Enterprise Leadership Training Tool

Goal of Tool:
- **Assist in training new employees**
- **Educate potential leaders**
- **Recruit future ELA participants**

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Training Tool Components

- Units of Government
- Legislative Process
- State Budgetary Process
- Impact of Demographics
- Importance of Public Participation
- Public Administration
- Tools to Get Things Done

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Units of Government

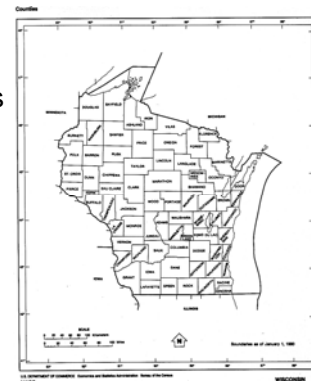*How the branches and various elements of government are structured.*

3

Local units of government
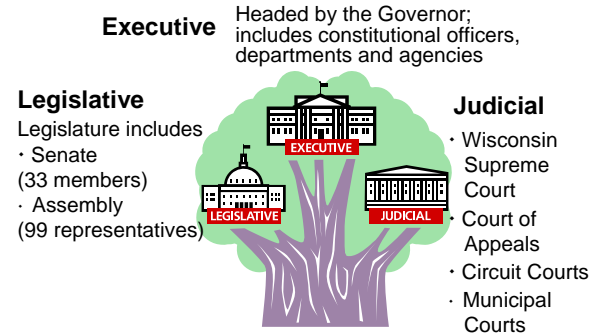
72 Counties

190 Cities

400 Villages

1,260 Towns

Several hundred special districts

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Three branches of government

Executive Headed by the Governor; includes constitutional officers, departments and agencies

Legislative
Legislature includes
· Senate
(33 members)
· Assembly
(99 representatives)

Judicial
· Wisconsin Supreme Court
· Court of Appeals
· Circuit Courts
· Municipal Courts

EXECUTIVE

LEGISLATIVE

JUDICIAL

"…all three branches play a part in establishing public policy, determining the meaning of the law, and ensuring that the laws are faithfully administered." *(the Wisconsin Blue Book)*

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Executive Branch

Departments are commonly organized as follows:

Department - Secretary

Division - Administrator

Bureau - Director

Section - Chief

Unit - Supervisor

Note: Currently, there are 17 Departments in the Executive Branch

Lead Worker 6

Departments in the Executive Branch

The Department of Corrections
- Directs the state's adult corrections program
- Operates the juvenile corrections program

Department of Justice
- Provides legal services to state agencies and technical assistance and training to local law enforcement agencies.
- Enforces state laws relating to gambling, arson, child pornography and narcotic drugs.

Department of Public Instruction

- Provides direction and technical support to public schools in Wisconsin.
- Assists administrators of public schools with programs and professional services.
- Offers public library resource information to other state agencies.
- Maintains a school that offers special training for blind and visually impaired students at Janesville and a similar school for the deaf and hard-of-hearing at Delavan.

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Department of Agriculture, Trade and Consumer Protection (DATCP)

- Inspects farm products and the conditions under which they are produced.
- Inspects cattle for infectious diseases.
- Conducts research in animal and plant diseases.
- Regulates the use of pesticides, grades fruits and vegetables for marketing, and sets standards for processed food.

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Department of Financial Institutions

- Regulates banks, savings institutions, credit unions, and the sale of securities.
- Registers trademarks, corporations, and other organizations and files Uniform Commercial Code documents.

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Department of Revenue

- Administers state and local taxes in a fair, equitable and efficient manner while advocating sound tax and fiscal policies and providing property tax relief.
- Administers the Wisconsin Lottery.
- Collects taxes levied by state law, distributes part of that revenue to local units of government, and calculates the equalized value of the property that has been assessed by local government.

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Department of Commerce
- Provides assistance to communities and small businesses.
- Promotes international trade.
- Recommends private and public sector programs to further long-term growth.
- Enforces dwelling codes, reviews construction plans for new buildings, inspects subsystems that serve buildings.

Department of Tourism
- Promotes travel to Wisconsin's scenic, historic, artistic, educational, and recreational sites.
- Encourages local tourist-related businesses.

travelwisconsin.com

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Department of Natural Resources

- Administers numerous programs that control water quality, air pollution, and solid waste disposal.
- Regulates hunting and fishing to protect fish and wildlife resources.
- Manages other programs designed to conserve and restore endangered and threatened species.
- Promotes recreational and educational opportunities through state parks, forests, and natural areas.

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Department of Transportation

- Administers a variety of programs related to environmental resources.
- Plans for location and financing of highways and roads.

Note: "The state's highway system consists of interstate highways, state highways, county trunk highways, town roads, city and village streets, and park and forest roads. In 2005, more than 5 million vehicles were registered in Wisconsin and more than 3.8 million residents were licensed to drive." *(The Wisconsin Blue Book)*

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Department of Health and Family Services

- Promotes the health and well being of Wisconsin citizens.
- Supervises the counties' administration of the Medicaid and FoodShare programs.
- Identifies preventive and remedial actions to eliminate, correct, and/or alleviate diseases and health hazards.
- Provides health education programs, long-term support for the elderly and people with disabilities; and regulates and licenses many programs and facilities that provide health, long-term care, and mental health/substance abuse services.
- Operates two mental health institutes that provid for persons with mental health problems who are in need of hospitalization and three centers for individuals with developmental disabilities.

Department of Workforce Development

- Responsible for regulation of a wide range of work-related issues. Minimum wages and maximum hours are set by law. If a worker is injured on the job, state worker's compensation may be available. Unemployment compensation helps many workers faced with job loss.
- Responsible for protecting and assisting workers, and for providing training and other services to help welfare recipients join the labor market under the state's Wisconsin Works (W-2) program.

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State of Wisconsin - Department of
ADMINISTRATION

• Created in 1959 to consolidate various independent units into a single agency.

• Offers direct services to Wisconsin residents and communities, including assistance with housing and energy efficiency improvements.

• Primary function is to deliver a wide range of support services to other state agencies such as maintaining the State Capitol and other state facilities.

