

Certified Public Manager

Nevada Department of Personnel
Training Section

Participant Handbook

Table of Contents

ADMINISTRATION.....	3
Contact Information.....	3
INTRODUCTION	4
Overview and Background	4
Program Benefits & Goals	4
Eligibility.....	5
Program Sites	6
PROGRAM POLICIES	6
Participant Policies.....	6
Program Attendance Expectations	6
Certification Requirements	7
Coursework	7
Core Curriculum Areas	7
Certification Levels	8
Certification Sequence Chart	9
MANAGING GOVERNMENT IN NEVADA.....	10
Instructional Program Review	10
Examinations.....	10
Executive Seminar	10
Job-Related Projects	10
Required Reading or Movie Review.....	11
Professional Development Courses (Electives)	11
Level I – III Professional Development Open Source Electives	11
Level IV – VI Open Source Electives	12
Instructor- or Facilitator-Led Electives	12
Instructional Program Evaluation.....	12
Individual Participant Evaluation.....	12
Program Evaluation	12
Participation Status	13
FREQUENTLY ASKED QUESTIONS	14

ADMINISTRATION

The Nevada Certified Public Manager Program

Administered by:

Nevada Department of Personnel Training Section

555 E. Washington Avenue
Suite #1400
Las Vegas, NV 89101-1046

The Department of Personnel Training Section, through the Nevada Certified Public Manager Program Administrator, is responsible for the overall administration of the NVCPM. The State Personnel Training Section is responsible for development and administration of policy and procedures, direction, and approval of course curriculum, selection of, and contractual agreements with instructors. The CPM Advisory Board provides guidance to the program and is comprised of representatives from the following: Office of the Governor, Nevada State Senate, Nevada State Assembly, and various representatives from state, county and city governmental organizations. The CPM Advisory Board along with the CPM Curriculum Committee is responsible for providing advice and guidance on policies and procedures and course curriculum.

Contact Information:

Patricia Hoppe
NVCPM Program Administrator
555 E. Washington Avenue, Suite #1400
Las Vegas, NV 89101-1046
Direct Line (702) 486-2928
Fax (702) 486-2661
phoppe@dop.nv.gov

INTRODUCTION

Overview and Background

The Nevada Certified Public Manager Program (CPM) is a systematic approach to management development, providing public professionals with training to maximize the effectiveness of Nevada's government organizations. As part of a national consortium, this certificate program offers practitioner-oriented course work that builds upon management training programs offered through agencies, colleges, and universities. This curriculum uses the foundation of theory and applies it to practical problems facing the participant, their agency/department, and the State. The National Certified Public Manager Consortium, which accredits and establishes the standards and requirements for the CPM designation, authorizes only one organization per state to deliver the national CPM Program. The CPM designation, like the Certified Public Accountant (CPA) designation, is a professional rather than an academic credential.

The CPM Program is designed for public administrators who wish to learn both current management theory and useful techniques in order to improve their performance as managers in the public sector. Professional and developmental in character, the Program is designed to prepare managers for the increasingly complex and demanding governmental issues confronting Nevada. At the completion of each Program level, participants have developed practical applications relevant to advancing the mission and objectives of their organizations. Those who complete the Program will earn the national designation of Certified Public Manager.

The State of Nevada is currently an Active member in the Consortium, seeking accreditation and membership as part of the expanding National Certified Public Manager Program Consortium. The purposes of the National Consortium are to (1) facilitate program expansion, (2) ensure content quality, and (3) provide an information clearinghouse. The following states are members of the Consortium: Arizona, Louisiana, Georgia, New Jersey, Oklahoma, Alabama, Mississippi, North Carolina, South Carolina, Utah, Kansas, Kentucky, Florida, Wisconsin, Arkansas, Alaska, Texas, the USDA, District of Columbia, Idaho, Iowa, New Hampshire, Ohio, Virginia, and Washington.

Program Benefits & Goals

Nevada offers public leaders an opportunity to enhance their leadership capabilities. As participants move through the program, the workplace will benefit from their enhanced skill sets. As the environment changes, organizations will have fully developed managers who function in critical support roles.

