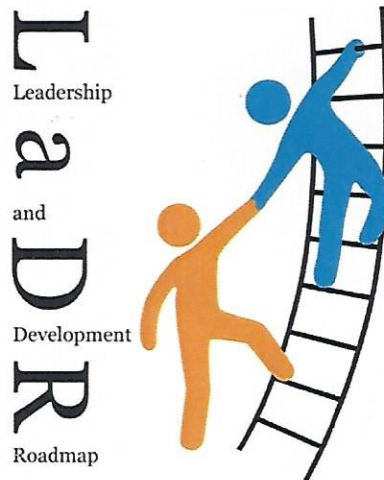



UNDERGROUND UTILITIES & PUBLIC INFRASTRUCTURE

Supervisor Roadmap

Version Date: May 25, 2017



Program Plan Approval



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5-26-17
Date



John Buss, Manager, Assistant General Manager
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6/1/17
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Joseph Cheatham, Manager-Wastewater Treatment Operations

5/30/17
Date



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Date



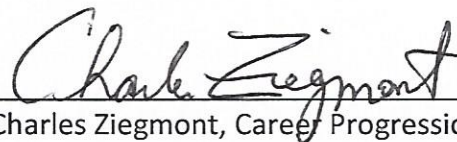
Stephen Mayfield, Manager-Gas Operations & Business Development

5/25/17
Date



Tim Potter, Manager-Construction & Operations

5/30/17
Date



Charles Ziegmont, Career Progression Coordinator

6/2/17
Date

Supervisor Roadmap

Purpose

Provide an instructional framework for the development of essential supervisory skills, competencies and abilities while fostering opportunities for career progression.

1. Scope

This plan is for supervisory level staff within Underground Utilities and Public Infrastructure (UUPI) that do not already have an otherwise specified Roadmap (e.g. Learning and Development Roadmap). This plan should be applied in conjunction with the Program Implementation Plan and Operational Control of the UUPI Career Progression Program (*Inception Date: March 13, 2014*).

2. Definitions

See Career Progression Program (CPP) plan.

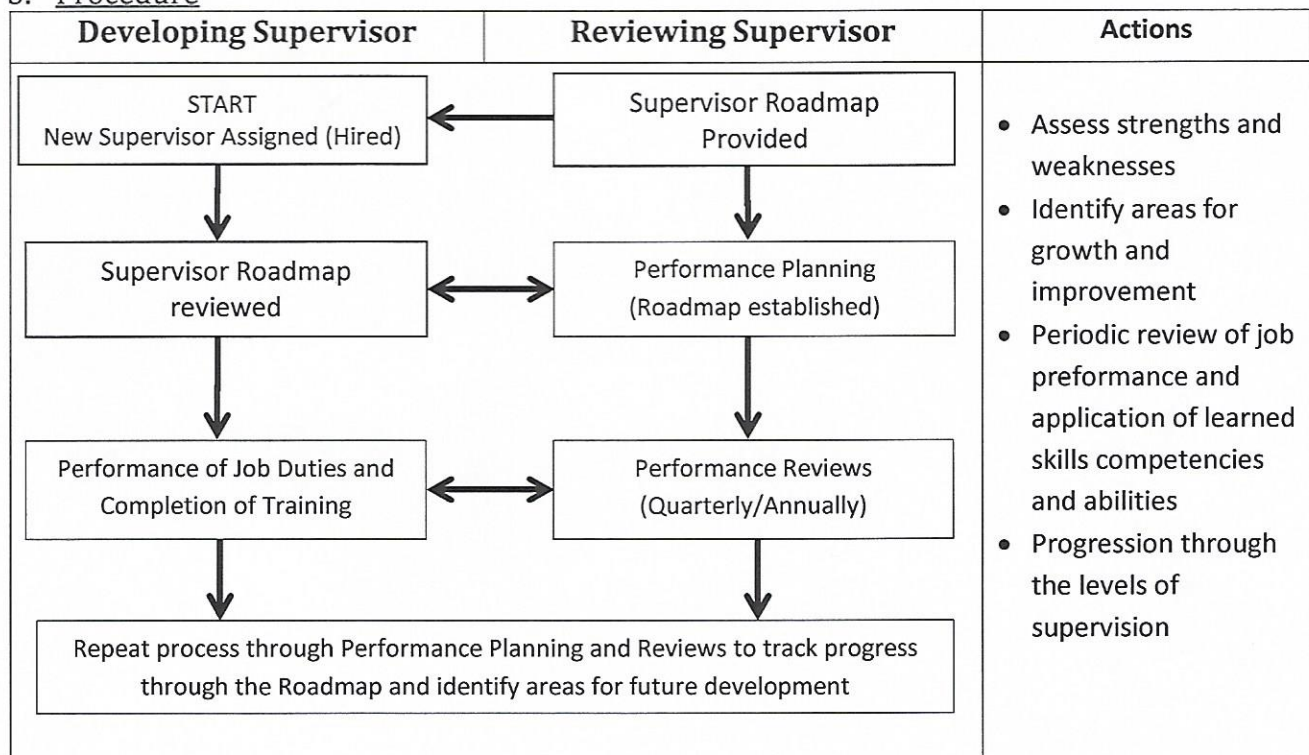
3. Responsibilities

See CPP plan.