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State of Wisconsin - Department of
ADMINISTRATION **(continued)**

- State budgeting,
- Pre-auditing,
- Engineering and facilities management,
- State planning,
- Information technology.
- Gaming Division
  - Regulates racing and charitable gambling.
  - Oversees gaming compacts between Indian tribes and the state.

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State of Wisconsin - Department of
ADMINISTRATION **(continued)**

Division of Enterprise Technology

- Manages the state's information technology assets and uses technology to improve government efficiency.
- Provides computer services to state agencies and some local governments, and operates the statewide voice, data and video telecommunications network.
- Develops strategies, policies and standards for enterprise use" (cross-agency and multi-jurisdictional) of IT resources.
- Provides training, research, and print and mail services to other state agencies.
- Provides statewide computer systems for district attorneys and coordinates electronic information sharing among the courts, district attorneys and justice agencies at the state and local levels. 19

Department of Regulation and Licensing

- Assists a variety of examining boards associated with various trades and professions.
- Directly regulates various trades and certain types of professional activity.

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Department of Employee Trust Funds

Manages the state's retirement system and the employee insurance programs that cover state and local employees.

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Department of Military Affairs

- **Army National Guard and Air National Guard**

These are armed military forces organized, trained, equipped, and available for deployment under official orders in state and national emergencies. The federal mission of the National Guard is to provide trained units to the U.S. Army and U.S. Air Force in time of war or national emergency. Its state mission is to help civil authorities protect life and property and preserve peace, order, and public safety in times of natural or human-caused emergencies.

- **Division of Emergency Management**

Coordinates the development and implementation of the state emergency operation plan; provides assistance to local jurisdictions in the development of their programs and plans; administers private and federal disaster and emergency relief funds; and maintains the state's 24-hour duty officer reporting and response system.

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Department of Veterans Affairs

- Consolidates separate veterans programs under one agency.
- Provides grants, loans and a variety of services to eligible Wisconsin veterans and their families.

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Executive Branch continued

Twelve units of the Executive Branch are designated as independent agencies.

"…Headed by part-time boards or multiple commissioners, the Governor appoints most of these officials, with advice and consent of the senate…"   *(The Wisconsin Blue Book)*

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Boards and Offices

State Investment Board

- Provides prudent and cost-effective management of funds held in trust by the state. This is achieved with solid investment returns, consistent with the purpose and risk profile of each fund.

Public Service Commission

- Regulates public utility rates and services.

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Office of the State Public Defender
Represents indigents in trial and post conviction proceedings.

Office of the Commissioner of Insurance
Regulates the sale of insurance.

Wisconsin Ethics Board
Administers a code of ethics for state public officials and regulates lobbyists and their employers.

Wisconsin State Elections Board

The Elections Board oversees the state's election processes, monitors campaign expenditures, and keeps election records.

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Office of State Employment Relations
SERVING PEOPLE WHO SERVE WISCONSIN

- Operates the state's classified civil service system.

- Employment Relations Commission
  - Mediates or arbitrates labor disputes between workers and their employers

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WISCONSIN TECHNICAL COLLEGE SYSTEM

The Technical College System Board

- Supervises the 16 technical college districts.

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- **Higher Educational Aids Board** administers federal and state student financial assistance programs.

- **Educational Communications Board** operates the state's networks for educational radio and educational television.

UNIVERSITY OF
WISCONSIN SYSTEM

The University of Wisconsin System is one of the largest systems of public higher education in the country, serving more than 160,000 students each year and employing more than 32,000 faculty and staff statewide.

The UW System is made up of :
- 13 four-year universities,
- 13 freshman-sophomore UW Colleges, and
- statewide UW-Extension.

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- **State Historical Society of Wisconsin** maintains the state historical library, museum, and various historic sites.

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Legislative Process

How a bill becomes law, and the state's legislative process.

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Separation of Powers

Executive
with the Governor at its head, supervises the day-to-day administration of programs and policies.

Legislative
sets broad policy objectives and establishes the general structures and regulations for carrying them out.

Judicial
is responsible for adjudicating any conflicts that may arise from the interpretation or application of laws.

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Sources of Law

- United States Constitution
- Wisconsin Constitution
- Wisconsin Statutes
- Administrative rules
- Local ordinances

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Developing Public Policy

Legislature
- Members of the legislature introduce bills
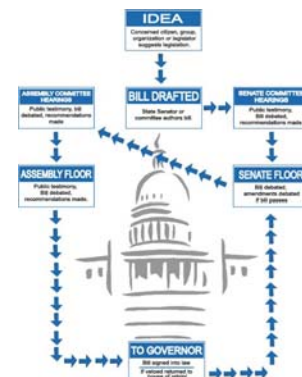- For a bill to become law, it must be passed by the legislature

Governor
- Recommends matters for the legislature's consideration
- For a bill to become law, it must be signed by the Governor, or have his objections overridden by the Legislature.

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How a Bill Becomes a Law

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The Legislative Process

A bill's journey through the legislative process may begin with introduction in the Assembly or in the Senate. Here the bill is read by the Chief Clerk (1st reading) and referred to a committee.

The committee studies the bill, may hold public hearings, and votes on whether or not the bill should be recommended to become law.

When the bill is reported out of committee, it is usually referred to the Rules Committee.

The Legislative Process

The Rules Committee can either take no action at all or it can place the bill on the Calendar for second reading and debate before the entire Assembly.

After passing one House, the bill goes through the same procedure in the other house. If amendments are made in one house, the other House must agree.

When the bill goes before the Assembly for its Second Reading, it is subject to debate and amendment before being given its Third Reading and final passage.

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The Legislative Process

When the bill is accepted in both houses, it is sent to the Governor.

The Governor may sign the bill into law **or** may veto all or, in some cases, part of it.

If the Governor vetoes all or part of the bill, the Legislature may override the veto with a 2/3 vote in each house.

If the Governor fails to act on the bill, it may become a law without a signature.

39

State Budgetary Process

How a the state budget works, where funding comes from and where state money is spent.

40

State Budget

The state budget is biennial which means it covers a two-year period ("fiscal biennium") from July 1 of one odd-numbered year through June 30 of the next odd-numbered year.

Total expenditures for 1848 government operations were $13,472. In 2004-05, the state's annual budget totaled $24.3 billion.

