

A decorative graphic on the left side of the slide consisting of white lines and circles on a blue gradient background, resembling a circuit board or a stylized tree structure.

SUPERVISOR OR MANAGER?

WHAT ARE THE DIFFERENCES AND HOW DO YOU GET FROM ONE TO THE OTHER...

GREG HOGGATT FIRE CHIEF, EFO, CFO, MPA

- Over 35 years in the Fire Service
 - 5 years as Lieutenant (Company Officer/Supervisor)
 - 4 years as District Chief (1st level Manager)
 - 4 years as Division Chief (Middle level Manager)
 - 8 years as Deputy Chief (Senior Manager)
 - 2 Plus years as Fire Chief (Director)
- Associates Degree in Fire Science
- Bachelors Degree in Organizational Management
- Master Degree in Public Administration

WHO IS A SUPERVISOR?

- Webster's
 - Noun:
 - 1: a person who is charge of others
 - 2: an officer in charge of a unit or an operation of a business, government, or school
 - Supervision
 - The action, process, or occupation of Supervising
 - A critical watching and directing (as activities or a course of action)
 - Also known as: administrator, director, executive, supervisor

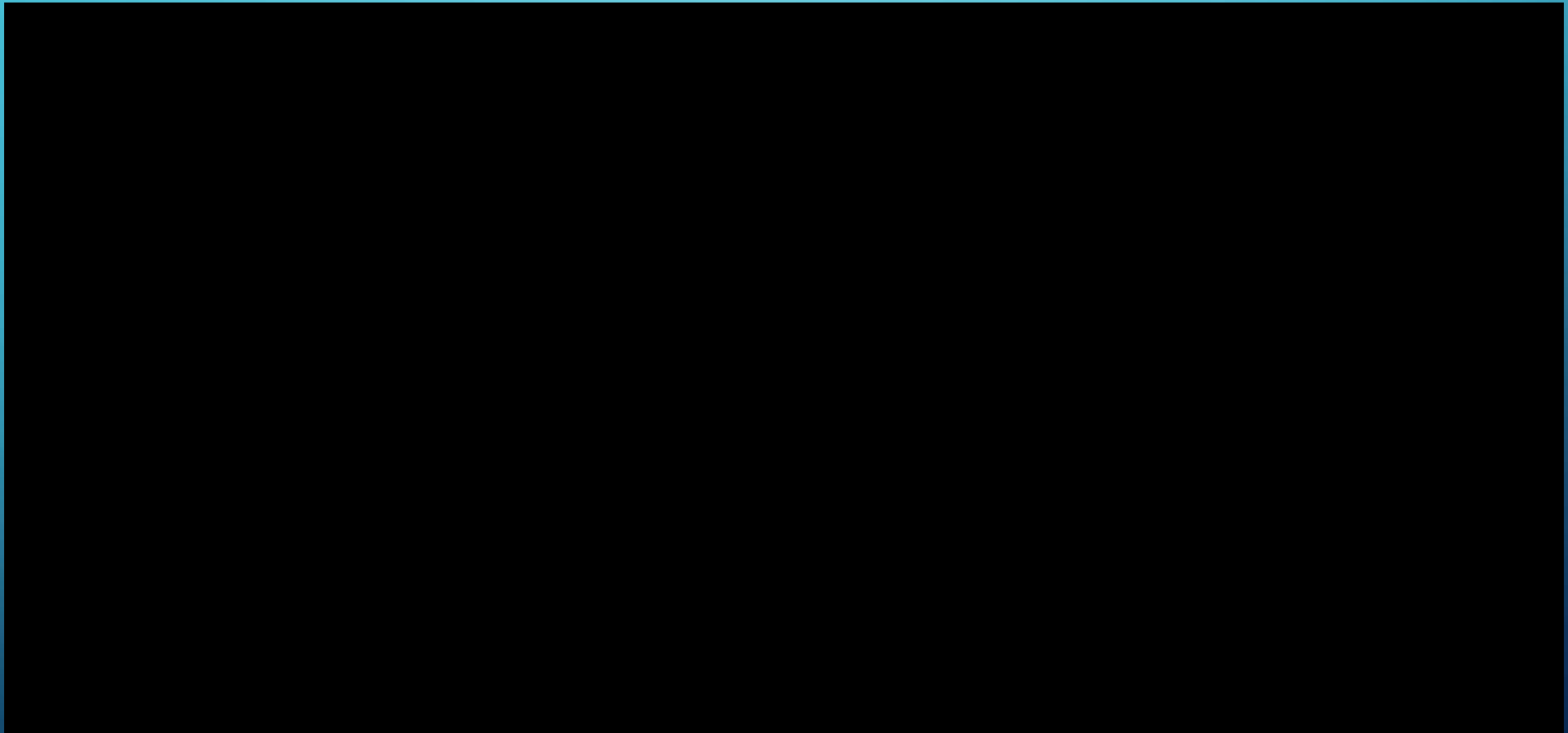
WHO IS A MANAGER

- Webster's
 - Noun
 - 1: a person who is charge of a business or part of a business
 - 2: a person who directs the training and performance of a sports team
 - Manage
 - To exercise executive, administrative, and supervisory direction
 - Also known as : administrator, director, executive, supervisor

WAIT A MINUTE ..

- Supervisor also know as:
 - administrator, director, executive, supervisor
- Manager also know as:
 - administrator, director, executive, supervisor
- Are they the same? Yes? No? Maybe?

C.H.A.O.S. (CHIEF HAS ARRIVED ON SCENE)



IN THE FIRE SERVICE

COMPANY OFFICER (LT.)

- Supervises a small working crew
- Delegates work task
- Ensures work completion
- Counsels, evaluates and trains the crew

BATTALION CHIEF

- Manages 6 company officers
- Ensures citywide coverage
- Oversees complex operations
- Ability to make daily operational decisions

