

**DESIRED LEARNING OUTCOMES
FOR
WISCONSIN CERTIFIED PUBLIC MANAGER CLASSES**

Updated 09/10

REQUIRED CORE CLASSES

030 Management Assessment for Personal Planning and Development

1. Describe your own communication styles; interpersonal styles; learning styles; role efficacy; and career management approaches.
2. Describe how self-perceived strengths and preferred styles contribute to effective managerial performance.
3. Explain how an awareness of the styles and strengths of those you supervise can help increase the productivity and morale of the work unit.
4. Develop a personal professional development plan which recognizes personal styles and strengths, and which proposes training and education activities to address areas of need.

100 The Public Management Profession and Environment

1. Describe the impact of the history of public management on its practice today.
2. Compare public and private management, describe characteristics which are common to all public managers' jobs, and identify the issues or conditions which complicate the public manager's job.
3. Identify the major trends in the changing managerial environment and their effect on the public sector.
4. Define the roles and skills needed by a public manager in shaping an organization in a rapidly changing environment.

110 Presenting Yourself to One or Many

1. Introduce yourself in a convincing manner.
2. Describe the importance of words, of listening and of nonverbal behavior in effective communication, and apply that understanding to a specific situation.
3. Describe the critical roles of both meeting leaders and meeting members that lead to more successful meetings.
4. Prepare a formal presentation that reflects an understanding of the speech's purpose, audience and environment, and deliver that presentation in a convincing manner.
5. Use audiovisual aids appropriately and effectively to support a presentation.

120 Strategic Thinking, Planning and Organizational Transformation

1. Describe the strategic planning process, and how it differs from other forms of organizational planning.
2. Describe the role that strategic planning plays in enabling long-term organizational success.
3. Demonstrate key elements of the strategic planning process: assessing the present reality, conducting an environmental scan, developing a vision of the future, defining key governing organizational values and beliefs, identifying strategic issues, and developing action goals and plans.
4. Develop a vision and mission statement for a work area or organization.
5. Develop a plan for implementing a strategic planning process in an organization.

130 Productivity and Quality Improvement

1. Describe the relationship between productivity, service, quality and cost.
2. Describe management's and labor's role in improving productivity and quality of service delivery.
3. Identify public sector strategies in quality and productivity improvement.
4. Identify and use several tools for measuring quality and productivity.
5. Describe the relationship between developing a learning environment and quality and productivity.

140 Problem Analysis and Problem Solving

1. Describe several alternative approaches for understanding and solving problems and the situations which best lend themselves to each approach.
2. Demonstrate the essential steps for effective *problem solving*.
3. Describe the essential steps for effective *decision making*.
4. Identify and practice specific tools and strategies for effective PSDM analysis and solving.
5. Apply PSDM tools and approaches to a variety of common problems in the public sector.
6. Discuss the benefits of employee involvement in the PSDM process.
7. Develop a personal plan for applying the PSDM principles and tools to your situation.

160 Ethics, Values and the Public Manager

1. Discuss the key ethical issues in public sector management.
2. Articulate guidelines for ethical decision-making.
3. Apply an ethical decision-making model to public sector dilemmas and scenarios.

170 Leadership

1. Describe a variety of ways of thinking about leadership and apply these to your own leadership.
2. Describe and apply the situational approach to leadership.
3. Describe transactional and transformational leadership, the strengths of each dimension and identify the application to their own leadership.
4. Describe 5 habits of effective leadership.
5. Develop a personal leadership vision, and strategies to communicate and implement the vision

QUANTITATIVE METHODS ELECTIVES

200 Using Data for Better Decisions

1. Explain how a theory-based approach can be used in program planning and evaluation.
2. Explain the implications of various kinds of survey research, and the advantages and disadvantages of each.
3. Define descriptive statistical measures and identify when they are most useful.
4. Describe limitations of the scientific process in the everyday world.

201 Information Technology Issues in Public Management

1. Explain the role of information technology in public management.
2. Describe the fundamentals of database and network management.
3. Identify ethical concerns, privacy regulations, and security matters which apply to all governmental information handling, computerized or not.
4. Delineate current and future computer applications especially relevant to public administration.

202/269 Organizational Performance Measurement

1. Describe the basics of and rationale for evaluating the performance of an organization.
2. Identify and describe principles and practices associated with evaluating the performance of public agencies and work units.
3. Discuss practical problems associated with efforts to evaluate the performance of public agencies and work units.

