

Re: SUPERVISORY AND MANAGEMENT TRAINING  
- SUPERVISION II

ITEM  
MANAGER'S REPORT NO. 3  
COUNCIL MEETING Jan. 17/77

"Supervision II" is the second segment of the in-house supervisory and management training program which was initiated last year. The first segment "Supervision I" has now been attended by about 140 supervisors and was designed to concentrate on basic supervisory skills and municipal personnel policies. We will continue to offer it intermittently for groups of new supervisors and, if a selection system is worked out with the union, for employees seeking promotion to supervisory positions.

"Supervision II" is designed to reinforce the concepts and skills offered in the first segment and to go into greater depth on certain critical areas. It will consist of eight half day sessions on the following topics:

1. The Nature of Management
2. Planning
3. Organizing
4. Controlling
5. Standards and Appraisal
6. Communications
7. Motivation
8. Decision Making

Each session will involve pre-reading, a film presentation, case studies and exercises and assignments.

While Burnaby is large enough to justify an in-house training program, we could not justify the tremendous costs of developing a completely new program with all of the written and visual material which must be produced. Therefore, the best way to institute programs which meet our needs is to purchase the most effective available materials and then modify these with our own staff using in-house instructors. In this way, we retain visual materials for continued use and develop an on-going instructional staff. Supervision I was developed in this way.

For "Supervision II" we propose to use the government version of the A.M.A. Supervisory Management Program. The purchase price for this program includes eight filmed presentations, nine filmed case studies as well as programmed instruction texts, written exercises and supplementary reading. The cost also includes a one week preparation workshop for the two staff members who will be instructing which is run by A.M.A. training specialists.

The A.M.A. (American Management Associations) is a non-profit organization devoted to improvement of management practices in industry institutions and government. Either directly or through affiliated organizations such as the Society for Advanced Management and the American Compensation Association, the organization provides research, publications, workshops and conferences and training packages. The A.M.A. Canadian Management Centers in Toronto and Montreal provide specialized services to Canadian members.

The advantage to this program is that it is already designed for use in governmental situations and yet is flexible enough that it can be modified and supplemented to ensure that it is directly relevant to the Burnaby setting. The City of Winnipeg has now used it for two years and their Manager, Staff Training and Development has advised us that it is a good basis for their supervisory training program.

It is our intention to have Mr. Dave Dick, Co-Ordinator Employee Compensation and Development and Mr. Richard Shore act as instructors for this program. They would attend the Leaders' Conference to be held in San Francisco on March 14 - 18 and the first in-house program would start at the beginning of May. It would be open to all personnel who have completed "Supervision I".

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The initial cost of the program would be as follows:

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| Purchase of A.M.A. Supervisory Management Course |              | \$ 6,185        |
| Costs of Instructor's Workshop:                  |              |                 |
| Air Fare \$162 x 2                               | \$324        |                 |
| Air Tax 11 x 2                                   | 22           |                 |
| Hotel 40 x 6                                     | 240          |                 |
| Meals 15 x 6 = 90 x 2                            | 180          |                 |
| Ground Transport                                 | 30           |                 |
|  | <u>\$796</u> |                 |
|  |              | <u>796</u>      |
|  |              | <u>\$ 6,981</u> |

The funds for this program have been provided for in the Provisional Budget under account #11-05-09, In-House Training.

RECOMMENDATION:

1. THAT Council approve purchase of the A.M.A. Supervisory Management Course to be used as the basis for the "Supervision II" program at a cost of \$6,185; and
2. THAT Council approve attendance of Mr. D. Dick and Mr. R. Shore at the A.M.A. Instructors' Workshop in San Francisco on March 14-18, 1977.

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