The Nevada Program is intended to:

1. Encourage the recognition of public management as a profession established upon an underlying body of knowledge;
2. Set out a course of study by which such knowledge can be acquired;
3. Foster and maintain high educational and ethical standards in the practice of public management;
4. Assist Nevada's governmental organizations by establishing a more objective assessment for a public manager's professional knowledge and performance;
5. Provide enhanced professional recognition of management development attainment by public managers.
6. Prepare federal, state, and local government employees to assume more responsible management roles and assist agencies with succession planning.
7. Meet and maintain the accreditation requirements of the National CPM Consortium.

Participants in the Nevada CPM Program will:

- Assess and practice fundamental management theories, tools, and techniques in an increasingly challenging work environment.
- Discover new approaches to leading teams and serving as a model to other leaders.
- Participate in self-discovery / self-awareness activities, receive feedback and other forms of evaluation for individual assessment.
- Develop practical applications of up-to-date management theory and philosophy to assist in meeting the objectives of the organization.
- Evaluate and provide feedback on all facets of the NVCPM Program in its pilot year.

Managers and Supervisors receiving NV CPM certification are eligible for membership in the American Academy of Certified Public Managers, a national 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 development program accredited by the National Certified Public Manager Consortium.

Eligibility

The Nevada CPM Program is for state employees who manage or supervise people or projects, hold a supervisory or managerial position responsible for providing technical or professional support to an agency, or be identified by the agency director as an individual showing potential for advancement into such positions.

Successful participants should be high achievers in their respective positions and have support of their management. Before committing to the Program, applicants and their supervisors should consider that the Program is very rigorous in scope and not considered to be "entry level." Applicants should demonstrate a high degree of conceptual ability, reading comprehension, and written and oral communication capabilities.

The Nevada Certified Public Manager Program is committed to the principle of equal opportunity and will not discriminate against otherwise qualified persons on the basis of race, color, religion, national origin, sex, age, handicap, disability, or sexual orientation in its admissions, program accessibility, or services.

Program Sites

Currently, the NVCPM Program is offered as cohorts, in consecutive months in Las Vegas and Carson City. A cohort format is one in which participants attend as a group, starting and finishing a program together.

PROGRAM POLICIES

Participant Policies

Program Attendance Expectations

It is critical for employees and employers to understand the importance of commitment to the Program. All requirements for the Certificate in Supervisory Management (Levels I – III), including courses, project, assignments, electives, must be completed before the participant may begin Level IV of the Certified Public Manager Program. In addition, participants must meet the following attendance guidelines:

1. Once a participant enters the Program, attendance is required at each of the six Levels of Core Curriculum classes.
2. In order to receive credit, participants must attend all days of a multiple day class. Partial credit will not be granted.
3. Participants who have unavoidable, emergency conflicts may seek to be excused by the instructor and the CPM Program Administrator. To be recognized as having completed a Level of Managing Government in Nevada course work, the participant must not miss more than four (4) hours of each of Levels I – III. All participants are expected to take and pass the examinations at the end of each week of core curriculum level, including those who have incomplete attendance.
4. Due to 2004 – 2005 being a pilot and accreditation year for the State of Nevada's CPM Program, the only opportunity for a make-up is for a participant to attend the Level missed in the other city. In the case of true emergencies, this is only possible if the participant is regularly attending in the first city of presentation for that Level. For example, if I am planning to attend Level II in Las Vegas in September and I miss it, I could possibly make-up the class because Level II will be offered in Carson City in October.
5. A 90% attendance rate is required for Levels IV – VI, with some sections of the week requiring 100% attendance (during preparation and presentation times) at the discretion of the NVCPM Program Administrator.

6. Participants are responsible for signing the attendance roster on each day of the class. If their signature does not appear on the attendance sheet, participants may be required to provide proof of attendance in the form of course materials, instructor affidavit or other proof as required by the NVCPM Program Administrator.
7. Participants who fail to follow these guidelines may forfeit their participation in the Program. Due to the fluid nature of the Program and its content, participants who are withdrawn from the Program will lose credit for all work previously completed, including class attendance.
8. In order to become a CPM accredited State Program, we must meet rigorous standards in classroom hours for participant attendance at instructor-led training events. We will be expected to provide documentation to the National CPM Consortium in order to obtain and preserve our accreditation.
9. As a courtesy to others, participants should silence pagers and cellular phones.

