



Welcome to the 2018 FRPA
Conference!

Learning Objectives

Participants will:

1. Discuss best practices for building supervisory capacity.
2. Learn how to develop your "personal brand" and how to project that to your staff and peers.
3. Explore what skill or knowledge is needed to be a transformational leader.

The Beginning

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What did you want to be growing up?

What I wanted to be...

- Athlete
- Teacher

Find Yourself During the College Years

- Choosing a school
- First Major
- Second Major
- Coach that changed my life

Masters in Public Administration

- UCF - National Champs (obnoxious I know)
- Learned a lot from the program
- Cornerstone course

What is a leader

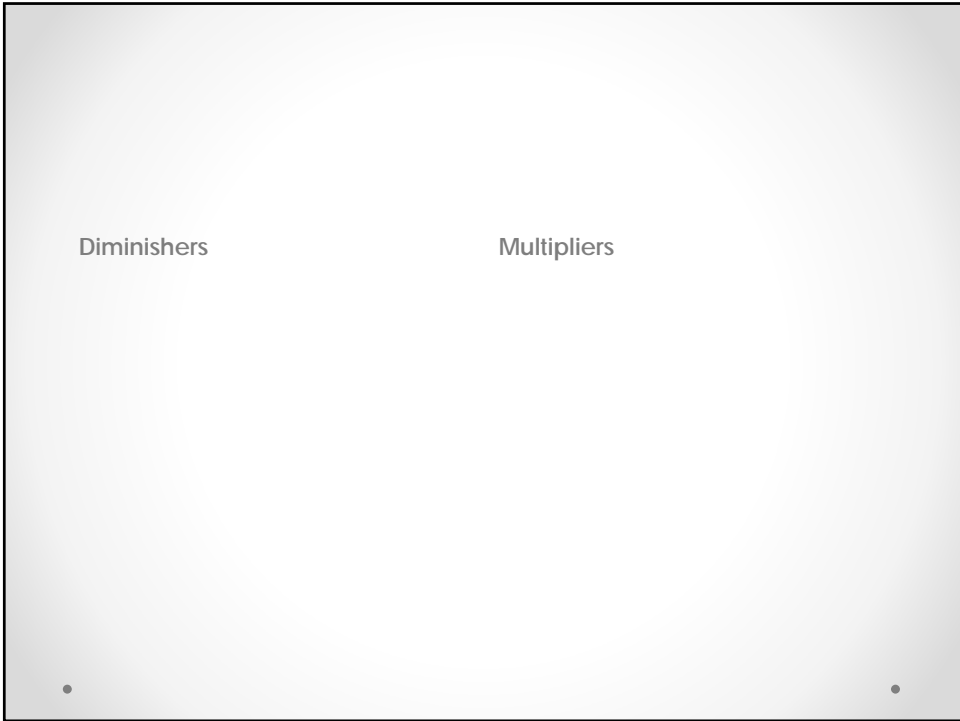
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Transactional Leader

- These are managers

Transformational Leader

- Someone who inspires change by creating changes in structure, procedure, ethos, technology or production
- Have energy & determination, vision, provision for challenge and encouragement for subordinates, and is not afraid to fail



Have been surrounded by
transformational leaders all
my life
...

Best practices for building your supervisory capacity

- 1) Fall back on your past
 - Positive experiences
 - Negative experiences
- Military Lifestyle
- Coaching
- Student-Athlete

Story Time

Best Practices for Building your Supervisory Capacity

- 2) Go forth and learn something
- Track Rules by Brooks Johnson
 - Has had an Olympic athlete on every team since 1964
- Learn or Die
- 1000 Hour Rule

Develop Your Swag (Brand)

...

