Arkansas Certified Public Manager® Participant Handbook

2017-2018

Arkansas Public Administration Consortium
UA – UA Little Rock – ASU

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http://ualr.edu/publicaffairs/apac/
https://www.facebook.com/arkansapac/

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ARKANSAS PUBLIC ADMINISTRATION CONSORTIUM
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Welcome Letter

Dear New CPM Participant:

I am so pleased to welcome you the Arkansas's Certified Public Manager® program. I hope that you enjoy your time in the program, too. My job is to help facilitate your experience. I will guide you through the process of completing all the program requirements and act as a facilitator to help solve any problems or issues you have along the way. Please feel free to contact me any time, and I will do my best to help you.

This document is a compilation of all the major information you will need to complete the CPM program. It includes program requirements, a program calendar, professional development instructions, service project instructions, required forms, and instructions for the project plan capstone project that you will complete at the program's end.

You can download a copy of this document, along with all other important materials, from our CPM materials page at: http://ualr.edu/publicaffairs/apac/cpm-materials/

To get program updates and other relevant information, please like our page on Facebook: https://www.facebook.com/arkansapac/

You can contact APAC via phone or e-mail at (501) 569-3090 or by email at bmlumpkin@ualr.edu.

Congratulations on that start your journey toward professional and personal growth.

All my best,

Biranda Lumpkin

Biranda Lumpkin
CPM Program Manager

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. It received national accreditation from the National Certified Public Manager Consortium in 1991. The program was most recently reaccredited in June 2016.

Introduction to CPM

The Certified Public Manager® (CPM) program is a nationally accredited, comprehensive management-development program specifically for managers in government, and non-profits. 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.

CPM Competencies

The National Certified Public Manager® Consortium requires that all CPM programs base their curriculum on seven competencies important for public managers. These competencies enable public managers to effectively lead people, manage work processes and develop self-mastery. Participants 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.

Training

Location

All courses for the 2017-2018 program year will be held at the Pulaski Technical College Business and Industry center at 3303 East Roosevelt Road Little Rock, AR 72206.

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, speech, 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.***

Confirmation

Two weeks prior to each seminar, participants will receive an enrollment confirmation. They will also receive a reminder one week prior to each seminar. The notice includes the dates, times, location, instructor, and parking information. These notices are generally e-mailed. 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 that both participant and employer 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.
Make up options are rare and cannot be guaranteed.

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.
- If a participant fails to sign in and fails to prove attendance, **circumstances could result in the participant being required to attend the class(es) in question as a consequence of not signing the attendance sheet.** Failure to sign in for a class creates errors in billing and problems for agencies that are paying expenses.

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
Arkansas Rehabilitation Services
Arkansas Martin Luther King Commission
Arkansas Department of Corrections
Arkansas Department of Emergency Management
Arkansas Department of Environmental Quality
Arkansas Department of Finance and Administration
Arkansas Department of Health
Arkansas Department of Human Services
Arkansas Department of Information Services
Arkansas Department of Workforce Services
Arkansas Department of Labor
Arkansas Department of Parks and Tourism
Arkansas Natural Heritage Commission
Arkansas Fair Housing Commission
Arkansas Forestry Commission
Arkansas Game and Fish Commission
Arkansas Highway and Transportation Department
Arkansas Real Estate Commission
Arkansas State Medical Board
Assessment Coordination Department
Arkansas State Police
Arkansas State Treasurers Office
Arkansas Secretary of State
Bill and Hillary Clinton National Airport
City of Arkadelphia
City of Conway Planning Department
Commissioner of State Lands
Department of Arkansas Heritage
Little Rock Police Department
Little Rock Wastewater
Pulaski County Assessor's Office
University of Arkansas at Little Rock
UA Little Rock MidSouth Training Academy
University of Arkansas for Medical Sciences
Webster University

CPM Faculty

- Dr. Tracey Barnett– University of Arkansas at Little Rock
- Bryan Day – Little Rock Port Authority
- Dr. Denise Donnell- Just Communities of Arkansas
- Nick Fuller – Department of Finance & Administration
- Dr. Peter Gess – Hendrix College
- Deborah Johnson – University of Arkansas for Medical Sciences
- Dr. Karen Kuralt – University of Arkansas at Little Rock
- Dr. J.J. McIntyre- University of Central Arkansas
- Dr. William McLean – Arkansas State University
- Mary Richardson – Communications Consultant
- Sherry Middleton – DHS Division of Community and Nonprofit Support (retired)
- David Monteith – Facilitation Consultant
- Anna Swaim- Communications Consultant
- Dr. Joe Waldrum – University of Arkansas Cooperative Extension Service (retired)
- Donald Wood – Just Communities of Arkansas

Program Structure

The Arkansas Certified Public Manager® program has two levels:

- Level I is the Arkansas Governmental Manager (AGM) designation.
- Level II is the Certified Public Manager (CPM) designation.

