



Our Mission

THE CENTRE for Organization Effectiveness is a team of organization development professionals dedicated to raising the caliber of leadership through competency-based education, development and consulting services. While we focus on public sector and non-profit organizations, our cadre of consultants are equally skilled in the private sector.

THE CENTRE is organized as a Joint Powers Authority created by the City of San Diego and the San Diego Water Authority. We are a public sector organization ourselves.

Since our inception in 1993, we have served over 135 public, non-profit and private sector clients.

Products and Services

THE CENTRE has a robust portfolio of product and service offerings designed to meet the challenging needs of public sector leaders, including academies, organization development consulting, leadership workshops and forums, and a film and literature series.

What Sets Us Apart

THE CENTRE for Organization Effectiveness is unique.

- An **alliance with UC San Diego Extension** enables us to combine the strengths, reach and insight of the University with our own seasoned expertise in public sector leadership and organization development.
- The **exclusive California provider** of the Certified Public Manager® Program, a nationally-recognized credential.
- A State of California Department of Personnel Administration **preferred provider** of management training and development, meeting their requirements for competency-based education.
- Over **fifty seasoned and award-winning consultants** to deliver our services, with deep knowledge of the unique public sector environment. Some have held senior level leadership positions in public sector organizations, and many have won local, regional or national awards for their work.

Academies

The **Certified Public Manager® Program** is an intensive, competency-based curriculum, which builds on the Public Manager Academy (below) and prepares managers to respond to the complexities of the highly charged political environment of public service. It is a 200-hour program with six two-day modules over the course of a year. Participants also complete a major work-related project, under the guidance of a sponsor from their home organization.

Graduates earn a nationally recognized CPM® credential and 10 UCSD Extension credits.

The **Public Manager Academy** (also known as the **Regional Management Academy**), is a thought-provoking and challenging curriculum that creates a critical mass of leaders who begin to look more deeply at their responsibilities from an organization-wide perspective. (This program serves as a prerequisite for the Certified Public Manager® Program.) Eight days in length, 6 UCSD Extension credits.

The **Executive Institute** is a three-day, interactive leadership program for top-level executives based on critical incident interviews with executives and a review of best practices in executive programs across the country.

The **Supervisors Academy** is designed for first and second line supervisors and those who lead front-line employees. The focus is on the changing role of supervision, team development, performance management, coaching and counseling, conflict resolution and communication and managing diversity. This is a five to seven day academy.

The **Field Supervisors Academy** develops the unique skills required of supervisors managing field operations. Eight half-day sessions cover customer perceptions, understanding community demographics, managing former peers, diversity issues in the workplace, productivity measurement, team development, and the use of emerging technology.

The **Professional Assistants Academy** is based on input from executive secretaries, administrative assistants, and chief executives in several organizations. Topics include the changing role of the professional assistant, interpersonal style differences, developing a positive self-image, service orientation, organizational savvy, a writing, proofing and editing lab, career management, communication skills and conflict management.

Tailored in-house academies are a speciality of THE CENTRE. The content includes core curriculum found in our other academies and specific organizational content unique to the client.

Our Competency Instrument

This 84-item questionnaire assesses a manager's level of performance on 17 competencies, judged critical for excellent performance at the executive levels of management in the public sector. The instrument is completed by the manager, his/her supervisor, peers and direct reports. The manager's self-ratings are compared, in graphic form, to the combined ratings of all others to see differences in perception. The process is confidential.

Organization Development Consulting

We offer a full complement of state-of-the-art organization development consulting to meet the needs of today's public sector organizations. We have consultants with years of expertise in such areas as:

- Benchmarking and Best Practices
- Change Management Expertise
- Customer Service Training
- Facilitation for Boards and Executive Teams
- Interventions and Managing Conflict
- Management Counseling and Coaching
- Project Management Methodology
- Service Delivery Improvement
- Strategic Human Resource Consultation
- Strategic Planning
- Survey Methodology
- Team-Building

Leadership Forums, Workshops, and Presentations

We often host forums and seminars on timely issues which are open to all. *Surviving in Challenging Times*, a recent series designed to help leaders meet the challenges of the economic tsunami that confronted the nation, includes these workshops:

- Where Do I Start? *Getting the Bang for your Buck*
- Slimming Down: *Taking Time and Cost Out of Everyday Work*
- After the Downsizing: *Survivor Guilt and Productivity*
- Overcoming Resistance: *Carrying Out the Change*
- Measuring Success: *Why Is This Happening and How Will I Show Improvement?*
- Leading Right Now: *Guiding Your Team Through the Perfect Storm*

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