Certification Requirements

Coursework

NVCPM training is participant-centered, experienced-based, with an emphasis on small group activities and discussions, as well as a balance between theory and real world applications. The NVCPM Program curriculum covers the full spectrum of management, beginning with individual performance, and gradually expanding to broader organizational issues and public policy.

In addition, the NVCPM Program strives to make professional public managers aware of the ethical standards and social responsibility necessary for them to act humanely and responsively within in an intergovernmental system. Besides significant levels of on-the-job study, the Program engages participants in formal assessments, testing and on-the-job applications.

Core Curriculum Areas

The NVCPM Program curriculum consists of 300+ hours of professional training and structured learning activities that must originate from four general areas, as stated in the National CPM Consortium Bylaws.

The four general areas that form the core curriculum are:

- General Administration and Organization
- Technical and Quantitative
- Analytical and Conceptual
- Human Skills

The National CPM Consortium requires 250 of the total Program hours to be facilitator-, instructor-led training, with 200 hours coming from the above four areas of the core curriculum. Required instructor-led training for the NVCPM Program totals approximately 210 hours. Thus, participants should ensure that at least 40 of their total (88) elective hours are through facilitator-led courses.

Certification Levels

The NVCPM Program offers two levels of certification in two phases. In order to receive the CPM designation, participants must complete a minimum of 133 hours of learning in phase 1, the Certificate of Supervisory Management, and 177 hours in phase 2, the upper level and achievement of the Certified Public Manager designation.

The *CPM designation* is awarded to participants who successfully complete the following:

1. All six (6) levels of core course material entitled “Managing Government in Nevada”
2. Thirty (30) professional development open source elective hours
3. Fifty-eight (58) open source elective hours
4. Attendance at an Executive Seminar (14 hours)
5. Two (2) required outside readings
6. Examinations on each of the six levels.
(Levels I - III have examinations; Levels IV – VI have presentation/participation evaluations.)
7. Three (3) job-related projects.

The emphasis in the first phase, the Certificate of Supervisory Management (CSM) is the development and application of fundamental knowledge and skill in managerial leadership. Participants will have an opportunity to assess their own strengths and needs as managers. At the completion of this phase, participants will be able to apply fundamental management theories, tools and techniques.

The Certificate in Supervisory Management (CSM) is awarded to participants who successfully complete the following:

1. Levels I – III in “Managing Government in Nevada”
2. Thirty (30) professional development open source elective hours
3. One required outside reading
4. Examinations on required levels
5. One job-related project

The *Nevada Certificate in Supervisory Management* is awarded upon successful completion of Phase 1.

Certification Sequence Chart

The recommended sequence of steps to complete the requirements for the award of both the Certificate in Supervisory Management (CSM) and Certified Public Manager (CPM) designation is as follows:

Certificate in Supervisory Management (CSM)

1. NVCPM Program Orientation
2. Level I (Core Course)
3. Exam I (Level I)
4. Open Source Professional Development Elective Hours in Progress
5. Level II (Core Course)
6. Exam II (Level II)
7. CPM Project Workshop
8. Open Source Elective Hours in Progress
9. Level III (Core Course)
10. Exam III (Level III)
11. Required Reading or Movie Review 1
12. Project 1 (Written Paper)
13. Total of 30 Open Source Elective Hours Completed

Certified Public Manager (CPM)

Steps 1 – 13 (above) must be completed prior to starting Level IV

14. Level IV (Core Course)
15. Project 2 (Written Paper)
16. Selected Open Source Elective Hours in Progress
17. Level V (Core Course)
18. Required Reading or Movie Review 2
19. Selected Open Source Elective Hours in Progress
20. Project 3 (Applied Project and Written Report)
21. Level VI (Core Course)
→ Level VI Writing Assignment
22. Executive Seminar (Part of Level VI) 14 hours
23. Total of 58 Selected Open Source Elective Hours Completed

****Participant Awarded the CPM Designation****

Managing Government in Nevada

Instructional Program Review

Examinations

The purpose of the CPM examinations is to evaluate the participant's level of understanding of the content of the Managing Government in Nevada course series. The examinations are principally in a multiple-choice format or short-answer essay form.

