



# Successful Supervision December 2023 Click, Listen & Learn

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# Learning Objectives

- 1** Identify the five essential functions of supervision
- 2** Examine one's own supervision skills for deficiencies to be remedied
- 3** Use the five essential functions of supervision to improve one's own supervision abilities in their workplace

# Introduction

- **LEADERS** inspire the best collective efforts from people....
- **MANAGERS** improve an organization to be the best it can be....
- **SUPERVISORS** impact employee productivity, satisfaction and engagement ....

# LEARNING LEADERSHIP

1

## MODEL THE WAY

- Create value.
- Know yourself and your beliefs.
- "Walk the talk."
- Be authentic with good personal character.
- Be an example to others.
- Have and instill ethical conduct.

2

## INSPIRE A SHARED VISION

- Envision the future with positive possibilities.
- Develop a strategic plan.
- Outline both a transparent and consistent vision.
- Ensure accountability.
- Enlist others to be involved.

3

## CHALLENGE THE PROCESS

- Ask questions and search for opportunities.
- Continually review processes.
- Use data-driven decisions.
- Innovate, experiment, and take a risk to continually improve.
- Learn from mistakes and apply what you learned.

4

## ENABLE OTHERS TO ACT

- Foster collaborations with team and others, creating trust and commitment.
- Grow, facilitate and strengthen others.
- Empower others.
- Create a diverse organization.
- Create a succession plan.
- Develop leaders and followers.

5

## ENCOURAGE THE HEART

- Recognize and appreciate others.
- Expect the best and outline it.
- Develop full community engagement.
- Allow all to have a say in self-determination.
- Establish measures of success.
- Invest in staff and stay involved.
- Create and have concern for all.

## INSPIRING THE BEST COLLECTIVE EFFORT FROM INDIVIDUALS

The American Public Works Association (APWA) encourages the public works community, its professionals, practitioners, policymakers, and decision-makers to demonstrate an extraordinary way to lead.

Leadership is the ability of an individual or a group of individuals to influence and guide followers, creating positive change within an organization, cause, or community.

The APWA Leadership & Management Committee encourages public works professionals to adopt five leadership characteristics as they work to improve the quality of life for all.

## TOP CHARACTERISTICS OF ADMIRABLE LEADERS



Kouzes, J. M., & Posner, Z. (2017). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (3rd ed.). Hoboken, New Jersey: John Wiley & Sons, Inc.

APWA

# MASTERING MANAGEMENT

## IMPROVING AN ORGANIZATION TO BE THE BEST IT CAN BE

The American Public Works Association (APWA) and the Leadership & Management Committee encourage all organizations to manage their organizations, programs, and/or projects at optimal levels by adopting these five management functions to ensure successful work.

Management is the process of planning, organizing, scheduling/delegating, controlling/improving, and staffing an organization, program, and/or project to accomplish a desired goal or task.

## ORGANIZING

- Developing organizational structure and authority.
- Providing adequate resources (people, equipment, finances, materials, etc.)
- Establishing project resource needs/confirming budget allocation
- Contract management
- Technology integration

## CONTROLLING/IMPROVING

- Internal policy review and implementation
- Goal setting and performance measurements
- Managing information/records
- Decision-making/problem-solving
- Safety protocols

## PLANNING

- Developing policies, guidelines, and standards
- Budgeting and accountability
- Establishing levels of service
- Organizing mission, vision, goals, and course of action
- Stakeholder involvement (internal/external), communication

## SCHEDULING/DELEGATING

- Providing direction
- Deadline expectations
- Time management
- Assigning work and/or tasks
- Progress reporting/updates

## STAFFING

- Mentoring, developing, training, communication, and succession planning
- Managing the workplace
- Hiring, onboarding, and retaining
- Building diversity
- Ethics, due diligence, and professionalism



APWA

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CLICK, LISTEN & LEARN

# SUCCESSFUL SUPERVISION

## IMPACTING EMPLOYEE PRODUCTIVITY, SATISFACTION, AND ENGAGEMENT

American Public Works Association (APWA) and the Leadership and Management Committee encourage all supervisors to adopt these five supervisory functions to ensure employees are equipped and supported to best perform their jobs.



