

DACUM Research Chart for Public Administration Manager

DACUM Panel

George Albu
Commissioner
Federal Mediation & Conciliation Service

Kathleen J. Cocuzzi
Council Member/Vice Mayor
City of Westerville

Julie Colley
Assistant City Manager
City of Westerville

Regina Ford Drzewiecki
Deputy City Manager – Human
Resources
City of Upper Arlington

Cynthia Callender Dungey
Assistant Deputy Dir., Ohio Health Plans
OH Department of Job & Family Services

Craig Mayton
Legal Counsel/Adjunct Faculty
Ohio Bureau of Workers'
Compensation/Columbus State CC

Sue Wadley
Director of Human Resources
Licking County Government

Sherill K. Williams
President & CEO
Prevent Blindness Ohio

G. Thomas Worley
Chief of Staff
Ohio Secretary of State's Office

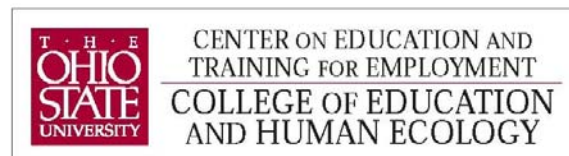
DACUM Facilitators

Molly Baxter
Eric Morrison
Lorrie Toni
Marc Washington
John Moser, Team Leader

Sponsored by



Produced by



1900 Kenny Road
Columbus, OH 43210

February 26-27, 2009

DACUM Research Chart for Public Administration Manager

Duties		← Tasks				
A	Administer Agency Policy	A-1 Assess need for policy	A-2 Obtain stakeholder input	A-3 Obtain technical expertise (e.g., medical, legal)	A-4 Assess policy impacts	A-5 Draft agency policies
		A-12 Train staff on policies	A-13 Implement policies (e.g., hire staff, resource allocation)		A-14 Announce policy to public	A-15 Perform policy compliance audit
B	Develop Strategic Plans	B-1 Assess strategic needs	B-2 Gather baseline data (e.g., best practices, trends)	B-3 Convene strategic plan committee	B-4 Conduct SWOT analysis	B-5 Create strategic goals & objectives
		B-13 Revise strategic plan	B-14 Coordinate plan achievement programs			
C	Manage Agency Employees	C-1 Develop job descriptions	C-2 Recruit employee candidates	C-3 Interview candidates	C-4 Select candidates	C-5 Conduct background checks (e.g., criminal, credit, employment)
		C-13 Participate in job audits	C-14 Address employee concerns/ issues	C-15 Process employee grievances	C-16 Monitor employee work activities	C-17 Conduct disciplinary process
D	Interact with the Public	D-1 Respond to public inquiries	D-2 Respond to customer/ public complaints	D-3 Prepare annual reports	D-4 Participate in public meetings	D-5 Conduct public meetings
		D-13 Prepare press releases	D-14 Develop information campaign strategy	D-15 Conduct community surveys	D-16 Coordinate ballot initiatives	D-17 Provide public recognition program
E	Coordinate Agency Budgets	E-1 Perform revenue projections	E-2 Assess service delivery needs	E-3 Perform expense projections	E-4 Prepare operating budget	E-5 Prepare tax budget
		E-13 Prepare for financial audits	E-14 Respond to audit recommendations	E-15 Provide financial reports to stakeholders	E-16 Obtain "over-threshold" expenditure approvals	
F	Develop External Resources	F-1 Recruit volunteers	F-2 Write grants	F-3 Solicit donations	F-4 Lobby for resources (e.g., earmarks, appropriations)	F-5 Organize fundraisers
G	Perform Administrative Tasks	G-1 Conduct meetings (e.g., staff, board, department)	G-2 Schedule employees (e.g., location, shift, hours)	G-3 Process leave requests	G-4 Develop information security plan	G-5 Develop workplace safety plan

