



Utah Certified Public Manager® Performance Outcomes by Modules 2009

Our nationally accredited curriculum helps managers in the public sector develop knowledge and practical experience in leading people, managing work processes and developing professional self-mastery. Fifteen modules cover the essential knowledge and skills for positive and progressive public leadership .

	MODULE	PERFORMANCE OUTCOME
COURSE 1	Self-Knowledge for Leaders (2 days)	Identify your learning/working style and preferences and how they would best relate to others in order to create the highest productivity and cooperation.
		Identify personal belief systems, assumptions, and patterns of behavior from a variety of perspectives.
		Exercise effective personal management techniques by establishing a personal constitution, purpose or value statement and tracking progress in professional goals and objectives.
		Assess your own leadership/management styles (strengths and weaknesses).
		Execute a self-improvement plan to address a desired leadership behavior.
	Systems & Strategic Thinking (1 day)	Describe the concept of open systems and demonstrate systems thinking by assessing a specific public sector organization in terms of the following elements: global environment, boundary, purpose, goals, inputs, processes, feedback loops, and outputs.
		Explain the influences on and the impact of organizational culture and climate in a public sector environment.
		Perform an organizational analysis, examining structural, human resource, political, and symbolic/cultural factors, of a public sector organization to determine impacts and opportunities.
		Describe the types of control, power and influence at play in organizations, how to recognize them, determine their impact, and navigate/respond to each.
		Describe historical management philosophies and their impact on current management practices in the public sector.
		Illustrate the strategic planning process, from preparation to implementation.
	Organizational Values & Ethics (1 day)	Describe how public sector management philosophies and practices impact and define organizational values and standards.
		Describe pressing ethical public service dilemmas.
		Name the main points of a Code of Ethics for Government service as defined by the U.S. Congress.
		Exercise an ethics decision-making model to think through an issue and determine the most appropriate choice of action to be taken in a given situation.
		Identify and explain the content of specific agency codes of ethics.
		Describe the code of ethics for your profession/technical field or identify ethics principles that should be in place, if a formal code does not exist.
	Personal Communication (1 day)	Demonstrate an ethics management process.
		Exercise various active listening behaviors.
		Solicit effective feedback from an employee regarding a specific management issue.
		Deliver behavior-specific feedback to a colleague, superior or subordinate.
		Exercise the components of an effective negotiation process.
		Identify and describe various networking tools and methods, and assess their personal value in the internal and external professional environment.
	Facilitation & Meeting Management (1 day)	Identify and improve a personal communication pattern.
		Identify and describe types of meetings, meeting structures, roles and responsibilities.
		Identify and describe blocking and facilitating meeting behaviors.
		Prepare an effective meeting agenda.
		Employ various tools to manage and facilitate effective meeting behaviors.
		Evaluate a meeting's structure and facilitation and making corrective recommendations.
	Work Contracting (2 days)	Exercise facilitation skills in a participatory decision-making process.
		Demonstrate an effective work contracting/delegation process.
	Managing Conflict (1 day)	Evaluate a work contracting/delegation process and results and make improvement recommendations.
Explain various types of resistance to change and how they can be managed effectively.		
Explain positive and negative aspects of conflict and when to use conflict resolution or conflict management.		
Demonstrate effective conflict source identification and employment of resolution process techniques.		
Evaluate a conflict resolution process and make improvement recommendations.		
Developing Workforce Capacity (1 day)	Describe solution strategies/techniques to manage/resolve conflict in appropriate setting(s).	
	Evaluate effectiveness and weakness of various performance management/assessment tools and methods relative to motivational theories and administrative factors.	
	Identify key human motivators, various ways to identify them in employees, and possible strategies to maintain/increase performance through these motivators.	
	Identify and evaluate various practices of recognition and rewards.	
	Describe various terms and methods used to carry out employee development, and pros and cons of each.	
	Assess different employees to determine appropriate development approaches.	
	Illustrate an employee development method modified to accommodate the diversity of the individuals involved.	
Design and present an effective teaching/learning activity for adult learners of various learning styles.		
Evaluate an employee development process and make improvement recommendations.		