Level I - Arkansas Governmental Manager (AGM) Designation

Participants 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)

AGM 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

CPM 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 Level II CPM requirements within three years.

Service Project (Level I)

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. Participants will choose which agency or nonprofit and what they will do for that organization.
- Service hours may be performed as part of a group or as an individual.
- Pre-service preparation (i.e. setting up the volunteer opportunity) and post-service reflection essay counts toward the 10 hours. The CPM Program Manager will provide forms and timesheets.

Need forms and timesheets for the Service Project? Please see the Appendix for this document, or download from:
http://ualr.edu/publicaffairs/apac/cpm-materials/

Level I (AGM) Course Summaries

Self -Knowledge/Process Communication
Identifies communications skills needed for managerial development.

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

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

Crisis Communication
This course 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.

Social and Emotional Intelligence
This course strengthens a manager's ability to identify and manage personal emotions and the emotions of others, harnesses the ability to use emotion to increase productivity, and the ability to handle emotions in a variety of contexts.

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 Conflict
Prepares participants to better recognize methods for dealing with conflict in the workplace.

Course Calendars

Level I (AGM)

August 9-10, 2017:	Process Communication	Sherry Middleton
September 13-14:	Managing Conflict	Deborah Johnson
October 18-19, 2017:	Leadership I	Dr. Joe Waldrum
November 8-9, 2017	Meeting Facilitation	David Montieth
December 6-7, 2017	Organizational Values & Ethics	Dr. Peter Gess
January 17-18, 2018:	Social and Emotional Intelligence	Deborah Johnson
February 8-9, 2018: (Notice! Thursday & Friday!)	Political Process	Dr. William McLean
March 14-15, 2018:	Crisis Communication	Dr. J.J. McIntyre
April 11-12, 2018:	Writing for Business in Government	Dr. Karen Kuralt
May 2-3, 2018:	Program Planning & Evaluation	Dr. Tracey Barnett

Level II (CPM)

August 16-17, 2017:	Expressive Communication	Mary Richardson
September 6-7, 2017:	Leadership II	Bryan Day
October 11-12, 2017:	Budget & Finance	Nick Fuller
November 15-16, 2017:	Managing Diversity	Donald Wood & Dr. Denise Donnell
December 13-14, 2017:	Project Plan	Anna Swaim

Professional Development Hours (Level II)

Each CPM (Level II) candidate must complete 40 hours of professional development hours.

- Professional development (PD) hours can be obtained from workshops, seminars, conferences or other training that a participant has attended while enrolled in the CPM program.
- These hours should be focused on “soft skills” that align with the CPM program’s core competencies in some way. Professional Development in “hard skill” areas, like a course on the AASIS system, do not count toward the requirement.
- Qualifying professional development hours must be taken concurrently with the CPM program. Trainings or courses taken prior to enrollment in the CPM program do not count toward this requirement.
- Participants submit appropriate documentation to the CPM Program Manager for review and approval of professional development hours. Appropriate documentation includes a Professional Development approval form and materials from the course, like an agenda or completion certificate.
- The Office of Personnel Management and some agencies offer training internally. Some of the courses count toward the CPM professional development requirement and some do not. If you have a question about whether a course will quality, it is best to contact the CPM Program Manager for insight.

Some Professional Development Options

While not a comprehensive list, the following trainings can count toward PD hours in most cases:

- National Incident Management System https://training.fema.gov/nims/
- American Society for Public Administration Conference https://www.aspanet.org/
- Community Development Institute Year 1 (must fill out an application and be accepted) https://uca.edu/cdi/
- Advanced Learning Institute Internal Communications Conferences
  https://www.aliconferences.com/events/strategic-government-internal-communications/
- NextGen Conferences
  https://www.nextgengovt.com/
- Some *Governing Magazine* Webinars
  http://www.governing.com/events?tab=webinars
- Some Academy of Management Webinars or Conferences
  http://aom.org/
- Some courses offered through the Delta Leadership Institute Executive Academy
  http://dra.gov/delta-leadership-institute/

Examples of qualifying professional development hours:

- Inter-Agency Training Program (IATP) for State employees
- Other APAC seminars and training
- Arkansas Municipal League workshops
- 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.

