



LAKELAND CITY UNIVERSITY

Courses and Competencies

1. New Supervisor – Level I: (e.g., Lead Lineman, Foreman, FD Lieutenant, PD Sergeant, coordinator, team leader, and any other front-line supervisor position)

A. New Supervisor Orientation – This class will highlight the supervisor’s responsibility for particular City policies, general supervisory responsibilities, ethics, and city wide departments and their roles (e.g., Civil Service, Employee Relations, Risk Management).

Mandatory for all new supervisors.

Time: 4 hours; **Instructors:** Barger, Hacker, or Chisholm

Competencies: Managing People; Judgment

B. Building Positive Employee Relations – This course covers employment law basics, unions, and best supervisory practices for developing and guiding our work force.

Mandatory for all supervisors.

Time: 3 hours; **Instructor:** Chisholm

Competencies: Managing People; Judgment; Professionalism

D. Legal aspects of Interviewing and Hiring – Covers the legal “dos and don’ts” of interviewing and hiring. Mandatory for anyone who is responsible for hiring.

Time: 4 hours; **Instructor:** Barger

Competencies: Professionalism; Judgment; Managing People; Oral communication

E. Performance Shaping and Documentation – This class will cover performance management issues of shaping and reinforcing employee behavior, development of performance goals and action plans, and basic elements of good documentation.

Time: 4 hours; **Instructor:** Chisholm

Competencies: Performance Coaching; Managing People, Motivation; Problem Solving

F. Myers-Briggs Type Inventory & Interpersonal Skills Management – This course provides students with information about their personality type and how to better self-manage when working with others.

Time: 2 classes of 4 hours each; **Instructor:** Chisholm

Competencies: Interpersonal Skills; Teamwork; Diversity; Managing People.

G. Situational Front-line Leadership – This is the new Situational Leadership series (formerly Enhancing Leadership Performance) developed by Ken Blanchard and Associates, that uses the “Situational Leadership” process in order to help supervisors to develop their direct reports for optimum performance and satisfaction.

Time: 4 class meetings of 4 hours each; **Instructor:** Barger

Competencies: Adaptability; Managing people; Leadership; Interpersonal Skills

H. Introduction to Budgeting and Finance – In this course the basic principals of establishing and managing a departmental budget will be covered. Timelines within the city’s fiscal year, and factors relating to the budgetary process will be reviewed.

Time: 2 hours; **Instructor:** Ramirez

Competencies: Cost Consciousness; Planning/Organizing; Project Management

I. Coaching for Performance Improvement –This course will provide supervisors with a valuable tool for motivating, guiding, and correcting employee behavior whether their methods are based on the Disciplinary Policy or on Positive Direction. During this course we will look at the skills needed by the supervisor, and fundamental steps of good coaching.

Time: 3 hours; **Instructor:** Chisholm

Competencies: Performance Coaching; Motivation; Managing People; Interpersonal skills

J. Ethics in the Workplace for Supervisors – Training in the first tier will include the motivations for unethical behavior, supervisory responsibilities, resource conservation and allocation, and employee equity issues.

Time: 2 hours; **Instructor:** Gerhart

Competencies: Ethics: Business Ethics; Leadership; Quality; Judgment

2. Mid-level Supervisor Training Level II: (supervisor, PD Lieutenant, and any other supervisor of someone who supervises others)

A. Stress Management – Information on the affects of stress on the mind and body and tips for managing it effectively. This will also cover simple counseling tips for supervisors who may need to address stress management concerns with their employees.

Time: 2 hours, plus 30 minute CD; **Instructor:** Chisholm

Competencies: Adaptability; Managing People; Safety and Security

B. Process Improvement Workshop – Designed to assist each Director, Manager and Supervisor in defining their current “as is” processes and analyzing them to determine opportunities for improved efficiencies and cost reductions.

Time: 2 hours; **Instructor:** Bell

Competencies: Planning/Organization; Project Management; Quality Management; Problem Solving; Quantity.

C. Communication Effectiveness - Including listening skills, giving and receiving, feedback, performance coaching, providing positive recognition, e-mail etiquette, and communication flexibility (between direct reports and own supervisor).

Time: 4 hours; **Instructor:** Chisholm

Competencies: Oral Communication; Written Communication; Interpersonal Skills

D. Goal Setting and Performance Measurement – Content of this course covers development of quality and productivity goals and development of measurement tools and processes to track performance.

Time: 3 hours; **Instructor:** Hacker

Competencies: Planning/Organization; Project Management; Quality Management; Teamwork; Quantity

E. Team Leading and Building – Development of high functioning work teams is the focus of this class. It will include strategies and tasks to help clarify roles and responsibilities, and to define team processes.

Time: 4 hours; **Instructor:** Chisholm

Competencies: Teamwork; Leadership; Managing People; Interpersonal skills

F. Ethics in the Workplace for Mid-level Managers – An examination of the ethical issues, situations, and considerations that public servants may face in their job. A review of the City’s policy on ethics and the motivations for unethical behavior will be covered. Discussion will explore alternate courses of action for the principals and the consequences of unethical decisions on the organization and the culture.

Time: 2 hours; **Instructor:** Gerhart

Competencies: Ethics: Business Ethics; Leadership; Quality; Judgment

G. Meetings, decision making, and problem solving strategies – This course provides information on leading effective working meetings, aspects involved in responsible decision making, and strategies to aid problem solving skills.

