



CPM Training Descriptions 2011 Professional Development Calendar

SPRING 2011

CPM 101 Introduction to Effective Supervision: A Two-Day Seminar

The special skills needed to supervise in the public sector workplace are the focus of this training. In this two day seminar you will learn various models and principles of effective supervision, basic interactive techniques, resources, and tools to effectively communicate with the work team, employee motivation, and the application of effective supervisory principles and practices to public sector workplace issues.

Learning Outcomes:

1. Identify and describe the models, strategies, and best practices for effective supervision;
2. Identify and describe your role and responsibilities as a supervisor within the context of a public sector organization;
3. Identify and describe the role of supervision in developing effective collaborative and productive relationships among staff in a public sector workplace;
4. Explain the role and relationship of appropriate performance standards to strengthening staff and program/organizational capacity and performance;
5. Identify key human motivators, the various ways to identify them in employees, and possible strategies to maintain/increase performance through these motivators;
6. Describe the importance of building a management team, and the key elements in building and maintaining that team;
7. Identify particular tactics for building trust among staff.

Time: 9:30 a.m.— 4:00 p.m.; January 18 – 20, 2011

Online: January 18 – 25, 2011

Cost: Certificate Candidate **\$340** Individual **\$600**

Location: UIS **Room:** TBA

CPM 120 Succession-Orientation Planning and Mentoring

When one third of your workforce retires, who will replace these valuable, experienced employees? Downsizing has reduced the number of internal candidates, and when you consider normal attrition rates and the tight labor market; you can see your Human Resources department is going to be very busy. This is the current workforce trend in the public sector. Succession-planning ensures that there are highly qualified people in all positions, not just for today, but for the future. This training can help you focus on a particular step in the succession-planning process, by providing you with tools to help you develop an effective plan.

Learning Outcomes:

1. Understand the purpose and function of succession planning in the public sector workplace;
2. Identify competencies and clarify values for both planning and managing a succession program;
3. Identify methods to evaluate succession management;
4. Develop a succession plan;
5. Understand the relationship between succession management and an employee orientation plan;
6. Explore models for employee mentoring;
7. Learn how to develop a mentoring program.

Time: 9:30 a.m. — 4:00 p.m.; **February 1, 2011**

Online: February 1 – 8, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 223 Budgeting and Financial Management

Public managers understand that one of their main priorities is to be responsible stewards of the funds entrusted to them. Fiscal responsibility builds public trust. Yet, when one talks about trust, one must talk about accountability. Accountability means that you, as a public manager, have an obligation to continually strive for excellence in financial management, ensuring compliance with complex reporting and accounting requirements and regulations, and providing proof resources are being used to achieve the mission and goals of the organization.

Learning Outcomes:

1. Learn how to prepare an effective budget;
2. Learn how to analyze a budget;
3. Learn to use the budget to strengthen program and organizational effectiveness;
4. Learn analytical techniques and tools such as cost benefit analysis, revenue forecasting, costing of public services, input, output, and outcome oriented budgeting techniques.

Time: 9:30 a.m. — 4:00 p.m.; **February 15, 2011**

Online: **February 15 – 22, 2011**

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 224 Program Evaluation

In a climate of shrinking and limited resources, funders are asking, “How do you know if your program is working?” This course presents a framework for understanding program evaluation and facilitating integration of evaluation throughout your program or organization. In this course, you will develop skills in: forming good evaluation questions; designing evaluations and selecting samples; planning for data collection and developing effective measures; analyzing evaluation results and program costs; reporting and communicating evaluation results to target audiences; and developing sensitivities to ethical and political issues involved in evaluation. Participants will develop their evaluation skills through case study, in-class discussions, and activities.

Learning Objectives:

1. Recognize and understand the major evaluation terms and concepts
2. Identify the benefits of program evaluation;
3. Develop skills in developing both formative and summative evaluation plans;
4. Design a reasonable assessment or evaluation plan for your program
5. Develop an initial evaluation plan;
6. Understand how evaluation results can be used to improve program decision-making;
7. Present the evaluation findings using presentation software;
8. Review and critique the design, implementation, and findings of an evaluation.

