

UW Oshkosh MPA Survey Results

MPA Employer Survey

Fall 2016

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Acknowledgements

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Additionally, Dr. Piskulich and his student team from the Department of Political Science at Oakland University in Rochester, Michigan performed a similar survey in 2015 which was used as a template with modifications for the UW Oshkosh MPA Employer Survey. We appreciate their granting of permission for allowing its usage by the UWO Department of Public Administration and the entire UWO department offers much thanks for their assistance.

Finally, the author appreciates the participation of the organizational administration and survey respondents from The League of Wisconsin Municipalities, the Wisconsin City/County Management Association and the Wisconsin Chief of Police Association because without their input the UWO Employer Survey would be rendered useless.

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Executive Summary

1. The key focus for this study lies in the answer to Questions 9 – which of the five following skill sets would you say are the most important for a successful management of your association. Decision making/ problem solving skills were found as the most important by 92.86% of the respondents, followed by budget preparation at 74.49% and supervision of subordinates and strategic planning at 53.06% (see p. 26-27).
2. A secondary focus for this study lies in the answer to Question 5- what is your perception of the value of the following degrees to your organization. When asked how valuable professionals feel certain degrees are to their organizations, the Master of Public Administration degree was rated as ‘extremely valuable’ by 54.69%. As compared to all the other degrees (Juris Doctorate, Master of Business Administration, Master of Accounting/Economics and Master of Social Work) that the respondents were given to rate, the MPA degree was most frequently deemed ‘extremely valuable.’ by a very large margin. Another 30.77% of respondents felt that the MPA degree was at least ‘somewhat valuable’ to their organization (see p. 21-22)
3. The third focus for this study which is noteworthy lies in the answer to question 11 - In general, which three of the following attributes would you say are most important to a hiring decision in your organization with ethics and personal integrity attributes capturing 80.20% of the respondents. This was followed by work experience at 48.73 % and analytical and technical skills at 44.67% (see p. 30).
4. Some respondents exhibit significantly less certainty about the value of the MPA. 66.49% of the respondents say they expect a better performance of those possessing the MPA relative to that of other workers while 23.94% percent are uncertain about the level of

performance versus the others workers (see p. 24-25). With regards to mobility 24.74 % of the respondents say that mobility is about the same within their organization while 61.86% said there would be more upward mobility for an employee with an MPA degree. Compare this to 56.99 % of the respondents who say that employees with the MPA will be assigned greater responsibility than others in their organizations (see p. 39).

Background

This report is intended to be part of the continuous effort to conduct a systematic assessment of the Masters of Public Administration program and its relevancy to the local and regional needs as well as its viability. Accredited MPA programs are required to regularly revamp their curriculums to meet and serve community needs. Understanding local needs can assist the MPA programs in staying relevant and valued by the community at large. The UW Oshkosh Department of Public Administration distributed a survey of their alumni from fall 2008 to fall 2014. Additionally, the department is in the process of collecting alumni data from spring 2015 to fall 2015. This UW Oshkosh MPA Employment Survey is intended to contribute to that assessment as performed by the UW Oshkosh Department of Public Administration.

This project was conducted in the MPA 780 (Capstone) class during the Fall 2016 term. It was an individual class project with a service-learning component. As a class participant, the desire was to demonstrate abilities to: (1) understand and practice survey research – a primary tool of social science and public administration; (2) practice and apply data analysis and computer techniques taught in the class; and (3) analyze, synthesize, and think critically while assisting with the program task of assessing the UW Oshkosh Department of Public Administration.

Methodology

Instrument. A previous survey instrument from 2015 performed by the Department of Political Science at Oakland University in Rochester, Michigan was used as a template with modifications for the UW Oshkosh MPA Employer Survey (see Appendix for the UWO survey instrument).

Sampling. The organizations participating in the UW Oshkosh MPA Employer Survey were as follows: The League of Wisconsin Municipalities, the Wisconsin City/County Management Association and the Wisconsin Chief of Police Association. The contact persons for the UW Oshkosh MPA Employer Survey were city mayors/ managers/administrators, village presidents and/or administrators and law enforcement police chiefs.

Dissemination.

The UW Oshkosh MPA Employers Survey was disseminated by via a link from the qualtrics.com website and subsequently used in e-mails sent to employer contacts from the list of organizations. A standard cover letter was prepared and attached to the contact e-mail. To increase the number of responses there were multiple follow-ups consisting of three e-mail contacts with each of the UW Oshkosh MPA participating employer respondents. The first contact e-mail was a pre-launch e-mail explaining the eventual delivery of the survey and its purpose in the assessing of the UW Oshkosh MPA program. The second contact e-mail was accompanied by the actual survey link to the qualtrics.com website to complete the UW Oshkosh MPA Employers Survey. The pre-screened organizational contacts were given one month to respond to the survey. The third contact e-mail was sent during the allowed survey response

window to the pre-screened organizational contacts for encouraging those who had yet responded to the survey to please do so.

Each of the three contact e-mails re-stated the importance of the survey to the UW Oshkosh MPA program and offered appreciation from the UW Oshkosh MPA department to the responding employer contacts for their participation in helping with assessment of the UW Oshkosh MPA program.

. The League of Wisconsin Municipalities distributed the UW Oshkosh MPA Employer Survey to its 598 members. The Wisconsin Chiefs of Police Association which has a total membership of 800 members with 369 police chiefs receiving the UW Oshkosh MPA Employer Survey. The Wisconsin City/County Management Association which has a total membership of 348 members and 184 WCMA members - city mayors/county managers/administrators or village presidents/administrators – were sent the UW Oshkosh MPA Employer Survey.

The final response number to the UW Oshkosh Employer Survey was 198 responses. With a total of 1151 surveys sent out to the three organizations this translated to a 17.20 % response rate. However, there is a high probability that many of the LWM and WCMA members received the same linked e-mail from both organizations for their members to perform the UW Oshkosh Employer Survey therefore the response rate is more than likely in the 18.70 % to 20.47% range.

Timeline.

The survey instrument was finalized in August 2016. The UW Oshkosh Institutional Review Board approved the UW Oshkosh MPA Employer Survey on August 25, 2016 and was activated on the Qualtrics Research website beginning September 6, 2016.

A cover letter was sent the month of August to each of the participating organizations prior to the dissemination of the survey along with repeated follow-ups announcing the September 6, 2016 launch date with a deadline of October 6, 2016 to complete the survey.

Participating Organizations**League of Wisconsin Municipalities**

The League of Wisconsin Municipalities is comprised of 190 cities and 411 villages. The Cities and villages in Wisconsin are incorporated municipalities that provide a full range of services to persons and properties within their boundaries, including street maintenance and snow plowing, sewer, water and electricity, police and fire protection, garbage collection, libraries, parks and recreation, zoning and planning, and public transportation. It has a total membership of 598 members. About 70 percent of the state population resides in cities and villages. The largest municipality is Milwaukee (population 595,993 in 2015) and the smallest is the Village of Big Falls (population 59 in 2015). There are 378 municipalities with fewer than 2,500 people, and 223 with more than 2,500 people. The oldest municipality in Wisconsin is Green Bay and some of the newest municipalities include the Village of Windsor, the Village of Maine, and the Village of Fox Crossing. The primary sources of revenue for Wisconsin municipalities are property tax, state aid, fees and charges.

Wisconsin Chiefs of Police Association

According to their website the mission of the Wisconsin Chiefs of Police Association is to be the public voice on social and professional issues for law enforcement; to be a resource to its members; to make training available regarding the state-of-the-art concepts in policing; to be a legislative advocate for law enforcement; to provide representation for the general good of law enforcement at the local, state, and federal levels; to provide open communications with members and the public; to ensure the organization, as the beacon for Wisconsin law enforcement, embodies the highest level of integrity and honesty; and embraces moral and ethical behavior emanating from the principles found in the law enforcement code of ethics.

The Wisconsin Chiefs of Police Association seeks not to dictate the operation of its member agencies, but intends to enlighten and provoke thought, thereby enhancing public service to all citizens of Wisconsin. The organization has a total membership of 800 members.

Wisconsin City/County Management Association

The Wisconsin City/County Management Association exists to promote professional and ethical local government management by providing an inclusive, collegial environment for its members' pursuit of public service excellence. The purposes of the Association are to increase the proficiency of city, village, town, and county managers and administrators; to strengthen the quality of local government through professional management; and to accept charitable donations and contributions for the educational improvement of local government managers and administrators. The association has a total membership of 348 members.

Results**Q1 - Please complete the following: (1) Name of organization/agency****Name of organization/agency**

Coon Valley Police Department

City of Waupaca

City of Baraboo

City of Thorp, WI

Village of Summit, Waukesha County

City of Sturgeon Bay

Village of Osceola

Blue Mounds Police Department

City of Antigo

Fox Lake Police Department

Baraboo Police Department

Summit Police Department

Menomonie Police Department

Phillips Police Department

Monroe Police Department

West Milwaukee Police Department

Delavan Police Department

Reedsburg Police Department

Pleasant Prairie Police

Viroqua Police Department

Sheboygan Falls Police Dept.

