



Participant Handbook

Table of Contents

ADMINISTRATION	4
Contact Information	4
INTRODUCTION	5
Overview and Background.....	5
Program Benefits and Goals.....	6
Eligibility.....	7
Program Sites.....	7
PROGRAM POLICIES	7
Participant Policies	7
Program Attendance Expectations.....	7
Certification Requirements	8
Coursework.....	8
Core Curriculum Areas.....	9
Certification Levels.....	10
Certification Sequence Chart	11
NVCPM Program Graduation	12
MANAGING GOVERNMENT IN NEVADA	12
Instructional Program Review	12
Examinations.....	12
Executive Seminar	13
Job-Related Projects.....	13
Required Reading ..	13
Professional Development Courses (Electives)	14
Level I – III Professional Development Open Source Electives	14
Level IV – VI Open Source Electives	15
Instructor or Facilitator-Led Electives.....	15
Instructional Program Evaluation	15
Individual Participant Evaluation	15
Program Evaluation.....	15
Participation Status	16
Program Appeals Process.....	16
CONFIDENTIALITY.....	16
FREQUENTLY ASKED QUESTIONS.....	17

Administration

The Nevada Certified Public Manager Program

Administered by
Office of Employee Development
Division of Human Resource Management
Department of Administration
555 E. Washington Avenue
Suite #1400
Las Vegas, NV 89101-1046

The Department of Administration, Division of Human Resource Management, Office of Employee Development, through the Nevada Certified Public Manager (NVCPM) Program Administrator is responsible for the overall administration of the NVCPM Program. The State Division of Human Resource Management, Office of Employee Development is responsible for development and administration of policy and procedures, direction, and approval of course curriculum, selection of, and contractual agreements with instructors.

The NVCPM Advisory Board provides guidance to the program and is comprised of representatives from the Office of the Governor, Nevada State Senate, Nevada State Assembly, and various representatives from state, county, and city governmental organizations. The NVCPM Advisory Board, along with the Curriculum Committee, is responsible for providing advice and guidance on policies and procedures and course curriculum.

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INTRODUCTION

Overview and Background

The Nevada Certified Public Manager Program (NVCPM) is a systematic approach to management development; providing public professionals with training to maximize the effectiveness of Nevada's government organizations. The NVCPM Program is included as part of the State succession plan to assist with developing a fully trained workforce contingent ready to take the place of those leaving. This certificate program offers practitioner-oriented course work that builds upon management training programs offered through agencies, colleges, and universities. This curriculum uses the foundation of theory and applies it to practical problems facing the participant, their agency/department, and the State.

The CPM Program is designed for public administrators who wish to learn both current management theory and useful techniques in order to improve their performance as managers in the public sector. Professional and developmental in character, the Program is designed to prepare managers for the increasingly complex and demanding governmental issues confronting Nevada. At the completion of each Program level, participants have developed practical applications relevant to advancing the mission and objectives of their organizations.

The National Certified Public Manager Consortium, which accredits and establishes the standards and requirements for the CPM designation, authorizes only one organization per state to deliver the national CPM Program. The CPM designation, like the Certified Public Accountant (CPA) designation, is a professional rather than an academic credential. Those who complete the Program will earn the national designation of *Certified Public Manager or CPM*.

The State of Nevada is an accredited member in the Consortium, having been awarded accreditation and membership on September 18, 2005, as part of the expanding National Certified Public Manager Program Consortium. The purposes of the National Consortium are to (1) facilitate program expansion, (2) ensure content quality, and (3) provide an information clearinghouse.

The following thirty four (34) states and three (4) government entities are accredited/active members of the National CPM Consortium: Alabama, Alaska, Arizona, Arkansas, California, Colorado, District of Columbia, Florida, Graduate School USA, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Maryland, Metropolitan Washington Council of Governments, Michigan, Mississippi, Missouri, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Texas, U.S. Virgin Islands, Utah, Virginia, Washington, Wisconsin, and Wyoming. The following are Associate Consortium members seeking accreditation: Maine, Massachusetts, and Vermont.

