UTAH CERTIFIED PUBLIC MANAGER® PROGRAM

UTAH CERTIFIED PUBLIC MANAGER® HANDBOOK

Sponsored by the Utah Department of Human Resource Management in partnership with the Utah System of Higher Education

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Welcome to the Utah Certified Public Manager® Handbook. This handbook was designed as an introduction to the Utah Certified Public Manager® (UCPM) program and a reference guide to UCPM policies and procedures. You will also find a list of course descriptions and program highlights.

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Welcome to the Utah Certified Public Manager® Program. As a participant, you join with a network of inspiring leaders across the nation advancing the value and performance of government.

I am impressed with participants and graduates I meet. They are among those upon whom all society depends. I have observed that the people they lead and programs they manage create systems and environments for healthy economies, protect our priceless resources, safeguard our children, secure our communities, and deliver other vital services. Solid public leaders and managers are needed!

The CPM program is designed to guide you to excel in your responsibilities. Many participants and graduates credit the skills and networks gained in CPM as catalysts for their success.

CPM courses are experiential and practical. You can expect to apply your learning immediately. The program will introduce you to sound management practices, skills and techniques specific to the public environment. It will also assist you to discover and develop leadership and self-mastery characteristics that will help you thrive in the exciting world of public service.

I invite you to experience CPM. May it open new opportunities to achieve successes for you and your organization.

JJ Acker, MS, CPM
Former Director, Utah Certified Public Manager® Program

"The course work is challenging, stimulating and absolutely relevant in preparing future leaders."
~ Thomas Patterson, Executive Director, Dept. of Corrections

for more of what people are saying about CPM turn to page 16

Introduction To CPM

The Utah Certified Public Manager® program (UCPM), is an accredited member of the National Certified Public Manager® Consortium (CPM Consortium). The CPM Consortium is an organization consisting of partnerships between government and higher education institutions representing 30 states and 4 other government jurisdictions. UCPM is co-sponsored by the Utah System of Higher Education and the Utah Department of Human Resource Management.

Since 1987, UCPM has integrated knowledge with concurrent application of leadership and management skills. Participants apply new skills through practical exercises, team and self reflection, and practicum projects. UCPM provides a laboratory for participants engaged in all areas of the public sector to examine their environments, plan for effective action, and apply learning with the support of a network of peers and experienced instructors.

UCPM targets competencies that enable public managers to effectively lead people, manage work processes, and develop self mastery. Participants with previous supervisory and management experience are introduced to additional knowledge and skills to expand vision, meet unexpected challenges, increase performance, set and achieve goals, and navigate the ever-changing dynamics in the public sector.

The legacy of Utah's Certified Public Managers® stretches beyond the classroom to transform workplaces. CPM graduates have triumphed by confronting impressive challenges in communities throughout Utah and the nation. Alumni and those they serve report significant improvement in government performance as a result of applied CPM principles.

Descriptions of the module outcomes, performance outcomes by module, class schedules, and other pertinent information can be found online at www.cpm.utah.gov. If you need additional information please feel free to contact us at UCPM@utah.gov or (801)538-4223.

FAQs regarding the Utah CPM Program

#1 What is Certified Public Manager®?

- The CPM program is a nationally accredited comprehensive statewide management development program specifically for managers in federal, state, and local government.
- Certified Public Manager®, or CPM, is a trademark professional designation.
- A CPM is a graduate of the program who can proudly use and display the designation of "CPM." They are confident that they have graduated from a nationally accredited program, which has helped them acquire a specific set of knowledge and skills that are unique to public sector management, but also helpful in many other aspects of work and life.

Instructor Ron Vandermyde with Course 2 students

#2 What is the history of the Certified Public Manager® Program and UCPM?

The CPM concept originated in Georgia in the 1970's. Kenneth Henning from the University of Georgia and Douglas Wilson of the State of Georgia realized the need for professional managers in government was an issue that needed to be addressed. Together they formed a training program for public sector managers that quickly grew into a National Program. A National CPM Consortium was formed in 1979. The Consortium establishes and preserves standards for Certified Public Manager® programs.

Utah is one of over 40 states and public entities that offer this nationally accredited program. UCPM was created by executive order from Gov. Norman Bangerter in 1987, and has been accredited by the consortium since 1989. The program was first structured and developed to meet Utah's public sector management needs by the University of Utah's Center for Public Policy and Administration. The UCPM Advisory Board, which is comprised of representatives from the public sector, academic institutions, CPM student or graduate, and a member of the Utah CPM Society and others, continues to support the program by constructive review of curriculum and administrative procedures. UCPM is co-sponsored by Utah Department of Human Resource Management and the Utah System of Higher Education. These persons and organizations continue to be actively involved in efforts to maintain and increase the effectiveness of the program.

