

Leadership Practices Playbook



TABLE OF CONTENTS

Play #1:	Manager vs. Leader – Why Do You Deserve To Be Followed?
Play #2:	Seek a Mentor
Play #3:	Setting the Example
Play #4:	Boats and Sparks: Normalizing Innovation and Commitment to a Mission
Play #5:	The Essence of Building an “A-Team”
Play #6:	Encourage Continuous Growth
Play #7:	The Law of the Scoreboard
Play #8:	Get Comfortable with Conflict

Foreword

The guide features eight “plays” or rules of leadership and management, cutting across multiple topics such as team building, communication, recognition, conflict management and general leadership. The plays in this book are naturally not intended to be an exhaustive resource for how to be a great leader in state government, but we hope they are instructive and helpful for some of the most difficult issues managers will face. We have gleaned many of these insights from participating in the Enterprise Management Development Academy (EMDA), which we thank for providing us with the tools we need to grow as future leaders.

Play #1: Manager vs. Leader – Why Do You Deserve To Be Followed?

You've just been promoted or may already be in a management position. Do you want people to follow your lead – or expect it? Do you have the respect of staff around you or is it that they respect the position/title you have? Do people look at you as the leader or the manager? Is there a difference? How can you tell? These are just a few questions we should be asking ourselves. Then find a way to become that exceptional leader that others will remember long after you have moved on. It will be a continuous cycle that we should always strive to improve by furthering our knowledge and passing on this knowledge to others.

The following are just some of the tools and lessons learned that will help you to get where you want to be:

Teamwork – together things get done. Inspire your team to be all that they can be.

Honesty and Integrity are crucial. Always do the right thing – be that exceptional role model – lead by example.

Grow with change – change is inevitable and we need to grow with that or get left behind.

Build confidence -when you're successful at something you gain confidence.

Learn from trial and error. If things don't go quite as planned – you reflect on that and look for ways to improve. Mistakes happen.

Never allow yourself to stop learning – if you stop learning you stop growing.

We learn something (good or bad) from each and every person that we cross paths with. Only you can choose what to do with that.

Everyone wants to feel important – remember to thank staff around you and let them know they are important. If you need to offer constructive criticism – criticize in private, praise in public.

Communication is key to all we do - Everyone wants to know what is going on.

Empower the staff around you – don't be that micromanager.

Leadership in steps is what gets us to form that successful team – but do remember a stairway goes both ways and is a continuous journey. Each and every time I attend a leadership conference or training, watch others in those positions around me or read a book I learn something new. You have those 'ah ha" moments that make you think: I want to be like that, I definitely don't want to be like that or I do some of those things now. I believe we can break some of this down into smaller steps that make sense.

Position (entry level) – People follow you because they have to. They respect the title or position – not necessarily the person.

Permission (based on the relationships you build with others) – People follow you because they want to. Take the time to get to know your staff. Knowing your staff is huge in the day to day climate issues that we see in certain companies (good or bad). What are their ideas for improvement? Discuss expectations that go both ways – yours and theirs. How can you successfully work together as a team?

Production (results) – People follow you because they have seen what you do and respect the decisions you have made. Follow through with things that you say you will. Sometimes staff are looking for answers – find those answers for them; or at the very least let them know you will check into it – then follow through. Be there to support staff and let them know they are important.

Everyone likes to be kept in the loop. As a leader if you make a mistake – own it! Don't be afraid to apologize or say I was wrong.

People Development – People follow because of what you have done for them and the knowledge they have gained. Encourage others to be the best they can be. If you see someone struggling or having that bad day – take the time to help them out or guide them on how.

Respect – People follow because of who you are and what you represent. Someone is always watching the “leader” – keep this in mind – even when we are having that bad day we need to not let that affect us at work. Staff look to us for a reason – be that person!

You can get people to listen and do what is asked because of the position; but if you don't gain their trust and respect in you the team will eventually fall apart. Leadership becomes stronger through trust and learning. People will want to share their ideas with someone they trust and have faith in. They will look for that confident leader to move them forward. If they don't see it in you – they will eventually stop believing in you and thus the breakdown will begin.

Leadership requires the ability to keep employees engaged and inspired despite the setbacks. You can't motivate people – motivation comes from within each person; but you can encourage it by inspiring people to perform better than expected.

