

NC Certified Public Manager® (CPM) Program Selection Guidelines

1. Organizational Level

- a. Nominees must be North Carolina **middle managers** within a North Carolina public sector 1) state agency or constituent institution of The University of North Carolina system 2) or a city/county local government organization. This may include UNC faculty members who have middle management responsibilities as a significant portion of their work assignment. The middle manager functions at the level between executive management and the first line supervisor.
- b. The middle management role is defined, for purposes of nomination to the Certified Public Manager® Program (CPM), as meeting one or more of the following criteria:
 - i. supervising the supervisors of first line employees;
 - ii. managing a program which has broad impact upon delivery of core services of the agency/university/organization (e.g., statewide and cross-agency/departmental impact for state government; city- or county-wide for local government or district depending in the case of high population density service areas.)
 - iii. consulting and interacting on a regular basis with executive management.
- c. The design of the CPM Program presupposes that (1) participants have subordinate employees, which requires the middle manager to carry out the managerial functions of supervision and performance management for supervisors and/or professionals and/or (2) participants provide program management to meet the needs of broad and varied groups of stakeholders/clients, necessitating the middle manager's exercise of influence at or above their own organizational level.

2. CPM Pre- and Co-Requisites

- a. Pre-Requisite: *Advanced Skills for Managers (ASM)* with a final examination score of 90% or better. *The ASM pre-requisite course is the only training which must be successfully completed or be scheduled to be completed *prior to* the nominee's first scheduled CPM Program class. (The schedule is printed in the CPM Application Form.) Nominees who are scheduled to complete the *ASM* class before their first CPM classroom session AND who successfully meet all *ASM* requirements (including exam results of 90% or above) by the CPM application deadline may be accepted as provisionally. *Provisional* nominees should submit proof of registration status in *ASM* prior to or at the same time as their CPM applications. *ASM* applications are available to download from the drop-down Leadership Training menu on the upper left-hand side of the Learning Management System (LMS) Home Page. Training Coordinators can also contact Kristy Main, ASM Program Coordinator (kristy.main@nc.gov or 984-236-1023) for further registration assistance.

*Previous iterations of ASM offered by OSHR such as *Managing Effective Performance Program (MEP)* OR *Supervision for Managers/Professionals Program (SM/P)* OR *Fundamentals of Management Program* with an examination score of 90% or better also qualify the applicant.

- b. Co-Requisite: The *LAAL-M: High Performance Coaching* course, available from the Office of State Human Resources via the LMS, is accepted in fulfillment of the

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Interaction Management Training requirement for CPM purposes. Alternatively, Interaction Management Training that includes 20+ hours of skills-based courses covering topics such as: 1) communicating performance expectations; 2) improving employee performance; 3) improving work habits; 4) utilizing effective follow-up actions; 5) and maintaining improved performance might be considered as meeting this requirement. It is recommended that all training be thoroughly documented in the application.

- c. Co-Requisite: *Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)* or equivalent curriculum **must** be completed by June of the CPM program year for participants to graduate with their peers in that program year.

Note: Co-requisites may be completed *prior* to entry into the CPM Program.

3. Required Time Commitment for the CPM Program

- a. To earn the CPM designation, each candidate must complete 100 hours of pre- and co-requisite vILT or classroom coursework (see item #2) plus an additional 200 hours of coursework in the core CPM Program curriculum. Thus, a minimum of 300 hours of course work is required to complete the entire CPM Program. Note: Additional time may be needed to complete the CPM project requirement.
- b. The 200-hour core CPM Program curriculum format is both synchronous - vILT or classroom - and asynchronous online coursework. For the core CPM Program curriculum, approximately twelve in-class or VILT days (80+ contact hours) and an additional 120+ hours of e-learning and other assignments will be required over a 14-month period. It is expected that sponsoring state agencies/universities and local government organizations will allow participants to use **paid work time** to complete all CPM Program activities, including prerequisite and co-requisite course work (see Sections 2 and 4 of this document).

