

Certified Public Manager[®] Competency Cluster Descriptions

National Certified Public Manager[®] Consortium 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.