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"FOR THE RECORD"

A Report of Our Activities for the Year

July 1, 1974-June 30, 1975

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Institute of Public Affairs
The University of Iowa
Iowa City, Iowa

25 YEARS OF SERVICE TO IOWA GOVERNMENTS

The Institute is 25 years old this year. It was started by the University in the fall of 1949. Its first director was Robert Ray, now Dean of the University's Division of Extension and Universtiy Services, of which the Institute, appropriately, is a part.

Our 25th year has been productive and interesting, as is recounted in this summary of our activities. It is written "For the Record," but more importantly, to give you a better idea of what we do and how we do it.

Our mission is simply to help Iowa public officials and civic-minded groups to build and maintain quality state and local governments in Iowa. Both of our major services (applied research and continuing education/in-service training) mainly deal with the day-to-day operations of government, but we also provide services that relate to policy making. Our services are practical and yet are intended at times to be on the cutting edge of changes in Iowa government.

We on the Institute staff are educators, researchers, facilitators, and advisors. But we also regard ourselves as servants--servants to the people of Iowa and their governments.

We consider ourselves lucky to be able to do our work in Iowa. The climate for progressive, but moderate, government is good, and the integrity of public officials is high. We enjoy working with and for them.

We share in the expectations of Iowans for "the good life" and in the next 25 years hope we can continue to contribute to meet those expectations.

Clayton Ringgenberg
Director, for the Staff of the Institute

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Our Purposes

The Institute's mission is to improve state, city, and county governments in Iowa by serving as the primary research and continuing education link between the University and those governments.

The Institute carries out this mission by:

1. Encouraging, promoting, and providing in-service training and continuing education at all levels of employment in state, city, and county governments.
2. Providing objective analyses of governmental problems and concerns through research reports and handbooks for governmental officials and the public.
3. Serving as a clearinghouse of information on governmental programs and policies.
4. Providing assistance and consultation to governmental agencies and committees and to civic-minded groups on governmental problems, policies, and procedures.
5. Promoting citizen understanding of, appreciation for, and cooperation with their governments.

A considerable portion of the efforts of the Institute is aimed at helping persons with policy-making and administrative responsibilities to increase their knowledge and capabilities. Thus, our in-service training programs are largely for managers and supervisors, and our handbooks are largely for elected officials.

In carrying out our mission and purposes, the Institute provides services to a large, important clientele: officials and employees in state government agencies, 99 county governments, and more than 950 Iowa cities.

The Institute is proud of its record of being on the "cutting edge" of significant changes in Iowa government, including municipal home rule, new legislative procedures, investment of idle funds, manuals for local government officials, model ordinances, new city finance system, top management development, state-wide in-service training for supervisors, legislative council, city-school cooperation, county engineer serving small towns, and currently, county home rule and the restructuring of government in metropolitan areas.

We take pride, too, in our increased efforts to take our services out into the state, to personalize our work with public officials and citizen groups: meeting with them in their jobs and offices, providing staff assistance and advice, taking education programs to them, facilitating organizational and program improvements, and making our publications readily available. Our work is both education and results oriented--extension in the best sense of the word.

Continuing Education and In-Service Training

Our four major thrusts this year have been (1) to help build a top management training program for state government, (2) to provide practical, basic supervisory training for more than 800 supervisors in state government, (3) to train trainers in state government to train supervisors in their roles under collective bargaining, and (4) the Iowa Government In-Service Training Program, primarily for local government officials.

Activities for Top Management Training and Development

- Surveyed training needs of 300 top managers in state government, in cooperation with the U.S. Civil Service Commission.
- Provided staff assistance to and served on Governor's Policy Committee on State Employee Training and Development.
- Prepared "Guidelines and Goals for Training of Top Managers in State Government," which was adopted by the Policy Committee.
- Arranged "Functions of Management for Government Administrators" (3-day workshop) for Governor Ray and 22 of his department heads, taught by the American Management Association.
- Arranged for 80 other top administrators in state government to be in the AMA workshop the summer of 1975.
- Made plans for training trainers in state government to teach the AMA workshop to 200-250 additional top managers in state government in late 1975.
- Helped arrange team building-informational staff meetings for the Governor and 25 department heads.
- Arranged "Decision Making Workshop" for 18 top managers as a pilot workshop. It has been approved by the Policy Committee, and the American Psychological Association will train Iowa trainers to teach the workshop as part of the top management training program.
- Reviewed several other packaged training programs for top management training in Iowa.
- Began to assist a management team from the State Department of Public Safety in implementing the management principles and procedures taught in the AMA course.

