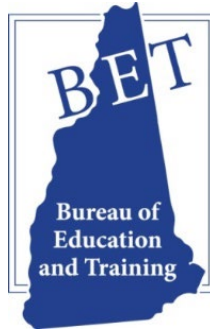




New Hampshire Certified Public Manager Program



New Hampshire Department of Administrative Services ~ Division of Personnel
Bureau of Education and Training
54 Regional Dr ~ Concord, NH 03301

**Building capacity for innovation, effectiveness, and best professional practices
in New Hampshire's public managers and leader**

Mission

The New Hampshire Bureau of Education and Training (BET) provides high-quality education and training programs for state, municipal, and non-profit employees who serve the citizens of New Hampshire. BET offers certificate and professional development programs designed to develop best practices in management, supervision, and leadership and courses to enhance the quality of service, productivity, and effectiveness for those who serve the citizens of New Hampshire.

History of the Certified Public Manager Program

The idea for the CPM began in the early 1970s at the University of Georgia with the realization that the state was experiencing explosive growth in information and knowledge, significant new social legislation, and rapidly altering social values. During this time the Institute of Government and the Georgia Merit System were offering management training to public employees. It was recognized that these two organizations were offering duplications of training in some areas of management and were failing to meet the needs of other management areas. In 1974 University of Georgia's Institute of Government, the Georgia Center for Continuing Education, and the Georgia State Merit System for Personnel Administration convened to discuss ways to broaden and refine Georgia state management training programs to meet the challenges of rapid change in the state and society. A consensus was reached that management in the state government needed to become more professional.

The National Certified Public Manager® Consortium, formed in 1979, establishes and preserves standards for the Certified Public Manager® designation by providing and monitoring accreditation standards, facilitating program development, encouraging innovation, and developing linkages with programs and organizations across the US and internationally. The Consortium is served by a board made up of representatives from each of the member programs.

The quality and efficiency of management in government have a major impact on the lives of citizens and the orderly functioning of society. Systematic training programs are essential to maintain and improve the effectiveness and professionalism of government managers.

Those earning the Certified Public Manager® designation are eligible to become a member of the **American Academy of Certified Public Managers®** and the **NH Association of Certified Public Managers**

The American Academy of Certified Public Managers® (AACPM) is a professional association of public sector managers established in 1984 to promote a high professional, educational and ethical standard in public management.



The Certified Public Managers® program is a competency-based program. Through the curriculum, CPM students demonstrate proficiency in the seven core CPM program competencies:

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. Empowering others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Monitoring workloads and documenting performance. Dealing effectively with performance problems.

Leading People

Inspiring others to positive action through a clear vision; promotes a diverse workforce. Encouraging and facilitating cooperation, pride, trust and group identity; fostering commitment and team spirit. Articulating a vision, ideas and facts in a clear and organized way; effectively managing emotions and impulses.

Developing Self

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

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; including customer/client identification, expectations, needs and developing and implementing paradigms, processes and procedures that exude positive spirit and climate; demonstrating agency and personal commitment to quality service.

Change Leadership

Acting as a change agent; initiating and supporting change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change; emphasizing and fostering creativity and innovation; being proactive.

Capstone Overview

A capstone project is a multifaceted assignment that serves as a culminating concept application and intellectual experience for applicants. While similar in some ways to a college thesis, capstone projects may take a wide variety of forms, but most are long-term projects that culminate in a final product and presentation. Certified Public Manager® (CPM®) participants will work with their organizational leadership to select an organizational improvement area. The desired results for capstone work might vary but in general, capstone projects will aim to increase productivity, conserve resources, reduce expenses, or improve customer or employee experiences.

New Hampshire's CPM® program is accredited by the National Certified Public Manager Consortium (NCPM). As a requirement of this accreditation, each program must provide opportunities for participants to apply training and course concepts and competencies to their work. The capstone project in CPM and the essay paper in Supervisory Academy is one of the main components that NH CPM Program uses to meet this requirement. Capstone projects are generally designed to encourage participants to think critically, solve challenging problems, and develop skills such as oral communication, public speaking, research skills, media literacy, teamwork, planning, self-sufficiency, or goal setting.

