



State of Alaska;
 Department of Commerce, Community, and Economic
 Development; Division of Community and Regional Affairs

Personnel Management for Rural Utilities Syllabus

Instructors
 RUBA Staff

Phone
 (907) 269-4549

Fax
 (907) 269-4563

Office Locations
 Anchorage
 Bethel
 Dillingham
 Fairbanks
 Juneau
 Kotzebue
 Nome

Course Overview

The course builds the skills and knowledge needed for the personnel management of a small water and wastewater utility in rural Alaska. The instructors present seven lessons with topics that include personnel policies and procedures, safety policies and resources, recruiting, interviewing, and selecting, orientation and training, regulations and the law, people, communication, and conflict, motivation and management skills. See “Course Content” below for details within each lesson.

The course is 32 hours long and can be taught online using a learning management system or in person at one of our office locations. If the course is taught in person travel scholarships are available for those who successfully complete the class.

Who Should Take the Course?

Municipal clerks, utility clerks, treasurers, bookkeepers, managers, administrators, chiefs, mayors, and council members who are involved in the managerial and financial operations of the utility. In the RUBA program’s partnership with the Department of Environmental Conservation, water and wastewater operators can earn 3.2 core continuing education units (CEUs).

Operations and Maintenance Best Practices

The course qualifies for Operation and Maintenance Best Practices points used to determine eligibility and prioritization for community sanitation projects. Here is the link to more information about Best Practices.

[Operations and Maintenance Best Practices](#)

Homework and Attendance Policy

Students are expected to attend each day, read lesson materials before class, participate in discussions and lesson exercises take a pre-test and post-test, and draft action plans to take back to their communities.

Additional Information

Here is the link to more information about the RUBA program, our approach to helping communities, and class offerings.

[Rural Utility Business Advisor Program](#)

Course Content

Lesson	Subject
Lesson 1: Personnel Policies and Procedures	<ul style="list-style-type: none"> ▪ Welcome/Introductions ▪ RUBA Program Overview ▪ Utility Policies and Procedures ▪ Contents of Personnel Policies and Procedures
Lesson 2: Safety Policy and Resources	<ul style="list-style-type: none"> ▪ Employee Safety Awareness, Acceptance, and Participation ▪ Backups: Training More Than One ▪ Staff Training and Certification ▪ Safety Is Good Business ▪ Accident Prevention ▪ Occupational Safety and Health Manager’s Handbook ▪ Safety Expectations as a Two-Way Street

Lesson 3:
Recruiting, Interviewing, and
Selecting

- Dealing with Nepotism and Favoritism
- Lacking Skilled Applicants
- You Can't Do Everything Yourself
- Nuts-and-Bolts of Hiring
- Testing Candidates: A Legal Issue
- Locals versus Non-Locals
- Sources of Employees
- Screening and Interviewing Process
- The Interview
- Selection and Job Offer
- Contractors

Lesson 4:
Orientation and Training

- Orientation to the Utility
- Special Issues: Honesty, Fairness and Time
- Performance Management
- Effective Utilities
- What is Meant by Goals?
- Written Job Descriptions
- Importance of Employee Training and Development
- Training Methods

Lesson 5:
Regulations and the Law

- Government Regulations for Employers
- Workers' Compensation Insurance
- How Employment Ends

Lesson 6:
People, Communication, and
Conflict

- Understanding People-The Four Personality Types
- Personality Styles Describe the Behavior, Not the People
- Effective communication-Feedback, Filters, and Methods
- Controlling the Whole Message
- Conflict Prevention and Resolution-The Win-Win Approach
- Communication Challenges
- Listening-Your Most Important Skill and How to Improve It

Lesson 7:
Motivation and Management
Skills

- Leadership Skills
 - An Effective Manager
 - Motivation
 - Delegating
 - Winners and Learners
 - Dealing with Challenging Employees
 - Job Performance Review and Evaluation
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