

SPONSORING AGENCIES RESULTS



RESULTS SPONSORING AGENCY SURVEY

A survey was sent to the sponsoring agencies to gather factual data about their programs and their graduates. In addition, sponsoring agencies were asked to identify both tangible and perceived benefits from their viewpoint. Some sponsoring did not submit a survey even after multiple requests. In other e instances, two different individuals from the same sponsoring agency completed and submitted surveys.

Who Sponsors CPM Programs in the State?

State	Does State Offer Program?	State Dept of Personnel	Other State Department	State College or University
Arizona	Yes			X
Arkansas	Yes		X	X
Florida	Yes			X
Iowa	Yes	X		
Kansas	Yes			X
Kentucky	Yes		X	
Mississippi	Yes	X		
Mississippi	Yes	X		
New Hampshire	Yes	X		
North Carolina	Yes	X		
North Carolina	Yes	X		
Ohio	Yes	X		X
Oklahoma	Yes	X		
Texas	Yes			X
Utah	Yes	X	X	
Washington	Sponsored by other			
Wisconsin	Yes			X

Statistics

Various Statistics for State CPM Programs					
State	How Many Years Offered	How Often Offered	Core / Elective Class Hours Required	Expected Time to Complete Program	Extension Allowed
Arizona	24	2-5/year for level iv	300	1 1/2 years	Yes
Arkansas	Since 1984	Application periods 2 x year	11 14-hr.core + 146 electives	2 years. Preferred, 5 years. Max.	Yes
Florida	27 years	All year long		Approximately 2 years	Yes
Iowa	2	Once a year	All courses are required	17 months	Yes
Kansas	10	Annually	288	12	Yes
Kentucky	14	Admission twice a year	250--all required, No electives	2-3 years	Yes
Mississippi	Over 15	Quarterly	240 core, 96 elective	2 years	Yes (some)
Mississippi	14	Several times a month	303 hours	3 years	Yes
New Hampshire	7+	Every two-years	312	2 years	Yes- 2 additional years
North Carolina	15	Annually	186 Core Hours; No Electives	2 Years	Yes
North Carolina	14	Sections start annually	All core 330+	2 years	Yes (make up sessions)
Ohio	6	Once per year each site	300 core	2 years	Yes
Oklahoma	15		300	3-4 Years	Yes
Texas	8	7	300	21 Months	Yes
Utah	14	3 quarters per year	300	9 months	Yes
Washington	1	As we can recruit for a cohort	259	22 months/2 years	Yes- up to 60 days
Wisconsin	13	Continually	192	3 Yrs	Yes

Under what conditions are extensions allowed?

Under what Conditions are CPM Extensions Allowed	
State	Workload Organization
Arizona	Up to five years from beginning to completion of all four courses. One year for completion of one course. Three years maximum between courses.
Arkansas	Work problems, both fiscal and scheduling. Personal problems including medical- job change. Others at discretion of program coordinator with approval of APAC administrator
Florida	We don't have a time limit on how long it takes a participant to complete the program. They always retain their credit and can pick back up anytime they choose.
Iowa	They can make up classes in the next cohort.
Kansas	If a candidate misses a module, they can make it up in the next year.
Kentucky	Special job demands; activated for military service; long-term illness; other circumstances beyond their control.
Mississippi	
Mississippi	Participants must complete at least one requirement per 12-month period. It is possible for a participant to complete the full Program in 10 years.
New Hampshire	Illness, change of position, loss of funding family others
North Carolina	Extensions are granted on a case-by-case basis; must be justified.
North Carolina	CMP consists of 3-day modules. If student misses a module they need to make it up next time it is offered. There are 2-4 concurrent groups so the course may be offered next month or it could be 62 months before an opportunity exists to make it up with another group.
Ohio	Professional or personal as long as there is a good explanation we will consider each request on a case-by case basis for extension
Oklahoma	In the case of illness, excessive work load, by the request of the agency director or supervisor and most recently due to active military status by some candidates.
Texas	
Utah	Currently students are permitted to complete the three courses in the current curriculum-in any time frame.
Washington	Participants have up to 60 days after last class is completed to turn in completed capstone project.
Wisconsin	Each candidate plans his/her own course of study. Our only policy on timeliness is that a candidate must have some activity in the program without more than 18 mos. elapsing.