Program Benefits & Goals

Nevada offers public leaders an opportunity to enhance their leadership capabilities. As participants move through the program, the workplace will benefit from their enhanced skill sets. As the environment changes, organizations will have fully developed managers who function in critical support roles.

The Nevada Program intends to:

1. Encourage the recognition of public management as a profession established upon an underlying body of knowledge
2. Set out a course of study by which such knowledge can be acquired
3. Foster and maintain high educational and ethical standards in the practice of public management
4. Assist Nevada's governmental organizations by establishing a more objective assessment for a public manager's professional knowledge and performance
5. Provide enhanced professional recognition of management development attainment by public managers
6. Prepare federal, state, and local government employees to assume more responsible management roles and assist agencies with succession planning
7. Assist in preparing a fully trained workforce contingent, ready to take the place of those leaving
8. Maintain the accreditation requirements of the National CPM Consortium

Participants in the Nevada CPM Program will:

- Assess and practice fundamental management theories, tools, and techniques in an increasingly challenging work environment
- Discover new approaches to leading teams and serving as a model to other leaders
- Participate in self-discovery / self-awareness activities, receive feedback and other forms of evaluation for individual assessment
- Develop practical applications of up-to-date management theory and philosophy to assist in meeting the objectives of the organization
- Evaluate and provide feedback on all facets of the NVCPM Program

Managers and Supervisors receiving NVCPM certification are eligible for membership in the American Academy of Certified Public Managers, a national professional association of public sector managers. To be eligible for membership, an individual must have earned the designation of Certified Public Manager (CPM) through a management development program accredited by the National Certified Public Manager Consortium.

Eligibility

The Nevada CPM Program is for state employees who manage or supervise people or projects, hold a supervisory or managerial position responsible for providing technical or professional support to an agency, or have been identified by the agency director as an individual showing potential for advancement into such positions. The NVCPM Program is also open to federal, county, and municipal government employees who meet the above eligibility criteria.

Successful participants should be high achievers in their respective positions and have support of their management. Before committing to the Program, applicants and their supervisors should consider that the Program is very rigorous in scope and not considered to be “entry level.” Applicants should demonstrate a high degree of conceptual ability, reading comprehension, and written and oral communication capabilities.

The Nevada Certified Public Manager Program is committed to the principle of equal opportunity and will not discriminate against otherwise qualified persons on the basis of race, color, religion, national origin, sex, age, handicap, disability, or sexual orientation in its admissions, program accessibility, or services.

Program Sites

Currently, the NVCPM Program is offered as cohorts, in consecutive months in Carson City and Las Vegas. A cohort format is one in which participants attend as a group, starting and finishing a program together. At this time, classroom instruction is required.

PROGRAM POLICIES

Participant Policies

Program Attendance Expectations

It is critical for employees and employers to understand the importance of commitment to the Program. All requirements for the Certificate in Supervisory Management (Levels I – III), including courses, projects, assignments, and electives, must be completed before the participant may begin Level IV of the Certified Public Manager Program. In addition, participants must meet the following attendance guidelines.

1. Once a participant enters the Program, attendance is required at each of the six Levels of Core Curriculum classes.
2. In order to receive credit, participants must attend all days of a multiple day class. Partial credit will not be granted.

