

*Public Sector*

# **SUPERVISOR ACADEMY**

*Your opportunity to develop essential leadership and management skills*



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**Regional Training & Development  
Consortium For Public Agencies**

*A collaboration and partnership between  
local agencies*

### **Prior to session I:**

**Complete EQ-I inventory online**

### **Session I: Supervision and Leadership: Building Effective Working Relationships**

**Session Leader: Joanne Bond**

**Purpose:** Understand your own communication and interpersonal skills and utilize them to establish and strengthen positive working relationships with individuals and teams as a supervisor. Learn how your emotional intelligence impacts your ability to establish trust and credibility as a Supervisor Leader. Understand the characteristics of an effective team, and develop competencies for building one.

### **Session II: Performance Management & Progressive Discipline**

**Session Leader: Shawna Maltbie**

**Purpose:** Learn how to effectively communicate performance expectations, evaluate the work of your employees, and give effective and meaningful performance feedback. Understand the purpose and key concepts of applying progressive discipline/corrective action to address behavioral and performance deficiencies.

### **Session III: Conflict Resolution & Problem Solving**

**Session Leader: Zakiya Khalfani**

**Purpose:** Develop skills to resolve conflicts in their early stages when they are easiest to solve. Learn how to handle challenging behaviors, reduce anger and negativity, and develop resolution strategies with diverse styles. Understand how to use individual and collaborative problem-solving methods to handle complex ideas, problems and situations in a creative manner.

### **Session IV: The Politically Astute Supervisor**

**Session Leaders: Mary Welch, Dave Holland**

**Purpose:** Learn the importance and impact of developing successful relationships in a political environment. Understand the role of organizational culture, and the impact, value and use of political astuteness on you and your strategy to achieve optimal program goals and results.

## **Purpose of the Academy:**

This four-month program was designed for public sector employees seeking to develop their leadership skills and essential core competencies for supervisors. Led by experienced public sector leaders and management development experts, each session is designed to incorporate interactive exercises and real-world case studies to apply fundamental concepts of supervision.

## **Academy Design:**

- 5 full-day and 3 half-day sessions, approximately 50 hours of hands-on instruction
- Personalized assessments of leadership and communication skills, including the EQ-I and Communication Style Inventory
- One-on-one mentoring with successful City and County managers and executives
- Cohort design, each session builds from the previous session.

## Session V: Coaching for Top Performance

**Session Leader: Christine Silver**

**Purpose:** Learn concepts and practical tools that support respectful and effective supervision and management. Discover the meaning of the "coach" approach and how this differs from other common approaches to managing. Learn skills to motivate, mentor, give helpful feedback, and create development plans so you can get good performance results and build positive morale.

## Session VI: Planning and Organizing for Supervisors

**Session Leader: Mary Welch**

**Purpose:** Understand the necessity, importance and methodology of effective planning in order to get things done and make improvements in an organized fashion. Learn how to develop, monitor, and modify work plans for smooth and successful implementation.

## Session VII: Supervisor as Change Agent: Freedom to Imagine and Courage to Act

**Session Leaders: Ed Everett, Frank Benest**

**Purpose:** Learn how to develop creative thinking to generate innovative solutions to provide improved services, especially in times of limited resources and increased demand. Understand how to assess organizational change readiness and learn techniques and effective approaches to introducing and implementing change with your team.

## Session VIII : Speed Mentoring

**Session Leaders: City and County Executives and Managers**

**Purpose:** Meet with successful City and County leaders to discuss your career and leadership development goals; get feedback, tips and advice from those who have experienced the challenges of growing in their own career, and create a personal development plan to achieve your own career goals. This session will conclude with a celebratory lunch and awarding of certificates to program graduates.

## Target Audience:

The Academy is designed for both new and experienced first-line supervisors.

## Academy Cost:

A \$350 fee per participant will be billed to your agency after the first session. This fee includes all sessions, personalized assessments, refreshments and materials.

## How to Enroll:

If you are interested in participating, please keep an eye out for email announcements. **Seats are limited.** Participants are expected to attend all sessions; Participants will be awarded with a certificate of completion at the end of the Academy.

## Our Facilitators

**Frank Benest** is a former City Manager and noted consultant and trainer on rightsizing public organizations, entrepreneurial government, civic engagement, leadership development and succession planning. He has an EdD. in Management, MPA, and BA degree from Yale University. Frank is a credentialed ICMA Manager and serves as the Senior Advisor to ICMA on Next Generation Initiatives.

**Joanne Bond** is a Certified Leadership Coach with over 30 years of experience, specializing in coaching all levels of business leaders in personal and professional goal achievement, emotionally intelligent leadership, powerful communication, adaptive change, and energetic resiliency. She has an ongoing presence with numerous cities, agencies, and departments in San Mateo County and the Regional Training and Development Consortium supporting individual and team leadership, workforce development, succession planning, and organizational change initiatives. She is certified in several assessment tools including the EQ-i for evaluating emotional intelligence in the workplace. Joanne is energetic, humorous, and interested in your ongoing development!

**Ed Everett** is a former City Manager with a track record of building award-winning, values-driven, caring, and world-class organizations. His passion is to help cities understand and implement “community building/civic engagement”, and to share his research and practice in these fields. Ed is using his thirty-four successful years in local government as an Executive Coach, trainer and speaker. He works for a successful start up company Nextdoor and is also a senior fellow at the Davenport Institute at Pepperdine Univ. Ed has a BA in economics and an MA in Urban Affairs from Princeton University.

**Dave Holland** serves as the Assistant County Manager for San Mateo County, California. Dave was previously the Parks Director for the County. Prior to joining San Mateo County, Dave enjoyed a thirty-four year career in the USDA Forest Service. Dave has extensive experience in broader multiple agency and international natural resource programs, as well as skills in ecosystems-based management, recreation, and resource management planning.

**Zakiya Khalfani** is a certified trainer by the state of California. She worked for the Department of Corrections for over 23 years, rising to the ranks of senior management. During the last fifteen years of her career, she was responsible for overseeing multi-million dollar budgets, personnel management and the mandated training and development of state employees. She has provided crucial training for the county of San Mateo for six years, in various subjects within the realm of interpersonal skills. Zakiya has a Bachelor’s degree from the University of Southern California and is also certified in “The Leadership Challenge” and “The Heart of Coaching”.

**Shawna Maltbie** is a Public Administration graduate of USF with over 15 years of experience in the field of Human Resources. She currently serves as the Director of Human Resources for the City of Daly City, working closely with the City Manager in spearheading new initiatives including staff training and development programs, policy implementation, and marketing the public sector as a viable career choice to the next generation.

**Christine Silver** is a management consultant specializing in group training, team facilitation, one to one coaching, and conflict resolution. Christine teaches practical and relevant skills using a fun and participative approach. She has a Bachelor's degree from San Jose State University, a certificate in Human Resources Management from UCSC, received her coach training from The Coaches Training Institute (CTI) in San Rafael, and received conflict resolution training from the Conflict Resolution Center of Santa Cruz.

**Mary Welch** is currently a human resource consultant for public sector employees. Mary was a former Director of the Employee and Public Services Department in San Mateo County. During her term, the department implemented a variety of programs including health risk reduction activities in a partnership with Stanford University, a telecommuting program and expanded training and development opportunities for County, city and nonprofit organizations.

*This Academy is being offered by the Regional Training and Development Consortium for Public Agencies.*



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