1. The first deliverable for your capstone work is the Capstone Project Charter
2. The second deliverable is the CPM Progress Report
3. The third deliverable is your Project Abstract
4. Finally, the NHCPM symposium

CPM Competencies:

- Leading People
- Developing Self
- Managing Work
- Personal and Organizational Integrity
- Systemic Integration
- Public Service Focus
- Change Leadership

Supervisory Academy (SA) Course Descriptions

Leadership Foundations (2 Weeks)

Leadership is a set of abilities, and like any other skill set it can be learned and improved. Becoming an exemplary leader is not easy. It takes self-belief, aspiration, grit, support, and deliberate practice. However, with solid determination and supportive guidance everyone can learn to become better leaders than they are today.

Course Objectives

Upon Completion of this course, students will be able to:

- Know the dimensions of the planning-organizing-leading-controlling (P-O-L-C) framework.
- Examine reasons why developing leadership skills is crucial regardless of the position one holds.
- Differentiate types of leadership levels.
- Examine theories of leadership and how they can be applied.
- Collaborate more effectively with others by building high-trust relationships of mutual benefit.
- Discuss how emotional intelligence relates to effectiveness in the workplace and why it is crucial to career development.

CPM Competencies:

- Leading People
- Developing Self
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Intro to Organizational Behavior (2 Weeks)

The rules for work are changing. We're being judged by a new yardstick: not just how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other. Emotional competence is particularly central to leadership, a role whose essence is getting others to do their jobs more effectively. (Daniel Goldman)

Course Objectives

Upon Completion of this course, students will be able to:

- Practice supervisor responsibilities as they relate to Respect and Civility in the workplace policy.
- Understand how leaders influence and move their followers to action.
- Understand the importance of building a team with personalities in mind.
- Define intrinsic and extrinsic motivation.
- Describe what organizational culture is and why it is important for an organization.

CPM Competencies:

- Personal and Org Integrity
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Effective Communication (1 Week)

Communication is an important part of your job - one that is often taken for granted. When you think about it, almost everything you do calls for good communication. When you hire a new employee, good communication skills help you pick the right person and make sure the person you hire knows what the job involves. When you're training, coaching, or evaluating an employee, you need to be clear about your expectations and sensitive in dealing with problem areas. When conflicts arise, you'll need your communication skills to resolve the issues without creating more.

Course Objectives

Upon Completion of this course, students will be able to:

- Recognize the 5 steps of active listening.
- Understand the importance of non-verbal communication in the workplace.
- Understand managing organizational communication.
- Recognize the importance of knowing your audience.
- Discuss communication and technology.

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Conflict Resolution (2 Weeks)

The word “conflict” produces a sense of anxiety for many people, but it is part of the human experience. Conflict is inevitable, but we can improve our handling of disagreements, misunderstandings, and struggles in the workplace to make it easier to manage when it does occur.

Course Objectives

Upon Completion of this course, students will be able to:

- Define Conflict
- Discuss the role of perceptions in conflict.
- Recognize, when conflict is constructive or destructive?
- Identify positive and negative conflict.
- Describe conflict resolution styles.

CPM Competencies:

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Performance Management (1 Week)

The main objective of performance management is to give managers and employees a clear, consistent system to work within which, in turn, leads to greater productivity. When done effectively, performance management can:

- Build company culture.
- Empower employees.
- Define and align goals.
- Improve communication.

Course Objectives

Upon Completion of this course, students will be able to:

- Develop, contribute, and sustain a High-Performance Culture.
- Understand the three principles of Performance Management.
- Identify the Key Principles of Superior interaction Management.
- Understand the Pygmalion Effect and its four factors.
- Identify types of difficult people, their behaviors, and their intent.

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SA Workshops

Because of the limited time on SA meeting days, we have established 3 workshops that will take place virtually on a Friday. Workshops are mandatory but do not require you to attend the virtual in-person session. All workshops are recorded. If you are unable to attend the on-line version, you will be responsible for watching the recording and writing a one-page reflection.