# WORKFORCE ENGAGEMENT

(ONE-TO-ONE SUPERVISION)

- Recruitment
- Employee development
- Performance management and documentation
- Motivating and retaining

# Workforce Engagement



**Engagement is the extent to which employees:**

- Feel enthusiastic about their job
- Committed to their employer
- Add discretionary effort to their work



# Workforce Engagement

## Recruitment

- Promote from within when applicable
- Review job description and advertise
  - List accurate duties
  - Advertise the perks
- Conduct interviews





# Workforce Engagement

## Onboarding

- Delegate or not?
- Prepare before their arrival
- Establish expectations
- Lay the foundation
- Follow up



# Workforce Engagement

## Employee Development

- Training is an investment in your people
- Develop a career development plan
- Give recognition

## Performance Management

- Set the expectations
- Check in routinely
- Work with individual strengths and weaknesses



# Workforce Engagement

## Motivating & Retaining

- Understand the motivators
- One size does not fit all
- Career growth is a motivator
- Allow opportunities for learning and exploration
- Delegate or stretch assignments



# 2

**ENFORCING  
STANDARDS/  
GUIDELINES  
AND POLICIES**

# Enforcing Standards / Guidelines & Policies

**Consistent enforcement assists supervisors to:**

- Provide clear direction on standards and policy
- Create a team culture with everyone operating similarly
- Build in safety and accountability

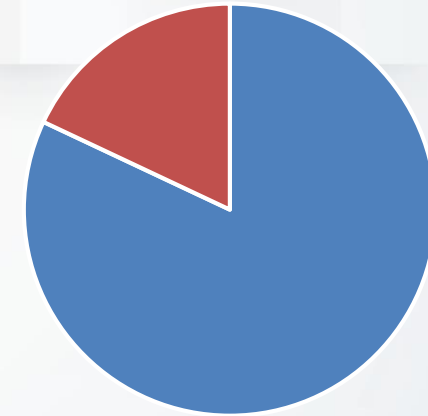


# Enforcing Standards / Guidelines & Policies

## Safety First!

- Safety vs. Compliance
- Training is the first step
- Provide the right tools
- Daily reminders

When is Safety First?



■ Always

■ Always but in Red



# Enforcing Standards / Guidelines & Policies

## Uniforms, Vehicles, and Equipment

- Uniforms & PPE
- Vehicle Safety & Maintenance are everyone's responsibility
- Equipment Care & Safety



# Enforcing Standards / Guidelines & Policies

## Quality Control

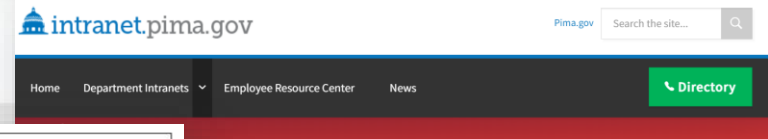
- Purpose
- QA versus QC
- Inspections



# Enforcing Standards / Guidelines & Policies

## Policies & Procedures

- Relevant, Timely & Clear
- Readily Available
- Set Expectations
- Train, Review & Enforce



**PIMA COUNTY TRANSPORTATION**

**STANDARD OPERATING POLICY AND PROCEDURE**

<b>Subject:</b> Use of County-issued Equipment and Reporting Possible Misuse	<b>Number:</b> 110.10	<b>Page:</b> 1 of 7	<b>Effective Date:</b> 7/6/2023
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**Approval:** Kathryn Skinner, P.E., Director *[Signature]*

**I. PURPOSE**

To provide guidance on:

- Defining County-issued equipment as Pima County property;
- Defining inappropriate use of Pima County property;
- Responsibilities for monitoring the proper use of County equipment and property; and
- Handling violations related to the misuse of County equipment and property.

**II. DEFINITIONS**

**COUNTY EQUIPMENT AS PROPERTY** – County-issued equipment, furniture, lockers, cabinets, desks, computers, telephones, cellular phones, tools, heavy equipment, machinery, and vehicles are Pima County property.

**MISUSE OF COUNTY EQUIPMENT AND PROPERTY** – An inappropriate or unauthorized manner of borrowing, lending, renting or using County equipment and property for personal benefit or gain.

**DEPARTMENT PERSONNEL REPRESENTATIVE (DPR)** – A member of the Department's Human Resources section with responsibilities that include personnel actions, facilitating mandatory training, and coordinating new hires, Commercial Driver's License (CDL) activities, physicals, driver safety/training, and leave benefits.

**HUMAN RESOURCES (HR)** – The Pima County Human Resources Department, with services that include Recruitment and Selection, Classification and Compensation, E-Verify, Personnel Records, Employment Rights, ADA Administration, FMLA Administration, Employee Benefits and Wellness, Management Training, Performance Management, HIPAA / Privacy Practices and Federal, State and local labor reporting.



