

Inclusive PERSPECTIVE



Photo Credit: Jerry Davis, Secretary of State's Office; Left to Right: Mya Hunter, Jonathan Taylor, Harold Walls III, Tiffany Moorer, Christopher Henry, Shanquita Berryman, Minerve Eftekhar-DadKhah, Telisha Cornice, Christina Hulett, Ann Merriweather, Breanna Harris, Felisha Conner, Margaret Pace, Brian Lawson, Brandi Ratcliff, LaShuna Burks, John D Allen, James Payne, Tonya Spivey, Dylan Masterson, Casey Hargis, Tammy Martin, Autumn Hemphill, Janis Bartlett

DFA-U Kicks Off A Second Year

The second year of DFA University (DFA-U2) began in September 2022, and the class has heard inspiring and informative presentations from DFA division leaders including: Barbara Morris-Williams, Administrator for the Office of Child Support Enforcement, Wayne Hamric, Marla McHughes, and Christy Earnhart, from the Office of Motor Vehicles and Driver's Services, Scott Hardin, Director of the Office of Communications, Eric Hagler, Director of the Office of Arkansas Lottery and Robert McGee, Assistant Administrator for the Division of Assessment Coordination as well as speakers from the Division of Revenue Excise and Income Tax sections.

Leadership facilitator Tony Brown, with the Office of Personnel Management, has led monthly discussions of leadership topics, including an overview of *The 7 Habits of Highly Effective People* by Stephen R. Covey, and other focused leadership practices developed by leadership coach John C. Maxwell.

Brown teaches that an individual must be intentional about personal growth to become the best version of themselves. DFA-U candidates are

encouraged to begin the leadership program by first understanding themselves, then understanding the skills and abilities needed to lead. Because self-development is not accomplished alone, each candidate in DFA-U2 has a mentor who works with him or her to understand and develop leadership skills. As with DFA-U1, these mentors will act as advisors and coaches to DFA-U2 candidates throughout the nine months of the program. In addition to their overview of DFA and leadership development, the DFA-U2 class has enjoyed a field trip to tour the State Capitol and Treasurer's office where they held the cash.



Left to Right: Shanquita Berryman, Minerve Eftekhar-DadKhah, Telisha Cornice

Get to the Know the DFA University Team!

Four of the sixteen 2022-2023 DFA-U mentees are featured in this issue. Look forward to meeting all this year's mentees in the upcoming publications of *Inclusive Perspective*.

Shanquita Berryman

How long have you worked at DFA? I have worked for DFA for almost eight years.

Where do you see yourself in 10 years? I see myself working as a manager somewhere within DFA.

Where did you work before this position? I worked as a Fiscal Support Analyst for the EFT & Refunds Department.

What's the most exciting part of your job? The interaction I have with both the taxpayers and my team.

In what ways do you demonstrate leadership at work? By listening, treating others the way I want to be treated, and keeping an open mind.



DFA Revenue Supervisor
DFA Revenue Services Division

Where did you work before this position? As a DFA Service Representative in the Sales & Use Tax Office. Then, I was promoted to Fiscal Support Specialist with DFA-IGS, then to Grants Analyst, and in 2022 I was promoted to Grants Coordinator.

What's your top professional accomplishment? My top professional accomplishment was being crowned as Ms. Arkansas Senior America 2022 on Saturday, June 4, 2022, in Hot Springs, Arkansas.

What's the most exciting part of your job? Working with a group of outstanding co-workers who bring his/her flavor of personalities to the table and together we get things done timely and effectively.

What motivates you at work? Being a part of an incentive team who are helping crime victims receive the support, the healing, and the free services they need, as they are being restored to society.



Margaret Pace
Grants Coordinator
Office of Intergovernmental Services



Dylan Masterson



Financial Analyst I
Office of Accounting

What's something you find challenging about your work? The accounting side of my job is challenging. I was a Resource Adviser for some of my time in the Air Force, so I am familiar with how accounting works, but state accounting is a completely different animal.

How did you get into your current field or position? I was a Resource Advisor in the Air Force, so I have experience with Finance and Accounting. I oversaw the annual budget and spending for my unit.

How long have you been working with DFA? I have been working with DFA since December 2021. I retired from the Air Force in September, so this is my second career.

What motivates you at work? I love learning, so I am very thankful to be in an office with such vast experience and knowledge. My office is also involved in many aspects of state government, so I can see a wide variety of different programs that affect the taxpayers of Arkansas. I love being involved in making the State of Arkansas better for its residents. I am proud to be from here and proud to continue to serve after my military career has ended.

What are your professional goals? To enhance my ability to build better networking, collaboration, and communication skills. I would like to see myself in a supervisor or manager position within DFA. I'm grateful for the opportunity to attend DFA-U because it is giving me the chance to reach some of my goals.

