



Leadership for Florida's Future

The Florida Certified Public Manager Program

Program Guide/ Handbook



The Florida Center for Public Management
An accredited member of the National Certified Public Manager Consortium

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Florida's Certified Public Manager Program

Goals

The Certified Public Manager (CPM) program is a nationally-recognized, comprehensive training and development program for public sector managers at all levels of state and local government.

The CPM program aims to professionalize the practice of public management, in much the same way that other professionals (such as CPAs) have organized themselves.

Today, many public agencies are moving away from traditional management and embracing transformational leadership. The CPM program incorporates state-of-the-art theory with practical applications.

The vision of the CPM program is to create *reflective practitioners* who apply advanced managerial techniques to real-world problems, and to foster *learning organizations* that use new knowledge to improve the way they govern.

Background

The CPM program began in Georgia in 1976. Other states quickly endorsed the program, and Georgia's curriculum and format became the prototype for CPM nationwide.

To maintain high standards and to monitor and accredit state programs, the National CPM Consortium was formed.

The Consortium has grown to include 39 Accredited, Active, and Associate State and Federal Government programs. While the Consortium sets accreditation standards, states have considerable flexibility in tailoring their curricula to the specific needs of their public managers.

Florida's CPM Success Story

Florida has one of the oldest and largest CPM programs in the country. It was started in 1979 at the Florida Center for Public Management (FCPM) at Florida State University. FCPM is part of the Askew School of Public Administration & Policy.

Many agencies use CPM as their primary method for training current and future leaders. The CPM program has worked with over 25 state agencies, 65 local governments, and 15 constitutional officers.

To date, nearly 5,500 managers have received their CPM designation; and over 5,600 have received their Certificate in Supervisory Management (CSM), an intermediate designation.

In 1994, the Florida Cabinet designated the CPM program as a "preferred management development program." Since 2009, the Governor of Florida has designated a "CPM Recognition Week in Florida" in July.

Curriculum

Florida's CPM program consists of eight four-day training sessions (Levels 1-8). In addition, participants are required to complete assignments and exams for each class.

CPM training is experiential based, with an emphasis on small group activities and a balance between theory and practice.

The curriculum covers the full spectrum of management, beginning with individual performance and gradually expanding to broader organizational issues and public policy. FCPM recommends taking the levels in sequence, as subsequent levels build upon the knowledge and experiences of preceding levels and assignments.

Course Descriptions

Level 1: Management of Individual Performance

This level is an introduction to contemporary management, emphasizing leadership style, personal style, and managing individuals.

Topics: The Leadership Transformation, Leadership, Delegation, Motivation, Performance Feedback, Goal-Setting, Coaching and Counseling

Level 2: Management of Group Performance

This level expands the scope to groups and teams, with an emphasis on developing productive work groups and teams.

Topics: What People Bring To Groups, Working In Groups, Conflict in Groups, False Consensus, Problem-Solving and Decision-Making, Team Leadership, and Process Improvement Teams.

Level 3: Management of Organizational Performance

The level focuses on improving productivity and quality through measurement, analysis, the Sterling process, communication, information technology and project management.

Topics: Productivity and Quality in Public Management, Analysis for Productivity and Quality, Organizational Communication, Emotional Intelligence, Information Technology, the Sterling Challenge, and Project Management.

Level 4: Managing Organizational Effectiveness

Participants explore complex organizational issues such as power, ethics, organizational change, and the fit between individual values and organizational climate.

Topics: Gaining and Extending Power in the Organization, Ethics and the Responsible use of Power, Integrating the Individual and the Organization, and Organizational Change.

Level 5: Social Change And Its Impact On Public Management

This level focuses on social change and how public managers must adapt to the challenges of the 21st Century.

Topics: Social Change and its Impact on Public Management, Strategic Planning and Budgeting, Organizational Design, and Organizational Dynamics.

Level 6: A Systems Focus

This is an introduction to the systems approach to management. Students examine two applications of systems theory- behavior modification and organizational development.

Topics: The Systems Approach, Systems Analysis and Modeling, and Systems Applications: Behavior Modification and Organizational Development.

