

# What is the Northwest Public Works Institute?

The Northwest Public Works Institute is a program of instruction for Public Works leaders in the Northwest 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. While it is recommended that students take all 3 courses leading to a certificate of competency, the courses are also able to satisfy the needs of public works professionals at different stages in their career. Level 1 (Public Works Essentials) is a 4 day course of instruction that covers much of the nuts and bolts of public works management. Level 2 (Developing Leader) provides 4 days of instruction in the management and leadership skills required by the emerging leader. Level 3 (Public Works Leadership Skills) offers 4 days of instruction and hands on exercises in the leadership and management skills required of a public

works administrator who aspires to be a department head.

Each of the 3 courses consists of 30 hours of instruction over the 4-day period. Completion of all 90 hours is recognized with a certificate of completion awarded by the Northwest Public Works Institute and National APWA.

## **Schedule of Institute classes:**

### **PW Essentials**

May 2010	Issaquah, WA
December 2010	Portland, OR

### **Developing Leader**

March 2010	Bend, OR
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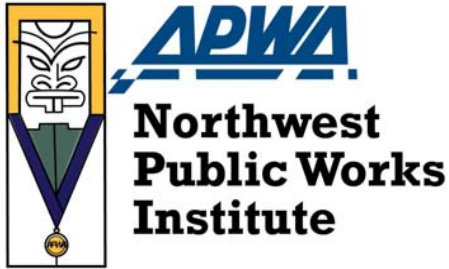
### **Leadership Skills**

October 2010	Pendleton, OR
June 2011	Issaquah, WA

For more information contact:

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or 360-573-7594

NWPW Institute website:  
<http://www.pacifier.com/~ostrowj/institute-about.html>



A training program for emerging public works leaders

Sponsored by:  
The Washington and Oregon Chapters of the American Public Works Association

## PUBLIC WORKS ESSENTIALS

### **Course Topics:**

Overview of Public Works Supervision  
Supervision vs. Management  
Written Communications  
Analyzing Employees  
Progressive Discipline  
Fundamentals of Govt.  
The Law & Public Works  
Water Operations  
Sewer Operations  
Delegation & Empowerment  
Communications  
Transportation Operations  
Right of Way Management  
Solid Waste Operations  
Information Management  
Emergency Management  
Purchasing  
Facilities & Grounds  
Fleet Management  
Employee Evaluation  
Workload Planning  
Crew Scheduling  
Performance reporting  
Storm water Operations  
Engineering & Technology  
Customer Service  
Sustainability  
Self Assessment

### **Some of the Instructors:**

John Ostrowski, Jill Marilley,  
Jeanne Nyquist, John Lang,  
Thayer Rorabaugh, Bill Pugh  
Tammy Donahue, Pete Butkus  
Michael Mucha

## DEVELOPING LEADER

### **Course Topics:**

Characteristics of an Effective Leader  
Discovering Your Leadership Style  
*Team Dynamics*  
Team Problem Solving  
Decision Making Styles  
Self Assessment Process  
Organizational Behavior  
Developing a Culture of Inclusivity  
Delegation and Empowerment

Conflict Management Skills  
Communication Skills  
Customer Service  
Career Strategies and Action Planning  
Final Project

### **Some of the Instructors:**

Jeanne Nyquist, Mary Meloy  
Ray Johnson, Mike Faught  
Ted Kyle

## LEADERSHIP SKILLS

### **Course Topics:**

Overview of the Public Works Process  
Ethics  
Career Self Assessment  
Council Relations  
Citizen Relations  
Hiring  
Theories/Employee Motivation  
Employee Evaluation  
Coaching and Counseling  
Teams  
Labor Unions  
The Media  
Regulatory agencies  
Meetings  
Managing your time  
Strategic Planning  
Organizational Theory  
APWA Self Assessment  
Peer Review  
Benchmarking  
Maintenance Management Systems  
Planning Skills  
Financial Management  
Creativity  
Diversity  
Understanding Business  
Project Management  
Excellence in Public Works  
Case Studies

### **Some of the Instructors:**

John Ostrowski, Pete Butkus  
Jeanne Nyquist, Ted Kyle  
Eric Jones, Dan Boss  
Brian Ziegler, Dick Warren