Supervisor Development Plan

# Reflect

Take some time to reflect on your career goals. Look at your position description and and consider the feedback you’ve received from your supervisor and staff, and from people you trust. Are there strengths you could maximize? Are there barriers or weaknesses you want to overcome? Is there knowledge or skills you could build that connect to Citywide and agency goals for sustainability, equity, and inclusion?

# Goals and Planning

## Long-term goals

**What are your long-term career goals? Where do you see yourself in five years? What do you want to accomplish in your current role?**

🖉

## One-year goals

What do you want to accomplish in the next year? How do you hope to be seen by your staff and fellow employees?

🖉

## Capabilities/ Skills

As part of the [Employee Check-in Process](https://www.cityofmadison.com/employeenet/policies-procedures/employee-check-in-process), you set three work-related goals. For supervisors, we recommend connecting at least one of those goals with building management capabilities and skills. Our [SMARTE Guide to Goal-setting](https://www.cityofmadison.com/employeenet/documents/human-resources/EEcheckin-SMARTE.docx) can support you in setting actionable goals.

|  |  |  |  |
| --- | --- | --- | --- |
| Capabilities/ SkillsWhat capabilities or skills you want to build over this year? | ActionsWhat are the activities, projects, or training you will do to build this skill or capability? | Signs of successHow will you measure success? How will you know you’re improving? | SupportWho can support you in building this capability?  |
| 🖉 |  |  |  |
| 🖉 |  |  |  |
| 🖉 |  |  |  |

# Act and Record

Use this list to track your learning and development, and share it with your supervisor or manager at your check-in meetings. We also recommend that you use our [Notetaking Template for Active Learning](https://www.cityofmadison.com/human-resources/documents/What_SoWhat_NowWhat_Learning.docx) after any learning experience. Making notes on this template helps you remember, reflect on, and apply what you’ve learned. (You can also use the template to follow-up on your staff’s learning.)

Please note that Human Resources does not maintain a list of trainings employees have completed; it is up to you to track your training and the training activities of your staff.

## Mandatory Courses

The following courses are mandatory for supervisors (see notes). The information covered in these courses includes employment law, civil service rules, and City policies and procedures that are vital to your job. The additional resources on Employeenet can support you before and after you complete your training.

Your actions as a supervisor can have significant impacts, including legal and labor-related implications. It is important to review the resources and attend all of the courses within the deadline. If a session you want to attend is full, be sure to sign up for the waitlist. People on a waitlist are automatically notified when a seat opens up and get early access to register if more dates are added to a course.

| Course Name/ Offered by | Hours | Completion Deadline(s) | Completed/ Date | Additional Resources |
| --- | --- | --- | --- | --- |
| [Mandatory Reporter Training](https://www.cityofmadison.com/human-resources/organizational-development/courses/mandatory-reporter-training)Department of Civil Rights**Required for all supervisors**, managers, lead workers, and Department/Division Heads. | 2 | 45 days after hire/ promotion.Repeat every 3 years  | [ ]  / \_\_\_\_\_\_\_\_\_ | [Prohibited Harassment & Discrimination Webpage](https://www.cityofmadison.com/employeenet/civil-rights/prohibited-harassment-discrimination) |
| [Supervisor Orientation](https://www.cityofmadison.com/human-resources/organizational-development/courses/supervisor-orientation)Human Resources- Organizational Development**Required for all new supervisors.** | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Found on Course Page](https://www.cityofmadison.com/human-resources/organizational-development/courses/supervisor-orientation) |
| [Understanding the Employee Check-In Process](https://www.cityofmadison.com/human-resources/organizational-development/courses/understanding-the-employee-check-in-process)Human Resources**Required for all supervisors** | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Employee Check-in Process](https://www.cityofmadison.com/employeenet/policies-procedures/employee-check-in-process) |
| [Occupational Accommodations Training for Supervisors](https://www.cityofmadison.com/human-resources/organizational-development/courses/occupational-accommodations-training-for)Human Resources- Accommodations Specialist**Required for all supervisors** | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Accommodations](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/employee-and-labor-relations-resources-0) |
| [FMLA for Supervisors](https://www.cityofmadison.com/human-resources/organizational-development/courses/family-medical-leave-act-fmla-training-for)Human Resources- Labor Relations**Required for all supervisors** | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Family and Medical Leave for Supervisors](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/employee-and-labor-relations-resources/leave-0) |
| [Hiring Foundations for Hiring Managers](https://www.cityofmadison.com/human-resources/organizational-development/courses/hiring-foundations-for-hiring-managers)Human Resources Services**Required for all supervisors** | 1.5 | 1 year of hire/promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Hiring](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/hiring) |
| [Creating an Equitable Interview Process](https://www.cityofmadison.com/human-resources/organizational-development/courses/creating-equitable-interviews)Human Resources Services**Required for all supervisors** | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | * [Handout: Interview Tips](https://www.cityofmadison.com/employeenet/civil-rights/documents/Interview-Tips.pdf)
* [Handout: Types of Bias](https://www.cityofmadison.com/human-resources/documents/BiasHandout.pdf)
 |
| [How to Conduct an Employee Misconduct Investigation](https://www.cityofmadison.com/human-resources/organizational-development/courses/how-to-conduct-an-employee-misconduct)Human Resources- Labor Relations**Required for all supervisors** | 4.53-part series | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Misconduct Investigations](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/employee-and-labor-relations-resources-5) |
| [Managing the Drug Testing Process](https://www.cityofmadison.com/human-resources/organizational-development/courses/managing-the-drug-testing-process) Human Resources- Labor Relations**Required for supervisors of CDL holders**Recommended for all supervisors | 1.5 | 1 year of hire/ promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Drug and Alcohol Testing](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/employee-and-labor-relations-resources/drug-2) |
| [Handling Confidential Information](https://www.cityofmadison.com/human-resources/organizational-development/courses/handling-confidential-information)Human Resources, Office of the City Attorney, and the Department of Civil Rights**Required for all supervisors** | 2 | 1 year of hire/promotion | [ ]  / \_\_\_\_\_\_\_\_\_ |  |
| [Managing Employee Performance in a Trauma‑Informed Way](https://www.cityofmadison.com/human-resources/organizational-development/courses/managing-employee-performance-in-a-trauma)Human Resources- Labor Relations, Organizational Development, and Employee Assistance Program**Required for all supervisors** | 32-part series | 1 year of hire/promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Performance Management](https://www.cityofmadison.com/employeenet/policies-procedures/supervisor-resources/performance-management/recognizing-and) |
| [Supervisors Building a Gender-Inclusive Workplace](https://www.cityofmadison.com/human-resources/organizational-development/courses/supervisors-building-a-gender-inclusive)Human Resources- Organizational DevelopmentSupervisor APM 2-52 Gender-Inclusive Workplace – Transgender, gender non-conforming, and non-binary employees**Recommended for all supervisors** | 1.5 | 1 year of hire/promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [APM 2-52 Resource Guide for Transgender, Gender Non-conforming, and Nonbinary employees](https://www.cityofmadison.com/mayor/apm/hr/APM2-52Attach1.pdf) |
| **Giving and Receiving Feedback,**[**Part 1**](https://www.cityofmadison.com/human-resources/organizational-development/courses/giving-and-receiving-feedback-part-1)**and**[**Part 2**](https://www.cityofmadison.com/human-resources/organizational-development/courses/giving-and-receiving-feedback-part-2)Human Resources- Organizational Development**Recommended for all supervisors** | Two 2-hour sessions | 1 year of hire/promotion | [ ]  / \_\_\_\_\_\_\_\_\_ | [Intentional Leaders Podcast](https://www.intentionaleaders.com/podcasts/intentional-leaders-podcast-with-cyndi-wentland-3) |