Each and every day make that choice – to be positive, to make a difference and to always do the right thing.

Play #2: Seek a Mentor

Think back in your career or life experiences how you felt being the “new” person. Walking into a new job for the 1st time – not knowing anyone, being unsure of where to go, what to do or even who to talk to about specific issues.

You may have had that “mentor” or person that you could look to for guidance. What did you like or dislike about this? Other people wish they would have had that. Think about the positives and negatives from either of these and look at how we can help others. Use your knowledge to help others and become that positive “go to” person for someone.

We can all acquire knowledge from education and training; but you further that knowledge by experience which you get from doing.

Some jobs/companies assign a mentor when you arrive and some may not. Either way seek out that mentor and learn all you can. We learn by watching, doing and receiving feedback or constructive criticism on the things we do. You can never ask too many questions – those tough questions are what can enhance your learning ability. There is no such thing as a “dumb” or “stupid” question. Every question should produce an answer and we choose what to do with that.

The right mentor will greatly benefit and help further your career. By helping others along the way we can help enhance their confidence and knowledge to create better employees for the future of the company.

By not sharing your knowledge with others you not only hinder the growth of the new staff; but also the growth of the company.

Mentors help fill your knowledge gaps and seek opportunities to help you grow and excel.

A mentor should:

- ✓ Have a sincere desire to help others

- ✓ Be respectful
- ✓ Be able to actively listen to others
- ✓ Have empathy
- ✓ Approach each mentorship differently – keeping in mind we all learn differently.
- ✓ Take a genuine interest in the person you are mentoring
- ✓ Lead by example
- ✓ Seek out training or projects for the person you are mentoring to help further their skills.
- ✓ Be flexible
- ✓ Be able to guide staff to solutions and opportunities
- ✓ Feel they are making a difference

When mentoring someone – form that relationship. Giving someone your time and attention is your greatest gift. Contribute to something larger than yourself; develop others by helping them to achieve their goals.

A mentor is someone you'll remember throughout your career. You can help others around you by being that friendly, positive, professional and approachable role model that others want to “seek” out for information or answers.

If an employer asks you to be a mentor to others it's because they see that you would be a good fit to fulfill the responsibilities of one. Embrace that and do all you can to guide that new employee to become a successful member of the team!

Be that positive role model to others around you--someone that others want to seek out for advice.

Play #3: Setting the Example

One could argue the most persuasive leadership skill is the personal example of the leader. By “walking the talk” and “practicing what you preach”, you become a person others want to follow. When a leader says one thing, but does another (“do as I say, not as I do”) the trust and influence of the leader is seriously eroded. Part of your job is to inspire the people around you; to push them to achieve great things. For this to happen, you must show them the way by doing it yourself.

Here are some key elements and behaviors to incorporate into your daily routine to set the example.

Demonstrate impeccable integrity by being open, honest and fair. Indicate to others that honesty really is the best policy.

Develop premium listening and communication skill sets. Make yourself accessible to people who have things to share with you. Give eye contact to show that you are listening, repeat back or ask clarifying questions to make sure you understand and implement some of the ideas. Set a tone that encourages healthy dialogue.

Be respectful of other people’s ideas and opinions. Try to see things from their point of view. When you try to understand another person’s point of view you may find that you learn something.

Establish a standard of excellence. Set a high bar for people and let them know you believe in their ability to succeed. Establish the standard by modeling the expected behavior yourself.

Deliver on results promised. “Under promise, then over produce.” Only substance and the final product will matter. Excuses won’t. Remember to follow up and follow through.

Value people and nurture relationships. If you treat people well, most will be encouraged to return the favor. Make an effort to be truly interested in people and you will win their admiration and gratitude.

Resolve conflict quickly and effectively. Conflict gets in the way of everything else. Thus your ability to quickly and effectively facilitate resolution will undoubtedly boost your ability to lead.

Praise improvement and don't criticize. People desire significance. Offer honest and sincere praise and appreciation whenever possible. Accentuate the positive and utilize mistakes as opportunities for continued improvement.

Be sensitive to people's pride and let them save face. Offer criticism or disagreement in a manner that allows them to save face, they'll be much more willing to cooperate and work with you.

Take care of yourself and dress the part. Eat well and exercise, don't overwork, and take a break. A balanced team, mentally and physically, is a successful team. Model it, encourage it, support it. Present yourself as a professional. Look like a leader – appearance matters.