3. Participants who have unavoidable, emergency conflicts may seek to be excused by the instructor and the NVCPM Program Administrator. To be recognized as having completed a Level of Managing Government in Nevada course work, the participant must not miss more than six (6) hours of each of Levels I – III. All participants are expected to take and pass the examinations at the end of each week of core curriculum level, including those who have incomplete attendance.
4. Due to our “cohort” format, the only opportunity for make-up is for a participant to attend the Level missed in the other city. In the case of true emergencies, this is only possible if the participant is regularly attending in the first city of presentation for that Level. For example, if I am planning to attend Level II in Las Vegas in September and I miss it, I could possibly make-up the class because Level II will be offered in Carson City in October. At this time, videoconferencing is not a suitable medium for replacement instruction for makeups.
5. A 90% attendance rate is required for Levels IV – VI, with some sections of the week requiring 100% attendance (during preparation and presentation times) at the discretion of the NVCPM Program Administrator.
6. Tardiness is not tolerated due to both attendance requirements and the distraction that it causes. Initial incidents of being late will be addressed with the participant; after that, they will be reported to the participant’s manager and agency director. It is imperative to arrive on time in order to start the coursework at the beginning and as a courtesy to your fellow participants.
7. Participants are responsible for signing the attendance roster on each day of the class. If their signature does not appear on the attendance sheet, participants may be required to provide proof of attendance in the form of course materials, instructor affidavit or other proof as required by the NVCPM Program Administrator.
8. Participants who fail to follow these guidelines may forfeit their participation in the Program.
9. In order to maintain our National CPM accreditation, we must meet rigorous standards in classroom hours for participant attendance at instructor-led training events. Upon request, we will provide documentation to the National CPM Consortium in order to preserve our accreditation.
10. As a courtesy to others, participants should silence pagers and cellular phones.

Certification Requirements

Coursework

NVCPM training is participant-centered, experienced-based, with an emphasis on small group activities and discussions, as well as a balance between theory and real world applications. The NVCPM Program curriculum covers the full spectrum of management, beginning with individual performance, and gradually expanding to broader organizational issues and public policy.

In addition, the NVCPM Program strives to make professional public managers aware of the ethical standards and social responsibility necessary for them to act humanely and responsively within in an intergovernmental system. Besides significant levels of on-the-job study, the Program engages participants in formal assessments, testing and on-the-job applications.

Core Curriculum Areas

The NVCPM Program curriculum consists of over 300 hours of professional training and structured learning activities that originate from a specific set of competencies as stated in the National CPM Consortium Bylaws.

The following competencies form the core curriculum of our Program:

1. *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.
2. *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.
3. *Leading People*
Inspiring others to positive action through a clear vision; promotes 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.
4. *Developing Self*
Demonstrating commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.
5. *Systemic Integration*
Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.
6. *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.
7. *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.

The National CPM Consortium requires 250 of the total Program hours to be facilitator-instructor-led training, with a minimum of 200 hours of instruction addressing the above competencies. Instructor-led required training for the NVCPM Program totals approximately 221 hours. Thus, participants are required to ensure at least 29 of their total 50 elective hours are through facilitator-led courses.

Certification Levels

The NVCPM Program offers one level of certification in two phases. In order to receive the CPM designation, participants must complete a minimum of 140 hours of learning in Phase 1, the Certificate of Supervisory Management (CSM), and 170 hours in Phase 2, the upper level and achievement of the Certified Public Manager (CPM) designation.

The **CPM designation** is awarded to participants who successfully complete the following.

1. All six (6) levels of core course material entitled “Managing Government in Nevada”
2. Thirty (30) professional development required & open source elective hours
3. Twenty (20) management-related required & open source elective hours
4. Attendance at an Executive Seminar (14 hours)
5. Three (3) required outside readings
6. Examinations on each of the six levels.
(Levels I - III have examinations; Levels IV – VI have presentation/participation evaluations)
7. Three (3) job-related projects, including a Capstone Quality Improvement Project

The emphasis in the first phase is the development and application of fundamental knowledge and skill in managerial leadership. Participants will have an opportunity to assess their own strengths and needs as managers. At the completion of this phase, participants will be able to apply fundamental management theories, tools and techniques. The first phase is comprised of the following,

1. Program Orientation, 2 hours
2. Levels I – III in “Managing Government in Nevada”, 105 hours
3. Thirty (30) professional development open source elective hours
4. Three (3) required outside readings, 15 hours
5. Examinations on required levels
6. Two job-related written projects, 8 hours

The NVCPM Program offers one level of certification in two phases for the CPM Program.

Certification Sequence Chart

The recommended sequence of steps to complete the requirements for the award of the Certified Public Manager (CPM) designation is as follows.

