

The CAPStone



The newsletter of the Department of Human Resources, Center for Achievement in Public Service (CAPS)

The ancient Romans had a tradition: whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible: he stood under the arch.

From the Desk of the Director

Change is in the air...



We've officially moved from Spring into Summer and the new season brings with it a host of positive changes -- longer hours of sunlight, warmer temperatures and the all-important summer vacation! We're making lots of positive changes at CAPS, too -- bringing on new staff, increasing our roster of electives, partnering with more training vendors to bring you a

wider selection of online trainings, and revamping some programs to make them even more relevant and engaging. We're also putting more emphasis on the importance of using a strengths-based approach to management because we believe that creating a cohesive, efficient and strength-focused team is a core component of being a successful supervisor. In the words of Marcus Buckingham, authority on strengths-based management, "Building on your strengths drives performance." And "Great teams are built upon individuals who take their strengths seriously and figure out how to put them to work." This link will bring you to a video of Buckingham discussing the importance of understanding and focusing on your strengths, and those of your team: [Marcus Buckingham](#)

Here are some best practice tips from Gallup to help you develop your strengths-based management approach:

Best Practices for Managers

Know your own strengths. To best develop other workers' strengths, managers first need to understand their own. No two managers are identical -- and all workers, including managers, are at their best when they take a strengths-

based approach to their work. Managers who play to their own strengths enhance their abilities and establish a unique management style. This practice fosters an environment where employees feel comfortable discussing their strengths and limitations: When managers are authentic and open about their own strengths, employees follow suit.

Don't assume employees know how to use their strengths. Understanding one's own strengths does not automatically lead to effective use of those strengths in the workplace. Managers can help employees do both, including helping them see how their strengths and their teammates' strengths can work together. To build on one another's strengths and accept and accommodate differences, employees need to be aware of how their strengths complement those of their peers. Managers should ensure employees know what they and their coworkers bring to the table.

Harmonize team strengths. For maximum team performance, managers should factor in strengths when creating their teams. Any team can be positioned to succeed when team members understand and leverage one another's strengths. But managers can further optimize groups of employees by thoughtfully assembling teams as they consider how bringing together workers with complementary strengths can improve performance. Great managers also use developmental employee meetings to deepen their understanding of each worker's strengths and to assign tasks that best match each employee's natural talents.

Keep strengths top of mind. The world's best managers ensure their employees take a strengths-based approach to every task. One winning strategy for maintaining a strengths focus is to use team meetings to discuss strengths. For example, managers can start meetings by recognizing a team member's strengths or by reviewing how team members are applying their strengths to a current project.

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Special points of interest:

- *We're making lots of positive changes at CAPS*
- *Graduation of the VCPM® 2017 Cohort*
- *Free Coaching to Supervisors and Managers*
- *At the State of Vermont, we invest in our people and support them in and outside of the office.*
- *SOVLINC: Lead. Innovate. Navigate. Connect!*

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Graduation of the VCPM® 2017 Cohort



Above: Suzanne Young, Secretary of Administration



Above: Beth Fastiggi, Commissioner of Human Resources



Back (L - R): Aimee Pope, DHR; Michael Kingsbury, AHS; Andy Lange, AHS; Tim Cutler, AHS; Jason Nerenberg, ANR, and Chris Bump, AOT. **Middle (L - R):** Sara Jewett, DHR; Rebecca White, AOA; Aaron Ferenc, DFR; Burgandy Webster, AHS; Amber Van Zuilen, ANR; Emily Trutor, AHS; Justin Kenney, ANR, and Jeremy Whalen, ANR. **Front (L - R):** Sue Zamecnik, AHS; Alexa Lewis, Tax; Bekah Kutt, AHS; Ashley Spencer, AHS; Donald MacArthur, AHS; Karen LaFond, AHS, and Jonathan Leibold, AHS. Missing from photo: Kelly Greaves, AHS and Renea Bordeau, AOT.

The 2017 cohort of the Vermont Certified Public Manager® Program graduated on June 23rd. To graduate from this program, participants must complete an intensive two-year curriculum that includes courses connected to strengths-based leadership, emotional intelligence, leading groups and teams, budgeting in state government, strategic planning, project management, public speaking and their capstone assignment – an internal consulting project.

This year we were happy to sponsor six VCPM® consulting projects, spanning the wide array of services offered by the State of Vermont. The completed projects were then presented to the person or team that sponsored the request and their leadership teams.