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## State Budget (continued)

The state budget is the legislative document that establishes:

• The level of authorized state expenditures for the fiscal biennium and
• The level of revenues to pay for expenditures.

The state budget is required by the Wisconsin Constitution and the state must operate within a balanced budget.

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THE CAST OF CHARACTERS

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EXECUTIVE BRANCH & BUDGET DEVELOPMENT

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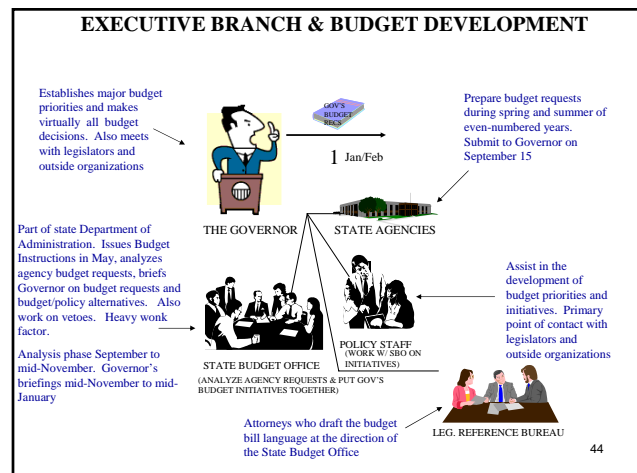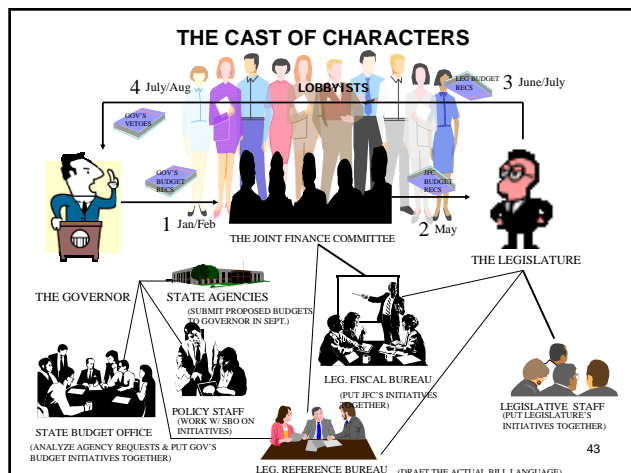
State budget process

State Budget Office (DOA) instructs state agencies to submit their budget requests for the next biennium. All agency budget requests must be submitted to the State Budget Office by Sept 15 of each even-numbered year.

By November 20 of each even-numbered year, DOA's Secretary must give the Governor and each member of the Legislature a document compiling the total of each state agency's biennial budget request and information on the actual/estimated revenues for the current and upcoming biennium.

The Governor delivers the budget message to the Legislature by the last Tuesday in January of each odd-numbered year. He/she provides the Legislature a biennial state budget report, the executive budget bill and suggestions for raising any additional needed revenues.

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State budget process

After the delivery of the Governor's budget message, the budget bill is introduced, without change, into one of the two houses of the Legislature by the Legislature's Joint Finance Committee (JFC).

The bill then goes to the JFC for review. The JFC may hold public hearings on the proposed budget with representatives of the state agencies and for the general public. Other committees of the Legislature may also hold hearings.

The house in which the budget was introduced generally moves to commence party caucuses on the budget. Any revisions to the budget bill must be offered by legislators as formally drafted amendments to the bill.

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State budget process

The budget is adopted by a majority vote of that house and goes to the other house.

When caucuses are finished, the majority party budget package is introduced for floor debate.

A conference committee is convened as a bargaining committee to reconcile differences.

The Legislature may, with a 2/3 vote by each house enact any partially vetoed portion into law, "overriding" the Governor's veto.

When the final budget is passed by the Legislature it goes to the Governor, who may veto or partially veto any item, or accept or reject the bill in its entirety.

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State budget process

The Legislature passes a bill, the Governor signs it, and it goes to the Office of the Secretary of State for publication.

After publication, the "bill" becomes a new law. A new law is effective the day after the publication date, or on a particular date specified in the text of the bill.

The biennial budget cycle begins on July 1 of odd-numbered years, so the budget law should be enacted and effective by that date.

If there is a delay in the process and the budget does not take effect by July 1, state agencies continue to operate at the same appropriation levels from the preceding budget until the new budget law takes effect.

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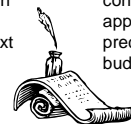
State Financial Processes

Four types of appropriations

- <u>Annual</u>: A division or agency is allowed to spend only the amount specified and only within the designated fiscal year. This is the most common type of appropriation for state operations.
- <u>Biennial</u>: These are estimates of the amount to be spent in each year of the biennium, but that amount can be adjusted between the two years.
- <u>Continuing</u>: The money can be expended until none is left.
- <u>Sum-sufficient</u>: An amount can be spent that is necessary to accomplish the purpose.
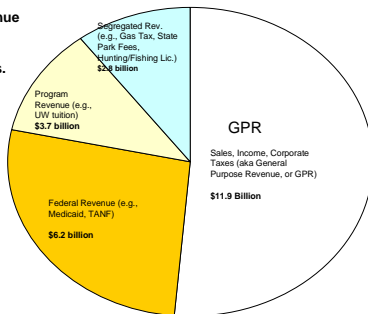
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State Financial Processes

There are 4 major funding sources

- <u>General Purpose Revenue</u> (GPR). Money collected from income and sales taxes. GPR accounts for 49% of the state's revenue.
- <u>Program Revenue</u> (PR). Money collected through fees and grants for specified programs or activities. PR accounts for 14% of the state's revenue.
- <u>Federal Revenue</u>. Money received from the federal government to support specific programs or activities. FED dollars account for 25% of the state's revenue.
- <u>Segregated Revenue</u>. Money that is received for specific programs or activities such as the state's Lottery. SEG accounts for 12% of the state's revenue.

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State Budget Revenue Sources 2005-06

The largest source of revenue for the state comes from various taxes.