203 Using Systems Approaches in a Chaotic World

1. Explain the systems approach and its prime management applications.
2. Define concepts such as “feedback,” “error correction,” “negative feedback,” “processor,” “sensor,” “comparator,” and “measurement.”
3. Describe strategic planning, program monitoring and performance evaluation in systems terms.
4. Describe how MBO is a systems application, its impact on individuals, functions and organizations, and its limitations and abuse in practice.
5. Identify systems methods such as flow charting, project management control, and statistical process control. (These methods are developed further in other courses.)

204/268 Managing Projects

1. Define project parameters in terms of quality, cost and time.
2. Develop a methodology for gaining customer input in order to define quality characteristics and meet customer expectations.
3. Develop a comprehensive planning strategy which breaks down major components of a project to the lowest level of implementation detail.
4. Define steps in a process and assign time estimates accordingly.
5. Establish standards for quality specifications and monitoring procedures to be used during project implementation.

204A/268A Productivity Tools

1. Identify and describe various problem identification and problem analysis tools.
2. Develop flowcharts, cause and effect diagrams, pareto charts, run charts, control charts and histograms.
3. Understand when each productivity tool is applicable and know the advantages and disadvantages of each.
4. Calculate mean, median and mode as summary of data; and interpret the data accordingly.

205 Managing Organizational Operations

1. Describe the formal structure and functions of the organization.
2. Identify organizational problems and suggest corrective action.
3. Evaluate the work processes and product of the organization.
4. Describe key operational activities of the organization, e.g., budgeting, audit, purchasing, etc.

206 Not assigned

207 Program Evaluation Techniques

1. Identify major information sources for a program evaluation.
2. Develop and assess an evaluation questionnaire.
3. Describe five evaluation methods and use at least two.
4. Identify appropriate statistical measures for analyzing data.
5. Prepare an evaluation report which responds to audience needs and concerns.

208 Not assigned

209 Measuring Customer Satisfaction

1. Describe the value and importance of surveying your customers.
2. Identify your customers and what they potentially like and dislike about your service.
3. Describe the seven-step process for measuring customer satisfaction and making improvements in products or services.
4. Define the “quality requirements” that your customers want your agency to fulfill in order for them to be fully satisfied with the services or products you provide.
5. Develop “operational measures” or questions that will be used to actually measure the customer’s satisfaction.
6. Identify the most appropriate use of the three methods for collecting customer data—face-to-face and phone interviews, focus groups, and written surveys – and understand the advantages and disadvantages of each.

PUBLIC POLICY ELECTIVES

220 Policy Analysis for Non-Analysts

1. Explain the role of public policy.
2. Define policy analysis.
3. Describe the major elements in policy analysis.
4. Identify evaluative criteria and useful quantitative tools.
5. Perform policy analysis for work.

221 The Public Official in Court

1. Define legal terms related to public litigation.
2. Describe the steps in a civil lawsuit, including trial objections and preliminary jury instruction which ought to be used.
3. Identify special Wisconsin and Federal statutes relating to municipal liability.
4. Describe the general guidelines followed by attorneys when pursuing a potential cause of action against a governmental unit or its employees, and the necessary responses by the public agency.
5. Describe the appropriate relationship between a public manager or official and an attorney retained to defend an individual or agency in a civil lawsuit.

222 The State Budget Process

1. Explain the major stages of the biennial budget development process.
2. Describe the major categories of state revenues and expenditures.
3. Identify the major documents, legislators, and staff that contribute to the development of the state budget.
4. Explain the human side of budgeting, including the political factors that go into deciding which initiatives eventually get included and the role of lobbyists.
5. Predict (with better than random success) the likelihood that any given budget proposal will be included in the final budget passed by the Legislature.

223 Redefining the Public Sector: Insights and Strategies for Building Private Sector Partnerships

1. Identify the range of possible relationships between governmental entities and private sector agencies.
2. Compare the public and private sectors in terms of goals, customers or clients, accessibility, and accountability, and explain the impact of differences on public-private relationships.
3. Describe why and when government regulates, and how to strengthen the regulatory role.
4. Describe the advantages and disadvantages of privatization, contracted services, and public-private partnerships.
5. Define guidelines in establishing and maintaining public-private partnerships, including identification of which projects or activities are best for cooperative arrangements, and actions necessary to protect the public's interest.

