

Arkansas Certified Public Manager® Application and Program Handbook

2016-2017



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Dear Public Manager:

We are pleased that you are interested in the Certified Public Manager[®] (CPM) program, which offers training and assistance to mid-to-upper-level managers in public agencies, local governments and nonprofits in developing management skills through a series of seminars, projects and professional development. Through the program, participants determine management styles and techniques. Seminars assist them in exploring alternatives and developing skills to make better judgments concerning the changing roles and resource challenges facing public managers.

The Certified Public Manager[®] program is offered through the Arkansas Public Administration Consortium (APAC) and is part of a National CPM Consortium, which has 33 accredited programs across the United States. APAC has been successfully delivering training to public and nonprofit managers since 1984.

The packet includes nomination and application instructions, forms, program information, course descriptions and a course outline, as well as a program handbook. **The application deadline is July 15, 2016.** Extensions may be made on a case-by-case basis.

We welcome your application and applaud your commitment to yourself and your agency by continuing your personal and professional growth. For more information, contact me at (501) 569-3090 or by email at arswaim@ualr.edu.

Sincerely,

Anna Swaim
CPM Program Manager

Table of Contents

About APAC

APAC Mission	Page 4
Arkansas CPM Accreditation.....	Page 4

Introduction to Arkansas CPM

Benefits	Page 4
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Program Structure

Arkansas Governmental Manager (AGM) – Level I.....	Page 5
Certified Public Manager® (CPM) – Level II	Page 5
CPM Competencies.....	Page 6
Service Project	Page 7
Professional Development Hours.....	Page 7
Project Plan	Page 8

Training

Hours	Page 9
Materials.....	Page 9
Course Fees	Page 9
Registration	Page 9
Confirmation	Page 9
Apparel.....	Page 9
Program Status	Page 10
Cancellation	Page 10
Attendance Policy	Page 10
Attendance Verification	Page 10
Inclement Weather Policy	Page 10

Participating Organizations

CPM Instructors

Level I (AGM) Course Summaries

CPM Associations and Organizations

ASCPM	Page 13
National CPM Consortium.....	Page 13

Required Forms

Participant Nomination Form.....	Page 14
Supervisor Information Form.....	Page 15
Registration Form and Course Schedule.....	Page 16

About APAC

The Arkansas Public Administration Consortium (APAC) is a cooperative program of the University of Arkansas, University of Arkansas at Little Rock and Arkansas State University. APAC has been successfully delivering training to public and nonprofit managers since 1984.

MISSION STATEMENT

APAC is dedicated to improving the quality of public services in Arkansas through public administration education and management training opportunities for public and nonprofit organizations.

ARKANSAS CPM ACCREDITATION

The Certified Public Manager® (CPM) program began in Arkansas in 1984 and received national accreditation on April 28, 1991. It was important for Arkansas to become an accredited member of the National CPM Consortium to further professionalize the CPM designation. The CPM program was most recently reaccredited in June 2011 and is undergoing a reaccreditation review in 2016. It was praised for excellence in professional development training of public and nonprofit managers in Arkansas.

Introduction to CPM

The Certified Public Manager® (CPM) program is a nationally accredited, comprehensive management-development program specifically for managers in state and local government. The program's primary goal is to improve the performance of public-sector managers.

The CPM program was developed in conjunction with, and is supported by, Arkansas managers interested in professionalizing public management in the state.

BENEFITS OF CPM

Through CPM, participants:

- Determine their individual management style and technique
- Learn innovative ideas and approaches to public management
- Listen and learn from others, as well as share their experiences and skills
- Acquire necessary tools and resources to make better judgments concerning the changing roles and challenges facing public managers.

Program Structure

The Arkansas Certified Public Manager® program has two levels.

LEVEL I - ARKANSAS GOVERNMENTAL MANAGER (AGM) DESIGNATION

Participants will earn the Arkansas Governmental Manager certificate upon completion of 10 courses (140 hours) and a Service Project (10 hours). Total contact hours for Level I is 150.

- Ten (10) two-day CPM courses (140 hours), including the following required seminars:
 - Self-knowledge/Process Communication
 - Leadership
 - Program Planning and Evaluation
 - Ethics
- Service Project (10 hours)

Program Completion Requirements

Participants pursuing AGM are advised to complete all requirements within two (2) years.

