PORTFOLIO PAPER INSTRUCTIONS
For the portfolio paper you are to assess 5 core competencies. This includes completing “each” reflective assignment for “each” competency. Furthermore, each core competency assessment should be at least 1500 words or 3 pages, making the entire length of the paper no less than 15 pages. For a more detailed description of the assignment see the Appendix. Following are the reflective assignments, then the 5 core competencies. The Portfolio must include an Introduction (see Appendix III). The Portfolio must also include a Core Competencies Chart (see Appendix IV). The chart consists of the 5 core competencies, the course you identify for each core competency, the related assignment for each core competency, and the type of situation (real or hypothetical) where you would apply what you have learned. The Core Competencies Chart will be the last page in your Portfolio. You may find it helpful to work on the chart as you move through the process.

REFLECTIVE ASSIGNMENT:
Each reflective assignment should be completed for each core competency.

1. Describe what each competency means to you. For example, first specify what to “lead and manage in public governance” means. Do the same for each competency, using sources studied in your courses and your own interpretation.
2. Select an assignment related to a competency and, then, specify how your understanding of the competency was enhanced by the assignment. The same should be done for each competency. For example, for the second competency suppose you selected the budget assignments in PAD 684. Using those assignments, specify how they helped you to understand what it means to participate in and contribute to the public policy process.
3. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned from each assignment selected for each of the five core competencies. For example, for the third competency suppose you selected the assignment in PAD 682. Specify how your paper on the 7 key dimensions of organizational culture would help you to better understand and deal with the real or hypothetical situation you described.
4. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment selected for each core competency. This means that you should find five articles that relate to the assignments you selected for each competency. For example, for the fourth competency suppose you selected the Module 7 assignment in PAD 687 where you uncovered problems by developing and testing hypotheses about citizen attitudes toward city services. You could use the article entitled: From “Need to Know” to “Need to Share” by Dawes et. al. (2009). Dawes et. al. suggest that many of the problems faced in public service cut across organizational boundaries, sectors, and levels of government and are not amenable to easily determined routine bureaucratic approaches. Such problems are better managed by what Dawes terms “public sector knowledge networks” (PSKNs), an insight that can
help you to better articulate and apply a public service perspective when considering the problems you uncovered in the PAD 687 assignment.

5. Summarize the reflection, describing how your career prospects will benefit from what you learned about each competency. For example, for the assignment you chose in core competency 1 explain how it will help you lead and manage in the future. Do the same for each of the assignments you selected for the five core competencies.

**NASPAA CORE COMPETENCIES and RELATED COMMON CORE COURSE ASSIGNMENTS**

**Common Core, Required Courses in all Emphases 6 Courses (18 cr.)**

PAD 640 Financial Management (PAD 684 Budget State/Local is an acceptable alternative for 640 in the General Emphasis)
PAD 682 Organizational Behavior
PAD 685 Human Resource Management
PAD 687 Statistics for Managers
PAD 688 Research and Program Evaluation
PAD 696 Project Paper/Portfolio Seminar (Note: since you are currently doing this course no assignments are selected from it for the core competencies listed below.)

1. To lead and manage in public governance
   - Related Assignments that define the competency from the Common Core
     - PAD 682 Organization Behavior: Students are required to write a paper assessing 7 key dimensions of organizational culture utilizing the Organizational Culture Questionnaire (OCQ) (Osland, Kolb & Rubin, 2001)
     - PAD 685 Human Resource Management: Students complete an exam involving selection and hiring issues. In a case study, students apply EEO antidiscrimination laws, and legal employment practices to determine 2 of 3 candidates that should be considered for an interview and for hire.
   - Other courses with assignments that define this competency: PAD 601, 644, 653, 661, 666, 678, 679, 680, 681, 682, 685

2. To participate in and contribute to the public policy process
   - Related Assignments that define the competency from the Common Core
     - PAD 684 Budgeting-State and Local Government: budget assignments
     - PAD 688 Research and Program Evaluation: logic model that students conduct on an organization (process evaluation of organizational resources, outputs, and outcomes)
   - Other courses with assignments that define this competency: PAD 613, 646, 655, 664, 680, 681, 683