Town of Madison Police Department

Oconto Police Department

Village of West Salem

City of Peshtigo

Town of Clayton

Village of Belleville

City of Amery

Village of Hartland

City of Franklin

Village of Darien

City of Altoona

New Richmond

Grand Rapids Police Department

New London Police Department

Village of Crivitz

City of Portage

Village of Menomonee Falls

City of Green Lake

City of Waupaca

Village of Waterford

Village of Brooklyn

City of Manawa

city of Menomonie

Village of West Salem, WI 54669

City of Kewaunee, WI

City of Janesville

Village of Milladore

Hobart/Lawrence Police Department

Seymour Police Department

Village of Minong

Village of Muscoda

Village of Hartland

City of Niagara

village of Brandon

Village of North Fond du Lac

City of Clintonville

City of Sturgeon Bay

City of Eagle River

City of Stevens Point

Village of Winneconne Police Dept.

Village of Doylestown

Village of Holmen

Village of Brown Deer

City of Shawano

City of Ashland

City of Evansville

Jackson Police Department

City of Franklin

City of Waukesha

Village of Mukwonago

Village of Fox Point

City of Sheboygan

Village of West Milwaukee

Village of Plain

Williams Bay Police Department

Menasha PD

Town of Geneva

Hortonville Police Department

Pewaukee Police Department

Iron Ridge Police Department

City of Wauwatosa

Village of Richfield

City of Plymouth

Village of Kronenwetter

Village of Prairie du Sac

Village of Winneconne

City of Cedarburg

Village of Wrightstown

City of Waukesha

Village of Elm Grove

Village of Plover

Calumet County

Village of Slinger

Village of Rothschild

City of Middleton

City of Lake Geneva

Town of Algoma, WI

Town of Rib Mountain

Village of Johnson Creek

City of West Bend

Village of Caledonia

VILLAGE OF ROSENDALE

Village of North Hudson

La Crosse County WI

Burnett County

Mukwonago Police Department

Barron County

City of La Crosse

Mequon Police Dept.

City of Colby

Village of Bellevue

City of Superior

Spring Valley Police Department

Weyauwega Police Department

City of Oconto

City of West Allis

Village of Bonduel

City of Wis Rapids

city of Mayville

Village of Palmyra

City of Ashland

La Crosse Police Department

City of Kewaunee, Wi

City of Verona

Village of Marathon City

Village of Wales

Village of New Glarus

City of South Milwaukee

City of Lake Mills

village of sister bay

Village of Bruce

City of Platteville

City of Shullsburg

City of Mosinee

Village of West Salem, Wi 54669

City of Hartford

Village of Blue River

Village of Stockholm

City of Wisconsin Dells

City of St Croix Falls

City of Hillsboro

Village of Minong, Washburn County

Village of Marshall

Village of Elmwood Park

City of Algoma

Neenah PD

City of Sun Prairie

City of Sheboygan

City of Rice Lake

City of Lodi

City of Columbus

City of Rice Lake

Oconto County

Town of Delavan

Village of Merton

City of Merrill

Village of Baldwin

City of Watertown

City of Oak Creek

Village of East Troy Police

Prairie du Chien Police

Village of Spring Green

Village of Fontana on Geneva Lake

City of West Bend

Village of Plover

Village of Cleveland

City of Fond du Lac

Village of Paddock Lake

Franklin Police Department

Village of Elkhart Lake

Sturtevant Police Department

City of Jefferson Police Department

Village of Sussex

Village of Thiensville

town OF Norway

Village of Kronenwetter

Eau Claire County

Town of Grand Chute

City of Cedarburg

City of Durand

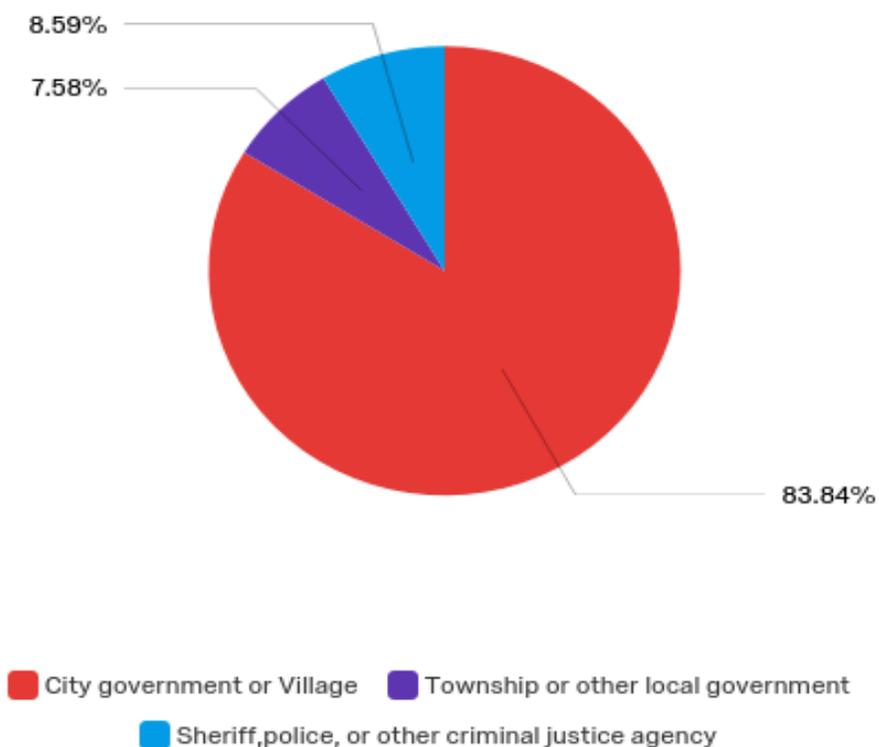
Village of Black Earth

City of River Falls

City of Oshkosh

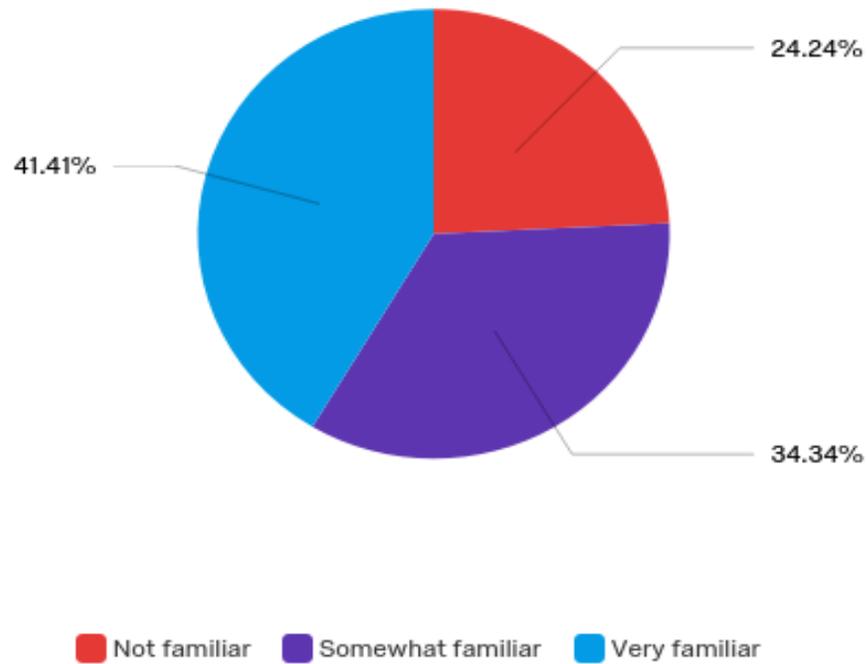
City of Omro, Wi

Q2 - Which of the following best describes your organization?