## Recommended and Optional City of Madison Courses and Offerings

We recommend the following courses to all supervisors. This list is based on published courses as of May 2022, but we’re adding new courses and programs all the time. Visit our [Leadership Programming](https://www.cityofmadison.com/human-resources/professional-development/leadership-programming/values-based-leadership) webpage for an up-to-date list of available courses and programs.

|  |  |  |  |
| --- | --- | --- | --- |
| Course Name | Hours | Connected Goal? | Date Completed |
| [Next Level Leadership for Emerging and Current People Leaders](https://www.cityofmadison.com/human-resources/organizational-development/courses/next-level-leadership-for-emerging-and-current) | 2 | 🖉 | \_\_\_\_\_\_\_\_\_ |
| [Values-Based Leadership: Four Principles of Practice](https://www.cityofmadison.com/human-resources/organizational-development/courses/values-based-leadership-the-4-principles-of) | 1.5 | 🖉 | \_\_\_\_\_\_\_\_\_ |
| [Values-Based Leadership in Action](https://www.cityofmadison.com/human-resources/organizational-development/courses/values-based-leadership-in-action) | 1.5 | 🖉 | \_\_\_\_\_\_\_\_\_ |
| [Involving People in Decisions that Impact Them](https://www.cityofmadison.com/human-resources/organizational-development/courses/involving-people-in-decisions-that-impact-them) | 2 | 🖉 | \_\_\_\_\_\_\_\_\_ |
| [Individual Work Planning](https://www.cityofmadison.com/human-resources/organizational-development/courses/online-courses) *(On-Demand)* | ~1.75 hours of recorded content  | 🖉 | \_\_\_\_\_\_\_\_\_ |
| [How to Run Effective Meetings](https://www.cityofmadison.com/human-resources/organizational-development/courses/how-to-run-effective-meetings)[How to Run Effective Meetings](https://www.cityofmadison.com/human-resources/organizational-development/online-courses) *(On Demand)* | 1.5~1 hour recorded | 🖉 | \_\_\_\_\_\_\_\_\_ |
|  |  | 🖉 | \_\_\_\_\_\_\_\_\_ |
|  |  | 🖉 | \_\_\_\_\_\_\_\_\_ |
|  |  | 🖉 | \_\_\_\_\_\_\_\_\_ |
|  |  | 🖉 | \_\_\_\_\_\_\_\_\_ |

## Other Learning and Development Activities

Learning doesn’t just happen at City of Madison courses! Use this space to track any formal and informal learning activities you do.

|  |  |  |
| --- | --- | --- |
| Learning Activity | Hours | Date completed |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |
| 🖉 |  | \_\_\_\_\_\_\_\_\_ |

# Evaluate and Implement

|  |  |  |
| --- | --- | --- |
| Goal | Progress, Milestones, and Signs of Success | Goal met? |
| 🖉 |  |  |
| 🖉 |  |  |
| 🖉 |  |  |