Be persistent and create solutions. Try, try again. Don't dwell on problems; instead be the first to offer new solutions and ask your team for their input or suggestions.

Take responsibility. Blame costs you your credibility, keeps team members on the defensive and ultimately sabotages real growth and productivity.

Roll up your sleeves and chip in. Just because you're a leader doesn't mean you are exempt from helping out when the people who work under you are bogged down. People will take notice of your servant leadership and be inspired to help each other as well.

If you are wrong, be humble enough to admit it. No one is perfect. Be honest and willing to admit it and you will gain the respect of those who work for you.

Follow the greatest leadership rule ever given: serve others. If you wish to be a great leader, make it your focus to serve those whom you would lead. Great leadership is about inspiring and guiding people. Build your team up, give them credit for their work, praise their efforts and reward them when they succeed.

Play #4: Boats and Sparks: Normalizing Innovation and Commitment to a Mission

One of the most important elements of a strong team or a healthy organization is a collective commitment to one mission. Everyone is busy paddling each day, hopefully in the same direction, maybe with different paddles, but most importantly, sitting in the same boat. That boat is the mission or central goal of your team. Why are we all here working together? To what end? How do the disparate activities and jobs done by the individual members of your team fit together?

An effective manager and leader will connect those dots and provide clarity of mission to help their team thrive. But beyond that, a strong leader will also create a culture of innovation for their team members where they feel safe bringing up new ideas, take risks, and try new approaches all for the sake of promoting your mission and advancing your organization.

Construct your boat. If your organization's mission is unclear, or if there does not appear to be an understanding among your staff of how their work fits into the broader mission, consider building a mission statement for your specific team. Being careful to connect the statement to the broader mission of the organization, solicit ideas from each team member by asking them to describe in one sentence or a few short phrases the most important elements of their work. Share the results with the team and have them put the pieces together. The goal is an easy-to-understand, impactful mission statement they can all use to reinforce the important work the team does together.

Create a regular spark. New initiatives and ideas are what keep an organization thriving, but these “extra” projects or nice-to-have improvement initiatives are often pushed to the back burner in favor of putting out the day-to-day “fires” of the operation. A strong leader will make room for necessary improvement projects and keep the team focused on resourcing them appropriately. Either set a standing meeting with the sole purpose of working on

new projects, or select small projects such as improvement of a form or redrafting of a policy and set aside “working group” time in every team meeting to keep people engaged.

Make constant improvement the new norm. Remind your team members why they’re collaborating and working together, which is to use their talents to improve the organization as a whole and also to enrich their daily work. This requires acceptance of the fact that the work of the team’s work is never really done, and everyone should be constantly thinking of ways to improve how you do business. When these opportunities to improve and innovate come about, so will conversations about the value of not “rocking the boat”. A strong manager will moderate these conversations respectively so everyone feels heard. Establishing orderly working groups and setting ground rules will help lead the team from brainstorming to solid, steady improvement.

Play #5: The Essence of Building an “A Team”

Great leaders understand that the success of a project or an organization is not achieved by one individual alone. They realize the necessity to assemble an “A Team” to successfully achieve the objectives at hand. As a leader, one must fully understand what the objectives or goals are for the project or organization first. Then they should take the steps to assemble a team equipped with the skills and characteristics capable of producing continuous success for the team.

There are times as a leader, when you may not have the option of choosing your team e.g., those you supervise. For instance, if you are a new supervisor with the department or organization, you would not have the advantage of getting to know the employees beforehand. In those cases, as a leader, it is imperative that you take the time to get to know each person and what value he or she adds to the team.

After spending time getting to know your team, the next step in the process is to find the best fit for their skill, interest level and potential. Based upon your assessment of each member, you will then need to decide on the section where each member will be placed.

Organizing your team

Just as with any sports team, there are starters and benchers, or in the world of entertainment there are leads and understudies.

“Starters are your front line people who directly add value to the organization or who directly influence its course”. Not everyone on the team will be a starting player; therefore you must develop your bench for the future.

“The bench is made up of people who indirectly add value to the organization or who support the starters”. It is essentially the reserve players, well-trained and capable of taking on a starter role.

