



Washington Office  
1275 K St., NW, Suite 750  
Washington, DC 20005  
202-408-9541/Fax 202-408-9542

Guidance Position Statement

**Core Competencies of a Public Works Leader**

Purpose

The American Public Works Association (APWA) encourages the Public Works community, its professionals, practitioners, policy makers and decision makers at all levels of government, to demonstrate these core competencies:

**1. Plans for the Future**

- Values Municipal Planning & Development
- Uses Strategic Planning
- Facilitates Organizational Development
- Incorporates Sustainability
- Formulates Policy
- Partners in Emergency Management
- Understands Conflict Resolution
- Focuses on Safety

**2. Leads an Organization**

- Develops a Shared Vision
- Defines Mission
- Leads Development of Organization Values
- Instills Ethical Conduct
- Creates a Diverse Organization
- Maintains a Continuous Growth Environment
- Celebrates Success

**3. Communicates**

- Communicates in Writing
- Communicates Verbally
- Makes Presentations
- Sells Ideas
- Uses new media

**4. Builds Relationships and Partnerships**

- Reaches out to:
  - Citizens
  - Elected Officials
  - Peers
  - Labor Organizations
  - Media
  - Shareholders to Leverage Resources

**5. Manages Staff**

- Participates in Recruitment & Selection
- Facilitates Training & Coaching

**6. Manages Information**

- Uses Technology
- Understands Systems
- Utilizes Work Measurement

**7. Manages Money and Resources**

- Understands Budgeting
- Understands Finance
- Uses Creative Leveraging of Resources
- Understands Grant Administration
- Moves Money through Financial Systems

**8. Manages Infrastructure**

- Understands:
  - Fleet & Equipment
  - Municipal Facilities
  - Parks, Grounds & Forestry
  - Potable Water Distribution
  - Stormwater & Flood Management
  - Streets, Sidewalks & Structures
  - Wastewater Collection & Disposal
  - Other Infrastructure

**9. Manages Municipal Services**

- Understands:
  - Capital Improvement Programs
  - Engineering
  - Emergency Management
  - Snow Removal
  - Solid Waste Removal
  - Street Cleaning
  - Transportation
  - Other Municipal Services

### Background and Rationale

The Leadership and Management Committee highlights core competencies Public Works leaders need to demonstrate to lead high performing organizations.

### Sponsor

Leadership & Management Committee