#3 What knowledge & skills are developed in the CPM Program?

When you enter a CPM course, you can expect to gain knowledge and achieve results that will increase your professional capacity and experience. National accreditation standards provide a framework within which programs are developed. Courses include topics such as personal communication, conflict management, work contracting, group dynamics and team development, finance, data gathering and decision making, and organizational change and transition.

The program focuses on competencies and learning outcomes. This emphasis, which departs from the traditional focus on conveying subjects and content, identifies for participants and their supervisors what they can expect to perform as a result of their participation. Each module can be linked to a learning outcome of developing self, managing work, and leading people. Module descriptions are listed in this Student Handbook. Descriptions of the module outcomes and performance outcomes by modules can be viewed on our web site at www.cpm.utah.gov.

#4 Who are the instructors?

UCPM utilizes individual contractors and University instructors. Instructors must meet specific requirements which are outlined in the CPM Policies and Procedures. CPM instructors are experienced practitioners with public sector experience who understand an adult learner's need for experiential learning and practical application.

By utilizing individual contactors as well as university instructors, UCPM is able to provide a diverse learning experience for the students. Instructors are assigned to teach by module rather than course. This allows instructors to be assigned by specific areas of forté.

#5 How are classes structured?
The national standard of 300 hours of structured learning activities includes instructor directed learning, reading, classroom discussion and participation, application projects, and other approved learning activities (refer to module descriptions and learning outcomes). The UCPM program is divided into 3 courses. Each course meets one day per week for 10 to 12 consecutive weeks, depending in the course. In addition to the CPM courses, elective credits are required to complete the program.

Each course is comprised of learning modules which vary in length from one day to several days. Students must successfully achieve the performance objectives for each module to complete a course. Please refer to UCPM Policies and Procedures for attendance and completion requirements.

Flexible curriculum developed by instructors allows for continuous updates to material and topics of conversation. Instructors guide students to focus on experiential learning and practical application. Participants apply new skills through practical exercise, team and self reflection, and practicum projects.

#6 Who participates in CPM?
The UCPM program is designed for practicing supervisors and managers in state, federal and local government. Enrollment is open to any individual who desires to attend. We can offer UCPM to such a diverse group because the knowledge and skills taught in the course are applicable to all government entities. This approach also provides agencies the opportunity to integrate CPM graduates with excellent management and project management skills into many sectors of their workplace. Supervisor approval is required for individuals attending classes during employer paid working hours.

Over the past 10 years participants have come from 60 different governmental agencies. We have found that the diversity of students in class leads to discussions rich in variety of experiences and perspectives. Students and instructors alike relish the chance to benefit from this experience!

#7 Where and when are classes offered, and how much does it cost?
Students enjoy full course offerings in the Salt Lake Valley for 3 quarters each year beginning January, April and September. Typically there are at least one of each course taught in various locations throughout the valley each quarter. Classes are also taught in other locations around the state and can be arranged when there is sufficient demand. Customized arrangements are also available.

The cost per student for each course along the Wasatch Front is $750. Courses outside of the Wasatch Front are $850 per student for each course.

Online learning of CPM is offered through Southern Utah University. Visit the CPM home page for contact information.

#8 What verification do students receive as they complete the Courses?
A completion certificate is given to each participant as they complete Courses 1 and 2. Students who complete Course 3 and the required elective credits are invited to attend an annual graduation ceremony held mid-July. CPM program officials, Department Directors, supervisors, and others are invited to attend the ceremony and recognize the accomplishments of the students.

#9 How will participants be supported in this training?
As students:

- CPM instructors are very dedicated to helping students succeed.
- DHRM encourages supervisors to become involved in their employee's training and promote direct application of new learning.
- The Certified Public Manager® Program has been supported by the Utah Governor's office since it's inception.

As graduates:

- National organizations such as the Certified Public Manager® Consortium and the American Academy of Certified Public Managers®
- Locally, the Utah Society for Certified Public Managers®

These organizations assure the highest standards of accreditation for each program, and provide graduates with local and nationwide networks of fellow CPMs.

Certified Public Manager® Associations and Organizations

National Certified Public Manager® Consortium

The Utah Certified Public Manager® Program is a member of the National Certified Public Manager® Consortium (CPM). The National CPM Consortium was formed in 1979 and establishes and preserves standards for the Certified Public Manager® designation. The quality and efficiency of management in government have a major impact on the lives of citizens and the orderly functioning of society. Systematic training programs are essential to maintain and improve the effectiveness and professionalism of government managers.

