

**American Public Works Association
Oregon Chapter
The Developing Leader – 2022
Instructors: Jeanne Nyquist, Brice Perkins, Dawn Easley,
Jeff Orlandini, Kim Bria**

About the Northwest Public Works Institute (NWPWI)

The Northwest Public Works Institute is a program of instruction for Public Works leaders who would like to attain a higher degree of proficiency as public works leaders and managers. The Washington and Oregon Chapters of the American Public Works Association (APWA) jointly operate the Institute.

The program consists of 3 courses offered in Oregon and Washington that, taken in their entirety, provide public works professionals with essential skills needed to advance in supervisory and management positions up to and including Public Works Director.

Upon successful completion of all 3 courses, participants are awarded a certificate by the national American Public Works Association. The certificate is recognized by public works agencies across the nation as evidence of a commitment to professional development.

Developing Leader - Target Audience and Format

The Developing Leader is one of the three courses in the NWPWI. This workshop is designed to develop leadership skills for supervisors, managers and team leaders to enable them to hit the ground running . . . in the right direction. Training content is focused on providing leadership in public works organizations, helping leaders to develop skills to lead and manage infrastructure programs and services including:

- Transportation
- Water
- Wastewater
- Stormwater
- Parks and Grounds
- Facilities and Fleet

Learning is supported by training content and interactive exercises, case studies, and class projects related to management of public works infrastructure facilities and programs. Instructors are all public works practitioners with extensive experience managing public works programs in Oregon.

Following is an outline of the course curriculum for the Developing Leader, as well as instructor bios.

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			DAY ONE
7:00	-	8:00	Registration
8:00	-	9:30	Welcome, Introductions and Icebreaker <ul style="list-style-type: none"> • Review class objectives and schedule • Participants practice public speaking by introducing one another • Discussion of common motivations for taking class
9:30	-	10:00	Characteristics of an Effective Leader <ul style="list-style-type: none"> • Facilitated class discussion to identify common characteristics of an effective public works leader and to differentiate the various roles of leadership
10:00	-	10:15	Break
10:15	-	10:45	Role of the Front-Line Leader <ul style="list-style-type: none"> • Lecture and facilitated discussion to identify the role of the front-line leader and differences between management and leadership. • Illustrative examples of public works leadership roles.
10:45	-	12:00	Discover Your Leadership Style <ul style="list-style-type: none"> • Administer and interpret results of Kiersey-Bates Temperament Sorter to provide insight into individual leadership styles and impact on team dynamics • Participant teams are formed based on cross-section of various leadership styles
12:00	-	1:00	Lunch
1:00	-	1:30	Team Dynamics <ul style="list-style-type: none"> • Lecture to introduce stages of team development and team development process • Class discussion of leadership challenges and solutions in the public works environment
1:30	-	2:15	Problem Solving & Decision Making Styles <ul style="list-style-type: none"> • Lecture to introduce various problem solving and decision making styles • Interactive exercise to apply decision making styles to a variety of public works situations, including responding to sewer trench cave in, purchasing backhoe, hiring a new team member, maintaining facilities, etc.
2:15	-	2:30	Break
2:30	-	5:00	Team Problem Solving Exercises <ul style="list-style-type: none"> • Participant teams conduct two table top exercises to practice team problem

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			<p>solving and decision making and to understand team dynamics</p> <ul style="list-style-type: none"> • The first exercise can be solved using discussion and prioritization • The second exercise is a higher degree of complexity involving many variables. Using a matrix or other visual tool is required to manage the data and evaluate the different possibilities.
5:00	-	5:15	<p>Leadership Self-Assessment & Class Debrief</p> <ul style="list-style-type: none"> • Distribute leadership self-assessment handout and instruct participants to complete self-evaluation to identify strengths and areas for development • Participants are instructed to pay attention to their strengths and areas for development throughout the rest of the class and then reflect on them during the final session in which they set goals and plan their careers.
5:30	-	6:30	Get Acquainted Reception
6:30	-	7:30	Dinner
7:30	-	8:30	<p>Supervision – Is It For Me?</p> <ul style="list-style-type: none"> • Lecture and participative discussion to help participants understand and evaluate the considerations of taking on a leadership assignment in public works