3. To analyze, synthesize, think critically, solve problems and make decisions
   - Related Assignments that define the competency from the Common Core
     - PAD 640 Financial Management: interview conducted with an employee in a nonprofit organization OR budget assignments on fund accounting
• PAD 684 Budgeting-State and Local Government: test on the different types of revenue that localities receive
• PAD 682 Organization Behavior: Students are required to write a paper assessing 7 key dimensions of organizational culture utilizing the Organizational Culture Questionnaire (OCQ) (Osland, Kolb & Rubin, 2001)
• PAD 685 Human Resource Management: Students complete an exam involving selection and hiring issues. In a case study, students apply EEO antidiscrimination laws, and legal employment practices to determine 2 of 3 candidates that should be considered for an interview and for hire.
• PAD 687 Statistics for Managers: (Select 1) In the Module 3 Midterm Project Assignment students do a report using simulated data from a satisfaction survey of city services. The report requires students to demonstrate their ability to apply the SPSS techniques for describing data to for problem solving in a public service setting. In the Module 7 Final Project students do a report using simulated data from a satisfaction survey of city services. The report requires students to demonstrate their ability to apply the SPSS techniques for hypothesis testing for problem solving in a public service setting.
• PAD 688 Research and Program Evaluation: examination of research articles as well as the needs assessment assignment (questionnaire sent to target population to ascertain their needs)

Other courses with assignments that define this competency: PAD 601, 613, 629, 640, 644, 653, 655, 661, 664, 678, 680, 681, 682, 683, 684, 685

4. To articulate and apply a public service perspective
• Related assignments that define the competency from the Common Core
  • PAD 640 Financial Management: budget assignments
  • PAD 684 Budgeting-State and Local Government: budget assignments and final assignment that apprises the financial condition of a locality
  • PAD 682 Organization Behavior: Students are required to write a paper assessing 7 key dimensions of organizational culture utilizing the Organizational Culture Questionnaire (OCQ) (Osland, Kolb & Rubin, 2001)
  • PAD 685 Human Resource Management: Students complete an exam involving selection and hiring issues. In a case study, students apply EEO antidiscrimination laws, and legal employment practices to determine 2 of 3 candidates that should be considered for an interview and for hire.
  • PAD 687 Statistics for Managers: (Select 1) In the Module 3 Midterm Project Assignment students do a report using simulated data from a satisfaction survey of city services. The report requires students to demonstrate their ability to apply the SPSS techniques for describing data to for problem solving in a public service setting.
  • PAD 687 Statistics for Managers: (Select 1) In the Module 7 Final Project students do a report using simulated data from a satisfaction survey of city services. The report requires students to demonstrate their ability to apply the SPSS techniques for hypothesis testing for problem solving in a public service setting. In the Discussion Contributions in Modules 1, 2, 4, 5, and 6 students make and respond to discussion posts regarding a simulated city, Metroburg, that
has hired them to develop, implement, and analyze the data from a citizen survey on their perceptions of city services. There is a city website and newspaper to provide them with background information to assist them in analyzing the data from the survey.

- PAD 688 Research and Program Evaluation: logic model (process evaluation of organizational resources, outputs, and outcomes)
- Other courses with assignments that define this competency: PAD 655, 666, 680, 681

5. To communicate and interact productively with a diverse and changing workforce and citizenry

- Related Assignments that define the competency from the Common Core
  - PAD 640 Financial Management: interview with nonprofit employee
  - PAD 684 Budgeting-State and Local Government: the examination of localities fiscal condition
  - PAD 685 Human Resource Management: Students complete an exam involving selection and hiring issues. In a case study, students apply EEO antidiscrimination laws, and legal employment practices to determine 2 of 3 candidates that should be considered for an interview and for hire.
  - PAD 688 Research and Program Evaluation: logic model (process evaluation of organizational resources, outputs, and outcomes) and needs assessment (questionnaire sent to target population to ascertain their needs)
- Other courses with assignments that define this competency: PAD 601, 629, 644, 653, 655, 661, 664, 666, 678, 679, 681, 687

