

Certified Public Manager[®]

Program Handbook



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History of Idaho's CPM® Program

In 1999, Governor Dirk Kempthorne gave Idaho's Division of Human Resources (DHR) the responsibility to design, develop, and implement a Certified Public Manager® (CPM®) Program for the State of Idaho. The program intent was to enhance the management and leadership skills of Idaho State managers. Through collaboration of a select task force and state-wide focus groups, a program plan was developed. Working with Boise State University, Public Policy & Administration, and the task force, the program curriculum was designed, and the program became operational. An Executive Order from the Governor gave the program the distinction of *"a preferred management development program for the State of Idaho."*

In September of 2000, the National CPM® Consortium accredited Idaho's Program. Subsequent accreditations were obtained in September of 2007, August 2012, and in July 2017.

The first cohort group of 30 began the program in January 2000. Designated as Boise Track 1, the group successfully completed all requirements, graduated, and received CPM® designation in 2002. The following year, participants were enrolled throughout the state, forming cohort tracks in Eastern and Northern Idaho. Tracks continue to be scheduled; as a track graduates, another is developed.

In 2011, Governor C.L. "Butch" Otter issued Executive Order 2011-13: Renewing the Certified Public Manager Program®. Governor Otter declared the CPM® program as the preferred management development program for the State of Idaho and, thereby, actively encouraging the participation of state agencies in the development of government managers to enhance the quality and productivity of services delivered to the citizens of Idaho.

In 2019, Governor Little recommended DHR's CPM® program budget request. DHR is currently working on expanding the CPM® program to the state's city and county governments. As of 2021, there have been 678 CPM® graduates.

Introduction

Thank you for your interest in applying for the Idaho CPM® program. Please review the policies and procedures in this document as it outlines the commitment expectations if selected as a CPM® participant.

A Public Management Development Program

Public administration and management theory support the idea that successful managers utilize certain skills, knowledge, and behaviors. Because the public sector faces unique workforce challenges and obligations, a well-trained and knowledgeable manager is crucial to the promotion of innovative government. The Idaho CPM® Program is a nationally-

accredited program designed to build the capacity of managers and leaders in government entities in Idaho. Idaho's program is designed for high-achieving, career employees who are in, or aspire to be in mid and senior level government positions. Throughout their course of study, program participants acquire a wide range of skills to help them become innovative and resourceful managers and great leaders. Successfully completing the program will equip participants with the expertise and competencies to maximize performance and effectiveness within their organizations.

Program Mission and Vision

- Idaho's CPM® Program will provide training and certification opportunities to support effective, innovative, and collaborative leaders throughout the State to serve all of Idaho.
- To equip Idaho's future leaders to meet today's challenges and to create a better tomorrow.

Program Goals

Idaho's CPM® Program goals are to:

- Strengthen organizational performance by improving the effectiveness of Idaho's public managers.
- Recognize and promote public management as a profession.
- Provide a course of study which public management principles and skills can be acquired and applied.
- Foster access to relevant training and education to Idaho's public managers.
- Establish an objective assessment of a public manager's professional knowledge and performance.
- Establish a standard by which public managers can be recognized.

Program Sponsorship

The program is sponsored by the State of Idaho Division of Human Resources. Tracks are established throughout the state and operate as cohort groups while completing the program.

National Accreditation

Overseen by the National CPM® Consortium, which is made up of representatives from all states involved in the program, Idaho's program follows established requirements to gain and maintain accreditation. Accreditation is renewed every five years after an extensive review by peers. The Consortium promotes CPM® programs by providing and monitoring accreditation standards, facilitating program development, encouraging innovation, and promoting collaboration among programs and organizations with similar concerns. As of 2019, thirty-five accredited member states, three active members and three associate member states participate in the program. For more information on the national Certified Public Manager® Program visit: www.cpmconsortium.org.

CPM® Designation

Graduates are entitled to use the official designation of CPM®, a professional credential which recognizes standards for excellence in public management and leadership. Those earning the Certified Public Manager® designation are eligible to become Fellows of the American Academy of Certified Public Managers®.

Program Benefits

Idaho's CPM® Program benefits both agencies and participants. Participants enhance their personal, managerial, and leadership skills to be more productive and effective in the workplace which may lead to advancement opportunities. Participants expand their professional relationships, creating a network of personal resources where continued interaction occurs on current and challenging issues in all aspects of government. Governmental agencies benefit by improving the quality and effectiveness of their services through more creative and responsible management. The program assists with agency succession planning by further developing skilled managers. Each participant is required to develop and implement an Agency Job-Related Project (Capstone Project), which is designed to improve workplace processes and services and often results in cost savings, heightened productivity, and morale of all employees.