Activities for Providing Basic Supervisory Training

- Provided materials for and arranged 17 workshops for state government supervisors for the 3-day workshop, "Functions of Supervision."
- Provided instruction for 330 persons enrolled in those FOS workshops. Enrollments were handled by the Institute.

- Provided material for and arranged 14 workshops for state government supervisors for the 5-day workshop, "Building Team Effectiveness."
- Provided instruction for 430 persons enrolled in those BTE workshops. Enrollments were handled by the Institute.
- Provided two communications workshops for 60 supervisors at The University of Iowa.
- Administered course evaluations and workshop feedback on the "skills learned and applied back on the job."
- Began preparing a "Functions of Supervision" course for city and county government personnel as part of the Mid-Net project, a cooperative course development program among four midwest states. (This project is financed in part by a grant to the consortium from Title I of the Higher Education Act.)

NOTE: The activities for top management and supervisory training and development are financed significantly through grants from the Intergovernmental Personnel Act.

The Director of the Institute this year received a National Special Citation Award from the U. S. Civil Service Commission for the work of the Institute and the State of Iowa in the area of top management and supervisory training. He was one of two persons in the nation to receive the award.

Activities for Labor Relations Training

- Worked with the new State Director of Labor Relations to prepare materials for workshops to train persons in state government to train state government supervisors in labor relations techniques.
- Provided two 2-day workshops for 50 instructors.
- Provided workshop course materials for 2,500 persons in state supervisory positions, including personnel at The University of Iowa and University of Northern Iowa.

Activities for the Iowa Government In-Service Training Program

- Provided course materials for 10 supervisory-management courses that are offered through the 15 area community colleges. This was the sixth year of the program.
- Administered the program which served 256 local government officials and 140 other persons this year.
- Prepared a course entitled "Labor Relations for Supervisors," which was added to the curriculum for the program.

Other Training Activities

1. Assisted the State Revenue Department with their employee development system.
2. Helped teach Program Budget workshops for more than 700 city officials throughout the state, for the State City Finance Committee. (One staff person, 18 of the workshops.)
3. Through the Mid-Net Project, helped get training started for local governments in land-use planning, action training and research, personnel development systems, and the psychology of management.
4. Arranged three conferences and workshops for the Iowa Housing and Community Development group, with enrollments of 284.
5. Taught four "Functions of Supervision" workshops for local government and area school officials.
6. Taught two courses in "Time Management" for state agencies.
7. Provided training in problem identification and solution for the State Banking Department.
8. Taught two MBO workshops for state and regional health managers and supervisors.
9. Held a conference for 50 persons on the municipal civil service law.
10. Taught the workshop "Tomorrow's Secretary" for state government.
11. Provided consultation and workshops to city manager and department heads of the City of Sioux City on MBO and performance budgeting.
12. Taught two workshops on performance appraisal for state supervisors.

NOTE: In all, more than 1,650 persons were enrolled in workshops arranged or taught by the Institute. This number does not include the 400 persons who enrolled in the Iowa Government In-Service Training Program nor the 700 city officials who attended the program budget workshops, both mentioned above.

Research and Publications

The Institute prepared 13 reports during 1974-75. The number of copies of these publications is approximately 9,500. Of this number, about 7,800 have been distributed. It is estimated that at least 1,000 copies of prior years' publications also were distributed during the year resulting in a total distribution of about 9,000 items.

The publications during 1974-75 reflect the Institute's policy of maintaining diversity in its research and publication activities. Some reflect our concern with "how to do it," while others present ideas about public policy. Further, they are not directed at one level of government; instead, they deal with state, county, and municipal matters. They are distributed chiefly in Iowa, but we have received requests from around the world. Several of them have been prepared in cooperation with other agencies.

