

UNIT 1. SUPERVISORY TECHNIQUES AND SKILLS

- 1.1 Role of the Supervisor
 - Understand roles and responsibilities of supervisors
 - Understand how roles change when an employee becomes a supervisor
 - Understand a supervisor's responsibility for the team
 - Understand how to manage your boss

- 1.2 Selecting New Employees
 - Understand the authority you have to hire employees
 - Understand how to interview people to select the ones you want
 - Understand different ways of getting good people to work for you

- 1.3 Training New Employees
 - Understand how to determine the job skills your employees need
 - Understand how to assess employee capabilities
 - Understand how to train people to improve their performance
 - Know the types of training available for your employees
 - Understand how to create a training program

- 1.4 Motivating Employees
 - Understand the basics of human behavior
 - Be able to analyze strengths and weaknesses of your employees
 - Understand various theories of motivating/inspiring employees
 - Understand how to motivate your employees

- 1.5 Problem Employees
 - Be able to recognize substandard performance
 - Understand your responsibility to improve performance
 - Understand options for working with problem employees
 - Understand the use of progressive discipline
 - Know how to manage a discipline meeting

- 1.6 Performance Feedback
 - Understand how to establish performance expectations
 - Understand the use of employee evaluation
 - Know how to give positive and corrective feedback

- 1.7 Managing Workplace Stress
 - Understand causes and results of stress
 - Understand how to reduce stress in your life

- 1.8 Time Management
 - Know how to manage your time by focusing on what's important
 - Understand roadblocks to effective use of time
 - Understand how to prioritize and delegate activities

- 1.9 Conflict Management
 - Understand how to get to the root of the conflict (investigate)
 - Know what tools/resources are available to resolve conflicts
 - Know how to negotiate an acceptable resolution at the lowest level
 - Understand the importance of following up on the resolution

- 1.1 Organizational Culture
 - Understand the concept of organizational culture
 - Understand your work unit's culture
 - Understand how to modify organizational culture to improve results

- 1.11 Workplace Safety
 - Understand your responsibilities for working safely
 - Be familiar with laws and regulations governing workplace safety
 - Understand how make safety part of your organizational culture

- 1.12 Effective Crew Scheduling
 - Understand workload planning
 - Understand how to prioritize and assign work
 - Understand how to measure results
 - Understand how to provide feedback to your crew

- 1.13 Labor Management Relations
 - Understand the role of labor organizations
 - Understand requirements of your state and local labor laws
 - Understand the role of collective bargaining agreements
 - Understand the "meet and confer" process
 - Understand the importance of consistency in working with labor organizations

UNIT 2: BASIC MANAGEMENT SKILLS

- 2.1 Basic Management Skills
 - Understand planning/organizing/directing/controlling

- 2.2 Delegation and Empowerment of Employees
 - Understand different ways of delegating tasks
 - Understand how to empower employees
 - Understand the essential difference between delegation & empowerment

- 2.3 Understanding Line-Staff Roles and Relationships
 - Understand the difference between line and staff responsibilities

- 2.4 Basic Organizational Design [in Blue Book?]
 - Understand basic concepts of organizational design
 - Understand when to use functional, project or matrix organizations
 - Understand span of control issues
 - Understand human factors in organizational design

- 2.5 Introduction to Public Works Process
 - Understand how PW facilities are planned, created and managed
 - Know the disciplines needed to produce and maintain public works

- 2.6 Information and Records Management [*in Blue Book?*]
 - Understand requirements for maintaining public records
 - Understand the concepts behind "Sunshine Laws"
 - Understand use of Geographic Information Systems (GIS)
 - Understand the impact of new technology on records management

- 2.7 Creating Action Plans
 - Understand how to develop Action Plans
- 2.8 Maintenance Management Systems (MMS)
 - Understand how to measure work
 - Understand difference between MMS and asset management
 - Know how to use MMS to plan and document work
- 2.9 Negotiation Skills
 - Understand how to prepare for negotiation
 - Understand negotiating styles
 - Understand how power, time and information affect negotiations
 - Understand how to conduct collaborative negotiations

