

***** SAMPLE COPY, SUBJECT TO REVISION AT ANY TIME *****

YOU MUST CONTACT THE CPM PROGRAM OFFICE FOR THE MOST RECENT, COMPLETE VERSION WHEN YOU ARE ELIGIBLE TO BEGIN.

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 two-part take-home review. The remainder of this document is that review.

12/09

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 review based on the Phase I Management Assessment class and the Phase II required (core) courses. *Part B* is a review of your professional development plan. *Part C* involves reviewing all courses you have taken and discussing the extent to which you understand and/or are able to demonstrate the core competencies of the CPM program.

You may complete Part A after you have completed all core classes and complete Parts B and C after you have completed all core and elective courses, or you may wait until you have completed *all* Phase I and II classes and then complete Parts A, B and C.

Please follow the directions carefully. If you choose to complete only Part A or Parts B/C at this time, you have **one month** to complete it. If you are writing all parts of the review at this time, you have **two months** to complete them. You may send all parts to the CPM Office at the same time, or you may send them separately as you complete them. Do not send fragments of each part; we will return them without review. *You must attach a cover sheet with your name, address, phone number and email address.*

If you have any questions, please call Susan Paddock at 608/262-2576 or email her at spaddock@wisc.edu.

Phase II Review, Part A: Essay Test

The following eight questions ask you to synthesize and apply what you learned in the Phase I Management Assessment course and in the required (core) courses of Phase II. Read each question carefully. We suggest that you outline your answer before beginning to write.

There is a two-page limit per question. We will not read anything after page two of the answer you provide to any question. You may write or type (double-spaced), but if you choose to write, your handwriting must be legible.

You may use notes, handouts, books or written materials to answer the questions. You may not use conversations or discussions 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 written critique of your review. Your review will not be returned to you, although you may see it at any time by coming to our office. We recommend you keep a copy of your review answers.

The purpose of this review is to help you synthesize, review and apply what you have learned. The purpose is not to intimidate, terrify, or demean you. Your review as a whole will be graded as a “high pass,” “pass,” or “unsatisfactory.” If some or all of your review answers are not satisfactory, we will return the review to you with grader notes and feedback. You then can rewrite those unsatisfactory answers and resubmit your review.

If you need clarification or have questions about the review, please call directly: Susan Paddock 608/262-2576.

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 vis-a-vis 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 not been applied, or have been 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. Management Profession. How do the public and private sectors differ? What effect does this 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 the Professional Development Plan you prepared at the beginning of the CPM program. Describe the key features, elements or goals of that plan. To what extent have you 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 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. Those competencies are:

- **Personal and Organizational Integrity**
Increasing awareness, building skills and modeling behaviors related to appropriate workplace behavior, identifying potential ethical problems and conflicts of interest; 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 complete list of competencies provided by the Wisconsin CPM program administration for further details on each competency.

Write an essay (recommended length: 15 pages) outlining how you demonstrate those 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.)