

Iowa Certified Public Manager[®] Program Participant Handbook



(Revised September 2023)

The Iowa Certified Public Manager[®] Program

The Iowa Certified Public Manager[®] Program provides a unique opportunity for participants to apply and integrate classroom learning with the real world of public management. This program has been developed through a partnership between the Iowa Department of Administration Services/Human Resources Enterprise and the Drake University Center for Professional Studies, Zimpleman College of Business. It is based on the foundations set forth by the National Certified Public Manager[®] Consortium which was established in 1979. In addition to the Management and Leadership provided by the State of Iowa and Drake University, the program benefits from leadership and oversight from a distinguished Advisory Board.

In this document, you will find an overview of the ICPM program including the policies that guide the process from admission to graduation. If you have any questions or comments, please contact the Drake University Center for Professional Studies (515) 271-2002 and we will be pleased to address your questions.

We are proud to be a state featuring the Certified Public Manager[®] Program. This nationally recognized professional designation is known throughout the nation as an important professional credential which indicates quality public management education.

We believe you will find the Iowa Certified Public Manager[®] Program to be a positive and rewarding experience that will enhance the professionalism of both the graduate and the organization served by that graduate.

Iowa Certified Public Manager[®] Program

Overview of the ICPM Program:

Goals of the ICPM Program

- To strengthen our public organizations by improving the performance of Iowa's public managers and leaders
- To encourage recognition of *public management* as a profession
- To have a certificate program by which knowledge about self, groups, and organizations may be acquired
- To maintain and promote high education and ethical standards in the practice of public management
- To establish an objective assessment for public managers' professional knowledge and performance
- To provide enhanced professional recognition of management development by public managers

Benefits of becoming a Certified Public Manager®

- CPM is a nationally recognized professional designation
- Graduates will have earned one year of experience in qualifying for selected state classifications
- Graduates are better prepared for future professional challenges and opportunities
- Graduates will have demonstrated to employers a personal commitment to professional public service and to continuous learning
- Qualified students may offset up to nine hours of CPM coursework toward the 36 hours needed to earn the Master of Public Administration degree at Drake University. For more information regarding the Drake MPA program, call (515) 271-2188 or see: www.drake.edu.

Curriculum

The ICPM curriculum is designed based on the following principles:

- To meet the standards set by the National CPM Consortium
- To create a learning environment for all participants
- To meet the unique needs of public managers serving in Iowa state and local government plus not-for-profit organizations
- To be transferable to real organizations—is designed so the application of the program can be integrated into the mission of public organizations
- To provide an opportunity for cross-organizational learning—the group projects are an outcome of this principle
- To develop a team-oriented learning atmosphere
- To integrate academic, public, and private sector perspectives

Seven Areas of Competency and Supported by the Core Curriculum

As shown in this chart, the ICPM curriculum is designed to address seven areas of competency essential to the development of a professional public manager.



Curriculum

ICPM courses are designed to be taken over a period of months in sequence. Each candidate must satisfy all courses listed in the cohort program. What follows is a chart listing all required courses indicating how each course links to and supports one or more of the seven core competencies. “P” represents “Primary Focus” while “S” represents “Secondary Focus” of the course/topic to one or more “core competencies specified in the bylaws approved by the national Board of Directors for the Certified Public Manager® Program.

Instructor Facilitated Coursework and Curriculum	Hrs.	Personal & Org. Integrity	Managing Work	Leading People	Develop Self	Systemic Integration	Public Service Focus	Change Leadership
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Introduction to Public Management/Administration	14	P		P	P	S	P	S
Role of Citizens in Public Sector Management	7	S	S	P	S		P	S
Leadership Strategies for Public Managers	14	S	S	P	P			P
Leadership Tools Workshop	14	S	S	P	P			P
Introduction to Planning & Strategic Planning	7		P	P		P		S
Ethical Public Sector Management	14	P		S	P	S	S	S
Performance Measurement	7		P		P		S	S
Conflict Management/ Employment Relations	7	S	S	P	P			P
Negotiation Strategies	7	S	S	P				S
Public Policy Analysis	14			P		P	S	
Coaching and Mentoring	7	S	P	P	P			P
Creative Management	7		S	P	P	S		P
Legislative Policy Making and Processes	7				S	P	S	P
Project Management	7		P	P		S	S	P
Risk Management for Public Managers	7		S		S	P	S	P
Administrative Law	7	P				P	S	
Research Methods for Public Managers	21	P	P		S	P		
Change Management	7			P	P	S	S	P
National and International Innovations in Public Adm.	7				P	S	S	P
Economic Development and Urban Planning	7			S		S	P	P
Public Sector Budgeting	7	P	P			S	S	
Iowa History	7				P	S	P	
Diversity and Public Management	7	S		P	P			S
Human Resources Management	14	S	P	P	S		S	S
Effective Presentation Skills	7			S	P		S	
Project Plans for Teams	7		S	P	P		P	S
Grant Writing Strategies	7	S	P			S	S	S
Directed Project Preparation	7		S	P	P		P	S
Final Project Presentation	7	P	S	S	S	S	P	P
Total in-class Hours	259							