Reference List


Appendices:

Appendix I
Paper Outline Ver. 3

Note: The Portfolio must include an Introduction (see Appendix III)

I. To lead and manage in public governance
   a. Describe what the competency means to you.
   b. Select an assignment related to the competency and, then, specify how your understanding of the competency was enhanced by the assignment.
   c. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned about the competency from an assignment.
   d. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment related to this competency in b above.
II. To participate in and contribute to the public policy process
a. Describe what the competency means to you.
b. Select an assignment related to the competency and, then, specify how your understanding of the competency was enhanced by the assignment.
c. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned about the competency from an assignment.
d. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment related to this competency in b above.
e. Summarize the reflection, describing how your career prospects will benefit from what you learned about each competency.

III. To analyze, synthesize, think critically, solve problems and make decisions
a. Describe what the competency means to you.
b. Select an assignment related to the competency and, then, specify how your understanding of the competency was enhanced by the assignment.
c. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned about the competency from an assignment.
d. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment related to this competency in b above.
e. Summarize the reflection, describing how your career prospects will benefit from what you learned about each competency.

IV. To articulate and apply a public service perspective
a. Describe what the competency means to you.
b. Select an assignment related to the competency and, then, specify how your understanding of the competency was enhanced by the assignment.
c. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned about the competency from an assignment.
d. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment related to this competency in b above.
e. Summarize the reflection, describing how your career prospects will benefit from what you learned about each competency.

V. To communicate and interact productively with a diverse and changing workforce and citizenry
a. Describe what the competency means to you.
b. Select an assignment related to the competency and, then, specify how your understanding of the competency was enhanced by the assignment.
c. Describe a “real situation” from your experience OR a hypothetical situation where you would employ what you have learned about the competency from an assignment.
d. Find an academic journal article that was not assigned in your course work. Describe how the article helps you to better understand the assignment related to this competency in b above.
e. Summarize the reflection, describing how your career prospects will benefit from what you learned about each competency.

Appendix II
A Sample of Scholarly Journals

Administration & Society
Administrative Theory & Praxis
American Review of Public Administration
Human Relations
International Journal of Public Administration
International Public Management Journal
Journal of Health and Human Services Administration
Journal of Policy Analysis & Management
Journal of Public Administration Research & Theory
Journal of Public Policy
Municipal Finance Journal
Appendix III: Provide an Introduction to the Portfolio. It is critically important to set the stage for your work. The introduction is a minimum of two to three paragraphs and should include the following:

- Explain the purpose of the Portfolio: what does the Portfolio cover?
- Describe how your work meets the areas covered in the Portfolio
Appendix IV: Core Competency Chart
Develop a Core Competency Chart for the Portfolio. The chart is the last page in your portfolio.

<table>
<thead>
<tr>
<th>NASPAA Core Competency</th>
<th>PAD Course Include Letters and Numbers</th>
<th>Related Assignment Include type of assignment (e.g., exam, simulation, group presentation, course paper, etc.); Indicate title of assignment</th>
<th>Indicate type of situation: Real OR Hypothetical: Check One</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To lead and manage in public governance</td>
<td>Example: PAD 682</td>
<td>Example: Course Paper: Dimensions of Organizational Culture</td>
<td>Example:  ✔ Real situation Hypothetical situation</td>
</tr>
<tr>
<td>2. To communicate and interact productively with a diverse and changing workforce and citizenry</td>
<td></td>
<td></td>
<td>Real situation Hypothetical situation</td>
</tr>
<tr>
<td>3. To participate in and contribute to the public policy process</td>
<td></td>
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<td>Real situation Hypothetical situation</td>
</tr>
<tr>
<td>4. To articulate and apply a public service perspective</td>
<td></td>
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<td>Real situation Hypothetical situation</td>
</tr>
<tr>
<td>5. To communicate and interact productively with a diverse and changing workforce and citizenry</td>
<td></td>
<td></td>
<td>Real situation Hypothetical situation</td>
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</tbody>
</table>