

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER & TIA GRONLUND-FOX,
HR DIRECTOR

FROM: ELISE MARRA, DEPUTY DIRECTOR OF HR

SUBJECT: SUPERVISOR TRAINING

DATE: AUGUST 17, 2023

Mayor and Council –

Please see a summary on the training our
front line Supervisors have been
participating in.

- Victor

The City of Novi conducted an Employee Survey in 2021 which encouraged all part-time and full-time employees to confidentially rate the City of Novi as a workplace. As a follow-up, small focus groups were conducted in 2022 which aimed to address areas of concern that employees voiced in the survey, including their overall level of confidence in their supervisor/leadership which at 76% was lower than the national benchmark. Based on the results of both the survey and the focus groups, it was determined that supervisor training for newly promoted and select existing supervisors was pertinent.

To help focus our efforts on what areas our supervisors should be trained on, a Supervisor Competency Model was created which outlined four areas of competency: leadership skills, communication skills, operational skills, and supervisory skills. In conjunction with Oakland County Human Resources, I developed a supervisor training program for the City of Novi based on our Supervisor Competency Model.

Supervisor training consisted of a full day training held at the Novi Civic Center once a month for four months starting April 2023. The topics addressed were So Now You're A Supervisor, Manager to Effective Leader, Managing Your Time Effectively, Building Blocks of a Team... Trust, Respect, Accountability, Effective Communication, and Engaging A Multigenerational Workforce. Lauryn Ferro, Senior Analyst in Learning & Development at Oakland County facilitated all supervisor training. Participants of the supervisor training included newly promoted sergeants from the police department, newly promoted lieutenant and captain from the fire department, newly promoted dispatch shift leader, work leaders and other seasoned department supervisors from the Department of Public Works, newly promoted deputy directors of human resources and city clerks, and recreation supervisors from the Parks, Recreation, & Cultural Services Department.

At the end of the four sessions of training, participants had the opportunity to complete a supervisor training feedback survey. Survey results were overwhelmingly positive! All participants reported that the training was relevant to their jobs and that they felt competent and confident on the topics discussed following the completion of the training. One responder said "[supervisor training] exceeded my expectations...thought it was great information and appreciated the opportunity."

Due to conflicting schedules with some of the participants and having a batch of incoming new supervisors, we felt that opening up a second series of the trainings would be beneficial. Any participant that missed one of the spring/summer sessions would have the opportunity to attend the corresponding training that has been scheduled in the fall/winter. Following the upcoming second series of supervisor trainings, I plan to conduct another survey to capture more feedback regarding this training opportunity.

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