Participants who do not complete the AGM requirements in two years must:

1. Submit a request for an extension to the CPM Program Manager if they plan to continue course work during the following year, or
2. Notify the CPM Program Manager if they no longer wish to participate in the program.

LEVEL II - CERTIFIED PUBLIC MANAGER® (CPM) DESIGNATION

To meet the national requirement for CPM certification, participants must complete 300 hours of structured learning activities, including a Project Plan. Total contact hours earned for Level II is 150.

Arkansas CPM participants will earn the nationally recognized Certified Public Manager® designation upon completion of:

- All AGM requirements (150 hours)
- Five (5) additional two-day CPM courses (70 hours)
- Project Plan (40 hours)
- Professional development (40 hours)
- Score 70% or higher on each section of the comprehensive CPM exam

Program Completion Requirements

Participants pursuing national CPM designation are advised to complete all requirements within five (5) years of application to the AGM program. Once the decision to pursue CPM is made, it is recommended that participants complete the second-level CPM requirements within three years.

CPM Competencies

The Arkansas CPM program 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 changing dynamics in the public sector.

PERSONAL AND ORGANIZATIONAL INTEGRITY

Increases awareness, builds skills and models behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

MANAGING WORK

Meets 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

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

SYSTEMIC INTEGRATION

Approaches planning, decision-making and implementation from an enterprise perspective; understands external and internal relationships that impact the organization.

PUBLIC SERVICE FOCUS

Delivers 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 and 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 pro-active.

Service Project

PURPOSE OF THE SERVICE PROJECT

To earn the Arkansas Governmental Manager designation participants must complete a Service Project of ten (10) hours including pre-service preparation and post-service reflection.

The Service Project has a three-fold purpose:

1. Leadership development
2. Community engagement
3. Reflection

Guidelines

- Participants perform service (volunteer) hours for a nonprofit or state agency for which they do not work or have previous volunteer experience.
- Service hours may be performed as part of a group or as an individual.
- Pre-service preparation and post-service reflection forms will be provided.

Professional Development Hours

Professional development hours can be obtained from workshops, seminars, conferences or other training in which a participant has attended while enrolled in the CPM program.

These hours, taken after entering the program, are submitted with appropriate documentation to the CPM Program Manager for review and approval.

Examples of qualifying professional development hours:

- Inter-Agency Training Program (IATP) for State employees
- Other APAC seminars and training
- Arkansas Municipal League workshops
- Arkansas Society of Certified Public Managers® conferences
- Other workshops, conferences or seminars relevant to the participant's needs and conducted by professional associations/organizations
- College coursework may be submitted for review and approval by the CPM Program Manager and APAC Executive Director. If approved, a three-hour college course would count as twelve (12) contact hours.

Please note: It is recommended that participants contact the CPM Program Manager prior to attending a training or workshop to ensure the training hours meet the CPM professional development criteria.

Project Plan

After completing the Arkansas Governmental Manager, participants are eligible to continue in the program to achieve the National Certified Public Manager® designation.

A major component of achieving the certification is the submission of a Project Plan—a facilitated process that involves a series of draft submission deadlines and revisions. The final draft is reviewed by a committee of CPM Advisory Council members and CPM graduates, who provide feedback.

The Project Plan addresses a relevant agency or government problem and outlines a plan to resolve it. **Participants are not required to implement the plan, but it must be reviewed by their supervisor and include the supervisor’s signature on the cover page.**

The Project Plan has a three-fold purpose:

1. Give you the opportunity to apply the information gained from the CPM courses;
2. Provide you with an occasion to discipline professional knowledge, gained both from experience and formal study, and direct it to the improvement of programs or services for which you are responsible;
3. Bring to the attention of your superiors the needs of the section, division, bureau, department, agency, etc., and your proposals for their resolution or diminution.

Given such purposes, be aware that your Project Plan should be primarily directed at your superiors and colleagues at work. It is the culmination of the CPM certification process, and it is intended to be more than an academic exercise. The plan should propose real action and outline concrete, measurable benefits to the organization.

