

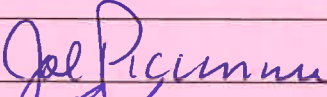

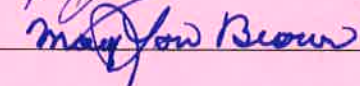
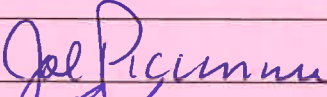

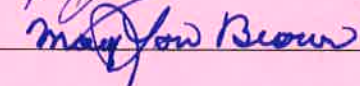
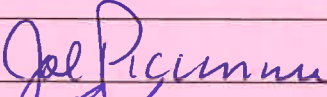

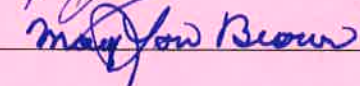
REQUEST FOR LEGISLATIVE ACTION

Completed by County Counselor's Office:

Res/Ord No.: 19151

Sponsor(s): Alfred Jordan

Date: May 16, 2016

SUBJECT	<p>Action Requested <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Ordinance</p> <p>Project/Title: <u>Awarding a Contract for the furnishing of Supervisory Training for the Department of Corrections with the Mid-America Regional Council (MARC) at a total cost to the County not to exceed \$26,645.00.</u></p>																
BUDGET INFORMATION <i>To be completed By Requesting Department and Finance</i>	<table border="1" data-bbox="324 504 1421 703"> <tr> <td>Amount authorized by this legislation this fiscal year:</td> <td>\$26,645.00</td> </tr> <tr> <td>Amount previously authorized this fiscal year:</td> <td></td> </tr> <tr> <td>Total amount authorized after this legislative action:</td> <td>\$26,645.00</td> </tr> <tr> <td>Amount budgeted for this item * (including transfers):</td> <td>\$26,645.00</td> </tr> <tr> <td>Source of funding (name of fund) and account code number:</td> <td></td> </tr> <tr> <td>002-2701-56750 Health Fund, Corrections, Educational Benefits</td> <td>\$26,645.00</td> </tr> </table> <p>* If account includes additional funds for other expenses, total budgeted in the account is: \$</p> <p>OTHER FINANCIAL INFORMATION:</p> <p><input type="checkbox"/> No budget impact (no fiscal note required) <input type="checkbox"/> Term and Supply Contract (funds approved in the annual budget); estimated value and use of contract: Department: _____ Estimated Use: \$ _____</p> <p>Prior Year Budget (if applicable): _____ Prior Year Actual Amount Spent (if applicable): _____</p>	Amount authorized by this legislation this fiscal year:	\$26,645.00	Amount previously authorized this fiscal year:		Total amount authorized after this legislative action:	\$26,645.00	Amount budgeted for this item * (including transfers):	\$26,645.00	Source of funding (name of fund) and account code number:		002-2701-56750 Health Fund, Corrections, Educational Benefits	\$26,645.00				
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PRIOR LEGISLATION	<p>Prior ordinances and (date): _____ Prior resolutions and (date): _____</p>																
CONTACT INFORMATION	<p>RLA drafted by (name, title, & phone): Barbara Casamento, Purchasing Supervisor, 881-3253</p>																
REQUEST SUMMARY	<p>The Department of Corrections has worked with the Government Training Institute at MARC to develop Supervisory Training for their Sergeants, Lieutenants and Captains, as well as other civilian personnel with similar levels of supervisory responsibility. This training was recommended by the Department of Corrections Task Force Report presented to the Jackson County Legislature in October, 2015</p> <p>Pursuant to Section 1030.7 of the Jackson County Code, the Director of Finance and Purchasing recommends the approval of this Contract for Supervisory Training with MARC, as a Tax Exempt Organization.</p>																
CLEARANCE	<p><input type="checkbox"/> Tax Clearance Completed (Purchasing & Department) N/A <input type="checkbox"/> Business License Verified (Purchasing & Department) N/A <input type="checkbox"/> Chapter 6 Compliance - Affirmative Action/Prevailing Wage (County Auditor's Office) N/A</p>																
ATTACHMENTS	<p>MARC's Training Proposal and a Memorandum from Laura Scott, Assistant Director of Administration for the Department of Corrections.</p>																
REVIEW	<table border="1" data-bbox="308 1627 1526 1858"> <tr> <td>Department Director:</td> <td></td> <td>Date:</td> <td>5-6-16</td> </tr> <tr> <td>Finance (Budget Approval): <i>If applicable</i></td> <td></td> <td>Date:</td> <td>5/6/16</td> </tr> <tr> <td>Division Manager:</td> <td></td> <td>Date:</td> <td>5/12/16</td> </tr> <tr> <td>County Counselor's Office:</td> <td></td> <td>Date:</td> <td></td> </tr> </table>	Department Director:		Date:	5-6-16	Finance (Budget Approval): <i>If applicable</i>		Date:	5/6/16	Division Manager:		Date:	5/12/16	County Counselor's Office:		Date:	
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County Counselor's Office:		Date:															

Fiscal Information (to be verified by Budget Office in Finance Department)

- This expenditure was included in the annual budget.
- Funds for this were encumbered from the _____ Fund in _____.
- There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made each sufficient to provide for the obligation herein authorized.
- Funds sufficient for this expenditure will be/were appropriated by Ordinance # _____
- Funds sufficient for this appropriation are available from the source indicated below.

