Supervision: Concepts & Skills

- "Surround yourself with the best people you can find......, delegate authority........., and don’t interfere" -

  - Ronald Reagan
PODSCORB - What is it?

Planning
Organizing
Directing
Staffing
Coordinating
Reporting
Budgeting

Where are we going with this?

- Refresher as a manager of both your weekly and yearly activities.
- Sometimes as managers we get stale.
- Whether you supervise people at any level, these activities apply to you!!
- Each activity - try and think of accomplishing weekly and yearly, how to continuously improve your organization.
**PLANNING**

Failure to plan - is planning to fail

Do you have a weekly plan for your personnel?

Are there early in the week meetings to lay out short term objectives?

Are there yearly goal or planning meetings for budget, the next year activities, hiring etc?

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**WEEKLY PLANNING**

Staff meetings early in week:

What are issues for the week?

Mayor, council, administrator, any hot button issues?

Snow storm, hurricane, any other large projects?

Opportunity for training in the near term?
YEARLY PLANNING

Winter - time to plan the project calendar for the year:

Bid projects

Catch up on internal facility maintenance

Training of personnel

Plan your employee development, performance evaluations and ratings

YEARLY PLANNING

Spring - Summer - Project accomplishment time

Identification of prior years activities, metrics and time to change previously identified shortfalls in service

What is our time frame reaction on pothole complaints, catch basins etc

Do you track activity?

You should be tracking your work orders etc
YEARY PLANNING

Late Summer - Fall - Busy time

BUDGET - including your people in budget suggestions - you DO include their ideas correct?

Many towns have budget preparation commencing in September

Equipment ready for snow removal into the fall

Budget planning with your foremen, administrator

Getting ready for leafing, temporary hires if any,

Organizing issues

Organizing, how well is assignment of tasks conducted?

Excellent opportunity to develop your people - provide for delegation with commensurate authority AND responsibility

Be sure to fully understand issues in larger organizations such as:

Chain of command and undercutting supervisors exceeding spans of control
Organizing issues

Being organized personally as a manager:

Embrace technology!!!!
The largest mistake and easiest to correct is FOLLOWING UP!! Make use of technology to help you!

Evernote, One Note, Google and Outlook calendars, combined with cell phones there is no excuse to not be fully apprised any longer and miss deadlines and important managerial tenets.

Directing

- Directing is specific communications - how well do you communicate with your people??

- This is where your problem solving comes in at directing the solution to the problem and FOLLOWING UP
**Staffing Function**

The basis of staffing function is efficient management of personnel - Human resources can be efficiently managed by a set system and planning your staffing function!

*Recruitment, Hiring, Firing*

**Good to great** - get the right people onto the bus, the wrongs ones off and get rights ones in the right seat
COORDINATING

Various Administrative Controls

How are we doing, what are we doing, do we measure?

Delegation

Don’t go beyond your span of control (3-7)

Performance Management (particularly observation and feedback phases)

Come performance evaluation time there should never be surprises but a recap of conversations through the year

COORDINATING

Policies and Procedures (to guide behaviors in the workplace)

If its not in writing it didn’t happen!!!!

Get signatures, reduces exposure from pervasive long term to less than 1 year

Quality Control and Operations Management

Follow up on field work, who signs off, who approves, does anyone?

Risk, Safety and Liabilities

Organizations that talk about safety experience 56% less injuries than those who do not!!!
Reporting

• No surprises!!!!

• Keep your stakeholders in formed!!!!

• Let your supervisors, Mayors, Administrators, Council whomever know……..

• You’ve got this!!! (and make sure you do with sound decisions)

Reporting

• Monthly reports - write them if you have to, but know this…

• No one reads them!!

• Have an effective data and work collection system

• Excel, cloud based, small inexpensive

• Produce yourself or contract out visually dedicative dashboards of your activities and the challenges you face

• Will help come budget time
Budgeting

Financial Statements (particularly budget management)

Keeping abreast of your budget, keeping track of vendor quote thresholds, bid thresholds, pay to play, overtime

The budget is a yearly planning document, follow it!!

Not just a one time thing but a continuous improvement and conversation point throughout the year

Involve your personnel ask them what their ideas are

Labor official start of the budget cycle

Have a realistic 6 year capital plan (3 years population under 10,000)

Don't wake up every day and aspire to be good or mediocre as a boss......

BE GREAT!!