package ©1980.
 - c. Elect to design their own program by including both knowledge and skill development of the DHHS competencies described in

this policy. A complete outline of such a course shall be reviewed by the Employee and Management Development section prior to implementation.

- B. In addition, managers also attend the following:
1. Management level staff shall attend the Equal Employment Opportunity Institute (EEOI) [level I](#) and [level II](#). The EEOI shall be completed within one (1) year from date of employment as a manager to meet the requirements defined in HB 959 and OSP policy. The OSP Development Center offers this course in various locations around the state. Completion of this course satisfies the competency for diversity.
 2. Managers may also elect to attend the [Supervision for Managers and Professionals](#) course offered by the OSP's Personnel Development Center in various locations around the state. The Supervision for Managers and Professionals course is designed for state employees functioning at the management level.
 3. Division/facility/school management may require additional management level competencies such as budgeting or long-range planning.
- C. In addition, division/facility/school management may elect to recommend individuals who have successfully completed the Supervision for Managers and Professionals course to participate in the [Certified Public Manager Program](#) administered by the OSP Personnel Development Center.

2. Roles And Responsibilities

- A. Division/facility/school training coordinators are either a designated trainer or the HR manager in the absence of a full-time trainer. The coordinator shall:
1. Schedule and teach leadership training programs or coordinate scheduling of classes.
 2. Maintain records of the individual classes/competencies achieved by each leader. The records shall be organized in such a way as to provide agency and department management with reports.
 3. Verify attendance when leaders complete components of the program using the DHHS Leadership Development Program Checklist.
 4. Within 30 days of appointment review with each new leader the necessary competencies, notify them of available training or learning

- opportunities, and assist leader's direct supervisor in scheduling training.
5. Complete semi-annual report to the Employee and Management Development section.
 6. Coordinate payment of any required fees.
 7. Trainers will maintain and submit a class schedule on a quarterly basis of their leadership development classes. Schedules will be posted on the [DHHS Division of Human Resources Training](#) website. Regional training opportunities offer better utilization of resources and are encouraged.
- B. [Employee and Management Development Section](#) provides a schedule of Raleigh-based classes on its website and assists in the coordination of all leadership development programs, and fosters the collaboration of existing resources. They also train trainers and monitor division/institution supervisory training for consistency. The section provides department management with a semi-annual overall report on the status of leadership training.
- C. Division/facility/school director shall:
1. Ensure that all leaders participate in and satisfactorily complete the leadership development program within 12 months of appointment.
 2. Determine whether or not a position is supervisory or management level.
 3. Designate a training coordinator to coordinate the leadership development program within the division/facility/school.
 4. Ensure sufficient resources to administer and support training of new leaders.
- D. Leader's direct supervisor shall:
1. Ensure each new leader has a development plan to master the identified competencies within the first 12 months of appointment.
 2. Arrange time for the leader to attend training.
 3. Contact division/facility/school training coordinator to schedule training for each new leader.

E. Division/facility/school HR manager shall:

1. Notify the division/facility/school training coordinator of newly hired or promoted leaders.

Attachment A: Competencies for New Supervisors and Managers

Competency	Knowledge or Skill
Coaching/ Developing Employees and Teams	Writing performance improvement plans to overcome deficiencies Developing new skills and writing development plans Identifying basic elements of how groups function
Managing Performance	Knowledge of OSP/DHHS policy and procedures Planning and writing outcome oriented employee workplans Delegating work assignments Managing and tracking day to day employee's performance Appraising employee performance including use of special reviews Documenting employee performance including use of STARS Knowledge of DHHS Performance Pay Disputes Process (DHHS Directive III-8)
Communicating	Communicating key principles/interaction guidelines Giving both positive and constructive feedback Reinforcing employee performance Identify at least one (1) model for resolving employee problems
Timekeeping	Tracking use of leave time Knowledge of state/DHHS leave policies Knowledge of DHHS pay policies
Personnel Policies	Knowledge of DHHS benefits Knowledge of DHHS merit based hiring policy Applying one (1) or more selection tools in hiring Knowledge of retention strategies Writing job descriptions based on OSP model Knowledge of DHHS discipline and grievance policies Awareness of DHHS Policy and Procedures
Customer Service	Knowledge of DHHS phone and email customer service policy Modeling the basic characteristics of good customer service Identifying the customers served by the unit Awareness of customer service criteria and how to use data
Dealing with Change	Identifying at least one (1) model for dealing with change

Competency	Knowledge or Skill
Conflict Management	Modeling at least one strategy for handling disagreements Knowledge of DHHS Workplace Violence policy including domestic violence and report requirements Awareness of Workplace Harassment policy and issues
Diversity	Knowledge of DHHS, state and federal EEO policies and procedures Awareness of division/institution EEO plan and goals Knowledge of ADA policies and procedures

Reference: G.S. 143B

For questions or clarification on any of the information contained in this policy, please contact [Human Resources](#). For general questions about department-wide policies and procedures, contact the [DHHS Policy Coordinator](#).