# Enforcing Standards / Guidelines & Policies

**What to do when they are not followed?**

- Have a quick conversation
- Document, just the facts
- Have a difficult conversation

# DOCUMENTATION

# Documentation

## Document, Track & Monitor Conditions to provide:

- Tools to confirm the pre-existing state prior to work
- The ability to compare over time work quantity & quality
- Information that can help resolve discrepancies





# Documentation

## Daily/Weekly/Monthly Reporting

- Documenting is routine and boring...  
BUT it is the backbone to tracking progress
  - Leverage available tools
  - Make it easy for your employees
  - The right size for the problem
  - Where are reports stored
  - Consistency is critical

# Documentation

## Work Order Management

- What is Work Order Management?
  - Internal Service Requests
  - Preventative Maintenance
  - External Complaints/Repairs
- What is your organizational method?
  - High tech, Low tech, No tech
- Bottom Line – get the work done

# Documentation

## Tracking Materials & Inventory

- What are you tracking & why?
  - Backup Equipment
  - Everyday inventory for repairs
  - Bulk Materials
- How to track inventory...
  - Management Systems or home-grown databases

# Documentation

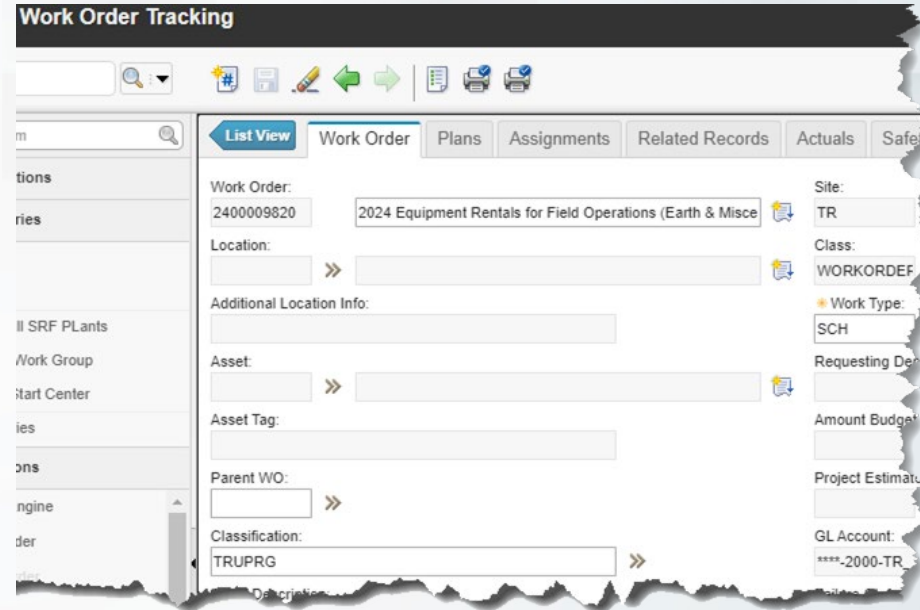
## Daily/Weekly/Monthly Reporting

- Documenting is routine and boring...  
BUT it is the best avenue to track progress
  - Leverage available tools
  - Make it easy for your employees
  - The right size for the problem
  - Where are reports stored
  - Consistency is critical
  - Regular reporting – not just special events

# Documentation

## Work Order Management

- What is Work Order Management?
  - Internal Service Requests
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- What is your organizational method?
  - High tech, Low tech, No tech
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The screenshot displays a web-based 'Work Order Tracking' application. The interface includes a top navigation bar with tabs for 'List View', 'Work Order', 'Plans', 'Assignments', 'Related Records', 'Actuals', and 'Safety'. A left sidebar contains a search bar and a list of categories: 'tions', 'ries', 'II SRF PLants', 'Work Group', 'Start Center', 'ies', 'ons', 'ngine', 'der', and 'cler'. The main content area shows a form for a specific work order. The 'Work Order' tab is active, displaying the following information: Work Order number 2400009820, Description '2024 Equipment Rentals for Field Operations (Earth & Misc)', Location (empty), Additional Location Info (empty), Asset (empty), Asset Tag (empty), Parent WO (empty), and Classification 'TRUPRG'. On the right side of the form, there are additional fields: Site 'TR', Class 'WORKORDEF', Work Type 'SCH', Requesting Department (empty), Amount Budget (empty), Project Estimate (empty), and GL Account '\*\*\*\*-2000-TR'. The interface is designed with a clean, professional look, using a color scheme of blues and greys.

