

Governmental Services Center

Certificate of Management Fundamentals

Project Writing Handbook

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WHY DO WE HAVE TO DO PROJECTS ANYWAY?

The GSC workshops are designed to improve or provide an opportunity for you to learn, new competencies to enhance or positively change your behavior in the workplace. One of the requirements for the Certification of Management Fundamentals is to demonstrate your new abilities. Attendance of a workshop is not enough to evaluate competency of a new skill. You need to apply new or improved competencies, behaviors, skills or techniques at work. The project is to demonstrate understanding of competencies and the transfer of workshop learning to the job.

What is a project? A project is a written personal narrative, telling the steps you used in a planned activity from start to finish. The project steps should reflect the use of skills obtained in an GSC / CMF workshop. The project will demonstrate how you can achieve results, make a difference, and/or have a positive impact in a work situation using something gained from one or more of the CMF core workshops.

What should projects be about?

The Three M's

You may apply CMF workshop learning back on the job to help you, your work unit, or your agency in at least three ways:

- **Managing Yourself**
- **Managing Projects, Processes, or Programs**
- **Managing People**

Project Scope

Your CMF project is an application of your learning in GSC workshops. Your project should not be viewed as extra work, but rather something that would enhance your organization, either the performance of individuals, groups or the entire organization. This may be something that needs attention or you have meant to do for awhile. The project should provide evidence of workshop curriculum knowledge, principles, theories, or techniques that you have used in your current position. Remember the project must be work related; you cannot use a civic organization or any other outside program.

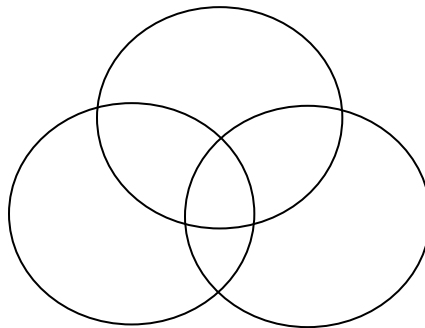
You may want to use the “Three Circle Test” to determine if an idea is appropriate for a CMF project. Ask yourself if your project idea relates to:

- Your current job responsibilities or your own individual job interests, i.e., your work-related tasks, activities, projects, or your ideas for innovation and creativity in the workplace
- Your agency and its needs, i.e., agency mission, goals, services, or customers
- CMF workshop information, theories, models, principles, or techniques

The basic criteria for CMF projects can be illustrated with the “Three Circle Test”

Is the project idea related to my current job responsibilities or individual interests?

Is the project idea related to agency needs or mission?



Is the project idea related to the CMF curriculum?

When all three circles overlap, the topic is appropriate for a CMF Project.

How do I identify Project opportunities?

Know thyself

One approach to identifying a potential project is to realistically assess your own strengths and improvement opportunities as they relate to your current job responsibilities. You might ask yourself the following questions:

- Am I taking full advantage of my strengths? If not, what have I learned that I can use to build on and enhance my strengths in the performance of my job?
- What are my improvement opportunities? Are there recurring situations or problems that need attention? If so, what have I learned that I can use to address these situations or problems in new ways?

AHA!

Another approach to identifying a potential project is to be aware of AHA! experiences during workshops. These usually occur when you suddenly think of a particular situation on the job that relates to some aspect of the information, theory, principle, or technique being presented. Although your AHA! may not be a fully developed proposal, it may provide the starting point.

Another AHA! experience may occur during workshops that provide an opportunity for you to develop a personal action plan at the end of the workshop. Although these personal action plans are not structured exactly like project proposals, they do encourage you to identify ways to apply what you've learned back on the job.

In either case, the next step is to capture your idea on the Project Proposal form and send it to GSC. In some cases, you may want to talk with your training consultant to help you further develop your idea into a formal proposal.

Points to Remember

- Stay alert for possible project topics when you take the CMF required curriculum.
- Stay alert for possible project topics while you are completing your job responsibilities.
- Stay alert for possible project topics whenever you

interact with your manager about the agency's mission, goals, services, customers, or needs.

- Stay alert for your own innovative or creative ideas about how your work unit or agency can improve effectiveness or efficiency.
- Stay alert and keep paper and pen/pencil close by to capture at anytime possible project topics.

CMF Project Application

General Requirements for Project

All projects must be:

1. Submitted on a Project Proposal Form, that has the signature of a GSC consultant, attached to the project.
2. Written in acceptable, standard English in a style that is complete, concise, and clear.
3. Typed with double spacing and divided into appropriate paragraphs.
3. Submitted with a standard cover sheet.
4. Relevant to your work unit, or your agency.