Books

The CPM program offers PD hours to participants for reading and responding to books on an approved book list. Participants can earn *up to* four hours of professional development credit by completing the assignment portion, and additional hours based on book length and average reading time. The CPM Program Manager will provide a book list and assignment at the first class.

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.

Need forms for professional development hours? Please see the Appendix for this document, or download from: http://ualr.edu/publicaffairs/apac/cpm-materials/

Project Plan (Level II)

A major component of achieving the Certified Public Manager® designation is the submission of a Project Plan, which takes the form of a proposal document. It is 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 APAC Directors, 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 on every draft submitted.**

The Project Plan has a three-fold purpose:
1. Give participants the opportunity to apply the information gained from the CPM courses;
2. Provide participants 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 participants' superiors the needs of the section, division, bureau, department, agency, etc., and proposals for their resolution or diminution.

Given such purposes, be aware that the Project Plan should be primarily directed 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.

Project Plan Process

Participants will need to go through the following process to complete their project plan requirement:

- Attend the Project Plan class, usually scheduled for December (14 hours).
- Submit a first draft (10 hours). Receive feedback from program manager. Revise first draft.
- Submit a second draft (10 hours). Receive feedback from program manager. Revise second draft.
- Submit a third draft (10 hours). Receive feedback from program manager. Revise third draft.
- Submit a final draft (10 hours).
- ***Participants must fulfill all the draft requirements in order to graduate.***

Project Plan Review

After the final draft is submitted, Project Plans are then reviewed by members of the Certified Public Manager Advisory Council, and APAC Directors. Projects are either approved, approved with minor revisions, approved with major revisions, or not accepted. Project Plans that are approved with revisions will be returned to the participant who will revise the project before it is submitted for a last review.

Best Project Plan Award

The top three project plans will be reviewed by APAC Directors at UA Little Rock, U of A and ASU. The top plan will win the top project plan award.

Need guidelines for the project plan? Please see the Appendix for this document, or download from: http://ualr.edu/publicaffairs/apac/cpm-materials/

Level II (CPM) Course Summaries

Expressive Communication

This course develops participants' skills in public speaking and other kinds of communication required in public service.

Leadership II

Develops further skills in leadership styles and leadership theory. Includes a public speaking assignment.

Public Budget & Finance

Prepares participants for the budget process in Arkansas government, and presents and overview of budget development practices.

Managing Diversity

Participants learn about diversity in the workplace and managing diversity issues among employees.

Project Plan

Prepares participants to write the project plan.

Keeping in Touch

CPMNetwork Listserv: All CPM participants will be registered for the CPMNetwork Listserv. This is an e-mail list that APAC uses to send out information relevant to CPM graduates and current participants. Please look for an e-mail that shows you've been registered for the list. If you don't think you've been registered and would like to be, please contact the CPM Program Manager at 569-3090.

Facebook. Please "like" us on Facebook! APAC uses this space to post program updates, articles relevant to public service, share events, and other information. You can find us at: https://www.facebook.com/arkansapac/

Marketing E-mail List: When APAC announces the start of a new program, that information is shared via our marketing e-mail list. You will be automatically added to this list when you enroll. If you know of others who might want to get this information, please contact the CPM Program Manager to have them added to the list.

After the CPM

The "CPM with Excellence" is a special certificate and designation for alumni of the Arkansas Certified Public Manager© Program. It acknowledges participants' commitment to life-long learning by establishing a system of trackable professional development hours. It applies only to those who have already completed the CPM program. If you are interested in the CPM with Excellence program, please contact the program manager.

Code of Ethics and Professionalism

I, ____the undersigned agree that:

Participation in this unique program is a privilege, not an entitlement.

I voluntarily choose to be part of this program.

I represent the brightest and best from my organization. It is up to me to make sure that I am deserving of the privilege and, as a result, my actions will reflect my professionalism.

Personal Responsibilities:

1. I will, to the best of my abilities, complete my assignments, pay attention and participate in a positive manner. I will be certain to keep down distractions and sidebar conversations to ensure everyone can focus on learning.