Account Number:	Account Title:	Amount Not to Exceed:

- This award is made on a need basis and does not obligate Jackson County to pay any specific amount. The availability of funds for specific purchases will, of necessity, be determined as each using agency places its order.
- This legislative action does not impact the County financially and does not require Finance/Budget approval.

**Jackson County Department of Corrections
MEMO**



To: Barbara Casamento, Purchasing Supervisor
CC: Joseph Piccinini, Director
Date: 5/2/16
From: L.J. Scott, Asst Director of Administration
Subject: MARC Leadership Training

The Department of Corrections worked with MARC to develop a comprehensive leadership course for Corrections staffs from a Sergeant to a Captain grade level, inclusive of both uniformed and non-uniformed staffs. A total of approximately 65 staffs will attend training off site for four days. Five sessions will be offered. Lack of appropriate training was one of the important issues cited in the Department of Corrections Task Force Report presented to the Jackson County Legislature in October, 2015.

Funding for this training will come from the following account:

002-2701-56750 - \$26,645

April 29, 2016

Proposal for Supervisory Training for the Jackson County Department of Corrections

The Jackson County, Mo., Department of Corrections has identified a need for supervisory training for both uniformed and civilian personnel within the department. The personnel to be considered for training include captains, lieutenants and sergeants, as well as civilian personnel with similar levels of supervisory responsibility.

The Government Training Institute at the Mid-America Regional Council proposes to develop and deliver a 32-hour training curriculum which will focus on building the skills and knowledge that are essential for effective supervision.

The first day will begin with a brief welcoming and self-introduction session. Corrections leadership has requested that the first hour to hour-and-a-half of the first morning consist of an unstructured open forum. We would like to suggest that we prepare a structure for this open forum instead. If the open forum can have some direction and outcome, it could become a learning experience for the participants, and not simply a cathartic experience.

Course descriptions and learning objectives for the balance of the curriculum for the week are as follows, listed in chronological order:

Managing Conflict

Self-awareness under conflict leads to greater self-control and is the first step in managing conflict effectively. In this program, participants will learn and practice a step-by-step model of dealing with conflict, which emphasizes a positive outcome for everyone involved. Because conflict is inevitable in some situations and avoidable in others, it is important to know the different strategies that can be applied in particular situations. We will discuss these strategies in depth to understand when each is or is not appropriate to use.

Learning objectives:

- Increase knowledge and understanding about yourself in conflict situations.
- Learn a step-by-step model of conflict management.
- Outline strategies in managing conflict in different situations with customers and with staff.

Managing Performance

Managing employee performance and conducting performance appraisals are one of a manager's most difficult responsibilities. This course provides managers and supervisors with best practices and resources to deliver an effective performance appraisal and to lay the foundation for effective year-round performance management. Areas of focus will be: preparing a good appraisal; conducting a successful appraisal meeting; communicating performance expectations and developing objectives; and promoting on-going communication.

Learning Objectives:

- Discuss steps involved in performance management.
- Apply tools and resources for preparing a performance appraisal.
- Examine ways to recognize common biases in performance assessment.
- Develop a roadmap for a successful performance discussion.
- Outline a strategy for on-going performance management.

Participants will be able to provide employees with the feedback and on-going resources they need to perform effectively on the job.

Providing Coaching and Feedback

The course lays the foundation for successful coaching and mentoring. The focus is on developing a "coaching mindset" and learning basic coaching skills in order help employees build the skills and experience needed to grow in their careers and meet the challenges of effective public service. Key content areas are: understanding what coaches do; recognizing coaching opportunities; using feedback as a coaching tool; and building a coaching plan.

Learning Objectives:

- Describe key coaching roles and recognize coaching opportunities.
- Explain different types of motivation.
- Use feedback as a coaching tool.
- Build a coaching plan.

Participants will be prepared to recognize coaching opportunities and appropriately apply basic coaching skills.

Dynamic Delegation

One of the most important factors in being a successful member of the management team is the development of staff. Delegation can assist in staff development while freeing up the supervisor's time for more important tasks.