Participants must pass the required examinations with a score of 70%. Examination papers will be the property of the CPM Program. Neither the examinations nor copies of examination papers will be returned.

Participants will be notified of examination results within 10 days of the date of the examination; only a pass/fail score is reported to the participants. Organization Directors will be provided with pass/fail status upon request to the State Personnel Training Section, NVCPM Program Administrator.

The State Personnel Training Section will maintain permanent records on every participant who takes a CPM examination. These records are not part of the participant's official personnel file and will be used only in relation to the CPM Program.

Each examination may be retaken twice, for a total of three attempts. If the participant fails, he or she must complete the appropriate "Managing Government in Nevada" course work, after which the examination may be retaken. Every effort will be made to assist any participant with special testing needs.

Executive Seminar

During the week of the Level VI session, participants will select a leading edge topic or topics to be discussed during their two-day Executive Seminar. This 14-hour session is part of the requirements for successful completion of Level VI.

Job-Related Projects

One common concern of the CPM Program, sponsoring organizations, and program participants is the relevance of instruction to the workplace. The CPM Program deals with this in a systematic way by extending the core course learning to on-the-job practice through three projects. These projects are designed to demonstrate transfer of knowledge and techniques to the participant's workplace.

Successful completion of the first project is required for the Certificate in Supervisory Management (CSM). Successful completion of all three projects is required for the Certified Public Manager (CPM) designation. It is suggested that the participant conduct project work according to the sequence of completion of CPM Program requirements.

Guidelines for completing job-related projects will be provided in the CPM Orientation and specific instructions are covered in-depth in the **CPM Project Workshop**. Participants will be required to complete and submit a Project Proposal form, with the specific details and objectives of the project being determined by Phase 1 content, the participant, and the participant's supervisor.

Completed projects should be submitted to the NVCPM Administrator for review. Projects are evaluated on the quality and completeness of the work, their relevance to the participant's job, and their conformity to the stated project guidelines. Projects should reflect learning outcomes of current levels of training, and are expected to apply the theories, principles, and/or techniques learned in the NVCPM Program training sessions. Participants will be notified of the acceptability of the project by mail within 30 days of its receipt. Formal notification will include a description of project deficiencies if the project is not acceptable.

All projects become the property of the Nevada CPM Program and will not be returned to the participant; therefore, each participant should keep a copy of his/her project. Projects are considered confidential and will only be discussed with the participant who submits them. In some cases, model projects may be used as classroom illustrations in the NVCPM Program. It is recommended that actual names of individuals in the work environment, other than the participant, not be included in the project.

Required Reading or Movie Review

The required reading and/or required movie program has three (3) purposes: (1) to complement and enrich the concept of the core courses; (2) to introduce participants to some of the best management literature and resources; and (3) to encourage the participants to engage in a habit of independent management development, including critical thinking and analytical skills, that will extend beyond the CPM Program.

The CPM Program participant is responsible for reading the two required readings from the recommended reading list or watching 5 movies from the required movie list. An abstract will be required after each reading or set of movies. An abstract format is included in the Level I course materials.

Professional Development Courses (Electives)

Level I – III Professional Development Open Source Electives

In addition to the core courses offered in Managing Government in Nevada, participants must complete thirty (30) hours of professional development open source elective courses prior to completing the Certificate in Supervisory Management. These courses are selected by the participant based on need and interest and must be management-related and can be organization-specific. Credit may be earned by attending:

1. Management / professional development courses offered by the State Personnel Training Division;
2. Relevant courses offered by other state agencies, universities, colleges, companies, and associations

3. Outside organization directed courses
4. Documented on-line / computer-based training related to the field of management

Requests for approval of professional development elective hours should be made on the *Elective Instruction Review Application*. A copy is provided with Level I course materials. Additional copies are available from the NVCPM Program Administrator.

Level IV – VI Open Source Electives

Participants will take a total of seventy-two (72) open source elective hours during Levels IV – VI. The participant is responsible for scheduling fifty-eight (58) of these hours. The remaining 14 hours will be earned by successfully completing the Executive Seminar, which is part of Level VI. Credit may be earned by attending any of the 4 sources listed above.