224 Not assigned

225 Media Relations

1. Describe the different purposes, approaches and needs of various types of media within a geographic area.
2. Identify appropriate strategies for establishing effective relationships with media.
3. Write news releases for both print and electronic media.
4. Describe the steps to use in preparation for an interview, and common interviewing techniques used by the media today.
5. Explain the process by which media are contacted or responded to in both crisis and non-crisis situations. Describe the role of the spokesperson for an organization.

226/247 Working with Councils, Boards and Commissions

1. Describe the tension between professionalism and democracy in American public administration.
2. Identify several models for working with councils, boards and commissions.
3. Define alternative roles for the administrator in relationship to the elected or appointed policy body.
4. Describe the skills and attributes necessary for effective administrator-policy maker relationships, and the importance of understanding the organization's culture and command climate.

227 Executive Writing: Effective Workplace Communication

1. Explain when and how to use various writing resources—dictionaries, thesauri, and style guides (both online and in paper)
2. Explain and apply some of the hints presented for holding a reader's attention
3. Punctuate your writing appropriately in order to ensure clarity
4. Write persuasively

228 Constitutional Law

1. Describe the basis and purpose for the development of administrative law.
2. Describe the origins of administrative law in American government
3. Describe the process of rule-making in Wisconsin.
4. Describe the review of rules by the Legislature.
5. Distinguish generally between an administrative hearing and a court trial.

229 Advanced Issues in Ethics: Creating an Ethical Environment

1. Articulate the elements of an ethical environment.
2. Recognize, analyze and resolve complex problems produced by unethical behavior in the management of public programs and services.
3. Describe what constitutes unethical behavior on the part of public managers as opposed to what constitutes illegal or immoral conduct on the part of public officials and employees.
4. Identify and reconcile conflicting values governing ethical conduct established by public institutions, professional associations, peer groups, or social and family groups.

230 Not assigned

231 The Conduct of Public Meetings

1. Explain how to comply generally with Wisconsin's open meetings law.
2. Explain how the standard rules of parliamentary procedure work to assure fairness and order in governing body meetings.
3. Keep accurate and useful record of the proceedings of public meetings.
4. Explain how to comply with the public records law.

232 Customer Service as a Strategic Issue: Managing for Great Customer Service in the Public Sector

1. Describe “great performance” from the customer’s perspective.
2. Describe and chart the customer service cycle for a customer service operation.
3. Develop methods for assessing customer satisfaction and defining expectations.
4. Analyze the root causes of customer service failures and variation in service quality.
5. Identify what front-line customer service employees require to consistently provide great customer service.

233/254 Presenting Yourself to One or Many (See Class 110)

234 Legislative Relations

1. Identify appropriate roles for managers in relationships with elected, legislative bodies at the state and local levels.
2. Identify the key elements necessary for successful interactions with elected officials.
3. Describe best practices to use in lobbying legislators.
4. Develop a plan for working a legislative body toward a specific goal, including purposes, processes and assigned responsibilities.

235 Not assigned

236 Not assigned

237 Not assigned

238 Improving Public Participation

1. Describe the value and importance of including the public in government decision making, policy formulation, and service delivery.
2. Identify the reasons why the efforts for public participation that government policy and decision-makers have taken generally aren't working now, discuss why these efforts aren't working, and develop specific strategies for addressing the underlying causes.
3. Describe the requirements for a consensus-based and public-centered decision making and problem solving process.
4. Describe techniques for facilitating public participation sessions.
5. Apply a model for conflict resolution to conflict that may surface during public participation sessions.

239 Analyzing and Presenting Your Survey Data/Performance Measurement Results

1. Describe and follow the key steps of the process from survey development through action planning.
2. Describe and apply the foundations of assessment to your own research project.
3. Calculate the *descriptive statistics* for each question in your survey.
4. Develop charts, tables, and graphs that help reveal the key insights imbedded in the survey data.
5. Analyze *qualitative* survey data to accurately capture the *open-ended* responses of survey respondents.
6. Create a report of findings and recommendations that drive decision-making and service improvement.