			DAY TWO
8:00	-	10:15	<p>Organizational Behavior – Vision and Values</p> <ul style="list-style-type: none"> • Lecture to introduce importance of Mission, Vision, Values in leading an organization • Interactive exercise – Each participant completes a personal ‘coat of arms’ to identify their mission, vision, values • Participant teams share their work and collaborate to identify common values in public works organizations • Presentation and discussion of goal setting and employee motivation in a public works environment
10:15	-	10:30	Break
10:30	-	11:45	<p>Communication Skills for the Developing Leader</p> <ul style="list-style-type: none"> • Lecture and interactive exercises on fundamentals in communication • Participants practice holding a conversation to correct employee behavior using public works situations
11:45	-	12:45	Lunch
12:45	-	3:00	<p>Conflict Management</p> <ul style="list-style-type: none"> • Interactive exercise to illustrate conflict dynamics within public works

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			<p>organizations.</p> <ul style="list-style-type: none"> • Discussion of competitive vs. cooperative/collaborative conflict resolution in a public work environment. • Presentation of conflict management principles and process
3:00	-	3:15	Break
3:15	-	4:00	<p>Introduction to Diversity, Equity & Inclusion</p> <p>Interactive exercise to experience and discuss differences in background and perspective in a public works organization</p>
4:00	-	5:30	<p>United or Divided - How will you lead?</p> <ul style="list-style-type: none"> • Participants watch video - <i>Frontline: A Class Divided</i> (aka "Brown Eyes, Blue Eyes") • Discussion to identify the role of the leader in shaping a healthy, respectful culture
6:00	-	7:00	Dinner
7:30	-	9:30	Fireside discussion - The Challenges of Equitable Leadership

DAY THREE			
8:00	-	9:30	<p>Leading the Multi-generational Workforce</p> <p>Lecture and interactive discussion examining the generational dynamics of the workforce in public works agencies.</p>
9:00	-	9:45	<p>Leading Change</p> <ul style="list-style-type: none"> • Lecture to understand the dynamics of change (Bridges Model) and to understand how change impacts people and organizations (Dr. Glen Swogger) • Interactive exercise to illustrate how to manage change in a public work environment. Exercise uses common public works change initiatives to illustrate challenges in managing a change implementation. • Participants explore how change impacts people differently and how it can be unifying or dividing, depending on how the leader handles the change
9:45	-	10:00	Break
10:00	-	12:00	<p>Interviewing Skills</p> <ul style="list-style-type: none"> • Presentation on the interviewing process from perspective of the interviewer as well as the interviewee • Participants pair up and practice interviewing skills using potential public works related questions
12:00	-	1:00	Lunch
1:00	-	1:45	Stress Management

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			<ul style="list-style-type: none"> • Presentation and discussion of leadership strategies for managing stress.
1:45	-	3:15	Vision Quest hike (weather dependent) <ul style="list-style-type: none"> • Team organizes hike and discussion to focus on professional development goals
3:15	-	3:30	Break
3:30	-	5:00	Leading the Safety Culture <ul style="list-style-type: none"> • Role of the leader in ensuring a safe work environment • Participants review case study of public works department with accident history and recent serious accidents – trench cave in, work zone traffic control violations, etc. Participants identify issues and develop recommended solutions
6:00	-	7:00	Dinner
7:00	-	8:00	Fireside Discussion: Let’s talk about YOUR burning leadership issues!