FIRE SERVICE

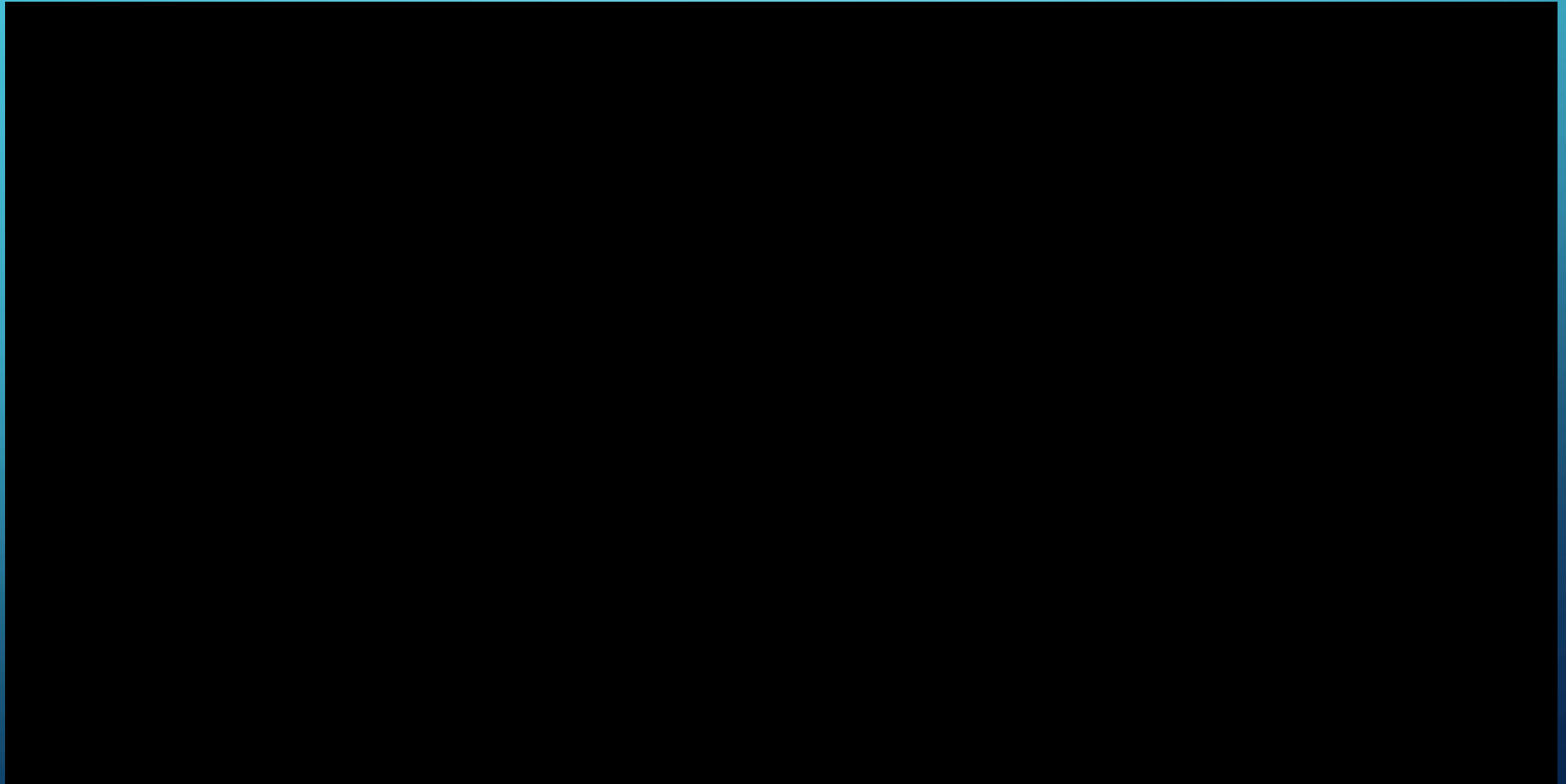
LIEUTENANT



CHIEF OFFICERS



WHAT DOES A SUPERVISOR DO?



WHAT DOES A SUPERVISOR DO.

- The title of "supervisor" is typically applied to a first-line or lower-level managerial role, often in industrial or administrative settings. Supervisors are responsible for the day-to-day performance of a small group, either a team, a department, or a shift. Supervisors typically have experience in the group's purpose or goal and have earned the position based on management's belief that they're capable of guiding the team.

Reh, F. John 2019, The Balance Careers

SUPERVISOR DUTIES AND RESPONSIBILITIES

- Schedule Work hours and Shifts
- Coordinate job rotation and cross training
- Provide real time feedback on worker performance
 - Cheyenne Performance Appraisal Program (Monthly/Annual)
- Provide reports and activity updates to Management
- *Reh, F. John 2019, The Balance Careers*

COMMON TASKS

- Helping the team understand performance targets and goals
- Training or ensuring that workers are properly trained for their specific roles
- Scheduling work hours and shifts
- Coordinating job rotation and cross-training
- Sharing company updates, financial results, and new objectives with team members
- Assisting in resolving emergencies, such as a quality or customer problem that might be escalated to the team supervisor for handling
- Identifying and resolving workplace problems, including tardiness or absenteeism
- Providing reports and activity updates to management

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COMMON TASK CONTINUED

- A large part of the role of supervisor involves offering feedback, both constructive and positive. Constructive feedback is more challenging for most supervisors to deliver

SKILLS AND COMPETENCIES

- You should have several essential qualities to succeed at becoming a supervisor in any field.
 - **Leadership:** You should have the capacity to take charge while still addressing the concerns and individuality of your team members.
 - **Conflict resolution:** The ability to productively handle grievances can be a real asset in this occupation.
 - **Interpersonal skills:** A supervisor's role is predominantly a matter of managing people.
 - **Time management skills:** You should have the ability to discern what's most important and to allot your own and your team's time accordingly.
 - **Problem-solving abilities:** You should possess an ability to gauge different solutions to inevitable problems and select the one most likely to bring about the results you need.