Segregated Rev. (e.g., Gas Tax, State Park Fees, Hunting/Fishing Lic.)
$2.0 billion

Program Revenue (e.g., UW tuition)
$3.7 billion

Federal Revenue (e.g., Medicaid, TANF)
$6.2 billion

GPR

Sales, Income, Corporate Taxes (aka General Purpose Revenue, or GPR)
$11.9 Billion

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2005-06 GPR Spending by Functional Area

About half of state spending in 2005-06 went to education. Another quarter of spending went to human welfare programs.

Other (e.g. commerce, courts, environment) **$750 million**

General Appropriations (e.g., Local gov't tax credits and aids) **$1.6 billion**

Human Resources (Medicaid, Corrections, Welfare Reform) **$3.5 billion**

Education (e.g., K-12, UW, Technical Colleges, student financial aid) **$6.1 billion**

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Budget Expenditures (all fund sources FY05-07)

Other, 5,733,903,100, 11%

Corrections, 1,961,093,900, 4%

Workforce Development, 1,844,717,500, 4%

Transportation, 4,598,979,500, 9%

Shared Revenue & Tax Relief, 3,550,468,400, 7%

UW System, 7,807,713,200, 15%

Public Instruction, 12,027,615,500, 24%

Health & Family Services, 12,877,949,000, 26%

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General Fund Budgeted Expenditures, 2005-06
(in millions)

22% of the budgeted expenditures are spent on agency operations. Excluding Corrections and UW, only 9%.

($12,681=100%)

Residential Facilities 1%

Other State Operations 5%

Justice-Related 2%

Tax Recip./OtherDebt/Leg. 2%

Corrections Operations 6%

UW Operations 7%

Individual Tax Credits 1%

Other Aids to Inds. 4%

TANF/SSI/BadgerCare/Drugs 3%

Medical Assist. & Related 11%

Other Local Asst. 3%

Comm. Aid/ Juv. Corrections 3%

Local Government Aid 12%

School Aids 40%

STATE OPERATIONS

AIDS TO INDIVIDUALS

LOCAL ASSISTANCE

Expenditures (in millions) Cumulative % in parens.

13,500
12,000
10,500 (82.8%)
9,000
7,500 (59.1%)
6,000
4,500 (35.5%)
3,000
1,500
0

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Distribution of Budgeted State Employees by Agency, 2005-06

Total Employees = 66,950

(about 52% , or 34,675 are GPR-funded, 79% of whom work for UW and Corrections)

Other Agencies 9,829 (14%)

Workforce Dev. 2,216 (3%)

UW Hospitals 2,371 (4%)

Nat. Resources 2,824 (4%)

Transportation 3,646 (5%)

Health & Fam. Svcs 6,211 (9%)

Corrections 10,419 (15%)

University of Wisconsin 30,685 (45%)

In 2002, Wisconsin ranked 42nd among the states in the number of state employees per 10,000 population

UW and Corrections Comprise Almost 80% of GPR-funded State Workers
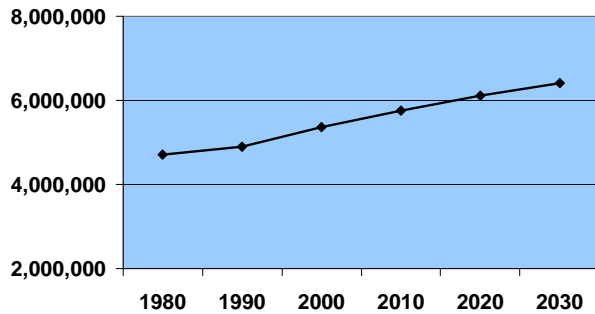
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Demographics and State Impact

Demographics play a key role in the future viability of the state. Leaders need to be aware of changes in demographics.

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Population, 1980 to 2030

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Demographics, Jobs, and State Government

Population Growth on the Rise – Resulting from:

- Birth
- Immigration
- Fewer Deaths (people living longer)

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Demographics, Jobs, and State Government

Migration Trends in WI

- Wisconsin is a major exporter of retirees ages 65-74 and young adults age 20-29.
- Young adults tend to relocate in Minneapolis, Chicago and Colorado.
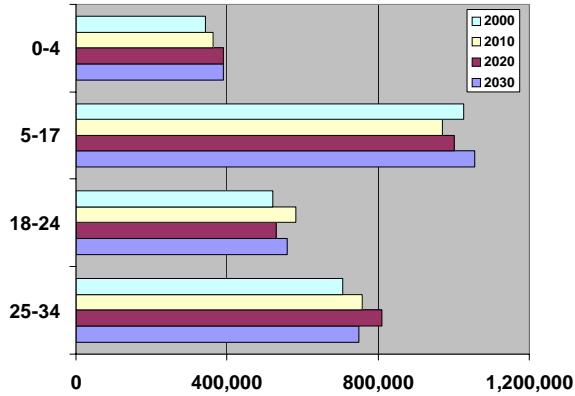- The retirees tend to move back after age 74.

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Demographics, Jobs, and State Government

Population and Labor Force Trends (1980-2030:

- Increase in birth rate compared with Seniors
- 80% of growth rate for 55 and older population.
- Early retirements result in lower working age population.
- Increase growth in racial, ethnic and diverse populations across WI Counties
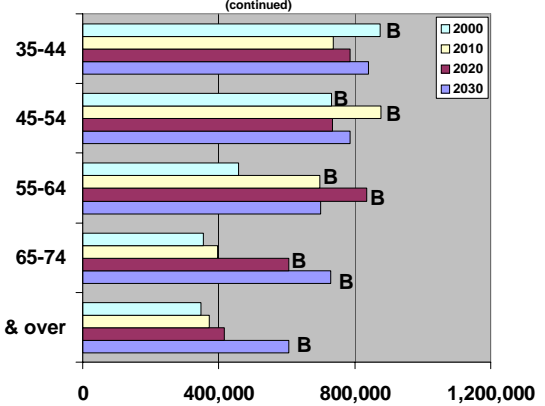- Labor Force will increase by 20% between 2000 and 2030

60

Population by Age Group, 2000 to 2030

Legend: 2000, 2010, 2020, 2030

Age groups: 0-4, 5-17, 18-24, 25-34

X-axis: 0, 400,000, 800,000, 1,200,000

Data Source: WI Dept of Administration, Demographic Services Center, March 2004

Population by Age Group, 2000 to 2030
(continued)