ORGANIZATIONAL MANAGEMENT ELECTIVES

240 Managing Organizational Change

1. Describe how major change affects people emotionally and why it often leads to disruption and resistance.
2. Identify actions that leaders and others can take to enable a more healthy response in the face of change.
3. Identify actions that leaders must take to successfully *introduce* a change — and then sustain employee commitment to the change.
4. Describe the forces currently driving change at your agency and in your department/work area — and the forces for *future* changes.
5. Develop strategies for strengthening change *resilience* in yourself and in others — making you and others hardy survivors rather than victims of change.
6. Develop preliminary elements of a plan for successfully implementing change in your department/work area.

240A Transforming Your Organization

1. Identify the roles you can play as instruments of change.
2. Assess your skills related to organizational change and transformation, and identify your personal strengths.
3. Use organizational maps to identify points where the organization is open to change.
4. Apply models of learning in order to strengthen organizational change.
5. Identify various tools of transformation and explain their advantages and disadvantages.

241 Legislative Relations See Class 234.

242/289 Team Management and Team Building

1. Describe the characteristics of a team.
2. Explain important concepts and principles related to team building.
3. Assess team strengths and weaknesses.
4. Build trust and encourage risk taking in teams.
5. Apply strategies for team problem solving and action planning.

242A Developing the Emotional Intelligence of Your Organization

1. Define emotional intelligence, its history and role in organizational development.
2. Identify and discuss the four competencies of emotional intelligence.
3. Assess emotional competencies in a variety of situations.
4. Apply the principles of EI as a manager in difficult situations.

243 Leading and Managing from the Middle

1. Identify the challenges and opportunities of middle management.
2. Identify your own current bases of power as middle managers, and strategies for changing or strengthening those bases.
3. Use your understanding of power, politics and conflict management in building collaborative relationships.
4. Use strategies for building influence and managing others.
5. Make decisions about the use of power and influence in public management which lead to better individual and organizational outcomes.

244 Organizational Analysis and Assessment

1. Define “formal” and “informal” organization, and explain the contribution of each to an effective organization.
2. Identify key factors affecting organizational designs.
3. Describe at least three organizational designs, the strengths and weaknesses of each, and how they can be used together.
4. Define “corporate culture” and describe the culture of specific agencies or organizations.
5. Describe the steps in analyzing organizations and the role of organizational development in changing organizations.

245/295 Advanced Conflict Management

1. Explain conflict resolution concepts including: the importance of creating affirming environments, impacts of various conflict styles, the role of personal responses to conflict and effective communication strategies.
2. Exhibit an increased repertoire of collaborative negotiation skills, including exploration of the critical phase of impasse in negotiation.
3. Explore and practice alternative problem-solving strategies.
4. Define and understand, conceptually and pragmatically, alternative dispute resolution systems design.
5. Facilitate resolution of workplace issues problems, and conflicts.

246 Customer Service as a Strategic Issue See Class 232.

247 Facilitating Effective Meetings

1. Describe the purpose and importance of meetings to every organization's life.
2. Apply a variety of meeting tools and templates to help your meeting to remain focused on its work and achieve its goals.
3. Describe and demonstrate methods and tools for encouraging & equalizing participation, keeping the meeting on task, managing conflict & disagreement at meetings, dealing with disruptive behaviors during meetings, introducing fun at meetings.
4. Describe meeting consensus and demonstrate methods for both sensing and achieving consensus around important meeting decisions.
5. Discuss the importance of periodically evaluating meeting effectiveness.

247A Working with Councils, Boards and Commissions See Class 226.

248 Strategies for Building Effective Communication

1. Describe managerial communication as a process for creating an understanding of ideas and thoughts.
2. Identify both common and specific root causes for managerial communication breakdowns.
3. Assess and describe your specific managerial communication strengths and areas for improvement.
4. Demonstrate a coaching relationship with direct reports based in effective communication.
5. Describe a strategy for negotiating win/win agreements based in communication skills.

248A Generational Communication

1. Describe methods to improve employee retention by responding to generational differences
2. Motivate employees by using generational preferences in reward and feedback
3. Increase productivity by using the best people for the job by identifying strengths and needs of each generation
4. Improve morale by reducing miscommunication between generations
5. Decrease unproductive team conflict by identifying strategies to address specific generational management issues

249/282 Conflict Management

1. Describe how the central challenge of conflict management can be a positive force in the workplace.
2. Define various styles of conflict management and the consequences of using each style in various situations.
3. Describe the role of effective communication, especially active listening and assertive communication, in the non-violent resolution of disputes.
4. Describe a collaborative negotiation model and use it as an approach in resolving disputes.
5. Identify critical elements in the process of building a work environment which supports effective conflict management.

