



The APWA Leadership and Management Committee previously completed a series of 13 leadership core competencies entitled “A Baker’s Dozen.” This series of competencies was developed with public works leaders in mind. The Leadership and Management Committee then turned its attention to public works managers; those individuals within an agency that may or may not consider themselves leaders. This new series entitled “A Baker’s Menu” was developed and contains 13 Core Competencies specifically geared to managers. The Committee realizes there may be some overlap of the competencies between leaders and managers; however, the Baker’s Menu series is more specific to public works managers and their important role in the organization.



Members of the Leadership and Management Committee are:

- Sue Hann, FL
- George Haines, WY
- Patricia Hilderbrand, MO
- John Ostrowski, WA
- William Sterling, WA
- Gary Strack, KS
- Diane Linderman, Director at Large

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**DEVELOP YOUR COMPETENCE...
BE AN EFFECTIVE MANAGER!**



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A MANAGER IS DEFINED AS:

1. A member of the management team in charge of persons directly carrying out work.
2. A person responsible for getting work done through others.
3. A person who plans, organizes, directs and evaluates work.
4. A person who applies problem solving and communication skills to jobs, tasks, activities and management and employee relations.
5. A representative of the organization who introduces and facilitates change in the working environment.



AN EFFECTIVE PUBLIC WORKS MANAGER...

“The role of the manager has changed significantly in many organizations. The strong manager capable of almost single-handedly turning around an organization or department, while still a folk hero in the eyes of many, has given way to the recent demands of increasingly complex systems for managers who are able to pull together people of diverse backgrounds, personalities, training and experience and weld them into an effective working group.”

William Dyer,
Team Building.



AN EFFECTIVE PUBLIC WORKS MANAGER:

ENCOURAGES TEAM BUILDING - One of the important things successful managers strive to do is to get everyone “on the same page” where everyone works together as a cohesive unit toward a common goal. Team building is one of the toughest jobs a manager has because of the variables represented in the group.

INVOLVES OTHERS - Equip your team with as much knowledge as you can. Sharing knowledge is the basis for building understanding. Involve the employees in changes, improvements and input. Involving others builds team strength and a feeling of accomplishment. Involve staff by meaningful and challenging delegation.

POSSESSES ORAL/WRITTEN SKILLS - An effective manager must be skillful at oral and written communications. The manager must be able to convey ideas clearly, concisely, persuasively and be able to make effective presentations to a variety of individuals and groups.

BUILDS TRUST/RESPECT - Successful managers earn trust and respect by listening to people, keeping the commitments they make, working hard to remove obstacles and clearly communicating on a consistent basis. Trust and respect are keys to organizational effectiveness.

PRIORITIZES - Without a clear strategy, managers get caught up in reactive management. The establishment of clear priorities will help turn this situation around. The most critical management decision a manager will make is to determine what the most important thing is for you and your team to accomplish. Without setting priorities, everyone will be focused on different outcomes.

SETS REALISTIC GOALS - Goal setting provides a framework for productivity, satisfaction and contribution. However, goals must be realistic and some chance of being attained. Review your past performance to see if your goals are realistic and can be controlled by you.

HELPS OTHERS TO SUCCEED - Take a personal interest in the development of each member of your staff, communicate clear expectations, provide the tools needed to do the job, encourage staff to reach out in new directions and be a good helper in career planning.

RESOLVES CONFLICTS - Show a willingness to work things out in a timely manner. Talk over the issue and try to find equitable ways to resolve the dispute. Conflicts are opportunities for professional growth and resolving them is a step towards progress

MANAGES TIME - To be an effective manager, you must get the most out of your personal time—your greatest possession. Time is a most inelastic resource; it cannot be stretched. Control of time is impossible unless the manager knows where and how it is spent.

MANAGES WORKLOAD - Given limited resources to accomplish increased demands for services requires a great effort on the part of a public works manager. In order to accomplish the tasks at hand, a manager has to manage the workload by effectively managing personnel, equipment, materials and time.

DEVELOPS STAFF - As a manager, your ability to surround yourself with extraordinary talent is not just a necessary part of your job, it's critical to your success. A manager must take an active interest in the development of each team member. A manager takes delight in helping staff to convert potentiality into actuality—to help their staff become all they can become by providing them with the tools they need to do the job.

ANTICIPATES FUTURE NEEDS - Being able to anticipate changing goals, priorities and the ability to adjust to changed conditions is a sign of a mature manager. The ability to think through all possible problems and situations is a key function of an effective manager.

IS FLEXIBLE - In the ever-changing world of public works, not everything goes as planned. An effective manager must be flexible to meet these changing needs. Being flexible does not mean having a plan or goals; it means being able to return to those plans and goals as soon as possible after a crisis or change in direction has been resolved.