Developing Your Personal Brand

- Main thing is RESPECT
 - Yes, you are young
 - The millennial way is different, but that doesn't mean it is wrong!
- Parks & Recreation is supposed to be fun
- Handbook for New Employees
 - *A fearless adventure in knowing what to do when no one's there*

Guiding Principles

- T.E.A.M. – Together Everyone Achieves More
- When you put on your uniform you represent not only yourself, but your TEAM, supervisor, director, department and the City
- 5 P's – Proper Preparation Prevents Poor Performance
- To be early is to be on time; to be on time is to be late; to be late is to be in trouble
- Communication, Communication, Communication
- Dream. Believe. Dare. Do
- Empower those you lead to do great things
- Learn Things

Hiring the Correct Individuals

Character Skills

- Hard working
- Competitive
- Positive
- Focused
- Motivated
- Accountable
- Resilient
- Confident
- Energetic
- Disciplined

Moral Skills

- Unselfish
- Honest
- Respectful
- Appreciative
- Humble
- Loyal
- Trustworthy
- Encouraging
- Socially aware
- Caring

Evaluations

- I believe in evaluations often
 - You remember the bad things
- Associate Evaluation
- Upward Evaluation

Thank you goes a long way

- Thank you cards
- Feed employees

You will fail
...

This is not the
end but only the
beginning...



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For more information about the Florida Recreation and Park Association visit www.frpa.org.



Upward Evaluation

Thank you for giving us the opportunity to serve you better. Please help us by taking a few minutes to tell us about your supervisor. This upward performance appraisal program provides an opportunity for supervisors to obtain feedback from those they supervise. The intent is to assist with further development of the supervisor in an environment where modern managers are expected to be good leaders of people in order to achieve organizational goals and objectives, developmental in nature. The goal we in the department have for our supervisors is to improve morale at all levels; increase productivity and efficiency; and support development of greater customer satisfaction.

We appreciate what you do for our department because without you, we would not be as successful as we are.

Supervisor's Name:

Supervisor's Title:

Department:

Date:

Staff: Individual Group

Rater(s) is/are supervised directly by this supervisor: Yes No

Instructions: Please indicate the level of performance by selecting the appropriate rating and provide written comments as applicable.

I. Standards of Performance, Behavior and Role Modeling

a. Professionalism: Level of standards demonstrated in his/her field of expertise.

Very High High Moderate Low Very Low

Additional Comment:

b. Performance/Expectations; Establishes and communicates measurable performance standards/expectations. (I know what's expected of me.)

Very High High Moderate Low Very Low

Additional Comment:

c. Team Building: Level in which team building is promoted among staff.

Very High High Moderate Low Very Low

Additional Comment:

d. Availability: level of ease in accessing/meeting with supervisor when needed.

Very High High Moderate Low Very Low

Additional Comment:

e. Cultural Sensitivity/Awareness: Ability to communicate effectively and interact with staff from different cultural/ethical/racial backgrounds.

- Very High High Moderate Low Very Low

Additional Comment:

f. Communication: Quality of interaction with employees in the department. (We are kept well informed.)

- Very High High Moderate Low Very Low

Additional Comment:

g. Courtesy/Respect: Level of courtesy and respect shown towards staff.

- Very High High Moderate Low Very Low

Additional Comment:

h. Trust: level of confidence in his/her integrity and consistency of behavior. (The extent to which I can predict he/she will deliver on a promise or commitment.)

- Very High High Moderate Low Very Low

Additional Comment:

i. Impartiality: Level to which he/she manages staff without favoritism.

- Very High High Moderate Low Very Low

Additional Comment:

j. Equal opportunity Treatment: perception of degree to which supervisor treats each staff member and "guest" fairly and not discriminate based on age, race, sex, disability, religion or veteran status.

- Very High High Moderate Low Very Low

Additional Comment:

II. Decision-Making Quality and Timeliness

a. Problem Solving: level of demonstrated ability to reach solutions to problems in a timely manner.

Very High High Moderate Low Very Low

Additional Comment:

b. Creativity/Innovation: Degree to which he/she displays creative and innovative ideas.

Very High High Moderate Low Very Low

Additional Comment:

c. Directing: Clarity of instructions/directions when giving assignments.

Very High High Moderate Low Very Low

Additional Comment:

d. Responsiveness: Degree to which supervisor responds to calls for assistance.

Very High High Moderate Low Very Low

Additional Comment:

e. Openness: Degree to which he/she gives serious consideration to ideas and suggestions from staff.

Very High High Moderate Low Very Low

Additional Comment:

III. Contributions to Staff Achievements

a. Professional Development: Encourages and supports staff to develop/enhance skills through initiative, attendance at meetings, use of tuition remission, etc.

Very High High Moderate Low Very Low

Additional Comment:

b. Coaching: Level of assistance and guidance provided when needed.

Very High High Moderate Low Very Low

Additional Comment:

c. Customer Service: Degree to which he/she promotes the idea/concept of quality customer service.