250 Advanced Problem Solving Strategies

1. Building upon the Problem Solving class, describe several approaches to problem solving, and situations which best lend themselves to each approach.
2. Recognize barriers to effective problem solving and problem analysis, as well as strategies for transcending them.
3. Develop an action plan that specifically outlines responses to and strategies for a problem.
4. Identify additional resources in other readings and classes.

251 Work Planning and Delegation

1. Develop a work plan for a work unit.
2. With employees, develop individual performance plans that reflect the unit's work plan.
3. Delegate work and monitor activity or program results.
4. Provide appropriate motivation, coaching and feedback; take corrective action when necessary
5. Construct and support an effective team.

252 Advanced Leadership

1. Identify the five practices of leadership and specific actions you will take for at least two of those practices.
2. Discuss the four elements of "Caring Leadership" and the ways in which those can be practiced in the public environment.
3. Describe principles which guide your leadership.

253 Appreciative Inquiry

1. Describe what appreciative inquiry is as a workplace change approach
2. Identify the top six underlying assumptions of the appreciative inquiry paradigm
3. Apply the four step process of Appreciative Inquiry planning

254 Presenting Yourself to One or Many See Class 110/233.**255 Managing in Chaos**

1. Define the concept of chaos as it is applied to modern organizations.
2. Describe what managing in chaos requires of leaders and managers.
3. Use communication skills appropriate for managing in a chaotic environment.
4. Identify and use the deep resources of your organization to respond to challenges.
5. Identify ethical issues in transformational and chaotic change.

256 Promoting Diversity in the Workplace

1. Describe what workplace diversity entails.
2. Identify communication styles – your own and others’ – and hone cross-cultural and intercultural communication skills.
3. Identify new strategies for addressing challenges related to workplace diversity.

257 Crisis Management

1. Explain the critical questions of “what, when, why and who” and use a systematic approach applicable to any crisis situation to answer those questions.
2. Identify the phases involved in any crisis and explain their importance.
3. Identify the four main factors involved in integrated crisis management and describe how they are interrelated.
4. Use diagnostic tools to determine your organization’s crisis management profile and, using this information, begin or improve upon an organizational crisis management plan.

257A The Leader’s Role in Emergency Planning and Management

258 Developing and Using Creativity to Improve Public Management

1. Describe the important role of creativity in today’s public management environment.
2. Use techniques to “turn on” your creative juices.
3. Assess opportunities for creative responses in their work, and that of your organization.
4. Identify creative resources within your organization.
5. Apply creative approaches to organizational issues and problems.

259 Healthy Boundaries and the Public Manager

1. Define your personal boundaries in the workplace
2. Describe how unclear boundaries can contribute to potential role conflict and enabling behaviors among employees in the workplace.
3. Identify the responsibilities of those involved in sensitive situations to help in their resolution.

RESOURCE MANAGEMENT ELECTIVES

260 Risk Management

1. Define the management objectives of the risk management process.
2. Identify the steps in the risk management process and apply them to specific case scenarios.
3. Design a risk management policy statement.
4. Explain risk reduction and control techniques that have practical application at a place of employment.
5. Identify important coverage questions for property and liability insurance policies.

261 Grantsmanship

1. Describe the role of marketing in fund development.
2. Recognize the resources available to identify grants and gifts.
3. Research prospects for grant development.
4. Describe the basic elements of successful grant proposals.

262 Purchasing for Public Managers

1. Describe at least three different methods for soliciting bids for goods and services, and at least four major types of contracts.
2. Specify the basic ethical constraints placed upon managers with purchasing authority and identify where major breaches of ethical conduct are most likely to occur.
3. Explain State of Wisconsin procurement law as it relates to the bidding and contracting of government public works projects.
4. Participate in a vendor proposal review committee and review a request for proposal or request for qualifications.
5. Explain at least four non-traditional approaches to purchasing that may translate into either savings or higher quality service contracts for the agency.

263 Budgeting in Public Management

1. Explain the purposes of the budget in the public sector, including its role as a policy document, a resource allocation plan and a financial plan.
2. Describe the roles and responsibilities of managers, elected officials and the public in the budget process.
3. Describe the relationship between the budget and the accounting system.
4. Identify the essential steps, documents and critical decision points in the budget development process.
5. Identify and analyze the strengths and weaknesses of different budget systems.