Participants in the program spent countless hours conducting research, administering surveys and identifying recommendations which reflected their high level of work, utilizing tools learned throughout the course of their two year program. The 2017 consulting projects were:

- Addictions Services Call Center and Capacity Management System - Consulting Team: Kelly Greaves, Amber van Zuilen and Sue Zamecnik
- Agency of Agriculture Food & Markets Division Enforcement Report Management Project - Consulting Team: Karen LaFond, Alexa Lewis, Jason Nerenberg and Emily Trutor
- AHS Information Technology Communication Plan - Consulting Team: Justin Kenney, Aimee Pope, Ashley Spencer and Jeremy Whalen
- Center for Achievement in Public Service Leadership Training Program for Senior and Exempt Managers & Leaders - Consulting Team: Sara Jewett, Andy Lange, Donald MacArthur and Burgandy Webster
- Department of Liquor Control Retail Footprint Analysis - Consulting Team: Renea Bordeau, Aaron Ferenc, Michael Kingsbury and Rebecca White
- Vermont Agriculture & Environmental Lab Sample Transportation - Consulting Team: Chris Bump, Timothy Cutler, Bekah Kutt and Jonathan Leibold

CAPS is incredibly proud of the work done by these amazing individuals while going through the VCPM® Program. Their perseverance, knowledge, talent and most importantly, ability to work with a group of people, and help showcase their work with some outstanding recommendations to improve services offered by the State of Vermont.

If you are interested in submitting a proposal request for a project or know of someone who may be, we will send out information later this summer on what is required to host a VCPM® consulting project.



Vermont Certified Public Manager Program® (VCPM)

VCPM® is a two-year, multi-course learning experience for current and emerging leaders in Vermont Government. The program is designed to be both practical and intellectually challenging. It provides a unique opportunity for managers and leaders statewide to learn together about their common challenges and strategies for success. Instructors include top organizational consultants and experts with extensive experience in both the public and private sectors.

VCPM® is accredited by the National Certified Public Manager® Consortium. Graduates are eligible to join the American Academy of Certified Public Managers® (AACPM) <http://cpmacademy.org/>, a professional association of public sector managers affiliated with the American Society for Public Administration (ASPA). Through these affiliations, graduates

are able to engage with similarly trained public managers across the country. Program accreditation ensures the VCPM® curriculum is aligned with best practices in management training, and provides accountability and quality assurance.

VCPM® seeks a diverse group of current and emerging leaders from a cross-section of departments and agencies. They may have direct management responsibilities or may serve in roles with inter-agency or other far-reaching impact. Managerial designation is not required, but may be given preference when applications are competitive. There is no pre-requisite of academic degrees or credits. Training is designed for the intermediate and advanced level learner.

To learn more about the VCPM® Program click [here](#)

LEARN to Lead

Q: Why should I take time out of my busy schedule to learn something new?

A: Because the State of Vermont needs a highly-skilled, highly-trained workforce to best meet the needs of its citizens. You are a dedicated public servant. CAPS is dedicated to helping you -- and all state employees -- reach their highest professional potential to better serve Vermont state government. Whether you are an aspiring leader, a new supervisor or a seasoned executive, you can always improve and enhance your leadership skills. As the State of Vermont government designated provider of leadership development our in-classroom, on-line and customized trainings, and workplace consulting and coaching services address your workforce development challenges and emerging needs.

Some classes occurring this summer that can expand your leadership skills are:

- Change Management
- Supervising in State Government
- Coaching Essentials
- Diverse Teams: Riding the Rollercoaster of Differences
- Appreciative Inquiry
- Managing Stress, Building Resiliency
- Organized, On Time and Productive
- Managing Upward

Go to LINC [here](#) to view these and other available trainings and visit our webpage to access additional online training [here](#)

CAPS has received requests for **Scrum Master - Certified** and **Scrum Product Owner** training.

Scrum is an Agile framework for completing complex projects. Scrum originally was formalized for software development projects, but it works well for any complex, innovative scope of work.

For more information about Scrum Master Certified click [here](#)

For more information about Scrum Product Owner click [here](#)

CAPs found these trainings offered through KnowledgeWave at their South Burlington location. If interested in attending, you can register directly with KnowledgeWave:

To register call 800-831-8449

~See schedule below~

Scrum Master Certified

Days:	2
SOV Contract Price:	\$1,345.50
August 7-8:	15 seats remaining
September 7-8:	16 seats remaining
October 9-10 :	17 seats remaining
November 13-14	Open

Scrum Product Owner

Days:	2
SOV Contract Price:	\$1,345.50
August 9-10:	8 seats remaining
October 11-12:	12 seats remaining

“Put me in, Coach. I’m ready to play!”

“When employees have the opportunity to do what they do best every day, there is a profound improvement in individual, team, and organizational performance.”

Gallup

Look what our customers are saying...

Q: What did you like best about the training?

No pressure, volunteer to participate if desired.

Clear materials, like taking the Gallup poll test ahead of time & learning more about it here.

Different strategies to keep room engaged.

The interactive exercises kept me involved, thinking & time go by quickly.

Varied exercises and discussions not just listening to one person talking from a Powerpoint.

Did you know that CAPS provides free coaching to supervisors and managers? We make this service available because coaching is an important and necessary part of professional development. Former Google CEO Eric Schmidt says the best advice he ever got was to get a coach. Bill Gates emphatically says everyone should have a coach [Bill Gates](#)

At CAPS, we subscribe to the Gallup strengths-based management philosophy that “When employees have the opportunity to do what they do best every day, there is a

profound improvement in individual, team, and organizational performance.” With a certified Gallup strengths coach on staff, we can help you understand how your talents work together to enhance your leadership abilities and actions you can take to develop your strengths further. In addition to individual coaching, we offer strengths-based team training and coaching to help your team gain insights into how they can use their unique combination of talents and strengths for greater team engagement, performance and improved business outcomes.