Very High High Moderate Low Very Low

Additional Comment:

d. Feedback: Degree to which the supervisor lets staff member know how he/she is performing.

Very High High Moderate Low Very Low

Additional Comment:

IV. Additional Comments

Thank you for taking the time to fill out this survey. We at the Parks and Recreation Department value feedback in order to grow as individuals and leaders.



**Associate
Evaluation**

Thank you for giving us the opportunity to serve you better. Please help us by taking a few minutes to tell us about your supervisor. This upward performance appraisal program provides an opportunity for supervisors to obtain feedback from those they supervise. The intent is to assist with further development of the supervisor in an environment where modern managers are expected to be good leaders of people in order to achieve organizational goals and objectives, developmental in nature. The goal we in the department have for our supervisors is to improve morale at all levels; increase productivity and efficiency; and support development of greater customer satisfaction.

We appreciate what you do for our department because without you, we would not be as successful as we are.

Associate's Name: _____

Supervisor's Name: _____

Department: _____ Date: _____

Quarter: 1 2 3 4

Rater(s) directly supervises the associate: Yes No

Instructions: Please indicate the level of performance by selecting the appropriate rating and provide written comments as applicable.

I. Influence

a. Is a positive person to work with.

Very High High Moderate Low Very Low

b. Offers encouragement to those around you.

Very High High Moderate Low Very Low

c. Motivates others to drive their own success.

Very High High Moderate Low Very Low

d. Quiets dissention when possible.

Very High High Moderate Low Very Low

e. Shares what you have learned to improve department.

Very High High Moderate Low Very Low

f. Effectively collaborates with other department members as necessary.

Very High High Moderate Low Very Low

Additional Comment:

II. Character

a. Represents the City well.

Very High High Moderate Low Very Low

b. Works without supervision as necessary.

Very High High Moderate Low Very Low

c. Demonstrates appropriate knowledge of City policies and procedures.

Very High High Moderate Low Very Low

d. Deals appropriately with confidential information.

Very High High Moderate Low Very Low

e. Deals appropriately with sensitive situations.

Very High High Moderate Low Very Low

f. Manages information and data effectively.

Very High High Moderate Low Very Low

g. Level of courtesy and respect shown towards staff.

Very High High Moderate Low Very Low

h. Level of confidence in his/her integrity and consistency of behavior. (The extent to which I can predict he/she will deliver on a promise or commitment)

Very High High Moderate Low Very Low

Additional Comment:

III. Presence

a. Arrives to work on time.

Very High High Moderate Low Very Low

b. Arrives for meetings on time.

Very High High Moderate Low Very Low

c. Meets work deadlines.

Very High High Moderate Low Very Low

d. Uses time effectively.

Very High High Moderate Low Very Low

e. Demonstrates initiative as appropriate.

Very High High Moderate Low Very Low

f. Demonstrates appropriate interactions with guest/public.

Very High High Moderate Low Very Low

g. Available to pick up additional shifts as needed.

Very High High Moderate Low Very Low

Additional Comment:

IV. Intellect

a. Demonstrates sound judgement.

Very High High Moderate Low Very Low

b. Demonstrates innovation in solving problems or when working on projects.

Very High High Moderate Low Very Low

c. Demonstrates interpersonal tact.

Very High High Moderate Low Very Low

d. Demonstrates expertise within given field.

Very High High Moderate Low Very Low

e. Consults with supervisors and co-workers as necessary.

Very High High Moderate Low Very Low

Additional Comment:

V. Leads

a. Demonstrates the ability to lead others.

Very High High Moderate Low Very Low

b. Builds trust with co-workers and supervisor.

Very High High Moderate Low Very Low

c. Extends influence beyond chain of command.

Very High High Moderate Low Very Low

d. Leads by example.

Very High High Moderate Low Very Low

e. Demonstrates the ability to communicate in an efficient manner.

Very High High Moderate Low Very Low

Additional Comment:

VI. Develop/Achieves

a. Identifies problems in the department.

Very High High Moderate Low Very Low

b. Sets appropriate priorities for tasks.

Very High High Moderate Low Very Low

c. Responds appropriately to feedback on job performance.

Very High High Moderate Low Very Low

Additional Comment:

VII. Additional Comments