Phase 1: Certificate in Supervisory Management (CSM)

1. NVCPM Program Orientation
2. Level I (Core Course)
3. Exam I (Level I)
4. Open Source Professional Development Elective Hours in Progress
5. Level II (Core Course)
6. Exam II (Level II)
7. NVCPM Project Workshop
8. Open Source Elective Hours in Progress
9. Level III (Core Course)
10. Exam III (Level III)
11. Required Reading Review (Written Paper)
12. Project 1 (Written Paper)
13. Total of 30 Required and Open Source Elective Hours Completed

Phase 2: Certified Public Manager (CPM)

Steps 1 – 13 (above) must be completed prior to starting Level IV

14. NVCPM Phase 2 Orientation and Project Workshop
15. Level IV (Core Course)
16. Project 2 In Progress
17. Selected Open Source Elective Hours in Progress
18. Level V (Core Course)
19. Selected Open Source Elective Hours in Progress
20. Project 2 (Applied Project and Written Report)
21. Level VI (Core Course)
→ Project 2 (Written Report) Completed and submitted
22. Executive Seminar (Part of Level VI) 14 hours
23. Total of 20 Hours Selected Required and Open Source Elective Hours Completed

****Participant Awarded the CPM Designation****

NVCPM Program Graduation Participation

A Program Graduation Ceremony is held at the end of each Program Class to certify participants and award the CPM designation. The Program expectation is that *all* participants successfully completing the Program requirements and receiving their CPM certification will participate in this graduation ceremony. In order to attend and walk in the Program Graduation, ALL of the above requirements must be satisfied completely before the graduation ceremony takes place. In the case of extraordinary or extenuating circumstances, an exception may be made. If you are not able to meet the requirements to graduate with your cohort, you will not be allowed to participate in that cohort's ceremony, but will be allowed to graduate with a later cohort, provided you have satisfied the certification requirements.

Managing Government in Nevada

Instructional Program Review

Examinations

The purpose of the CPM examinations is to evaluate the participant's level of understanding of the content of the Managing Government in Nevada course series. The examinations are principally in a multiple-choice or true/false format.

Participants must pass the required examinations with a score of 70%. Examination papers are the property of the NVCPM Program. Neither the examinations nor copies of examination papers will be returned.

Participants are notified of examination results within 10 days of the date of the examination. Only a pass/fail score is reported to the participants. Organization Directors will be provided with pass/fail status upon request to the State Division of Human Resource Management, Office of Employee Development NVCPM Program Administrator.

The State Division of Human Resource Management, Office of Employee Development maintains permanent records on every participant who takes a CPM examination. These records are not part of the participant's official personnel file and are used only in relation to the NVCPM Program.

Each examination may be retaken twice, for a total of three attempts. If the participant fails, he or she must again complete the appropriate "Managing Government in Nevada" course work, after which the examination may be retaken. Every effort will be made to assist any participant with special testing needs.

Executive Seminar

After the Level VI session, participants will select a leading edge topic or topics to be discussed during their two-day Executive Seminar. This 14-hour session is part of the requirements for successful completion of Level VI and will occur after Level VI core curriculum is completed.

Job-Related Projects

One common concern of the CPM Program, sponsoring organizations, and program participants is the relevance of instruction to the workplace. The NVCPM Program deals with this in a systematic way by extending the core course learning to on-the-job practice through two projects. These projects are designed to demonstrate transfer of knowledge and techniques to the participant's workplace.

Successful completion of the first project is required for the Certificate in Supervisory Management (CSM). Successful completion of both projects is required for the Certified Public Manager (CPM) designation. It is suggested that the participant conduct project work according to the sequence of completion of NVCPM Program requirements.

Guidelines for completing job-related projects will be provided in the NVCPM Orientation and specific instructions are covered in-depth in the **NVCPM Project Workshops**. Participants will be required to complete and submit a Project Proposal form, with the specific details and objectives of the project being determined by Phase 1 content, the participant, and the participant's supervisor.

Completed projects are submitted to the NVCPM Administrator for review. Projects are evaluated on the quality and completeness of the work, their relevance to the participant's job, and their conformity to the stated project guidelines. Projects are to reflect learning outcomes of current levels of training, and are expected to apply the theories, principles, and/or techniques learned in the NVCPM Program training sessions. Participants are notified of the acceptability of the project by mail within 30 days of its receipt. Formal notification includes a description of project deficiencies if the project is not acceptable.