Time: 9:30 a.m. — 4:00 p.m. **March 8, 2011**

Online: March 8 – 15, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 240 Human Resource Management: Productivity and Quality Improvement

Effective Human Resource Management is a challenge. It is a constant balancing act between efficiency and effectiveness, and between cost reduction and quality delivery of service. In addition, Human Resources Management in the 21st Century includes managerial responsibilities, such as managing and motivating a diverse workforce and fostering ethics and accountability in the workplace. In this class you will learn the role and scope of human resource management in the public sector and methods to optimum performance through the strategic management of human resources. This class provides you with tools to make administrative decisions regarding personnel in public and nonprofit settings and includes human resource planning, recruiting, coordinating, development, compensation, and evaluation.

Learning Outcomes:

1. Explain and describe the function, the purpose, and the scope of Human Resource Management in a public sector organization;
2. Describe the role of Human Resource Management in productivity, service, quality, and cost;
3. Describe the relationship between productivity, service, quality and cost;
4. Describe the different Human Resource Management models for the developing service delivery quality and productivity;
5. Identify and use several tools for measuring quality and productivity;
6. Describe Human Resource Management's and labor's role in improving productivity and quality of service delivery.

Time: 9:30 a.m. — 4:00 p.m.; March 16, 2011

Online: March 16 – 23, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 261 The Illinois Legislative Process

It is important as a citizen to understand the inner workings of the Illinois state legislature, as a manager or staff in a state agency or organization, it is essential. Participants will learn how a law gets made in Illinois and how to work effectively in and around the General Assembly. You will receive basic information on Illinois politics and General Assembly operations, and more advanced information on the budget process, lobbying, legislative resources, and more.

Learning Objectives:

1. Understand the legislative process in Illinois
2. Understand how the Illinois General Assembly works
3. Understand the budget process
4. Understand how a bill becomes law
5. Understand who impacts the legislative process

Time: 9:30 a.m. – 4:00 p.m. **March 29, 2011**

Online: March 29 – April 5, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 260 Contemporary Issues in Public Policy and the Professional Public Manager

Increasingly, public manager professionals operate in an ever-changing multidisciplinary work environment, where they are required to work across a variety of tasks and situations, and are expected to perform numerous roles. This training explores the central issues, values, controversies, and trends facing the contemporary public manager. In this class, you will explore the historical, social, and political influences that have shaped the field of public management and the emerging trends that are shaping the public management field of the 21st Century.

Learning Outcomes:

1. Describe the historical influences that have shaped the field of public management and the emerging trends that are shaping the public management field of the 21st Century;
2. Develop a Trend Analysis and analyze and evaluate the implications of emerging trends on the public sector workplace and organization;

3. Identify and explore the core competencies needed as a public manager professional in the public sector of the 21st Century;
4. Compare public and private management; describe characteristics which are common to all public managers' jobs, and identify the issues or conditions which complicate the job of a public manager;
5. Define the roles and skills needed by a public manager in shaping an organization in a rapidly changing environment.

Time: 9:30 a.m. — 4:00 p.m. **April 19, 2011**

Online: April 19 – 26, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 202 Leadership in Times of Change

The public sector is going through substantial change. Whether managers in the public sector approve or not of the underlying factors that have brought about such change, or of the specific organizational changes introduced, nonetheless they are responsible for dealing with these changes at an organizational level. This course is about how managers understand and implement organizational change, thereby helping them to fulfill their responsibilities

Learning Objectives:

1. Assess and describe your approach to change and how your approach affects the way you manage change in your organization;
2. Understand and describe the psychology of change;
3. Distinguish different levels of and approaches to organizational change;
4. Understand and describe the structure and qualities of a resilient organization;
5. Apply different techniques of managing change to processes of change in your own organization;
6. Learn the components of an effective change management plan.

