

MANAGERIAL/SUPERVISORY TRAINING (from Seattle PODC meeting, 9/197)

I. OVERALL MODEL TO APPROACH SUPERVISOR/MANAGER TRAINING

- A. Purpose is to apply the Extension model of bringing research to the learner and helping learner make application to his/her behaviors which exist in the Extension context
  - 1. Build recognition that there is a research-based body of knowledge
- B. Identify 5-10 skills/competencies to focus on
- C. Identify states who will identify/develop one training resources/approaches for one or more skills/competencies
  - 1. Develop at own cost
  - 2. Recommend existing models or resources
  - 3. Encourage use of multiple teaching media (video, CD, print, audio, satellite, compressed video, self-mediated modules, in-person, etc.)
- D. Benefit to states developing training resources
  - 1. Get other modules at no cost
  - 2. Sell at profit to others
- E. Establish a timeline
- F. Establish a marketing plan

II. OVER-ARCHING CONCEPTS FOR TRAINING

- A. Ethics
- B. Respect in the work place
- C. Communication
- D. Customer service orientation
- E. Continuous improvement
- F. Pluralism
- G. Legal issues

III. LAUNDRY LIST OF CONCEPTS IDENTIFIED DURING SEATTLE MEETING

- A. Personal skills
  - 1. Problem solving
  - 2. Leadership
    - Followership
    - Delegation
    - Influencing power/political effectiveness
    - Team building/empowerment
  - 3. Effective communications
  - 4. Time management
  - 5. Mission
- B. Conflict management
  - 1. Grievance avoidance
  - 2. Discipline
  - 3. Employee and labor relations
- C. Diversity/pluralism
  - 1. EEO, AA, ADA

## 2. Respect in the workplace

- D. Performance evaluation planning
  - 1. Coaching
  - 2. Career development
- E. Safety responsibilities
  - 1. Violence in the workplace
- F. Business policies
  - 1. Budget cycle
  - 2. Grant management
- G. Employment issues and policies
  - 1. Legal aspects
  - 2. Records management/confidentiality

#### IV. INTERVIEWS TO AID IN DEVELOPMENT OF CORE TRAINING CONCEPTS

- A. Purpose
  - 1. Confirm if the topics we have identified are the appropriate topics
  - 2. Fine-tune as appropriate
- B. Questions for supervisors
  - 1. What do you feel are the most important skills for a supervisor?
  - 2. What skills did you bring with you that have been helpful?
  - 3. What skills or competencies do you need to develop more?
  - 4. If training was offered, which of the skills identified in #3 would you want soonest?
- C. Questions for supervisees (work to minimize the sense that they are being asked to "critique" their supervisor)
  - 1. What skills would your ideal supervisor have?
  - 2. What kinds of support would your ideal supervisor give to you?

#### V. EXTENSION SCHOOL FOR MANAGERS/ADMINISTRATORS (??)

- 1. 1-2 week sessions once a year
- 2. Establish a multi-year curriculum
- 3. Identify states that will be responsible to host each year's segment of the multi-year curriculum (move it around rather than have it become one state's project, i.e., Arizona Winter School, Minnesota Summer School, etc.
- 4. When the curriculum has been taught - the "school" ends
  - No expectation for long life