The purpose of the Consortium is to promote CPM programs by providing and monitoring accreditation standards, facilitating program development, encouraging innovation and developing linkages with programs and organizations with similar concerns.

Those earning the Certified Public Manager® designation are eligible to become Fellows of the American Academy of Certified Public Managers®.

-Information obtained from National Certified Public Manager® Consortium website http://www.cpmconsortium.org/

The American Academy of Certified Public Managers®

The American Academy of Certified Public Managers® is a professional association of public sector managers. To be eligible for membership, an individual must have earned the designation of Certified Public Manager® (CPM) through a management program accredited by the National Certified Public Manager® Consortium and must be a member of an accredited Society of Certified Public Managers®.

The seven charter Societies of the American Academy were Arizona, Florida, Georgia, Louisiana, New Jersey, North Carolina and Oklahoma. With graduates from other programs becoming eligible for membership, the Academy has grown to include Societies from across the USA. The Academy is rapidly expanding its role as a nationwide force for professionalism in public sector management.

You can visit the American Academy of Certified Public Managers® website at http://www.cpmacademy.org/

The Utah Society of Certified Public Managers®

The Utah Society of Certified Public Managers® is a professional association of Utah public sector managers. The eligibility requirement for membership in the society is participation in the CPM program training series.

Benefits of Membership within the society provides:

- Recognition of commitment to professional standards
- Association with other professional managers
- Awareness of new developments in theory and practice
- Opportunity to contribute to professional public management projects
- Career development through additional study and application

The Society's purpose is to:

- Unite Certified Public Managers®
- Encourage the acceptance of management in government as a profession established upon an underlying body of knowledge
- Promote a high professional, educational, and ethical standard in public management
- Improve communication, cooperation, and coordination among public entities
- Foster leadership through example and innovation
- Facilitate positive changes to enhance the delivery of public services

The Utah CPM Society's website can be found at http://www.uscpm.org/

Still have questions? Please visit www.cpm.utah.gov, email ucpm@utah.gov or call 801-538-3825.

Certified Public Manager®
Competency Cluster Descriptions

Utah's CPM core curriculum incorporates the following seven competencies as outlined by the National CPM Consortium. All elective credits must also address these competencies. See UCPM Policies and Procedures for Completion Requirements and Elective Credit requirements

NCPMC Bylaws (as amended 10/17/10) **Article III. Accreditation, Section 2, Standards, C. Competencies**: The core curriculum shall address all of the following core competencies. (Adopted 9/06; amended 10/10)

Personal and Organizational Integrity
Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

Managing Work
Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowers others by delegating clear job expectations; providing meaningful feedback and coaching, creating a motivational environment and measuring performance. Monitors workload; documents performance. Deals effectively with performance problems.

Leading People
Inspires others to positive action through a clear vision; promotes a diverse workforce. Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit. Articulates a vision, ideas and facts in a clear and organized way; effectively manages emotions and impulses.

Developing Self
Commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.

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

Public Service Focus
Delivering superior services to the public and internal and external recipients; includes customer/client identification, expectations, needs and the development/implementation of paradigms, processes and procedures that exude positive spirit and climate; demonstrates agency and personal commitment to quality public service.

Change Leadership
Acts as change agent; initiates supports change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change with emphasis on fostering creativity, innovation and being proactive.

Utah Certified Public Manager® Courses

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. Seventeen modules, grouped into three courses, cover the essential knowledge and skills for positive and progressive public leadership.

The Utah CPM program focuses on competencies and learning outcomes and is modular in design. Performance outcomes define the practical learning tasks students can expect to accomplish in each module. During the quarter students may experience several different instructors who facilitate specific modules rather than entire courses. Descriptions of the module outcomes, performance outcomes by module, and information about the program Instructors be found online at www.cpm.utah.gov

Course 1

Course 1 modules introduce participants to managerial and supervisory learning objectives that are administrative, technical, conceptual and interpersonal. Participants gain competencies in interpersonal communication, effective management of resources, employee performance, and work processes.

Participants attend 11 days of 9 modules (2 modules are multiple days)

SELF-KNOWLEDGE FOR LEADERS
Sound leadership requires continuous personal development. This module introduces students to various leadership styles and helps students become aware of their own styles and behaviors and how they impact subordinates, peers and superiors. Students identify the values that drive their own actions and explore methods to improve personal effectiveness. Students engage in self-assessment and execute a personal plan to acquire or improve a desired leadership behavior.