4. Objectives

- Identify opportunities for supervisory level staff to develop their skills, competencies and abilities;
- Identify a training curriculum that would aid in the development of these skills, competencies and abilities;
- Foster a culture of engagement within organizational goals and objectives.

5. Procedure



Supervisor Roadmap

5.1. Levels of Development:

- 5.1.1. Level 1 of the curriculum should focus on the basic core competencies of supervision. All supervisory staff are expected to complete the required coursework within the first 2-4 years after being hired to a supervisory level position. Courses that may have been completed prior to fulfilling the role of a supervisor is acceptable, however, repeat attendance of the various coursework throughout the supervisors' career is encouraged to promote a level of expertise for the material.
- 5.1.2. Level 2 of the curriculum should focus on more complex supervisory skills that center around the building of relationships.
- 5.1.3. Level 3 is for the advanced supervisor and should focus on the strategic planning and long term objectives within their work area or within the organization.
- 5.1.4. The Roadmap is to be used as a framework and not a rule. One size does not fit all and some coursework may not be applicable or can be substituted by more suitable training.

6. Records

- 6.1. Training records (maintained in PeopleSoft)
- 6.2. Certifications/ Licensure / Diplomas / etc

7. Related Documents

- 7.1. Job Specifications
- 7.2. PIQs

8. Attachments

- 8.1. LaDR: Supervisor Basics - Level 1
- 8.2. LaDR: Supervisor Intermediate - Building Relationships- Level 2
- 8.3. LaDR: Supervisor Advanced - Strategic Planning - Level 3

9. References

- 9.1. Leadership Qualities
- 9.2. Suggested Reading

Supervisor Roadmap

Attachment 9.1: Supervisor Basics -Level 1 - Training Matrix
 (Blank rows may be used to track additional training not specified in this Roadmap)

Basics of Supervision – Level I				
Course Training Title	Date	Date	Date	Date
Critical Policy Review (HR Critical Policies)				
Ethics Policy and COT Ethics Statement				
Anti-Harassment				
Chapter 705: Alcohol/Drugs				
Chapter 706: Working Conditions (Breaks, lunch, conflict of interest, Use of Electronic Resources, Theft, Violence)				
Chapter 731: Accident Investigation and Reporting				
Chapter 732: Motor Vehicle & Mobile Equip Operations				
Chapter 708: Leaves of Absence				
UUPI Purchasing Policy				
Computer Training				
MyTime / Kronos		Introduction to SharePoint		
Advanced MS Word		Advanced MS Excel		
PeopleSoft (Position Specific)				
*City of Tallahassee Training: Required Courses for Supervisors				
1GS043	Character First – Supervisor*			
1GS212 1GS333	Preventative and Corrective Action Notifications (PCANs)/ Solve Problems & Make Decisions*			
1LC005	Anti-Harassment – Supervisor*			
1IC019	Client Centered Customer Services I*			
1GS316	Client Centered Customer Services II*			
1GS099	Conflict Resolution*			
1GS226	Emotional Intelligence*			
1LC001	Ethics Training*			
1GS317	Interpersonal Relationships*			
1GS011	Leadership Skills for Supervisors*			
ELC117	Disciplinary Actions			
1LC038	Investigations and EEO/ADA Compliance			
1LC043	Drug & Alcohol Compliance (for Supervisors)			
1PS505	Budgeting			
ELS144	Coaching and Counseling			
1HR006	Performance Management for Supervisors			
Complete the Supervisor Harrison Assessment (Re-assess every 2-4 years)				

Supervisor Roadmap

Supervisor Enrichment/Leadership Development Attendance					
Month/FY					
January					
February					
March					
April					
May					
June					
July					
August					
September					
October					
November					
December					

Additional Training	

Supervisor Roadmap

Attachment 9.2: Supervisor Intermediate - Building Relationships- Level 2 – Training Matrix
 (Blank rows may be used to track additional training not specified in this LaDR)

Building Relationships – Level 2				
Course Title	Date	Date	Date	Date
Knowledge, Skill Development				
Yellow belt six sigma training (if not taken as part of CPP)				
Certificate in Supervisory Management (CSM) (Levels 1-4)				
Develop Communications Skills: "Effective Communication", "e-mail Etiquette", "Business Writing" etc.				
EMS Internal Audit Training				
Recruiting / Interviewing Candidates / Selection Process				
"Building Trust in the Work Place"				
Diversity Training: Attend Mayors Summit, "Multigenerational Harmony"				
Meet with a mentor to discuss your career path				
Mentor a new supervisor on their career path				
PeopleMap 4 sessions				
New Public Servant Initiative (NPSI)				
Review a Position Specification for a higher level position and identify specific skills to be developed to add to Your Level II and III training plan.				

Application of Skills through Engagement Activities / Understanding Team Dynamics	Date
Career Progression Panel Member	
EMS Implementation Team Member	
EMS Internal Auditor (Division Lead)	
Safety Committee Member	
Hiring Committee Member	
PCAN or Improvement Project Team member	
Accident Review Committee Member	
Volunteer Committee (United Way, Christmas Connection, Winter Parade etc.)	