Level 7: Policy Perspectives

This is a seminar that examines how public organizations make policy and the skills of reasoned argument and critique. Participants develop their own policy arguments and rebuttals.

Level 8: Contemporary Issues In Public Management

This is the CPM graduation level, held each summer. Guest speakers present seminars on contemporary issues affecting government and management. The final day includes the graduation ceremony.

Outside Requirements

After each classroom level, participants are expected to complete an outside assignment plus an open book exam. Some assignments are done individually; others are done as a group.

Guidelines for outside requirements are given out in class, and are also available on the FCPM website.

Assignments

During the course of the CPM program, participants are required to read two books, which count as the assignments for their respective Levels.

These books are intended to complement and enrich the CPM courses, expose participants to some of the best management literature, and encourage independent growth and development beyond the CPM program.

In all the outside assignments, participants are required to apply the concepts and principles from those assignments to themselves and to their agencies.

CPM program fees do *not* cover the cost of the books, which must be purchased by the participant or the sponsoring organization. Books can be ordered from local bookstores.

The current readings are:

Reading 1: Kouzes & Posner, *Encouraging the Heart: A Leader's Guide to Rewarding & Recognizing Others*.

Reading 2: Scholtes, *The Team Handbook*, 3rd Edition.

Exams

To evaluate a participant's understanding and application of the CPM course material, FCPM requires an open-book take-home exam for most Levels. Typically, participants select one question, from among 4-6 choices, and write approximately four pages for their response. There is no exam for Level 6 or Level 8.

Grading and Reporting Policies

All assignments and exams are graded on a pass-fail basis. Participants submit their homework via the FCPM website, where they log in and upload their assignments. They are notified, by email, when submissions have been received. Submissions will be graded within 60 days from the date received, although usually much sooner than that. If a submission does not pass, participants are asked to resubmit, and are told what needs to be done to correct it. If unsuccessful on the third attempt, the appropriate courses must be repeated before retaking an exam.

All submissions become the property of the CPM program office and are not returned to the sender. Participants should keep a copy for their records.

On a periodic basis, FCPM provides sponsoring agencies with printouts reporting completed coursework, but does not share participants' homework with anyone.

Certification

There are two phases to the certification process.

1. Certified Supervisory Manager

The Certified Supervisory Manager (CSM) is an interim designation awarded to participants who attend Levels 1-4 and complete the assignments for those levels.

2. Certified Public Manager Designation

The CPM designation is awarded to participants who attend Levels 1-8 and complete the assignments for those levels.

The following table shows the recommended sequence and requirements for the CSM and CPM designations.

Level 1	Management Of Individual Performance
Level 1 Assignment	Kouzes and Posner, <i>Encouraging the Heart</i>
Level 1 Exam	Select one question and answer
Level 2	Management Of Group Performance
Level 2 Assignment	Scholtes, <i>The Team Handbook, Third Edition</i>
Level 2 Exam	Select one question and answer
Level 3	Management Of Organizational Performance
Level 3 Assignment	"Is Productivity More Than a Slogan In Your Organization?"
Level 3 Exam	Select one question and answer
Level 4	Managing Organizational Effectiveness
Level 4 Exam	Select one question and answer

Certified Supervisory Manager Awarded

Level 5	Social Change And Its Impact On Public Management
Level 5 Assignment	"A Performance Improvement Application"
Level 5 Exam	Select one question and answer
Level 6	A Systems Focus
Level 6 Assignment	"Improving Systems"
Level 7	Policy Perspectives
Level 7 Assignment	"Shaping Your Executive Growth: Past, Present, Future"
Level 7 Exam	Select one question and answer
Level 8	Contemporary Issues In Public Management-- Graduation

Certified Public Manager Designation Awarded

Administration

The Florida Center for Public Management handles all administrative responsibilities for the CPM program, including the training, scheduling, record-keeping, and grading.

Program Updates and Revisions

FCPM staff are continuously revising and updating the curriculum, in order to deliver a state-of-the-art program that incorporates the latest management practices with classic concepts that have stood the test of time. The content is aimed at practical, real-world applications of this knowledge, rather than purely academic, theoretical concepts. FCPM constantly solicits information about new trends and developments in management from CPM participants, agencies, and experts in the field. If you have any suggestions or concerns about the program, please email FCPM at cpm@admin.fsu.edu.

