

MUNICIPAL MANAGEMENT ACADEMY

PROGRAM OVERVIEW



Municipal Technical Advisory Service
INSTITUTE FOR PUBLIC SERVICE

Municipal Management Academy

Program Goal

Mission statement: To provide effective training opportunities to managers and supervisors in municipal environments throughout the state of Tennessee.

The Municipal Management Academy (MMA) is designed to help both the new and the experienced manager/supervisor develop the knowledge, skills, and abilities required for successful management. The course sessions are appropriate for groups of different sizes, levels of experience, and skill. The program can serve as basic management training for the new manager or as a refresher course for the experienced manager.

Each course emphasizes discussion and group activities to encourage participants to learn from one another, often resulting in better teamwork, cohesiveness, and communication among managers.

Curriculum

The program is divided into three levels:

- Levels I and II require completion of eight 4-hour sessions in each certificate, for a total of 32 hours *per level*.
- Level III requires completion of a practicum (16 hours) and four 4-hour courses, for a total of 32 hours. Participants must complete Levels I and II before participating in Level III.

The ultimate goal of this program is for supervisors to demonstrate successful supervisory skills and behaviors on the job. To achieve this goal, the program is designed to:

- Examine the roles and responsibilities of local government managers and supervisors
- Identify characteristics, attitudes, and behaviors of effective and successful managers/supervisors
- Assess individual strengths and weaknesses in order to build on strengths and correct weaknesses
- Learn and practice new supervisory skills
- Apply theories of effective supervision in practice

Each course includes class discussions and learning activities that provide a framework for applying these concepts in the participants' own supervisory situation, developing new behaviors, and practicing new skills.

Certificate Requirements

Level I and II participants must complete all eight of the required sessions in each certificate, for a total of 32 hours *per level*, to be awarded a *Municipal Management Academy Level I or II certificate*.

Level III participants must complete a 16-hour practicum and four 4-hour sessions to be awarded a *Municipal Management Academy Level III certificate*.

Online Transcripts

If you are uncertain which MMA classes you attended or need to make up, you can find your transcript online in the K@TE learning management system: www.kate.tennessee.edu/mtas

For questions about your attendance or assistance with online transcripts, please email Doug Brown at doug.brown@tennessee.edu or call (865) 974-9140.

Makeup Policy

We strongly discourage missing an in-person course, because in-class interaction and discussion enhances the learning process. However, we understand that scheduled or unforeseen events may prevent participants from attending every class meeting.

Participants may make up a missed MMA Level I or II course by attending that course in another city. Participants may make up **no more than two courses** they missed in MMA Level I or II by taking an online makeup. The two courses must have already been delivered in the cohort group. Taking an online makeup in advance of the instructor-led class is not permitted. The online makeup must be completed within six months of the instructor-led class.

Students must attend *MMA02: Understanding Workstyles* in person due to the administration of the DiSC instrument, which must be administered by a certified instructor.

For participants in Level III, **only one course may be missed** and made up through an online makeup.

If you are interested in bringing an MMA to your city, please contact the **training consultant** in your region.

For assistance with online transcripts or the K@TE learning management system, please contact the **training coordinator** in your region.

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Level I Session Descriptions

Municipal Manager Overview

A broad functional overview of municipal management is provided for managers and supervisors. A self-assessment allows participants to identify areas in which they need to improve their skills and allows them to set specific personal goals and objectives for this program. They also explore leadership models and how each relates to the responsibilities of managers. 4 CPE (Other)

Understanding Work Styles

This course examines the roles, characteristics, skills, and behaviors of effective leaders and offers models for supervisory styles. Participants will explore their own leadership style through the DiSC behavioral profile and recognize behavioral styles that are used by others. 4 CPE (Other)

Planning and Organizing for Results

This course discusses the key elements of planning, including: Managing one's time effectively; setting SMART goals for work teams, which are linked to the city's mission statements; establishing work plans and schedules; prioritizing work flow; and creating performance. 4 CPE (Other)

Performance Management – Positive Discipline

The performance management process and the importance of setting expectations is explored in this course. This class also examines factors that contribute to performance problems and grievances and emphasizes the importance of encouraging self-discipline. A problem-solving approach is used in addressing performance problems and taking disciplinary measures in accordance with city policy. 4 CPE (Other)

Human Resource Overview

Employment law is an ever increasing issue of importance in the workplace. This course gives an overview of human resource issues and employment law including FMLA, ADA, Worker's Compensation, FLSA, and EEOC. This course includes a look at state laws governing employment and the specific city's personnel policies, rules, and regulations. 4 CPE (CMFO Not Applicable)