Workshop titles are rotated through the schedule from September-June

Workshop Titles:

- Coaching Skills
- Dealing with Difficult People
- Emotional Intelligence
- Employee Engagement and Motivation
- Managing Different Generations in the Workplace
- Managing in a Virtual Environment
- Nonverbal Communication
- Office Politics
- Problem Solving
- Psychological Safety
- Trust Building
- Unconscious Bias

SA Topic Exploration Paper

The goal of this assignment is for you to pick a topic related to one of the courses in the SA program, take a deeper dive into the topic incorporating the seven CPM competencies and share what you found with the rest of the class. As managers and leaders, it is important to “sharpen our saws” and keep learning. This exercise is designed to get you started on that practice and prepare you to move on to the second level CPM class.

SA Schedule

Supervisor Academy runs for 8 weeks. Students choose between a two day a week schedule or a one day a week schedule. All SA classes are on Teams. SA counts as 80 of the 300 hours needed to complete the NHCPM program. You can not sign up for the NHCPM program until you have completed the SA prerequisite.

Two-day class meets the following: Monday and Thursday from 9:00-10:30

One-day class meets on Thursday from 8:30-11:30

Most Friday workshops run from 8:30-11:30 with the following exceptions:

- Coaching Skills for Leaders
- Emotional Intelligence
- Nonverbal Communication
- Trust Building

NHCPM Course Descriptions

Strategic Planning

This course focuses on the conceptual knowledge, technical skills, and critical leadership necessary to develop and implement an effective strategic plan. Understanding the connection between strengths, weaknesses, opportunities, and challenges within organizations as well as external environments forms the basis for successful priority setting. The relationships between planning, implementation, and feedback systems are examined within the context of dynamic socio-economic, cultural, and political forces.

Course Objectives:

Upon completion of this course, you will be able to:

- Understand the value and History of Strategic Planning.
- The Strategic Management Process.
- Demonstrate the ability to write clear Mission and Vision Statements.
- Understand the importance of environmental scans.
- Develop SMART Goals and Objectives.
- Develop Action Plans.
- Enhance communications throughout the planning effort.
- Understand the importance of aligning tasks with people.

CPM Competencies:

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Project Management

Project management (not to be confused with program management) is the process that guides a team's work to accomplish all project goals within certain parameters. The goal of project management is producing a complete project that meets objectives. This course will introduce and explore project management from the ground up. You will be better prepared to begin your Certified Public Manager Capstone Project after you have completed this course.

Course Objectives

Upon completion of this course, you will be able to:

- Define what: a project, a project manager, and a project stakeholder are.
- Recall what the terms “Project Management” and “Project Life Cycle” mean.
- Identify the “scope” of a project and define “scope creep”.
- Recite Project Manager Responsibilities and recognize Project Manager attributes.
- Articulate how to perform a “stakeholder analysis”.
- Apply project management tools and models.
- Identify why projects fail.
- Assemble your “Project Charter”.
- Discuss time management tools and skills.

CPM Competencies

- Personal and Org Integrity
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- Change Leadership

Change Management

The ability to hold two competing thoughts in one's mind and still be able to function is the mark of a superior mind.

- F. Scott Fitzgerald.

Change Management provides students with an introduction to principles of managing change in organizations including different thinking styles regarding change management, the basic principles that apply to any complex change process, and practical application on how to work with individuals, teams, and organizations to master change. The course provides students with knowledge of change and the change process, an understanding of the challenges to change, models to follow to manage change, and communication strategies regarding change and consolidating change into the organization.

Change Management reflects three fundamental assumptions:

1. Organizations are continually involved in the change process which is driven by both internal and external forces.
2. Change is typically difficult and challenging for organizations.
3. Effective management of the change process can make the difference between changes successfully consolidated into the organization and those that are not.

Course Objectives

Upon completion of this course, you will be able to:

- Identify what "change" is and why it is important to an organization.
- Explain what change is, why it is challenging for organizations, identify common changes that organizations face and describe the role of internal and external forces on organizational change.
- Recognize the impact of change on individuals.
- Explore models for developing and implementing change initiatives.
- Consider strategies for overcoming resistance to change.
- Understand the connection between Change Management and Leadership Development.
- Describe your personal approach to change management.