Eligibility Requirements

FCPM has no entrance exam or eligibility requirements for the CPM program. However, organizations should be aware that candidates need a high degree of conceptual ability, reading comprehension skills, and written and oral communication skills.

CPM participants typically hold management or supervisory positions requiring direct supervision of other employees, although some non-supervisors do enroll.

Attendance Requirements

Attendance is taken in the morning and afternoon of CPM classes. Participants may miss one half day of a four-day level without making it up. If they miss more than a half day, the participant must arrange to make up the missed portion. Limited spaces are available for participants making up in regularly scheduled levels.

Length of Time to Complete the Program

The majority of participants complete the program within 24-30 months.

Participants are encouraged to complete the outside assignments in a timely fashion, which will help them stay on schedule to graduate. Although FCPM puts no time deadlines on turning in these assignments, some agencies have developed such policies to improve their graduation rate.

Substitute Courses Are Not Allowed

Since it is difficult to assess the quality of training courses completed in other settings, and since CPM classes are highly interactive and require interaction with one's colleagues, FCPM allows no course substitutions or exemptions through testing.

Financial Arrangements

FCPM offers CPM classes under three different arrangements: contracts, co-ops, and open enrollment. For detailed pricing, email FCPM at cpm@admin.fsu.edu.

Contract Classes

FCPM contracts with individual agencies to provide CPM classes at a flat fee per level for up to 25 participants. This is the most cost-effective way to send large numbers of people through the program.

In addition to the flat fee, the contracting agency is billed for the trainer's travel expenses (if any), which include: transportation, hotel, and daily per diem.

If room permits, FCPM tries to offer available seats in contract classes to open enrollment students.

The contracting agency is also responsible for providing a suitable training room and audio-visual equipment,

Open Enrollment Option

FCPM offers open enrollment CPM classes around the state. Some are sponsored by FCPM, and we also partner with other Florida colleges.

The purpose is to offer CPM classes for individuals whose organizations do not sponsor contract levels.

Prices for open enrollment seats vary, depending on the location.

Co-op Classes

In recent years, FCPM has developed a “co-op” model, in which one agency hosts the class, then “sells” seats to other agencies. The price is the same as for a contract class, as long as the agencies commit to sending their participants all the way through the program. So it’s a great trade-off: FCPM offers its lowest price per student, in return for a commitment that the students will complete the program. The co-op model allows agencies that cannot afford to send 25 people through a contract class to still participate at a cost effective rate.

Open Enrollment Seats in Contract Classes

If a contract class is not filled to the 30-person maximum, those unfilled seats are offered as open enrollment seats to participants from other organizations. Such seats are reserved on a first-come, first-served basis.

To register for CPM classes, go to the FCPM website and register for any available class: <https://www.fcpm.fsu.edu/register.cfm>

Organizational Strategies for CPM Success

FCPM has years of experience in delivering the CPM program to many different government agencies, both on the state and local level. Here are some recommendations for making the program a success, both for the organization and the participants:

Importance of Management Support

Support from top management is critical to the success of the CPM program. FCPM recommends that participating agencies reinforce the importance of graduating *and* applying newly-learned principles.

Choose the Right Participants

Identify current managers, as well as non-managers, with leadership potential who would benefit from the CPM program. Make sure that potential candidates have the conceptual and writing skills to be successful. Most importantly, be certain that candidates actually *want* to enroll in CPM.

Provide a CPM Orientation

Once candidates have been selected, arrange for a CPM orientation session to brief them on the schedule and requirements. Ideally, invite existing CPM graduates or participants from your agency to speak. FCPM staff will be happy to attend, if schedules permit.

Clarify Agency Expectations

It is extremely important for CPM candidates to know, in advance, what management's expectations and commitments are regarding the CPM program. For instance, while FCPM does not impose deadlines for turning in outside requirements, some agencies have developed such policies (example: participants may not advance to Level 5 unless they've turned in the requirements for

Levels 1-4). Similarly, candidates need to know if they can use work time and agency equipment to complete CPM requirements.