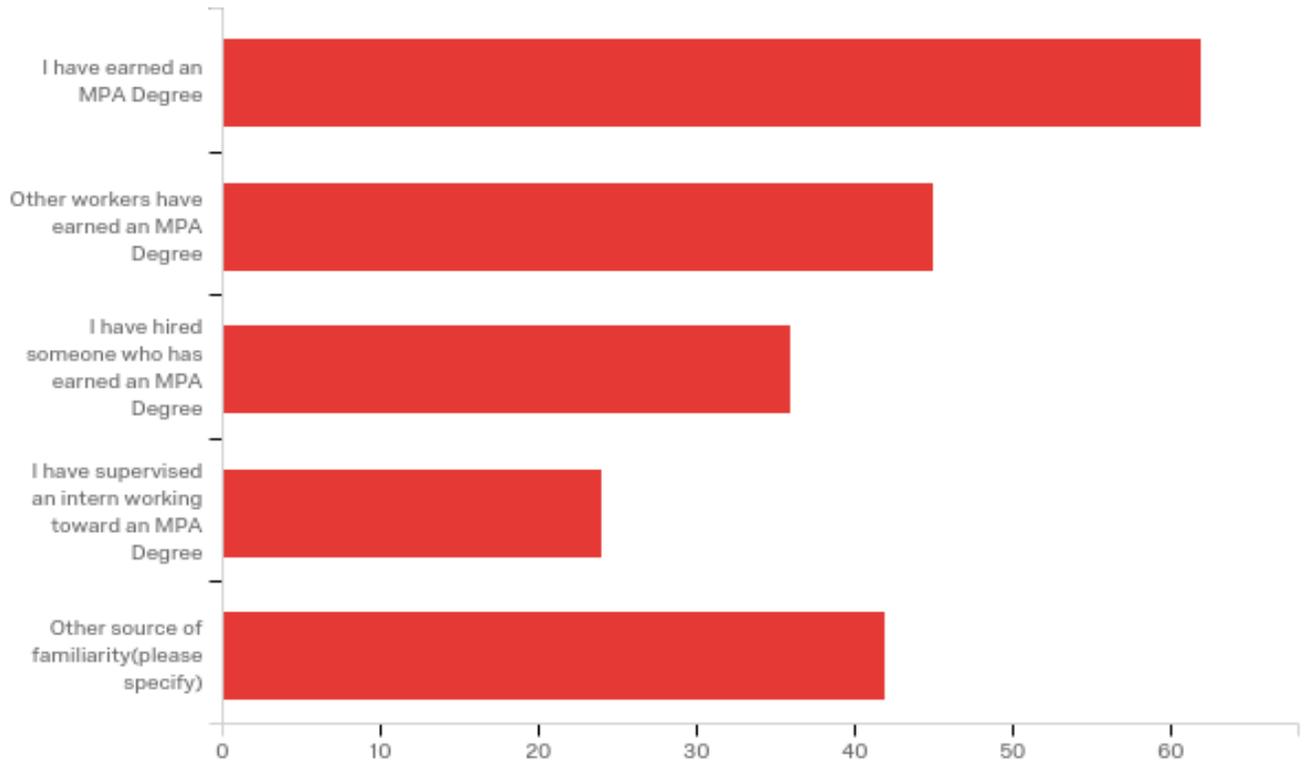
#	Answer	%	Count
1	City government or Village	83.84%	166
2	Township or other local government	7.58%	15
3	Sheriff, police, or other criminal justice agency	8.59%	17
	Total	100%	198

Q3 - How familiar are you generally with an MPA Degree? (Please check one)



Answer	%	Count
Not familiar	24.24%	48
Somewhat familiar	34.34%	68
Very familiar	41.41%	82
Total	100%	198

Q4 - If you are generally "Somewhat Familiar" or "Very Familiar" with an MPA degree, which of the following applies to you? (Please check all that apply)



Answer	%	Count
I have earned an MPA Degree	41.89%	62
Other workers have earned an MPA Degree	30.41%	45
I have hired someone who has earned an MPA Degree	24.32%	36
I have supervised an intern working toward an MPA Degree	16.22%	24
Other source of familiarity (please specify)	28.38%	42
Total	100%	148

Other source of familiarity (please specify)

Other employees working for the village

Evaluated program earlier in my career.

Aware of the degree

I have a Master of Arts Degree in Police Leadership and Administration

Know an officer who completed degree

On line information and magazine ads

Chiefs Conference Booth

I have considered getting a MPA Degree.

Earned MSA which is a hybrid of MPA and MBA.

read about it on line

12 years as a City Manager/Administrator Member of ICMA MBA Credentialed ICMA Manager

Have read about it.

I am working on an MPA

I investigated the MPA program many years ago when Steven Hintz was the director.

I have an MBA, but took courses in the MPA program

Researched getting this degree

General discussions

Currently Attaining

familiar with degree as I have a Bachelors in Public Administration

Awareness from Undergraduate.

I am personally pursuing an MPA degree.

ICMA-CM

I have been accepted to the UW Oshkosh MPA Program but have not completed enrollment

I have an MBA and researched the difference when I was choosing which program I wanted to pursue.

I have researched this degree.

I have taken MPA credit classes in the past.

Currently earning MPA at other college.

I have completed some work in the UW Oshkosh MPA program.

I have an MBA Degree

I have a Master's Degree in Administrative Science - not exactly an MPA, but covers similar concepts

WCMA Conferences and CPM Program

Friends with Degree

general knowledge

my daughter earned her MBA in Madison

Researched to see if appropriate for me

UWM Urban Planning classmates double majored in MPA and MUP

I attended UW Milwaukee for graduate school for Poli Sci and took MPA classes as well.