All projects become the property of the Nevada CPM Program and will not be returned to the participant; therefore, each participant should keep a copy of his/her project. Projects are considered confidential and are only discussed with the participant who submits them. In some cases, model projects may be used as classroom illustrations in the NVCPM Program. It is recommended that actual names of individuals in the work environment, other than the participant, not be included in the project.

Required Reading

The required reading program has three (3) purposes: (1) to complement and enrich the concept of the core courses; (2) to introduce participants to some of the best management literature and resources; and (3) to encourage the participants to engage in a habit of independent management development, including critical thinking and analytical skills that will extend beyond the NVCPM Program.

The NVCPM Program participant is responsible for reading the required books provided to participants by the NVCPM Program. These books are the property of the NVCPM Program. They are to be returned in the same condition as received. Any damage, resulting while in the care of the participant is expected to be remedied by providing a replacement copy. A written report will be required after the reading, with the content and evaluation criteria provided as part of the appropriate level materials.

Professional Development Courses (Electives)

Level I – III Professional Development/Management Related Required & Open Source Electives

In addition to the core courses offered in Managing Government in Nevada, participants must complete thirty (30) hours of professional development/management related required and open source elective courses prior to completing the Phase 1 of the NVCPM Program.

There is one course block that is a required to successfully complete the CPM Program. The Mandatory Supervisory Class Series offered by the State of Nevada, Division of Human Resource Management may be completed by participants before attending NVCPM. The classes included in this series are: Interviewing and Hiring, Handling Grievances, Evaluating Employee Performance, Progressive Disciplinary Procedures, Work Performance Standards, and Alcohol and Drug Program. Participants are also to be in compliance with NAC 284.496 regulations regarding Sexual Harassment Prevention training.

If these classes are completed within the three (3) year time stipulation, they will count toward the participant's elective hours. These courses are offered in an on-line format and can be found at: <http://nvelearn.nv.gov/moodle/>

The remaining course hours are selected by the participant based on need and interest and must be management-related and can be organization—but not technical—specific. Credit may be earned by attending any or all of the following.

1. Management / professional development courses offered by the State Division of Human Resource Management, Office of Employee Development
2. Relevant courses offered by other state agencies, universities, colleges, companies, and associations
3. Outside organization directed courses
4. Documented on-line / computer-based training related to the field of management

Requests for approval of professional development elective hours are submitted on the Elective Hour Approval Request form. A copy is provided with Level I course materials. Additional copies are available electronically and from the NVCPM Program Administrator.

Level IV – VI Professional Development/Management Related Required and Open Source Electives

Participants will be required to complete a total of twenty (20) required and open source elective hours by the end of the Program's Level VI. The participant is responsible for scheduling twenty (20) of these hours, with approximately 10.5 course hours being comprised of the State's Mandatory Training Curriculum offered by State Division of Human Resource Management, Office of Employee Development, as indicated above.

Requests for approval of elective hours are made on the Elective Hour Approval Request form. A copy is provided with Level I course materials. Additional copies are available from the NVCPM Program Administrator and electronically.

Instructor or Facilitator-Led Electives

Of the combined fifty (50) elective hours, twenty-nine (29) of those hours must originate from facilitator or instructor-led training courses, in order to meet the National CPM Consortium's minimum requirement of 250 hours of instructor-led training. Twenty-one (21) of the elective hour requirement may be completed online.

Elective Hour Time Stipulation

The NVCPM Program will not accept any elective courses that are older than 3 years from the participant's start date with the NVCPM Program. Our Program believes in continuing education and lifelong learning. It is imperative that we encourage this as part of our participants' continuing education, as well as encourage participants to make time for their self-development and personal growth.

Instructional Program Evaluation

The NVCPM Program includes two aspects of evaluation—evaluation of the individual participants and program evaluation. Evaluation of the individual participants is based upon mastery of the program competencies. Evaluation of the program is based upon how well the program meets the stated program objectives and how well the program meets the needs of its participants.