CPM Competencies

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- Managing Work
- Leading People
- Developing Self
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- Public Service Focus
- Change Leadership

Leadership in Public Organizations

Studies have consistently demonstrated that organizations that prioritize leadership development are much more effective in meeting the expectations of their constituents, stakeholders, and customers. It has been said that the better the leadership, the better the organization is able collectively to ride the challenges of difficult times. "Leadership in the public sector is especially important; it not only influences the job performance and satisfaction of employees, but also how government and public agencies perform. Leadership is critical to good public governance, including good planning, efficiency, transparency, and accountability." - Audie McCarthy

Course Objectives

Upon completion of this course, you will be able to:

- Explore the traits of great public leaders to determine the traits critical to successful leadership.
- Examine the skills that define exemplary leadership and assess a leader you work with on this set of leadership skills.
- Analyze the differences between public-sector and private-sector organizations and develop a list of your organization's defining characteristics.
- Evaluate your own leadership skills and traits to determine areas of strength and areas for improvement.
- Assess the relationship between leader and employees, the level of task structure in your organization, and the leader's type of power to determine the most effective leadership strategies.
- Determine which leadership behaviors can help remove obstacles so employees can meet organizational goals.
- Explain and assess leadership and managerial theories, skills, and competencies.
- Apply leadership theories to workplace situations.
- Assess how personality affects their leadership choices.

CPM Competencies

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Organizational Behavior

The most successful business leaders are ones that continuously look for ways and strategies to drive performance, not just through improving employee productivity, but also their workplace experience and job satisfaction. This can be achieved by understanding how employees interact with each other and management, as well as what motivates them. One way to do this is to study the interrelationship between individual employees, teams, and management to identify what sets the most effective workers apart.

Course Objectives

Upon completion of this course, you will be able to:

- Identify key theories, models and issues of management and organizational behavior as found in an organizational setting.
- Analyze an organization for the purposes of making recommendations for initiating organizational improvement.
- Articulate the challenges involved in making good managerial decisions.
- Articulate the role of values in determining work behaviors.
- Identify the sources of stress for employees.

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Public Administration and Policy Seminar

This one-day seminar is designed to introduce students to the foundations and constraints that form the environment of the public administration and policy. It will encourage and enable the view of governance issues through the eyes of a public administrator.

Course Objectives

Upon completion of this course, you will be able to:

- Define public administration.
- Identify and discuss alternative public sector personnel procedures and policies.
- Identify and discuss qualities and techniques of leadership, as well as the limits of leadership.
- Identify and discuss areas of change in public administration.

CPM Competencies

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Public Finance and Budget Seminar

This one-day seminar is designed to introduce students to the foundations of public finance and budgeting. Public finance administration is concerned with raising public revenue, allocating public funds and resources, and managing public assets to ensure that the government has enough money to fund all its activities. In addition, proper public finance administration is necessary to: Ensure compliance with financial laws and regulations.

Course Objectives

Upon completion of this course, you will be able to:

- Articulate basic economic concepts of public finance and budgeting with the rationale for government involvement in the economy.
- Explain the role of budgeting in the administration of government and non-profit organizations.
- Describe the fundamentals of the budget cycle in government and non-profit organizations at the federal, state, and local levels.
- Describe the major sources of revenue for governments and major expenditures, including the political impact of each.

CPM Competencies

- Personal and Org Integrity
- Managing Work
- Leading People
- Systemic Integration
- Public Service Focus

Employment Law

All of us in the workplace are governed by laws, but these laws are rarely taught as part of professional training or covered in any onboarding process. In many cases, we don't know about the laws governing the workplace until something goes wrong. This course provides a foundation for understanding the range, boundaries, and goals of employment law, and offers opportunities for you to apply these concepts to real workplace situations.

Course Objectives

Upon completion of this course, you will be able to:

- Examine the major employment law concepts and how they translate into day-to-day practices, including everchanging case law.
- Gain knowledge ranging from equal employment opportunity to wage and hour issues to leave of absence matters and much more, so you can minimize potentially expensive liability in the workplace.