264 Financial Planning for Public Managers

1. Describe the principles and practices which characterize effective financial planning in a public agency.
2. Identify and describe five related areas of activity: policy making, financial planning, budgeting, financial management and program management.
3. Explain the need for professional commitment to foster wider acceptance of financial planning as an integral part of agency management.

265 Records Management

1. Identify what records are, what are not records, vital records and electronic records.
2. Identify how to conduct a records inventory and records analysis.
3. Define a record series and learn how to develop retention schedules.
4. Identify how to develop a disaster recovery plan for records and record recovery.
5. Identify and explain record laws and how they affect records management.

266 Managing Program Evaluation

1. Define program evaluation and its purposes.
2. Define key terms and approaches in program evaluation.
3. Describe different techniques used in program evaluation.
4. Explain the process of evaluation, and the manager's role in planning, conducting and using an evaluation.
5. Identify the important elements in contracting for and monitoring an evaluation.

267 Managing Managerial Time and Stress

1. Assess your ability to manage stress
2. Identify stressors and potential solutions
3. Identify personal time wasters and solutions
4. Describe resources available to you to manage your time and stress
5. Develop an action plan

268 Managing Projects. See Class 204

268A Productivity Tools See Class 204A

269 Organizational Performance Measurement See Class 202.

270 Not assigned

271 Financial Management

1. Describe the principles and elements required for a sound financial management program in a public agency
2. Identify who is responsible and accountable for financial management in a governmental unit, e.g., general public, elected officials, chief executive or administrator, department heads
3. Explain at least four financial management concepts such as debt management, budget control, financing emergencies, internal controls, etc.

272 Capital Planning and Debt Management

1. Design a narrative for a major capital improvement project within his or her agency or organization
2. Describe the process by which public bodies consider and adopt capital improvement projects, capital plans and capital budgets
3. Describe at least four ways in which public bodies are permitted to obtain funding for public improvement projects
4. Explain the role of outside financial advisors in the marketing of governmental securities
5. Provide details about at least three alternative funding mechanisms that can be used to decrease the need for general obligation debt that impact on general taxes
6. Describe the warning signals that indicate that local governments or State agencies have contracted more debt than they can reasonably retire while maintaining a healthy operating budget

273 Preparing RFP's and Bids

1. Explain when to use an RFB and RFP
2. Describe the written specifications for a bid
3. Explain written evaluation criteria for a proposal
4. Describe practices for RFB & RFP recordkeeping
5. Explain procurement ethics in public purchasing

274 Contract Administration

1. Explain what a contract is and how contracts are developed
2. Describe the differences between various types of contracts and when they are used
3. Explain the essentials for administering and monitoring contracts
4. Be cognizant of special government contract requirements

275 Writing Effective Grant Proposals

1. Describe the basic elements of successful grant proposals.
2. Identify common reasons why proposals are rejected.
3. Describe the critical steps in development of a grant proposal.
4. Write clear goals and objectives necessary in successful grant proposals.

PERSONNEL MANAGEMENT ELECTIVES

281 Personnel Management in Government

1. Identify and describe the major activities of personnel management in government.
2. Describe the governmental context which affects the conduct of personnel management.
3. Identify the key responsibilities of management (and of the unit manager) in the following personnel areas: recruitment; selection; orientation; training and development; promotion; compensation; performance evaluation; discipline; and labor relations.
4. Evaluate the components of a personnel management effort in terms of both effectiveness and efficiency.
5. Use appropriate legal bases in making personnel decisions.

282 Conflict Management See Class 249.

283 Advanced Discipline and Grievance

1. Explain recent statutes and court cases affecting discipline, grievance and arbitration processes in state and local government.
2. Describe the arbitration process in discipline, summarize recent arbitration decisions, and assess an arbitrator's likely finding in some sample cases.
3. Describe the essential skills in preparing for arbitration, presenting your case, and examining witnesses.
4. Identify skills needed for effective management of the discipline process and means for acquiring or strengthening those skills.

284 Developing Your Performance Management Tool Kit

1. Define and describe the key features of performance management.
2. Define and describe the key features of an effective performance evaluation program.
3. Identify the strengths and limitations of the performance evaluation process.
4. Describe the different types of appraisal systems.
5. Identify common errors committed by raters when conducting performance evaluations.