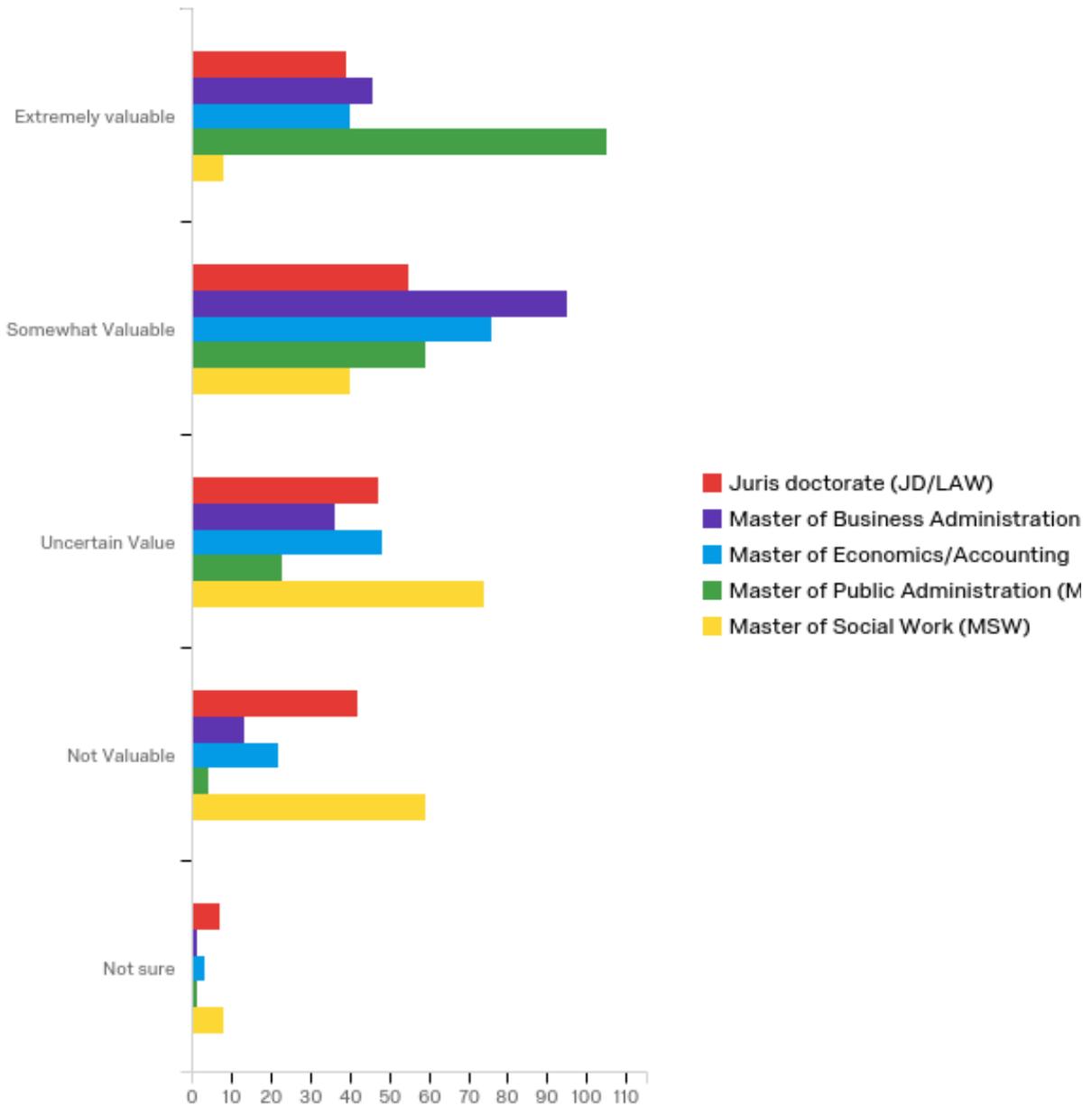
Looked into getting a MPA Degree

None

personal RESEARCH

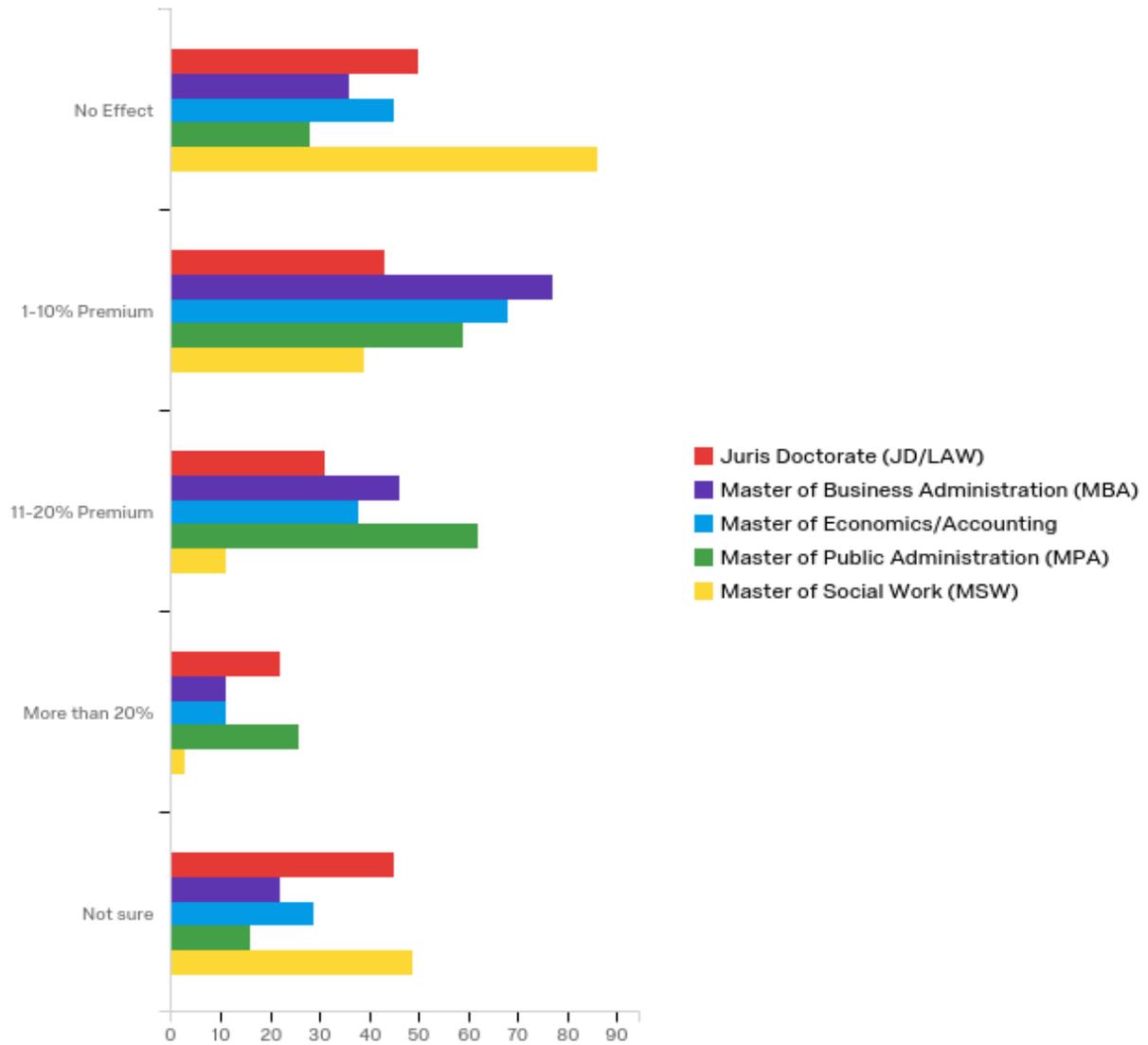
Working on my own degree

Q5 – What is your perception of the value of the following degrees to your organization? 1) Extremely valuable 2) Somewhat valuable 3) Uncertain value 4) Not valuable 4) Unsure



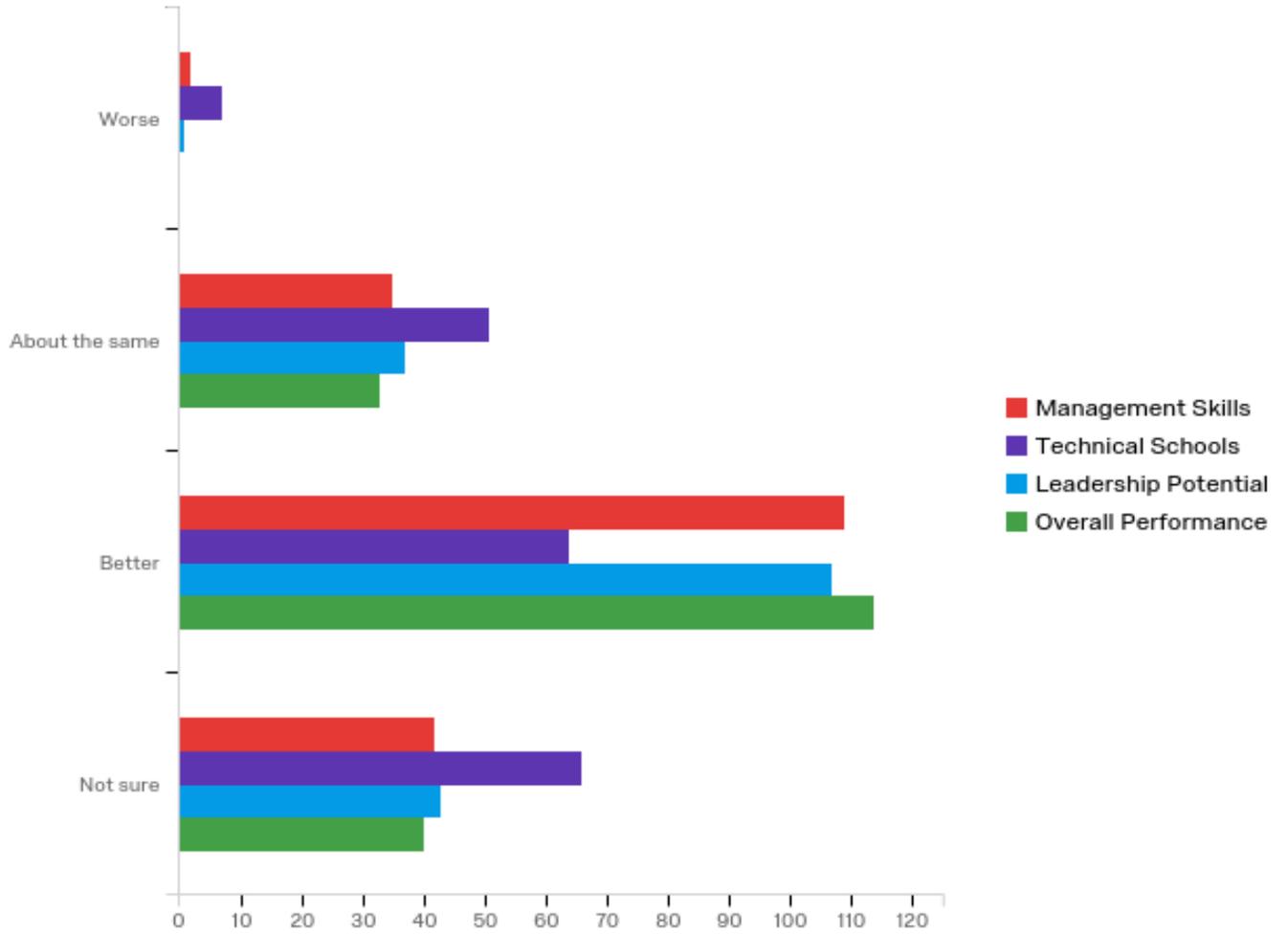
Question	Extremely Valuable		Somewhat Valuable		Uncertain Value		Not Valuable		Not Sure		Total
Juris doctorate (JD/LAW)	20.53 %	39	28.95%	55	24.74 %	47	22.11 %	42	3.68%	7	190
Master of Business Administration (MBA)	24.08 %	46	49.74%	95	18.85 %	36	6.81%	13	0.52%	1	191
Master of Economics/Accounting	21.16 %	40	40.21%	76	25.40 %	48	11.64 %	22	1.59%	3	189
Master of Public Administration (MPA)	54.69 %	105	30.73%	59	11.98 %	23	2.08%	4	0.52%	1	192
Master of Social Work (MSW)	4.23%	8	21.16%	40	39.15 %	74	31.22 %	59	4.23%	8	189

Q6 - What effect, if any, would you say the following degrees would have on a person's starting salary?