Let's examine the roles of starters and bench players in public sector organizations. The starters are typically the Department Secretary, Deputy Secretary, Division Administrators, Bureau Directors and section chiefs or program officers. People working in these positions are considered starters; they are the individuals in the spotlight and receive the credit or criticism for the performance of the organization. They are also responsible for bringing the organization's vision and mission to life.

The bench players in the public sector support workers such as, executive assistants, administrative support personnel, department specialists, e.g., human resources, compensation, payroll and benefit, employment relations public relations, risk management, equal employment opportunity, budget personnel, accountants, legal counsel, financial specialist, etc.

There will always be more team members on the bench than on the starting line. To demonstrate this let's take a closer look at roster for the HR team in one of Wisconsin's largest public sector employers, the Department of Corrections (DOC).

DOC employs over 10,000 people. The Central Office, Bureau of Personnel Human Resources (BPHR) is responsible for providing human resource services to roughly 2,900 of the employees. The roster for BPHR's HR team consists of seven starters in various positions and fifty-two bench players to successfully service the employees.

Each member on the team has a role to play in the success of the organization. Leaders must make sure to develop a strong bench that will be prepared to step up and replace or substitute starters when the time comes. If leaders fail to prepare the bench, it will leave the organization in a vulnerable situation.

I remember working for a department that neglected to focus on developing the bench and as a result, the department was left scrambling to meet critical deadlines, complete projects and daily processes.

The bench players in the organization were thrown into the starter position without adequate training and development. The players

expressed feeling overwhelmed, under prepared and lacked confidence in their ability to perform the duties.

Over the years, I have had the opportunity to hear many former bench players share their story and experiences. They have contributed their success as a starter to the valuable preparation received while on the bench. In many cases the starting role was greater than the previous role from the bench.

For instance, I was listening to a Division Administrator talk about the various roles that she played when she started her career with a state agency and how the preparation received while on the bench prepared her for starting roles. She started her career as an LTE with the state working various bench positions and ultimately worked her way up to becoming a starter, supervising her former boss.

Today's Bench may be Tomorrow's Starter

Team members may not always start out as a starting player; however, over time with the proper preparation and training they will become tomorrow's starters.

Supervisors that understand the importance of the bench can build better, powerful, and competent teams with the ability to execute a plan. They will have a team that is capable of stepping in during critical times to keep things going.

They understand the value each player brings and place each player in a role that is best suited for the player's skill set.

They continuously recruit skilled replacements for the bench because they realize that today's bench may be tomorrow's starter. They make sure the bench is being developed along with the starters and they never discount the potential on the bench. They cross train bench players in other areas on the team to ensure players are fully equipped to substitute other roles as needed.

Build a Powerful Bench

Every player on the team adds unique value. The bench however, is indispensable, and as a leader you must make sure that every bench player can substitute a starter position.

Get to know your team

- Find the best fit for their skill, interest level and potential
- Decide on the section where each member will be placed

Assess their potential for advancement

- Assign projects that will strengthen their confidence in their ability to bring value
- As skills develop, place them in a lead position for a short term project with an end goal
- Provide constructive feedback and allow the opportunity to try again
- Give them training opportunities in leadership, strategic thinking, and vision development

Talk to them about their career path; help them see themselves in a leadership role

- Provide opportunities to encourage growth
- Encourage them to interview for leadership positions, even if it may not be within your own department
- Help them develop and maintain a positive outlook on everything they do

Play #6: Encourage Continuous Growth

People are the energy that drives the company or organization. For organizations to improve, employees at each level have to improve. Investing in the growth and development of employees helps improve the overall competence of the organization. Demonstrate your commitment to support continuously developing people and improving their skills.

Key points in encouraging growth and development:

Face to face: Have a face-to-face discussion with each of your team members to get a better understanding of what their goals are and how they think they can accomplish them.

Talk about challenges: Discuss the challenges your employees are having in their current positions. Have your employees do a self-assessment of their work. In what areas do they struggle the most? Would they benefit from additional training or mentoring?

Identify gaps: Recognize what the gaps are between employees' current and needed skills. What is the objective for their position and what are the critical skills they lack?

Growing future leaders: Understand when an employee learns skills and responsibilities, they become better equipped to take on higher-level work and leadership roles in the future.

Allot time and resources: Allow employees the time for development and training to make the process stress free. If employees have too many commitments and deadlines hanging over their heads, time out for training or conferences may be a burden to them.