Following is a brief description of the published research this year.

A. METROPOLITAN STUDIES (SCOTT COUNTY)

1. Approaches for Governmental Cooperation and Reorganization in Metropolitan Areas, 49 pp., 100 copies
2. Potential for Metropolitan Reform--Legal Considerations, 39 pp., 50 copies
3. Implementing Metropolitan Reform--Some Alternatives, 15 pp., 100 copies

This series of studies was undertaken at the request of the Scott County Unigov Study Committee. Its purpose is to apprise this group regarding the problems and potential for integrating the various units of government in Scott County. Although they are written chiefly for the Scott County Unigov Committee, much of the material is applicable to the other metropolitan areas of the state.

The research staff meets regularly with the Unigov Committee to interpret and elaborate on the studies.

B. LOCAL GOVERNMENT STUDIES

Response to Crisis--A Survey of Energy Conservation Practices by Local Governments in Iowa, 22 pp., 700 copies

This publication is the result of a mail survey questionnaire to the 99 cities of over 3,000 population in Iowa and the 99 counties. It reports on energy conservation practices that have been instituted by these government units. Although the material is primarily descriptive, there is some interpretation of the data. Its purpose is to report to local government officials what other governments are doing in this area. The audience is local government officials and energy conservation groups. The news media exhibited considerable interest in the report.

C. COUNTY STUDIES

1. Home Rule for Iowa Counties, 58 pp., 600 copies

This study examines the concept of county home rule and suggests possible applications to the Iowa scene. Its purpose is to stimulate thinking about Iowa's county government structure. The audience is county officials and legislators.

2. A Manual for County Auditors in Iowa, 162 pp., 300 copies

This manual provides a detailed summary of Iowa legislation relating to the position of county auditor. Its purpose is to assist county auditors to perform their job more effectively. A recent study of the responsibilities of county officers notes that Institute manuals such as this are the chief training mechanism for county officers. Although the audience is chiefly county auditors, the manual is used by other county officials as well. It was prepared in cooperation with the County Auditors' Association.

D. SOCIAL SERVICES STUDIES

- Iowa Laws Concerning Children and Youth, 58 pp., 600 copies

This handbook summarizes Iowa laws affecting children and youth. Its purpose is to bring together in order the diverse laws relating to children that are scattered throughout the Code. This is the third updating of this manual. The audience is anyone who works with children--counselors, social workers, police officers, etc.

E. STATE GOVERNMENT STUDIES

- State Government in Iowa, 102 pp., 5,000 copies

This book provides an up-to-date description of Iowa's state government. It is written for and directed to high school students, but it has been ordered by a diverse segment of the general public as well. Its chief purpose is to provide a source of information about Iowa government that may be of assistance in promoting better citizenship.

F. PUBLIC POLICY STUDIES

1. Women and Public Policy--A Humanistic Perspective, 147 pp., 700 copies

This publication is based on a three-day symposium held at the University of Iowa. The purpose of the symposium was to provide perspectives on women in contemporary society. The purpose of this publication is to give these ideas wider distribution. It is impossible to identify a specific audience--orders have been received from organizations ranging from trade unions to convents. The original 500 copies was quickly sold out, and a second printing of 200 copies has almost been depleted. It was prepared in cooperation with the Saturday Class Program at The University of Iowa.

2. Contemporary Public Affairs Series

No-Fault Automobile Insurance, 17 pp., 300 copies

Probate Reform, 19 pp., 350 copies

Victimless Crimes, 25 pp., 250 copies

Feeding the World: Food Production and Energy, 12 pp., 375 copies

The purpose of the Contemporary Public Affairs Series is to provide materials about state and national issues that will help to promote informed discussion by concerned citizens. The audience is this general group of "concerned citizens." The publications are distributed chiefly to high schools, area community colleges, Leagues of Women Voters, special interest groups and individuals.