What sort of duties do you have at work? I assist with researching and analyzing claims and certificates to create tax credit incentives for various organizations in the State of Arkansas. I also assist with other projects within the office such as the over 45-day tax credit, temporary tag billings, and attend hearings on behalf of DFA.

What's the most exciting part of your job? Having the opportunity to learn something new every day is what is exciting for me. It gives me the chance to process what I've learned and from there I can apply problem-solving skills to resolve an issue that may occur.

Who do you look up to within DFA? I look up to my supervisor Ms. Barbara Montgomery. Ms. Montgomery is a great example of a positive leader in the workplace. She inspires, builds, and encourages those who are around her. I honestly have her to thank for the extra push and encouragement to further my education to receive my master's degree in business administration.

Where did you work before this position? I previously worked in the Document Examiner Office where I also crossed trained in the Suspense Unit.

Breanna Harris



**Financial
Support Analyst**
DFA Revenue Services
Division

Team Building: Marshmallow Challenge



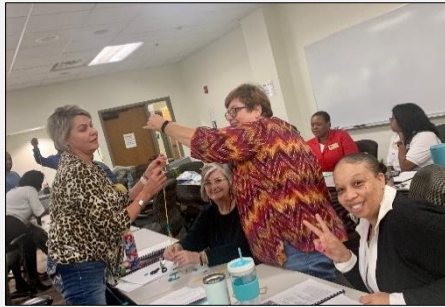
Winners: Stacey Philamlee, Kelley Stephenson, Tommy Burns, John D Allen



Tamika Heard, Brian Lawson



Dylan Masterson, Ashley Davison, Jessica Primm



Katrina Burnett, Sandra Schenck, Tammy Martin, LaShuna Burks



Minerve Eftekar-Dadkhah, Harold Walls III, Terrill Gilliam, Ann Merriweather, Breanna Harris



Angela Parks, Tonya Spivey, Mya Hunter

Who's up for a challenge? DFA employees are presented with challenges every day, where they must collaborate, innovate, and work together to resolve problems, usually with a time constraint. Those same skills were applied during the Marshmallow Challenge team-building activity at DFA University (DFA-U). The challenge was to build the tallest free-standing spaghetti structure, with a marshmallow on top! Teams were randomly chosen to compete, during the November DFA-U learning session, for winner bragging rights.

The DFA-U leadership team members monitored closely to ensure fairness and to observe the different analysis and design approaches applied by the individuals in the groups. CliftonStrengths™, an assessment-based strength finder, explains two main ideas that must be understood to appreciate the importance of teams in the workplace: 1. Individuals who know their strengths work together to form better partnerships, and more thoughtful partnerships create stronger teams. Strong teams start with the individual; 2. The strengths and dynamics of your team directly affect business outcomes.

DFA-U strives to provide an encouraging, learning environment for mentees to learn their strengths, improve upon weaknesses, and network to build thoughtful partnerships that will be valuable for the next generation of DFA leaders.

Word Search: Leadership Traits

Agility
Communication
Courage
Delegation
Empathy
Gratitude
Influence
Integrity
Respect

L S C I X T X G K I T A B P Q
G T R O N P O J M C F T Z T R
S F E X M F J U E E I J R L G
F S S C A M L W W M B C M S Z
S W P O P Q U U C P V M C G
D M E U A Y S N E U M A R C N
E G C R J Y D H I N L V T U P
L K T A U V T V A C C I C H X
E K K G V E Z E A M A E B D Y
G B C E Q J I J O G V T I W T
A I N T E G R I T Y I P I Q E
T M I V B K J C L M H L F O F
I X J G R A T I T U D E I D N
O N I S I Z E Z M E G V D T A
N L B J D R Z D S V N H S K Y



LEADERSHIP: Charlie's Chapter...



