

KCPM Handbook

Kentucky Certified  
Public Manager®  
Program



**Governmental  
Services  
Center**

**Kentucky State  
University**



# Kentucky Certified Public Manager® Program

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Governmental Services Center

Mission Statement

To help the people and organizations of Kentucky government continually learn and improve performance in order to excel in meeting their customers' needs.

The Commonwealth of Kentucky does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in employment or the provisions of services. Reasonable accommodations are provided upon request.

# Kentucky Certified Public Manager® Program

Administered by:

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In partnership with:

Kentucky State University

- The Kentucky Certified Public Manager® (KCPM) program is a two-year program.
- The KCPM program focuses on developing and enhancing competencies required for effectively improving self, team and group performance.
- The KCPM program is appropriate for directors, managers, and supervisors as well as those who manage projects or programs. In addition, the program is appropriate for those who have leadership aspirations and have demonstrated excellent leadership potential. The CPM program is open to state and government-related entities.

A candidate is awarded the Certified Public Manager® designation upon completion of the CPM program.

# Certified Public Manager Program Handbook

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# Kentucky Certified Public Manager® Program

## **General Information**

The Governmental Services Center (GSC) is in the business of change - helping to improve individual and organizational performance throughout Kentucky government. It acts as the catalyst for change in government organizations through its employee training and organizational consulting services. GSC is located at Kentucky State University and has offices and classrooms in the Carroll Academic Services Building. The building is across from the Human Resources Building at the corner of East Main and Martin Luther King Blvd. More information about our programs and services can be found on our web page <http://personnel.ky.gov> or by contacting our office.

## **History**

State government first provided management training to employees in 1981. The staff developed a curriculum for the Kentucky Career Manager program and in 1985, joined the National Certified Public Manager® Consortium as an associate member. Four years later, Kentucky achieved full accreditation. The name was changed in 1994 to the current name. The Consortium reviews accredited state programs throughout the country every five years for continued accreditation. Kentucky's last continuing accreditation review was in 2004.

## **National Certified Public Manager® Consortium**

The National Certified Public Manager® Consortium is an association of government organizations, which recognizes that systematic training programs are essential in maintaining and improving the effectiveness and professionalism of government managers. The Consortium is responsible for accrediting CPM programs. Kentucky has two voting members represented on the Consortium. KCPM is scheduled for continuing accreditation in 2009. At the Consortium convention in September 2005, the National Certified Public Manager® Consortium recognized 33 states as accredited, active or associate members.

## Kentucky Certified Public Manager® Program

### **Partnership with Kentucky State University**



In July 2006, Kentucky's Certified Public Manager® program made history by becoming the first state in the consortium to partner with a Historically Black College or University in the implementation of the nationally accredited CPM program. Kentucky State University's Public Administration Department and the Office of Continuing and Distance Education provide staff and faculty support to administer 180 hours of the 300 hour course requirement of the CPM program.

### **Kentucky Society of Certified Public Managers®**



The Kentucky Society of Certified Public Managers® (KSCPM) is a professional, accredited society of public sector managers. Kentucky's Society is a member of the American Academy of Certified Public Managers (AACPM). Membership to the Society is open to those who are active in CPM or are graduates of the KCPM program. A link to web pages for both groups is found on GSC's web page. The Kentucky Society's form can be found at <http://www.kscpm.org>.

# Kentucky Certified Public Manager® Program

## **Purpose of the Program**

The Kentucky Certified Public Manager® program's objective is to build and maintain a core of skilled and knowledgeable leaders to direct, manage and supervise employees, programs and projects in the public sector in Kentucky. Presenting the latest practical management theories and providing skills in current government practices and principles have made the KCPM program a flagship program.

Based on the objective of the KPCM program, the target audience for the program is managers or those employees who aspire to become managers in the future. Employees who have already obtained a Masters of Public Administration (MPA) would probably find more value in attending Governmental Services Center open workshops than becoming a KCPM program participant because they have already obtained some of the knowledge contained the program.

