



The Newton Senior Center

Mr. Marc Wey
Management Tools and Resources
307 Acton Street
Carlisle, MA 01741

May 7, 2002

Dear Marc,

The Effective Supervisory Management (ESM) training program that I just completed through the City of Newton could not have come at a better time in my career with the city. Since this past February the supervisory lines in my department changed resulting in my reporting directly to the Department Head with less direct supervision. ESM provided me with some timely tools that will help me to rise to the challenge of this new level of responsibility.

The ESM training helped me to confirm and enhance my strengths in the areas of communication with staff, exercising authority, decision making, and problem solving and motivating people. The training materials supported the fact that communicating clear expectations, followed up with specific instructions and immediate feedback are invaluable tools of supervisory management. The need to be aware through active listening and asking clarifying questions shows respect for the employee and lends itself to productive decision making and problem solving. As a result of the ESM training, it became much clearer to me that if you can effectively utilize the above-mentioned tools it almost guarantees a motivated and more productive staff.

The ESM program helped me to realize my need to improve my time management through better goal setting and planning. I see the positive effects, both in my personal and business life, of writing goals down and sticking to them. I am using more aspects of the My-Tyme planner each week. The staff at the Senior Center is recognizing improvements by "teasing" me about my better organization being a result of this program. I have re-implemented regular staff meetings, that include every one from the receptionist to the van drivers, with the goals of improving cross departmental communication, better time management for all, team building and more.

I've noted that by starting to use a "to do" list again and using that list to set weekly and daily goals has greatly reduced my stress level and improved my productivity. I've never set more appointments with myself before, but I definitely see the benefit of doing it.

Another reason that this program came at a great time is related to the fact that the Newton Senior Center is currently pursuing National Accreditation from the National Institute of Senior Centers (NISC). The standards set forth as criterion for accreditation paralleled many of the principles of ESM. As a result of an intensive self-assessment process long and short-term goals were established. The staff has since created a visual time line of those goals with specific dead lines. It's used by staff to reference and to keep each other on time in meeting the goals.

NISC also emphasized the need for clear and specific policies and procedures. We have developed a policies and procedures manual including: Mission Statement, history, job descriptions, organizational charts, program procedures, emergency procedures, etc. I'm sure to use this as a tool in a much improved orientation program for new employees.

Both NISC and ESM strongly encourage team review and update of all job descriptions. One of the goals I set, and met, as part of this training was to begin that process.

Marc, as you can see I could go on and on about what I have learned from the Effective Supervisory Management program and its benefits to my organization and me. I want to conclude by thanking you for your excellent facilitation that led us to do some of our best learning from each other. I had a great time.

Thank you again,



Jayne Colino
Director, Newton Senior Center