Individual Participant Evaluation

Each participant will be required to complete examinations at the end of selected Levels of core curriculum (primarily Levels I – III.) Participants will also be required to participate in group activities, complete reports, presentations, projects, evaluations, and writing assignments to demonstrate mastery (primarily Levels IV – VI.)

Program Evaluation

Evaluation of the NVCPM Program is accomplished in a variety of ways. Due to the evolving and fluid nature of the Program, participants will have many opportunities to provide extensive feedback on instructors, format and content, thereby helping to shape the Program for future NVCPM classes. Some of the evaluation methods will be written evaluation forms, email feedback, plus/delta sessions, and other large and small group discussions.

Participation Status

Participants are expected to participate in the Program and progress through the Levels with their cohort. Progress includes attendance at each of the six (6) Levels of core curriculum and completing all outside requirements, including the reading review, projects, writing assignments, and elective hours.

If a participant wishes to withdraw from the NVCPM Program, Agency Director written approval is required. In the event a participant withdraws from the Program with the intention of returning to complete the Program, the requirement is that the participant must return to the Program with the next available scheduled cohort in order to retain any previously earned attendance credit. Due to the fluid nature of the program, failure to do so will result in the forfeiture of all previously completed levels and a loss of earned credit for all work previously completed within the section of the Program in which they last participated (this includes Levels, electives, reading review, papers, and projects). The participant will be expected to start the Program over in its entirety, including the initial Program Orientation session. Additionally, the participant's agency will be expected to fund the full amount for the Program tuition and will not be awarded a Program-funded slot.

Program Appeals Process

A participant may appeal a Program decision by documenting the issue in writing and submitting it to the NVCPM Advisory Board Chair in full confidentiality. The Chair will appoint an Appeal Committee at the time of incidence.

Confidentiality and Privacy Rights

All NVCPM Program participants have the right to expect privacy and protection of their information and work. The NVCPM Program takes a serious approach to these rights. Participant information and work products will not be shared with any person(s) from any agency. All work products are identified according to the 5-digit Internal Employee Identification number and become the property of the NVCPM Program.

The State Division of Human Resource Management, Office of Employee Development maintains permanent records on every participant in the NVCPM Program. These records are not part of the participant's official personnel file and are used only in relation to the NVCPM Program. Files are kept in a secure location with access restricted to the NVCPM Program Administrator. Documents will be retained and archived based on the State Records and Archives document retention program.

Frequently Asked Questions

Q1 Who may participate in the Nevada Certified Public Manager (NVCPM) Program?

A1 The NVCPM Program is open to persons employed by or with Nevada governmental organizations. Department Directors may recommend individuals who show potential for advancement into supervisory positions. All participants must have the support of their supervisors and directors.

Q2 How does one get selected for the CPM Program?

A2 Prior to the beginning of each CPM class, Department Directors receive recommended participant selection criteria and application submission timelines. Each Department sets its own application submission and selection procedures. In order to be considered for CPM participation, applications must contain all required components and have an original signature from the applicant, applicant's immediate supervisor, and department/agency required original signatures, and the original signature of the Department Director/Appointing Authority or designee. Applications are not accepted electronically or via facsimile.

Q3 What are the requirements and costs for the CPM Program?

A3 The NVCPM Program awards the Certified Public Manager designation for mastery of fundamental management concepts and techniques and successful completion of the following coursework.

Program Orientation	2 Hours	
Level I	32 Hours	\$400
Level II	40 Hours	\$400
Level III	33 Hours	\$400
Phase II Orientation & Project Workshop	2 Hours	
Level IV	33 Hours	\$400
Level V	33 Hours	\$400
Level VI	32 Hours	\$400
<u>Executive Seminar</u>	<u>14 Hours</u>	
Sub Total	221 Hours	

Open Source Elective Hours		
Phase I: Levels I - III	30 Hours	
<u>Phase II: Levels IV – VI</u>	<u>20 Hours</u>	
Sub Total	50 Hours	

Outside Required Reading & Responses	15 Hours	
<u>Work-Related Projects (3)</u>	<u>28 Hours</u>	
Sub Total	43 Hours	

TOTAL PROGRAM HOURS / COSTS	314 Hours	\$2,400
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Note: True, overall program costs are dependent on various factors, including the costs of electives selected, the number of open electives taken from other sources, possible travel incurred if a participant were to need to attend in alternate city, etc.

