



Professional Development Center State Supervisory Certificate Program

Rationale: The increased complexity of supervision in the State personnel system requires managers and leaders to be equipped with a large repertoire of skills and knowledge. Impending retirements, changing workforce demographics and increased worker mobility present opportunities and challenges for positioning the State as an employer of choice and retaining skilled, engaged employees. Providing training to develop and encourage current and emerging leaders consistent with established, transferable competencies supports employee growth and promotes retention.

Goal: Deliver a credible supervisory certificate program that ensures a pipeline of skilled, engaged supervisors in the State personnel system.

Objectives:

- Provide a competency based curriculum.
- Provide classes that build cross functional skills.
- Build a pipeline of management excellence.

Program Description:

The State Supervisory Certificate Program consists of a series of 5 core competency based classes. An additional elective class of the participants choosing is also required. Elective classes must be taken through the PDC. Participants will be required to complete the 5 core courses and the elective in order to receive the certificate. Participants may enroll at anytime and must complete the requirements within 24 months in order to receive certification. This delivery method allows for absorption and practical application between sessions. Classes are generally held at the Professional Development Center, 1313 Sherman Street, Room 220; Denver, Co.

Classes are scheduled at least quarterly and are open to any State employee. Registration is available only through the PDC webpage. Fees are individual to each class and must be paid prior to attendance. An application form must be submitted to the PDC upon completion of all core classes. The State Supervisory Certificate will be issued following review of the application. The form is available at the PDC webpage.

The competencies for this program are based in four functional areas; Management Excellence, Engagement, Strategic Thinking and Values/Ethics. Within these functional areas are specific goal areas. Each class supports at least one of the identified competencies.

Who Should Attend:

Current managers and supervisors will benefit from this program through opportunities to enhance, refresh or build new skills. State employees at any level will benefit by building the skills that will help position them for leadership opportunities as they arise.

Competencies:

The proposed supervisory competencies fall into four broad categories: Management Excellence, Engagement, Strategic Thinking and Values/Ethics. These competencies are derived from a number of sources including the research completed by the DPA Workforce Planning and Development leadership initiative, previous iterations of supervisory certificate programs, supervisor surveys and a brief review of qualifications required for consideration for supervisory employment in the State personnel system. Leadership development programs from 10 other States and Canada were also reviewed. The broad categories are supported by more specific skill identification as follows:

I. Management Excellence: Building skills necessary for effective technical management.

- a. Action: Appropriate application of State rule and policies.
- b. People: Effective performance planning and management.
- c. Financial: Understanding basic budgeting and financial terms.

II. Engagement: Building skills necessary to motivate and support an engaged workforce.

- a. Mobilizing people: Effective communication and employee motivation.
- b. Partnership: Effective collaboration and leveraging of employee assets.
- c. Organization: Cross functional leadership.

III. Strategic Thinking: Building skills to identify, organize and employ creative strategy and organizational problem solving.

- a. Innovation: Critical and creative thinking skills.
- b. Analysis: Decision making and prioritization skills.
- c. Ideas: Encouraging and surfacing innovative solutions.

IV. Values/Ethics: Building skills to operationalize organizational values and ethical behavior.

- a. Integrity: Support and model respect, dignity and inclusion.
- b. Respect: Support and encourage wise stewardship of resources and people.

Core Classes: Individual class descriptions, dates and locations are available at the Professional Development Center webpage. No substitutions are permitted.

- Nuts & Bolts of State Supervision (I, II, III, IV)
- Building a Retention Culture (II, IV)
- Coaching, Counseling and Mentoring for Leaders (II, III, IV)
- Process Improvement 101 (II, III)
- The Respectful Workplace (II, IV)