

December 26, 2018

**To :** Mayor & Board of Works Members

**Re :** Dan Worl attending the 2<sup>nd</sup> and final year of the Ball State - Certified Public Manager program.

Mayor & Board members, Last year at this time I came to you requesting approval to attend the 1<sup>st</sup> half of a two year Certified Public Manager Program. This is a nationally recognized program that is offered by 40 universities across America for training local government employees in government leadership and business practices. I am now completing my first year and have found the classes very rewarding in its training as well as the interaction with many other agencies and employees from around the state. I am asking for approval to enroll in the second half of the program which will allow me to complete my Certified Public Manager (CPM) training.

Cost - \$1,895.00

Dates – March 12, 2019 – February 11, 2020 (second Tuesday of every month)

### **Phase II Curriculum Overview**

**Overall focus:** In contrast to the Phase I curriculum, which is focused primarily on directing and managing personnel within the manager's organization, the Phase II curriculum presents concepts, skills, and tools that a manager uses to analyze the external environment of his or her agency. By properly analyzing the external environment, a public manager can identify the other political actors with influence over his or her agency and which of these actors are likely to support or oppose agency initiatives. This knowledge of the external environment will aid a manager in crafting a politically feasible and operationally practical strategy for the agency that will create substantive value for the public.

**Teaching methods:** The curriculum is organized around a series of public management teaching cases from the Evans School of Public Affairs at the University of Washington, Harvard Business School, and the Kennedy School of Government. For a typical session, participants will read the main case materials and complete other assignments to prepare to discuss the case. The debriefing at the end of the case discussion will focus on how to apply the lessons from the case within the participants' own organizational environment. The remainder of each session will be spent discussing the other readings, reviewing the frameworks and concepts used in analyzing the case scenarios, and in-class exercises to aid the participants in learning to apply the case concepts to their own management situations. Follow up assignments will provide additional opportunities for participants to put the lessons learned into practical application.

### **Phase II Topics**

#### **Session 1 – Overview: Leadership in Public Organizations**

Review differences between management and leadership. Learn the importance of balancing internal and external obligations. Acquire tools for analyzing the external environment.

#### **Session 2 – Tools for Gaining Influence and Authority**

Apply concepts for managing relationships with bosses and staff members. Develop a plan for enhanced learning about your organization.

**Session 3 – Selecting Managerial Strategies**

Learn to apply frameworks for matching strategy to a situation. Introduction to concepts of strategic public management.

**Session 4 – Change Leadership**

Understand the types of change experienced in an organization. Learn how to avoid common causes of failure in change efforts. Apply strategic management techniques to organizational change efforts.

**Session 5 – External Communications and Media Relations**

Learn principles for developing productive relationships with reporters. Apply strategic management techniques to developing media relations strategies.

**Session 6 – Responding to Crisis**

Learn techniques and principles for responding strategically to crises and emergencies. Apply organizational analysis to prevent emergencies by anticipating and avoiding predictable surprises.

**Session 7 – Developing a Long-term Managerial Strategy**

Apply strategic management principles to developing long-term strategies. Analyze internal organizational capabilities and resources to align them with strategy.

**Session 8 – Negotiation and Conflict Resolution**

Learn techniques of principled negotiation. Learn techniques for problem solving through mediation.

**Session 9 – Labor-Management Relations**

Apply principled negotiation and conflict mediation techniques in difficult situations. Improve labor-management relations through joint problem solving efforts.

**Session 10 – Working with a Legislative Body or Council (I)**

Learn the culture and norms of the legislative arena that affect management and policymaking. Apply principled negotiation techniques and strategic management principles in legislative relationships.

**Session 11 – Working with a Legislative Body or Council (II)**

Gain further experience in applying strategic management principles and other techniques in the legislative arena. Prioritize conflicting personal, professional, and legal responsibilities.

**Session 12 – Career Management and Project Presentations**

Identify and avoid common traps that interfere with personal development and professional advancement. Identify and correct habits that may interfere with personal development and professional advancement. Acquire personal disciplines to enhance personal development and professional advancement.

Thank You



Dan Worl