



Maine Management Service

NEWSLETTER

Volume 3 – Issue 4, July 2002

Excellence as the standard in Maine State Government

Maine Management Service is now official!

Over 700 state government confidential managers are now members of the Maine Management Service

Outwardly, MMS members will see no change. Nevertheless, a number of substantial adjustments have been made, including:

- Changes in job classification titles that recognize what MMS members have in common
- Expanded leadership development opportunities with required core programs
- Simplified civil service rules based on merit
- Delegated human resource authority for MMS members
- Recognition of MMS members for their leadership roles and for their commitment to public service

Mark your calendars for one of two MMS informational sessions on August 7 or August 14.

To answer members' questions, the Bureau of Human Resources and the MMS Coordinating Committee will host two informational briefings in August. Session will be held in Room 107 of the Cross Office Building on August 7 from 2:30 -4:00 p.m. and on August 14 from 1:30 - 3:00 p.m. To register, please contact Gigi Ottmann-Deeves at 624-7770 or state_training@state.me.us.

Governor King's Message to MMS Members:

"Congratulations on your membership in the Maine Management Service. I am proud to recognize the talents and contributions of state government's most senior managers."

There also will be a number of MMS commencement events at the Blaine House later this fall. Look for details soon.

Preparing Managers to Lead

The Maine Management Service affords opportunities to its members to strengthen their leadership competencies through a variety of leadership development programs.

The three-day Maine Leadership Institute, with its emphasis on the 10 core competencies, is a pre-requisite to the state's other leadership development programs. It helps participants assess where their strengths lie and in what areas they need improvement.

An array of leadership development programs supplements existing leadership training, skill-building and academic opportunities. For more information on any of these programs, contact the Office of State Training.

- *Competency-based Interviewing Training:* learn new techniques for making sure candidates possess leadership competencies
- *Mentoring for Managers:* have a personal coach help you achieve leadership excellence
- *Job Shadowing Partnership Project:* see leadership in action in the private sector
- *MMS Events and other Networking Opportunities:* expand your knowledge of current leadership issues

Honing our Skills

As a critical mass of state government managers complete their 360° leadership assessment, a pattern of excellence emerges. As an aggregate group, we score well in every respect, but get the very highest marks as Effective Communicators and on Customer Focus. This means that we excel at "articulating information clearly and creating an atmosphere in which timely and high-quality information flows smoothly and effectively." We also "focus efforts on discovering and meeting customers' needs."



COMPETENCY FOCUS:

Competencies are a combination of skills, knowledge, attitude, and behavior that define an effective leader. They distinguish high performers from others in the same job. In this series, we illustrate one of Maine's 10 leadership competencies in each issue.

Effective Communicator

Effective leaders...

- Articulate information clearly.
- Adapt communication style to match others.
- Create an atmosphere in which timely and high quality information flows smoothly and effectively.
- Inform employees about organizational mission and goals and how these impact program or projects.
- Consistently keep stakeholders informed.
- Provide timely, open, and honest feedback.
- Listen and acknowledge others' perspectives.
- Negotiate solutions while maintaining positive relationships with others

Build trust through communication...

Too many managers appear distracted, if not downright unavailable. Conversations seem rushed and fragmentary. Trust suffers. A leader must be truly "present" when communicating. It takes time and effort, but when you demonstrate the gift of your presence, you communicate just how important someone and something is to you. Presence is frequently destroyed by five behaviors:

- Assuming the "exit position:" Even if you have only two minutes, sit down to talk.
- Offering "Only" Time: If you only have 5 minutes, ask if that is sufficient or schedule another time to talk.
- Two-timing: Resist the temptation to tinker with other work while talking with people.
- Interruptions: Discern and set clear standards around what merits interrupting a closed-door conversation.
- Pseudo-presence: Don't mimic the outward signs of listening.

What's Happening?

MMS Lecture Series scheduled. MMS members are invited to the inaugural MMS Lecture Series on August 22, 2002. If you are interested in networking with your peers and talking about current leadership issues, please join us at Nash School for one of two sessions focusing on the economy presented by Laurie Lachance, State Economist. Speaking about economic conditions in Maine, Laurie will speak from 9-10:30 a.m. and again from 1:30-3:00 p.m. There is no fee for this inaugural session. More details will be e-mailed soon. To register, contact Gigi Ottmann-Deeves at 624-7770 or state_training@state.me.us. Space is limited, so register early!

MMS Launches Mentors for Managers!

One of the benefits of graduating from the Maine Leadership Institute is eligibility to participate in other leadership development programs. One such program is "Mentoring for Managers." MLI graduates may continue to hone their leadership competencies with the help of one of our mentors. These mentors are highly accomplished and recognized public executives who are willing (and eager!) to volunteer at least five hours of their time each month for nine months to meet with their "protégé." We have added *Mentoring for Managers* to our cadre of leadership development opportunities because mentoring is one of the most powerful methods for developing managers, improving productivity and job satisfaction, building commitment, retaining and developing high-potential managers, and attracting top talent into the organization. After a half-day orientation to the mentoring/protégé relationship, we launched the first round of mentoring with 14 matches. Early reports are favorable, with one participant saying, "As they say on the train ride from Portland to Boston, we're on the right track."

Job Shadowing Program an unqualified success.