Workplace Harassment and Workplace Violence

This course clarifies how to recognize and prevent harassment and what to do if harassment occurs to ensure protection of both the municipality and employees. Learn to recognize risk factors and behaviors and ways to prevent or diffuse volatile situations and prevent workplace violence. 4 CPE (Other)

Communication Skills

This course focuses on the process and elements of effective communications, including active listening, recognizing verbal and nonverbal messages, and giving and receiving feedback. It also introduces strategies for adapting to other individual communication styles. 4 CPE (Other)

Engaging Your Workforce

An engaging work environment plays a key role in ensuring that staff feel valued and empowered, strive to do their best, and feel committed to the organization. This session introduces theories and concepts of motivation and their implications for supervisors and managers. 4 CPE (Other)

Note: All eight sessions are required courses to complete the Level I certificate.

Level II Session Descriptions

Coaching, Counseling and Mentoring

This course offers guidance in employee performance issues, which is a leadership competency that requires a special set of skills and sensitivity. This session focuses on the different approaches a manager may take in intervening with employees and discusses how to coach, counsel and mentor for performance change. 4 CPE (Other)

Delegation Skills

This course emphasizes assigning responsibility to others, which requires skills in defining expectations, providing direction and support, and evaluating results. 4 CPE (Other)

Making Effective Decisions

This course focuses on improving problem-solving, decision-making, and critical thinking skills. It offers a concise problem-solving framework and aids in clarifying problems, setting priorities, generating solutions, and evaluating outcomes. This course is applicable to management in any department or any level of local government. 4 CPE (Other)

Developing Teamwork

This course addresses management's role in forming, training, and supporting teams, describes the role and functions of the team leader, and offers suggestions for training. This course uses case studies to describe the responsibility of supervisors in managing teams. 4 CPE (Other)

Customer Service

This course emphasizes the municipal employee's responsibility to provide citizens with quality service and the supervisor's role in fostering a customer service orientation. 4 CPE (Other)

Employee Performance Evaluations

This course examines a manager's role in conducting performance evaluations and discusses instruments and approaches, focusing attention on the advantages and disadvantages of each. Activities emphasize how to make written comments for the performance review. 4 CPE (Other)

Managing Change

Change is a basic ingredient of life, and it often means discovering something new, moving forward, and growing. In this course, participants analyze the forces that drive organizations to change, examine the challenges of change, and examine approaches for making organizational change more effective. This course develops understanding of change processes and provides practical skills for managing and leading change. Building skills in navigating the change process is a key skill for individual contributors and leaders in any organization. 4 CPE (Other)

Conflict Management

In this course, participants identify their style of conflict management, define the process of conflict management, and examine approaches for effective conflict management and resolution. Highlights include understanding the causes of conflict and techniques for conflict management. 4 CPE (Other)

Note: All eight sessions are required courses to complete the Level II certificate.

Level III Session Descriptions

Level III requires completion of *four* 4-hour courses chosen from the list below, and completion of a practicum (16 hours) for a total of 32 hours.

Interviewing, Selecting and Retaining Employees

This course addresses skills involved in the recruiting, interviewing, and selecting of employees, covers legal aspects of interviewing, and identifies supervisory practices that support employee retention. CPE 4 (Other)

Managing a Diverse Workforce

This course is an interactive session that covers an introduction to diverse group characteristics and definitions, including the impact culture may have on interpersonal work relationships. Participants examine how to build effective, culturally diverse, multi-generational teams and how to minimize conflicts. Participants explore the role of leadership in ensuring the work environment promotes a welcome, productive, and supportive environment. CPE 4 (Other)

Managing Projects

This course offers insight into specific challenges of managing a project and offers guidance for avoiding common pitfalls and keeping a project on track. Participants are encouraged to identify and practice team-building techniques and project management strategies. CPE 4 (Other)

Budget and Finance for the Manager

This course provides an overview of the local government budget process and the manager's role in that process. CPE 4 (Other)

Ethics in Government

Ethics in Government offers a number of practical, specific suggestions for evaluating your own ethical patterns. Participants will explore how to recognize the ethical implications of decisions and establish procedures and programs that make ethics a key work element. CPE 4 (Other)

Performance Measurement

This course defines performance measurement and offers a look at the concept of performance measurement from the perspective of a supervisor or manager of municipal services. This class helps develop meaningful performance indices for the workplace. CPE 4 (Other)