EDUCATION, TRAINING AND CERTIFICATIONS

- This occupation doesn't require any particular education, but you will need training.
 - **Education:** A high school diploma or the equivalent is usually required. Some college or an associate degree can be helpful in setting candidates apart from others who desire the position.
 - **Experience:** A supervisor must have an excellent grasp of the work the team's doing, as well as an understanding of the tasks and activities of a manager. Supervisors are often drawn from the working team because management appreciates their work ethic, company attitude, and commitment to quality.
 - **Training:** Organizations often require that individuals promoted to supervisory roles attend first-line or front-line management training where they learn important communication and management skills

ALSO

- A supervisor is accountable for team performance, which brings pressure above and beyond the level he or she may have experienced as a team member. The role has its frustrations as well. A supervisor is charged with responsibility for the team and overall performance but typically has relatively little direct authority without managerial support.
- A newly-appointed supervisor must often navigate an awkward transition from being one of the team members to the individual responsible for guiding and supervising the workers. This transition can be uncomfortable for everyone involved.

THE ROLE AND RESPONSIBILITIES OF A MANAGER

***If the manager
is pulling the
strings, he
can't blame the
puppet for a
bad
performance.***

ROLES & RESPONSIBILITIES

- The higher you climb in the organization's ranks, the further away you move from the day-to-day operations and work of the firm's employees. While the CEO and Vice-Presidents focus more of their efforts on issues of strategy, investment, and overall coordination, managers are directly involved with the individuals serving customers, producing and selling the firm's goods or services, and providing internal support to other groups.

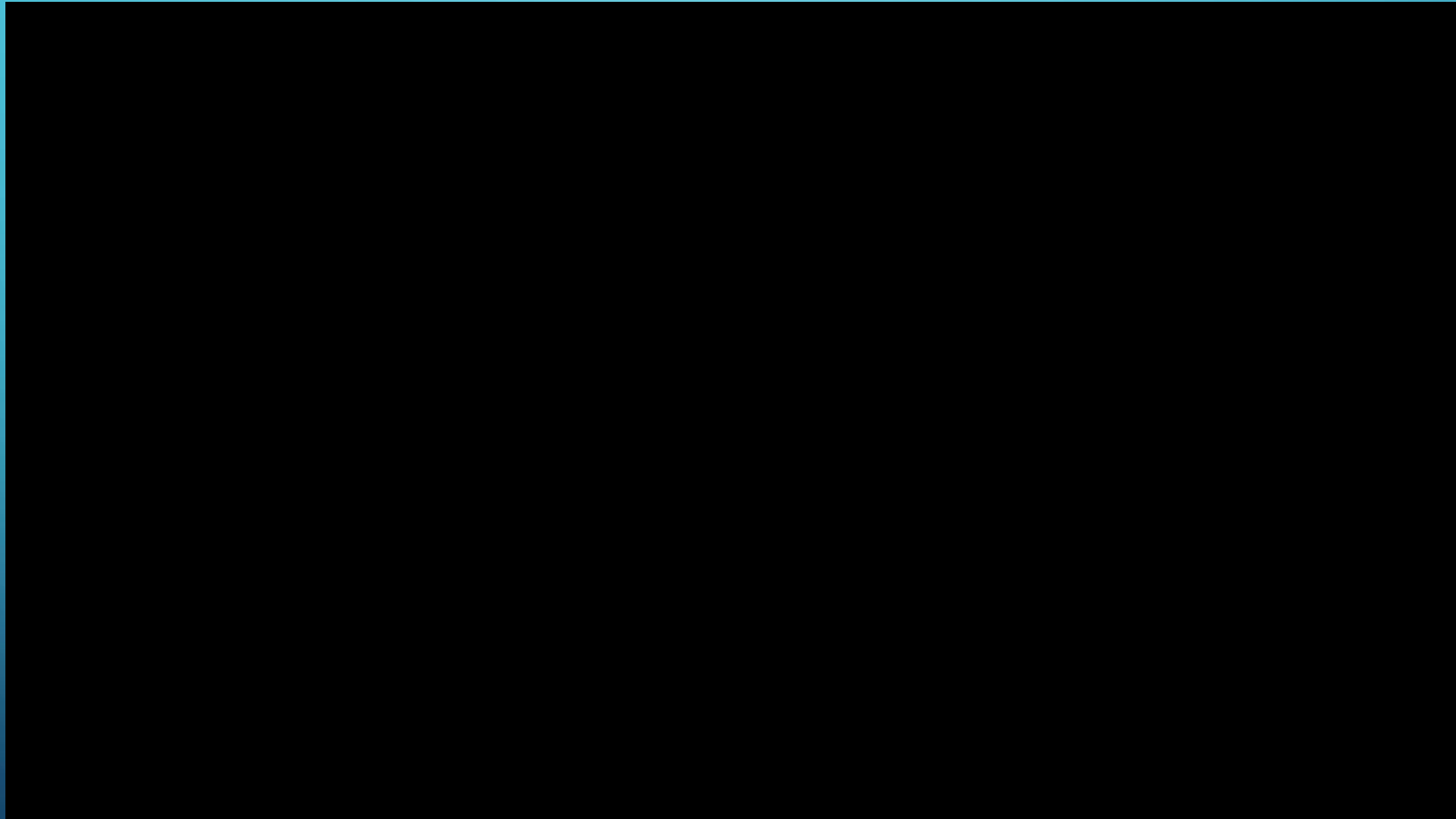
ROLES CONT.