Supervisor Roadmap

Attachment 9.3: Supervisor Advanced – Strategic Planning – Level 3 - Matrix
 (Blank rows may be used to track additional training not specified in this LaDR)

Strategic Planning: Resources and Objectives- Level 3				
Course Title	Date	Date	Date	Date
Knowledge, Skill Development through Training and Self Education				
Green belt six sigma certification				
Sterling Council Annual Conference				
Project Management Certification				
Certificate in Public Management (CPM) (Levels 5-8)				
Provide Formal Presentation (Supervisor Enrichment/Leadership Development)				

Application of Skills through Engagement Activities / Leading Teams	Date
Career Progression Panel Chairperson	
Local Environmental Management Representative (LEMR)	
Safety Chairperson	
Hiring Committees Chairperson	
Preventative/Corrective Action or Improvement Project Leader	
Accident Review Committee Chairperson	
EMS Internal Audit Leader	
Volunteer Committee Lead (United Way, Christmas Connection, Winter Parade etc.)	
Organization membership involvement (see next page of listing)	

Supervisor Roadmap

Local Trade Organizations and Associations	Date
Water / Wastewater:	
Florida Water Environment Association (FWEA)	
The Florida Rural Water Association (FRWA)	
The Florida Section of the American Water Works Association (FSAWWA)	
Gas:	
Florida Natural Gas Association (FNGA)	
Public Infrastructure:	
Florida Chapter of American Public Works Association (FL/APWA)	
All:	
Toastmasters Club (FTH)	
Leadership Tallahassee : a division of the Chamber of Commerce	

Supervisor Roadmap

Reference 10.1: Leadership Qualities

Character Trait Development	
characterfirst ®	
char•act•er: the inward values that determine outward actions	
ATTENTIVENESS Showing the worth of a person or task by giving my undivided concentration	
CAUTIOUSNESS Knowing the importance of right timing in accomplishing right actions	
COMPASSION Investing whatever is necessary to heal the hurts of others	
CREATIVITY Approaching a need, a task, or an idea from a new perspective	
DECISIVENESS The ability to recognize key factors and finalize difficult decisions	
DEPENDABILITY Fulfilling what I consented to do, even if it means unexpected sacrifice	
DETERMINATION Purposing to accomplish right goals at the right time, regardless of the opposition	
DILIGENCE Investing all my energy to complete the tasks assigned to me	
DISCRETION Recognizing and avoiding words, actions, and attitudes that could bring undesirable consequences	
ENTHUSIASM Expressing joy in each task as I give it my best effort	
FLEXIBILITY Willingness to change plans or ideas without getting upset	
FORGIVENESS Clearing the record of those who have wronged me and not holding a grudge	
HUMILITY Acknowledging that achievement results from the investment of others in my life	
INITIATIVE Recognizing and doing what needs to be done before I am asked to do it	
JOYFULNESS Maintaining a good attitude, even when faced with unpleasant conditions	
LOYALTY Using difficult times to demonstrate my commitment to those I serve	
ORDERLINESS Arranging myself and my surroundings to achieve greater efficiency	
PATIENCE Accepting a difficult situation without giving a deadline to remove it	
PUNCTUALITY Showing esteem for others by doing the right thing at the right time	
RESOURCEFULNESS Making wise use of what others might overlook or discard	
RESPONSIBILITY Knowing and doing what is expected of me	
SELF-CONTROL Rejecting wrong desires and doing what is right	
SENSITIVITY Using my senses to perceive the true attitudes and emotions of others	
THOROUGHNESS Knowing what factors will diminish the effectiveness of my work or words, if neglected	
TRUTHFULNESS Earning future trust by accurately reporting past facts	

Supervisor Roadmap

Reference 10.2: Suggested Reading

Suggested Reading	Date
Building Relationships	
"The 21 Irrefutable Laws of Leadership" by John Maxwell	
"The Charge" by Brendon Bouchard	
"Credibility: How Leaders Gain and Lose it" by Kouzes and Posner	
"How to Win Friends and Influence People" by Dale Carnegie	
"The Leadership Challenge" by James Kouzes and Barry Posner	
"The Leaders Handbook" by Peter Scholtes	
"One Minute Manager" book series by Ken Blanchard	
"Raving Fans" by Ken Blanchard and Sheldon Bowles	
"Seven habits of highly effective People" by Stephen Covey	
"A Soldier's Way" by Colin Powell	
"Start with Why" by Simon Sinek	
Strategic Planning	
"The Effective Executive" by Peter Drucker	
"The Hard Thing about Hard Things - Building a Business When there are no Easy Answers" by Ben Horowitz	
"The Innovator's Dilemma-When New Technologies Cause Great Firms to Fail" by Clayton Christensen	
"Management by Objectives" by George Morrissey	
"Out of the Crisis" by W. Edwards Deming	
"The Systems Approach" by C. West Churchman	

Many of these authors have more than one book suitable for reading.