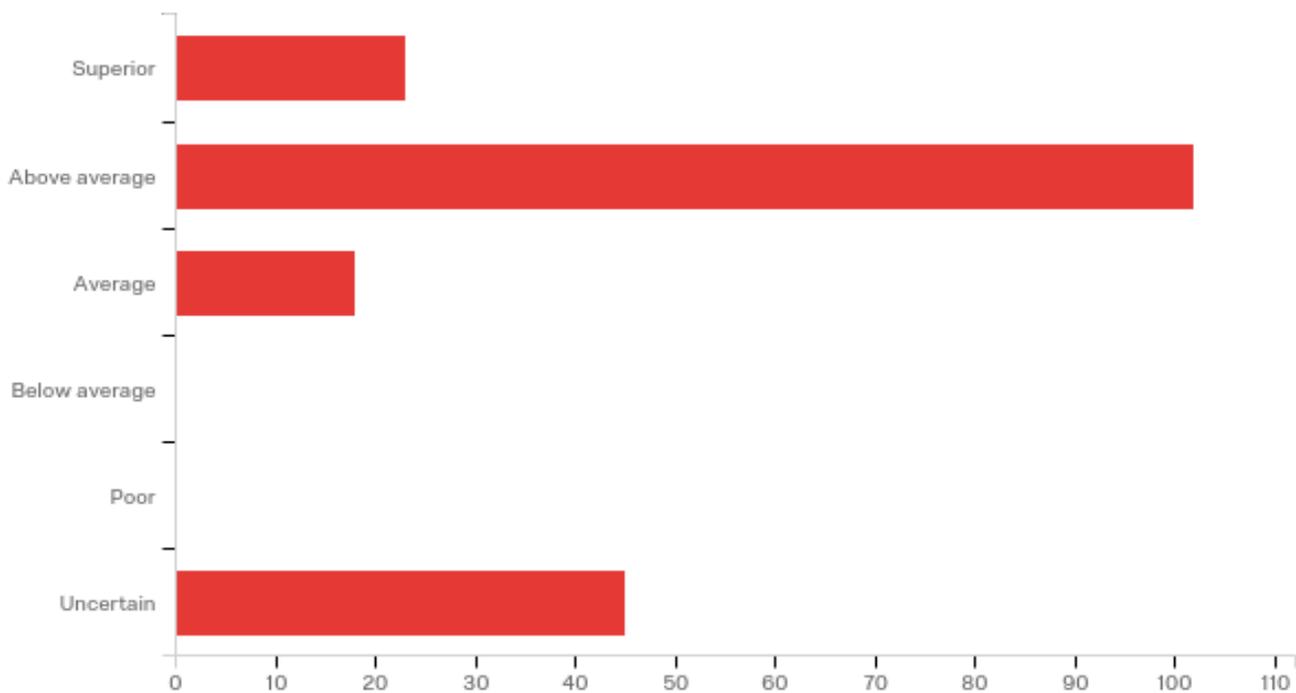
Question	No Effect		1-10% Premium		11-20% Premium		More than 20%		Not sure		Total
Juris Doctorate (JD/LAW)	26.18%	50	22.51%	43	16.23%	31	11.52%	22	23.56%	45	191
Master of Business Administration (MBA)	18.75%	36	40.10%	77	23.96%	46	5.73%	11	11.46%	22	192
Master of Economics/Accounting	23.56%	45	35.60%	68	19.90%	38	5.76%	11	15.18%	29	191
Master of Public Administration (MPA)	14.66%	28	30.89%	59	32.46%	62	13.61%	26	8.38%	16	191
Master of Social Work (MSW)	45.74%	86	20.74%	39	5.85%	11	1.60%	33	26.06%	49	188

Q7 - How would you compare the performance of those having earned an MPA to that of other employees performing the same or similar work on each of these dimensions? 1) Worse 2) About the same 3) Better 4) Not sure



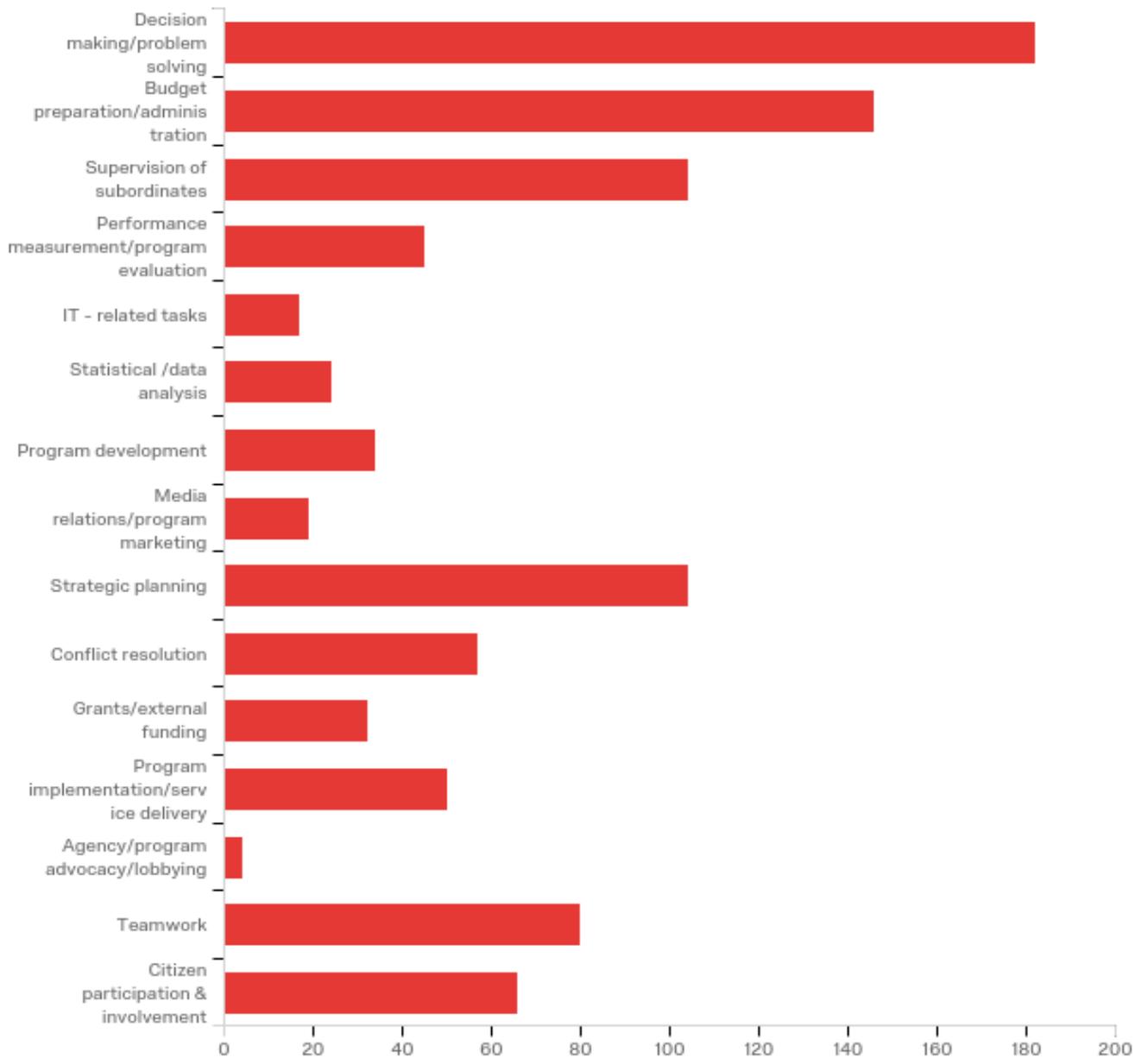
Question	Worse		About the same		Better		Not sure		Total
Management Skills	1.06%	2	18.62%	35	57.98%	109	22.34%	42	188
Technical Schools	3.72%	7	27.13%	51	34.04%	64	35.11%	66	188
Leadership Potential	0.53%	1	19.68%	37	56.91%	107	22.87%	43	188
Overall Performance	0.00%	0	17.65%	33	60.96%	114	21.39%	40	187

Q8 - How would you rate the general performance of employees with an MPA degree compared to their co-workers?



Answer	%	Count
Superior	12.23%	23
Above average	54.26%	102
Average	9.57%	18
Below average	0.00%	0
Poor	0.00%	0
Uncertain	23.94%	45
Total	100%	188

Q9 - Which FIVE of the following skill sets would you say are the most important to the successful management of your agency? (Please check 5 only)



Answer	%	Count
Decision making/problem solving	92.86%	182
Budget preparation/administration	74.49%	146
Supervision of subordinates	53.06%	104
Performance measurement/program evaluation	22.96%	45
IT - related tasks	8.67%	17
Statistical /data analysis	12.24%	24
Program development	17.35%	34
Media relations/program marketing	9.69%	19
Strategic planning	53.06%	104
Conflict resolution	29.08%	57
Grants/external funding	16.33%	32
Program implementation/service delivery	25.51%	50
Agency/program advocacy/lobbying	2.04%	4
Teamwork	40.82%	80
Citizen participation & involvement	33.67%	66
Total	100%	196

Q10 - What other skill sets NOT listed above would you say are important for successful management of your organization?

They were covered pretty well above
If I could have 6 I would have chosen Strategic Planning as the extra
Public speaking
Motivation, coaching, mentoring
Communication
Decentralized leadership

Experience in Law Enforcement operations.

Interpersonal skills

Ability to form relationships with both employees, councils/boards, and the public; ability to be consistent and objective regardless of social and peer pressures

Understanding the Political System of Local Government

Communications/Writing

knowledge of the profession

shame on the survey crafters!!!! COMMUNICATION SKILLS

Relating to the public.