UNIT 3: COMMUNICATIONS SKILLS

- 3.1 Conducting Effective Meetings
 - Understand the different types and sizes of meetings
 - Understand the steps required to lead an effective meeting
 - Understand your responsibilities when attending a meeting
 - Understand how to prepare for and conduct difficult meetings
- 3.2 Formal and Informal Business Communication
 - Understand the concept of "active listening"
 - Understand the differences between communicating up, down and sideways
 - Understand how to issue directives
 - Understand email etiquette
- 3.3 Business Letters
 - Understand how to write a clear business letter
- 3.4 Report Writing
 - Understand how to write a good technical report
- 3.5 Presentation Skills
 - Understand how to make informal presentations
 - Understand how to make a formal presentation
- 3.6 Understanding Generational Differences
 - Understand the needs and expectations of each generation
 - Understand how motivation differs from generation to generation

UNIT 4: LEADERSHIP SKILLS

- 4.1 Leadership Core Competencies
 - Be familiar with APWA's Core Competencies of PW Leaders
- 4.2 Leadership Styles
 - Understand the difference between managing and leading
 - Understand the strengths and weaknesses of different styles of leadership

Understand situational leadership

4.3 Team Development

Understand the basic concepts of teamwork

Understand why teams succeed or fail

Understand the need for team training

4.4 Ethics

Understand the difference between illegal actions and unethical ones

Be able to recognize and cope with ethical dilemmas

Be familiar with APWA's Standards of Professional Conduct

4.5 Defining Excellence

Be familiar with concepts from "In Search of Excellence"

Understand the concept of "high performance organizations"

4.6 Developing a Personal Leadership Strategy

Know the strengths and weaknesses of your personality type

Understand your preferred leadership style

4.7 Embracing and Executing Change

Understand when change is necessary

Understand how to implement change

Understand what to do when you disagree with the change

4.8 Creating a Learning Organization

Understand the concept of a "Learning Organization"

Understand the five principles behind a "Learning Organization"

Understand what it takes to transform to a "Learning Organization"

UNIT 5: COMMUNITY SERVICE/CUSTOMER ORIENTATION SKILLS

5.1 Customer Service

Understand different models of customer service

Understand the elements of good customer service

Understand how to diffuse a difficult customer interaction

Understand how to create a customer service driven organization

5.2 Dealing with Internal and External Customers

Understand how to work with other Departments

Understand how to work with your Council

Understand how to work with external departments

5.3 Community Diversity and Service

Understand cultural differences within your community

Understand how to work with diverse customers

5.4 Public Relations

Understand the importance of communicating directly with the public

Understand how to develop "Friends of Public Works"

5.5 Media Relations

- Understand what media need and want
- Know how to get your message out
- Be able to control media interviews
- Understand use of media in an emergency

5.6 Social Media

- Understand the different types of social media
- Understand how to use social media to communicate with the public

UNIT 6: IMPACT OF LAW ON PUBLIC WORKS

6.1 General Legal Issues

- Understand key legal areas affecting PW operations
- Understand how to work with your City Attorney

6.2 Employment Law

- Understand laws impacting PW employees
- Understand actions that will get you fired

6.3 Liability and Public Works

- Understand the difference between individual and gov't employee actions
- Understand the extent of your immunity and personal liability
- Understand the concept of design immunity

UNIT 7: FUNDAMENTALS OF GOVERNMENT

7.1 Historical Foundation/Value of Public Works

- Understand the importance of Public Works to civilization
- Understand how Public Works has evolved over time

7.2 Forms and Functions of Local Governments

- Understand the role of Public Works within state and local jurisdictions

7.3 The Regulatory Process

- Understand how laws are turned into rules and regulations
- Understand how to influence the regulatory process
- Understand your role as a regulator

7.4 Roles of Local, State, and Federal Legislative-Executive Bodies

- Understand the roles of federal/state/local legislative and executive bodies

7.5 How Public Works Fits Into Local Government

- Understand the role of Public Works in your municipality
- Understand the role of a Public Works official

UNIT 8: FINANCE

8.1 Finance and Budgeting

- Understand budgeting of operations and maintenance activities
- Understand capital improvement budgeting

- Understand your municipality's budget process
- Be able to compete for resources with other agencies
- Understand the importance of expenditure tracking

8.2 Alternative Funding Strategies

- Understand Public Works revenue sources
- Understand how to successfully compete for grant funding
- Be familiar with other approaches to obtain resources

8.3 Asset Management

- Understand the concept of asset management
- Understand how to inventory and assess the condition of your assets
- Understand the concept of Levels of Service
- Understand the impact of levels of funding on Level of Service

8.4 Purchasing/Inventory Management

- Understand regulations governing procurement of goods and service
- Understand how to work with your purchasing agent
- Understand how to manage inventory

UNIT 9: RESOURCE MANAGEMENT SKILLS

9.1 Creative Decision Making

- Understand how decisions are made
- Know the roadblocks to good decision making
- Understand how decision making style affects decisions