American Academy of Certified Public Managers

Those earning the Certified Public Manager® designation are eligible to become members of the American Academy of Certified Public Managers®. The American Academy of Certified Public Managers® (AACPM®) is a professional association of public sector managers established in 1984 to promote a high professional, educational and ethical standard in public management. The AACPM® is an organizational member of the American Society for Public Administration (ASPA). For more information, access <http://cpmconsortium.org/CPM-Academy>.

CPM® Awards and Scholarships

Distinguished Project Awards

An exceptional capstone project from each track is recognized for its outstanding design, implementation, and impact. The effort put forth in these projects demonstrates the recipients' passion for, and commitment to public service. These distinguished projects encapsulate the application of principles learned throughout the CPM® program and will serve as a paragon of success for future participants of the program.

The Connie Pratt Award

This award is given to acknowledge the CPM® graduate who most exemplifies the Idaho CPM® Program's goal to apply best practices and theory to their management behaviors and strategies. Connie Pratt served in Idaho State Government for over 30 years. The Idaho CPM® Program is the direct result of Connie's dreams, dedication, and hard work. This award was created to honor her commitment and ambition to establish Idaho's CPM® program.

The Askew Award

The George C. Askew Award is given annually to an individual (or individuals) deemed to have completed an exemplary CPM® Capstone Project for the year. It was created by the American Academy of Certified Public Managers® (AACPM®) to recognize outstanding projects throughout the country and was named in honor of George C. Askew who, by virtue of being the first named called in the first CPM® graduation ceremony in Georgia in 1976, became the first individual to be certified by a CPM® program. Each CPM® Program, through its director, may nominate a capstone project to be given the award for its local program. Program Managers can submit their program nominee to an AACPM® Board Member prior to the program graduation. The award winner receives a brass medallion that describes the spirit of the award.

Henning Award

The Henning Award, named for the CPM® program founder, Kenneth K. Henning, is presented annually to an active Academy Fellow whose contributions to their profession, community, society, and Academy have been superlative. Each state alumni group, or individual member in good standing may nominate one candidate for this prestigious award. The Henning Award Committee administers the application, selection, and presentation process. The recipient is recognized at the awards banquet held at the conclusion of the annual professional development conference.

Fran L. Wilkinson Scholarship

On April 23, 1994, members of the AACPM® House of Delegates unanimously voted to name the CPM® Academy's annual scholarship the Fran L. Wilkinson Memorial Scholarship, as a token of remembrance, affection, and esteem. Fran was a leader in the CPM® Program at the state and national level, serving as President of the Georgia Society in 1983 and chair of the National CPM® Consortium in 1987. Fran died June 6, 1990, at an early age. The Academy remembers her through this memorial scholarship, which will provide awards annually to deserving students who plan a career in public service. This scholarship was developed in support of one of the objectives of the American Academy of Certified Public Managers®.

Roles & Responsibilities

DHR Administrator

The DHR Administrator is the final authority for CPM® program management direction and participant appeal.

CPM® Program Manager

The CPM® Program Manager fulfills the following duties:

- Administers and coordinates the program,
- Serves as a member of the National CPM® Consortium,
- Serves as a liaison with educational institutions, cities, counties, and non-profit organizations,
- Facilitates CPM® classes; may serve as an instructor for CPM® program classes,

- Provides timely and thorough communication to CPM® participants. This communication includes face-to-face meetings, e-mails, and telephone calls.

CPM® Advisory Board

The CPM® Advisory Board is appointed by the DHR Administrator. Members represent top level management from all areas of the state, including, but not limited to, qualified instructors, human resource professionals, private industry professionals, CPM® graduates, DHR representatives, and the DHR Administrator.

Membership is voluntary, and members serve at the pleasure of the DHR Administrator. DHR provides administrative support for Advisory Board meetings, sub-committees, and other activities.

The role of the Advisory Board is advisory. Members serve to provide guidance and counsel to the program. Guidance includes providing vision, promoting the program, helping to resolve program issues, and reviewing the program budget, program mission, program goals, administrative procedures, and program curriculum. The Board meetings are quarterly or as needed.