CPM Competencies

- Personal and Org Integrity
- Managing Work
- Leading People
- Developing Self

Managing in a Union Environment

Managing in a unionized environment has become increasingly complex due to changes to collective agreements, employment standards, labor laws and disciplinary procedures. Managers and supervisors must not only know their collective agreement they need to know when to seek advice from labor relations experts. They should have the ability to deal with other people skillfully – seeing things from their perspective and tailoring their response to communicate effectively. In effect, they must be able to communicate and negotiate such that they focus on collaboration rather than confrontation.

Course Objectives

Upon completion of this course, you will be able to:

- Articulate expectations for a supervisor within the unionized context, to include contract provisions under RSA:273: A.
- Know what a Collective Bargaining Agreement (CBA) is.
- Recall the grievance process and timelines.
- Discuss the rights of an employee under investigation.
- Recall how discipline is addressed for NH State Employees.
- Recall how discipline is addressed for other public employees in NH (Just Cause Provisions / Daugherty's List)

CPM Competencies

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NHCPM Electives: 20 hours

Each student must sign up for one of the following electives:

Business Writing

Effective writing is a powerful tool in the business environment. Learn how to articulate your thoughts in a clear and concise manner that will allow your ideas to be better understood by your readers. Improve your business writing skill by learning to select and use appropriate formats for your audience, use the correct medium and adjust your writing style accordingly, as well as identify your objective and communicate it clearly.

Lean Yellow Belt

The focus of this learning is how to practice and refine lean thinking and applications both independently, as part of ongoing professional development, and/or under the tutelage of a coach or mentor. Introduces a range of lean tools and prepares learners to actively participate in lean processes and events facilitated by a green or belt black lean practitioner. Supports the development of a lean organizational culture. *Pre-requisite: White Belt.*

Trainer Certification

Impactful training delivery is an important part of the employee learning process. Training often influences job performance. This training course will help you improve the effectiveness of the training you deliver and maximize the performance of the learners. After completing this course, you will be able to: Apply adult learning concepts to deliver training based on adult needs. Understand training and your role in successfully delivering training. Demonstrate basic training and facilitation skills. Apply classroom management practices to ensure a successful training session. Demonstrate the skill of effective training delivery. This course contains the following modules: Adult Learning Concepts. What is Training? Training Basics. Classroom Management. Teach Back.

The CPM program ends in June with the “Student Project Symposium.”

The LEAD Symposium is the culminating student experience in the NH CPM program. Students present their capstone research projects through interactive panels and project displays. The LEAD Symposium is designed for students to share:

- Their understanding of the problem or process improvement project.
- Their processes of data collection, establishing measures, analyzing root cause(s) of the problem.
- Their recommendations for change and/or improvement.
- Their plans of action to implement change and/or improvement.
- How their projects foster personal and organizational change, growth and/or improvement.

BET Staff and Instructors:

Barbara Gardner, B.S. Business Ed, M.Ed., M.S., SA Instructor, CPM Coordinator

Carolyn Russell, MA Economics, NH Black Belt, CPM Instructor

Charlie McMahon, M.S., CPM Instructor

Frank Nugent, M.P.A., SA Instructor, CPM Instructor

Melissa Reilly, M.S., CPM Instructor

Robin Hoyt, Program Specialist

Stephen Mason, M.Ed. Candidate, CPM Instructor, MBTI Certified Instructor, Lean Green Belt

College Partnerships:

Granite State College (UNH) Under Review

Plymouth State University:

PSU will provide 9 graduate credits (6 credits for electives and 3 credits for the BU5110 Managing Organizational Behavior course) towards MBA for those who completed the CPM (both Level I and Level II). For those who only completed the Level I of CPM, PSU will provide 3 graduate elective credits towards the MBA.

New England College:

NEC will award 12 credits towards their MBA program for students who graduate with their CPM (for both Level 1 and Level 2).

Southern NH University (Under Review)

Franklin Pierce University

20% discount to all state, and local government employees and their immediate family members regardless of CPM Completion.

CPM Completion, a total of 9 Graduate Credits will be awarded as follows:

3 Graduate credit hours for GM 510 Seminar in Leadership

3 Graduate credit hours for GM 540 Organizational Behavior

3 Graduate elective credit hours

****For those who only complete the Level I SA, FPU will award 3 graduate elective credits.**

****Total combined credits cannot exceed 9**

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