## **Goals of the Program**

1. Encourage high educational and professional standards in the field of public management.
2. Create state-of-the-art learning opportunities that enhance the knowledge and skills of current and future leaders in Kentucky state government.
3. Provide a management development program that is nationally recognized and regularly evaluated against the highest benchmarks.
4. Offer a forum for managers throughout Kentucky state government to discuss current opportunities, problems, and issues.
5. Develop an identifiable pool of knowledge, expertise, and talent in the form of well-trained, highly motivated dedicated managers and potential managers.

# Kentucky Certified Public Manager® Program

## **KCPM Nomination Process**

On an annual basis, the Governmental Services Center will enroll 90 CPM candidates to the program. Cabinets may nominate up to 10 candidates for the CPM program annually. General Government entities not attached to a cabinet may nominate up to 2 candidates for the CPM program annually. Local Governments may nominate up to 2 candidates annually for the CPM program.

The nomination process begins with the nominee completing the Application form. The Nomination and Application form must then be submitted to the candidate's immediate Director or Manager. The Director or Manager must complete their portion of the Nomination form and validate the qualifications of the candidate before submitting the Nomination and Application form to the Cabinet or Agency contact for receiving CPM Applications. The Cabinet's contact for receiving Nomination and Application forms will process the documents according to internal procedures and designate their top 10 candidates to be submitted to GSC. General Government Agency contacts will process the documents according to internal procedures and designate their top 2 candidates to be nominated to be submitted to GSC. For Agency specific information, potential candidates should contact their agency training liaison or personnel administrator.

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## **Eligibility Requirements**

In order to be eligible to be nominated to the KCPM program, the nominee must meet at least one of the following three requirements:

1. Currently be a manager/supervisor of an organizational unit
2. Currently be a manager of a state government program or significant project
3. Currently is a developmental candidate for such a position, as documented in the agency's Workforce Plan or the individual's Professional Development Plan.

In addition to meeting one of the above three requirements, a candidate must also have a minimum of one year service in current position and not be on probation.

The nominee's Director/Manager attests that the Nominee's work performance indicates the ability to succeed in the KCPM program and the Director/Manager must commit to support the nominee's participation fully. The Director/Manager must commit to attending periodic meetings to learn:

1. What knowledge and skills the participant is acquiring in the KCPM program;
2. How the participant's Director/Manager can use those improved competencies to achieve higher organizational performance.

The nominee's Cabinet Secretary or other designated agency executive must commit:

1. To support the nominee throughout the KCPM program;
2. To provide additional appropriate learning and developmental opportunities;

## Kentucky Certified Public Manager® Program

3. To seek opportunities to leverage the competency concepts promoted in the KCPM program to achieve higher organizational performance levels.

### **KCPM Selection Process**

Applications and Nomination forms will be accepted by GSC from April 1 to May 31 each year. Cabinet representatives should submit 1 completed copy, including all appropriate signatures, of each candidate's application and nomination form to Branch Manager of Consulting and Learning Services by the May 31 deadline of each year.

GSC will facilitate a selection committee composed of the Executive Director of GSC, one other Personnel cabinet member, at least one member of the Advisory Council, at least one Kentucky State University faculty member and at least one Kentucky CPM alumnus.

The Selection Committee will select the state's top 90 candidates. The top 30 will begin the program in the Fall semester of the current year. The second tier of 30 candidates will begin the program in the upcoming Spring semester and the third tier of 30 candidates will begin the program in the upcoming Summer term.

All 90 candidates selected will be contacted immediately following the selection committee meeting and be required to participate in a program orientation.

# Kentucky Certified Public Manager® Program

## **Cost of Program**

### Assessed Agencies:

State government agencies or candidate will only be required to cover the cost of the program that is taught by KSU. KSU is responsible for 180 hours of the required 300 hour program. At the completion of the 2 year program, the participant will have accumulated 18 college credit hours for the 180 hours of instruction. The total cost of the KSU portion of the CPM program is \$2160 for the 2007-2008 academic year, plus textbooks for each course per candidate accepted into the program. This amount covers the cost of tuition and fees for the KSU 180 hours or 18 college credit hour component of the program.