Q4 How long do I have to complete the program?

A4 Due to our cohort format, participants complete the program as a group within the 18 month scheduled period for their class. Occasionally, circumstances require a participant to drop their current class and re-enroll in the following class to complete the program. Such requests are evaluated individually based on need and circumstances. Every effort is made to support participants to successfully complete the program and receive their CPM designation.

Q5 Are participants required to take an examination?

A5 An examination is not required to enter the program. Participants are required to complete written multiple choice or short answer examinations after each of the Phase I, Level I-III course weeks; and mastery demonstration activities after each of the Phase II, Level IV-VI week-long program levels. During Levels I-III participants are also evaluated on required written projects. Participants will also be evaluated by use of methods such as presentations, writing assignments, and group activities during Levels IV-VI. Successful completion of these and other program requirements result in achieving the CPM designation.

Q6 What happens if a participant fails an examination?

A6 If a participant fails an examination, he/she may take it again. Participants may re-take a test up to two (2) times. Scores are confidential and sent via Email to participants.

Q7 Will elective credit be given for courses taken prior to participation in the CPM Program?

A7 Requests for elective credit for courses taken within the three-year (3) period preceding the beginning date of the CPM Program can be made on the Elective Hour Approval Request form. The course content must be management / leadership related. Proper documentation of objectives and proof of attendance is required.

Q8 Can a participant apply previous training to core courses?

A8 The NVCPM program does not allow curriculum substitution in order to meet the accreditation requirements of the National CPM Consortium.

Q9 Who administers the CPM Program?

A9 The Office of Employee Development of the State Division of Human Resource Management is responsible for program development and administration, including policies and procedures, approval of curriculum and instructors, scheduling of classes, registration of participants, and maintenance of records.

Q10 Why should I enroll in the Program?

A10 The benefits of the CPM Program are many; recognition of a commitment to professional standards; association in a network of public professional managers in Nevada and other states; awareness of new developments in the practice of public administration; innovation in the application of new ideas and approaches to management; and career development that will enhance your administrative, managerial, technical, analytical, and interpersonal skills. It provides you and your agency with structured training that has the broad perspective necessary for effective management. As a program participant, you are a member of statewide and national groups of professional public managers learning from and with representatives of other governmental units. CPM Program graduates are listed on a National Certified Public Manager register maintained by the National Consortium and are eligible to join the American Academy of Certified Public Managers.

Q11 Where will the CPM training be offered? Who will teach?

A11 CPM cohorts are offered both in Carson City and Las Vegas, generally at the Division of Human Resources, Office of Employee Development Training Centers. A schedule of dates and locations for each level of training is published prior to the beginning of each class. The current class schedules are posted on the Division of Human Resource Management website at <http://hr.nv.gov/Services/CPM>. Instructors for the CPM program are contracted from a variety of settings, including universities, colleges, government, and the business community.

Q12 What if a participant changes organizations after becoming a CPM participant?

A12 The participant and the new organization must agree on the status. If the participant is still eligible, he or she is encouraged to continue in the Program.

Q13 What are job-related projects?

A13 The job-related projects provide an opportunity to apply the concepts presented in the class to the work environment. The participant, his/her supervisor and the CPM Program Administrator agree upon projects. There are three (3) projects required in order to receive the CPM Certification. The first two projects are due at the completion of Level III. The remaining project is due at the end of Level VI.

Q14 What is the cancellation or date change policy?

A14 A written cancellation must be approved by the participant's Department Director and received at the State Division of Human Resource Management, Office of Employee Development in Las Vegas fourteen (14) days prior to the class start date. If a participant cancels after that time, his/her organization may be billed. Cancellations are costly to the participant, his/her organization and the program. All cancellations should come through the participant as early as possible, so that substitutions can possibly be made.