A major component of achieving the national certification is the submission of a Project Plan. The project plan addresses a relevant agency or government problem and outlines a plan to resolve it. The participant will not be required to implement the plan, but is required to have their supervisor’s signature on the plan. A review committee that includes the APAC directors will provide feedback

Training

LOCATION

All courses for the 2016-2017 program year will be held at the MidSOUTH Training Academy, the community service unit of the UALR School of Social Work, located in the Plaza West building at 415 N. McKinley St., in Little Rock.

APAC reserves the right to change training location based on its needs.

HOURS

All seminars are two days in length. The training day begins at 8:30 a.m. and ends at approximately 4:30 p.m. **Participants are expected to attend the entire seminar.** There are breaks and a one-hour lunch period. Participants may choose from several restaurants near the training facility or bring their own lunch.

MATERIALS

Each participant receives a three-ring binder with divider tabs for each seminar's materials, provided on the first day of instruction. Instructors may require outside assignments in preparation for the course. These assignments could include a brief narrative, reading material (provided), questionnaire or case study.

COURSE FEES

Each seminar costs \$225. The participant's agency will receive an invoice for each completed course, unless another process is specified.

Payment from a participant's agency/organization is expected within 30 days of the completed course. Participants are responsible for ensuring that payment is received. Any participant who is 60 days in arrears for any course will not be able to register for or attend courses until payment is received or special permission is provided in writing by APAC.

Participants who are paying their own way through the program will receive an invoice upon completion of each course. APAC must receive full payment before the participant attends the next course.

A \$50 fee may be charged if notice of cancellation is not given at least five working days prior to a course.

REGISTRATION

A participant may register by sending the completed and signed forms to the APAC office. Forms are available from the CPM Program Manager or the APAC website.

CONFIRMATION

About two weeks prior to the seminar, participants will receive an enrollment confirmation. The notice includes the dates, times, location, instructor, parking and contact numbers. These notices are generally transmitted electronically. Participants should contact the CPM Program Manager if they have received no information regarding a scheduled course.

APPAREL

Clothing varies with each participant, from casual to business styles. The most common consideration is possible temperature fluctuation in classrooms.

PARTICIPANT STATUS

Two times a year, participants receive a status report, which verifies progress toward completion of the program requirements. A participant can also call or e-mail the CPM Program Manager for an update on his/her program status at any time.

CANCELLATION

If a participant must cancel, every effort should be made to notify the APAC office as soon as possible. A \$50 fee may be charged if notice is not given at least five working days prior to a course. Emergencies will be handled on an individual basis. **APAC reserves the right to cancel courses based on enrollment levels.**

ATTENDANCE POLICY

It is critical for the participant and the employer to understand the importance of commitment to the program. **Once registration is confirmed, participants are expected to attend the entire seminar.**

If a participant cannot attend one of the two days of a course due to emergency or illness, he/she will be invoiced for the full course fee, and should do one of the following:

- Enroll in the same course when offered, at no additional fee, **or**
- Enroll in another course during the same program year, at the standard fee.

The CPM Program Manager will work with participants to identify possible make-up work but cannot guarantee make-up options.

If a participant is consistently absent during three two-day courses, he/she will be advised to consider suspending his/her course work. If a participant has not enrolled in courses for two years, he/she will be considered inactive. If a participant decides to return to active status, his/her records will be reviewed and the participant might be required to repeat certain CPM courses.

ATTENDANCE VERIFICATION

To ensure proper credit, participants must sign in for the morning and afternoon each day. If the signature does not appear on the sign-in sheet, a participant may not be given credit for the training. If credit is provided without the signature, the participant must provide proof of attendance in the form of course materials, instructor affidavit or other information deemed necessary. APAC reserves the right to determine proper verification.

Circumstances could result in the participant being required to attend the class(es) in question as a consequence of not signing the attendance sheet. Not signing in for a class creates errors in billing and problems for agencies in paying expenses. Final liability for billing problems created by not signing in is the responsibility of the participant.

INCLEMENT WEATHER POLICY

When UALR is closed, classes on and off campus will be cancelled. This includes APAC classes. The UALR Office of Communications notifies Central Arkansas media when the university is closed. Also, check the UALR website at www.ualr.edu. If there is no announcement, assume UALR is open and APAC classes will be held as scheduled.