The costs of the 120 hours facilitated by GSC are already paid for by the agency through the yearly per capita assessment.

### Non-Assessed Agencies:

Non-assessed agencies will be required to cover the cost of the entire program, the courses instructed by KSU and the workshops facilitated by GSC. The cost includes the 2007-2008 academic year tuition and fees of \$2160 to cover the KSU component and a per diem fee of \$125 per day charged for each course completed that is facilitated by GSC.

For employees of other public agencies eligible for our services, a written letter of understanding from the agency head or designee must be on file in the GSC Executive Director's office. This letter confirms the agency's agreement to reimburse GSC for the employee's fee for each GSC course.

## Kentucky Certified Public Manager® Program

Agencies pay for a candidate's participation in the KCPM program in other ways, such as allowing time off to attend workshops and cost of travel. In prior years, agencies could expect to cover travel costs for approximately 40 days of travel associated with program participation. Due to our partnership with Kentucky State University and the courses the institution is offering being online, agencies now can expect to cover the costs of travel for approximately 20 days of travel associated with the program. Agencies recognize that support for participants to gain management and leadership skills will benefit them as well as their employees. It is an investment in the future.

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## Candidate Support

GSC staff provides information and assistance to candidates upon request.

The Kentucky State University Governmental Programs Coordinator provides candidate support during the matriculation of the CPM candidates in the KSU portion of the required coursework. The KSU Coordinator can be reached at: 502-597-7012.

A candidate is not assigned an individual advisor, but may call an instructor, speak with him/her before or after a workshop, or make an appointment.

The GSC administrative support team provides forms, handbooks, transcripts and other requested materials to candidates. Call 502 564-8170 and ask for KCPM Support Staff for inquiries.

GSC sends a letter or an e-mail confirming enrollment in a workshop. You will receive a letter or e-mail from the KSU Coordinator about your enrollment status in any one of the KSU instructed courses. Be sure to keep us informed of your current work e-mail address. Your home e-mail address may be used as an alternative **only** if you do not have a work e-mail address. This correspondence may include specific location and parking instructions. **Read it carefully.**

GSC workshops are offered mainly in Frankfort. However, efforts are made to offer classes in the western and eastern portions of the state. In addition, all Kentucky State University courses are offered online and can be accessed via the web.

For workshops in Frankfort, **parking permits are required in vehicles parked in designated parking areas on the KSU campus.** Permits will be sent via email from GSC.

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## **Benefits of the Program**

- You will acquire those much-needed skills to be an effective manager/employee.
- The designation of Kentucky Certified Public Manager® is recognized in all states associated with the Consortium.
- Upon completion of CPM, Personnel will acknowledge two years of *management* experience.
- You will have acquired eighteen (18) undergraduate hours toward the Bachelor of Public Administration degree at Kentucky State University or towards a Bachelor of Arts in Business Administration at KSU, upon completion of the KCPM program.
- Graduates of the KCPM program are eligible to apply for an Educational Achievement Award if their agency participates in the Educational Achievement Award program. This award includes a 5% salary increase. Candidates are responsible for initiating the request for the Educational Achievement Award through their agency. Completion of the KCPM program does not guarantee the graduate to receive the educational achievement award of a 5% salary increase.
- Both candidates and graduates are eligible to join the Kentucky Society of Certified Public Managers.

It is important to note that completion of the KCPM program does not guarantee nor entitle the graduate to receive the educational achievement award of a 5% salary increase.

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## **Exceptions and Removal**

Under some circumstances, a candidate cannot complete the program within two years. In extreme circumstances, an extension will be granted before removal from the program. Agencies, however, do have the authority to determine if and when an employee attends training. The agency is under no obligation to send an employee to workshops just because the employee is in the CPM program. This may result in the candidate's inability to complete the program's requirements within the authorized timeframe of two years. The agency head or designee also has the authority to remove a candidate from the program at any time.

### Kentucky State University Courses:

Courses taught by KSU will require the candidate to adhere to KSU policies and procedures for course matriculation. University policies and procedures are available for review in the University Catalogue which is on the web at [www.kysu.edu](http://www.kysu.edu) under the Students tab on the opening web page.