CPM® Review Board

Members of the advisory board may also serve as the CPM® Review Board. The review board may review participant complaints or appeals that have not been resolved by initial review of the CPM® Program Manager. The board provides informal recommendation to the DHR Administrator, who will determine final action.

Participant Ethics and Professionalism

CPM® participants are expected to demonstrate professional behaviors that lead to a positive learning environment and are representative of a top-level manager. Everyone shares in the responsibility to create a positive environment in the classroom with colleagues and with instructors. Participants are expected to learn and apply acquired knowledge. A positive attitude and engaged classroom can make a huge difference in the success of the participants and ongoing success of the program.

Code of Conduct

Idaho's CPM® program is built on the foundation of bringing together those committed to the public good and advancing excellence in public service. A free-flowing exchange of ideas and educational interchange is necessary for advancing the practice of public administration. In support of these goals, CPM® is committed to providing a safe, welcoming, and inclusive environment for all participants.

A Certified Public Manager® exhibits a high standard of professionalism. Professional expectations include active participation in all classes, exercises, and respectful communication. If there are any reoccurring issues regarding the participant not meeting program expectations, the CPM® Program Manager will communicate with both the participant and the participant's supervisor.

- Participants are required to complete their assignments on their own, unless it is a group assignment. The Idaho CPM® program maintains zero tolerance for cheating, plagiarizing, and violating any state statute and/or rule.

- Participants are expected to present themselves, interact, and communicate in a professional and constructive manner, whether attending class in person or in virtual environment.
- Handle dissent or disagreement with courtesy and dignity, and with an open mind. Be respectful when providing written and verbal feedback.
- Participants are expected to attend all classes, be on time, and return from breaks and lunch as scheduled. Repeated tardiness, late arrival, or departure, and/or leaving class or disengaging in class without authorization is unacceptable and can jeopardize a participant's grade and/or continued participation in the CPM® program.
- Participants are expected to communicate if they cannot attend class or meet an assignment due date. If the participant fails to communicate, the Program Manager will attempt to make arrangements with the participant. If the participant fails to respond, the Program Manager will communicate with the participant and the participant's supervisor.
- Participants are expected to use technology appropriately; not for personal use or to complete other work during scheduled class times. Any type of distraction does not allow for good listening skills or engagement in class instruction or activities. Ample breaks are scheduled. In cases of emergencies or in those instances when a participant needs to step away from class, he or she should contact the CPM® Program Manager as soon as possible.
- Participants are expected to complete all assignments on time, including any pre-work before class. Failure to complete assignments to an acceptable level or within the specified timeframe can negatively impact a participant's grade and/or continued participation in the CPM® program.
- Participants are expected to pay attention, follow instructions, and provide respectful input to the instructor (s). Being argumentative, confrontational, sarcastic, or engaging in "side" conversations or outside work is not permissible. Repeated misbehavior or disruptions can justify dismissal from the CPM® program.
- Participants are expected to be respectful by supporting a positive learning environment. If disagreements occur, basic communication skills should be used, such as active listening, respectful communication, and problem-solving methodology. Putting others down, confronting them aggressively or thwarting their participation is not appropriate behavior and will not be tolerated.
- Participants are expected to dress appropriately in a manner becoming to a state employee. Business casual dress is allowed during classes, regardless of face to face or virtual attendance. Hats, flip flops, shorts, and bare midriffs are not allowed.
- CPM® utilizes the Moodle Learning Management System (LMS). Participants are encouraged to connect with and discuss course learning in the learning environment. Moodle will also host all course assignments, program announcements, and course materials. Inappropriate or misuse of the LMS system is strictly forbidden.

- Participants are expected to demonstrate a high level of professional communication. Any questions, concerns, or conflict with attendance or assignment deadlines must be communicated with the CPM® Program Manager in a timely manner.
- Harassment, intimidation, or discrimination in any form will not be tolerated. Harassment consists of a single or multiple persistent or pervasive acts that are demeaning, abusive, offensive or create a hostile professional environment. It may include unwelcome sexual solicitation, physical advances or verbal or non-verbal conduct that is sexual in nature; threatening, intimidating or hostile acts; circulation of written or graphic material denigrating or showing hostility toward an individual or group; or epithets, slurs or negative stereotyping based on group identity. Harassment, whether in person or through digital channels, including online conference platforms and social media outlets, will not be tolerated.