Create a Mentoring Program

Some agencies have successfully developed mentoring programs, using past CPM graduates to assist and encourage new participants to complete the program.

Recognize and Reward CPM Graduates

Considering the investment of agency money and participant time that is required to complete the CPM program, organizations should develop a formal rewards system for graduates. Examples include: recognizing CPM completion in agency performance appraisals; including CPM completion as a requirement for promotions; appointing CPM graduates to special projects, leadership conferences, and as team leaders.

Apply CPM Projects to Real Problems

Since CPM participants must complete several projects, this is an opportunity for agencies to address real management issues and improve organizational operations.

Provide Bonuses or Recognition for Graduates

Some agencies have paid one-time, lump-sum bonuses to CPM graduates. Others hold recognition ceremonies, provide CPM desktop nameplates, or other recognition.

Support the Florida Society of CPM

The primary mechanism for continuing education for CPM graduates is the Florida Society of Certified Public Managers, which has chapters around the state. Agencies should support CPM participants and graduates to become active in the Society's activities.

Professional Affiliation

CPM graduates and participants are eligible for membership in two professional societies.

Florida Society of Certified Public Managers

Membership in the Florida Society of Certified Public Managers is open to an individual who has completed one level of the CPM program, or obtained the CPM designation, or earned a Certificate in Supervisory Management (CSM).

The Society has local chapters throughout the State of Florida. It also publishes a newsletter and holds an annual symposium for CPM graduates.

For more information, go to the FSCPM's website: <http://www.fscpm.org/>

Awards

Florida Certified Public Manager of the Year Award

The Florida Society of Certified Public Managers presents "The Florida Certified Public Manager Of The Year Award" to an outstanding Certified Public Manager.

CPM Clients

CPM participants and graduates have come from many agencies, including:

STATE AGENCIES: ACHA, DOACS, DFS, DBPR, DCF, DCA, DOC, DOE, DEP, DOH, DHSMV, DJJ, FDLE, Florida Lottery, DMS, DOR, FDOT, Florida Highway Patrol, Florida Legislature, Florida Parole Commission, OPPAGA, Water Management Districts, State Board of Administration, State Court System, Justice Administrative Commission.

CITY GOVERNMENTS: Apopka, Bartow, Bradenton, Cape Coral, Clermont, Clearwater, Coconut Creek, Daytona Beach, Deland, Deltona, Eustis, Ft. Myers, Gainesville, Hollywood, Key West, Kissimmee Utility Authority, Lake City, Lakeland, Leesburg, Maitland, Marathon, Melbourne, Miami-Dade, Miramar, Naples, North Port, Ocala, Orlando, Palm Bay, Palmetto, Pinellas Park, Punta Gorda, Sanford, St. Petersburg, Tallahassee, Tamarac, Titusville, Venice, Winter Haven

COUNTY GOVERNMENTS: Alachua, Baker, Bradford, Brevard, Broward, Charlotte, Citrus, Collier, Hendry, Highlands, Hillsborough, Jefferson, Lake, Lee, Leon, Madison, Manatee, Marion, Martin, Monroe, Orange, Osceola, Palm Beach, Pasco, Pinellas, Polk, Putnam, Sarasota, Seminole, Sumter, Volusia, Walton, Washington.

CONSTITUTIONAL OFFICERS: Alachua County Tax Collector, Brevard County Tax Collector, Citrus Clerk of Courts, Citrus County Tax Collector, Citrus County Sheriff's Office, Duval County Property Appraiser, Highlands County Sheriff's Office, Hillsborough County Tax Collector, Lee County Tax Collector, Leon County Clerk of Courts, Manatee County Property Appraiser, Monroe County Sheriff's Office, Pasco County Clerk of Courts, Pinellas County Clerk of Courts, Pinellas County Tax Collector, Polk County Tax Collector, Polk County Sheriff's Office, Sarasota County Tax Collector, Seminole County Tax Collector.

Contact Information

For additional information about the Florida CPM program please contact:

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