Specific Guidelines for Project Proposals

1. Each CMF project idea must have a proposal form. A blank project proposal form is provided in the Appendix of this Handbook.
2. Your Project Proposal Form must be approved **before** you begin your project.
3. Each CMF Project Proposal should address a situation, concern, problem, or opportunity that exists in your workplace; describe the end goal, outcomes, or results you expect to achieve; identify the workshop information, theory, principles, or techniques that will be used, and explain why this information is applicable to the project's purpose.
4. The Project Proposal is the first chance the evaluator has to know if a candidate understands the purpose of a project. A project is not **a project in the usual sense of the word. A project for CMF is defined throughout this handbook and should not be confused with a job assignment.** A project illustrates that you know how to apply workshop information in a workplace setting. The

project proposal **therefore** is a brief plan of what you will do in your project. It enables the proposal evaluator to know if you are on the right track.

Remember, we want to know what you learned while sitting in a classroom. The way you show it is to turn the concepts or strategies into action then, the way you let us know is by writing a project about the way you applied or used your new knowledge or changed behavior at work. The Proposal shows you have a plan for this.

5. Project Proposals will be returned for revision if information requested on the proposal is not adequately covered. You will correct the proposal, and resubmit it within a two week period.

Content Requirements for Completed Projects

All completed CMF projects should include the following information in this order:

- A. An explanation of the situation, problem, concern, or opportunity being addressed in the project, and why it is important to you, your work unit, or your agency. Think in management terms when describing this situation.
- B. A description of the purpose, goal, outcomes, or results you expected to achieve, i.e., what do you intend to accomplish by addressing the situation, problem, concern, or opportunity?
- C. A discussion of the workshop knowledge, theories, models, principles, or techniques that you used in your project and why you believe this information is applicable to your purpose.
- D. A detailed description of exactly what you did, including how you applied the workshop knowledge, theories, principles, or techniques.
- E. A discussion of the outcomes or results of the project, i.e., did your project accomplish your desired purpose or goals?

- F. An explanation of the benefits of your project to you personally. What did you learn about yourself? How did you grow or change? What would you do differently in the future?

Composition and Format Requirements for Completed Projects

A. Cover Sheet

All submitted projects must have a standard cover sheet (see sample in the Appendix of this Handbook) that includes the following:

- Name of Workshop(s)
- Title of Project
- Name
- Mailing Address (home)
- Work Telephone
- Date
- Date of Workshop(s) Taken

B. Style

Projects should be typed, double-spaced, and submitted on standard paper. They may include or have attachments such as reports, memos, letters, charts, diagrams, manuals, etc. that will help the reader understand the project. When quoting or using supplementary materials, please cite the source; however, footnotes and bibliographies are not required.

C. Length

Projects have no specified length or required number of pages. The project must cover specific areas listed under Content Requirements and must be complete, clear, and concise.

Proofreading Your Project

It is important that projects reflect your professionalism and commitment to excellence. They should be written in clear, standard English and should follow all standard guidelines for grammar, spelling,



punctuation, and paragraphing.

Writing experts recommend that you first check the content, then revise or rewrite, and last check for errors in grammar, spelling, and punctuation. Experts also tell us it is easier to catch errors on paper than on a computer screen, so always proofread your hard copy before submitting it. **Projects that have errors in grammar, spelling, or punctuation will be returned for revision.**

Submitting Completed Projects for Evaluation

Project should be submitted to:

VIA EMAIL to: Jeanne Olivas Jeanne.olivas@ky.gov or
Beth Gordon ElizabethA.gordon@ky.gov

or

VIA PAPER to:

CMF Project Evaluator
Governmental Services Center
KSU, ASB 4-W
400 East Main
Frankfort, KY 40601

Projects submitted for evaluation should contain the following:

- ◆ Project may be submitted via email or paper. If submitted via email, the project and any attachments must be contained in one document.
- ◆ No binders please.
- ◆ The cover sheet (title page) will be the first page of the project.
- ◆ If a project needs revision, a revision form will be returned to the candidate along with a copy of the project. The revision form should be attached to the revised project when it is resubmitted.

Most Common Reasons Projects Are Returned for Revision:

- ◆ Unclear or incomplete description of exactly what was done.
- ◆ No clear relationship between project activities and workshop learning.
- ◆ Incomplete or inaccurate explanation of workshop knowledge, theories, principles, or techniques used in the project.
- ◆ Weak or insignificant effort for applying workshop knowledge, theories, principles, or techniques.
- ◆ Errors in grammar, spelling, and/or punctuation.
- ◆ Unclear or incomplete information on the current conditions that need to be addressed.