2. I will adhere to the attendance requirements for this program. This means I will make every effort to remain in class for the full session and sign-in on the attendance sheet regularly.

3. I understand that in addition to completing 300 training hours, I am also required to successfully complete deliverables as a condition of certification outlined in the handbook.

4. I will communicate progress difficulties with my site manager and take advantage of available resources. However, my success or failure in this program is my own responsibility.

5. I have a duty to represent my organization in a positive manner. As such, I will learn whatever I can from all classes and bring back this insight to improve my organization.

6. I will conduct myself in an ethical manner.

7. I will ensure that all work completed for the program is of my own effort. I will not plagiarize/copy another students' work.

8. I am here to learn, and my attitude will make the difference in my success and that of the program.

9. In return, I will have the privilege of participating in a unique educational opportunity that offers a well-respected credential upon completion of the program.

10. I will enjoy the journey and assist others in making their own journey successful.

Classroom Responsibilities:

Because I may have vast experience or someone mentored me well, I may know more than some of the instructors on some topics. If circumstances arise, I may use my knowledge to support my instructor and mentor others in the class so we can all benefit.

Everyone is entitled to an opinion, and I will listen to others without judging or belittling.

I agree to disagree amicably and with respect and to sincerely listen to other viewpoints.

I will value our differences and use them to learn.

I share in the responsibility to help create a positive environment in the classroom and with my colleagues and instructors.

I am encouraged to offer CONSTRUCTIVE feedback. I can tell if my feedback is constructive by asking, "Will my remarks improve the program or help a person?" If the answer is yes, then proceed. I will refrain from personal attacks, sarcasm and negativism.

Printed Name: ______________________________

Signature: ____

Date: ____

PARTICIPANT COPY TO BE MAINTAINED IN YOUR NOTEBOOK

Appendix

ARKANSAS PUBLIC ADMINISTRATION CONSORTIUM

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Release Form

Date:________________________________

Participant Name (please print):_______________________________

I hereby authorize the Arkansas Public Administration Consortium to use my name, voice, or image in any official program publications, websites, advertising, displays, and/or radio or television productions.

Signature:____

Please return to the APAC CPM Program Manager at:

Arkansas Public Administration Consortium
Ross Hall 625,
University of Arkansas at Little Rock,
2801 S. University,
Little Rock, Arkansas 72204
501-569-3090
bmlumpkin@ualr.edu

Service Project Guidelines 2017-2018

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:

4. Leadership development
5. Community engagement
6. Reflection

Guidelines

- Participants may perform service (volunteer) hours for a nonprofit or state agency for which they do not work.
- Service hours may be performed as part of a group or as an individual.
- Pre-service preparation and post-service reflection forms must be submitted to the program manager no later than noon on the final date listed below.

Steps to Completion

1. Determine service location.
2. Complete the following forms and submit to CPM Program Manager
   - **Nonprofit/Agency Information Form**

- **Service Project Preparation Form**
- **These forms are due BEFORE you do the service.**

3. Perform service and document using **Service Project Time Sheet**
4. Complete **Post Service Project Reflection** essay
5. Submit signed **Time Sheet**, a Reflection Coversheet form, and the **Reflection** essay, to CPM Program Manager no later than 12:00 p.m. on the date below.

Service Projects should be completed and all forms submitted no later than <u>April 15, 2018,</u> for AGM graduation in May, 2018.

Service Project/Agency or Nonprofit Organization Information

<u>Please submit this form BEFORE you do your service.</u>

Participant Name:	
Agency for which you will do your service:	
Contact Person & Title:	
Phone:	
E-mail:	
Agency website:	
Agency Mission:	
What kind of services does this agency provide?	

What kind of work will you do for the agency?	
Who will supervise your work?	
Participant Signature & Date	
CPM Program Manager Signature & Date	

<u>Don't forget to sign this form! Unsigned forms will not be accepted.</u>

APAC ARKANSAS PUBLIC ADMINISTRATION CONSORTIUM

APAC is a cooperative program of UA Little Rock, UA, and ASU

Service Project Preparation Form

Please submit this form <u>BEFORE</u> you do your service.

Prior to beginning a service project, participants should complete this form. This is the first step in the process of preparing, acting, and reflecting – the three stages of the service-learning.