Learning Objectives:

- Analyze the benefits of delegation.
- Identify what to delegate.
- Demonstrate the steps for effective delegation.
- Define a monitoring system to track delegated tasks.
- Examine current delegation strategies.
- Discuss which leadership style to use in a given situation.

Legal Aspects of Supervision

The main objective of this course is to provide basic guidelines for compliance with important federal employment laws. The goal is for the supervisor to become accurate and confident in all decisions that affect employees and how they are protected under these laws. Recent changes with the Americans with Disabilities Act, the Family Medical Leave Act, and the Fair Labor Standards Act will be covered. The session is delivered in an interactive workshop format.

A Positive Approach to Corrective Action

Employee problems are the most difficult to handle especially when informal feedback and coaching has not been successful. This course discusses the differences in performance and conduct issues. The focus is on how to counsel employees with conduct problems. You'll learn approaches to turning around employee behavior and to build motivation for continuous improvement. We will also discuss what to do if all else fails.

Learning objectives:

- Define performance and behavior problems.
- Identify conduct issues.
- Apply the counseling process.

Managing an Intergenerational Workforce

This session examines the four generations currently in the US workforce: how historical experiences have shaped them and how the Department can motivate each group. The presentation focuses special attention on the Millennial generation and their attitudes about work, technology, and communication and how these new arrivals differ from the other generational groups currently in the workforce. The presenter will offer a snap shot of the Millennial outlook and offer strategies for how to coach, manage and motivate Millennial employees and create intergenerational understanding at your organization.

Learning Objectives:

- Participants will be able to describe the historical context shaping the experiences of the four current workforce generations.
- Explain traits that make each generation unique.
- Tailor communication, compensation, and rewards to motivate each generation.
- Analyze how generational differences are affecting their work teams and organizations.

Wrap-Up Session

Finally, we felt that it was important to have a wrap-up session on Friday afternoon. We envision having a panel discussion with leadership, facilitated by one of the instructors, and reflecting on what's been learned and how this may affect the culture of supervision within the department.

Proposed Schedule

	Day 1	Day 2	Day 3	Day 4
8 am–12 pm	<i>Introductory Session, 1–1½ hours</i>	<i>Providing Coaching and Feedback</i>	<i>Legal Aspects of Supervision (Part 1)</i>	<i>A Positive Approach to Corrective Action</i>
	<i>Managing Conflict</i>			
12:30–4:30 pm (or 1–5 pm)	<i>Managing Performance</i>	<i>Dynamic Delegation</i>	<i>Legal Aspects of Supervision (Part 2)</i>	<i>Managing an Intergenerational Workforce, 12:30–2 pm (or 1–2:30)</i>
				<i>Wrap-Up Session, Panel Discussion, Q&A, 2–4:30 pm (or 2:30–5 pm)</i>

Proposed Dates (Tuesday–Friday Schedule*)

- June 7–10
- August 9–12
- August 16–19
- August 23–26
- December 13–16

* Our preference is a Tuesday–Friday schedule. The Intergenerational Workforce instructor is available on Fridays.

Proposed Budget

Instructor costs @ 5 sessions x \$5,120/session	\$25,600
Development time for first and final sessions @ 8 hours	800
Notebooks and student supplies @ \$3 x 65 students	195
Other supplies	50
TOTAL	\$26,645

We will send invoices in equal amounts at the conclusion of each of the 5 sessions.

Please contact for further information or questions:

John Staples | Seminar & Event Manager | Government Training Institute
 Mid-America Regional Council | 600 Broadway, Suite 200, Kansas City, MO 64105
 d (816) 701-8306 | c (785) 550-5008 | f (816) 421-7758, attn. J Staples
 jstaples@marc.org | marc.org/GTI

Instructor Profiles

Gayle Hopkins, SPHR, (Co-lead Instructor) is the owner of Organizational Performance Solutions LLC in Lee's Summit, Mo. She has more than 20 years' experience in the field of human resources and organizational development. Hopkins has developed competency models for multiple organizations and has experience in succession planning, performance management, leadership development and helping managers improve the performance of their own departments.

Susan Robinson, SPHR, (Co-lead Instructor) has over 20 years' experience in field of human resource development and organizational development. She specializes in evaluating the impacts of training and development and is a human performance analyst and instructional systems design specialist. She is principal of Strategic Learning Resource, LLC, in Lee's Summit, Mo.

Erin Blocher (Instructor for the Intergenerational Module) is the Director of the Bloch Communication Center and an Instructor of Business Communication at the Bloch School of Management at the University of Missouri–Kansas City. Erin received her Masters of Arts in Communication and Rhetoric from the University of Kansas and also holds a Bachelor of Arts in Political Science, with a Minor in History, from the University of Kansas.