Time: 9:30 a.m. — 4:00 p.m. **May 10, 2011**

Online: May 10 – 17, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

SUMMER 2011

CPM 100 Leadership and Management: A Self- Assessment

Reflection and self evaluation is central to effective management. Through a series of reflective and self-assessment activities completed prior to the class, you will discover how your learning style, leadership style, and interaction style influences the way you manage. In this class, you will develop strategies to enhance areas of strength and identify areas for growth and development.

Learning Objectives:

1. Orientation to the CPMPI Program,
2. Identify and explain the scope of the public manager's role in the field of public management and the core competencies critical to effective public management in the 21st Century,
3. Explain and describe reflective practice and its importance in the development of effective leadership qualities and characteristics,
4. Explain the concept of vision and explore effective methods of visionary leaders, in the private and public sectors, identifying specific strategies for communicating a vision,
5. Assess and evaluate your learning style, leadership style, management style, interaction styles or preference,
6. Describe how your learning style, leadership style, management style, interaction styles or preference shapes and influence the way you manage,
7. Analyze and assess areas of leadership strengths and weaknesses,
8. Create a Professional Development Plan with specific goals and a timeline.

Time: 9:30 a.m.— 4:00 p.m. **June 1, 2011**

Online: June 1 – 7, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 110 Team Building and Team Management

In every workplace, people talk about the importance of team building, but few understand how to create the experience of team work or how to develop an effective team. In this training you will learn basic principles, techniques, and strategies for team building, tools for improving employee motivation, communication techniques, and problem-solving strategies that support team development and productivity.

Learning Outcomes:

1. Understand the role of an effective team in achieving program and organizational outcomes;
2. Understand the basic principles of team development and empowerment and its relationship to productivity;
3. Identify the stages of team development;
4. Learn effective communication strategies for building team cohesion and minimizing negative interactions within a team;
5. Learn technique and strategies to assess team performance and identify opportunities for performance improvement;
6. Develop an effective approach for problem solving and decision making with teams.

Time: 9:30 a.m.— 4:00 p.m. **June 21, 2011**

Online: June 21 – 28, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

Conflict can easily assume the sort of proportions which overshadow everything else in the workplace. It impacts productivity, hindering relationships, causing absenteeism, prompting resignation, making recruitment difficult and preventing creative thinking. In short, conflict wastes energy, time, and money. In this training you will learn to recognize the signs of conflict and to practice new ways of dealing with potential conflict leading to better outcomes and improving relationships with others.

Learning Outcomes:

1. Understand the difference between constructive conflict and destructive conflict and how a healthy and productive level of conflict can be encouraged in an department and organization;
2. Learn to recognize the signs and symptoms of destructive conflict;
3. Identify the stages of conflict escalation and points of effective intervention;
4. Identify difficult personality types and employee types and methods to deal with them;
5. Identify different types of conflict at work and know your preferred method of dealing with conflict;
6. Use communication strategies and techniques, such as body language, active listening and oral communication to resolve conflict;
7. Identify how conflict affects team morale, progress, and the workplace;
8. Learn methods and strategies to build positive relationships.

Time: 9:30 a.m.— 4:00 p.m. **July 12, 2011**

Online: July 12 – 19, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

The widespread pursuit of partnerships and collaborative relationships is one of the most significant trends the public sector. However, bringing partners to the table is only the first step in the collaborative process. Equally important is how the partnership will be structured once it is formed. In this class you will learn the role of the public manager in building collaborative partnerships in the public sector. You will learn how building collaborative partnerships can be a strategy to strengthen organizational effectiveness, efficiency, and survival.

Learning Outcomes:

1. Identify and describe the various models and principles of effective interagency and intra-agency relationship building;
2. Identify your role as a public manager in developing collaborative partnerships;
3. Identify and name potential working partners (e.g. program users, community, stakeholders, etc.);
4. Identify issues related to the interests of these identified parties and create a plan to facilitate a process to find common ground;
5. Design a collaborative agreement to link with other agencies, including: ways to overcome barriers to partnering that include the following components: the definition of roles and responsibilities, areas of independence, interdependence and evaluation criteria.