Adaptability/flexibility; innovative thinking; initiative; common sense

The ability to listen.

Teamwork & Conflict Resolution

Communication

Being able to work with and through people within and outside the organization.

A strong understanding of the interaction between governing committees / city council and departments / department heads.

Listening.

people Skills

Delegation.

Financial Management. Understanding of debt markets.

Being able to maneuver the politics of the local government.

Being able to be a jack of all trades.

Communication Integrity

Skills in working with difficult citizens

Public Presentation and oral communication skills

Communication (verbal, oral and written)

They are all important

Public presentations/partnering

Communication skills, policy analysis, time management

N/A

Dedication, strong work ethic with a positive, get it done attitude.

Very high ethics and commitment to modeling behavior that you want to see in others. Strong management skills and an ability to develop relationships with internal and external customers.

LEADERSHIP -- Be a Leader of people not a manager of people

Personnel Management (Human Resources)

Soft skills/political analysis skills

Dependability.

Ability to deal with the public in a positive way.

Dealing with public comments and perceptions.

Working well with others, all ages, race, gender and skill level of other employees.

follow through

Communication Skills

Interpersonal Communications/Human Relations skills

Communications - written and oral; Organizational development, including reorganizations, departmental mergers, etc.; Alternative service delivery models and mechanisms; Consolidation of units of government;

Negotiation Motivation Leadership

Dealing with Elected Officials

Communications, Public Relations

Citizen, Officer coordination

Communication skills

Creative thinking, Cost/Benefit analysis ability

Knowledge of human resources rules and administration

Self-reliance, open mindedness, adaptability

Facilitator Visionary Passionate Driven Principled Qualitative

Employee recognition programs.

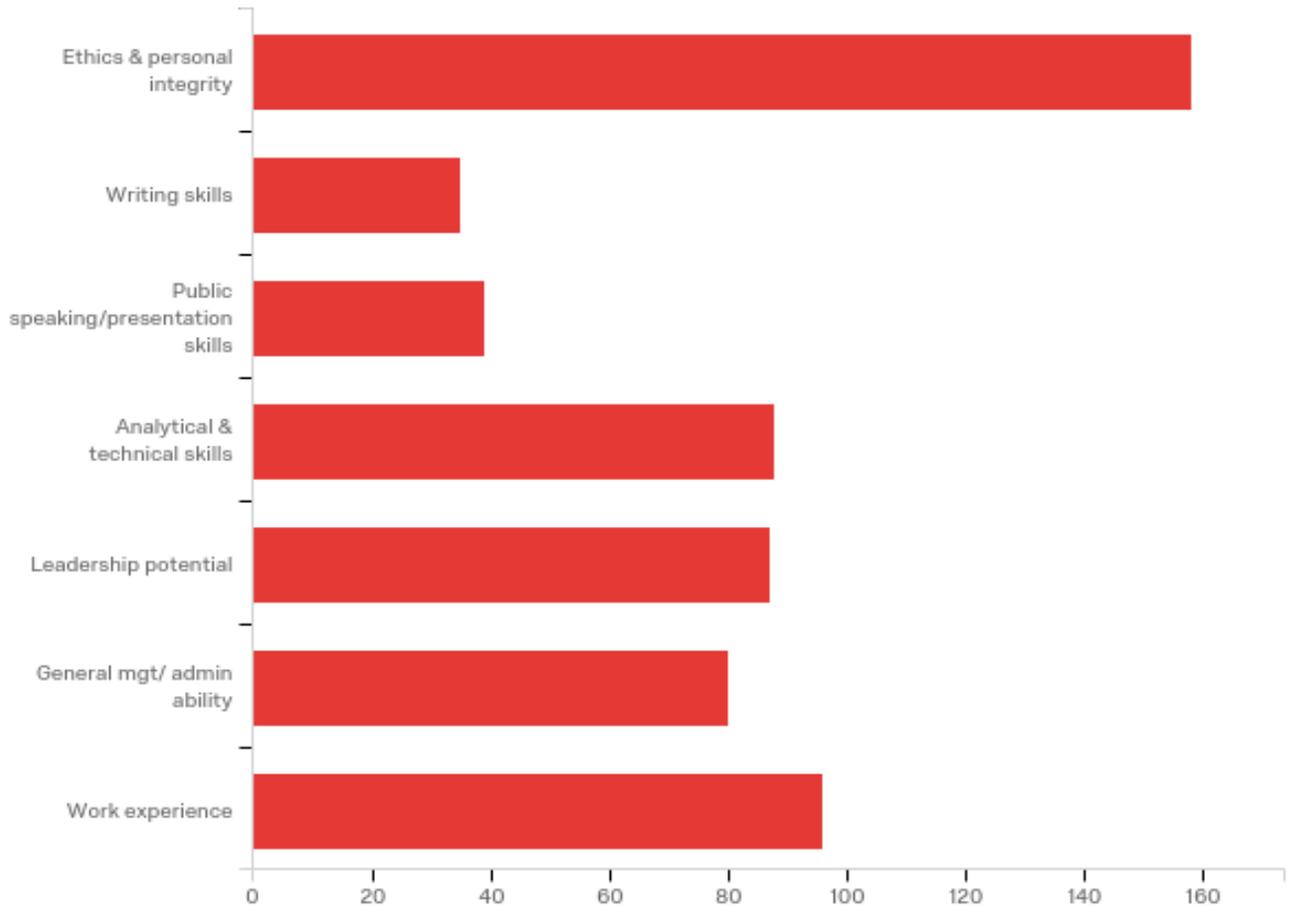
Leadership

None

Listening, equal treatment, communicating with ALL employees

Research Capability- Ability to Learn new things

Q11 - In general, which THREE of the following attributes would you say are most important to a hiring decision in your organization? (Please check 3 only)



Answer	%	Count
Ethics & personal integrity	80.20%	158
Writing skills	17.77%	35
Public speaking/presentation skills	19.80%	39
Analytical & technical skills	44.67%	88
Leadership potential	44.16%	87
General mgt/ admin ability	40.61%	80
Work experience	48.73%	96
Total	100%	197

Q12 - What other attributes NOT listed above would you say are important to the hiring decision in your organization?

?
Positive Personality
N/A
Common sense and communication skills
Empathy & Humility
Work ethic
Realistic Expectations
Personable
Soft Skills
supervisory experience
Ability to think outside of the box
personality
work ethic
Demeanor
Education/training/certification
Ability to work with other people
NA
Goal orientation
to do good work
attitude
Recognizing what is needed and anticipating outcomes
fit in the agency/community
None
personality

Formal education and Management Style
Loyalty
Education
"People" skills - getting along with others, experience dealing with the public
Knowledge of Regulations
personality
Personality and attitude
Hard Worker
trustworthiness
Judgement, Common Sense
Reliability
Teamwork potential, Work Ethic
Critical thinking
good people skills
Be a team player

Q13 - For what job titles in your agency would the MPA degree be the appropriate educational credential?

Budget
City Administrator, Parks and Recreation Director, Finance Director/Treasurer
Department Head or Administrator
Village Administrator
Village Administrator and maybe Public Works Director
N/a
Director of Administrative Services (Administrator) and Clerk-Treasurer
any

City Administrator & Clerk/Treasurer
Chief, Captain, Lieutenant
Command Staff
Chief, Commander & Sergeant
Chief of Police
Chief or Captain
Captain
Chief
Supervisory, Investigations, Project manager
Lt or above
Administrator
Clerk/Administrator
Administrator
Village Administrator, Public Works Director, Library Director, Police Chief
City Administrator, Management Analyst, Public Works Director
Village Administrator, DPW Director, Finance Director
Director of Administration, Senior Planner, Planning Manager
Administrator
city administrator, management analyst
City Admin, Community Development, Finance, Management Analyst
Chief of Police
Chief of Police
none
City Administrator
Village Manager
City Administrator, Finance Director
administrative
clerk-treasurer
City Administrator; Director of Public Works

Manager/Administrator
City Manager, Deputy City Manager, Assistant to the City Manager, Management Information Specialist, ...
Clerk.
CHIEF
Clerk / Treasurer
Administrator
adm.
clerk
Administrator
Administration, Clerk
City Administrator, Attorney
City administrator, Finance director
City Administrator
Community Development Director
Chief
None
Administrator or other management
Manager
City Administrator
City Administrator, Planning and Development Director
City Administrator and Police Chief
Chief
Director of Administration
City manager
Village Administrator, Clerk, Finance Director
Asst Village Manager
Department Head
Administrative
Chief/Deputy Chief