Briefly describe the service project and your role in it:	
Why is it important to address the service problem or need you will work on during your service project?:	
What do you hope to learn from this experience? (For	

example, you may hope to learn something about yourself, the organization, the issue, or your community):	
Participant Signature & Date:	
CPM Program Manager Signature & Date:	

Don't forget to sign this form! Unsigned forms will not be accepted.

Service Time Sheet

Please submit this form AFTER you have completed your service project.

Participant Name:				
Service Site/Project Name:				
Date	**Time In**	**Time Out**	**Total Hours**	**Service Supervisor's Signature**

Participant's Signature & Date:				
CPM Program Manager's Signature & Date:				

<u>Don't forget to sign this form & have your service supervisor sign this form. Unsigned forms will not be accepted.</u>

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Service Project Reflection Cover Sheet

Please attach your typed reflection to this sheet. Coversheet must be signed and dated.

To complete your service project, you will need to complete a written reflection essay of <u>two to three pages in length</u>. Please choose Times New Roman font, no larger or smaller than 12 point. Make sure your document is double-spaced. <u>The reflection must answer all of the following four questions</u>:

1. Think back to your attitude about the service project prior to your experience. Did your experience change or confirm your attitude? Describe your experiences as you answer this question.

2. Based on your service project experience, discuss the problems your project addressed. What do you think might be a good way to solve the problems your service organization addresses? How did you address these problems during your project? Did you address a symptom or a root cause?

3. Did you take risks during this experience? Were you challenged? Did you grown in any way? Did the experience impact the way you see yourself or the world?

4. Did the service project experience impact the way you are thinking about your career? If so, how? Describe what you did during your experience, the issues you were exposed to, the skills you gained and the discussions you had that impacted your thinking about your career.

Participant Signature:____Date:_______________

CPM Program Manager Signature: ______________________________Date: ____________

Don't forget to sign this form! Unsigned forms will not be accepted.

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Purpose of the Project Plan

Each participant in the CPM program is required to submit a project plan in order to obtain the Certified Public Manager® designation.

The project plan has a three-fold purpose:

1. Give you the opportunity to apply the information you have gained from CPM courses;
2. Provide you with an occasion to discipline your 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, you should be aware that your project plan should be primarily directed at your superiors and your 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 with real consequences.

Draft Submission & Course Attendance Requirements

1. In order to graduate with required number of hours for the Project Plan, *each participant must attend the project plan class*, generally scheduled in December. Participants cannot take the Project Plan class until they have completed all AGM requirements and all CPM course requirements.

2. Each participant *must* submit the following drafts. If a participant does not submit a draft by the due dates, they will not earn the required 10 hours. **Each draft must include the required coversheet signed and dated by your supervisor.** Drafts that do not have required signatures will not be accepted. *These hours can be made up only if the participant intends to delay graduation until the next program year*:
    a. Draft 1 due two weeks after the Project Plan Class (10 hours)
    b. Draft 2 due in mid-January (10 hours)
    c. Draft 3 due in mid-February (10 hours)
    d. Final Draft due in mid-March (10 hours)

3. The CPM Program Manager will give feedback to participants on drafts 1-3. This feedback will be about substantive issues with the content of the draft – not copyediting for grammar. Drafts **must** show substantial revision and/or additions to be accepted and assigned the required hours.

Review Requirements

Final project plan drafts are submitted for review to previous CPM graduates. Reviewers use a rubric to determine if the draft meets CPM quality requirements. Reviewers who find that a project plan does not meet the quality requirements can suggest that a draft be revised before it can be accepted. They may assign "accepted," "accepted with minor revisions," "accepted with major revisions," or "not accepted" designations to the draft. If a project plan is assigned "accepted with minor revisions" or "accepted with major revisions," the project plan must be revised and reviewed a second time before it can be accepted.

Final Draft Requirements

1. **<u>All of the required sections must be present</u>** in the document. Final drafts that are missing required sections will be automatically assigned a "not accepted" designation. Participants may or may not be allowed to revise a "not accepted" plan, depending on the circumstances.

2. The Budget section **must** include a budget that is as comprehensive as possible, depending on the project needs.

3. The Evaluation section **must** include a clear evaluation plan and evaluation timeline for the project, and some kind of logic model showing how evaluation will be used.

4. This is a formal document. As such, it must be written in a formal tone. <u>Formal writing does not allow for first person (I), the royal "we" or "our," or second person (you).</u> Stick to third person, even if writing about yourself.