Legend: 2000, 2010, 2020, 2030

Age groups: 35-44, 45-54, 55-64, 65-74, 75 & over

X-axis: 0, 400,000, 800,000, 1,200,000

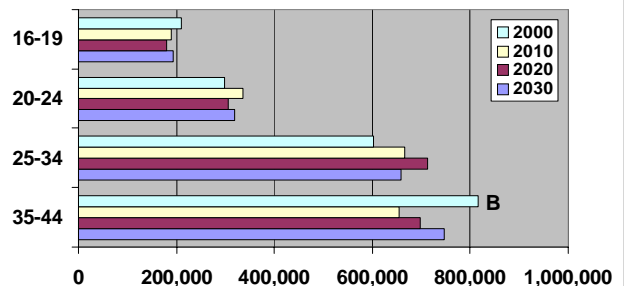Data Source: WI Dept of Administration, Demographic Services Center, March 2004

Demographics, Jobs, and State Government
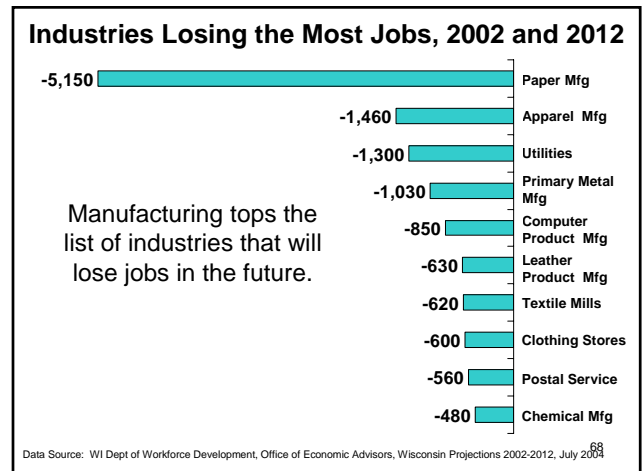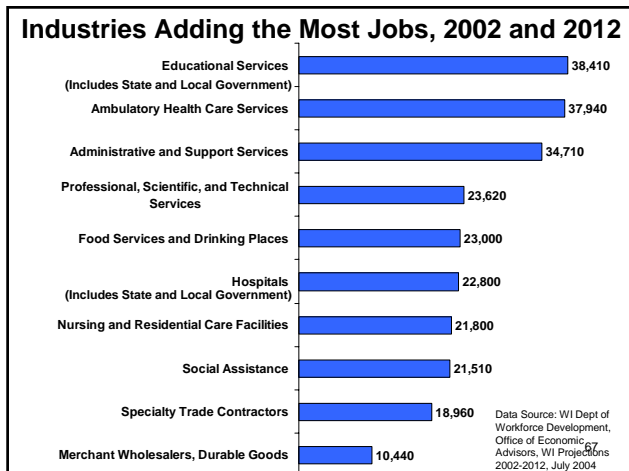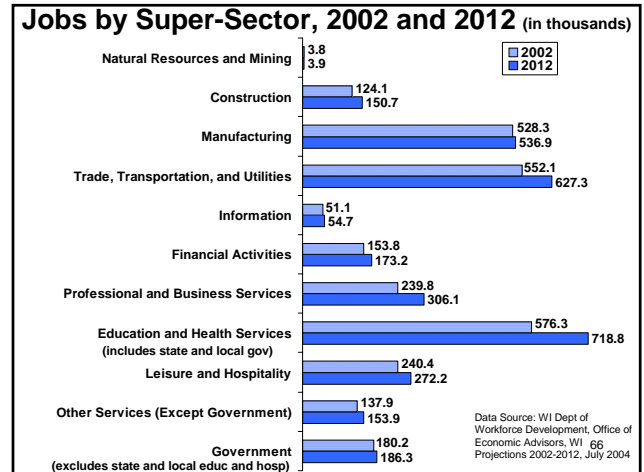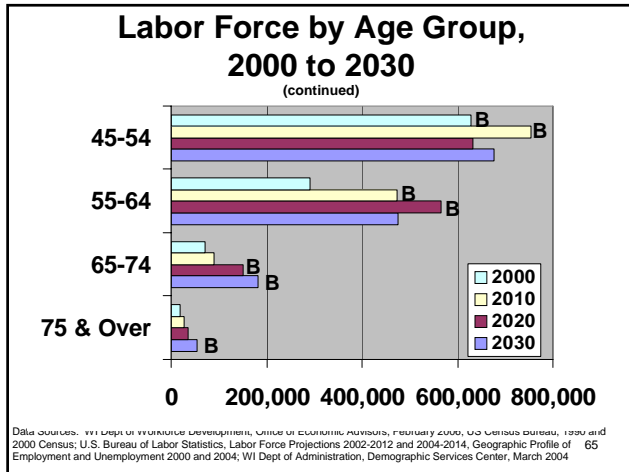
Labor Force Participation:
- 25 – 55 age group will continue to increase over time.
- 25 – 34 age group participation will decrease – due to raising families
- 55 – 64 age group will drop out of the labor force.
- Estimated population size in WI by year 2030: 6.4 Million
- Estimated labor force in WI by 2030: 3.3 Million
- Estimated job availability: 3.4 Million

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Labor Force by Age Group, 2000 to 2030