DAY FOUR			
8:00	-	9:15	Ethics in Public Works <ul style="list-style-type: none"> • Presentation and interactive discussion of ethical guidelines and the role of the public works leader in establishing ethical practices and behaviors in the workplace. • Review of ORS requirements and ethics for public works • Table top exercise – participants review actual Oregon Ethics Commission cases and develop opinions on whether or not the complaint constituted a violation of the rules. Sample cases are public works related.
9:15	-	10:00	Career Strategies & Action Planning <ul style="list-style-type: none"> • Presentation of career planning and goal setting strategies • Individuals reflect on experience of past 4 days and complete worksheets to identify professional goals and action plans
10:00	-	10:15	Break
10:15	-	1:30	Final Project <ul style="list-style-type: none"> • Participants plan final project, implementing team process skills presented during the class. (Includes working lunch) • Teams build and sail a raft using materials provided and illustrating the phases of a public works project – Plan, Build, Operate, Maintain

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			<ul style="list-style-type: none"> Instructors evaluate team performance in implementing leadership skills presented during the 4 days of instruction, including emphasis on safety in a public works environment
1:30	-	2:30	<p>Wrap Up</p> <ul style="list-style-type: none"> Final project clean up and debrief Discussion of key learning Class evaluation

About the Instructors

Committee Chair and Instructor; Jeanne Nyquist

President | Nyquist & Associates, Inc.

503-476-6520 | nyquistassociates@yahoo.com

Jeanne Nyquist is the President of Nyquist and Associates, Inc., a management consulting firm providing services to public, private and non-profit organizations. Jeanne has over 30 years of public works management experience and is a lifetime member of APWA. In 2017, she was recognized as national APWA Top 10 Public Works Leader of the year. She holds a Bachelor of Science Degree in Business and Management from Marylhurst University. Jeanne is an accomplished speaker and trainer who uses her managerial and life experiences to illustrate leadership concepts that will enhance organizational, personal and professional development.

Instructor; Brice Perkins, PE

Public Works Director | City of Roseburg

541-324-8257 bperkins@cityofroseburg.org

Brice has worked in public works in both the private and public sectors for over 35 years. He is a construction inspector turned manager. His construction career included work on water treatment plants, wastewater treatment plants, dams, roads, bridges, water storage tanks, pipelines and more. He is an engineer who grew up with boots on. As a public works manager Brice's accomplishments include development of a pavement management system, creation of a policy and procedures manual, and developing and instituting a performance management system. Brice currently oversees the Public Works Department for the City of Roseburg, Oregon.

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Instructor; Jeff Orlandini

Manager, Waste Management Division | Lane County Public Works
541-682-4383 Jeffrey.ORLANDINI@co.lane.or.us

Jeff Orlandini currently works for Lane County Public Works as the Manager of the Waste Management Division, where he leads 30+ employees. He also serves as a trainer for the AchieveGlobal leadership development program. He has 15 years of experience in nonprofit leadership, working in Detroit, Chicago, San Antonio, and Eugene. He has led large scale community based service events, and served as the principal of an alternative high school. He enjoys camping, backpacking, and snowboarding.

Instructor; Kim Bria

Principal | Eastwind Consulting
503-479-5754 | kbria@ewindconsulting.com

Kim Bria has over 20 years of experience managing, maintaining and improving public infrastructure with a focus on transportation. She has a passion for sustainability and enjoys working with public agencies to improve their performance through sustainable practices. Kim completed the APWA NWPWI Leadership program in 2014. In 2020, she was certified as an Envision Sustainability Professional by the Institute for Sustainable Infrastructure. She serves on the West Linn Sustainability and Transportation Board and is active in community leadership. She thrives outdoors playing on the slopes, the river or the garden.

Instructor, Dawn Easley

Administrative Supervisor Public Works Operations | City of Medford
Dawn.Easley@cityofmedford.org

Dawn Easley has over fourteen years' experience in public works and enjoys the complexity of public contracting and purchasing. She is committed to employee development and boosting organizational morale. Dawn graduated from NWPWI in 2019 and values the skills and relationships she built from the program. Dawn also serves as the Chairman of the ADE&I committee at the City of Medford. Through her work with the committee, she hopes to help Medford become a vibrant, diverse, welcoming, and inclusive urban community. Dawn also enjoys camping, hiking and spending time with her three beautiful grandchildren.