Participating Organizations

Department of Information Systems	DHS - Division of Youth Services
Arkansas Rehabilitation Services	Arkansas Department of Parks and Tourism
Arkansas Martin Luther King Commission	Clark County
Arkansas Department of Workforce Services	Arkansas Natural Heritage Commission
Arkansas Department of Labor	Arkansas State Police
Arkansas Department of Health	Pulaski County Assessors Offices
Arkansas State Hospital	Arkansas State Treasurers Office
State Bank Department	Arkansas Game and Fish Commission
Arkansas Department of Human Services	Arkansas Secretary of State
University of Arkansas at Little Rock	City of Little Rock
University of Arkansas for Medical Science	Webster University
Arkansas Sentencing Commission	Arkansas Department of Corrections
Arkansas Highway Department	Arkansas Department of Emergency Management
Arkansas Forestry Commission	Commissioner of State Lands
Arkansas Fair Housing Commission	AR Department of Finance and Administration
Arkansas Real estate Commission	Conway Planning Department
DHS - Division of County Operations	Arkansas Community corrections
Arkansas Department of Environmental Quality	Assessment Coordination Department
UALR - Financial Service	Arkansas State Library
Division of Nonprofit and Community Support	City of Arkadelphia
Saline Count Circuit Clerk	Arkansas Department of Personnel Management
Arkansas State Medical Board	Little Rock Police Department

CPM Faculty

Dr. Hunter Bacot – University of Arkansas at Little Rock
Mike Bonds – Arkansas Department of Finance and Administration
Jolie Busby – Arkansas Public Administration Consortium
Cynthia Bearden – Arkansas Natural Resources Commission and University of Arkansas at Little Rock
Bryan Day – Little Rock Port Authority
Nick Fuller – Department of Finance and Administration
Dr. Ryan Fuller – University of Arkansas at Little Rock
Dr. Peter Gess – Hendrix College
Dr. David Harding – Arkansas State University
Dr. Karen Kuralt – University of Arkansas at Little Rock
Dr. J.J. McIntyre – University of Central Arkansas
Dr. William McLean – Arkansas State University
Dr. Melissa Meek – Blinn College
Sherry Middleton – DHS Division of Community and Nonprofit Support (retired)
Dr. Julien Mirivel – University of Arkansas at Little Rock
David Monteith – Consultant
Dr. Roby Robertson – University of Arkansas at Little Rock
Ruth Shepherd – Just Communities of Arkansas

Level I (AGM) Course Summaries

SELF -KNOWLEDGE/PROCESS COMMUNICATION

Identifies communications skills needed for managerial development.

LEADERSHIP I

Promotes understanding of the concepts of empowerment, delegation, ownership, and communication styles of effective leaders.

ORGANIZATIONAL COMMUNICATION

Introduces the elements of group dynamics, functions and teams and stages of team development.

CRISIS COMMUNICATION

Articulates an understanding of the three-stage model of crisis and expresses an understanding of the demands and expectations of leadership during a crisis.

ORGANIZATIONAL VALUES AND ETHICS

Challenges the manager to identify ethical and unethical behavior in the workplace.

MANAGING CONFLICT

Focuses on the four main keys of effective conflict management in the workplace to create a harmonious, productive environment.

MEETING FACILITATION

Practices a variety of facilitation skills and understands the basic goals and importance of conducting effective meetings.

WRITING FOR BUSINESS IN GOVERNMENT

Improves the writing skills of working professionals by working with the latest techniques for writing reports, proposals, instructions, job descriptions, performance reviews, reference letters, and email.

PROGRAM PLANNING AND EVALUATION

Helps set priorities and outlines procedures for new policies, clarifies expectations of a program, and defines criteria for measuring results.

MANAGING DIVERSITY

Prepares participants to better recognize growing cultural diversity as an opportunity to leverage that diversity to reap benefits of an inclusive community where all voices are heard and all people are respected.