Legend: 2000, 2010, 2020, 2030

Age groups: 16-19, 20-24, 25-34, 35-44

X-axis: 0, 200,000, 400,000, 600,000, 800,000, 1,000,000
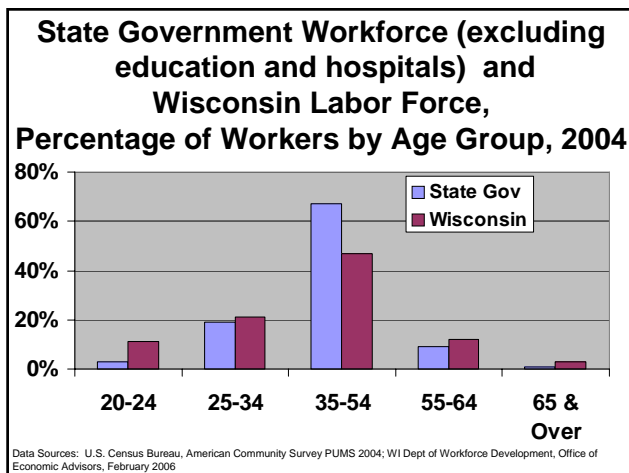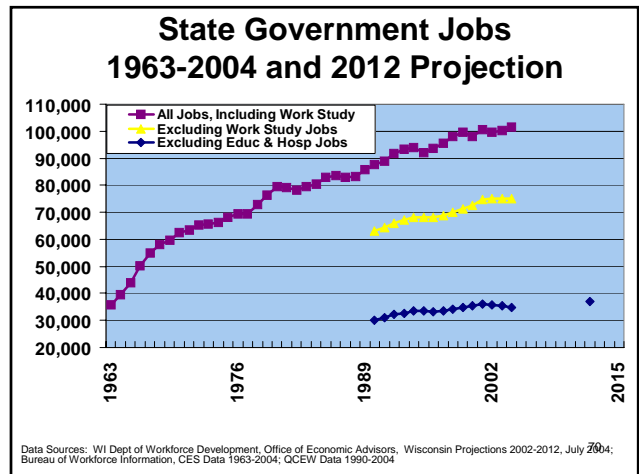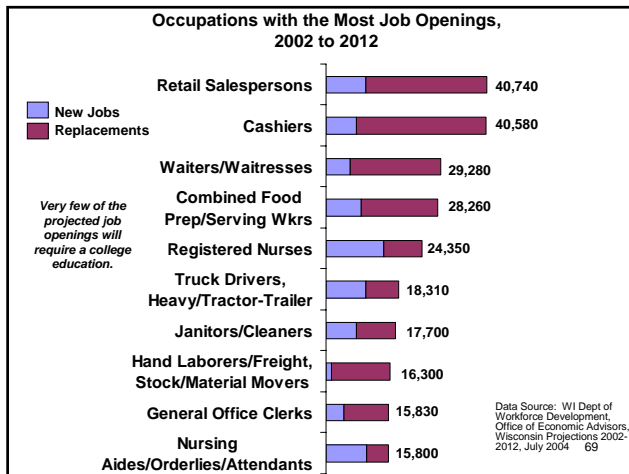
Data Sources: WI Dept of Workforce Development, Office of Economic Advisors, February 2006; US Census Bureau, 1990 and 2000 Census; U.S. Bureau of Labor Statistics, Labor Force Projections 2002-2012 and 2004-2014, Geographic Profile of Employment and Unemployment 2000 and 2004; WI Dept of Administration, Demographic Services Center, March 2004   64

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Labor Force by Age Group, 2000 to 2030

(continued)

Legend:
- 2000
- 2010
- 2020
- 2030

Age groups: 45-54, 55-64, 65-74, 75 & Over

X-axis: 0, 200,000, 400,000, 600,000, 800,000

Jobs by Super-Sector, 2002 and 2012 (in thousands)

Legend: 2002, 2012

Sector	2002	2012
Natural Resources and Mining	3.8	3.9
Construction	124.1	150.7
Manufacturing	528.3	536.9
Trade, Transportation, and Utilities	552.1	627.3
Information	51.1	54.7
Financial Activities	153.8	173.2
Professional and Business Services	239.8	306.1
Education and Health Services (includes state and local gov)	576.3	718.8
Leisure and Hospitality	240.4	272.2
Other Services (Except Government)	137.9	153.9
Government (excludes state and local educ and hosp)	180.2	186.3

Industries Adding the Most Jobs, 2002 and 2012

Industry	Jobs
Educational Services (Includes State and Local Government)	38,410
Ambulatory Health Care Services	37,940
Administrative and Support Services	34,710
Professional, Scientific, and Technical Services	23,620
Food Services and Drinking Places	23,000
Hospitals (Includes State and Local Government)	22,800
Nursing and Residential Care Facilities	21,800
Social Assistance	21,510
Specialty Trade Contractors	18,960
Merchant Wholesalers, Durable Goods	10,440

Industries Losing the Most Jobs, 2002 and 2012

Industry	Jobs
Paper Mfg	-5,150
Apparel Mfg	-1,460
Utilities	-1,300
Primary Metal Mfg	-1,030
Computer Product Mfg	-850
Leather Product Mfg	-630
Textile Mills	-620
Clothing Stores	-600
Postal Service	-560
Chemical Mfg	-480

Manufacturing tops the list of industries that will lose jobs in the future.

Occupations with the Most Job Openings, 2002 to 2012

- New Jobs
- Replacements

Very few of the projected job openings will require a college education.

Occupation	Total
Retail Salespersons	40,740
Cashiers	40,580
Waiters/Waitresses	29,280
Combined Food Prep/Serving Wkrs	28,260
Registered Nurses	24,350
Truck Drivers, Heavy/Tractor-Trailer	18,310
Janitors/Cleaners	17,700
Hand Laborers/Freight, Stock/Material Movers	16,300
General Office Clerks	15,830
Nursing Aides/Orderlies/Attendants	15,800

Data Source: WI Dept of Workforce Development, Office of Economic Advisors, Wisconsin Projections 2002-2012, July 2004   69

State Government Jobs 1963-2004 and 2012 Projection

- All Jobs, Including Work Study
- Excluding Work Study Jobs
- Excluding Educ & Hosp Jobs

Data Sources: WI Dept of Workforce Development, Office of Economic Advisors, Wisconsin Projections 2002-2012, July 2004; Bureau of Workforce Information, CES Data 1963-2004; QCEW Data 1990-2004

State Government Workforce (excluding education and hospitals) and Wisconsin Labor Force, Percentage of Workers by Age Group, 2004

- State Gov
- Wisconsin

Age groups: 20-24, 25-34, 35-54, 55-64, 65 & Over

Data Sources: U.S. Census Bureau, American Community Survey PUMS 2004; WI Dept of Workforce Development, Office of Economic Advisors, February 2006

State Government Workforce, Age in 2004 Carried Forward to 2010 (excluding education and hospitals)

- 2004
- 2010

Age groups: 20-24, 25-34, 35-54, 55-64, 65+

Data Sources: U.S. Census Bureau, American Community Survey PUMS 2004; WI Dept of Workforce Development, Office of Economic Advisors, February 2006

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Demographics, Jobs, and State Government

For more information and Resources:

- Office of Economic Advisors:
  http://dwd.wisconsin.gov/oea
- WORKnet: http://worknet.wisconsin.gov
- Demographic Services Center:
  http://www.doa.state.wi.us
- US Census Bureau: http://www.census.gov
- US Bureau of Labor Statistics:
  http://stats.bls.gov

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The Importance of Public Participation

When, why and to what extent to seek public participation.

