

Managing Local Government Agencies

- ▣ *Knowledge, Skills and Competencies for:*
 - *Beginning Professionals*
 - *Supervisors & Mid-Level Managers*
 - *Senior Managers*

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Network of Schools of Public Policy, Affairs, and Administration

STANDARDS 2009

Universal Required Competencies:

- ▣ *Lead and manage in public governance;*
- ▣ *Participate in and contribute to the policy process;*
- ▣ *Analyze, synthesize, think critically, solve problems and make decisions;*

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STANDARDS 2009

Universal Required Competencies:

- ▣ *Articulate and apply a public service perspective;*
- ▣ *Communicate and interact productively with a diverse and changing workforce and citizenry.*

Proposed competencies for MPA/MPP programs with specializations in local government management

- ▣ *Citizen engagement*
- ▣ *Governing board – career administrator relationships*
- ▣ *Ethics and integrity*
- ▣ *Intergovernmental and inter-organizational relationships*
- ▣ *Designing and managing the local government organization*

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SUBSTANTIVE KNOWLEDGE (ICMA 1992)

- 1. Management and Administration*
- 2. Political Accountability and Local Politics*
- 3. Policy-Making and Policy Analysis*
- 4. Administrative Values (Processes in a Democratic Society)*
- 5. Administrative Ethics*
- 6. Citizen Participation and Public Relations*

SUBSTANTIVE KNOWLEDGE (ICMA 1992)

- 7. Intergovernmental Relations*
- 8. Legislative Behavior*
- 9. Planning*
- 10. Local Government Law*
- 11. Urban Economics*
- 12. Physical Domain of the City*

Substantive Knowledge (ICMA 1992)

13. Human Resources

14. Accounting and Finance

*15. **The Dynamics of Community Life***

16. Human and Social Services considerations

*17. **Diversity***

Substantive Management Skills (ICMA 1992)

- 1. **Political Analysis***
- 2. **Consensus Building and Conflict Resolution***
- 3. Strategic Planning*
- 4. Organization, Development and Management*
- 5. **Long-Range Financial Planning***
- 6. Information Technology*
- 7. Analysis and Evaluation of Information*
- 8. Acquisition of Resources*
- 9. Marketing*

Knowledge, Skills, Competencies— A Building Process

- *Beginning Professionals*
- *Supervisors & Mid-Level Managers*
- *Senior Managers*

Basic Skills Sets

Beginning Professionals & Technicians

(The Doers)

- ▣ *Master Primary Technical Skill Sets*
- ▣ *Develop an Understanding of “What I Do and How I Do It”*
- ▣ *Develop an Understanding of Where/How My Responsibilities Fit in the Organization*
- ▣ *Develop an Understanding of My Responsibility and Relationship with “My Team”, the Organization and the Public*
- ▣ *Demonstrate Critical Thinking Skills Through Analysis, Time Management and Prioritization of Assignments*

Basic Skills Sets

Beginning Professionals and Technicians

(The Doers)

- ▣ *Demonstrate the Ability to Effectively Communicate*
- ▣ *Demonstrate Individual Motivation (Making the Intangible Tangible)*
- ▣ *Develop an Understanding of the “Why” Instead of Just the What and the How (After All—It Is Public Service)*
- ▣ *Demonstrate Basic Leadership Skills*

Basic Skills Sets

Supervisors & Mid-Level Managers

- ▣ *Demonstrate an Understanding of the Basic Skill Sets (Competencies) of the Doers*
- ▣ *Demonstrate the Ability to Successfully Transition from the Super Worker to the Supervisor*
- ▣ *Demonstrate the Ability to Facilitate the Efficient and Effective Work of Others (Human Resource Management)*
- ▣ *Broaden Communication Skills (Internally/Externally/Vertically/Horizontally)*
- ▣ *Develop Budgetary Preparation and Purchasing Skills*

Basic Skills Sets

Supervisors & Mid-Level Managers

- ▣ *Develop an Understanding of the Interrelationship With and Differences Between Governance and Management*
- ▣ *Develop a Working Knowledge of Administrative Law*
- ▣ *Develop a Working Knowledge of Contract Management*
- ▣ *Develop a Fundamental Knowledge of Public Financing Mechanisms*
- ▣ *Develop Negotiation and Conflict Resolution Skills*
- ▣ *Expand Leadership Skills*

Basic Skill Sets—Senior Management

- ▣ *Demonstrate an Understanding of the Basic Skill Sets (Competencies) of the Doers, Supervisors, and Managers*
- ▣ *Develop Effective Working Relationship with Elected Officials*
- ▣ *Assist Elected Officials in the Development and Evaluation of Public Policies*
- ▣ *Effectuate the Efficient and Effective Implementation of the Priorities, Policies and Plans of Elected Officials*

Basic Skill Sets—Senior Management

- ▣ *Manage the Preparation and Implementation of the Public Budgeting Process*
- ▣ *Develop and Understanding of the Concept of Power and the Decision Making Process*
- ▣ *Clearly Communicate the Priorities, Policies and Plans of the Elected Officials to both the Citizenry and the Organization*
- ▣ *Lead By Example*
 - *Honed Professional Competencies*
 - *Observable Ethical Behavior*
 - *A Track Record of Well Thought Out and Fair Decision Making*

Revisiting Some Old and New Required Knowledge Areas

Internal to the Organization

- ▣ *Administration's Role in Democratic Systems*
- ▣ *Long-Term Financial Forecasting & Sustainability*
- ▣ *Performance Standards & Monitoring*
- ▣ *Public-Private, Public-Public, & Public –Non Profit Partnerships*
- ▣ *Understand the Concept of Proactive Shared Power in Democratic Systems*
- ▣ *Horizontal As Well As Vertical Intergovernmental and Intragovernmental Relations*

Revisiting Some Old and New Required Knowledge Areas

External to the Organization

- ▣ *Community and Regional Dynamics*
 - *Demographics (These Change Over Time)*
 - *Economic Trends*
 - *Understanding the Difference between Economic and Fiscal Development*
 - *Community Culture (Not Just the Institutional Players)*
 - *The Physical Domain of the City*
 - *Globalization*
- ▣ *Horizontal and Vertical Intergovernmental & Intragovernmental Relations*

Some Final Thoughts

- ▣ *Never Pass Up the Opportunity To Be Present in the Community*
- ▣ *Ask Yourself—Do You Fit the Community You Serve?*
 - *It is Asking More than Just Fitting In Your Organization*