ICPM Policies

A set of policies to guide the process has been developed by the ICPM team and approved by the Advisory Board. Questions regarding policies and procedures should be first directed to Drake University at (515) 271-2002 or (if the participant prefers) the DAS-HRE CPM Leader at (515) 401-9542. The policies may be altered at the discretion of the ICPM team through consultation with the ICPM Advisory Board. The policies are applicable to those candidates admitted into the cohort year designated in the title of this ICPM Handbook.

COVID-19 Update

In addition to the policies noted below, 2023/2024 will feature policies reflecting the needs of public health during the COVID-19 timeframe. For example, the planned format may be altered to meet public health conditions. Policies and updates instituted during that particular time will supersede policies in this document that are written based on the assumption of on-site, face-to-face CPM program design.

(September 2023)

Admission

Admission to the ICPM is open to qualified persons interested in developing competencies in the areas described in this document.

Candidates for the ICPM Program must hold a management or staff position and meet the following criteria, as determined by their organization: manage two or more people, or participate in a program, project, or resources that impact their agency. Applicants may apply anytime but will be admitted to the CPM Program only as each cohort class begins.

Applicants must complete an application with the approval of their organization. Government agencies include federal, state, county, or local governments. A supervisor approved application must be returned by the date indicated on the application brochure:

Performance & Development Solutions
Department of Administrative Services
Human Resources Enterprise
1305 E. Walnut
Des Moines, IA 50319

Applicants will receive an admission notification from this office following receipt of a properly completed and endorsed application. If an applicant should be turned down, they may appeal in writing to the ICPM Advisory Board.

Acceptance of applicants approved by agencies will be on a "space available" basis. If the number of applicants exceeds the enrollment limit, admission will be based on the date the application was received.

Attendance

The cohort format of the ICPM program places a premium on attendance. A schedule is printed at the beginning of each new cohort session to allow candidates and supervisors the opportunity to secure these session dates. It is expected that everyone will attend all scheduled sessions as printed.

Attendance Policy:

1. An ICPM candidate is expected to attend all sessions. The design of the program works best when candidates meet as scheduled.
2. Regardless of attendance, key session topics indicated in a cohort must be completed either by demonstrating an alternative source of learning for a topic or through a makeup assignment designed by Drake University (see item #8).
3. The maximum number of scheduled sessions that can be missed over a program period is four total days. If candidates miss four complete days prior to completion of the program—they will be asked to meet to develop a plan for improving attendance. If that fails, a candidate could be asked to leave the program. This action can be appealed in writing by the candidate to the ICPM Advisory Board. The ICPM Advisory Board's decision is final.
4. Attendance is taken at every session and recorded in a database located in the Center for Professional Studies (515 271-2002). A candidate may contact the Center to verify their attendance record at any time during the program. Unless we are confident regarding the identity of the caller, we will not give attendance information over the phone, but an attendance record will be mailed or e-mailed to the candidate's work address.
5. Accommodations will be made for family emergencies and those rare instances where a work-related issue cannot be avoided such as appearing before the legislature, a critical meeting with officials outside the agency where the candidate is an essential participant, or a professional conference that is required for continuing education, etc. These absences fall under the "four day" rule.
6. Regular work-related issues are not a valid reason for missing a session. Both the candidate and the candidate's supervisor have agreed to make the ICPM a priority on the two/three days per month the program is offered.
7. The ICPM is designed around an all-day session format. Attendance for a daily session is defined as not missing more than two hours of an all-day session. When a candidate is to be gone from a session for more than two hours, the time must be recorded on the attendance sheet provided for each session. That time will count toward the "four day" policy. Regardless, a candidate should work with the instructor whenever they are to be out of class for more than a few minutes as a professional courtesy.
8. If a candidate should be absent from an entire session, the following options are available:
 - a. If the same session is being offered for one of the other cohorts, a person may with permission make arrangements to join that session. A record of that substitution will be maintained by the Center for Professional Studies.
 - b. A person (with permission) may secure an independent study arrangement with the session instructor—provided that the instructor is available and willing to work with a candidate.
 - c. If the candidate completes a similar training or academic class, or can demonstrate significant professional experience, they may submit a written statement and/or materials for review by Drake University. Drake may require that additional written work be completed to support this alternative study.