Candidates will also be required to obtain a "C" or better in each on-line class they take in order to remain a KCPM candidate. Any grade lower than a "C" or an Incomplete may result in your removal from the program.

For more information on KSU online CPM courses visit the FAQ on GSC KCPM web site: <http://personnel.ky.gov>

### Governmental Services Center:

A candidate will be required to complete a total of 91 hours of training offered by GSC. GSC requires that all 91 hours be completed before attending the final KSU online course. If the candidate has an extreme circumstance, they will be reviewed on a case by case basis.

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## **Certified Public Manager Program Curriculum**

The KCPM program requires a total of 300+ contact hours for completion. A total of 180 hours will be offered by Kentucky State University and 120+ hours will be offered at GSC.

The program requires a ½ day orientation to the program that introduces the candidate to Kentucky's program and to Kentucky State University faculty and staff.

### Kentucky State University:

The following list of courses will be instructed by Kentucky State University and total 180 hours of coursework:

1. Budgeting Process – Year one
2. Human Resource Management – Year one
3. Public Sector Management – Year one
4. Organizational Behavior – Year two
5. Contemporary Public Policy – Year two
6. Project Management – Year two

### Governmental Services Center:

The following list of courses offered by GSC may be selected to meet a total of 91 hours of coursework. Seven courses are mandatory equaling 71.5 hours (\*) the remaining 19.5 hours are elective:

- \* Practicing Leadership (2 Days) – 13 hours
- \* Structured Behavioral Interviewing (2 Days) – 13 hours
- \* Assessing Organizational Performance (1 Day) – 6.5 hours
- \* Influential Leadership (2 Days) – 13 hours
- \* Team Building (1 Day) – 6.5 hours
- \* Managing Organizational Change (2 Days) – 13 hours
- \* Process Improvement (1 Day) – 6.5 hours
- Facilitation Skills (1 Day) – 6.5 hours
- Introduction to Project Management (2 Days) – 13 hours
- Leadership Communication (1 Day) – 6.5 hours
- Strategic Planning (1 Day) – 6.5 hours
- Presentation Skills (1 Day) – 6.5 hours

*Note: You will only be allowed to be enrolled in two (2) GSC classes per quarter. The reason for this stipulation is to allow you time to practice concepts and theories learned in workshops.*

## Kentucky Certified Public Manager® Program

The capstone team project is required of all candidates and is in conjunction with the KSU online Project Management course. It will constitute an additional 15 hours toward the 300 hour requirement. The following course and activity are required for completion:

- Capstone Project Seminar (1.5 Days) – 5 hours

The curriculum also consists of a 5 hour requirement to attend Legislative Hearings and 15 hours of GSC approved outside conferences and/or seminars.

### **PREFERRED CLASS ORDER**

To gain the most from each workshop, we recommend that you take the following classes in the order listed below:

- 1. Practicing Leadership\* – Mandatory**
- 2. Team Building – Mandatory**
- 3. Process Improvement\* - Mandatory**
4. Leadership Communication – Elective
5. Strategic Planning – Elective
- 6. Influential Leadership\* - Mandatory**
- 7. Assessing Organizational Performance\* – Mandatory**
- 8. Managing Organizational Change – Mandatory**

(The electives listed above are only a suggestion for the order of classes. You are not required to take those particular electives.)

(\*) indicates that there are pre-requisites to this class. Pre-requisite classes may not necessarily be part of the KCPM program.

#### Pre-requisite listing

- Problem Solving and Decision Making before Process Improvement\*
- Process Improvement\* before Assessing Organizational Performance\*
- Introduction to Leadership before Practicing Leadership\*
- Practicing Leadership before Influential Leadership\*

**Mandatory KCPM classes are listed in bold type.**

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The following classes do not need to be taken in any particular order:

- **Structured Behavioral Interviewing – Mandatory**
- Facilitation Skills – Elective
- Introduction to Project Management – Elective
- Presentation Skills – Elective

*Note: You will only be allowed to be enrolled in two (2) GSC classes per quarter. The reason for this stipulation is to allow you time to practice concepts and theories learned in workshops.*

## **COMPETENCIES**

CPM Competencies as adopted by the National Certified Public Manager® Consortium

### **Personal and Organizational Integrity**

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

### **Managing Work**

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

### **Leading People**

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

### **Developing Self**

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

# Kentucky Certified Public Manager® Program

## **Systemic Integration**

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

## **Public Service Focus**

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

## **Change Leadership**

Acts as a 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 proactive.

