

WISCONSIN CERTIFIED PUBLIC MANAGER® PROGRAM CANDIDATE EVALUATION

Background: The National Certified Public Manager Consortium requires that programs evaluate whether candidates have learned the material taught in the program. This can be accomplished through written or oral projects, tests, or other assessments. Some states require up to six written examinations. In Wisconsin we have chosen to use both projects and examinations as a way to evaluate candidate learning. We hope this minimizes “test anxiety” and strengthens the teaching-learning process.

Phase I and Phase III have written projects as their candidate evaluation methods. Information on those projects is provided to candidates when they have completed the necessary course work. Phase II has a three-part take-home review. The remainder of this document provides general directions and specific details about this review.

DIRECTIONS FOR PHASE II REVIEW

There are three parts to the Phase II review. You must complete all parts.

- *Part A* is an eight-question short essay test for the Phase I Management Assessment class and the Phase II required (core) courses. You may respond to each question after you have completed the associated class or you may wait until you have completed all the classes, then answer the eight questions. Either way, please submit all of your responses at one time.
- *Part B* is a review of the professional development plan you developed in Phase I of the CPM program, incorporating what you have learned from all of your courses.
- *Part C* gives you an opportunity to use the information you learned from the courses you took to demonstrate your understanding of the core competencies of the CPM program.

Please read the following directions carefully:

- Submit all documents electronically.
- You must submit Parts A, B, and C no later than 2 months after your Phase III group is convened (see your group schedule for exact date).
- You may send all 3 parts at the same time, or you may send them separately as you complete them.
- Send all responses for each part as a single document. Do not send fragments of each part; we will return them without review.
- The first page of each document should be a cover sheet with your name, address, phone number, and email address.

Submit an electronic copy of your completed review via email to:

chrystyna.mursky@wisc.edu

A \$50 reading fee is included in the cost of the Phase III cohort.

If you have any questions, please call Chrys Mursky at 608/262-3830 or email her at chrystyna.mursky@wisc.edu.

Phase II Review, Part A

Short Essay Test

The following eight questions provide you an opportunity to synthesize and apply what you learned in the Phase I Management Assessment course and the required (core) courses of Phase II. Read each question carefully.

There is a two-page limit per question. Please double-space. We will not read anything after page two of your response to any question.

You may use notes, handouts, books, or written materials to answer the questions. You may not discuss responses with other public administrators or CPM candidates. We hope you will respect the honor system on which the CPM Program operates.

We will provide a brief overall critique of your review, as well as specific comments on your responses. If some or all of your answers do not satisfactorily demonstrate your knowledge of course content, we will provide specific feedback for revisions. You then can rewrite those responses and resubmit.

If you need clarification or have questions about the review, please call directly:
Chrys Mursky at 608/262-3830.

PHASE II REVIEW, PART A

1. Management Assessment. Review self-assessments you completed in the Management Assessment class. Identify what these instruments taught you about yourself as an individual and as a supervisor. Describe one or more specific examples. In what ways have you used or applied what you learned?
2. Ethics. Based on class discussions and readings, and your personal experience and reflections, what do you see as the key ethical problem(s) for your profession or your agency? Why is this a problem? What factors shape the ethical environment and what is your role in relation to the problem(s) you identified?
3. Leadership. Review leadership theories discussed in class. What leadership theory as taught in the CPM Program has been most important to you in the past three years? Why or in what way has it been important? Which practices have you consciously applied to strengthen your leadership?

(Part A continued next page)

4. Productivity and Quality Improvement. Identify the principles or key practices of quality and productivity improvement. Which have you seen applied successfully in your work unit, agency or community? Which have you not applied or applied unsuccessfully? What role has management played in these successful or unsuccessful efforts?
5. Problem Analysis and Problem Solving. Identify a current or past problem in your agency or unit. What specific problem-solving method or approaches were used or could have been used in addressing the problem? If this is a past problem, evaluate the effectiveness and appropriateness of the approaches or methods. (Note: Do not describe an individual performance problem.)
6. Presenting Yourself to One or Many. Select one of the desired learning outcomes from this class and discuss the way or ways in which you applied what you learned in order to improve your self-presentation. Evaluate those efforts; do you believe that there were benefits as a result of them? Be sure to identify the learning outcome you are discussing.
7. Strategic Planning. Identify the critical steps in strategic planning. Discuss the extent to which they have been implemented and used in your work unit, agency or community. What could have been done differently? What would you do to improve the strategic planning effort?
8. The Public Management Profession. How do the public and private sectors differ? Cite at least three differences. What effect do these differences have on management? In what ways have the unique challenges of public management affected your management style and practices?

Phase II Review, Part B

Professional Development Plan Review

Review the Professional Development Plan you prepared in Phase I of the CPM program.

- Describe the key features, elements or goals of that plan.
- Discuss to what extent you have been able to meet your development goals. What has aided you in meeting them? What has impeded you from meeting them?
- What new goals do you have for the next three years, based on what you've accomplished to date, your experience in the past three years, and what you've learned about effective management?

Please limit your response to two double-spaced pages.

Phase II Review, Part C

CPM Core Competencies

Core Competencies

The Wisconsin CPM program, like all other CPM programs nationally, is built around seven core competencies. These competencies are:

- **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; promoting 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.
- **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.
- **Systemic Integration** Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.

Please refer to the next page for further detail on these competencies.