Time: 3 hours; **Instructor:** Chisholm

Competencies: Planning/Organization; Teamwork; Problem Solving; Leadership

H. Best Practices in Interviewing and Hiring – This course will go into more detail regarding the importance of designing an interviewing and hiring process that will enable the organization to hire talent which presents a “best fit” for the organization. Behavioral interviewing and other hiring tasks will be covered.

Time: 4 hours; **Instructor:** Barger

Competencies: Professionalism; Judgment; Managing People

3. Supervisor Leadership Training Level III: (Manager, Division Head, FD Shift Commander, Superintendent, PD Captain, position level)

A. Sterling Criteria Overview – The criteria include seven categories of questions about how we manage and do work in our organization, how we connect that work to priorities, and how we continually monitor and modify our organization to improve it. Participants will complete a survey on our organization and we will discuss the results, implications and possible actions.

Time: 2 hours; **Instructor:** Hacker

Competencies: Leadership; Visionary Leadership; Quality Management; Quality; Innovation.

B. Conflict Management and Dispute Resolution – This course covers strategies to managing conflict and recognizing our own natural conflict styles in order to apply the right approach to a situation. It also includes steps used in mediating employee conflicts as well as steps within dispute resolution.

Time: 2 hours; **Instructor:** Brooks

Competencies: Managing People; Oral Communication; Problem Solving

C. Strategic Planning – This course covers the process of strategic planning and helps the participants identify long term and short term outcomes and out-puts, develop goals toward achieving the outcomes, and action plans for identification of goal-focused tasks.

Instructor: Hacker & TBD

Competencies: Planning/Organization; Innovation; Leadership; Change Management

D. Business and Professional Writing – Managers are often required to provide reports used both internally and externally in the execution of City business. Frequently the report is judged based on the merits of the writing in terms of communication effectiveness and mechanics, rather than on the ideas, plans, and performance of the work group expressed!

Instructor: TBD

Competencies: Written Communication; Professionalism

E. Project Management – A basic course in Microsoft Project which helps the supervisor to identify a project's critical path and to organize resources, tasks and links within the project to assure meeting timelines and budgets.

Instructor: Sartain.

Competencies: Project Management; Planning/Organization; Managing People

F. Giving Professional Presentations – This course uses PowerPoint as a tool in aiding the manager in giving presentations. Essential presentation skills and practices will also be covered in this class.

Time: 4 course meetings including lab and student presentations.

Instructors: Barger & Chisholm

Competencies: Oral Communication; Professionalism

G. Ethics in the Workplace for Managers – Training in the third tier will include the motivations for unethical behavior, organizational ethics, the social responsibilities of a municipal government, and legal issues.

Time: 2 hours; Instructor: Gerhart & Craig

Competencies: Ethics: Business Ethics; Leadership; Quality; Judgment

4. Director Leadership Training Level IV; (Director, Assistant Director, position level)

Level 1: Management of Individual Performance: This level is an introduction to contemporary management, emphasizing leadership style, personal style, and managing individuals.

Topics: The Leadership Transformation, Leadership, Delegation, Motivation, Performance Feedback, Goal-Setting, Coaching and Counseling

Competencies: People Management; Leadership; Performance Coaching; Communication

Level 2: Management of Group Performance: This level expands the scope to groups and teams, with an emphasis on developing productive work groups and teams.

Topics: What People Bring To Groups, Working In Groups, Conflict in Groups, False Consensus, Problem-Solving and Decision-Making, Team Leadership, and Process

Improvement Teams.

Competencies: Teamwork; Problem solving; Leadership

Level 3: Management of Organizational Performance: The level focuses on improving productivity and quality through measurement, analysis, the Sterling process, communication, information technology and project management.

Topics: Productivity and Quality in Public Management, Analysis for Productivity and Quality, Organizational Communication and Information Technology, the Sterling Challenge, and Project Management.

Competencies: Project Management; Quality; Quality Management; Analytical

Level 4: Managing Organizational Effectiveness: Participants explore complex organizational issues such as power, ethics, organizational change, and the fit between individual values and organizational climate.

Topics: Gaining and Extending Power in the Organization, Ethics and the Responsible use of Power, Integrating the Individual and the Organization, and Organizational Change.

Competencies: Ethics; Business Ethics; Leadership; Change Management

Level 5: Social Change And Its Impact On Public Management: This level focuses on social change and how public managers must adapt to the challenges of the 21st Century.

Topics: Social Change and its Impact on Public Management, Strategic Planning and Budgeting, Organizational Design, and Organizational Dynamics.

Competencies: Change Management; Leadership; Planning/Organization

Level 6: A Systems Focus: This is an introduction to the systems approach to management. Students examine two applications of systems theory- behavior modification and organizational development.

Topics: The Systems Approach, Systems Analysis and Modeling, and Systems Applications: Behavior Modification and Organizational Development.

Competencies: Problem Solving; Analytical; Quality Management; Motivation

Level 7: Policy Perspectives: This is a seminar that examines how public organizations make policy and the skills of reasoned argument and critique. Participants develop their own policy arguments and rebuttals.

Competencies: Leadership; Communication; Judgment; Professionalism

Level 8: Contemporary Issues In Public Management: This is the CPM graduation level, held once a year. Nationally-known guest speakers present seminars on contemporary issues affecting government and management. The final day includes the graduation ceremony and a closing luncheon.