Tips for Composition

- ◆ Use first person to “tell your story”; this is not a theme, a research paper, or the great American novel.
- ◆ Read your final copy out loud before sending it to GSC; or ask someone else to read it for logic and clarity.
- ◆ If grammar and punctuation are not strengths for you, ask someone with those strengths to read and edit your final copy before you submit it.

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APPENDIX

SAMPLE PROJECT COVER SHEET

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**Name of Workshop(s)
Date of Workshop(s) Taken**

TITLE OF PROJECT

CMF Program

Submitted by

Your Name

Your complete Home Mailing Address
Work Telephone

Date Submitted

PROJECT EVALUATION SCORE

Project Evaluation: Content

Each one of the content requirements is evaluated by “meeting the expectation” or “fails to meet expectation”. Projects must receive a rating of “meets the expectation” in 5 out of the 7 categories for the project to be accepted; projects receiving an overall “fails to meet” in will be returned for revision along with an explanation of what needs to be improved upon.

Below is the form that will be used by the Project Evaluator to evaluate your project.

For each category requirement, the Project Evaluator will indicate how well this project achieved the expectations. In the event that you receive a “Fails to meet the expectation”, the evaluator will explain why under “Evaluator Comments”.

A. Project Evaluation: Composition and Format

Expression of ideas and thoughts are complete, concise, and clear.

Writing is essentially consistent with standards of grammar, spelling, and punctuation.

Project is typed and double-spaced and is in paragraph format.

Project has a standard cover sheet with all of the required information.

___ Meets the expectation

___ Fails to meet the expectation

Evaluator Comments:

B. This project provided an explanation of the situation, problem, concern, or opportunity being addressed in the project, and why it is important to you, your work unit or your agency. It was thought of in management terms when describing this situation.

___ Meets the Expectation

___ Fails to Meet the Expectation

Evaluator Comments:

C. A description of the purpose, goal, outcomes, or results expected to be achieved, i.e., what was intended to be accomplished by addressing the situation, problem, concern, or opportunity was provided in this project.

___ Meets the Expectation

___ Fails to Meet the Expectation

Evaluator Comments:

D. A discussion of the workshop knowledge, theories, models, principles, or techniques that were used in this project and why it was believed this information is applicable to the purpose was provided in this project.

___ Meets the Expectation

___ Fails to Meet the Expectation

Evaluator Comments:

E. A detailed description of exactly what was accomplished; including how the workshop knowledge, theories, principles, or techniques were applied was provided in this project.

___ Meets the Expectation

___ Fails to Meet the Expectation

Evaluator Comments:

F. This project included a discussion of the outcomes or results of the project, i.e., did the project accomplish the desired purpose or goals?

Meets the Expectation

Fails to Meet the Expectation

Evaluator Comments:

G. An explanation of the benefits of this project to the writer personally. What was learned? How did the writer grow or change? What would the writer do differently in the future as a result of the following was provided in this project.

Meets the Expectation

Fails to Meet the Expectation

Evaluator Comments:

Overall Evaluation Summary:

_____ "Meets the Expectation"

_____ "Fails to Meet the Expectation"

Evaluator Comments:

7/7=100%

6/7=85%

5/7=71% -Meets the Project Expectations

4/7=57%-Fails to meet the Project Expectations

3/7=42%

2/7=28%

1/7=14%

CMF PROJECT PROPOSAL FORM

Name _____ SS#: (last 4 only) _____ Date: ___/___/___
Cabinet/Agency _____ Work Telephone _____
Fax: (_____) / _____ / _____ E-mail: _____

Please fill out at which address you would prefer to receive your approved proposal form:

Work Mailing Address:

Home Mailing Address:

Proposed Project Title:

The proposal is a snapshot of your project plan. Answer the following questions about your plan to apply workshop knowledge to the workplace. You may attach additional sheets if needed.

1. **What is the current situation you want to address in the project? Why is it important to you, your work unit, or your agency?**

2. **What is the goal, outcome, or result you expect to achieve, as a result of completing this project?. (i.e. What do you intend to accomplish by addressing the situation, problem, concern, or opportunity? What do you hope will change?)**

3. **What workshop(s) are you going to use for this project? What particular part of the workshop will you use? (i.e. technique, model, or tool)**

Supervisor approval: _____ **Date** _____
(Supervisor Signature is required; this signifies the supervisor agrees with the assessment of the current situation and will support the participant working on the project)

This CMF Project Proposal is: _____ Approved _____ Returned for Revision _____ Date: _____
Proposal Evaluator Signature: _____ Comments: _____

Please send via email project proposals to: Proposal Evaluator, GSC at KSU, 400 East Main Street, Frankfort, Kentucky 40601.