- Additionally, the manager acts as a bridge between senior management for translating higher-level strategies and goals into operating plans that drive the business. The challenging role of the manager is accountable to senior executives for performance and to front-line employees for guidance, motivation, and support. It is common for managers to feel as if they are pulled between the demands of top leaders and the needs of the individuals performing the work of the firm.

WORK OF THE MANAGER

- Hiring and staffing.
- Training new employees.
- Coaching and developing existing employees.
- Dealing with performance problems and terminations.
- Supporting problem resolution and decision-making.
- Conducting timely performance evaluations
- Translating corporate goals into functional and individual goals.
- Monitoring performance and initiating action to strengthen results.
- Monitoring and controlling expenses and budgets.
- Tracking and reporting scorecard results to senior management.
- Planning and goal-setting for future periods.

THE ROLE AND RESPONSIBILITIES OF A MANAGER



TYPES OF MANAGERS

- Managers are most often responsible for a particular function or department within the organization
- A manager either leads a team directly or leads a group of supervisors who lead the teams.

There are 2 types of good manager...

1. Those who take a keen interest in your personal development; meet with you regularly; keep their door open; walk the floor routinely and delegate appropriately.
2. Those who leave you alone.

SPAN OF CONTROL

- The phrase “span of control” relates to the number of individuals who report directly to any particular manager
- A manager optimally has no more than six to eight direct reports, although many have ten or even twenty individuals they are responsible for on a daily basis. A smaller span of control enables increased support for training, coaching, and development. The larger span reduces the manager’s effectiveness for supporting her direct reports.

AUTHORITY OF THE MANAGER

- A manager may have the power to hire or fire employees or to promote them. In larger companies, a manager may only recommend such action to the next level of management. The manager has the authority to change the work assignments of team members.

ESSENTIAL SKILLS OF THE MANAGER

- Leadership—You've got to be able to set priorities and motivate your team members. This involves self-awareness, self-management, social awareness and relationship management. Be a source of energy, empathy, and trust. And remember that effective leaders work daily to develop team members through positive feedback, constructive feedback, and coaching.

ESSENTIAL SKILLS OF THE MANAGER

- Communication—Become a student of effective communication in all its applications, including one-on-one, small group, large group, email and social media. Realize that the most important aspect of communicating is listening.

ESSENTIAL SKILLS OF THE MANAGER

- Collaboration—Serve as a role model for working together. Support cross-functional efforts and model collaborative behaviors to set the example for your team members.

