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Training City of Boston Managers

Management Certification Program is a promising new start to a decades old challenge

Starting on September 12, 2011, the Menino Administration instituted a new management training program for departmental managers and supervisors to help them become more effective leaders in a continual period of tight budgets. Each group of city managers and supervisors will participate in five half-day sessions. The goal is to train 400 managers by June 2012 and the first class of 40 managers graduated this month. What will be interesting is whether this program will be the beginning of a more modern, comprehensive recruiting, training and promotional human resource program in Boston.

The City of Boston is a \$2.4B general fund operation that is labor intensive with 71% of the total operating budget tied to spending for personnel. As of January 1, 2011, Boston's city-funded workforce consisted of 16,227 FTEs. Managing services efficiently can be complicated working within labor contract provisions and strong unions and a state Civil Service System that tends to focus its work primarily on testing for police officers and fire fighters.

Over the years in Boston, human service management and training for managers and supervisors have not been a high priority as reflected by the funding for these services. However, as employees gain seniority in the Civil Service line departments and assume positions of greater authority, they often do not have the training to effectively perform their new duties. The same can be true in the non-

Civil Service departments as well. Training programs have been initiated in the past but during times of tight budgets, this kind of program is easier to level fund or cut back.

Management Certification Program

The Management Certification Program consists of five modules structured to focus on different aspects of personnel management that a manager or supervisor could confront during the course of a year. Each requires a half-day of training. The five modules are shown below.

Five Management Certificate Modules

1. Employment Practices

Workplace rules and employee assistance

2. Attendance and Employment Laws

Workers comp., ADA, military, family leave

3. Personnel Management

Civil Service, interviews, hiring, discipline

4. Management Skills

Goal setting, motivation, conflict resolution

5. Labor Relations and Personnel Investigation

Grievances, unfair labor practices

The Management Certificate Program is a promising start to an improved employee training program and should continue to be a high priority of the Mayor. The City's significant budget investment in human capital should be matched with a strong human services operation to achieve a productive workplace and improved service delivery.