If within the cohort time limit, an alternative arrangement cannot be made, the candidate will not be allowed to graduate until each is completed.

Class Cancellation Policy:

Due to poor weather, facilities issues, or instructor illness, there may be occasions requiring the cancellation of class. Guidelines are as follows:

1. Poor weather or other facilities issue: If the Drake Campus is closed due to poor weather, then we WILL NOT hold class even if other public sector offices are open. Typically, a cancellation announcement will be posted at www.drake.edu and announced through TV/Radio. You may also call the Drake cancellation line at 515-271-4545. If possible, we will contact the group via email. **NOTE:** You should check with your agency/organization to determine your reporting policy if class is canceled.
2. Instructor illness, etc.: If the instructor for class cannot facilitate a class and we cannot provide a substitute instructor, we will notify all participants by email. Signs will also be posted in the classroom if class is cancelled.

Maximum Time to Complete ICPM

The cohort design of the program should result in all participants graduating at the end of the cohort period. However, if a candidate should fail to complete a course which is not offered as part of another cohort within the cohort period, it is possible that the person would not graduate until that course is offered at a later date. However, the candidate must complete all ICPM course and project requirements within a 36-month period (date of admission to date of graduation). Exceptions will only be considered by a written request by the candidate to the ICPM management team. The candidate must indicate within the written request their plan with an end date for completing all the ICPM requirements.

Substitute Courses Policy

The ICPM is designed with a specific set of courses—all are required to meet the standard for graduation. While it is likely that each candidate will at some point pursue a course that covers material that they are familiar with due to work experience, we find that all participants (including the experienced person) benefit by participating in each course. Therefore, every course is required for all candidates. The only exception to this policy is listed in the *attendance section* above when an appropriate substitute course is allowed due to an emergency or following discussion with Drake's CPM leader.

Testing

Between two and four exams will be given throughout your cohort time. These exams are of the take-home type. They are to be done on an individual basis. Each exam is designed for the participant to apply the knowledge, skills, and abilities from each session to a work-related experience. In most cases, you will be asked to provide an experience from your own organization.

Each question within the exam is graded based on the criteria. To pass the exam, the candidate must earn a passing rating for each essay question. If a candidate does not earn a passing mark on a question—they must resubmit a revised answer for a second evaluation. Accommodations for people with unique needs requiring an alternative testing method will be made. Each exam will be graded and returned to the candidate in time so that the candidate will have the benefit of feedback prior to completing the next exam. The results of each exam are confidential.

Projects

Early in the ICPM program, each candidate will be assigned to a project team of between four and six members. By the end of the program, each team is required to produce a comprehensive group project that incorporates the principles from the ICPM. To graduate, a candidate must successfully participate in the team project and the team must produce and present their project. Additional information related to the project purpose and process to ensure successful completion is available in the *ICPM Project Handbook*.

Records Management/Confidentiality and Privacy Rights of Participants

All records related to participant attendance and academic progress are maintained by the Drake University Center for Professional Studies. The privacy policies applying to students at Drake University are applied to participants in the ICPM program:

- No persons other than the ICPM management team and the administrative support person will have access to candidate records
- No information from these records will be given to any person besides the candidate without written permission from the candidate
- Copies of a candidate's record will be provided at the participant's request
- No information will be given over the phone without assurance of identity
- Use of participant-produced materials, except for project reports, is prohibited unless written permission is given by the participant
- Candidates who during the process appear to be failing to meet program expectations will be contacted individually by a representative of the ICPM

Appeals Process

All decisions made by the instructors and the ICPM management team may be appealed. The first appeal should be made in writing. If the issue is not resolved to the satisfaction of the candidate and their agency, the decision may again be appealed to the ICPM Advisory Board. This second appeal must also be in writing and should be addressed to ICPM Advisory Board. The decision of the Advisory Board is considered final.

We wish you great success on your educational journey!