4. Sponsoring Organization's Commitment of Support

Each nomination carries with it the commitment of the applicant's public sector organization to support the nominee. This includes:

- a. Support of the nominee's learning process:
 - i. Making participation in the CPM Program a part of the nominee's work plan and building in paid work time to attend all courses and complete all non-classroom-based assignments on schedule.
 - ii. Encouraging and supporting application of CPM Program competencies on the job through a variety of strategies, including the CPM final project.
 - iii. Completing all required feedback instruments, evaluations and assessments.
- b. Allocation of appropriate resources:
 - i. Approval of funds for:
 - participant fees for the Certified Public Manager® Program, including pre- and co-requisite courses; and
 - travel costs (mileage and per diem) for nominees outside of Raleigh.

- ii. Authorization of reasonable use of state or local government organizational resources (e.g., computers and software, clerical support, photocopiers) for participants to complete CPM Program requirements.

5. **Expectations of Nominee**

The CPM Program emphasizes participant self-awareness and self-managed learning. A participant should be open to receiving extensive and specific performance-based feedback concerning his/her learning, management and behavior styles from the participant's immediate supervisor, employees, peers, psychological instruments and questionnaires, fellow participants, instructors and project coaches.

- a. Although admission to the Certified Public Manager® Program is not necessarily dependent on the nominee's educational level, the nominee is advised that the level of instruction in the CPM Program is that of a college graduate. Advanced analytical and communication (oral and written) skills will be needed to successfully complete CPM Program requirements. CPM Program participants are expected to understand theories, principles and management models, and to transfer and apply these to their jobs. Written CPM Program assignments will include, but will not be limited to, an individual Growth and Learning Plan as well as a project proposal, first team meeting report, implementation plan and final paper (including a project log).
- b. The nominee is expected to:
 - i. Come with a readiness and willingness to learn.
 - ii. Complete all CPM Program classes and assignments (including the final CPM project) in the scheduled time frames (see section 5-c of this document).
 - iii. Apply CPM Program competencies back on the job.
- c. The nominee is expected to commit to finishing **all** CPM Program requirements in a timely, complete manner.
 - i. The participant must complete all scheduled CPM Program module pre-class assignments, classroom sessions, online meetings, and post-class assignments in a complete and timely manner. In the event of schedule conflicts, participants may be able to reschedule classroom sessions in some cases, or complete equivalent makeup assignments).
 - ii. If a participant misses a scheduled classroom session and does not make up the assignment to the satisfaction of the responsible module instructor, it may prevent him/her from graduating from the CPM Program with his/her class.
 - iii. Due to the sequential, integrated nature of the curriculum, the CPM Program will not accept state agency/university or local government organization substitutes if a participant drops out during the core CPM Program period, nor will any portion of the program fee be refunded *after* completion of the core CPM Program's initial classroom session (Management Development Planning Workshop).

6. Selection Process

- a. NOMINATION: State Agency/University and Local Government Organization Internal Applicant Review
 - i. *Advanced Skills for Managers (ASM)* completions have been entered into the Learning Management System (LMS) and thus should be verifiable by reviewing the applicant's transcript.
 - ii. The nominations submitted to the CPM Program should be for those employees who have the greatest probability of successfully completing all requirements of the CPM Program. The nominees will have, in the judgment of management in their sponsoring state agency/university or local government organization, the potential to contribute significantly to the effective operation of their respective work units.
 - iii. One of the CPM Program goals is to ensure that enrollments reflect the diversity of the work force across North Carolina state and local government. Each nominating organization is asked to ensure that their candidates are reflective of this diversity.
 - iv. Each state agency/university and local government organization Training Coordinator will review all CPM program applications to verify that all information is complete and accurate, to ensure that each nominee meets all Selection Guidelines and that nominees are prioritized according to the greatest needs of their respective organizations. Only applications signed and submitted by the organization's designated Training Coordinator will be accepted for consideration to enter the CPM Program.

The deadline for applications is 5pm on March 31.
- b. CANDIDATE SELECTION: Certified Public Manager® Program
 - i. Upon timely receipt of a completed and signed CPM Application Form, the CPM Program will review each application and, on the basis of the Selection Guidelines, determine those individuals to be admitted to the CPM Program. Incomplete applications will be returned to the state agency/university or local government organization Training Coordinator.
 - ii. If a nomination appears questionable when compared to the Selection Guidelines, the CPM Program Director is available to advise the state agency/university or local government organization Training Coordinator.
 - iii. Nominees selected for admission to the CPM Program and their state agency/university or local government organization Training Coordinator will be notified by e-mail after the first week in April.