G. OTHER MATERIAL

Although not published by the Institute, the research staff has prepared draft materials for the Iowa State Association of Counties, the League of Iowa Municipalities, and the City Development Committee. We have also reviewed technical materials for those organizations. Also, a discussion paper for a conference on revising the civil service law was prepared and distributed to conference participants.

H. RESEARCH IN PROCESS

At the end of this fiscal year, the Institute was in the middle of research on the following topics that will result in publications still in 1975.

1. A Manual for County Auditors - Election Duties

This manual is a detailed summary of Iowa legislation relating exclusively to the election duties of county auditors. It was prepared in cooperation with the County Auditors' Association.

2. Planning for Disaster - Local Government's Role in Civil Preparedness

This manual is addressed to policy makers and administrators at the local levels of government. It describes what a municipality or county should do to prepare for the possibility of a major disaster. It was prepared in cooperation with the Iowa Civil Defense Division. As the result of money for printing secured through the Civil Defense Division, the report will be distributed free to all mayors, county boards of supervisors, and sheriffs in the state.

I. INFORMATION

Public officials and citizens contact the Institute often for information and statistics on governmental matters. In some cases, we can provide information directly from our reference collection and newspaper clippings. In other instances, we serve as a contact point leading to information from University departments.

Consultation

Because of our many contacts with governmental officials throughout the state, the Institute staff is often consulted about governmental problems, issues, and procedures. In most cases this consultation is provided informally; often it is an off-shoot of our training and research activities. In other cases, we are asked to provide consultation and staff assistance in more formal ways, for example, by serving on a state-wide committee.

The following are examples of the kinds of consultation services we provided this year.

1. Consulted with city officials and citizen groups about home rule charters and forms of municipal government.
2. Assisted the Iowa Development Commission in strengthening the Iowa Community Betterment Program when it was transferred by the Governor to that office.
3. Served on the Executive Committee that plans and makes policy for the Intergovernmental Personnel Act in Iowa.
4. Provided staff assistance and served on the Legislative Intern Committee, which provided a coordinated approach this year.
5. Advised the State City Finance Committee and the League of Iowa Municipalities on the new city finance system, and prepared the goals for the Committee, which were later adopted. Served on subcommittees of the Committee.
6. Helped arrange for a collective bargaining person from another state to come to Iowa to advise administrators on steps to follow under the new Iowa law, and helped make decision on collective bargaining training provided by Drake University.
7. Helped state officials in considering the position of state government training coordinator.
8. Provided information for orientation workshops for new county officials.
9. Served on the Iowa Interstate Cooperation Committee.
10. Consulted with county officials and legislators about county home rule.
11. Served on advisory committee to the State Office for Planning and Programming on their "Circuit Rider City Manager" project.
12. Provided advice and assistance to individual state agencies and local governments on training needs and possible programs to meet those needs.
13. Served on advisory committee for the Iowa Local Government Personnel Services Center.

"In Institute" Improvements

How can we do things better? How can we work better together? How can we improve ourselves? How can we make the best use of our resources, particularly our staff? How can we improve our communications, both within our organization and those we serve? Those are all questions we try to keep asking at the Institute in order to do a better job.

Some things we have done this year which we think have improved our operations and productivity are:

Communications and Public Relations

- Prepared public service spot announcements, which were used by TV stations throughout Iowa.
- Appeared on a KCRG Cedar Rapids television program regarding the 25th year of the Institute and the award received from the U.S. Civil Service Commission.
- Sent two newsletters about Institute activities to state and local government officials.
- Had University News Service prepare news releases on all our publications and some of our training programs.
- Provided Institute display at the League of Iowa Municipalities annual conference.
- Made speeches about the Institute to civic groups.

Staff Matters

- Prepared a staff manual for the Institute's operations.
- Established project teams to plan and carry out certain Institute programs.
- Used the capabilities of three support staff members to a fuller extent, by having them carry out, in part, responsibilities formerly handled by professional staff persons.
- Used a management by objectives (team) approach for planning, scheduling, and reviewing Institute projects.
- Provided in-service training for five staff persons.

Our Institute Staff

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