Instructor Joan Burnside teaches CPM Course 1

POLITICS AND GOVERNMENT IN UTAH
Effective public managers must understand the role of politics in management. In this module students will gain knowledge of how Utah's political structure evolved and what ramifications result from political structures. Students will understand Utah's legislative process and the cascading effects of legislation on other entities. Students will define various governmental bodies, evaluate intergovernmental relations, and describe the effects of interactions with these entities and relationship on their organizations.

SYSTEMS & STRATEGIC THINKING
Understanding the relationship and complexity of organizational systems is prerequisite to crafting an effective work unit. This module introduces students to a framework and language that explains the complexity of organizational systems. Using this framework, students analyze a public organization's processes and practices in relationship to internal and external factors in the organization's environment. Students develop an ability to see the organization as a set of interdependent components and are introduced to various tools to navigate an often turbulent environment. Students illustrate an effective strategic planning process to account for these dynamics to bring about meaningful systemic change.

ORGANIZATIONAL VALUES & ETHICS
This module will help students understand and identify personal, organizational, and societal frameworks that influence values-based decisions. Students will examine public codes of ethics and ethics decision-making models. Students will participate in discussions and exercises to explore public service ethics challenges and practice values-based decision models.

PERSONAL COMMUNICATION
Communicating to subordinates, peers and superiors is crucial to affecting healthy professional relationships and productivity. This module introduces students to effective listening behaviors, behavior-specific feedback, and negotiation. Students engage in interactive exercises and select a specific personal communication pattern to address.

FACILITATION & MEETING MANAGEMENT
Meetings are essential to effective management. Therefore, maximizing meeting efficiency and productivity is a vital skill for managers to possess. In this module, students learn to select appropriate meeting structures, prepare meeting agendas, and identify and address common meeting behaviors. Students participate in a participatory decision-making process, exercise facilitation skills, and evaluate various aspects of a meeting.

WORK CONTRACTING
Effective delegation and work contracting ensures accountability and accomplishment of organizational functions. This module introduces students to the principles of contracting and delegating to manage time and task. Students participate in work contracting exercises and evaluate the process.

MANAGING CONFLICT
Understanding the dynamics of conflict and using resolution strategies enables managers to transform dysfunctional energy into positive outcomes. In this module, students learn to identify sources of conflict and employ techniques to manage it. Students participate in case studies, exercises, discussions and/or simulations to select appropriate strategies to resolve a conflict.

DEVELOPING WORKFORCE CAPACITY
Effective managers recognize the relationship between performance management, professional development and performance results. In this module students are introduced to theories and concepts of motivation, preparing students to analyze and design or select tools and methods that build commitment, increase productivity and achieve quality outcomes. Students are introduced to learning styles and explore various methods of developing employees to increase performance. Students exercise assessment tools to determine appropriate development approaches, design an effective teaching/learning activity, and evaluate a development process to make improvement.

Course 2

Course 2 modules engage participants in learning objectives that are administrative; technical, qualitative, and quantitative; analytical and interpersonal. Participants develop competencies for managing teams, work groups, collaborative efforts and interactive projects.

Participants attend 10 days of 6 modules (3 modules are multiple days) and also complete one Online module.

MANAGING DIFFERENCES IN THE WORKPLACE
Workplace behaviors are influenced by culture—a shared framework of meanings, norms and values collected from life experiences. Managers must understand the dynamics of their own personal behavior patterns and perceptions and how these help or hinder workplace productivity. Students will engage in exercises and discussions as they identify values and behavior patterns around them, and learn strategies and tools to maximize benefits while minimizing difficulty of differences in the workplace.

GROUP DYNAMICS & TEAM DEVELOPMENT
Managers who understand and correctly utilize teams are capable of superior business results. This module introduces students to elements of group dynamics, functions of teams, and stages of team development. Students experience the team building process, and practice various team roles and responsibilities. Students learn to recognize and apply appropriate leadership styles to stages of team development. Students will create and evaluate a team project proposal. Students engage in structuring and facilitating meetings, managing task and process, facilitating collaborative decision-making, addressing emotions, managing conflict, and giving and receiving feedback.

DATA GATHERING AND DECISION-MAKING
Wise managers utilize teams and proper project management tools, gather appropriate data, and exercise sound decision-making skills. This module familiarizes students with tools, techniques and instruments to use in complex decision-making and problem solving, and introduces students to the processes and principles of project planning and management. Students will exercise workflow assessment tools and use a formal process to address a complex issue facing a public sector organization.