5. Despite the fact that this is a formal document, that does not mean that participants should use convoluted language or jargon. Remember, the project plan reviewers are not part of your agency or profession. <u>Documents that are overly heavy on jargon or "inside" language may be designed with required revision.</u>

6. <u>Project plans can and will be given a "not accepted" designation if they have too many grammatical or spelling errors.</u> It is strongly recommended that participants get help editing their work. The program manager is not permitted to copyedit project plans for you. This is your responsibility.

7. Project plans do not have a specific length requirement. However, the document must be long enough to include detail each section<u>. Project Plans that are overly short because of lack of detail may be designated with a revision requirement.</u>

Tips for Choosing a Topic

1. **Make sure that the project is managerial in nature**. For example: If your challenge is to hire a new person, you need to reflect on the process of hiring; what person you want and why; or, if you need to redesign a manual, a seemingly mundane activity, it should be evident after reading the project that you have thought about timing, who should be involved in the process and why, and address which elements of the manual should be changed and why. In other words, there should be some evidence that there is an identifiable reason and purpose to the activity that explains how it benefits the members of the department and the people it serves.

2. **Choose a topic that is narrow enough to be accomplished within the resources and limitations of your agency**. Topics that are overly broad will be very difficult to write well. You may have a great idea about a topic that requires cooperation between several state agencies. However, the complexity of developing such a plan can limit your ability to write a document that is clear, specific, reasonable, and realistic. For example, a

project plan that suggests creating a lactation room in an agency's building is reasonably narrow. A project plan that proposes requiring all state agencies to have a lactation room would probably be too broad.

3. **Choose a topic that you can reasonably research and develop in the time you have available.** Ambition is great, but if you don't have enough time to tackle a very ambition project plan then you may find that you don't have time to complete the document.

4. **Choose a topic that is relevant to your entire agency, not just yourself or your department.**

Tips for a Successful Project Plan

1. **Do outside research using reliable sources.** Project plans that do not include any outside research are generally not as successful as those that do. The reason for this is that in order to be convincing, there must be evidence showing 1) that there really is a problem, 2) your solution will work (for example, maybe a similar solution to the problem worked in another state) and 3) that your agency has the resources to accomplish the project. Reliable sources are those that have been fact-checked, peer-reviewed, or developed by an organization like a government or research organization. Avoid using Wikipedia or other general sources. Project plans based only on anecdotal evidence are generally not successful.

2. **Revision is your friend!** No one gets things perfect the first time. Take the Program Manager's suggestions seriously and do your best to implement them in drafts. Participants who do very little revision between drafts generally do not produce plans that are successful.

3. **Do not assume you can complete the entire project plan at work.** It's great if you can accomplish this, but most participants find that they have to devote some time outside of work to completing the project plan.

4. **Edit, edit, edit.** Plans that have too many grammatical or spelling errors will not be taken seriously, and neither will you.

Required Sections of the Project Plan

Cover Sheet

- Use the template located at the end of this document. ***Do not*** change the format of this page.

Introduction

- Start with a brief background statement (one-half to one page) that talks a little bit about your agency and the genesis of the current project.
- Avoid jargon typical of your work setting that is not likely familiar to a reader outside your work place.
- Provide enough background information for the reader to judge the appropriateness of the solution you propose. If the reader does not understand what the problem is, it is near impossible to judge if what you are proposing is likely to resolve the problem.

Statement of the Problem

- This is the “why” stage of your project (justification, significance).
- What is the problem that this project plan attempts to address?
- What is its significance and for whom?
- Who benefits (and how) if this issue gets addressed?
- Explain the problem with concrete information. Avoid hunches, rumors and hearsay. State the problem in hard, verifiable facts.
- What is your role in the project (the reader needs to know in order to be able to judge the appropriateness of the measures proposed)? For example: If you are in charge of the project, as opposed to implementing it, let the reader know.
- Make sure you state why, or even how, it has come to your attention that this is something that requires attention or resolution

Description of the Project

- Write about the project itself, describing the steps that need to be taken to complete the project.
- This is also where you should comment on the involvement of necessary parties (project manager, actual implementer, etc.) in the development and/or implementation.
- What financial resources do you need (your budget)?
- Whose approval do you need (chain of command; co-workers; legislature)?
- How much time is needed to complete the project (timeframe)?