Lieutenant, Captain, Chief
Chief/Lieutenant
management
Lt. Captain Chief
Sergeant and above
most managerial categories
Administrative Services Coordinator/Administrator
Primarily City Admin but any leadership position could benefit
Village Administrator, Public Works Director, Finance Director
Village Administrator
Clerk/Treasurer
Administrator
Administrator
Assistant to the City Administrator, Finance Director, Community Development Director, City Administrator
Finance Director, Zoning and Planning/Assistant Manager and Manager
Village Administrator
Uncertain
Village Administrator, Department Head
Village Administrator
?
administrator
Administrator
Village Administrator; Village Clerk/Treasurer; Deputy Village Clerk/Treasurer; Police Chief; Fire Chief
?
administrator
Administrator, finance director, HR director, Police & Fire Chief
None
County Administrator or Associate
HR Director, County Administration, HHS Director

Lieutenant and above
County Administrator
Department managers
Sgt, Capt, Chief
Assistant to the Administrator
Chief
Chief of Police
Director of Municipal Operations
Public Works, Finance, HR director positions
budget
City Administrator, City Clerk, Planning Director, Public Works Director
Captain
Manager/Administrator
Intern, Assistant Administrator, Administrator
Administrator
N/A
Administrator or Assistant Administrator
Administrator
City Manager
Administrator, Assistant Administrator, Parks Director, Marina Manager,
Clerk and Village President
Department and Division Heads
Not sure, because overall experience is very important.
City Administrator
Maybe Village Administrator
Police Management, City Administration
Clerk, Treasurer, police chief
Administrator, Clerk
City Administrator

Administrator

Police Officer, Police Sergeant, Police Lieutenant,

Finance Director

Director of Public Works, Finance Director, Director of Planning and Development, Police Chief, Fire Chief, Utility Director

City Administrator

Director of Administration, Chief of Police

Finance Director

Administor

Administrator

director of Finance

City Administrator

Administrator/Clerk-Treasurer

Not sure

Chief of Police and Deputy Chief of Police

Administrator

Chief

Village Clerk/Treasurer

Administrator

City Administrator/Ast Admin

Director of Village Services

city manager, director of community development

Manager Planner, Clerk

Administrator

Chief, Inspector, Captain

Administrator

Command Level

Captain or higher

Almost any Department and Division Head

Village Administrator

Village Administrator, Public Works Director, Finance Director, Community Development Director

multiple

Administrator, Community Development Director

Administrator

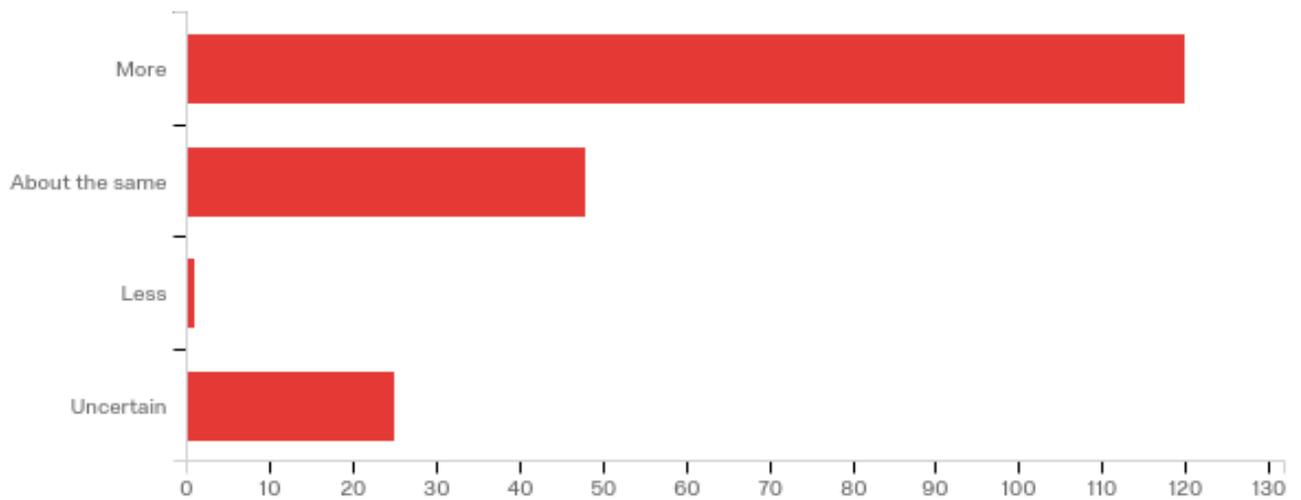
City Administrator, Public Works Director, Police Chief

City Administrator, Asst. City Administrator, Department Director, Managent Analyst

Division or department heads; entry level analyst positions

Administrator, Police Chief or Assistant Chief, Public Works Director, Community Dev Director

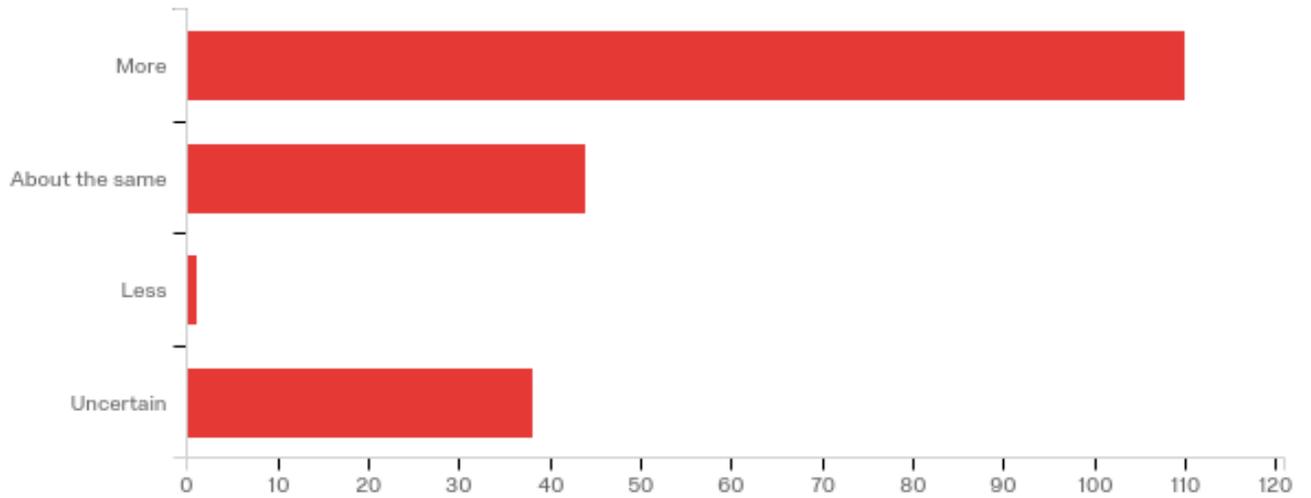
Q14 - Would you say that employees with an MPA degree are likely to experience more, about the same, or less upward mobility than their co-workers in your organization?



#	Answer	%	Count
1	More	61.86%	120
2	About the same	24.74%	48
3	Less	0.52%	1
4	Uncertain	12.89%	25

	Total	100%	194
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Q15 - Would you say that employees with an MPA degree are assigned more, about the same, or less responsibility than their co-workers?



Answer	%	Count
More	56.99%	110
About the same	22.80%	44
Less	0.52%	1
Uncertain	19.69%	38
Total	100%	193

Q16 - What would you say are the greatest strengths of MPA graduates compared to other employees? (Please explain, briefly)

More well-rounded in a greater number of areas

An appreciation for the complexity of leadership and organizational effectiveness and within the public sector, the ability to obtain positive results in a rather cynical and unappreciative environment vis a vis our constituents and receivers of city services.

Experience, comfort with developing a project and carrying it out and independent initiative

Often they understand the integration of various services or government activities better, are able to coordinate responses for variety of audiences, and look at decisions over a longer time horizon.

The ability to think strategically.

Unknown

Confidence in the skills that they have through the education received and the ability to think outside the box as there is more exposure to how others operate

Problem solving. I would expect the MPA graduate to have outside the box thinking and ability to evaluate a problem and develop solutions.

We don't have any.

Overall vision and grasp of how decisions impact the community.

Networking with other graduates in the future

Base administrative knowledge

commitment to Projects/tasks, motivation

The degree

Open-minded regarding adaptation of new technology. Innovative mindset for creative problem-solving. Knowledgeable regarding best practices in management.

Understanding of the role of local government and of how to perform different roles in local government.

MPA graduates have a broad understanding of municipal government and municipal issues.

Proven ability to evaluate programs and circumstances, ie perform critical thinking

Ability to learn different aspect of government organization; ability to think critically and analyze data; leadership & management skills

Good background on issues affecting municipal organizations

Ability to complete projects, understand pressure and perform.

Hard to say. It depends more on the person than the degree for most of our positions.

Ability to comprehensively identify impacts of budget, program and process changes.

Their ability to add credence to our organization.

Obviously, they bring an additional layer of educational training to the table.

Unknown

MPA may give a person a year or so advantage over other master degree candidates (i.e. MBA). But after that initial period, it is all about performance. This is much like the advantage a Naval Officer has from graduating from the Naval Academy as opposed to let's say Notre Dame.