A-6 Solicit feedback from stakeholders & staff	A-7 Evaluate feedback on policies	A-8 Redraft policies	A-9 Obtain policy approval	A-10 Develop plan for policy implementation (e.g., benchmarks, rules, standards)		A-11 Provide policy explanation to stakeholders & staff
A-16 Conduct policy performance evaluation	A-17 Revise policies					
B-6 Obtain stakeholder input	B-7 Assess fiscal impact	B-8 Write strategic plan (e.g., benchmarks, standards)	B-9 Obtain strategic plan approval	B-10 Develop strategic plan communication strategy	B-11 Implement strategic plan	B-12 Conduct strategic plan performance evaluation
C-6 Extend employment offer	C-7 Conduct drug screen	C-8 Conduct new employee orientation	C-9 Assign work/duties	C-10 Provide job specific training	C-11 Conduct performance evaluations	C-12 Mentor employees
C-18 Terminate employment	C-19 Conduct layoff process	C-20 Participate in labor negotiation process	C-21 Provide employee recognition programs			
D-6 Monitor media sources (e.g., SIGs, YouTube, blogs)	D-7 Conduct conferences	D-8 Create communication mechanisms (e.g., 800 numbers, websites)	D-9 Participate in community events	D-10 Publish newsletter	D-11 Develop website	D-12 Respond to media inquiries
E-6 Prepare program budget	E-7 Prepare grant budget	E-8 Prepare capital improvement budget	E-9 Obtain budget approval	E-10 Monitor budgets	E-11 Transfer funds	E-12 Revise budgets
F-6 Create partnership networks	F-7 Research potential funding sources	F-8 Develop promotional materials				
G-6 Coordinate community emergency preparedness	G-7 Conduct compensation surveys	G-8 Acquire contractual goods & services	G-9 Testify before governing bodies	G-10 Measure public service outcomes	G-11 Create standardized forms	G-12 Implement record retention schedule

Duties

Tasks

G

Perform Administrative Tasks (Cont.)

G-13 Prepare program reports	G-14 Propose legislation	G-15 Determine organizational structure	G-16 Approve travel requests	G-17 Approve payroll
G-18 Administer labor contracts	G-19 Administer vendor contracts	G-20 Develop employee handbook	G-21 Complete asset inventory	G-22 Plan employee events
G-23 Participate in meetings (e.g., regional, departmental)		G-24 Assist in development of business continuity plan		
H-1 Plan career path	H-2 Obtain professional certifications	H-3 Maintain professional certifications	H-4 Participate in professional organizations	H-5 Participate in service organizations
H-6 Publish articles	H-7 Attend conferences	H-8 Present job-related presentations	H-9 Participate in mandatory training	H-10 Review professional literature
H-11 Network with peers	H-12 Participate in continuing education	H-13 Comply with ethics code		

H

Continue Professional Development

Acronyms

- SWOT Strengths, Weaknesses, Opportunities, Threats
- SIG Special Interest Group

DACUM Research Chart for Public Administration Manager

General Knowledge and Skills

Emerging technology
Environmental advances
Mediation process
Public finance
Public sector environment
Civil service law
Public sector labor law
Public ethics requirements
Public records request law²
Public procurement law & process
Ohio revised code (state and local government)
City charters
County government structure
Constitutional law on government structure
Political climate in public administration

Intra-governmental relations
Emotional intelligence
Management skills
Problem solving skills
Negotiation skills
Decision making skills
Team building skills
Conflict resolution skills
Leadership skills
Delegation skills
Networking skills
Mediation skills
Interpersonal skills
Planning skills
Organizational skills
Interviewing skills

Worker Behaviors

Detail oriented
Tactful
Patient
Punctual
Creative
Rational
Socially responsible
Fiscally responsible
Discreet
Professional
Self motivated
Diversity oriented
Positive attitude
Charismatic
Politically savvy
Resourceful
Adaptable
Logical
Reasonable
Decisive
Sense of humor
Respectful
Supportive
Articulate
Responsive

Tools, Equipment, Supplies and Materials

Computer/related peripherals
General office supplies
Internet access
Budget templates
Software:

- Microsoft Office
- Payroll/timekeeping
- Human Resource Information System
- City Works

SmartBoard
LCD projector
Fair Labor Standards Act handbook
Agency forms
Agency procedure manuals
Ohio Revised Code

Future Trends and Concerns

Need to keep up with changing/emerging technology (“Wiki”)
Environmental challenges
Unfunded mandates
Budget constraints
Troubled economy
Job security
Generational workforce
Changing work ethic among younger workers
Legislative mandates
Changing government structure (e.g. eliminating townships)
Fewer employees doing more work
Growing use of outsourcing
Aging population to service
Cost of litigation
Cost of health care benefits
Need for regional cooperation