



MINNESOTA MUNICIPAL UTILITIES ASSOCIATION

FIRSTLINE SUPERVISION

**A Supervisory/Management Program of
The Minnesota Municipal Utilities Association**

MMUA continues to provide **FIRSTLINE SUPERVISION**, a performance-proven program designed around a solid core of interpersonal skills to provide the first line supervisor with leadership skills needed in today's competitive market. Modules, unique to municipal utilities, have been developed and blended with selected modules from Achieve Global Leadership programs to present a supervision program for MMUA members.

A NEW APPROACH

Today's first line supervisors and managers experience increasing demands for higher performance. At the same time, they must master complex new rules that require collaboration, innovation, and quick solutions to sudden changes. Firstline Supervision gives managers, supervisors, team leaders, and individual contributors the basic understanding and skills they need to interact with others in organizations where employee involvement is increasing.

This program includes the basics, yet goes beyond the traditional supervisory-management program. The format uses behavior modeling, which stresses realistic examples, discussion, practice, feedback and planning, with emphasis on the practice. It stresses working **with** people.

MANAGEMENT SUPPORT IMPORTANT

Management support for program participants **is critical**. Staff from Central Lakes College is available upon request to meet or consult with the participant's supervisor to coordinate skills developed by training with the on-the-job skill opportunities. Cooperation between the employer, the employee and the training institution ensures maximum results. Supervisors receive a description of the expected skill development plus a ready reference to the skills learned after the training session.

EVERYONE WINS

The payoffs are enormous for a supervisor who masters the skills in Firstline Supervision.

For the supervisor, it includes the satisfaction of being involved in building stronger people, stronger teams, and stronger systems, all of which are needed in these challenging times. There is also the knowledge that they are making a major contribution to the organization while also growing both personally and professionally.

For employees who work for such a supervisor, the payoffs include being associated with a leader who is a **builder**. It means having greater opportunity to make a worthwhile contribution and to have pride in their work. It means developing in skills and confidence as a part of a winning team.

For the organization, the chance to build increasing strength in its people, its services and its systems has great payback over the long term. It means meeting strategic objectives that can help ensure economic survival.

PRESENTATION AND MATERIALS

Class size is limited to provide maximum opportunity for participants to benefit from the instructor-led multi-media activities. Each participant receives a binder containing workbooks for each skill unit, including observation and planning forms, plus a separate Action Planner@ system for the on-the-job reference to the key actions learned.

THE PROGRAM

The program includes seventeen (17) individual modules, designed to be completed by attending four consecutive two-day sessions. These sessions are offered twice each year over a two-year period. Because the modules need not be taken in sequence, a participant may Astop out@ or miss a session if an emergency prevents regular attendance, and re-enter when space in the program is available.

The first module, The Basic Principles for a Collaborative Workplace **is a pre-requisite** for all other modules. Subsequent modules may be taken in any sequence. This is scheduled prior to each session to allow new participants to begin the program at any semi-annual session on a space available basis.

Achieve Global Modules

Fourteen modules, selected from Achieve Global Leadership programs, provide the central theme:

CORE INTERPERSONAL SKILL UNITS

The Basic Principles for a Collaborative Workplace
Giving & Receiving Constructive Feedback
Understanding Yourself and Others
Expressing Yourself: Presenting Your Thoughts and Ideas
Handling Emotions Under Pressure
Giving Recognition
Total Listening

PERFORMANCE APPLICATION UNITS

Identifying Work Priorities and Setting Verifiable Goals and Expectations
Developing Job Skills
Coaching: Bringing Out the Best in Others
Correcting Performance Problems
Moving From Conflict to Collaboration
Influencing for Win Win Outcomes
Personal Strategies for Navigating Change

Unique Municipal Utility Modules

Three topics have been developed with special application to municipal utility operations:

SPECIAL MUNICIPAL UTILITY UNITS

Finance for Municipal Utilities
Customer Relations
Personnel Relations

The Minnesota Municipal Utilities Association, under contract with the Custom Training Services of the Central Lakes College, has developed this first line supervision program for employees of their member utilities only. All inquiries pertaining to registration, program and records should be directed to the MMUA office, 3025 Harbor Lane No., Suite 400, Plymouth, MN 55447-5142, Phone 763.551.1230.

Registration fees are payable to the MMUA. Registration fees include tuition, program materials (ring binder, workbooks and Key Action Card Holder/Planner) and refreshment breaks. Participant lodging, breakfast, lunch and dinner are not included.

COST AND COMMITMENT

The total investment for development of the supervisor/manager includes releasing the employee for eight and one-half days of training over a two-year period, cost of travel and lodging with meals, plus registration fees. Maximum benefit to the utility will be realized with the interest and support of the participant's supervisor.



