

Supervisor Orientation Learner Workbook



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City of Madison's Mission, Vision, Values & Service Promise



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.



Shared Prosperity

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



Civic Engagement

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



Stewardship

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



Well-Being

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



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.

WWW.CITYOFMADISON.COM/EXCELLENCE



**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.

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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:

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Team Development Toolkit: Forming



Definition	The team meets and learns about the challenges and opportunities and agrees on goals and processes. The team members behave independently. The team gets to know one another and starts to establish working patterns.	
Current State & Future Stage Goals	Build relationships, establish clarity, and set expectations.	
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Anxiety • Politeness • Slower productivity • Many questions • Messy 	<ul style="list-style-type: none"> • Impatient • Excitement • Eagerness • Cautious
Tips	<ul style="list-style-type: none"> • Create a space where people feel safe to be themselves and don't have to worry about without judgement. • Facilitate exercises that can help the team get to know each other, clarify roles and expectations and build relationships that will help the team succeed. 	
Actions by Stage	<ul style="list-style-type: none"> • Team Meeting Agenda Template <ul style="list-style-type: none"> ○ Use this to facilitate your team discussions and increase meeting effectiveness. • Create Team Agreements • DISC, MBTI, StrengthsFinder <ul style="list-style-type: none"> ○ Learn and appreciate your own strengths and how to help the team. 	
Notes	(Empty space for notes)	

Team Development Toolkit: Storming



Definition	<p>Interpersonal conflicts can arise as the team grows accustomed to how everyone works. Members start to communicate feelings but still view themselves as individuals rather than part of the team. They may resist control by group leaders.</p>
Current State & Future Stage Goals	<p>Navigate conflict, improve communication, and build trust.</p>
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Conflict • Competition • Disagreements • Frustration • Tension <ul style="list-style-type: none"> • Doubt • Arguments • Power struggles • Gossip
Tips	<ul style="list-style-type: none"> • Agree on how to handle conflict productively as a team, focusing on the problem and not the person. • Surface issues, create solutions and learn from different ways of doing things. • Accept personal differences in working style as part of being in a team.
Actions by Stage	<ul style="list-style-type: none"> • <u>Team Agreements</u> <ul style="list-style-type: none"> • Anchor to the team agreements you completed in the Forming Stage to surface and resolve issues completely and quickly. Remind team members by keeping the agreement visible. • <u>15-Minute Team Huddle Guide</u> <ul style="list-style-type: none"> • Participate in and/or conduct a weekly team huddle to align on progress and blockers. • Participate in <u>Employee Check-Ins</u> <ul style="list-style-type: none"> • Raise challenges and celebrate wins not only with your supervisor, but also your team! • <u>Work Culture Discussion Guide</u> <ul style="list-style-type: none"> • Remember to connect teams around public service common goals.
Notes	

Team Development Toolkit: Norming



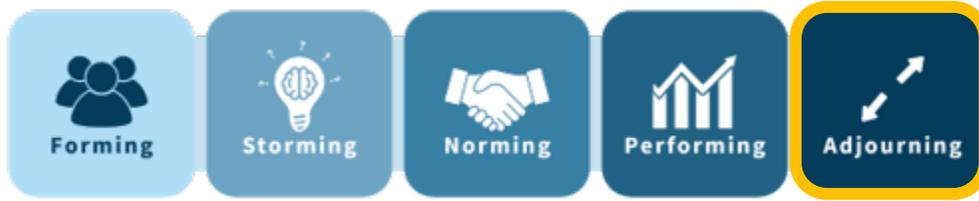
Definition	<p>The team begins to settle into a productive workflow and the new normal is established. Teams learn to work together without constant conflict. Members begin to grow closer. Trust and comfort develop.</p>
Current State & Future Stage Goals	<p>Strengthen teamwork, refine processes, and boost engagement.</p>
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Resolve conflicts • Trust • Collaboration & cooperation
Tips	<ul style="list-style-type: none"> • Define priorities and refine work processes so the group can do their best work. • Give space to grow and work on what most excites them. • Facilitate 1:1s to develop and empower your team members • Engage in thoughtful group discussion around priorities and tasks.
Actions by Stage	<ul style="list-style-type: none"> • <u>Project Charter Template</u> <ul style="list-style-type: none"> • Minimize misunderstandings and increase your team’s success. • <u>Standard Operating Procedures SOPs</u> <ul style="list-style-type: none"> • Use & update SOPs for your work unit. • <u>Individual Work Plans</u> <ul style="list-style-type: none"> • For each team member; those plans will strengthen and inform the Team Work Plans in the next stage. • <u>Customer Service Framework</u> • Center the team around to the Customer Service Framework approach to customer service—to each other and the city.
Notes	