Requests for approval of elective hours should be made on the *Elective Instruction Review Application*. A copy is provided with Level I course materials. Additional copies are available from the NVCPM Program Administrator.

Instructor- or Facilitator-Led Electives

Of the combined eighty-eight (88) elective hours, forty (40) of those hours must originate from facilitator- or instructor-led training courses, in order to meet the National CPM Consortium's minimum requirement of 250 hours of instructor-led training.

Instructional Program Evaluation

The NVCPM Program includes two aspects of evaluation—evaluation of the individual participants and program evaluation. Evaluation of the individual participants is based upon mastery of the program competencies. Evaluation of the program is based upon how well the program meets the stated program objectives and how well the program meets the needs of its participants.

Individual Participant Evaluation

Each participant will be required to complete examinations at the end of selected Levels of core curriculum. (Primarily Levels I – III) Participants will also be required to complete presentations, projects and a writing assignment to demonstrate mastery. (Primarily Levels IV – VI)

Program Evaluation

Evaluation of the NVCPM Program will be accomplished in a variety of ways. Due to the evolving and fluid nature of the Program, participants will have many opportunities to provide extensive feedback on instructors, format and content, thereby helping to shape the Program for future CPM classes. Some of the evaluation methods will be: written evaluation forms, plus/delta sessions, and anonymous suggestion “boxes.”

Participation Status

Participants are expected to participate in the Program and progress through the Levels with their cohort. Progress includes attendance at each of the six (6) Levels of core curriculum and completing all outside requirements, including reading/movie reviews, projects, writing assignments, and elective hours.

If a participant drops out or abandons the Program, he/she must reimburse the State of Nevada or the appropriate agency for the cost of any previous Levels the participant completed. In extreme cases in which a participant believes they had no choice other than abandonment or withdrawal from the Program, the Appeals Committee will review the participant's situation and make a determination. The Appeals Committee is comprised of the participant's manager/supervisor, the participant's Agency Director, the DOP Administrative Services Chief, and the CPM Program Administrator.

Frequently Asked Questions

Q1 Who can participate in the CPM Program?

A1 The NVCPM Program is open to persons employed by or with Nevada governmental organizations in a supervisory or managerial position. Agency or governmental unit directors may recommend individuals who show potential for advancement into supervisory positions. All participants must have the support of their supervisors and directors.

Q2 How does one get selected for the CPM Program?

A2 2004 – 2005 is Nevada’s inaugural year for the CPM Program and due to our funding, we will have a limited number of candidate openings for attendance in the North (Carson City) and the South (Las Vegas). We have distributed recommended selection criteria to Agency Directors and each agency is selecting their candidates. Commitment and attendance is an important focus in the CPM Program pilot year due to the format of core course rollout. The six (6) levels of core curriculum (one week each) will be implemented once in the North and once in the South. Candidates will be expected to attend each of the six weeks of training, with their original class, over the next 18 months. Signatures from the employee (applicant), the employee’s supervisor, and the organization director will be required on all applications. In future Program years, you can submit a CPM application form to your immediate supervisor.

Q3 What are the requirements and costs for the Certificate in Supervisory Management and Certified Public Manager Program?

A3 The Nevada CPM Program will award a Certificate in Supervisory Management (CSM), an interim designation that recognizes partial completion of the CPM Program and mastery of fundamental management concepts and techniques. The Certificate in Supervisory Management is awarded to all participants upon successful completion of:

<u>Course work</u>	Managing Government in Nevada
	Level I 30 hours \$300
	Level II 30 hours \$300
	Level III 30 hours \$300

Open Source
Electives Thirty (30) hours of management training

Reading One (1) required outside reading/movie abstract

Project One (1) job-related project

Exams Required testing on each level. A passing score is required

before moving to the next level.