Technical skill sets gained through education--knowing the "why".

Work Ethic

Technical problem solving skills, accounting skills

Training and understanding the various functions in the Public Service arena.

back ground

Running an organization and knowing the legal requirements. Shorter learning curve.

Broader background

Understanding of the fundamentals of how things are supposed to work in the organization.

Having a good feel for the theory of organizational management for the organization.

Generally, cover a wide area of schools of thought so have a fundamental understanding of many organizational aspects -- accounting, budgeting, economics, contracts, planning etc.

The ability to take the theories learned, apply them, then create an organization that is greater than the sum of its parts

Unknown

The degree itself demonstrates a certain level of dedication and commitment to the professional field. These individuals are often well educated communicators with a strong knowledge base for future decision making. The degree itself however, does not ensure the individual will be an outstanding team member. Personal attributes are not necessarily attributed to the degree or any degree, and yet play a far greater role in the individual's success.

Ability to research and thinking critically

Confidence and self assurance

Education and experience in internship or through years of experience on the job makes the person a more mobile employee who sees their position as a career, not a job.

Able to view the municipality as a total system, not just the specific parts of what a city is responsible for.

Technical knowledge, creativity

General municipal understanding. Perhaps better writing skills

Breadth of Knowledge

More tools to available to adapt to a situation.

Analytical skills and leadership potential

Those with youth had a jump on other employee of youth but not the older more experienced employees

Ability to understand the 'big picture' of how functions and investments work together.

Their ability to work on a large spectrum of tasks and duties. Their willingness to take on new projects.

Problem solving and research ability.

Have a broad range of experience in many different fields?

Technical skills. Also, the ability for those MPA graduates to seamlessly enter the workforce and hit the ground running.

It depends if they are able to use their degree or not.

Well rounded understanding of the complexities of managing a government organization.

They typically start out with better research and analytical skills. Critical thinking is also generally better.

General management skills, strategic planning skills, and strategic planning. MPA candidates take coursework to teach and enhance these skills. In addition, they serve internships with communities where they are required to use these skills daily. The combination of learning these skills in the classroom and them utilizing them in an internship is invaluable.

Uncertain - don't know if we have any.

I would expect them to approach challenges with a perspective of the big picture

Policy strategies, analysis and technical skills

The degree gives the employee the ability to move up within the organization. The employee has a variety of skills (problem solving, communications, leadership, etc.).

The ability to apply sound techniques and concepts to a variety of different situations, to "think their way out" of any problems or challenges.

A fundamental understanding of all aspects of administration. MPAs are more easily brought to a level of proficiency

Understanding the role of professional management within a political environment.

Life long learning desire which assists in keeping them up to date of the current trends in delivery of public services.

An MPA graduate wants to further themselves in their career so they want to succeed. Many officers just go through the motions and don't care if they climb the ladder. That attitude is reflected in their work. Some who wants to succeed and climb the ladder puts much more effort into their work, and it shows.

Ability to analyze a situation, ask questions, problem solve and present a workable solution. Second, the ability to understand the varying desires of the different groups, taxpayers, versus employees, versus elected officials, versus the unknown.

Ability to understand the big picture and the balance that's required for managing programs and budget constraints.

To logically analyze and proceed through incidents

knowledge of Administration side of law enforcement and ability to better analyze information and understand it better.

Greater knowledge base with the additional two years of school.

do not have experience with this

Education Book Learning

The same as for a MBA or any other masters degree.

Commitment to learning and getting involved in projects. Willingness to take on bigger projects for the experience.

Ability to analysis complex policy issues and provide policymakers with breakdown of actionable options.

The desire to learn. The time put into the MPA shows an attitude of learning from one's mistakes and being able to continue making an effort.

MPA degree holders appear to do a better job of global analysis and program management.

Learning in classroom what often works in the public or out on the job. The education may allow the MPA worker to have been exposed on what to try and what to avoid, based on knowledge learned in the classroom. In other words, they can learn from others past successes and failures. The education would also allow for increased "networking" opportunities once they are on the job.

Since we have not hired someone with this degree, I am not certain.

Don't know, have not used this MPA thing as part of the hiring process.

Broader learning experience. More hands on experience (in a classroom environment) of specific tasks a manager will face. Ability to handle heavy workloads and deal with stress better.

Problem solving

Leadership qualities and direction.

Overall vision and strategy for the organization and community.

The ability to dig deep into problem solving.

Technical applications

An understanding of the mission and operating environment of a public agency as well as competence with public sector budgeting, finance, & accounting, strategic planning, leadership, personnel management, data analysis, program development, etc.

Knowledge of best practices Networking skills Ability to research and analyze results

I would say the analytic skills - that come from theoretical study and research required to earn the degree.

Life Skills and ability to problem solve

Decision Making, Information Generation/Gathering and Critical Thinking

IT skills, research problems effectively

The fact that they put out the effort to obtain the degree when others have not.

Don't know - haven't worked with a MPA graduate.

likely to have a better understanding of general process/procedures and critical thinking skills

The ability to evaluate various alternatives, and make sound recommendations to their respective board. They bring critical thinking skills to the table, and are able to present a positive direction for their boards to act on.

Not applicable

Educational framework to fall back on to help with decision making. Peer network availability.

Ability to analyze information

Demonstration of commitment to self-improvement

Wider knowledge base

Strong organizational/Management skills Broad organizational understanding Critical thinking
Mindful of efficiency and efficacy

No employees currently have MPA.

Drive to pursue bigger goals. I'm not sure it's the MPA that gives this skill, but those people that are willing to go get their MPA have those skills.

More education to help in decision making

none

Ability to see the bigger picture of how departments fit together.

critical thinking, innovative

The level of education shows through via writing and speaking skills acquired through course work.

Not sure. This person doesn't use the degree at the City.

Ability to reason would be greater. Better understanding of how government is supposed to function.

Writing skills, analytical skills, broad understanding of local government, understanding of fund accounting, enthusiasm about local government

Understanding the culture of government and the ability to look at multiple sides of an issue before rendering one's professional opinion.

Conclusion

Most significant responses* to the UW Oshkosh MPA Employer Survey

Question 2 - Which of the following best describes your organization? - (see p. 17).

*83.84 % (166) of the 198 respondents are employed by a city or village government

Question 3 - How familiar are you generally with an MPA Degree? - (see p. 18).

*58.58% (116) of 198 respondents are very familiar or somewhat familiar with an MPA degree.

Question 4 - If you are generally "Somewhat Familiar" or "Very Familiar" with an MPA degree, which of the following applies to you? - (see p.19).

*96.62 % (143) of the 148 respondents either have earned an MPA degree, know of other workers that have earned an MPA degree or have hired someone who has earned an MPA degree.

Question 5 - What is your perception of the value of the following degrees to your organization? - (see p. 22).

*85.42 % (164) of 192 respondents find the MPA degree to be extremely valuable or somewhat valuable.

Question 6 - What effect, if any, would you say the following degrees would have on a person's starting salary? - (see p. 24).

*64.06% (123) of the 192 respondents find a 1 to 20% premium in their salary resulting from the MPA degree.

Question 7 - How would you compare the performance of those having earned an MPA to that of other employees performing the same or similar work on each of these dimensions? - (see p. 25).

*52.47% (the average among the four dimensions) 156 out of the 188 respondents rated the work performed better among the four dimensions listed.

Question 8 - How would you rate the general performance of employees with an MPA degree compared to their co-workers? - (see p. 26).

*66.49% (125) of the 188 respondents rated performance superior or above average with an MPA degree.

Question 9 - Which FIVE of the following skill sets would you say are the most important to the successful management of your agency? – (see p. 26).

*The top five responses were 1) decision making 92.86% (182) 2) budget preparation/administration 74.49% (146) 3) Supervision of subordinates 53.06% (104) 4) strategic planning 53.06% (104) and 5) teamwork 40.82% (80).

Question 10 - What other skill sets NOT listed above would you say are important for successful management of your organization? – (see p.28).

*20.33% (12) of the 59 respondents listed communication skills as most important in the question and open-ended responses.

Question 11 - In general, which THREE of the following attributes would you say are most important to a hiring decision in your organization? – (see p.31).

*80.20% (158) of the 197 respondents selected ethics and personal integrity as most important.

Question 14 - Would you say that employees with an MPA degree are likely to experience more, about the same, or less upward mobility than their co-workers in your organization? – (see p. 40).

*61.86 % (120) of the 194 respondents find more upward mobility with an MPA degree.

Question 15 - Would you say that employees with an MPA degree are assigned more, about the same, or less responsibility than their co-workers? – (see p. 41).

*56.99% (110) of the 193 respondents assigned more responsibility to those employees with a MPA degree.

Questions 16 and 17 - What would you say are the greatest strengths/weaknesses of MPA graduates compared to other employees? - (see p. 42-51).

* Despite the tremendous volume and variety of the open-ended responses there were no clear trendlines in the strengths/weaknesses of MPA graduates as compared to other employees as viewed by the respondents.