Minnesota Municipal Utilities Association

**3025 Harbor Lane N., Suite 400
Plymouth, MN 55447
Phone: 763-551-1230 or
Toll free (statewide): 1-800-422-0119
Fax: 763-551-0459
www.mmua.org**

Firstline

SUPERVISION

A Leadership/Supervisory Training Program for Minnesota Municipal Utility Employees

Session III

February 4-6, 2009 - Central Lakes College - Brainerd, MN

March 11-13, 2009 - MMUA office - Plymouth, MN

WEDNESDAY, FEBRUARY 4 (Brainerd only)

7:30 AM -- Registration

8:00 AM -- The Basic Principles for a Collaborative Workplace (For New Enrollees Only)

Organizations today require a workplace where everyone is willing and able to work together in new and collaborative ways. Collaboration positively impacts productivity, quality, customer expectations, and overall organizational performance. This unit shows how The Basic Principles create a climate where everyone is able to cooperate, share ideas, and work together for a common purpose. The Basic Principles provide a set of behaviors for putting an organization's shared values into practice to develop a strong network of relationships at every level of the organization.

WEDNESDAY, FEBRUARY 4 & March 11

1:00 PM -- Developing Work Skills (For New and Continuing Participants)

In today's rapidly evolving organization, a supervisor's workforce must be able to adapt to new conditions by "bridging the skill gap," with appropriate on-the-job skill development. The skills taught in this unit will work for developing mechanical or technical skills like how to run a machine, how to develop a budget, or how to follow a research procedure. The skills work equally well when assisting employees to develop interpersonal skills, such as how to deal more effectively with customers.

THURSDAY, FEBRUARY 5 & March 12

8:00 AM -- Understanding Yourself & Others - Personal Relations

In addition to the relationships the supervisor experiences with subordinates due to job descriptions and responsibilities, several personal relationships enter into successful and satisfying fulfillment of leadership positions. Such relationships may be job related: relations with the manager or board, relations with peers, relations with suppliers and/or purchasing personnel; or they may be family related or related to non-job stressful situations. The personal relationships have a definite and dramatic impact on productivity and employee morale.

1:00 PM -- Finance for Municipal Utilities

This session stresses the importance of appropriate financial record keeping to managing the utility. Examples and discussion are aimed at developing an understanding and appreciation of such topics as budgeting, accounting, data processing, rates and charges, insurance/risk management and investment/fund management.

FRIDAY, FEBRUARY 6 & March 13

8:00 AM -- Influencing for Win-Win Outcomes

Organizations thrive on new ideas, but too many ideas are lost because people lack the skills to win support for their proposals. This unit provides skills and techniques participants can use to influence others. Participants learn how to win support for their ideas by communicating clearly and focusing on results.

THE INSTRUCTORS

Eloise Thorson-- is a graduate of the University of Minnesota with a B.S. in Foods and Business and an MA in Organizational Leadership from the College of St. Catherine. She has fourteen years experience training in industry for the Community and Technical College systems (now SCU). Her training experience has been with personnel in government agencies, healthcare facilities, manufacturing and service organizations.

WHO SHOULD ATTEND

- A lead person whether they are a lineworker dealing with several people, or an administrative secretary, managing office procedures and policies.
- This program is ideal for the newly promoted manager or supervisor. Supervising people that were once your friend and counterpart on the job will require a whole new set of skills and solid leadership training!
- The experienced manager or supervisor. They need training just as much as the new manager or supervisor! Often times they never had any previous training and can use new insights and perspectives on the essentials of leadership skills.

PROGRAM COST

The program fee of \$525 for Session III provides instruction, refreshment breaks, and participant supplies, including binder, workbooks, and Key Action Card Holder/Planner.

REGISTRATION INFORMATION

Complete the registration form below and return to MMUA no later than **January 23, 2009**.

FirstLine Supervision

February 4-6, 2009 - Central Lakes College - Brainerd, MN

March 11-13, 2009 - MMUA office - Plymouth, MN

Registration Form

Name _____ Utility _____

Address _____ City/State _____ Zip _____

Name of Participant's Supervisor _____

Participant's Job Title _____

Years of Supervisory Experience (if any) _____ Number of Persons Supervised (if any) _____

Indicate which session you plan to attend: _____ February 4-6, 2009 (all new enrollees must register for Brainerd location.)
_____ March 11-13, 2009 (Plymouth)

All returning students can register for either date. New students must attend the February session in Brainerd.

Phone: 1-800-422-0119 or 1-763-746-0707

Fax: 1-763-551-0459

Mail:MMUA office, 3025 Harbor Lane North, Suite 400, Plymouth, MN 55447-5142

Deadline: January 23, 2009.