ESSENTIAL SKILLS OF THE MANAGER

- Critical Thinking—Strive to understand where and how your projects fit into the bigger picture to enhance your effectiveness. Review priorities in light of larger goals. Translate this goals and objectives for your team members.

ESSENTIAL SKILLS OF THE MANAGER

- Finance—Learn the language of numbers. Managers must strive to understand how company funds are invested and to ensure that these investments earn a good return for the firm. While you do not need to be an accountant to be a manager, it is imperative that you learn and apply the basics.

ESSENTIAL SKILLS OF THE MANAGER

- Project Management—Everything that we do that is new in an organization is created in the form of projects. Today's managers understand and leverage formal project management practices to ensure timely completion and proper control of initiatives.

EDUCATION

- Additional Advanced Training
- Bachelors Degree or higher
- Specific Certifications
- Experience
- More...

EDUCATION

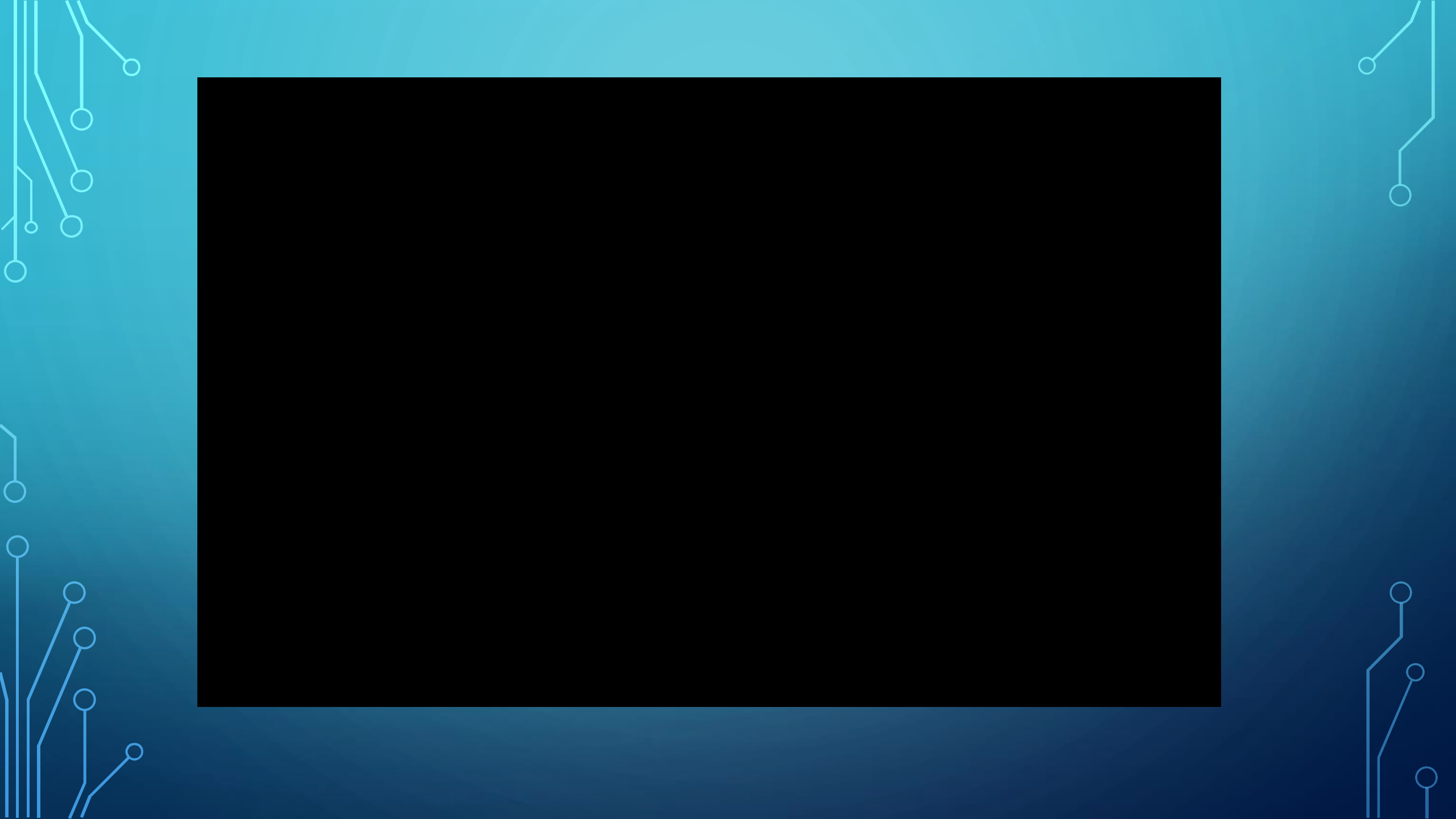
- EFO Executive Fire Officer, National Fire Academy Emmitsburg MD
 - 2 week program, for 4 years. Applied Research Project for each class,
 - Upper Level Graduate Courses in Management and Leadership
 - Becoming a requirement for Fire Chief's
- CFO Chief Fire Officer Designation, Center for Public Safety Excellence.
 - National Accrediting Agency for Fire Chief's
 - Required renewal every 3 years
 - Validation of credentials, training and capabilities
- Masters in Public Administration
 - Graduate Degree specific to Public Work and Administration.

