

# **CITY OF DORAL, FLORIDA SUPERVISORY SKILLS SERIES**



Nova Southeastern University  
H. Wayne Huizenga College of Business and Entrepreneurship  
March 2, 2022

## I. Our Understanding of Your Current Situation and Needs

The City of Doral, Florida maintains a robust and qualified staff to deliver a wide variety of services to the community. The staff includes a group of new and young supervisors who may need more training to understand how to supervise, motivate, coach, and develop their staff.

## II. Modules

To better compartmentalize the training and allow flexibility for each supervisors' work demands, we have divided the training into half-day sessions. The assigned faculty member(s) will develop a customized delivery schedule based upon further discussion if the proposal is accepted. Detailed in section III below are various programs we recommend with associated course descriptions/bullet topics.

## III. Course Descriptions

### ***Supervisor and Human Resource Fundamentals (3, ½ day sessions)***

- Emphasizing the enrichment of professional and relational skills
- Applying the core supervisory competencies that enhance performance and drive results
- Answering the questions: Great, I was promoted! Now what?
- Providing a road map to successfully navigate the challenges of transitioning into the Supervisor's role
- Describing the differences between management and leadership
- Understanding how to supervise the intergenerational workforce
- How and when to delegate
- Performance management including documentation
- Diversity and inclusion
- Interview skills
- How to supervise across genders

### ***Building and Leading Successful Teams (2, ½ day sessions)***

- Understanding methods that lead to team success
- Establishing trust
- Empowerment
- Analysis of individual team behavior will be stressed. Extensive reflection of team principles and practices will occur

### ***Conflict Management (2, ½ day sessions)***

- Discovering what conflicts in the workplace ARE
- Understanding a framework and process for managing conflict
- Recognize your role in creating and resolving conflict
- Create a plan to proactively resolve a current conflict

**Change Management (2, ½ day sessions)**

- Discovering what change management is
- Understanding a framework and process for leading change
- Demonstrate where change starts
- Understand motivations for change and the purpose of leadership in the change process
- Recognize your influence potential, and limiting factors to your change performance
- Create a change plan including goals, deadlines, accountability partners, and rewards
- Designed for managers to become effective change leaders

**Discipline (1, ½ day session)**

- What is a disciplinary action?
- Ways to approach disciplinary action
  - Progressive discipline
  - Positive discipline
  - Suspension
- How to discipline employees?
  - Employee handbook guidelines
  - Processes
  - Laws

**IV. Phases and Costs**

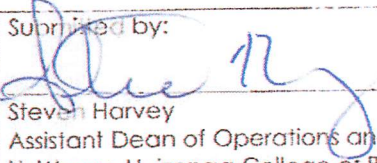

<ol style="list-style-type: none"> <li>1. Provide a Ph.D. credentialed, fulltime faculty member of the Huizenga College</li> <li>2. Training will consist of the above modules in section III with a custom schedule jointly created by the City of Doral and the faculty</li> <li>3. Costs include faculty stipend, travel, course materials, reference books, and activities</li> <li>4. Certificate of Completion for each employee per module</li> </ol>	<p><b>Seating is limited to 25 participants.</b></p>
<p><b>Total:</b></p>	<p><b>\$14,500 (all modules)</b></p>

**V. STANDARD TERMS AND CONDITIONS**

1. **Copyright.** The City of Doral, Florida acknowledges that Nova Southeastern University retains publication, copyright and marketing rights to all portions of materials provided by Nova Southeastern University.
2. **Confidential Information.** Nova Southeastern University agrees to hold in confidence, and not disclose to anyone without prior written authorization from the City of Doral, Florida, any and all proprietary information that Nova Southeastern University may receive while performing services under this agreement.

- 3. Expiration Date.** The terms of this Agreement/Proposal are good until April 1, 2022. Beginning April 2, 2022 should this Agreement/Proposal not be in force, renegotiation will be required.

**Agreement to Proceed**

<p>Submitted by:  Steven Harvey Assistant Dean of Operations and Administration H. Wayne Huizenga College of Business &amp; Entrepreneurship Nova Southeastern University</p> <p>Date: 3-14-22</p>	<p>Accepted by:  City of Doral, Florida Herman M. Organidez Acting City Manager</p> <p>Date: 03/04/2022</p>
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