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What is Public Participation?

- Process that involves the public in problem solving or decision making.
- Refers to groups and individuals that are affected or interested in a decision or project.
- Does not relinquish control or authority.
- Involvement before the decision is made.

Public participation is an important ingredient in many government programs.

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Why Involve the Public?

- May be required by law or rule
- Risk of public blockage
- May make decision easier, minimize costs and complications
- More information, perspectives, increased mutual understanding, and feedback on potential impacts

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Different problems require different levels of public participation depending upon the goal of the project to be undertaken.

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5 Steps for Public Participation

1. Gain internal commitment
2. Learn from the public
3. Select the level of participation
4. Define process and participation objectives
5. Design public participation plan

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Successful Public Participation

- Make participation a commitment
- Be clear on the scope of the decision, objectives, and role of the public
- Provide access to the process for all
- Have a well-designed and thoughtful public process

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Public Administration

Management in a public environment is very different from management in the private sector. It requires somewhat different skills and principles.

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Public Management Environment

Type of Government Systems	Who Rules	How do we change Rules	Bureaucracy?
Democracy	The People	Elections	X
Dictatorship	Dictator	Overthrow	X
Monarchy	King/Queen	Death	X
Theocracy	Religious Leaders	Appointed rules	X
Communist	Party Members	Vote	X
Syndicalism	Profession	Profession	X
Anarchy	N/A	N/A	N/A

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Public Management Environment

PRINCIPLES OF PUBLIC ADMINISTRATION:

- The purpose of agency management is to implement the laws passed by Congress as elected representatives of the people.

- The president is the chief executive officer of the executive branch and Commander-in-Chief of the armed forces and responsible for the execution of the laws.

- Executive branch managers are held legally accountable by reviewing courts for maintaining procedural safeguards in dealing with both citizens and employees and for conforming to legislative deadlines and substantive standards.

- Political accountability for the implementation of policy and law requires a clear line of authority from the president to the heads of departments and agencies and from them to the subordinates.

- Policy and program objectives specifically agreed to and incorporated into enabling legislation, subject to reasonable and articulated standards of measurements and compliance, facilitate effective implementation.

- The congruence of statutory responsibility for policy and program performance and administrative authority and resources makes possible for achievement of statutory adjectives.

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Public Management Environment

PRINCIPLES OF PUBLIC ADMINISTRATION continued:

- Authority and responsibility for policy and programs performance are located with certainty in single administrators, not in plural executives, interagency committees, or representing boards.

- Public accountability requires that inherently governmental functions and tasks be performed by officers of the United States and their government-employed subordinates.

- Departures from the principles of government organization are made only when functions to be performed or truly exceptional circumstances require them and when political and legal accountability are otherwise ensured.

- Executive management capacity is increased by regular reviews of general and specific management laws and regulations to incorporate the best available government sector management practices and to eliminate requirements and practices that are no longer relevant or productive.

- From: Rediscovering Principles of Public Administration: The Neglected Foundation of Public Law, Moe, Ronald C. and Robert S. Gilmour, Public Administration Review, March/April 1995, Vol. 55. No. 2.

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Tools To Get Things Done

Project management, leadership, managing change, using creativity, and problem resolution are all important components of effective leadership.
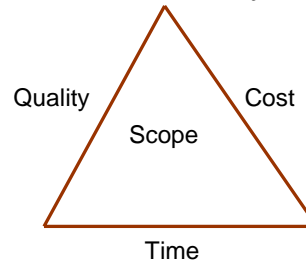
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Definition of a Project

- Definable goal/outcome
- Interrelated and dependent activities
- Finite in duration
- Utilizes resources
- Produces unique products, services or information
- Operates under time, quality, cost and scope constraints

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Projects Must BALANCE Four Key Elements

Quality

Scope

Cost

Time

If time and cost are most important, quality may suffer.

If quality and time are major factors, the project cost may increase.

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Project Manager

Person ultimately responsible for providing deliverables to the defined customer.

But also….

- A leader and manager
- An integrator and technical expert
- Adept at managing through politics
- Able to manage projects along with ongoing functions

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Important Elements in A Project

- Project Charter – lays out project strategy and approach
  - Objectives, goals and expectations (business case)
  - Customers and stakeholders
  - Duration of project
  - Analysis of project risks
  - Team members and roles
  - Change management and Issue resolution process
  - Budget and scope
  - Project timeline and milestones
  - Communication Plan
  - Monitoring Plan
  - Approvals & signoffs
- Closure

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LEADERSHIP

- **Five Best Practices**
  - Model the way
  - Inspire a shared vision
  - Challenge the process
  - Enable others to act
  - Encourage the heart

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LEADERSHIP

- **Ten Commitments**
  - Find your voice
  - Set the example
  - Envision the future
  - Enlist others
  - Search for opportunities
  - Experiment and take risks
  - Foster collaboration
  - Strengthen others
  - Recognize contributions
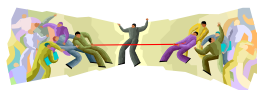 - Celebrate values and victories

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LEADERSHIP

- **Characteristics of Credibility**
  - Team spirit, pride
  - Commitment to organization
  - Sense of ownership
  - Motivation
  - Loyalty to the organization

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LEADERSHIP

- **Demonstrate Values By:**
  - How you spend your time
  - How you react to critical incidents
  - What stories you tell
  - How you communicate
  - Symbols and rituals
  - Rewards

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Managing Organizational Change

- **Change is difficult for people:**
  - Moving forward and setting aside what was
  - Leaving behind what was comfortable
  - Chaos and order must combine
  - As you clear out the old because you cannot preserve both.

Note: Change is a natural and normal practice that people routinely embrace. First step is to know what to get rid of as people are attached to things and cling to them.