Additional requirements for the Certified Public Manager designation are satisfactory completion of:

<u>Course work</u>	Managing Government in Nevada
	Level IV 32 hours \$300
	Level V 32 hours \$300
	Level VI 32 hours \$300

Executive Seminar – 14 hours

Selected
Required Source
Electives

Fifty-eight (58) hours of management training (from approved list)

Reading

Required outside reading/movie and abstract

Projects

Two job-related projects

Note: True, overall cost of the Program depends on various factors, including, the cost of electives selected and the number of open electives taken from other sources.

Q4 How long do I have to complete the program?

A4 Because this is the State of Nevada's inaugural year for CPM, and we are working towards our accreditation, participants will be required to complete the entire Program as a group. We are estimating the Program will take around 18 months, at most, to complete the six (6) Levels of Core Curriculum and the required extracurricular learning activities. At the end of the Program, you will graduate a Certified Public Manager.

Q5 Are participants required to take an examination?

A5 Yes, participants are required to take an examination or complete mastery demonstration activities at the end of each level in order to receive the CSM or the CPM designations. Participants are given a multiple choice or short answer examination after selected levels and are evaluated by use of other methods, such as a presentation or writing assignment, for the other levels.

Q6 What happens if a participant fails an examination?

A6 Scores are mailed to the participant's home address and are confidential. If the participant fails an examination, he/she may take it again. (Up to 2 retakes)

Q7 Will elective credit be given for courses taken prior to participation in the CPM Program?

A7 Requests for elective credit for courses taken within the two-year period preceding acceptance into the CPM Program can be made on the Elective Instruction Review Application. The course content must be management-related. Proper documentation of objectives and proof of attendance is required.

Q8 Can a participant apply previous training to core courses?

A8 At this time, the NVCPM Program does not have a substitution policy for core curriculum because we are working to meet the standards and criteria of the National CPM Consortium in order to receive accreditation.

Q9 Who administers the CPM Program?

A9 The Training Division of the State Department of Personnel is responsible for program development and administration, including policies and procedures, approval of curriculum and instructors, scheduling of classes, registration of participants, and maintenance of attendance records. The CPM Advisory Board and Curriculum Committee are responsible for guidance and advice on policies and procedures and curriculum.

Q10 Why should I enroll in the Program?

A10 The benefits of the CPM Program are many: recognition of a commitment to professional standards, association in a network of public professional managers in Nevada and other states, awareness of new developments in the practice of public administration, innovation in the application of new ideas and approaches to management, and career development that will enhance your administrative, technical, analytical, and communication skills. It provides you and your agency with structured training that has the broad perspective necessary for effective management. As a Program participant, you are a member of statewide and national groups of professional public managers learning from and with representatives of other governmental units. CPM Program graduates are listed on a National Certified Public Manager Register maintained by the National Consortium and are eligible to join the American Academy of Certified Public Managers.

Q11 Where will the CPM training be offered? Who will teach?

A11 Initially, training will take place in both Las Vegas and Carson City. As the Program develops, training may be given at various locations throughout the state so that all employees will have a better opportunity to attend and to minimize travel costs. A schedule of dates and locations for each level of training will be published periodically and distributed to all agencies. Instructors for CPM come from a variety of settings including universities/colleges, government, and the business community.

Q12 What if a participant changes organizations after becoming a CPM participant?

A12 The participant and the new organization must agree on the status, and if the participant is still eligible, he or she is encouraged to continue in the Program.

Q13 What are job-related projects?

A13 The job-related projects provide an opportunity to apply the concepts presented in the class to the work environment. The participant, his/her supervisor and the CPM Program Administrator agree upon projects. There are three projects required in order to receive the CPM Certification. The first project is due at the completion of Level III and prior to receipt of the Certificate in Supervisory Management. The remaining two projects are due at the end of Levels IV and V.

Q14 What is the cancellation or date change policy?

A14 State Personnel Training Division training programs have no external funding source. The NVCPM Program must operate on spending authority of funds appropriated from the State Legislature. Training for CPM is a contractual service with restricted minimums and cancellation dates. A written cancellation (faxes are acceptable) must be received at the State Personnel Training Division Las Vegas office fourteen (14) days prior to the course start date. If a participant cancels after that time, his/her organization will be billed. Cancellations are costly to the participant, his/her organization and the Program. All cancellations should come through the participant, as early as possible, so that substitutions can possibly be made.