Time: 9:30 a.m. — 4:00 p.m. **August 2, 2011**

Online: August 2 – 9, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 220 Outcome Based Program/Project Management

Program or project management is both an art and a science. Public manager professionals with the ability to effectively master the skill of program/project management can improve accountability, efficiency and productivity. In this class, you will learn the basic principles and practical application of program/project management. As a participant, you are encouraged to bring a current project to the training for hands-on, project-based learning, ensuring that you will not only learn “about” project management, but the “how-to” through hands-on application.

Learning Outcomes:

1. Identify and explain the basic principles and best practices of program/project management;
2. Identify and describe the different models for program/project design planning, and implementation;
3. Identify and explore effective planning tools, including technology software for program/project management;
4. Learn how to develop a logic model;
5. Prepare a clear, thorough written plan for a project.

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Time: 9:30 a.m. — 4:00 p.m.; **August 23, 2011**

Online: August 23 – 30, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

FALL 2011

**CPM 230 Organizational Development and Effectiveness:
Strategic Planning and Goal Setting**

In the current climate, public organizations are increasingly focusing on the resources, systems, structures, and processes, which impact organizational effectiveness and efficiency. Organizations' are utilizing the strategic planning process to guide decisions critical to organizational success in the future and turning to public manager professionals to facilitate the achievement of their organizational goals and outcomes. In this class, you will learn the anatomy of the strategic planning process. You will learn to apply the strategic planning process as a management tool to define organizational priorities and guide the organization in attaining goals related to those priorities, ensure that members of the organization are working toward the same goals, and assess and adjust the organization's direction in response to a changing environment. You will build and strengthen your planning skills by developing measurable and obtainable goals applicable to your strategic plan for the future.

Learning Outcomes:

1. Describe the basic elements of and rationale for evaluating the performance of public agencies and work units and its importance in the strategic planning process;
2. Explain the role of vision and leadership in the strategic planning process;
3. Describe the functions and purpose of strategic planning process in the public sector and its relationship to building organizational capacity and cohesion;
4. Describe the role that strategic planning plays in enabling long-term organizational success, analyzing the impact of strategic planning on the future development of an organization;
5. Identify key elements of the strategic planning process: assessing the present reality, conducting an environmental scan, developing a vision of the future, defining key governing organizational values and beliefs, identifying strategic issues, and developing action goals and plans;
6. Develop a vision and mission statement for a work area or organization;
7. Develop a plan for implementing a strategic planning process in an organization.

Time: 9:30 a.m. — 4:00 p.m. **September 13, 2011**

Online: September 13 – 20, 2011

Cost: Certificate Candidate **\$170** Individual **\$200**

Location: UIS **Room:** TBA

CPM 210 Cultural Competency and Public Sector Workplace of the 21st Century

Public manager professionals require a clear understanding of the importance of cultural competency for the future of their organization in an emerging 21st Century. In this class, participants will explore changing demographics and its impact on the public sector workplace. Participants will examine the scope and importance of building a culturally competent organization and workplace environment and its relationship to organizational effectiveness. You will learn models and tools for diversity initiatives including organizational assessment methods.

Learning Outcomes:

1. Identify U.S. and Illinois changing demographics and explain the ways it will impact and influence the public sector workplace of the 21st Century;
2. Define and describe cultural competency;
3. Recognize the importance cultural competence as a public manager and its importance in the public sector workplace of the 21st Century;
4. Analyze the cultural demographic changes and evaluate its impact on the following areas of the public sector workplace: public relations concerns, resource allocation, workplace dynamics and culture, and organizational capacity;
5. Explain how cultural diversity is a comprehensive managerial and organizational process;
6. Identify and describe effective models, tools, and strategies for managing and capitalizing on diversity in a public sector organization and how these approaches can maximize diversity's benefits and minimize cultural conflict in the public sector workplace.

Time: 9:30 a.m. — 4:00 p.m. **October 4, 2011**

Online: **October 4 – 11, 2011**

Cost: Certificate Candidate Individual **\$200**

Location: UIS **Room:** TBA