Write an essay (recommended length: 15 pages) outlining how **you** demonstrate each of the core competencies and how those competencies are **reflected in the work of your agency or organization**. You can write this essay as if you were writing to your supervisor or as if you were writing to a newly-appointed supervisor or manager; please indicate in the beginning of your essay who your audience is. (Note: this is not to be a review of the courses you took, but rather a summary of the competencies required to be an effective public manager in your profession or agency.)

Competencies of the Wisconsin Certified Public Manager® Program

Competency Area	Competency – Your ability to:
1. Personal and Organizational Integrity	<p>1.1 Promote high standards of honesty, integrity and ethical practices in your organization.</p> <p>1.2 Apply organization policies in a consistent manner, and ensure legal and policy compliance</p> <p>1.3 Use power, authority and influence appropriately to achieve department/office goals</p>
2. Managing Work	<p>2.1 Apply performance management and evaluation practices in your organization to ensure that results of work are monitored and measured for desired outcomes.</p> <p>2.2 Track program or activity results and take corrective action when necessary.</p> <p>2.3 Employ effective and creative problem-solving approaches and productivity tools.</p> <p>2.4 Describe processes and procedures required to prepare RFP's and administer contracts.</p> <p>2.5 Describe financial management processes, including budget preparation and monitoring, and purchasing, procurement and grant management.</p> <p>2.6 Recognize and use good practices in managing people, including recruiting, training, development and evaluation of staff; feedback, coaching and mentoring; discipline; and succession planning.</p> <p>2.7 Summarize the labor relations process including the steps in discipline and grievance.</p> <p>2.8 Evaluate and recommend the use of technology including the training of staff, performance impacts and potential of new technology.</p> <p>2.9 Discuss issues in risk management and insurance in the public sector.</p> <p>2.10 Identify what is a public record, and effective public record management techniques.</p> <p>2.11 Practice effective management, improvement and redesign of work processes and systems.</p> <p>2.12 Describe multiple project management methodologies, and tools that are used in the project life cycle.</p> <p>2.13 Analyze your organization and other organizations, and assess the need for organizational changes.</p> <p>2.14 Relate effective management processes necessary in times of crisis, emergency and chaos.</p>

3. Leading People	3.1 Use a range of oral communication skills effectively including communicating ideas and facts clearly, adjusting style to audience, active listening, and considering the impact of words and actions.
	3.2 Describe the relationship between your organization and the media, and outline the organization's media relations plan
	3.3 Use effective written communication skills to express ideas and facts in a clear and credible way
	3.4 Apply negotiating skills including appropriate approaches for finding mutually acceptable solutions to problems or conflicts in the workplace and with governing bodies and gaining cooperation from others.
	3.5 Develop and sustain effective partnerships, networks and coalitions inside and outside your organization.
	3.6 Assess and apply the principles of emotional intelligence.
	3.7 Apply a decision making model in order to make well-informed decisions in a timely and responsive manner.
	3.8 Demonstrate the use of data banks, statistical measures, and research and survey data in decision making and customer service.
	3.9 Describe the elements of an effective program evaluation, and the role of the manager in ensuring an effective process and the use of the evaluation's findings.
	3.10 Differentiate between various conflict management skills and demonstrate their application.
	3.11 Evaluate how your organization demonstrates and supports respect for diversity and inclusiveness.
	3.12 Describe the characteristics of a team and construct and support an effective team
	3.13 Demonstrate the necessary steps in conducting a successful meeting, including Open Meeting Law regulations.
	3.14 Distinguish among various leadership styles and their appropriate uses, and identify your own style.
	3.15 Describe and manage power, influence and politics in and for your organization at various levels.
	3.16 Practice collaborative development of an organizational vision.
	3.17 Defend and promote the organization's vision and mission.
	3.18 Describe and demonstrate effective supervisory practices.

4. Developing Self	4.1 Summarize your personal styles, behaviors, preferences and values.
	4.2 Use effective interpersonal skills, showing sensitivity and respect for others, being responsive to their needs and abilities, and providing constructive feedback. .
	4.3 Evaluate your impact on others, including your cultural competence
	4.4 Create a professional development plan and invest time and energy in self-development and professional growth.
	4.5 Describe issues related to governmental liability, and the public official's role in a civil lawsuit.
	4.6 Define how to manage time and stress, establish personal boundaries and recognize the potential for role conflict.
	4.7 Demonstrate personal job/content expertise and explain job expertise required by those working in your unit.
	4.8 Maintain awareness of developments in your field – technological, managerial, legal, socioeconomic, etc.
5. Public Service Focus	5.1 Explain the historical roles, purposes and spirit of public service in a democratic society, including the tension between professionalism and democracy.
	5.2 Compare public and private management and identify opportunities for shared or collaborative functions.
	5.3 Describe effective approaches to identify and provide service to clients, customers, program users, the community, and program sponsors.
	5.4 Identify specific methods for public participation, the strengths and weaknesses of each, and appropriate ways to use public feedback.
	5.5 Demonstrate the commitment and ability to provide and improve quality public service.
	5.6 Describe the political, cultural and legislative influences that shape public management.
	5.7 Explain the policy analysis process and demonstrate analytical techniques.
6. Change Leadership	6.1 Recognize and promote organizational change.
	6.2 Adapt to changes and setbacks and adjust to new situations.
	6.3 Manage conflict arising from organizational change.
	6.4 Promote innovation and creativity in your work setting.
	6.5 Manage multiple tasks or projects without losing focus.
7. Systemic Integration	7.1 Describe the workforce planning process and develop a workforce plan for your unit or agency.
	7.2 Engage in and promote long-range thinking and planning for your whole organization.
	7.3 Adjust strategic plans in response to changes inside and outside the agency.