Managing Local Government Agencies

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

Robert L. Bland
Professor and Chair—Department of Public Administration
University of North Texas
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
7. Intergovernmental Relations
8. Legislative Behavior
9. Planning
10. Local Government Law
11. Urban Economics
12. Physical Domain of the City
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) for the Doers
- Demonstrate the Ability to Successfully Transition from the Super Worker to the Supervisor
- Demonstrate the Ability to Organize and Implement the Efficient Work of Others (Human Resource Management)
- Broaden Communication Skills (Internally/Externally/Vertically/Horizontally)
- Develop Budgetary Preparation and Purchasing Skills
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) for 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

- Clearly Communicate the Priorities, Policies and Plans of the Elected Officials to both the Citizenry and the Organization
Basic Skill Sets—Senior Management

- Manage the Preparation and Implementation of the Budget and Public Financings

- Develop and Understanding of the Concept of Power and the Decision Making Process
Revisiting Some Old and New Required Knowledge Areas

Internal to the Organization
- Administration’s Role in Democratic Systems
- Long-Term Financial Forecasting & Sustainability
- Fiscal Development
- Public-Private, Public-Public, & Public –Non Profit Partnerships
- Understanding the Concept of Proactive Shared Power
- Horizontal As Well As Vertical Intergovernmental Relations (As Well As External)
Revisiting Some Old and New Required Knowledge Areas

External to the Organization

- Community and Regional Dynamics
  - Demographics
  - Economic Trends
  - Economic Versus Fiscal Development
  - Community Culture
  - The Physical Domain of the City
  - Globalization

- Horizontal As Well As Vertical Intergovernmental Relations (As Well As Internal)