Ready to get in the game? Contact us to discuss how our training and coaching services can help managers and teams maximize their individual and collective talents to reach desired performance outcomes.



From the Desk of the Director

(From Page 1)

Some managers even create charts with each team member's strengths prominently displayed -- offering a constant reminder to workers about the importance of playing to their strengths.

Individualize recognition with consideration of strengths. *To fulfill each employee's needs for feedback and recognition, managers should consider each worker's natural dispositions -- realizing that one worker's ideal recognition might differ from another's. For example, public awards might be highly meaningful to some workers but uncomfortable to others. Managers should consider what is most motivating to each individual worker when determining how best to deliver recognition and feedback.*

The best way to help others develop and grow is to identify and build on their strengths. Now more than ever before, employees expect their managers to support or even guide their development. Managers who take this role seriously should make strengths-based development their approach, consistently enacting proven strategies such as holding frequent meetings with each worker, providing strengths-specific opportunities for growth and

helping each worker establish goals based on their strengths.

[Contact](#) us to discuss how our training and coaching services can help you *understand strengths-based management and how to leverage your strengths and those of your team.*

Rest assured that amid all the great changes taking place at CAPS one thing hasn't changed -- our unwavering commitment to provide you with training that is accessible, engaging and designed to provide you with the information, knowledge and skills you need to maximize your potential.

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New Employee Orientation

Did you know once a new employee is hired they are required to complete New Employee Orientation (NEO) training in the State of Vermont learning management system? **SOV - LINC Lead. Innovate. Navigate. Connect!**

NEO highlights:

- An introduction to health benefits
- Information about other benefits the State offers you
- A review of important employee responsibilities and policies.
- An overview of VTHR Employee Self Service
- An overview of the New Employee Center in VTHR where you will review and enter key personal and pay information, as well as enroll in benefits.

The NEO has been organized into five separate sections - each addressing important topics you will need to review and familiarize yourself with to complete the new hire process.

Welcome to State of Vermont

Welcome video shows a diverse workforce from all agencies and departments.

Health Benefits

Health Benefits Overview

Additional Benefits Overview

Additional Benefits Overview

Employee Responsibilities'

Employee Responsibilities

Personnel Policies for New Employees – acknowledge and approve they read the policies.

For further information on NEO go to the DHR – CAPS website [here](#)

At the State of Vermont, we invest in our people and support them in and outside of the office.

Look what our customers are saying...

Q: What specifically did you learn during today's training that you anticipate using in your role as a supervisor? What actions will you take to do this?

Will think more about how to capitalize on a workers strengths to motivate and increase productivity.

Focus more on strengths than weaknesses of my staff.

Great identification of strengths, challenges, and how to connect them rather than emphasis on one or the other exclusively.

Working around problems by using strengths! Whole new approach I am excited to use!



Learning Management System (LMS)

The Department of Human Resources (DHR) and the Center for Achievement in Public Service (CAPS) has a Learning Management System: **SOV LINC: Lead. Innovate. Navigate. Connect!** This software is a tool for administering, managing, and tracking professional development.

DID YOU KNOW?

...As a State Employee you have access the LMS?

- The link for the system is: <https://vermont.csod.com>
- Please bookmark this link in your browser for future access.
- You can also access the link through the [CAPS](#) website. Here you can find resource handouts, recorded webinars and contact information to troubleshoot system questions.

...There are eLearning training opportunities available for all state employees?

- Check out DHR's website, under [Online Classes](#) for more information.

...Your agency/department can request a Training Needs Assessment to outline all the services SOV LINC has to offer?

- CAPS provides this service free of charge. Want to find out more information? Contact DHR.CAPS@vermont.gov

...There is a FAQ for SOV LINC (LMS) Users?

- Access here [FAQ's](#)

....As a supervisor for the State of Vermont, you receive emails notifying you when one of your employees have requested a training? Please provide approvals as timely as possible, otherwise your employee might not secure a spot for the training.

- Refer to the [Approve Training](#) section in the SOV LINC handout (Page 13) for additional information.

We are here to support your career development and learning. Let us know how we can help!

To learn more about CAPS services or for LMS inquiries, please email DHR.CAPS@vermont.gov



Contact Information for Consulting & Coaching Services, please email DHR.Services@vermont.gov

Once you're signed into the LMS, you will see the buttons, (below), on the Welcome Page. These buttons help you navigate to the training and services offered through CAPS.

Please note: your Welcome Page may display different buttons, if you're signing into AOT, DPS, AHS.



Browse All
Training



Supervisory
Training



Vermont Certified Public
Manager® Program



Consulting and Custom
Trainings