Developing Training Programs for Leaders and Supervisors

Georgia Department of Audits and Accounts
Louisiana Legislative Auditor
The Ghost of Training Past

• Silos
• Topics were segregated
• No Follow-up
• Soft-skill/leadership training limited to upper-level staff
• Technical training not position specific
Why Didn’t It Work?

• No opportunities to hear different perspectives
• Training did not offer a correlation between audit work/management/leadership
• One-and-done approach
• No consideration to needs of staff at various levels in organization
What Changed that Caused Us to Change?

Average Tenure of Senior Auditors

Senior Auditor II
- 2010 – 12 years
- 2019 – 9.3 years

Senior Auditor I
- 2010 – 7.1 years
- 2019 – 4.8 years
What Changed that Caused Us to Change?

Breakdown of Resignations by Level

- Entry-Level: 26.14%
- Mid-Level: 11.76%
- Senior Auditor: 33.33%
- Manager: 8.50%
- Deputy/Director: 5.23%
- Support Staff: 15.03%
- Other: 11.76%
New Plan for Leadership Development

• Training available at all levels – technical, soft skills and leadership
• Curriculum corresponding with career path
  • As you advance, additional training is provided
• Technical training with a managerial focus
  • Ensure staff understands how to employ soft skills in day-to-day audit activities
We did this to...

<table>
<thead>
<tr>
<th>Develop</th>
<th>Staff development plan to improve turnover response.</th>
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</thead>
<tbody>
<tr>
<td>Show</td>
<td>Show staff we care about their development from the very beginning.</td>
</tr>
<tr>
<td>Improve</td>
<td>Improve overall learning and knowledge with continuous development opportunities</td>
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LLA’s Plan for Leadership Development

Executive Development

Leadership and Supervision Development

Staff Development

- SUPERvision Workshop
- Exploring Leadership Styles
- Lunch and Lead

Succession Planning

Executive Coaching

PDP Plans

CORE Training

Careen Paths
Leadership and Supervision Development

Goal 1: Developing a Training Program for Supervisors

PURPOSE

Provide all existing and newly promoted supervisors with the tools and resources to effectively and efficiently supervise employees in alignment with our mission and core values.

✓ Needs Assessment
✓ Identify Competencies
✓ Develop Training Program
Competency Model

- Communication:
  - Different types
    - Verbal/non-verbal
    - Upward/downward/sideways
  - Active listening
  - Relating to your DISC
    - Meeting facilitation
    - Emotional intelligence
    - Feedback
    - Articulate intended results

- Organizational Agility:
  - Change management
  - Lead change
  - Dealing with diversity
  - Committed to high standards and continuous improvement
  - Project management

- Performance Management:
  - Performance evaluation
    - Components
    - Interpretations
    - Documentation
    - Job evaluations
    - Goal Writing

- People and Resource Management:
  - Supervisors role: policies/procedures
  - Dealing with difficult people
  - Discovering your DISC
  - Working with others DISC's
  - Delegation skills
  - Time management
  - Stress management

- Professionalism
  - Integrity
  - Independence
  - Excellence
  - Credibility
<table>
<thead>
<tr>
<th>Time</th>
<th>Topics</th>
<th>Instructor(s)</th>
<th>Competency</th>
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| 8:00am – 9:00am | **Session 1: Overview and Introduction**  
  • Participant introductions  
  • Workshop objectives  
  • Define the role of a supervisor at LLA, establishing expectations, and identifying processes  
  • Define goals and expectations of the workshop  
    • Review ground rules  
| 9:00am – 9:15am | **BREAK**                                        |                                 |                             |
| 9:15am – 11:30am | **Session 2: Discovering DISC**  
  • DISC video  
    • *DISC activity*  
  • Explanation of profiles and priorities  
  • Distribute and review profiles  
  • Applying knowledge of different styles  
  • Working effectively with...  
  • People Reading | Regina Leingang, Lizzie Scott | People and Resource Management |
| 11:30am – 12:30pm | **Lunch**                                        |                                 |                             |
| 12:30pm – 3:00pm | **Session 3: Communication**  
  • Types of communication  
  • Communicating with DISC  
  • Active listening  
  • Your role in organizational communication  
  • 10 Types of difficult people/behavior  
  • Do’s and don’ts of managing difficult interactions with types of difficult people/behavior  
  • Using DISC to deal with difficult employees  
  • General tips and strategies | Regina Leingang, Lizzie Scott | Communication Organizational Agility People and Resource Management |
<table>
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<th>Concerns and Questions…</th>
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<tbody>
<tr>
<td>Measuring the success and adoption of program learning objectives?</td>
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<tr>
<td>Utilizing outside vs. in-house trainers?</td>
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<tr>
<td>Training and engaging staff who have achieved their highest potential position?</td>
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<tr>
<td>How often to review and revamp training programs?</td>
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<td>What are the most effective learning methods for our staff?</td>
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<tr>
<td>Best way to provide additional or targeted training for an individual or a specific topic?</td>
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