## **TESTING**

Tests are designed to demonstrate the application of knowledge learned in the workshop. Tests focus on the application of key competencies and theories in the workplace.

Kentucky State University Instructed:

- CPM candidates must comply with all KSU policies and procedures for test taking and course requirements.
- Test results are confidential and stored in a secure location.
- The curriculum is sequential and candidates will not be allowed to progress to the next course until the prior course requirements have been met.

# Kentucky Certified Public Manager® Program

Governmental Services Center:

- Ethical standards of behavior are expected while taking a test.
- Candidates will be notified of the test results by a confidential letter.
- GSC tests are graded as pass or fail basis. Following a failed test, the candidate may contact this office to schedule the test for a later date. After failing a test twice, the workshop must be retaken.
- There will be no test-out options for workshops.
- Test results are confidential and stored in a secure location.
- Questions regarding incorrect answers are not disclosed to protect the integrity of the test.

## **APPLIED PROJECTS AND CAPSTONE PRESENTATION**

*Why are Applied Projects and a Capstone Project required for completion?*

The National Certified Public Manager ® Consortium says that applied projects are "...a requirement for a written demonstration of participants' effectiveness in applying core materials to their job environment."

Applied Projects:

CPM candidates will be required to complete a total of five applied projects and one capstone project. Candidates will complete one applied project at the end of each course instructed by Kentucky State University. The projects are designed around specific assessments and theories and provide an opportunity for participants to apply their gained knowledge and skills at work. Projects should represent your practice of a workshop skill, technique or model in the workplace. Keep in mind opportunities where workshop knowledge would enhance your work experience.

# Kentucky Certified Public Manager® Program

## Capstone Project:

CPM candidates will be required to complete a final capstone project in conjunction with the KSU Project Management Course. Teams will be assembled and required to complete a project that has been submitted by a state agency. The teams will have to complete the projects and present their findings to the sponsoring agent and an evaluation panel.

## **RECOGNITION CEREMONY**

- The CPM recognition ceremony is held in the Summer of each year.
- Candidates who meet all requirements for the CPM program qualify to participate in the Summer awards ceremony.
- Information about the awards ceremony is sent during late Spring to all candidates who qualify.

# PROGRAM WORKSHEET

This worksheet is provided to help you track your progress in completing requirements for the Kentucky Certified Public Manager® program.

NAME: \_\_\_\_\_

Admission Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Deadline Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Date of Course / Workshop	Workshop Test	CPM Program Required Courses / workshops
		<b>Orientation Seminar (Required)</b>
		<b>Budgeting Process</b>
		<b>Human Resource Management</b>
		<b>Public Sector Management</b>
		<b>Organizational Behavior</b>
		<b>Contemporary Public Policy</b>
		<b>Project Management</b>
		<b>GSC workshops (91 hours required)</b> <b>1. Practicing Leadership (13 hours)</b> <b>2. Structured Behavioral Interviewing (13 hours)</b> <b>3. Managing Organizational Change (13 hours)</b> <b>4. Process Improvement (6.5 hours)</b> <b>5. Assessing Organizational Performance(6.5 hours)</b> <b>6. Influential Leadership (13 hours)</b> <b>7. Team Building (6.5 hours)</b> <b>8.</b> <b>9.</b> <b>10</b>
		<b>Legislative Hearings (5 hours required)</b>
		<b>Conferences and Seminars (15 hours required)</b>

\_\_\_\_/\_\_\_\_/\_\_\_\_ Capstone Seminar

\_\_\_\_/\_\_\_\_/\_\_\_\_ Request for Certification submitted

The Capstone Seminar is taken once all other requirements are met.