Certified Public Manager® Organizations

ARKANSAS SOCIETY OF CERTIFIED PUBLIC MANAGERS (ASCPM)

The Arkansas Society of Certified Public Managers® (ASCPM) is a professional organization whose members are AGM and CPM graduates. AGM and CPM students are invited to become associate members while they complete their program requirements. ASCPM provides its members a forum to promote the advancement of professional public managers throughout Arkansas. It is the only organization of its kind in the state.

Benefits

ASCPM's board of directors works with the membership to coordinate and promote business luncheons, mini-training seminars, special training sessions and annual conferences. Association with professional friends and acquaintances reveals new understanding of the origin, purpose and function of public agencies. Public management maturity helps members explore alternatives and develop skills to make better judgments concerning the changing roles and challenges facing public office—now and in the future. Membership information will be provided during the CPM program.

For further information about ASCPM, contact the organization's president at:

ASCPM
P.O. Box 2724
Little Rock, AR 72203
<https://ascpm.wordpress.com/>

NATIONAL CPM CONSORTIUM

Formed in 1979 as an accrediting body, the National Certified Public Manager® Consortium is made up of 33 accredited programs. 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.

Learn more at <http://www.txstate.edu/cpmconsortium/>.

Arkansas Certified Public Manager® Nomination Form

Important information:

- **Application Deadline - July 15, 2016**
- Complete the Applicant, Supervisor, and Registration forms. *Incomplete nomination forms will not be considered.*
- Email completed forms to: arswaim@ualr.edu or mail them to:

APAC
 Attn: Anna Swaim
 UALR Ross Hall, Room 625
 2801 S. University Ave.
 Little Rock, AR 72204

Applicant Information

Name: _____

Title: _____

Grade (if applicable): _____

Agency/Dept: _____

Division: _____

Office/Program: _____

Office Street Address: _____

City: _____ County: _____ State: _____ ZIP: _____

Office Phone: _____ Mobile: _____

Email: _____

Applicant is an Elected Official? Yes No

Number of employees you supervise: _____

(If you are not in a supervisory position, a job description must accompany the application explaining why you are considered a manager and eligible for the CPM program.)

Are you currently enrolled in any other educational or professional development program? Yes No

If yes, please describe the program: _____

The applicant must provide the following information as a separate attachment:

- Current resume that includes educational background and descriptions of all managerial positions you have held with governmental agencies and for how long (including current position).
- Explain in approximately **200 words** why you are interested in the CPM program, what you want to gain from the program and your approach to learning.

Applicant's Signature: _____ Date: _____

Supervisor Information

Name: _____

Title: _____

Agency/Dept: _____

Office Street Address: _____

City: _____ State: _____ ZIP: _____

Office Phone: _____ Fax: _____

Email: _____

- I have reviewed this completed nomination and approve **agency financial support** for all program fees and **time away from work** for the candidate to attend trainings.
- I have reviewed the cancellation policy and understand the agency may be billed if candidate does not provide adequate cancellation notice.

Supervisor's Signature: _____ Date: _____

Questions?

You can contact Anna Swaim at arswaim@ualr.edu or (501) 569-3090.

Level I - Arkansas Governmental Manager 2016-2017 Course Schedule and Registration Form

Application deadline - July 15, 2016

- Please indicate each seminar that you **plan to attend**.
- Last-minute enrollments will be accepted if space is available.
- Dates/topics are subject to change, but all registrants will be notified in advance of the changes (unless impossible to do so, in situations such as inclement weather or instructor illness) so schedules may be adjusted accordingly.

Fall 2016

August 17-18	Self-Knowledge/Process Comm.	_____
September 14-15	Leadership I	_____
October 19-20	Organizational Communication	_____
November 16-17	Crisis Communication	_____
December 14-15	Organizational Values and Ethics	_____

Spring 2017

January 11-12	Managing Conflict	_____
February 8-9	Meeting Facilitation	_____
March 8-9	Writing for Business in Govt.	_____
April 5-6	Program Planning and Evaluation	_____
May 3-4	Managing Diversity	_____

**Make-up dates: April 19-20, 2017

Print Name: _____ Date: _____

Signature: _____

Agency: _____ Div./Dept.: _____

Address: _____ City: _____ ZIP: _____

Phone: _____ Fax: _____

Email: _____

Please send my invoice to Me or to: _____

