



Municipal Technical Advisory Service  
INSTITUTE *for* PUBLIC SERVICE

# MUNICIPAL MANAGEMENT ACADEMY

Program Overview

## Program Goal

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

The Municipal Management Academy (MMA) is designed to help both new and experienced supervisors develop the knowledge and self-awareness 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 two levels. Levels I and II require completion of eight sessions in each certificate.

The 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 to be awarded a *Municipal Management Academy Level I or II 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](http://www.kate.tennessee.edu/mtas)

For questions about your attendance or assistance with online transcripts, please email Doug Brown at [doug.brown@tennessee.edu](mailto: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.

Online makeup courses will be assigned and available after all eight sessions have been delivered. Online makeup courses must be completed within six months of the date of the last session in the cohort.

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

## Contact Information

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.

### Knoxville Staff:

Doug Brown  
Training Coordinator  
[doug.brown@tennessee.edu](mailto:doug.brown@tennessee.edu)  
865-974-9140

Johanna Owenby  
East TN Training Consultant  
[johanna.owenby@tennessee.edu](mailto:johanna.owenby@tennessee.edu)  
865-974-9858

### Nashville Staff:

Sarah Curtis  
Middle TN Training Consultant  
[sarah.curtis@tennessee.edu](mailto:sarah.curtis@tennessee.edu)  
615-532-6827

### Memphis Staff:

Yolanda Dillard  
West TN Training Consultant  
[yolanda.dillard@tennessee.edu](mailto:yolanda.dillard@tennessee.edu)  
901-619-7019

### **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.

### **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.

### **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.

### **Performance Management**

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.

### **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.

### **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.

### **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.

### **Motivating 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.

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

## Level II Session Descriptions

---

### **Empowering Your Team**

Empowered employees are more engaged, loyal, and committed. In this course, participants will learn strategies for developing empowered employees. This course will focus on building trust and improving emotional intelligence to create an empowered and effective team.

### **Feedback and Coaching**

Delivering constructive feedback can be a challenging task for even the most seasoned manager. This course covers techniques for making feedback more effective, respectful, and meaningful. The course will focus on how to engage in communication about difficult topics, such as employee behavior and activities that need to start (or stop!).

### **Delegation Skills**

This course focuses on best practices in delegation. Class work will emphasize how to more effectively assign responsibility and tasks to employees, including how to define expectations, provide direction and support, and evaluate results.

### **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.

### **Employee Retention and Succession Planning**

Retaining good employees can be challenging and often seems out of your control. This course will discuss ways to avoid talent loss by focusing on what employees need and want to perform at their highest level. It will also focus on succession planning, a key component of an overall employee retention plan.

### **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.

### **Managing Change**

Change is a basic ingredient of life, and it often means discovering something new, moving forward, and growing. In this course, participants will review the forces that drive organizations to change, examine the challenges of change, and discuss approaches for making change more effective. This course develops understanding of change processes and provides practical skills for managing and leading change.

### **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.

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