Reporting Unacceptable Behavior

The safety and security of all participants is our priority. If you are the subject of unacceptable or inappropriate behavior within the CPM® program, notice that someone else is being harassed or have any other concerns, please notify a CPM® program staff member immediately. In the case of emergency, or if you cannot locate a CPM® program staff member, please contact security or the appropriate leadership. We expect participants to be honest and truthful about any questionable behavior they witness on the part of any participant when reporting it to program staff or leadership. Please report behavior as soon as possible after experiencing or witnessing it so that we can take prompt remedial action.

Program staff can be contacted by calling the DHR main line phone at 208/334-2263 or online at CPM@DHR.Idaho.gov.

Participant Selection

Selection guidelines are provided to agencies to support the selection of candidates with high potential for success. DHR is responsible for providing a statewide announcement notifying government employees that applications are being accepted into the CPM® Program.¹

Active Status

CPM® participants are expected to participate in the program as scheduled. When participating fully and regularly, participants are considered active. DHR reserves the right to examine and discontinue enrollment of any CPM®

¹ The Division of Human Resources is committed to the principle of equal opportunity and will not discriminate against any individual on the basis of race, color, religion, national origin, sex, age, handicap, disability, or veteran status in its admission, program accessibility, or services.

participant. Any changes to a participant's status will be communicated and justified in writing and submitted to the participant, his/her supervisor, and agency leadership.

Withdrawal/Inactive Status

If a participant misses either class and/or assignments for two consecutive months, the CPM® Program Manager will contact the participant via e-mail about his or her intent to continue in the program. A copy of the e-mail will be sent to the participant's supervisor. If there is no response after a month, a second notification is given. If no response is provided after the second notification, the participant will be placed on inactive status and administratively withdrawn from the program. The participant and his/her supervisor will be notified by letter of the change to inactive status. The student may reapply within two years of the last attendance date and with the concurrence of his/her agency management and the CPM® Program Manager.

Situations in a participant's work or personal life may force them to withdraw from the program and to go into inactive status. A participant should involve their supervisor in the decision. When withdrawing, the participant needs request a *CPM® Withdrawal Form* from the CPM® Program Manager. The form must be completed and returned to the CPM® Program Manager. NO REFUNDS or account credits will be issued.

Discipline/Removal

Should a participant fail to comply with any of the behavior or attendance expectations of CPM®, including but not limited to those outlined under "Participant Code of Conduct," the participant may be counseled about his or her behavior and/or removed from the program at the discretion of the DHR Administrator, CPM® Program Manager and/or the participant's sponsoring agency. The participant may also be subject to additional discipline at the discretion of his or her sponsoring agency. No Refunds or account credits will be issued.

Change in Employment Status

Should a participant have a change in employment status from his/her agency, the DHR Administrator will determine the participant's enrollment status in the CPM® Program.

Change of Employment to another State Agency

If a participant moves to another state agency, the participant and his/her new Supervisor must complete and submit an Agency Change form to the CPM® Program Manager within thirty days of agency move to remain in good standing within the CPM® program.

Reinstatement

An inactive participant may rejoin the CPM® program without reapplying and when mutually convenient between the participant, the agency, and the CPM® Program Manager. Normal reinstatement is accomplished within a two-year period. The two years begins with the last attendance date of the participant. If longer than two years, reinstatement will be decided on a case-by-case basis by the CPM® Program Manager. Considerations include program content changes and course content.

Review and Appeal Process

Throughout the course of the program, conflicts may occasionally arise between a student, an instructor, and/or the CPM® Program Manager. These conflicts may arise regarding participation, assignments, or classroom behavior. Conflicts are addressed by using problem solving and/or mediation techniques. In cases of an unresolved disagreement between the CPM® Program Manager and an active participant, the active participant may appeal to the CPM® advisory review board. The advisory review board will recommend a resolution to the DHR Administrator, who will make the final decision.

The following process will be followed:

1. The participant submits a written request for review using the CPM® appeal process to the CPM® Program Manager within 30 days of the decision or action.
2. The request is forwarded to the advisory board where a committee of five (5) is formed to serve as the review board for that appeal. It includes four advisory board members and at least one CPM® graduate.
3. The review board evaluates the appeal and makes a written recommendation within 60 days to the DHR Administrator.
4. The DHR Administrator, having the final authority, decides within 30 days of receiving the recommendation.
5. A letter is sent to the participant from the DHR Administrator informing the participant of the decision.

