

CVMIC'S Certificate Series

"A Certificate in Supervision"

When an employee moves into a supervisor position their duties and responsibilities change dramatically. While they normally have strong technical skills they often lack some of the supervisor/manager knowledge and skill to be as truly successful as they could be. The Certificate in Supervision program is designed to provide new supervisors or soon to be new supervisors with training on a wide range of supervisory/management topics. This should assist them in building the skills necessary to do their jobs as effectively as possible.

Participants can attend all eight two-day sessions or they can attend which ever sessions most apply to their job. In order to receive a "Silver" Certificate in Supervision a participant has to attend at least four sessions including sessions 1 & 2. To receive a "Gold" Certificate in Supervision a participant must attend all eight sessions.

The first seven sessions are all free standing programs that can be taken in any order. The material in session #8 is a culmination of material from the first seven sessions. While not required, participants are encouraged to complete sessions 2, 3, 4, 6 & 7 prior to taking this session.

The format for each session combines lecture with numerous other teaching techniques with time devoted to practicing the skills being taught through the use of role plays, case studies, small group discussions and group problem solving exercises. Participants are normally grouped in five different areas; Police, Fire/EMS, DPW/Utilities/Parks, City Hall and Library/Recreation. The material for the practice sessions is geared toward each of these specific disciplines. This allows for a more realistic experience.

CVMIC offers all eight sessions at least once each spring and fall and we vary the location between Milwaukee, the Fox River Valley and the Madison area. These sessions are available to new supervisors, experienced supervisors or individuals who are not supervisors today but would like to be a supervisor in the future.

Employment Law

Session # 1 – Certificate in Supervision Series

In this session we will be reviewing some of the more important state and federal employment laws. We will review the key elements of each law including who is covered by the law, what protection is provided under the law, what the law requires the employer to do, and some of the more common ways supervisors violate these laws. We will also discuss some of the claims we have experienced and suggest ways to avoid making similar mistakes. The main areas to be covered will include:

- Americans with Disabilities Act (ADA)
- Family Medical Leave Act (FMLA)
- Fair Labor Standards Act (FLSA)
- Harassment/Discrimination
- Other important EPL Laws
- Policies/Rules

Supervisor Resources & Tools

Session # 2 – Certificate in Supervision Series

In this session we will be reviewing some of the key resources and tools that are available to supervisors to assist them in managing their workforce. It is very important that we do a good job orientating, training and evaluating new employees. And when problems occur if we are able to recognize them early and deal with them effectively we should be able to avoid a lot of the major problems down the road. The main areas to be covered will include:

- Employee Assistance Programs
- Drug and Alcohol Testing
- Documentation
- Open Records and Records Retention
- New Employee Orientation
- Training Employees
- Performance Evaluations
- Understanding Discipline and Labor Contracts
- Interviewing

Basic Risk Management & Workplace Safety, Health, & Security

Session # 3 – Certificate in Supervision Series

This program will cover two major areas – Basic Risk Management and Safety & Health. Both of these areas can present significant liabilities for a municipality when supervisors make mistakes. Often, mistakes in these areas primarily occur because a supervisor is simply not aware of “what they don’t know” and just make uninformed decisions which result in a problem down the road.

Basic Risk Management - Every supervisor should have a basic understanding of risk management. The decisions that are made today could be the claims we are facing tomorrow. The cost of not knowing how to mitigate exposures, transfer risk and reduce the likelihood of a claim can be enormous. In this part of the session we will identify the variety of situations in which public entities in Wisconsin have the opportunity to transfer the financial risk and responsibility to other parties (through indemnity and insurance requirements). We will also discuss the importance of evaluating risk exposures associated with many of the activities and special events that a municipality may become involved in to mitigate the potential for future loss. The main areas to be covered will include:

- Contractual Risk Transfer
- Liability Claims
- Cost of Claims
- Workers Compensation

Safety, Health & Security - In this part of the session we will be reviewing some of the key elements and components of an effective workplace safety, health and security program. This is an area that often gets far less emphasis than it should. The cost of accidents can be significant and have a large impact on employee morale and productivity, yet it is not uncommon for us to find limited time and effort being placed on safety and health in member organizations. The main areas to be covered will include:

- Violence in the Workplace
- Accident Causation
- Accident Prevention
- Accident Investigation

Coaching Employees

Session # 4 – Certificate in Supervision Series

Supervisors often struggle with “how to deal” with performance issues with their employees. They may ignore the problem, be confrontational or simply try to encourage the employee to change through the performance evaluation process. This program is based on a book written by Ferdinand Fournier called “Coaching for Improved Work Performance”. This book and the program will focus on two key things:

- It will try to change your thinking about certain key beliefs relative to workers, bosses and management.
- It will provide you with the techniques you can use as a supervisor to solve people-performance problems.

Each person who attends this training will receive a copy of the book “Coaching for Improved Work Performance”. We will review the book in detail, chapter by chapter. This will be a highly interactive program that will include lecture, small group discussion and role playing. Attendees will not only learn what to do when faced with handling a problem employee but also how to do it.