On-the-job training: On-the-job development often accounts for up to 75% of effective learning. Classroom training and webinars have great value, but mentoring, coaching, job rotation, and job shadowing are extremely valuable tools to provide employee opportunity and growth.

Evaluate assignments and projects: Think about what special assignments might exist in the coming months and who on your team would benefit from serving on a cross-functional team while developing additional skills.

Motivation: Learn what motivates your employees. Tap into it when helping them improve and grow.

Work on self: Encourage employees to work harder on themselves than they do at their jobs. Be committed to developing leaders—not just at work, but at home and in their communities and lives. Their overall satisfaction with life will be evident in their productivity at work.

Play #7: The Law of the Scoreboard

Have you ever heard the phrase “just stick to the plan and things will work out” or “just stay on course and you will get there?” In my experience, I have found that statement to be untrue in many cases. I learned to always review the scoreboard and adjust appropriately as needed to achieve desired results.

When you think of a scoreboard and where it is used most, you probably think of sports and possibly for board games or card games. Although score boards are used mostly in those areas, it can also be used in many other areas as well.

Scoreboards are useful tools conducive to informing coaches and teams of where they are at the moment. Without the visual scoreboard, neither the coach nor the team would know if the chosen plays are effective in reaching the goal.

The reasoning behind why and how coaches use scoreboards can be applied to organizations as well. It serves several purposes. First, it is a visual representation of how the team is performing. Second, it is a measure of how the team compares to their competition. Third, it can be a helpful evaluation tool.

In the sports arena, coaches and teams review the score board constantly to evaluate performance. If the team is not performing well against its opponent, reviewing the results of the scoreboard provides the coach an opportunity to change up the strategy to possibly score a win. Educational organizations use the scoreboard method to evaluate the effectiveness of education programs. Businesses use it to measure its’ profitability, customer service, and products.

Often times, supervisors spend an abundant amount of resources into planning, testing projects, and reviewing historical data. Those things are necessary in the beginning of a project. A scoreboard does not matter in the beginning. However, as implementation of the plan progresses previous planning become less important and the scoreboard becomes vital. If supervisors neglect to pay attention to the scoreboard, they may fail to reach the target goal.

I once worked as a Business Service Consultant for the Department of Workforce Development (DWD), in the Division of Vocational Rehabilitation (DVR). If no other state organization understood the benefits of the scoreboard method, DVR did.

At DVR we used a dashboard that tracked our progress in real time, which could be accessed by everyone providing service to our customers. The scoreboard tracked how much money was spent on services provided to the clients, how much time we took to process applications, the amount of time it took to place clients in employment, and how many employers signed up to work with us etc.

Hiring Business Services Consultants was a new project for DVR. Tracking and measuring the success of the project was essential to the sustainability to the continuation of the project.

DVR's leadership team was located in Central Office and the rest of the team members were spread across the state. The use of the scoreboard/dashboard was very helpfully in letting the whole team know what was happening in other areas. It was very important for leadership to monitor the progress. The scoreboard was evaluated constantly and as a result we had weekly meetings to discuss the findings and regroup when the results were not up to par.

Project management teams use different types of scoreboards for e.g., Gantt charts, control charts, and Pert charts in their line of work. It helps them understand the critical path and where if any adjustments need to be made in order to complete the project on time.

It is imperative for supervisors to realize that things constantly change, and that the organization is forever revolving. The time spent on strategic planning for the project may not be enough to achieve the desired results once the project is in motion. Supervisors and the team must be able to adapt to changes.

Successful supervisors are those who know the scoreboard is essential to understanding current status. It is a snapshot of what is

happening in the now. To make changes in the right direction, supervisors must evaluate themselves and the team's progress. Decide what to do next, how to regroup, if they should continue along the current path or take a different route to maximize resources and streamline things for efficiency and better results.

Play #8: Get Comfortable with Conflict

We've all heard the adage, "no news is good news". In the case of managing a team and the dynamics of different personalities, that couldn't be further from the truth. It is inevitable that from time to time, members of a team will have disagreements in their work—approaches to solving problems, interpretation of policy, work styles and habits.

Over time, seemingly small disagreements or annoyances can manifest themselves as a toxic undercurrent in the team. A one-on-one dispute can spill over into the work of other team members who offer to allow their colleague to "vent".