Program Costs and Billing

DHR will not refund any CPM® program fees.

The full program tuition costs are \$2,375 per person. Payments are made by agencies at \$1187.50 a year for two fiscal years. Billings are submitted by DHR through inter-agency billing or when necessary, by direct billing.

The program is designed so that the sponsoring agency covers the cost of participation. In instances where budget constraints would prohibit the attendance of otherwise qualified candidates, the director of the sponsoring agency may allow an individual to attend on a self-payment basis. The sponsoring agency and the participant must then notify the CPM® Program Manager of the payment arrangements to ensure participation is billed accurately. In addition, the sponsoring agency must agree to allow the participant to attend classes and other required functions during work hours and are allowed time to complete class assignments and program deliverables.

Any travel costs for participants outside the Boise area (North and East) are paid by the sponsoring agency. Those in the North and the East rotate travel to neighboring towns (25 – 125 miles) to attend classes. Participants may be invited to attend some classes or graduation in Boise. Remote attendance may be available.

Program Sites

Cohort groups are formed in the Boise area, and in the North and East Idaho areas. The North rotates classes between Post Falls and Coeur d'Alene. The East rotates among Idaho Falls, Blackfoot, and Pocatello. Training in the Boise area is usually in the Capitol Mall Complex. Participants are given training schedules in advance to plan for class attendance. DHR

is also piloting a synchronous online program. This online cohort will follow the same schedule as a Boise cohort and will attend the live class remotely.

Program Attendance

Classes vary from one to three days per month. A standard day of training is held from 8:30 a.m. to 4:30 p.m. with two breaks and allowable time for lunch. All program hours must be completed. If there are extenuating circumstances that would interfere with a participant attending scheduled class dates, the participant is responsible for notifying the CPM® Program Manager in writing, with as much notice as possible. The Program Manager will determine if a participant can attend a course with another track. If an emergency is to arise, the Program Manager will work the CPM® participant on a case-by-case basis.

Make-Up Classes

Participants are expected to complete all requirements of each class. If there is an emergency or extenuating circumstance beyond the control of the participant, a make-up class and/or assignment may be offered. Make-up classes/assignments are considered on a case-by-case basis. Participants must meet all attendance requirements to successfully complete the CPM® program. To meet program requirements, only three classes may be missed and completed as a make-up in the CPM® program. The purpose of a make-up class and/or assignment is to ensure fidelity and consistency for all participants. To provide evidence that course goals are met, it is the expectation that make-up classes/assignments will require just as much time and energy as the scheduled class time. If the participant misses the scheduled class and a make-up class/assignment is not offered, the participant will need to complete the missed class with a later cohort in order to complete and graduate from the CPM® program.

Attendance Verification

Attendance is tracked for each class. For in person classes, each participant will need to sign an attendance sheet. If a class is held online, the participant's log in information will be used in lieu of a signature. To ensure course credit, each participant is responsible for completing an end of course evaluation. . If a participant fails to sign in and does not complete the course evaluation, the participant will be required to provide proof of attendance as deemed necessary by the CPM® Program Manager. It may be in the form of course materials, instructor affidavit, or other information. Failure to sign in may also mean a repeat of the class.

Course Substitutions

Course substitutions are only granted for extenuating circumstances and not simply because a participant has already attended a similar course. Each request will be considered on a case-by-case basis. Request for course substitutions must be made at least 60 days in advance of a scheduled class date.

Program Deliverables and Graduation Requirements

Candidates must meet all requirements to qualify for the Certified Public Manager® designation. The successful completion of these requirements relies on the combination of several deliverables, each of which are designed to help the student demonstrate key competencies:

- Completion of all Designated CPM® classroom training hours, including satisfactory completion of any assessments and follow-up assignments. Duplicate submissions (work that was completed for another assignment) will not be accepted unless preapproved by the Program Manager and outlined as a component of the capstone or final learning portfolio. All work must be original and appropriate citations for writing must be included with submission.
- Completion and Satisfactory Rating of a Job-Related Project (Capstone). The capstone report and presentation are completed at the end of the CPM® program. Participants are expected to use the entire duration of the CPM® program to complete work of the capstone project. Any major changes to the capstone proposal must be completed and approved by the CPM® Program Manager at least six months prior to the final capstone report and presentation due date. Participants need adequate time and resources to complete work on a capstone project so any major changes to the capstone six months or less to the due date might delay a CPM® participant's graduation timeline.
 - Participants will receive information on how to develop and complete a project through class instruction and use of a capstone template. The capstone project is intended to enhance the effectiveness and efficiency of an agency. Rating criteria is established, and a special committee rates each project. A satisfactory score of at least 75% is required for graduation.
 - An outstanding report is chosen from each cohort group and the recipient is recognized at his or her respective graduation ceremony.
- Completion of Specific Reports and /or Presentations. Assignments are given specific criteria for completion and for rating. A grading rubric will be available on Moodle.