284A Performance Management

1. Establish, in cooperation with employees, appropriate performance goals.
2. Identify accurate indicators for selected performance goals.
3. Define the strengths and weaknesses of several approaches to performance management.
4. Describe and use team-based performance assessment.
5. Evaluate the effectiveness of a performance management system in organizational improvement.

285 Personnel Law and Practices Update

This class provides participants with the most current information on personnel law and practices. It provides more detailed information on selected areas of personnel management (as identified in class #281), depending on which areas are of special concern or at issue.

286 Supervising in the Public Sector

1. Describe what makes supervision in the public sector distinctive.
2. Identify the role(s) managers play for their subordinates, and how to strengthen or improve those models.
3. Use coaching and counseling skills for working with subordinates on a variety of problems.
4. Set appropriate performance standards for subordinates.
5. Describe the importance of building a team, and the key elements in building and maintaining that team.

287 Labor Relations Overview

1. Describe key elements in the labor relations process.
2. Identify critical roles for the manager in labor relations.
3. Explain effective negotiation strategies for managers in labor relations.
4. Describe ways in which a manager can improve the management of the labor agreement.
5. Identify current new practices in labor relations, such as consensus bargaining or labor-management councils.

287A Improving Employee Relations

1. Identify key roles of management and labor in the employee relations process.
2. Describe history of employee relations in Wisconsin, and how that history defines current opportunities and challenges.
3. Identify new approaches for improving labor-management relations and roles for management and labor in those approaches, and illustrate by describing several effective techniques.
4. Apply at least one new technique in improving employee relations.

288 Not assigned

289 Team Management and Team Building See Class 242.

290 New Workforce Challenges

1. Identify the general human relations challenges facing public managers.
2. Identify the S-E-A attributes which require managerial readiness, and describe several scenarios which might arise from the diversity of these attributes.
3. Describe appropriate policies and procedures for violence or potential violence in the workplace.
4. Describe the characteristics of victims of domestic abuse and appropriate responses from managers or co-workers.
5. Describe the characteristics of a passive-aggressive or depressed individual, and strategies for managers of such individuals.

291 Personnel Issues

This class is developed to focus on specific personnel issues identified by participants. The desired learning outcomes will be determined by the issues chosen for inclusion in the class.

291A Succession Planning and Mentoring

1. Describe the trends in employment, and their implications for public service and for their own agencies.
2. Identify key elements and roles in succession planning, and how it differs from general workforce planning.
3. Describe at least one organizational approach to succession planning.
4. Discuss the role of mentoring in an organization, and issues related to mentoring.
5. Use mentoring as a part of a succession plan.

292 The Psychology of Managing Difficult Employees

1. Describe the basis of human behavior, and how emotions relate to controlling our behavior.
2. Identify obstacles to effective management of our own responses and the impact on our abilities to manage difficult people
3. Develop personalized action plans for changing your own behavior in order to better manage difficult people.
4. Use strategies for avoiding conflict when possible, minimizing the negative impact when it cannot be avoided, and effectively recovering from the situation after it occurs.
5. Demonstrate appropriate responses during a difficult situation.

293 Dealing with Discrimination and Harassment

1. Discuss issues relating to discrimination and sexual harassment in the public work setting.
2. Explain the terminology and general concepts relating to discrimination and sexual harassment.
3. Identify what constitutes discriminatory and sexually harassing behavior from both a legal perspective and a practical one.
4. Explain the role of managers/supervisors in the prevention of discrimination and sexual harassment in the public work setting.
5. Describe the internal and external complaint processes for discrimination and sexual harassment and the managers/supervisor's role in each.

294 Not assigned

295 Advanced Issues in Conflict Management See Class 245

296 Supervising the Problem Employee

1. Identify programs that send conflicting messages to supervisors, and develop approaches to reduce those inconsistent procedures.
2. Create specific strategies to integrate several programs into one procedure for supervisors.
3. Identify communication problems that may create a “problem employee.”
4. Describe the difference and impact between the two forms of discipline.

297 Keys to Coaching Your Employees

1. Identify how different learning styles affect staff that I coach.
2. Determine when I could coach an individual and when I could fix a procedure.
3. Avoid blame and give feedback that moves to accountability
4. Check understanding and use open-ended questions.