Team members may also respond with a "turn the other cheek" approach anytime a colleague says or does something they disagree with. The result can be passive aggressive behavior, withholding of critical business information, gossiping or avoiding constructive teamwork altogether.

An engaged manager often knows when there is a problem. Tension becomes obvious in meetings, comments are made in 1:1 sessions, or the team member(s) in conflict will come to the manager to "just let them know" of an issue, but may be hesitant to confront it directly.

But just as it is a good leader's responsibility to ensure their employees have a safe place to work, it is also a leader's responsibility to be comfortable confronting conflict in all of its forms in order to reduce the toxic effect of conflict left unaddressed in a team.

Conflict itself is not bad. Conflict does not need to be avoided. It can be damaging to a team or a broader workplace if it is extreme or unmanaged, but more often, conflict is the natural result of a diverse team participating in the problem solving process. Embracing and normalizing conflict that comes from a diverse team will create a genuinely peaceful team dynamic. When there are two or more different opinions or options on how to solve a

problem, a leader's role is to facilitate a constructive, albeit uncomfortable, discussion to help the team close the gaps.

Conflict is energy. A central principle of change management is that innovation requires some destruction. Reforming tired processes that aren't working requires the willingness to tear down what is comfortable to make room for creativity. The discussions and collaboration required to make this type of change work well will invariably involve conflict, but a leader will turn that into a culture of creative thinking. When the interactions get tough, trying to remove the element of conflict to protect the surface peace of a team will also protect the status quo, which may not be working.

Conflict requires co-suffering. In other words, compassion. Some managers are more comfortable relying on the hands-off approach to conflict—assume that because your team members are adults, they will work out their own issues. However, failure to deal with the issues head-on will send a message even if the manager isn't saying anything. Being completely hands-off when it comes to conflict management just tells your employees you are not willing to put yourself in the uncomfortable position of helping them troubleshoot and confront the root cause of their workplace frictions. Active listening to your team members, and showing compassion for their well-being at work, is a critical skill for an effective leader.

RESOURCES AND CITATIONS

Maxwell, J. (2013). How Successful People Lead: Taking Your Influence to the Next Level

Maxwell, J. (2001). The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Them

Cain, H. (1996). Leadership is Common Sense

Three Science-Backed Ways To Influence Other People's Decisions; Retrieved from FastCompany.com

Every Company Needs An Innovation Tool Kit; Retrieved from FastCompany.com

Mariama, K. (2014, September 15). 6 Key Tips for Leading by Example. Retrieved from <https://www.entrepreneur.com/article/237440>

Olson, J. (2014, July 24). Lead by Example: 10 Ways to Be a Successful Team Leader. Retrieved from <https://www.portent.com/blog/project-management/lead-example-guide-successful-team-leader.htm>

Martinuzzi, B. Leading by Example; Making Sure You "Walk the Talk". Retrieved from https://www.mindtools.com/pages/article/newLDR_60.htm

May, K. (2016). Seven Keys to Setting an Example to Be a Good Leader. Retrieved from <http://smallbusiness.chron.com/seven-keys-setting-example-good-leader-30616.html>

Ternynck, J. (February 2, 2015). 7 High-Impact Approaches for Employee Development. Retrieved from <http://www.inc.com/jerome-ternynck/7-high-impact-approaches-for-employee-development.html>

Johnson, E. (August 7, 2011). How To: Develop a Culture of Personal Growth. Retrieved from <http://www.success.com/article/how-to-develop-a-culture-of-personal-growth>

Learning, Training & Development. (n.d.). Retrieved from <http://www.hrcouncil.ca/hr-toolkit/learning-implementing.cfm>

What is Employee Training & Development. (n.d.). Retrieved from <http://www.allencomm.com/resource/what-is-employee-training-development/>

Lipman, V. (January 29, 2013). Why Employee Development is Important, Neglected and Can Cost You Talent. Retrieved from <http://www.forbes.com/sites/victorlipman/2013/01/29/why-development-planning-is-important-neglected-and-can-cost-you-young-talent/#40a2997f2ce0>

Wisconsin EMDA Final Project

Team 6

Michael Kretschmer, Department of Transportation

LaShana Miller, Department of Corrections

Sara Redford, Department of Administration

April Schultz, Department of Corrections