



OSHR 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 including 1) state agency 2) a city/county/tribal government organization or constituent institution of the University of North Carolina or Community College system. 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
- d. participants provide program management to meet the needs of broad and varied
- e. groups of stakeholders/clients, necessitating the middle manager's exercise of influence at or above their own organizational level.

2. CPM Prerequisites

- a. *Advanced Skills for Managers (ASM) program*, including a final examination score of 90% or better. *The ASM pre-requisite program is the only training which must be successfully completed *prior to* the nominee's first scheduled CPM Program workshop, Management Development Planning. Nominees must complete the ASM program prior to applying to the CPM program. More information about the ASM program is 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 Tammy Ball, ASM Program Coordinator (tammy.ball@nc.gov or 984-236-1018) for further registration assistance.
- b. *The *LAAL-M: High Performance Coaching* course, available from the Office of State Human Resources via the LMS, is accepted in fulfillment

of the 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. **Equal Employment Opportunity and Diversity Fundamentals (EEO/DF)* or equivalent curriculum must be completed prior to entry.

*In 2024-25 PY, these prerequisites may still 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 all prerequisite coursework (see item #2) plus an additional 210 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.
- b. The 200-hour core CPM Program curriculum format is both synchronous - vILT or classroom - and asynchronous on-line 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 10 hours of participant-directed learning will be required over a 14-month period.

4. Sponsoring Organization's Commitment of Support

Each nomination carries with it the commitment of the applicant's sponsoring 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 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.

- travel costs (mileage and per diem) for nominees outside of Wake County.
- 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, self-managed learning and peer-based support and feedback. 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 in the workplace.
- 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 emergencies or unavoidable schedule conflicts, participants might 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. In case of hardship, participants may delay graduation until the following program year. Note: There may be additional cost recovery fees.

- iv. 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. Documentation of completed prerequisites (see item 2).
 - 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. Nominees should reflect the diversity of the work force across North Carolina.
 - iv. Each state agency/university and local government organization Training Coordinator will ensure that 1. All CPM program nominees understand the importance verifying that all information provided in the application is complete and accurate, 2. Each nominee meets these Selection Guidelines as well as any agency-specific requirements 3. Nominees are prioritized according to the greatest needs of their respective organizations. Only applications approved by the organization's designated Training Coordinator or designee will be accepted for consideration to enter the CPM Program.
 - v. 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 these Selection Guidelines, determine those individuals to be admitted to the CPM Program.
 - ii. The CPM program Director or designee will collaborate with agency Training Coordinators to complete nominee applications. If an application does not meet Selection Guidelines, the CPM Program Director will contact Training Coordinator or designee within one week of the nominee completing their portion of the application.
 - iii. Nominees selected for admission to the CPM Program, their supervisor, and their state agency/university or local government organization Training Coordinator will be notified by e-mail after the first week in April.