

Certificate in Local Government Supervisory Development



College of Continuing Education

Why a Development Program for Local Government Supervisors?

Often times, good workers are promoted to the level of Supervisor after achieving a level of success in line duties, particularly in public works, recreation, and finance. With the new title come new responsibilities - for managing people, planning budgets and coordinating and communicating with other departments. It is our belief, that a strong development program for these supervisors is needed. This program would provide a good understanding of the local government environment and would develop the management skills and context required for high level performance as a supervisor and future manager.

The objectives of this Certificate Program are to develop supervisors who can solve problems before they escalate, who can relate well to other staff and to the public, who have a renewed sense of public service, who will be equipped to assume greater responsibility, and who will be able to participate as an effective team member within and beyond their primary unit or work location.

Do you want to develop your supervisory skills?

Participation in this program will help you develop the supervisory fundamentals you need to excel in the Local Government context. Coordinating people and tasks requires a specific skill set. Success in the context of Local Government requires a broad understanding of the roles, relationships and structures unique to this environment. This Certificate program will provide a balanced approach to these two requirements. This program is designed with the following audiences in mind:

- Newly appointed supervisors or middle managers who have limited formal training in the fundamentals of management.
- Middle managers or supervisors that are new to the local government context or who require a refresher to keep their skills updated

This program will:

- Develop the skill set that will help you work with and through others
- Help you transition from a strong team player to a strong team leader

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- Develop competence in the essential roles and functions of a supervisor
- Provide the context you require to navigate yourself and your team through the Local Government environment

Fees

The Certificate program fee is \$2950 and is tax-free. This fee includes all sessions, materials, and access to the Blackboard Learning Space. If you withdraw from the course, there will be a refund less a 25% withdrawal charge, provided you withdraw one week prior to the beginning of the program. If you withdraw after that time, there will be a 75% withdrawal fee.

Program Structure

This program will require the completion of online discussions, reading and a group assignment in addition to attendance at all workshops. Participants should be prepared to spend approximately 100 hours completing this Certificate program through a combination of reading (10 hours), assignments (30 hours), group work (10 hours) and workshop attendance (50 hours). Students will be assessed on written assignments, online discussions and a final group project and presentation. Graduates will be awarded a Dalhousie University Certificate from the College of Continuing Education.

Specific dates will be developed in consultation with participants. Workshops will begin mid-October and Certificates will be granted in May of 2011 at a graduation event.

Orientation

This evening is intended to orient participants to the Program, the instructors, the online platform and each other. Dinner will be provided and materials will be distributed. All instructors will attend, introduce themselves and their workshop and join the participants for dinner.

Day 1 Local Government Law and Finance

Supervisors may be required to participate in the budget process and will certainly need to be sensitive to budget issues. A focus of this workshop is the budget process and understanding the elements of a budget in a public sector context. The course examines the costs of service delivery, the elements of alternative service delivery, and how to monitor service delivery performance. It will also introduce some techniques used for long term decision-making. This workshop will provide an introduction to the law effecting municipalities. It will deepen students' understanding of the legal concepts, systems and

practices associated with local government.

Day 2 Local Government Roles and Relationships

In order to be effective as team leaders, supervisors need to understand the various roles and relationships in the municipal administration. This workshop will help participants understand the differences between municipal administration and other forms of governments, the organizational structure of municipal governments and how it impacts service delivery and the relationships between citizens, citizen groups and local government.

- Outline the appropriate roles and responsibilities of council and staff
- Describe two different structures for municipal government and understand the implication for council and staff relationships
- Understand the relationship between structure and services
- Appreciate the role of citizens and citizen groups within the municipality
- Appreciate how decisions are made in a political environment

Days 3 and 4 Coaching and Managing Performance

How can you get the best out of those you manage and lead? Coaching those that you manage is an effective, powerful and satisfying approach. You will be introduced to basic coaching models, giving and receiving feedback, as well as coaching tips and tools. In this workshop, you will also explore implementing a realistic performance management approach that will help ensure that employees are both content and productive.

- The difference between coaching and counseling employees
- Achieving employee effort through the use of sound coaching skills
- Providing effective and constructive feedback
- To manage performance by setting agreed and achievable targets and keeping staff fully informed of their progress

Day 5 Conflict resolution

As a supervisor you are often called upon to intervene in the conflict of your staff and will also experience conflicts with staff, colleagues and citizens. There are times when it is essential that you intervene. There are also times when you might limit your role to that of a counselor, as there is a benefit in educating, supporting and encouraging staff to confidently handle their own problems. In this workshop you will gain insight into managing conflict and will also learn how to coach and counsel your staff in response to workplace conflict.

Participants will build on their understanding of conflict and problem solving as you work through scenarios, group discussion and role plays.

- Demonstrate common sources of conflict and crises and help you avoid and manage both
- Understanding the reasons for conflict and confrontation with employees
- Recognizing and understanding the various conflict management styles and their appropriate application
- Confronting employees in a fair, but firm manner, while still maintaining a professional relationship
- Identify the opportunities presented by conflict situations, and manage these situations to enhance creativity and problem resolution

Day 6 Management and Leadership skills

The last workshop of the program will introduce participants to some of the key concepts that will help you improve your performance in fulfilling your responsibilities as a team leader. This workshop will deal with essential management and personal leadership skills that can help transform a team member into a supervisor and a supervisor into a manager.

- Learn how to motivate employees
- Increase your personal effectiveness by setting goals and managing your time
- Assess and understand your personal leadership style and increase your influence within the organization
- Build better teams and learn how teams function under stress

Day 7 – Final Project Presentations

Students will be required to complete a group assignment and will use the Blackboard course space for managing their group assignment. The objective of this form of assessment is to draw on lessons learned in teamwork, presentation skills, time management etc.

Topics could include best practices in:

- succession planning
- retention program
- health and safety
- interview and candidate selection