9.2 Basic Project Management

- Understand importance of defining projects
- Understand ways to organize to deliver projects
- Understand how to manage scope/cost/time/quality
- Describe characteristics of good project managers

9.3 Contracting/Bidding

- Understand rules for obtaining construction services
- Understand the public bidding process
- Understand rules for federally funded contracts
- Understand key elements of construction contracts
- Understand key elements of construction management

9.4 Consultant Management

- Understand rules for obtaining consultant services
- Understand the RFP/RFQ process
- Understand key elements of consultant contracts
- Understand key elements of consultant management
- Be familiar with APWA's "Red Book" on qualification based selection

9.5 Organizational Self-Assessment

- Understand the importance of periodic organizational assessment
- Understand availability of assessments from outside agencies

9.6 APWA Accreditation

Be familiar with APWA's organizational accreditation process

UNIT 10: OVERVIEW OF PUBLIC WORKS OPERATIONS

- 10.1 Transportation
 - Understand the role and functions of traffic engineering
 - Be familiar with best practices in transportation management*
 - Be able to describe emerging trends in transportation

- 10.2 Right-of-Way Management
 - Understand how to maintain municipal streets
 - Be familiar with best practices in right-of-way management*
 - Be able to describe emerging trends in right-of-way management

- 10.3 Solid Waste
 - Understand solid waste collection and disposal
 - Be familiar with best practices in solid waste management*
 - Understand the concepts behind reduce/reuse/recycle
 - Be able to describe emerging trends in solid waste management

- 10.4 Emergency Management
 - Understand the role of Public Works in emergency planning, response and recovery
 - Be familiar with best practices in emergency management*
 - Be able to develop and implement the PW portion of an emergency response plan
 - Understand the National Incident Command System (ICS)
 - Be able to describe emerging trends in emergency management

- 10.5 Facilities and Grounds
 - Understand how to manage facilities and grounds
 - Be familiar with best practices in management of facilities and grounds*
 - Be able to describe emerging trends in management of facilities and grounds

- 10.6 Potable Water
 - Understand how to operate and maintain a water treatment and distribution system
 - Be familiar with best practices in potable water management*
 - Be able to describe emerging trends in potable water management

- 10.7 Wastewater
 - Understand how to operate and maintain a wastewater collection and treatment system
 - Be familiar with best practices in wastewater management*
 - Be able to describe emerging trends in wastewater management

- 10.8 Storm Water/Flood Management
 - Understand how to operate and maintain a storm water collection system
 - Be familiar with best practices in storm water and flood management*
 - Be able to describe emerging trends in storm water management

- 10.9 Engineering and Technology
 - Understand the roles and responsibilities of engineering organizations
 - Be familiar with best practices in management of engineering and technology*
 - Be able to describe emerging trends in management of engineering and technology

- 10.10 Equipment and Fleet Management
 - Understand how to operate and maintain a municipal fleet
 - Be familiar with best practices in fleet and equipment management*
 - Be able to describe emerging trends in fleet and equipment management

* These subjects are discussed in APWA's "Public Works Management Practices Manual"

UNIT 11. CREATING THE FUTURE

- 11.1 Strategic Planning
 - Understand the need for long range planning within Public Works
 - Understand how to think strategically withing Public Works
 - Understand how to perform a SWOT analysis
 - Understand how to develop mission and vision statements
 - Understand how to implement strategic plans
- 11.2 Policy Development and Implementation
 - Understand how policies developed by others affect Public Works
 - Understand how to influence development of policies by others
 - Understand how to develop policies for your own department
- 11.3 Creating and Growing Sustainable Communities
 - Understand the concept of sustainability
 - Understand Public Works' role in creating sustainable communities
 - Be familiar with the role of the Institute for Sustainability
- 11.4 Leveraging Resources With Other Entities
 - Understand how resource sharing can lower costs
 - Understand advantages and disadvantages of consolidation
 - Understand use of volunteers to improve PW operation and maintenance
- 11.5 Systems Thinking Within Public Works
 - Understand the concept of "systems thinking"
 - Be able to identify ways changing processes can improve PW
- 11.6 Data Based Decision Making In Public Works
 - Understand how to use data to improve Public Works systems
 - Understand the importance of measuring work
 - Understand how to get "buy-in" to work measurement from employees
 - Understand how data based management can improve performance
- 11.7 Succession Planning
 - Understand the importance of succession planning
 - Be able to develop a plan for training your subordinates