COURSE 2	Managing & Valuing Diversity (1 day)	Define diversity and recognizing the impact and potential that differences in sex, age, religion, nationality, color, physical ability, and other cultural and physical factors have on organizations.
		Identify and describe strategies and tools of managing and utilizing diversity in public organizations and how they maximize benefits and minimize difficulties in the workplace.
		Demonstrate diversity clarification by helping another person understand one's personal patterns of behavior and what they mean; teaching the other person how to effectively adjust to patterns of behavior; inquiring about and seeking understanding why another person behaves as he or she does and how he or she interprets and feels about your behavior.
	Group Dynamics & Team Development (2 days)	Describe characteristics of teams verses groups.
		Name and describe types of teams such as project teams, functional teams, committees, task forces, etc. and identify appropriate uses for each type.
		Describe stages of team development and appropriate ways of providing team direction in each stage.
		Create a complete project proposal including: write a team charter, a mission, goals and objectives, code of conduct, opportunity/risk analysis, timelines and budget/funding information.
		Apply appropriate leadership approaches in various stages of a team's development.
		Observe and assess stages of team development and team maturity in a real team environment and make improvement recommendations.
		Describe project management tools and techniques to establish roles and responsibilities, define activities, develop schedules, manage resources, track progress, and evaluate results.
	Data Gathering and Decision-Making (3 days)	Identify various group/team decision-making methods, their advantages and disadvantages, and exercise selection and application of a variety of methods appropriate to given situations.
		Apply workflow assessment tools to design a workflow process improvement plan in a public sector organization.
		Apply various tools, techniques and instruments in complex decision making/problem solving processes for idea generation, prioritization, data gathering, analysis, and selection.
	Customer Relations (1 day)	Identify obstacles to effective decision making and problem solving and solutions for them.
		Describe the process of creating and maintaining a relationship with customers.
		Exercise various tools to identify customer needs and expectations.
Financial Planning & Management (1 day)	Explain how to use customer information for continuous service improvement and evaluation.	
	Describe the phases of a budget cycle (including preparation, review, fund appropriation, auditing, etc.) for a specific public sector organization.	
	Explain major accounting and budget terms and principles used in a public sector organization.	
	Describe the political nature of public sector budgetary decision making, being prepared to give concrete examples drawn from real experiences or from conversations with administrators.	
	Compare and contrast the major revenue sources available to public sector organizations (tax revenue including dedicated taxes, grants and contracts, fees for service, etc.) and identify principal arguments for and against the use of each.	
	Explain the differences among the three major alternative processes available for government budgeting (object budgeting, program budgeting, zero base budgeting), and the strengths and weaknesses for each.	
	Present conclusions/interpretations from a public sector organization's financial statements and reports.	
Presentation & Promotion (2 days)	Apply a simple cost-benefit analysis to a budgetary decision making issue to recommend a decision.	
	Create an effective marketing/promotion plan for a public sector service/event.	
	Demonstrate the ability to create and deliver quick or spontaneous informal presentations to various individuals, organizations, and/or media.	
COURSE 3	CAPSTONE PROJECT (100 hours)	Explain the principles of effective public relations relative to representing a public agency.
		Conduct an effective business presentation.
		Create a complete project proposal and prepare a project management plan for a specific project in a public sector organization.
		Exercise project management tools and techniques to establish roles and responsibilities, define activities, develop schedules, manage resources, track progress, and evaluate results.
		Prepare a comprehensive strategy for managing a planned organizational change in a public sector organization.
		Execute an organizational change initiative (following phases of a problem-solving or organization development model such as chartering/contracting, assessment and feedback, action planning, intervention, evaluation, and exit) in a public sector organization.
Demonstrate skill in influencing groups toward change strategies, norms, traditions, etc.		
Describe methods and explain pros and cons of major organizational improvement tools (including strategic planning, reengineering, total quality management, benchmarking, teams, and privatization).		