Team Development Toolkit: Performing



Definition	<p>Conflicts have been resolved, processes are in place, and the team is working at peak performance. The team works in a trusting atmosphere where flexibility is key and hierarchy matters very little.</p>
Current State & Future Stage Goals	<p>Sustain high performance, optimize workflows, and encourage growth.</p>
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Peak Performance • Collaboration Toward Common Goals • High Productivity
Tips	<ul style="list-style-type: none"> • Empower members to do work that engages them individually as well as a group. • Remember that a group is strengthened as its individual members do more of what matters to them and are engaged in creating the change they want to see.
Actions by Stage	<ul style="list-style-type: none"> • <u>Team Work Plans & Agency Work Plans</u> <ul style="list-style-type: none"> • Use these to set and achieve interdependent goals. • Set goals and keep track of key metrics in your agency. • <u>Plan, Do, Check, Act (PDCA) cycle</u> <ul style="list-style-type: none"> • Keep growing and stretching as a team with Continuous Improvement. • <u>Eisenhower Box</u> <ul style="list-style-type: none"> • Optimize your team performance by prioritizing work.
Notes	

Team Development Toolkit: Adjourning



Definition	The project or team ends, or a member exits, and the group is disbanded or returns to the forming stage as new members join.	
Current State & Future Stage Goals	Celebrate team accomplishments and individual transitions.	
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Fulfillment • Sadness • Grief or loss 	<ul style="list-style-type: none"> • Gratitude • Recognition • Closure
Tips	<ul style="list-style-type: none"> • Ensure everyone is well positioned for whatever they do next. • Share learning points through reflection and then document them effectively. 	
Actions by Stage	<ul style="list-style-type: none"> • Plan and host an inclusive celebration acknowledging team and individual contributions. • M365 Viva Insights: Boosting Recognition & Wellbeing at Work 	
Notes	(Empty space for notes)	

Self-Assessment:

Team Stages	Team Behaviors	I agree	I disagree
 <p>Forming</p>	Team members are still getting to know each other.		
	We rely heavily on a leader to provide direction and structure.		
	Goals and roles within the team are not yet fully clear.		
	We avoid conflict and focus on being polite.		
	Decision making is slow as we are unsure of processes.		
Totals:			
 <p>Storming</p>	Disagreements or personal conflict often arise within the team.		
	Team members challenge authority or question leadership decisions.		
	There is competition or tension regarding roles and responsibilities.		
	Miscommunication or frustration is common.		
	The team sometimes struggles with trust and cohesion.		
Totals:			
 <p>Norming</p>	Team members collaborate effectively and support one another.		
	Roles and responsibilities are clearly defined and accepted.		
	Conflicts are resolved constructively without major disruption.		
	There is a growing sense of trust and team spirit.		
	Team members are open to feedback and willing to improve.		
Totals:			
 <p>Performing</p>	The team operates efficiently with minimal supervision.		
	We consistently achieve or exceed our goals.		
	Each members feels valued and contributes to the team's success.		
	We adapt easily to challenges and problem-solve effectively.		
	There is a strong sense of trust, respect, and shared purpose.		
Totals:			
 <p>Adjourning</p>	Team members are focused on wrapping up tasks, documenting outcomes, or handing off responsibilities.		
	Team members are beginning to disengage or reflect on their experience together.		
	Discussions have shifted toward recognition, closure, or next steps beyond the current team.		
	There is a sense of accomplishment, loss, or transition as the team disbands.		
Totals:			

Employee Experience:

Relationship Building

1. Get to know your team
2. Be accessible
3. Lead by example
4. Recognize and appreciate
5. Transparent communication



Notes:

Communication Practices

1. Written
2. Verbal
3. Decision-Making
4. Team Dynamics
5. Schedules
6. Group Agreements



Notes:

Expectations

1. Clarity
2. Alignment
3. Engagement
4. Trust
5. Satisfaction
6. Retention



Notes:



1:1 Agenda Template:

1:1 Agenda Template

Cadence: _____ *to be determined between Manger & Employee*
Purpose: _____ *to be determined by Team*
Team Agreements: _____ *to be determined by Team*

Topic	Notes –Type Here During 1:1	Action Items
Follow-Up on Action Items from Last 1:1 <ul style="list-style-type: none"> List Any Here 		<input type="checkbox"/>
Check-In: 1. What was <i>at least</i> one win for you in the last 2 weeks? 2. What are your priorities for the upcoming 2 weeks? 3. Any schedule outages for the upcoming 2 weeks? 4. Any frustrations/challenges in the last 2 weeks? <i>Note, above timeframes will shift depending on what cadence you set.</i>		<input type="checkbox"/>
Self-Reflection tied to City of Madison Core Expectations – Choose one to reflect on this week. > Service – I serve coworkers and members of the public in a kind and friendly manner. > Communication – I listen carefully and communicate clearly. > Teamwork – I work with others to learn, improve, and solve problems. > Equity & Inclusion – I treat everyone as they would like to be treated. > Stewardship – I care for the people, resources, community, and environment – that I am trusted to protect.		<input type="checkbox"/>
Work Plan Progress – Pull up your unit/department work plan and review/walk-through progress. Discuss any areas of concern/highlights.		<input type="checkbox"/>
Cross-Unit/Department Interactions – Share meaningful interactions within your unit, with other units or departments, and how those may relate to or impact City Priorities.		<input type="checkbox"/>
Manager Items – Items Manager needs to follow-up on or share with Employee		<input type="checkbox"/>

Notes:

Learning & Development

1. Prioritize your development
2. Support your team’s development
3. On-the-job learning
4. Continuous improvement



Notes:

Resources:

Supervisory Links:

1. [Supervision & Management \(Competencies\)](#)
2. [Supervisor Resources – Main Page](#)
3. [Mandatory Supervisor Courses](#)
4. [Mentorship Program](#)

Employee & Labor Relations:

1. [Employee & Labor Relations](#)
2. [Employee Accommodations](#)
3. [Trauma-Informed Supervision](#)
4. [Leave Administration](#)
5. [Drug & Alcohol Testing](#)
6. [Paperless Drug Testing Process](#)
7. [Misconduct Investigations](#)
8. [Disciplinary Process](#)
9. [Supervising Represented Employees](#)
10. [Grievance Process](#)

Performance Management:

1. [Performance Management](#)
2. [Employee Check-In Process](#)
3. [Setting Expectations and Goals](#)
4. [Position Descriptions](#)
5. [Reclassification Process](#)

Policies & Procedures:

1. [Policies & Procedures](#)
2. [Administrative Procedure Memoranda \(APM\)](#)
3. [Affinity Groups & Guidelines](#)
4. [Equity & Inclusion Resources and Tools](#)
5. [Hiring & Onboarding](#)
 - a. [Hiring](#)
 - b. [Welcome & Onboarding New Employees](#)
6. [Payroll Clerk Resources](#)

General:

1. [Organizational Development Toolkit](#)
 - a. [Individual Development Plan](#)
 - b. [1:1 Agenda Template](#)
 - c. [Team Development Toolkit](#)
2. [Employee Assistance Program](#)

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.

Frequent City Contacts:

IT Department

- **IT Help Desk:** 608-266-4193
- **IT Service Center:** <https://cityofmadison.teamdynamix.com/TDClient/2427/Portal/Home/>

Employee Assistance Program

- **Internal Phone Number:** 608-266-6561
- **External Phone Number:** 1-800-236-7905
- **Email:** eap@cityofmadison.com

Central Payroll

- **Payroll Number:** Call the HR main number and they will transfer you.
- **Payroll Fax:** 608-261-4241
- **Email:** payroll@cityofmadison.com

Finance Department

- **Main Number:** 608-266-4671

Human Resources Department

- **Main Number:** 608-266-4615
- **Fax Number:** 608-267-1115
- **Email:** HR@cityofmadison.com

Benefits:

- **Benefits:** Call the HR main number and they will transfer you.
- **Benefits Email:** Benefits@cityofmadison.com
- **Employee Handbooks and Labor Relations:** Call the HR main number and they will transfer you.
- **Family Medical Leave Act (FMLA):** FMLA@cityofmadison.com
- **Accommodations & Access:** Accommodations@cityofmadison.com
- **Organizational Development:** OrganizationalDevelopment@cityofmadison.com