# Documentation

## Tracking Materials & Inventory

- What are you tracking & why?
  - Backup Equipment
  - Everyday inventory for repairs
  - Bulk Materials
- How to track inventory...
  - Management Systems
  - home-grown databases






# Documentation

## Inspections

- What are you inspecting?  
What is the purpose?
  - Operational check on existing equipment or assets
  - Oversight of in-house construction in the field
  - Ensuring private construction doesn't impact public assets
  - Checking hired contractor work for compliance
- Does the type of inspection change how you document?
  - Yes! Use the right tool for the right purpose

 **SWP3 Inspection**

Summary						
Site Name:	Kino South Sports Complex - Phase 1 Development			Customer:	Haydon Building Corp	
Permit Number:	AZCN73371			Inspection Type:	Routine	
Permit Description:	Kino South Sports Complex - Phase 1 Development			Inspector:	Derek Pooler - Qualified Stormwater Compliance Inspector dpooler@TrinityGRN.com	
Inspection Date:	04/11/2019 10:30AM			Addtl Info:	Posting Notice Location: TBA SWP3 Location: TBA	
Project Type:	Commercial					
Inspection Notes:						

Weather	
Has there been any precipitation since the last inspection?	No
Approximate Amount (in):	
Storm Start Date:	Storm Duration (hrs):
Current Weather:	
Are there any discharges at the time of the inspection?	No
Do you suspect that discharges may have occurred since the last inspection?	No

Inspection Details						
#	Question	Status	Comments	Responsive Action	Date	Initials
General Compliance						
1	To the best of your knowledge, is the site in good standing with federal, state and local regulatory agencies?	Yes	Yes			
2	Is the Construction Permit Notice posted?	Yes	Posted at the entrance to the site			
3	Does the Construction Permit Notice list the location of the permits, SWP3, certifications, delegation letter and inspection reports?	Yes	Noted			
Site Conditions						
4	Are there any discharges of sediment or pollutants (fuel, concrete, waste/washout waters, stucco waste, portable toilet, trash, etc.) leaving site boundary or material storage areas?	NA	None noted at this time			
5	Does onsite de-watering activity utilize proper controls to minimize sediment before	NA	Not at this time			

# Assigning

- To assign means essentially two things:
  - Designate or set aside resources for a specific purpose
  - Allocate a job or duty to an individual or team



# Assigning

## People

- Organizational Chart
- Level of Authority
- Capacity / Availability
- Strengths and Weaknesses

## Equipment and Materials

- Availability
- Inventory
- Procurement

## Contracts / Vendors

- In-house versus outsource
- Depends on scope / capacity / resources

# Assigning



# How Do You Assign?

**Who:** Who is the person or team for the task?

**What:** What is the task?

**Where:** Where are we mobilizing?

**When:** When do we need it done?

**Why:** Why are we doing this?



# When and Where?

- Scheduling
- Workload Planning
- Resource Availability
- Safety
- Economical / Efficient
- Realistic Expectations





# Why?

- Prioritizing
- Routine or Emergency
- Political or High Visibility



# Who Do You Assign?

- Which person or crew is best suited?
- Providing Direction
  - Clear expectations with deadlines
  - Measure results
- Delegating
  - Suitable for delegation?
  - Appropriate workload
  - Train, Provide Resources, Support
- Provide Feedback





# WORKPLACE DYNAMICS

(ONE-TO-MANY SUPERVISION)

# Workplace Dynamics

The Dynamics is roughly defined as how a group works together.

- Environment
- Culture
- Workplace Stress
- Mission & Vision
- Labor Relations

# Environment

## Physical:

- Cleanliness
- Office Layout
- Comfortable Chairs
- Safety Protocols

## Non-Physical:

- Communications
- Leadership Styles
- Recognition
- Work-life balance

# Culture

Values, Beliefs, and Behaviors which shape the organization's identity.

Positive Cultures are a result of:

- Leading by Example
- Promoting Teamwork
- Continuous Learning and Development
- Promoting innovation and Creativity

# Workplace Stress

Stress at work is a common occurrence. People process it in different manners. A supervisor must:

- Be alert to signs of Stress
- Provide Resources and Support
- Be flexible
- Encourage time off utilization



# Mission and Vision

The Mission and Vision of an organization define where it is going, what it is doing, and why it is doing it.

## Vision:

- Pie in the Sky
- Unattainable
- Infinite Game

## Mission:

- Framework
- Nested to the Vision
- Can be specific

# Labor Relations

Management and the employees all want to have safe, successful, and accountable work environment.

Labor Relations is the process of defining:

- Pay Rates
- Benefits
- Discipline
- Reviews



# Any Questions?