ORGANIZATION LEADERSHIP HIERARCHY

COLLABORATION	PEOPLE	<p style="text-align: center;">CUSTOMERS, EMPLOYEES, STAKEHOLDERS</p> <p>The first priority in leadership must be the people served (customers) and employees. Other stakeholders are also people important to the organization. Focusing on the people is the critical first step as depicted in this model.</p>
	LEADERS	<p style="text-align: center;">POSITIVE ENERGY, DECISIONS, ACTION</p> <p>Leadership starts with positive energy focused on people. The decision of leaders creates organizational action toward goals. The organizational action improves systems (culture, processes, methods, expectations, etc.) and tools (skills, technology, knowledge, etc.) to deliver results.</p>
	SYSTEMS	<p style="text-align: center;">END-TO-END DESIGN, ORGANIZATIONAL CULTURE, PROCESSES</p> <p>Systems enable work to get done in a consistent and efficient way. Effective systems do the right work for the organization. Systems are people-dependent; No “automated system” exists as a perpetual motion machine. Keys to good system design: 1. Ensure the system accounts for the entire process, from the germ of an idea through to completion. Silo thinking: “All that matters is what happens between my inbox and my outbox” causes breakdowns. 2. Efficient systems are 80/20 rule-driven. They focus on the main drivers of the results—The 20% of inputs that deliver 80% of results. 3. Systems require an exception management component. Efficient systems are strong on processing the 80/20 quickly and identifying the exceptions early in the process for Ad hoc management.</p>
	TOOLS	<p style="text-align: center;">LEVERAGE HUMAN ENERGY, SKILLS, EQUIPMENT</p> <p>Tools are things individuals use to leverage their effort. Leverage means getting more output from the same amount of human input. A hammer gives a person more power with each swing pounding nails. There are physical tools and other tools. A database is a tool that can help an individual leverage his or her ability to create information or knowledge. A new skill is a tool that can help an individual leverage his or her energy to deliver results. Some skills are human relations/behavior skills, some skills are technical, and some fall into other categories. Leadership means continuously improving the tools available to people (employees, customers, and other stakeholders).</p>

ALIGNMENT >>> ALL ON THE SAME PAGE, STAKEHOLDER AGREEMENT, CULTURE OF COLLABORATION

Alignment means all relevant stakeholders are aware of a change (usually based on a decision) before it happens. Some stakeholder input may be essential before the decision is made. Some stakeholder agreement may be required before the decision is made. Sometimes stakeholder input is needed for how the change is implemented. There are usually more relevant stakeholders than any one person can identify for significant decisions.

Collaboration means enrolling other people in the decision process early. It reflects a mindset of seeking input to ensure the context for decision-making is complete. Early Information and idea sharing are hallmarks of a culture of collaboration. A culture of collaboration is a high-octane system for ensuring the relevant stakeholders are identified. With a culture of collaboration, even if a relevant stakeholder is “blindsided” by a change, the stakeholder will trust that the blind side was an exception or mistake to be managed, not evidence of a broken system or bad intentions. Email is an excellent tool for communicating while preparing for decision-making because adding recipients is easy and relevant stakeholders can self-identify.

LEADERSHIP BONUS....Continue to check out the next editions of *Inclusive Perspective*, where we will share Charlie's Chapter, a leadership vision from the DFA Commissioner of Revenue, Charlie Collins. Mr. Collins shares topics with actionable steps and approaches all DFA employees can use to expand organizational capabilities.

We are pleased to announce the promotion of several DFA University members!

Please join us in welcoming our colleagues to their positions and congratulating them!

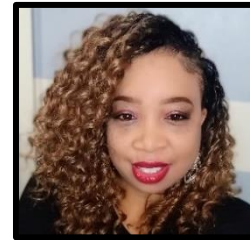
Career Spotlight



Chelsey Smart
DFA-U Alumni
DFA Revenue
Office District
Manager



Harold Walls
22-23 DFA-U
Intergovernmental
Services - Fiscal
Support Analyst



LaShuna Burks
22-23 DFA-U
Individual Income
Tax - DFA
Supervisor



Scottie York
22-23 DFA-U
Office of Driver
Services - Hearing
Officer



Did you know the Department of Finance and Administration (DFA) has a paid internship? It's true, college students and recent graduates can apply for paid, on-the-job experience, in their field of study. The DFA Internship Program is designed for undergraduate and graduate-level students to gain a better understanding of a professional work environment in the public sector. This paid internship provides students the opportunity to apply concepts learned in the classroom to a real-world work setting and to acquire applicable knowledge and experience.

Applicants interested in the program should have the ability to adapt to changing work environments and priorities, strong communication skills, a willingness to work as a team, and excellent time management skills. Each applicant must be committed to public service and exceptional customer service.

2023 DFA SUMMER INTERNSHIP PROGRAM

Application Period: March 5 – 31

Internship Duration: May 30 – August 4

REQUIREMENTS: Applicants must be enrolled in a graduate or undergraduate program or be a recent graduate of an accredited college. Additional requirements vary and are determined by Department. Contact Courtney.brown@dfa.arkansas.gov for more information.

Accepted Majors
Include:

- Accounting
- Business Administration
- Business Analytics
- Communications
- Computer Information Systems
- Cybersecurity
- Economics
- Finance
- Legal
- Management
- Marketing
- Political Science
- Public Policy
- Technology
- and more!

Fall 2022 DFA Acronym Answers

Revenue Operations and Administration (ROA); Non-Commercial License (NCL); Office of Information Services (OIS); Liquefied Natural Gas (LNG); Internal Registration Plan (IRP); Casino Games of Skill (CGS)