



# Collaborative Competencies for Public Managers and Planners

## Promotion of UNCG Member Training Programs

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# [ Topics for discussion ]

- Is a training clearinghouse a useful function of the Network?
- Is a competency-based catalog of training a useful approach?
- Are the competencies appropriate?
- Did we miss anything?
- What next?

# [ Background & Purpose ]

- Project arose from a meeting with federal resource and environmental agencies
- Use a competency-based approach to identify professional education opportunities offered by UNCG members
- Match needs with training offerings

# [ Survey ]

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- Conducted a survey of member programs in Fall of 2009
- Identify non-degree workshops, seminars, classes, webinars, and other training formats that are designed for citizens, managers, planners, practitioners, leaders, and elected officials in the public and private sectors.

# [ Survey ]

- Portland State University
- University of Oregon
- Creighton University
- NC State University
- University of Massachusetts Boston
- University of Texas School of Law
- Washington State University
- UNC Chapel Hill
- University of Georgia
- Regis University
- Florida State University

# [ Sources ]

- Reviewed competencies identified by other sources:
  - OPM Executive Core Competencies
  - ICMA
  - Cooperative Extension
  - Bureau of Reclamation
  - Centre for Innovative and Entrepreneurial Leadership (BC)
  - BC Competency Framework for Interpersonal Collaboration
  - Sue Dyer's Seven Collaborative Competencies for Project Leaders
  - Teaching Democracy in Public Administration (Leighninger)

# [ Competencies ]

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1. Leadership and Management
2. Process
3. Analytic
4. Technical
5. Professional Accountability

# [ Leadership and Management ]

- Collaborative leadership & decision making
  - Effective leadership roles in convening, funding, chairing, facilitating, advocating (11)
  - Collaborative leadership styles and skills (10)
  - Political and entrepreneurial skills (1)
  - Project management skills for collaborative efforts (5)

# Leadership and Management

- Cross-Sector Design, Organization & Management
  - Designing deliberative/conflict resolution processes and cross-sector institutions (9)
  - Building networks, partnerships, alliances, coalitions (6)
  - Managing interagency, intergovernmental, public-private collaboration (8)

# Leadership and Management

- Effective and Inclusive Participation
  - Designing public involvement strategies and processes (10)
  - Integrating public input and deliberation into stakeholder driven processes or cross-sector networks (11)
  - Building and sustaining public involvement over time (5)

# [ Process Skills ]

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- Effective Communication
  - Listening skills (8)
  - Presentation, persuasion and assertiveness (5)
  - Communicating in different modes and media to different and mixed audiences (4)
  - Cross-cultural communication skills (5)

# [ Process Skills ]

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- Working in Teams & Group Facilitation
  - Building working relationships within teams (7)
  - Understanding and managing group dynamics (9)
  - Facilitating group discussion and tasks (10)
  - Participating in teams effectively (7)
  - Familiarity with tools and methods for group processes and decision making (10)

# [ Process Skills ]

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- Negotiation & Conflict Management
  - Interest-based negotiating in two-party and multi-party settings (11)
  - Managing conflict constructively in groups in different roles (10)
  - Referring participants to third-party mediators as appropriate (9)

# [ Analytic Skills ]

- Analytic & Strategic Thinking in and for Collaborations
  - Issue analysis and framing for public engagement and deliberation (10)
  - Situation/conflict assessment (9)
  - Analysis for negotiation and management of group processes (9)
  - Understanding political, legal and regulatory context for collaboration (8)
  - Familiarity with group prioritizing methods, scenario planning, conflict mapping (9)

# [ Analytic Skills ]

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- Evaluating and Adapting Processes
  - Setting group goals and indicators of success for performance evaluation (5)
  - Assessing ongoing progress (6)
  - Making mid-course corrections or structural changes (5)

# [ Technical Skills and Tools ]

- Integrating Technical & Scientific Information
  - Assessing information requirements for informed decision making
  - Assessing need for expertise and participant training on technical issues/analysis
  - Familiarity with methods and standards for collecting and analyzing information

# [ Technical Skills and Tools ]

- Using Information and Communication Technology in Collaborative Processes
  - Familiarity with meeting management and group communication and information management tools (4)
  - Familiarity with Web 2.0 social networking tools (2)
  - Familiarity with decision support tools and techniques (3)
  - Familiarity with spatial display and analysis tools (0)
  - Choosing appropriate technologies for improving effective and efficient processes (3)

# [ Professional Accountability ]

- Personal Integrity & Professional Ethics, e.g.:
  - Balancing own personal, professional and institutional obligations with group or cross-sector organizational requirements (5)
  - Enacting/enforcing principles of fairness, transparency, and inclusive engagement (8)

# [ Professional Accountability ]

- Self-Knowledge & Reflective Practice
  - Reflecting on personal and professional effectiveness (7)
  - Seeking feedback on personal and professional behavior in group (4)

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