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Managing Organizational Change

- **Factors that make a difference:**
  - Communicate – keep your eye on the end result
  - Leadership needs to persist – walk through the pain together
  - Show courage and strength to make it through
  - Be sure everyone understands the benefits of the change
  - Recognize pitfalls upfront
  - Leader provides the parameters
  - Others fill in the details to make it their own path

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Managing Organizational Change

- **Key determinant on how people respond to change:**
  - If they are in the driver's seat, they view it as an ally and a well spring of personal success.

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Managing Organizational Change

Phases and Actions for Guiding People through Change

Phase One:
COMFORT AND CONTROL
  - Acknowledge past success
  - Give them a reason to pay attention
  - Sell the need for the change
  - Immerse people in specific information about it
  - Let them know it WILL happen
  - Give people time to let it sink in
  - Don't sell solutions – sell the problem

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Managing Organizational Change

Phases and Actions for Guiding People through Change

Phase Two

FEAR, ANGER AND RESISTANCE

- Involve others in defining the future
- Listen
- Acknowledge pain, perceived losses and anger
- Adjust the strategy to address their perceived losses
- Tell people what you do and do not know
- Don't try to talk people out of their feelings
- Discuss ways to solve the problems people see
- Keep people talking – encourage discussion

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Managing Organizational Change

Phases and Actions for Guiding People through Change

Phase Three

LEARNING, ACCEPTANCE AND COMMITMENT

- Acknowledge their hard work
- Celebrate successes
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what they left behind
- Develop long-term goals
- Provide tools and training
- Reinforce and reward the new behaviors
- Create system that reinforce the new behaviors
- Prepare people for the next change

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Managing Organizational Change

Phases and Actions for Guiding People through Change

Phase Four

INQUIRY, EXPERIMENTATION AND DISCOVERY

- Give as much freedom and directions as you can
- Give permission to find their own solutions
- Encourage people to take risks
- Make room for others' ideas
- Tell people as much as you know
- Encourage teamwork
- Encourage personal reflection and learning
- Provide training and support
- Set short-term goals

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Managing Organizational Change

Actions for Leading Change
- Create a Felt Need
- Introduce the Change
- Revise and Finalize the Change Plan
- Stabilize and sustain the Change

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Developing and Using Creativity to Improve Public Management

Blocks to Creativity in Organizations:
- Fear of failure
- Preoccupation with order and tradition
- Feel they do not have the resources
- Over certain
- Reluctance to exert influence
- Reluctance to play
- Excessive reward for success

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Developing and Using Creativity to Improve Public Management

Components of Creativity
- Foraging – gathering information
- Reflecting – generating lots f ideas
- Adopting – selecting an idea
- Nurturing – improving the idea
- Knuckling Down – never giving up

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Developing and Using Creativity to Improve Public Management

Skills for Creativity
- Mental Agility
- Originality
- Capacity for hard work
- Independent Judgment
- Resilience
- Good communication skills
- Intellectually curious
- Interested in concepts
- Playfulness
- Avoid early self-criticism
- Stimulating Backgrounds

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PROBLEM SOLVING AND DECISION MAKING

PROBLEM SOLVING APPROACHES
- Do Nothing
- Leave it to Chance
- Intuition
- Rational

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PROBLEM SOLVING AND DECISION MAKING

PROBLEM SOLVING PRINCIPALS

1. Approach each problem for its uniqueness.
2. Define your purpose.
3. Explore the "solution after next".
4. Use systems thinking.
5. Limit your data gathering.
6. Involve diverse perspectives.
7. Revisit the solution the problem and the solution after next.

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PROBLEM SOLVING AND DECISION MAKING

PROBLEM SOLVING MODEL

1. Select a problem and develop the problem statement.
   - Narrow the problem
   - Identify who to involve.
2. Define the desired outcome and your higher purpose.
   - Identify measures of success.
3. List potential causes of the problem.
4. Identify potential road blocks/setbacks.
5. Identify the actions to address the causes and solve the problem.
6. Develop an implementation timeline and assign responsibility for action.
7. Implement the plan, monitor progress, and revise the plan.

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PROBLEM SOLVING AND DECISION MAKING

WRITING A PROBLEM STATEMENT

1. State the problem objectively.
2. Identify what isn't working.
3. Avoid implied causes and implied solutions
4. Narrow the scope of the problem to something that you can do something about.
5. Identify the relationship of the problem to other problems.
6. Develop a shared vision of the problem.
7. Develop a shared vision of the outcome that will be achieved if a solution is found.

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PROBLEM SOLVING AND DECISION MAKING

DECISION MAKING MODEL

1. Define the decision you want to make.
   - Narrow the problem
   - Identify who to involve.
2. Define your desired objectives/outcomes and your higher purpose.
   - Identify measures of success.
   - Sort out your MUSTS and WANTS.
3. Identify decision alternatives and options
4. Select the best alternative
5. Identify potential roadblocks/setbacks
6. Develop an action/implementation plan
7. Implement the plan, monitor progress, revise the plan.

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PROBLEM SOLVING AND DECISION MAKING

INVOLVING
OTHERS
IN THE
PROCESS

- BENEFITS OF INVOLVING OTHERS
  – Better decision quality
  – Increased understanding of the decision or problem being addressed
  – Able to identify a greater number of approaches to a problem or a decision
  – Promotes buy-in
  – More effective evaluating alternatives
  – Major errors can be avoided.

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PROBLEM SOLVING AND DECISION MAKING

INVOLVING
OTHERS
IN THE
PROCESS

- Takes more time
- Too many involved may lead to inability to come to agreement or consensus
- "Group think" may set in.
- Individuals may be a negative influence.

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Human Resources

For more information on this subject, visit the Office of State Employment Relations (OSER) by email at

http://oser.state.wi.us
or
101 East Wilson Street, 4th Floor
Madison, WI 53702

OSER provides leadership and support to other state agencies in human resources management. The office oversees the state civil service system, negotiates state labor contracts, manages labor relations, and leads the state's affirmative action and equal opportunity employment programs. Their ultimate goal is to ensure that state government is equipped with a talented and diverse workforce to provide the best possible service to the public.

For more information, contact your Department HR.

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