The majority of the certification requirements are expected to be completed during working hours. However, completion of all deliverables may require participants to use personal time. This is mutually discussed and agreed upon between participants and their respective agencies.

Graduation Ceremony

A graduation ceremony will take place when a track has completed all course requirements. At the ceremony, a certificate of CPM® is provided to each graduating participant. The event includes graduating participants as well as their supervisors, managers, and executive staff. Certificates are given to graduates by high-level personnel such as the Governor, the Lt. Governor, Directors, or Administrators from the State of Idaho.

Records Retention

All records for the CPM® Program will be maintained by DHR. Records are maintained and available for each participant including the progress of completed classes. Report records, assignments, project ratings, and test results are available to individual participants through their Moodle log-in and by request.

Confidentiality/Privacy Rights

All applications, written reports, and projects, from participants will be held in confidence unless they are legally subject to Idaho's open records laws or approval is provided by the participant. Only individuals authorized by the CPM® Program Manager may view such materials. If projects or reports are deemed as "models" for illustration, approval must be received by the participant in written form (normally by e-mail).

Course Work

Idaho's CPM® Program provides training that combines theory with real work application. Group activities and class discussions give participants a deeper understanding of management concepts and practices. Deliverables in the form of reports, projects, assessments, and assignments are meant to further enhance the knowledge and skills of participants and give them personal accountability for learning. All coursework must be completed to a passing level before a participant can graduate and obtain the CPM® credential.

Assignments

As a component of the deliverables required to qualify for the Certified Public Manager® designation, each participant will be required to meet deadlines for assigned reports and assignments. Failure to successfully complete required assignments within the assigned timeframe may result in notification to the participant and the participant supervisor and may delay program completion. The CPM® designation and graduation requirements will not be considered met if there are any outstanding or unsatisfactory assignments. Each participant must successfully meet all assignment requirements to meet course requirements for the CPM® designation.

CPM Competencies

The CPM® Consortium outlines seven competency areas that comprise the course curriculum. These competency areas cover the broad spectrum of management theories, practices, challenges, and ethical behaviors necessary to succeed in today's public service environment.

The Seven Competency Areas

Personal and Organizational Integrity

- Increasing awareness, building skills, and modeling behaviors related to identifying potential ethical problems and conflicts of interests.
- Recognizing and using appropriate workplace behaviors.
- Being in legal and policy compliance.

Managing Work

- Meeting organizational goals through effective planning, prioritizing, organizing, and aligning human, financial, material, and information resources.
- Empowering others by delegating clear expectations; providing meaningful feedback and coaching; creating a motivational environment measuring performance.
- Monitoring workloads and measuring and documenting performance; dealing effectively with performance problems.

Leading People

- Inspiring others to positive action through a clear vision; promoting a diverse workforce.
- Encouraging and facilitating cooperation, pride, trust, and group identity; fostering commitment and team spirit.
- Effectively managing emotions and impulses.
- Promoting a diverse workforce.

Developing Self

- Demonstrating commitment to continuous learning and self-awareness.
- Individual performance planning through feedback, study, and analysis.
- Systemic Integration.
- Approaching planning, decision-making, and implementation from an enterprising perspective.
- Understanding internal and external relationships that impact the organization.

Public Service Focus

- Delivering superior services to the public and internal and external recipients including customer/client identification, expectations, and needs.



- Developing and implementing paradigms, processes and procedures that exude positive spirit and climate.
- Demonstrating agency and personal commitment to quality service.

Change Leadership

- Acting as a change agent; initiating and supporting change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change.
- Emphasizing and fostering creativity and innovation.
- Being proactive, seeking problem solution, implementation of best practice models.

Systemic Integration

- Approaching planning, decision-making and implementation from an enterprise perspective.
- Understanding internal and external relationships that impact the organization.