36 participants of the first MDF-MMS job shadowing program graduated on May 1. All of the participants rated their overall experience as very good or excellent. The program, which was designed to allow participants to see leadership in action in different venues and to learn about the leadership challenges in each sector, matched state

leaders with a business CEO for two days of job shadowing; one day in each participants' place of business. One business participant said, "The best thing that happened to me during the job shadowing was [discovering] the common challenges we face and a better understanding of the high caliber of state government leadership." The job shadowing project will be offered annually and is sponsored by Bureau of Human Resources/State Training Office and the Maine Development Foundation.

Lower cost Maine Leadership Institute.

We remain committed to developing leadership competencies of our managers by continuing to offer Leadership Institutes. However, in deference to the budget situation, we are taking steps to reduce overhead costs, without affecting the content and richness of the MLI experience. Accordingly, we are able to offer participants a reduction in cost to \$700.00 for MLI participation. The cost of the Competency-based Interviewing training remains the same at \$125.00. We continue to explore cost-reduction measures.

We look forward to all members of the Maine Management Service participating in a Leadership Institute and in training for Competency-based Interviewing. Please contact the MMS Liaison* in your department to sign up for one of the following sessions:

Maine Leadership Registration Deadline Institutes

| | |
|---|--------------|
| September 11, 12, and 13 | July 31 |
| October 9, 10, and 11 | August 28 |
| October 16, 17, and 18 | September 4 |
| October 30, 31, and November 1 | September 18 |
| November 13, 14, and 15 | October 2 |
| November 20, 21, and 22 | October 9 |
| December 4, 5, and 6 | October 23 |
| December 11, 12, 13 (non-MMS members).... | Oct.28 |

Competency-based Registration Deadline Interviewing

| | |
|------------------------------------|--------------|
| August 13 | July 30 |
| September 10 | August 27 |
| September 24 | September 10 |
| October 8..... | September 24 |
| October 22..... | October 8 |
| November 5..... | October 22 |
| November 13 (non-MMS members)..... | October 30 |
| November 19..... | November 5 |
| December 3 | November 19 |
| December 27 | December 13 |

College courses available to state employees.

UMA will teach four courses this fall during evenings at the Cross Office Building in Augusta. Courses may be taken as non-degree courses, credited to a degree, or applied to one of three 18-credit hour certificate programs, including certificates in: Government Management, Computer Technology, and Liberal Studies. The courses, which include *Introduction to Computer Science, Principles of Management, College Composition, and Introduction to Psychology*, will also be offered at remote sites if there is sufficient interest. For more information, contact Carol Kontos at ckontos@maine.edu or 621-3278. In addition, the University of Maine-Orono will offer a graduate-level *Policy Studies* class in the Cross Office Building on Tuesday evenings from 6:00 to 8:30 p.m. Credits from this class can be applied to UMO's Master's Degree in Public Administration. For more information on the MPA program or the policy class, contact Carolyn Ball at ball@maine.edu or 581-4142.

The **National Association for Government Training & Development** conference will be in Portland, ME, September 29-October 2. MMS will be featured. For more information, visit their web site at www.nagtad.org

To date, 220 MMS members have explored and honed their leadership competencies in a total of 15 Maine Leadership Institutes since May 2001. We are roughly one-third of the way to our goal of enrolling all MMS members in this program. Eight more institutes are scheduled this calendar year for MMS members and one is set aside for non-MMS managers (see dates elsewhere in this newsletter). We encourage departments to aggressively enroll confidential managers in the Institute. This group of managers provides the benchmark for state government.

***MMS Liaisons**

| Department | Liaison | % of Dept. MMS members enrolled in MLI |
|--------------------------------------|------------------------------|--|
| ACE Service Center: | J. Harper- 287-8752 | 75% |
| Admin. & Financial Services | Kirsten Figueroa- 624-7413 | 28% |
| Agriculture: | Amanda Dority- 287-7578 | 12% |
| Behavioral & Developmental Services: | Christine Robinson- 287-4865 | 41% |
| Conservation: | Deb Phillips- 287-4925 | 65% |
| Corrections: | Denise Lord- 287-4386 | 14% |
| Cultural Agencies | Del Pushard - 287-5635 | 20% |
| Economic & Community Development: | Alan Brigham- 624-9800 | 12% |
| Defense, Veterans, & Emg. Mgmt. | John "Bill Libby- 624-4224 | 86% |
| Education: | Judy Lucarelli- 624-6620 | n/a |
| Environmental Protection | Malcom Burson- 287-7755 | 80% |
| Human Services: | Shelby Rafter- 287-5373 | 25% |
| Inland Fisheries & Wildlife: | Janet Silva- 287- 5211 | 8% |
| Labor: | Leah MacDonald- 287-3788 | 80% |
| Marine Resources | Penn Estabrook- 624-6553 | 25% |
| Professional & Financial Services- | Howard Gray- 624-8572 | 47% |
| Public Safety: | John Rogers- 287-3043 | 42% |
| Public Utilities Commission: | Dennis Keschl- 287-3831 | 100% |
| Secretary of State: | Allen Moss- 624-9012 | 17% |
| State Planning Office: | Jody Harris- 287-5424 | 50% |
| Transportation: | Helen Wiczorek- 624-3064 | 32% |
| Workers' Compensation Board: | Bonnie Harris- 287-7050 | 10% |

Editor: Jody Harris. Published by Office of State Training and Development, Bureau of Human Resources, Dept of Administrative & Financial Services, 4 State House Station, Augusta, ME. Web: www.state.me.us/bhr/mms, July 2002.