Teams & Process Improvement

Session # 5 – Certificate in Supervision Series

We are often expected to work on a team to solve a problem or improve a process. When things don't go well we are left wondering what happened. Working effectively on a team to solve a problem can, at times, be a challenge. In this session we will be reviewing some of the basic principles about teams, team dynamics, process improvement and how to effectively facilitate a meeting. We will also discuss how to create satisfied customers and we will be reviewing a problem solving model that can be used by a team to solve problems or improve a process. The main areas to be covered will include:

- Creating Satisfied Customers
- Teams & Empowerment
- Basic Facilitation Skills
- Running Effective Meetings
- Problem Solving, Process Improvement and Quality Tools

Developing and Maintaining a Highly Effective Workforce

Session # 6 – Certificate in Supervision Series

All of us want to work on the best team possible and provide the highest level of service to our customers that we can. To do that it takes a lot more than just showing up for work and doing what we have always done. It takes a lot of foresight and planning. Something that doesn't always occur in government the way it should. In this session we will cover a wide range of topics that will provide a foundation for participants for the future workforce development planning. The main areas that will be covered include:

- A 4-Step Workforce Planning Process
- Recruitment & Selection
- Employee Retention & Leadership
- Employee Training
- Employee Development
- Developing Performance Standards and Goals
- Putting Together a Workforce Development Plan

Over the next 5 – 10 years a large percentage of our workforce will be retiring. And when they do they will be taking with them a large amount of organizational knowledge. In some cases we are beginning to prepare for this and in other cases very little is being done. While first line supervisors may not be in a position to develop overall organizational plans they must be a part of that development. This program should help to prepare them to assist the organization in future workforce planning.

Understanding Employee Differences **Session # 7 – Certificate in Supervision Series**

In this Session we will concentrate on four primary areas that can create challenges in the workplace for all supervisors; generational differences, diversity, resolving conflict and maintaining a respectful work environment.

Generational differences exist in every workplace. Understanding the unique needs of each generation can help us in how we manage the workplace. We will be reviewing the key aspects of the four major generational groups in the workplace; the silent generation, baby boomers, generation X and generation Y. We will also look at strategies that can be used to more effectively work with each group and to get each group to more effectively work with each other.

Diversity is about recognizing and responding effectively to the similarities and differences among all groups that make up the organization. In this section of the program we will:

- Discuss what diversity is and how it is different from EEOC or Affirmative Action.
- Describe the importance and impact that diversity has on the overall productivity of an organization.
- Understand what it means to be “culturally competent” and use that awareness to be more effective.
- Identify and implement the four steps of the F.A.I.R. Approach (Feedback, Assistance, Inclusion and Respect) as a practical way to help managers and employees understand and support the organization’s commitment to fairness.

Conflict resolution - There are times when conflict between employees can have a significant impact on the morale and productivity of a department or even an entire municipality. A formal conflict resolution process is one way that can be used to resolve the conflict and get employees back to working as an effective team.

In this section of the program we will review a process that can be used to successfully help two or more people in conflict resolve their issues. This step-by-step approach helps people involved in conflict move from advocacy of their position to a balanced view of the issues and movement toward strategies that will achieve a positive outcome.

We Need to M.E.E.T. – Managing for Respect in the Workplace

This session is designed to help teach supervisors how to recognize, respond to, and resolve day-to-day workplace situations while promoting a respectful and inclusive working environment. “We need to M.E.E.T.” will provide supervisors with the skills necessary to take action when needed in order to meet organizational requirements and maintain a respectful workplace

In this program we will discuss and apply the M.E.E.T. model

- M – Make time to meet
- E – Explore differences
- E – Encourage respect
- T – Take responsibility

Participants will watch a dramatized video that shows examples of common work-related situations; each situation is played out right up to the point where the supervisor needs to take action to maintain a respectful workplace. The video is then stopped and the participants discuss what they would have done in the situation. The video is started again and the narrator explains how applying the M.E.E. T. model in that situation would have helped to resolve the situation and promote respect in the workplace.

Modifying Unacceptable Employee Behavior & Improving Employee Performance Session # 8 – Certificate in Supervision Series

NOTE: The material in this program is a culmination of material from the first seven sessions. While not required, participants are encouraged to complete sessions 2, 3, 4, 6 & 7 prior to taking this session.

In the first seven sessions we discuss many different methods and practices to improve employee performance and deal with unacceptable employee behavior. In this session we will pull all the options explored in the first seven sessions together to assist the participants in looking at situations in the broadest context possible and help them pick the best alternative to deal with unacceptable employee behavior or improve employee productivity. (Whether it be coaching, conflict resolution, discipline, EAP referral or one of the other alternatives that was presented in the first seven Sessions) The main areas to be covered will include:

- Discussion of reasons why good employees can become problem employees.
- Review how organizations and supervisors can contribute to the problem and make it even worse by what they do or fail to do.
- Discuss how to involve the union in the process of dealing with a problem employee.
- Review the tools available to supervisors to assist them in modifying unacceptable employee behavior.
- Go through a case study on “Modifying Employee Behavior”.
- Review and discuss the book “Walk a While in My Shoes” (participants will receive a copy of the book).
- Explore options on how to improve employee performance and develop actions plans that can be used after the program has concluded.