CUSTOMER RELATIONS
Public managers are responsible for establishing an environment of exceptional service to stakeholders and citizens. This module presents students with principles that create and maintain desired relationships with customers. Students exercise tools to identify customer needs and explain how to plan for continuous service evaluation and improvement.

FINANCIAL PLANNING & MANAGEMENT
In this module, students will develop a general understanding of public finance terms, principles, processes, funding sources, and requirements. Students examine budget statements or reports from a public organization, drawing conclusions and interpreting impacts or potential impacts for them. Students conduct a simple cost-benefit analysis for a recommended decision.

PRESENTATION & PROMOTION
Managers must be able to effectively deliver informal and formal presentations that are clear, concise and capture attention. In this module, students will explore the principles of effective oral delivery and matters of public relations. Students will create an effective promotion plan for a public sector service or event and practice spontaneous and prepared business presentations.

PROJECT MANAGEMENT (ONLINE MODULE)
This module exposes students to many project management tools.

Course 3

Course 3 participants develop competencies to lead effective organization-wide change efforts.

Participants attend 12 days of 1 module

Students from Moab Course 3, at Deadhorse Point State Park—Winter 2005

CAPSTONE PROJECT
Creating clear direction, efficiency, timely response, and quality outcomes are necessary competencies for project managers. In this capstone module students apply comprehensive knowledge and skills by participating in a team-based process improvement project chartered by a public organization. Students utilize the processes and principles of project planning and management, and exercise tools and techniques to establish roles and responsibilities, define activities, develop schedules, manage resources, track progress, and evaluate results. Students employ problem-solving and data-gathering methods to help an organization identify viable change strategies. Students examine change and transition issues impacting organizational structures and culture. Students compile publishable documentation and conduct a formal presentation on project results.

2009 CPM Graduates

Utah Certified Public Manager® Program
Policies and Procedures

Annual Review

An annual self-audit review of the program, coinciding with the annual report, will be completed by April 30 each year for the prior calendar year. The review should examine curriculum, administrative objectives, instruction and measures/impacts. It should culminate with a presentation to administrators and advisory board members.

Attendance

Certified Public Manager® (CPM) courses are designed to include classroom interaction among students; therefore, students are expected to attend all class sessions or make up necessary work in order to verify achievement of performance outcomes. Make-up work or alternative arrangements to complete performance outcomes are made at the discretion of the instructors.

Students who are not able to complete performance outcomes due to absences will be given an "UA" (unsatisfactory due to absence) course module rating.

If a student is unable to complete the performance outcomes for any module, they may repeat the module (see *Repeating Modules*).

Online students may make alternative arrangement to complete the performance outcomes at the discretion of the provider.

Billing

Billing is sent directly to the agency after the second week of class. State agencies are billed through an inter-agency transfer of funds. Non-State agencies and individual students whose agencies do not pay for the course may pay by check. Payment by check is due prior to the first day of class. Any arrangement varying from this practice must be approved by the CPM Program Director.

The provider of the online program will be responsible for billing and collecting payment of fees from students.

Cancellations

Registered students canceling three or more business days prior to the first class will be refunded 100% of the course fee. Agencies may substitute another individual from their agency in place of a canceling student without additional fee (see C*ancellation Substitutions)*.

Cancellations less than three business days prior to the start of class will not be refunded. These students will be considered a withdrawal, and the student will receive a "withdraw" evaluative rating.

Online students are subject to the provider's policies regarding withdrawals and cancelations for classes and courses.

Cancellation Substitutions

Agencies may substitute another individual from their agency in place of the canceling student without additional fee. The full amount of the course fee will be applied toward the substituting student.

The substituting student is required to follow the registration process.

Online students are subject to the provider's policies regarding withdrawals and cancelations for classes and courses.

Certification Application

Students must submit a Certification Application to CPM Program administration to be considered as a candidate for Certified Public Manager® designation. Application can be submitted at any time. Certificates are awarded annually after the conclusion of spring term. Application must be submitted no later than 8 weeks prior to the graduation date.

Application will be accepted for two types of students:

- Students who have satisfactorily completed all requirements for Certified Public Manager® (see *Completion Requirements for Certified Public Manager® Designation*).
- Students who are currently enrolled in CPM Course 3, and that have satisfactorily completed all other requirements for Certified Public Manager® (see *Completion Requirements for Certified Public Manager® Designation*).

Course Sequences

Courses 1 and 2 may be completed in any order. Students must have completed all Course 1 and 2 modules, or be concurrently enrolled to complete these modules, before enrolling in Course 3. Electives may be completed at any time within the five-year period (see *Completion Requirements*).