Anticipated Project Benefits

- Do not merely rephrase the statement of the problem.
- Explain what you seek to accomplish in as measurable, “target-level” manner as possible; i.e., man-hours of work you expect to save, number of additional clients to be served, etc.
- If you can express benefits in dollar figures, do so. If you seek qualitative rather than quantitative improvements, take particular pains to explain how quality of service will be enhanced.

Estimated Cost of the Project (Budget)

- Budgets can be simple or complex. Generally, all budget projections require some personnel. Even if it's part of your job, the time (costs) devoted to the project should be estimated. If someone else in another department needs to be involved, his or her time is also required.
- The proposed budget expenditures should reflect stated problems to be addressed.
- Use charts and graphs, especially in the budget, when appropriate.
- Are there options built into the budget? This is especially important if the implementation of your project proposal may not get the approval or support from all the players and you may have to revise it. This is your role as manager to anticipate such eventualities.
- Your project plan is but a wish unless you attach a well-reasoned cost estimate. If you are not comfortable with cost estimation, seek assistance from budget people.
- Be sure to identify all pertinent costs, i.e., initial costs such as capital purchases, operating costs per year, principal cost elements and other relevant expenditures. It is extremely important to include time (labor) involved in all stages of the program.
- Remember that if people are committing hours to the development or implementation of the project, they are not working on something else, so their time may need to be included, even if they are already working in your agency.

Project Time Frame

- The proposed timeline must coincide with budget requests. If it's a multi-year project, there should be a budget for several time periods.
- Show the timeline as a graph for easy reading. Alternative time lengths to match your budget requests.
- Explain how much time is needed to undertake the project. State preferred time to begin and to end. If the project is subdivided into phases, explain the timeframe by phase.

Required Cooperation

- The most obvious parties are, of course, your supervisor or unit head and your coworkers. But some projects will require negotiations with other departments because you may need to work with an employee there.
- Propose strategies how to overcome resistance.
- Ask yourself if there are political or ethical challenges that are posed by your project and that may require consultation with additional players that may not be directly involved in the design of the solution but will/may be affected by the outcome.
- If you put a team of your employees together to address the problem, what issues might you face or have to consider?
- Identify individuals in your agency and in other agencies, or elsewhere, whose cooperation you will need (and to what extent) in order to bring the project to fruition. Explain how you expect to get such needed cooperation.

Evaluation

- Propose, as concretely as possible, the means for measuring or monitoring the success of the proposed project.
- This means: How do we measure success, effectiveness of the proposed project or solution, or desired outcomes?
- As manager you need to think about this issue ***when you begin the project,*** as measurements may have to be built into the process from the start and be budgeted for!
- You may also not want to wait until the project is completed but monitor its progress while it is ongoing in order to intervene if things are not going as projected. You could avoid cost-overruns and some embarrassment later.
- What evaluation measure(s) do you propose? Are they matched with the types of outcomes desired?

Project Plan Process

Participants will need to go through the following process to complete their project plan requirement:

- Attend the Project Plan class, scheduled for December (14 hours).
- Submit a first draft (10 hours). Receive feedback from program manager. Revise first draft. Must include supervisor signature.
- Submit a second draft (10 hours). Receive feedback from program manager. Revise second draft. Must include supervisor signature.
- Submit a third draft (10 hours). Receive feedback from program manager. Revise third draft. Must include supervisor signature.
- Submit a final draft (10 hours). Must include supervisor signature.
- ***Participants must fulfill all the draft requirements in order to graduate.***

Final Submission– Final Project Plan signed by Supervisor

- The reading of the plan should flow. Have someone read your plan who is not involved in it or in your agency/division, to ensure that it make sense. If that person has questions, it is likely that others will, too.
- Check for errors. Check for errors. Check for errors. If you have errors in spelling, grammar, in the logical flow, or in the reality of the project, it will not be taken seriously, and neither will you.

- Submit ***two*** copies of your project plan:

    - 1 hard copy with original supervisor signature mailed to:
        - CPM Program Manager
        - APAC – UALR Ross Hall 625
        - 2801 S. University Ave.
        - Little Rock, AR 72204

    - 1 electronic copy by email to: bmlumpkin@ualr.edu

Certified Public Manager® Program

Project Plan
Title

Submitted by:

Name
Address (Agency)
Date

Supervisor's Certification
This is to certify that (Name) submitted this Project Plan for my consideration.

Supervisor's Signature ____Date_______________

Supervisor's Name (Typed) ____

Supervisor's Title ____