

Public Service Management
PA 740
Spring 2017

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Office hours - Tuesdays 4:30 - 5:30 PM each week of class meeting days.

Class Schedule - Spring 2017

PA 740 will meet on Tuesdays 6:00 - 8:45 PM starting January 24, 2017 and continuing every Tuesday concluding May 16, 2017.

Course Introduction

The public sector is experiencing a wave of demands to change the way they do business. This is not new. Over the years the public sector has been pressured to make changes based on economic conditions and the need to improve efficiencies. The Great Recession has created a much bigger push from the public, elected officials, and internal operations that requires the public sector to rethink how government works in order to be sustainable. Even though cities, counties and the State have recovered from the recession the pressure to improve efficiencies continue. Rethinking government will open the door for innovative approaches to public service delivery and will create challenges that public sector managers and employees will need to meet in ways they may not have thought about in the past.

The focus of this course will be to critically look at how the public sector is currently structured and managed while exploring how change either voluntarily and/or involuntarily impacts government operations. Management in the public sector is already experiencing changes in the the work force that requires managers to rethink the way service delivery is provided. This course will challenge students' thinking and stretch their creativity in order to better understand how public sector organizations will need to be managed in the future.

There are trends in the public sector that need to be addressed in order to effectively deliver public services in the most effective and open manner. As an example the work force is already feeling the impacts of the millennial age worker (18-30 years old) that requires the public sector managers to change how they relate to this age group. This is an example of the changes that need to be explored and analyzed from a fresh new perspective that can be applied in the real World of pubic sector management. Never before have we experienced four generations (Traditionalist, Baby Boomer, Generation X and Millennial) active in the work force at the same time. There are advantages to this situation but with it comes many challenges that need to be addressed.

This course will also explore the politics of managing in the public sector focusing on the diverse roles elected and appointed officials play in the management of the public sector. It is imperative that future managers be prepared for these changes. Understanding the intersection of politics and public sector management is imperative to an organization's ability to meet the basic needs of a citizenry in a manner that is sustainable. Moving beyond providing the basic needs will require a RETHINKING of the way the public sector is managed.

Learning Outcomes

1. Understanding the structure/foundation of the public sector organization.
2. Identifying the management skills that will be needed to manage in the public sector in a changing environment.
3. Exposed to the process of management decision making, planning and resource allocation to include budgeting and public engagement.
4. Introduced to methods by which agencies set goals and objectives and develop a strategic plan for the organization.
5. Understand the customer, customer expectations and the importance of excellent customer service in the public sector.
6. Explore the trends in the public sector and the impacts they may have on managing.

Course Methodology, Grading of Requirements.

> 10% - Participation in class, seat work and group exercises

> 20% - Working as a group prepare a strategic plan based on the directions provided by the instructor utilizing class lectures, material and readings.

> 20% - Paper 1 - Based on reading of the text and your personal observations of an organization or government department/division prepare a paper examining how the public sector is perceived by the general public and how public managers are addressing the changes taking place. Refer to directions provided by instructor.

> 15% Case Studies Briefs- The three (3) cases are worth a combined 15%.

Students will prepare a one page memorandum (template to be provided) and brief for each case and submitted on the due dates.

1. San Bernardino County

2. City of South Gate

3. City of Santa Ana

> 35% - Final - Prepare a paper presenting an assessment of where government management is trending, what government needs to change and the specific areas that need change in order to create a sustainable organization. Your final must include the areas of budget, human resources, demographics changes, ethics, and long term planning with focus on what needs Rethinking in government in order to provide quality services in a sustainable manner. Refer to directions provided by instructor.

Learning Materials (Readings and case studies)

1. Textbooks
 1. Rethinking Public Administration, The Case for Management, Richard Clay Wilson, Jr. (2013)
 2. What Government Does, How Political Executives Manage, Paul R. Lawrence and Mark A. Abramson
 3. Good to Great and the Social Sectors, Jim Collins
2. Case Studies
 1. San Bernardino County, CA
 2. City of South Gate, CA
 3. City of Santa Ana, CA

Course Schedule

Dates/Subject Outline

**Reading
Assignment
Complete by**

**Assignment
Due Dates**

Orientation/Structure of Government

January 24 Session 1

Class orientation/introductions/
Overview

Review of reading material

Review of class expectations

Students

Class outcomes

Overview of the Public

Sector

Rethinking Public Admin

Pages 1 - 54

Structure of Government

January 31 Session 2

Simply Complex

Policy

Elected/Administration

Internal operations

External operations

Charter v General Law Cities

Case Study San Bernardino

County, Ca. (Brief due Feb. 7)

Building the Work Force

February 7

Sessions 3

Human Resources

Rethinking Public Admin.

Trends in the work force

Pgs 59-78

San Bernardino County
Case Study BriefDUE

Demographic changes

Hiring (Right People on the bus) Good to Great

Labor negotiations Pages 1-16

Unions

Elected

Guest Lecturer

Chip Taylor,

Asst. City Manager

City of Menlo Park

February 14

Session4

Supervising/Managing
generation changes

Good to Great
pages 17-35

Paper #1DUE

Levels of employment

Full Time

Part Time

Contract

What Govt. Does

Federal, state and local level

February 21

Sessions 5

What Govt. Does

What Govt. Does

Purpose of Management

pages 11 -33

Motivating the work force

values

politics

conflicts

Organization Finances/Building the Engine

February 28

Session 6

Budget Process

Case Study South Gate

purpose

(Brief due March 7)

formation

internal

Rethinking Public Admin

external

Pages 179-202

March 7

Session 7

Budget Team work

City of South Gate

needs and services
politics
administration

Case Study Brief DUE

March 14 Session 8

Economic Development
Private/Public Sector
Business Retention/Attraction
Developing revenues/expenditures
Guest Lecturer
Alex Andrade, Economic
Development Manager,
City of Mountain View

March 21
NO CLASS - SPRING BREAK

March 28 Reinventing
Session 9
Reinventing the Public Sector revisited Rethinking Public Adm.
pages 79-104 and
Pages 123-124

Guest Lecturer - Ted Gaebler, Author
Reinventing Government

Governing Article
"The Reinventors"
By John Buntin

April 4 Sessions 10

Challenges
Shared Services
Managing to Sustainability
Performance management
Introduction to Strategic Planning

City of Santa Ana
Case Study

April 11 Session 11

Leadership
Creating a Vision
Guest Lecturer, Richard Wilson, Jr
Author, Rethinking Public
Administration (April 11)

City of Santa Ana
Case Study Brief DUE

Public Engagement

April 18 _____ Session12

Public Engagement
challenges and benefits
why is it needed?
Public Sector Customer Service
fact or fiction?
Introduction to Strategic Planning
Group work begins

Strategic Thinking

April 25 _____ Sessions13

Strategic Planning
land use
politics
Guest Lecturer
Jeremy Denis,
Town Manager,
Portola Valley (April 25)

Group Presentations
May 2 & 9 (if needed)

May 2 _____ Session14

Strategic Thinking
demographics
politics
Strategic Plan Group Work

May 9 _____ Session15

Strategic Plan Presentations

Group Written
Strategic Plan Due

May 16 _____ Session 16

Wrap Up - Final

Final
Paper #2 DUE MAY 23