Completion Requirements for Certified Public Manager® Designation

Students must satisfactorily complete the performance objectives for each module in CPM Courses 1, 2 and 3, as well as required elective credits in order to qualify for the designation of Certified Public Manager® (see *Elective Credit*).

Elective Credit requirements are as follows:

- Students who begin the program in 2014 or later will be required to complete 20 hours of elective credit.
- Students who completed Courses 1 and 2, but not Course 3, prior to January 2014 will need to complete 40 hours of elective credits.
- Students who completed Course 1, but not Course 2 or 3, prior to January 2014, will need to complete 25 hours of elective credits plus the 5 credit required online module.

All requirements for Certified Public Manager® certification must be completed within a five-year period. Five year period is counted forward from the earliest credit (Course 1 or elective) submitted towards CPM candidacy. Those who fail to complete all requirements within the five year period will lose credit for work completed prior to the five-year period.

The CPM program maintains student records for progress and completion of Courses 1, 2, and 3. Students are responsible for retaining certificates as proof of elective credits completed.

Students must submit a graduation application form with approved elective credit documentation to be considered as a candidate for Certified Public Manager® designation (see *Certification Application*).

Elective Credit

Elective credit can be obtained through courses offered by approved elective credit providers, alternative or continuing education documentation, independent projects, independent study, or service in the Utah Society of Certified Public Managers®. A maximum of ten hours of independent projects, 20 credits of independent study, and ten hours of USCPM service can be applied toward the required hours. All elective credit requests submitted must be at least two contact hours in duration. Contact hours do not include breaks, lunch or registration time, and must be rounded to the nearest whole hour. Candidates are responsible for obtaining and retaining certificates as proof of credit completed. Credit may not be awarded for curriculum that replicates current CPM core curriculum.

- **Approved Elective Credit Providers** Public agencies offering or sponsoring management training courses or workshops may apply to the Utah Certified Public Manager® Program for approval to offer CPM elective credit for a specific course or event. The course content must directly align with CPM objectives and the specific criteria outlined on the *Approved Elective Credit Provider Application.* Credit may not be awarded for curriculum that replicates current CPM core curriculum. The CPM program will maintain a listing of approved elective credit opportunities.

- **Alternative or Continuing Education Elective Credit Documentation** Candidates may submit to the Utah Certified Public Manager® Program for approval of elective credit hours for management

training courses or workshops they have attended. Course content must directly align with CPM objectives and the specific criteria outlined on the *Alternative or Continuing Education Elective Credit Application*, and must be completed before submittal for credit consideration.

- **Independent Project (10 credit hours max.)** Candidates may submit an *Independent Project Elective Credit Application* to the Utah Certified Public Manager® Program for approval of up to 10 credit hours per project. Modules of instruction relevant to Independent Projects are completed in Course 2. Independent projects must involve the candidate in direct application of management practices in a project defined by: a charter, control or tracking mechanisms, and a documented product or outcome. The project must have a specific time frame with a definitive start and end date and must be completed before submittal for credit consideration. Projects may be part of a candidate's normal work duties.

- **Independent Study Audio Book Reflection & Application Assignment (20 credit hours max.)** The Utah Leadership Institute, a program of the Department of Human Resource Management, maintains a Leadership Audio Book Library. These selections have been approved for CPM credit. CPM participants may check out selections and complete a written assignment. Each completed assignment will be awarded 5 elective credits. Participants may earn a maximum of 20 credits from audio books. Participants must submit the form *Independent Study Elective Credit Application* to receive credit consideration.

- **Service in the Utah Society of Certified Public Managers® (10 credit hours max.)** Candidates are eligible for membership in the Utah Society of Certified Public Managers® upon completion of CPM Course 1. Society members are eligible to receive up to ten credit hours for serving on committees or special projects commissioned by the Utah Society of Certified Public Managers®. Candidates must submit the *Society Service Elective Credit Application* to receive credit consideration.

Enrollment Qualifications

The State of Utah Certified Public Manager® Program is designed for practicing supervisors and managers in State, Federal and local government. Enrollment is open to any individual who desires to attend and who resides within the State of Utah. Persons working within the State of Utah but living elsewhere may be eligible upon approval of Utah CPM Program Administration. Supervisor approval is required for individuals attending classes during employer-paid working hours.

Equal Opportunity & Reasonable Accommodation

The CPM program does not discriminate against otherwise qualified individuals on the basis of race, color, religion, national origin, sex, age, disability or veteran's status in its admission, facility and program accessibility or services.