BOTTOM LINE

- The work of management is divided into the activities around planning, leading, organizing and controlling, and the work of a manager encompasses all of these areas. Anyone aspiring to move into management as a career should develop and display strong technical and functional skills—become an expert in your discipline, and have a strong liking of interacting with, supporting and guiding others.

HOWEVER

- The best managers understand their role is about their team and their team's performance and not about themselves. They work hard to develop the skills identified above and they take great satisfaction in the successes of their team members. Do this effectively at a lower level and others will recognize your value and abilities and strive to increase your responsibilities over time. Management as a career is simultaneously challenging and exciting.



**BEING A
MANAGER**

IS EASY, IT'S LIKE

RIDING A BIKE

**EXCEPT THE BIKE IS ON FIRE
YOU'RE ON FIRE
EVERYTHING IS ON FIRE
AND YOU'RE IN HELL**







“

BY WORKING FAITHFULLY EIGHT HOURS A DAY,
YOU MAY EVENTUALLY GET TO BE BOSS AND
WORK TWELVE HOURS A DAY.

”

Robert Frost





“ A MANAGER MUST APPRECIATE AND UNDERSTAND THE IMPORTANCE OF EVERY RESOURCE HE HAS. THERE IS A SPECIFIC PURPOSE FOR EVERY RESOURCE. IT IS THE DUTY OF THE MANAGER TO UTILIZE THE RESOURCES TO THE FULLEST IN THE MOST APPROPRIATE MANNER. ”

Abhishek Ratna





“

**A GOOD LEADER IS A PERSON WHO TAKES A
LITTLE MORE THAN HIS SHARE OF THE BLAME
AND A LITTLE LESS THAN HIS SHARE OF THE
CREDIT.**

”

John C. Maxwell





“



**A GOOD MANAGER IS A MAN WHO ISN'T
WORRIED ABOUT HIS OWN CAREER BUT
RATHER THE CAREERS OF THOSE WHO WORK
FOR HIM.**

”



H. S. M. Burns





“ TO BE A MANAGER, ONE MUST BE ABLE TO MANAGE HER OWN RELATIONSHIP WITH THE PEOPLE AROUND HER, AS WELL AS THE RELATIONSHIPS AMONG HIS SUBORDINATES. JUST BEING PERFECT IN PAPERWORK AND OPERATIONS DOES NOT MAKE ONE A GOOD MANAGER. ”



Sophie Rose





“

**A WISE MANAGER KNOWS THAT IT IS
SOMETIMES MORE IMPORTANT TO LISTEN
THAN TO TALK.**

”

Eraldo Banovac



REFERENCES

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