Supervisor Orientation
Learner Workbook

OUR MADISON
INCLUSIVE, INNOVATIVE & THRIVING

OUR MISSION is to provide the highest quality service for the common good of our residents and visitors.

OUR VALUES

Equity
We are committed to fairness, justice, and equal outcomes for all.

Civic Engagement
We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.

Well-Being
We are committed to creating a community where all can thrive and feel safe.

Shared Prosperity
We are dedicated to creating a community where all are able to achieve economic success and social mobility.

Stewardship
We will care for our natural, economic, fiscal, and social resources.

OUR SERVICE PROMISE

I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.

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CITY OF MADISON

From Values to Action Learner Activity

How can we imagine the City of Madison's Values guiding our daily work? What might these values look, sound, and/or feel like for you in your new role? If you need guidance, read through the list of questions beneath each value below – consider your position description and what efforts you might be working on in your new role.

Equity: We are committed to fairness, justice, and equal outcomes for all.
- How will you consider who will benefit or burden from the service you provide to our community?
- How will you involve those who stand to be impacted by your decisions?
- Consider the privileges you bring to the table, and who else may need to be represented?
- *Example: Equity looks like considering all in your decision making, including those who are different from you.*

Notes:

Civic Engagement: We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.
- How will you ensure you include stakeholder engagement and public participation?
- In what ways will you hold yourself accountable to taking action on stakeholder input?
- Name 3-5 ways you could report out to stakeholders (internal and external)?

Notes:

Well-Being: We are committed to creating a community where all can thrive and feel safe.
- What does it look like, sound like, and feel like to commit to your wellbeing in the workplace?
- In what ways can you imagine contributing to a safe work environment for all?

Notes:

Shared Prosperity: We are dedicated to creating a community where all are able to achieve economic success and social mobility.
- How will you know if anyone in our community is better off as a result of the service you provide?
- In what ways can you tell the story of how your service impacted folks in the community? *Consider qualitative and quantitative information.*

Notes:

Stewardship: We will care about our natural, economic, fiscal, and social resources.
- How can you imagine doing your job in the most sustainable way?
- How will you hold yourself accountable to stay on track – both in time and budget – for the service you provide?

Notes:

STARS Framework

	S- Start Up	T- Turnaround	A- Accelerating	R- Realignment	S- Sustaining Success
Situation	*You're launching a new team or project and will have to organize and implement the various pieces needed for success.*	*You're coming into a crisis that requires immediate action to recover or redirect.*	*Growth Managing a rapidly expanding team.*	*Re-energizing a previously successful team that now has some problems.*	*You're coming into a successful team.*
Opportunities	Start-ups are often defined by a lot of energy and ambition. You'll have the opportunity to shape key facets of the work.	Everyone recognizes change is needed. A little success can go a long way.	Growth may be very motivating and invigorating.	Team usually has significant strengths you can build on. People want to continue to see themselves as successful.	A successful team is probably in place, with people motivated to continue the history of success. You have a strong foundation to grow from.
Challenges	Start-ups can be plagued by a lack of structure or focus, and may have limited resources.	Urgency may require you to make decisions with less information than is ideal. Turnarounds usually require difficult conversations with some staff.	You have to maintain vision and success factors while putting structure and processes in place that allow for scaling. Onboarding and integrating staff into an existing team requires time and attention.	You may struggle to instill a sense of urgency or inspire motivation for change.	You may have a sense that you're working in the shadow of a former leader who was highly regarded. Success can slide into complacency and stagnation, or you may have to play defense to avoid being committed to too many new initiatives.

Source- *The First 90 Days* by Michael Watkins
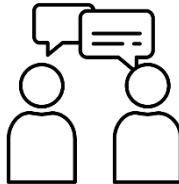
Notes:

Employee Experience

Relationship Building

1. Get to know your team

2. Be accessible

3. Lead by example

4. Recognize and appreciate

5. Transparent communication

Communication Practices

1. Written

2. Verbal

3. Decision-Making

4. Team Dynamics

5. Schedules

6. Group Agreements

Expectations

1. Clarity

2. Alignment

3. Engagement

4. Trust

5. Satisfaction

6. Retention

Employee Performance

Expectations & Goals – Check-In

CITY OF MADISON WISCONSIN

INSTRUCTIONS: Please complete both sides and give it to your supervisor one week before your meeting.
You and your supervisor will discuss what you wrote during the check-in.

Date _____ Your Name _____ Title _____

EXPECTATIONS As City employees, we are committed to serving the community and each other. Think about how you serve others and write how you are doing in each area. You are required to fill out the comments boxes, but not required to provide a rating if neither options fit. Click on the blue links to learn more about each area.

Core Expectations	Employee		Supervisor	
	Rating	Comments	Rating	Comments
Service I serve coworkers and members of the public in a kind and friendly manner.	○ Needs Improvement ○ Meets Expectations		○ Needs Improvement ○ Meets Expectations	
Communication I listen carefully and communicate clearly.	○ Needs Improvement ○ Meets Expectations		○ Needs Improvement ○ Meets Expectations	

Notes:

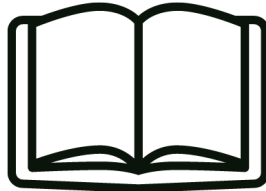## Learning & Development

1. Prioritize your development

2. Support your team's development

3. On-the-job learning

4. Continuous improvement

Notes:

Resources & Support

Utilize this table to locate additional information and resources shared with you in your Supervisor Orientation session. The slide number column coincides with the deck you'll receive after attending orientation.

Category	Topic Title *(hyperlinked)*	Category	Topic Title *(hyperlinked)*
Supervisory	Supervisor Resources – Main Page	*Learning & Development*	Individual Development Plan
	The Supervisory Collective		Upcoming Courses
Employee & Labor Relations	Employee & Labor Relations		Mandatory Supervisor Courses
	Employee Accommodations	*P.E.*	Performance Excellence
	Trauma-Informed Supervision	*Performance Management*	Performance Management
	Leave Administration		Employee Check-In Process
	Drug & Alcohol Testing		Setting Expectations and Goals
	Paperless Drug Testing Process		Position Descriptions
	Misconduct Investigations		Reclassification Process
	Disciplinary Process	*Policies & Procedures*	Policies & Procedures
	Supervising Represented Employees		Administrative Procedure Memoranda (APM)
	Grievance Process		Affinity Groups & Guidelines
EAP	Employee Assistance Program		Equity & Inclusion Resources and Tools
Hiring	Hiring		Hiring & Onboarding
	Welcome & Onboarding New Employees		Payroll Clerk Resources
General	Affinity & Identity-Based Croups		
	Day One Employee Orientation Resource Links Document		
Additional Supervisor Development Resources	Ask A Manager - Website and Podcast		
	From Values to Action by Harry Kraemer Jr.		
	The First 90 Days by Michael Watkins		
	"The Inclusive Enterprise" with Brian and Charlotte Hughes		