The student's agency is responsible for determining eligibility for an accommodation under the Americans with Disabilities Act (ADA) and for providing the needed reasonable accommodation and accompanying expense. The agency ADA coordinator shall coordinate the provision of accommodation with the DHRM CPM Program Coordinator at least fifteen (15) days before the start of the CPM Course.

Online students are subject to the provider's policies regarding accommodations under the Americans with Disabilities Act (ADA).

Ethics Statement

The CPM program supports the intent of the Utah State Employees' Ethics Act to promote the public interest and strengthen the faith and confidence of the people of the State of Utah in the integrity of their government. All students are expected to demonstrate the highest personal and professional standards in the performance of assigned duties and responsibilities.

UCPM defines plagiarism as "using ideas, plots, text and other intellectual property developed by someone else while claiming it is your original work." UCPM will not tolerate any type of plagiarism, and encourages anyone with knowledge of plagiarism to report the act to the CPM Director. In addition, any unethical behavior by students in regards to the program, including testing or attendance will not be tolerated.

Online students are subject to the provider's ethics policies.

Evaluative Ratings

Students who remain registered for a course after the start of the first class session will receive an evaluative rating. A "Satisfactory" rating in all course modules is required for a course completion certificate. Satisfactory completion of all courses is required to qualify for the "Certified Public Manager®" designation. Students who cancel their registration (see *Cancellations)* will receive a "withdraw" rating.

Evaluative Rating Scale:

	Withdrawal (W)	Unsatisfactory due to absence (UA)	Unsatisfactory (U)	Satisfactory (S) (≥ 75% equivalency)
Written Work & Documentation	Student withdrew from course prior to the start of the first class session. *(see Cancellations)*	Student was unable to complete module requirements due to absence. *(see Attendance)*	Student did not complete required written assignments and documentation or did not adequately fulfill requirements of the assignments.	Written work was clear, well-organized and well-written. Student demonstrated clear understanding of course module concepts.
Practical Application			Student did not complete required course module content or projects or did not adequately apply concepts in practice.	Student gave evidence of successfully applying the key course module concepts. Student achieved improved competence relative to course module performance outcomes.

Evaluation of Students

Evaluations are administered to all students in the CPM program to evaluate student's understanding and/ or application of course content and in accordance with requirements of the National Certified Public Manager Consortium Bylaws, Section 2.E. Evaluation of Participants, which stipulates that the program must provide substantive evaluation of all subject matter.

An evaluation is defined as a substantive evaluation (oral or written examination, assessment evaluation, etc.) measuring a student's proficiency in knowledge and/or performance relative to the course module performance outcomes. Evaluations are measured by criteria established by instructors that verify whether a student has demonstrated proficiency in course module performance outcomes. A copy of each examination instrument (evaluation sheet, answer key, criteria definitions, etc.) will be reviewed and retained by program administrators. Additionally, each student's module rating will be retained with the UCPM training records.

Instructors

Specific subject matter competencies and evaluative criteria for instructor selection are identified in the State Contract and Request for Proposal documentation.

Instructors have proven expertise and demonstrated skill in the following areas:

- Presentation and Delivery
- Group Process and Classroom Facilitation
- Adult Education and Learning
- Curriculum Design
- Evaluation Techniques

To ensure the quality of instruction the following minimum requirements must be met by instructors:

- Bachelor's Degree from an accredited four-year college or university in an area related to management, public management, or organizational/ human resource development.
- Five years of professional experience in management training and development.
- Experience working in or with public sector organizations.

Instructor Jill Carter expands on CPM concepts.

Projects

A completed project is required for all students receiving the Certified Public Manager® designation. Students are responsible for securing an adequate project to complete. The CPM program may offer projects to students, but is not responsible for assuring that a project is provided to the student.

Projects are designed to demonstrate transfer of knowledge and techniques to the student's workplace. A project must meet the standards defined in the UCPM document entitled *Course 3 Practicum Project Standards*. Project documentation must be submitted no later than two weeks after the final class day. Failure to complete projects on time will require repeating the course.

CPM program instructors will evaluate projects based on the quality and completeness of the work, and their conformity to project guidelines. Specific evaluation criteria and evaluation forms will be defined by instructors.

All projects are considered confidential. However, charterers must understand that project documentation and the presentation will be provided to the current Course 3 class, instructor, and CPM program administrators. Course 3 project documentation is designated "protected" on the DHRM records retention and classification schedule (see *Project Documentation Disclosure)*.

Project Documentation Disclosure

Upon completion, Course 3 projects become the property of the chartering agency. DHRM maintains a copy of the project documentation which is classified as "Protected" on the DHRM records classification and retention schedule. DHRM reserves the right to use project documentation for such purposes as accreditation, award selection, coursework examples, and other instances meriting administrative and educational benefit, as determined by CPM Program administrators. CPM instructors and students are not to disclose documentation to individuals or organizations requesting copies of the documentation. Open distribution of project documentation may be determined by the agency which charters the project. All requests from parties requesting project documentation should be directed to the project charterer.

Quality Control

CPM administrators will monitor the delivery of all levels of courses offered to ensure that program content conforms to the standards of the National Certified Public Manager® Consortium.

Registration

Interested persons may register through the State of Utah Department of Human Resource Management. Supervisor approval is required for individuals attending classes during employer-paid working hours.

Online students must register through the provider and are subject to the provider's registration procedures.

Repeating Modules

Students who do not satisfy the performance outcomes of a course module (student ratings UA or U) may repeat the module to complete the outcomes. Students must repeat the entire module, but not the entire course

Students desiring to repeat a module may contact CPM administrative support to schedule the make-up class. Authorization is subject to class availability.

The CPM program maintains student progress records, by module, of Courses 1, 2 and 3.

Instructor Ron Vandermyde works with a group of CPM 2 students

Taping & Recording

Students must obtain written permission from instructors before making any video or audio taping of all or part of any CPM course module.

Training and Study Time

In compliance with the Federal Fair Labor Standards Act, students attending agency-paid courses during paid work hours are to be permitted and expected to use paid work hours to complete reading assignments, projects, examinations and other out of class coursework required by the course.

Students attending agency- paid CPM courses during non-working hours, or who pay for the course themselves but attend during work hours, must discuss the applicability of the Fair Labor Standards Act (FLSA) with their agency.

Students who pay for the course themselves and attend CPM courses during non-working hours will avoid FLSA implications, as they do with other degree or educational opportunities.

* Online students are subject to the provider's policies as outlined/provided by the provider.

What people are saying about UCPM—

Everyday I feel as though I use bits and pieces of the knowledge that is CPM, each day I learn more and more about myself and about the needs of the agency and my employees."
~Linda Braithwaite, Financial Manager, Division of Wildlife Resources

"There are several items I believe I have taken from CPM and utilized in my job (and personal life). They are the ability to organize, identify a charter, and mission statement, set ground rules, carry through with assignments and the ability to take complex problems and break them into decision making parts."
~Torrey Christophersen, Lieutenant, Division of Wildlife Resources

"The tools I learned while in CPM, from strategic planning to varying management styles, have been key in making my job easier and helping my office reach higher goals"
~Koral Vasquez, Manager, Department of Workforce Services

"I enjoyed the interaction with the excellent trainers, fellow managers/supervisors and appreciate the ownership and results of our team project"
~Melinda Middleton, Compliance Supervisor, Utah State Tax Commission

"These course have broadened my knowledge base, made me a better supervisor and better prepared me to handle and supervise employees."
~Carl Gramlich, Lieutenant, Division of Wildlife Resources

Certified Public Manager® 2007 Graduates

"In CPM 2, I was skeptical and decided to test the CPM process on a real problem I was having at home. The process worked and was a personal success that has changed my life."
~Melinda Middleton, Compliance Supervisor, Utah State Tax Commission

"[CPM] has taught me how to deal with difficult situations appropriately and positively… I now have a greater level of communication with others and can use a variety of different techniques when dealing with a difficult situation."
~Jan Burt, Workforce Specialist, Department of Workforce Services

"I was especially curious to see how it would compare to TQM training that I had received some years ago…. I also discovered new, and very useful, analytical methods through GPAS… At work there is not always either the time or the support to follow through with the full course of problem solving actions as taught in the course. However, if you truly understand the process, you can modify it as circumstances dictate and still achieve good results...I would encourage everyone who wants to be an efficient problem-solver or facilitator to take this course."
~Tom Olsen, Compliance Agent III, Department of Workforce Services

"It helped me see the differences and the commonalities about how we operate and better understand the culture of public service."
~Kelly Thornton, Program Specialist, Dept. of Workforce Services

"The CPM Program is a rich body of pertinent information and practical exercises that have influenced my understanding of systems, strategy and human relations."
~Deanna Dobbs, Financial Analyst, Division of Wildlife Resources

Notes

If you have any further questions, concerns, or comments, please contact the UCPM Program at (801)538-4223 or ucpm@utah.gov. You may also visit our website at www.cpm.utah.gov for more information.