Numbers of students who have begun, or completed a CPM program:

State	How Many Individuals Have Started A CPM Program	How Many Individuals Have Completed A CPM Program	How Many Currently In CPM Program
Arizona		959	176
Arkansas	812	97	64 active in FY03
Florida	Approximately 9,000	1,512 (250 more in June)	3,307
Iowa	42	18	40
Kansas		466	71
Kentucky	2,939	448	755
Mississippi	No Answer	No Answer	
Mississippi	1,771	459	800
New Hampshire	118	98	30
North Carolina	1,008	741	142
North Carolina	Over 1,000	Nearly 700	72
Ohio	278	49	174
Oklahoma	700	290	302
Texas	700	300	175
Utah	1,200	730	115
Washington	39	0	36
Wisconsin	860	234	340

Who is the CPM Program geared towards? Check all that apply.

State	Managers	Supervisors	Potential Managers/ Supervisors	State Employees	Town, City Employees	County Parish Employees	Federal Employees
Arizona	X	X	No Answer	X	X	X	X
Arkansas	X	X	No Answer	X	X	X	No Answer
Florida	X	X	X	X	X	X	X
Iowa	X	X	X	X	X	X	X
Kansas	X	X	X	X	X	X	X
Kentucky	X	X	X	X	No Answer	No Answer	No Answer
Mississippi	X	X	X	X	X	X	No Answer
Mississippi	X	X	X	X	X	X	X
New Hampshire	X	X	X	X	X	X	X
North Carolina	X	No Answer	No Answer	X	No Answer	No Answer	No Answer
North Carolina	X	X	No Answer	X	No Answer	No Answer	No Answer
Ohio	X	X	No Answer	X	X	X	No Answer
Oklahoma	X	X	X	X	X	No Answer	No Answer
Texas	X	X	X	X	X	X	X
Utah	X	X	X	X	X	X	
Washington	X	X	X	X	X	X	X
Wisconsin	X	X	X	X	X	X	X

Is participation in the CPM Program: Voluntary, Required or Other?

State	Voluntary	Required	Other
Arizona	X		
Arkansas	X		
Florida		X	
Ohio	X		
Iowa	X		
Kansas	X		
Kentucky	X		
Mississippi		X	
Mississippi	X		
New Hampshire	X		
North Carolina	X		
North Carolina	X		
Oklahoma	X		
Texas	X		
Utah	X		
Washington	X		
Wisconsin	X		

Who pays for the CPM program in your state: Individual, Employer or Combination of above?

State	Individual	Employer	Combination
Arizona		X	
Arkansas		X	
Florida			No Answer
Iowa		X	
Kansas			X
Kentucky		X	
Mississippi		X	
Mississippi		X	
New Hampshire		X	
North Carolina		X	
North Carolina		X	
Ohio			X
Oklahoma			X
Texas			X
Utah		X	
Washington			X
Wisconsin			X

Why do you think an individual takes the CPM program? Check all that apply.

State	Job Requirement	Pay Raise	Self Satisfaction	Promotion	Improve Skills	Other
Arizona	X		X	X	X	
Arkansas			X	X	X	Clip bonus
Florida	X	X	X	X	X	
Iowa			X	X	X	
Kansas			X	X	X	
Kentucky		X	X		X	
Mississippi	X	X		X	X	
Mississippi	X	X	X	X	X	
New Hampshire			X	X	X	Promotion, credit
North Carolina			X	X	X	
North Carolina			X	X	X	
Ohio		X	X	X	X	
Oklahoma		X	X	X	X	
Texas		X	X	X	X	
Utah			X	X	X	
Washington			X	X	X	
Wisconsin			X	X	X	

Does your state require a project?
 If yes, is it team, independent or combination?
 What is the minimum?
 Hours required?
 How long is allowed to complete Project?

State	Required	Independent	Team	Combined	Minimum Hours	Time to Complete
Arizona	X	X				2.5 weeks
Arkansas	X	X			N.A.	
Florida	X			X	340	As long as it takes
Iowa	X		X		50	9 months
Kansas	X			X		
Kentucky	X			X	Whatever it takes	Six weeks
Mississippi	X			X		Between levels (6)
Mississippi	X			X	N.A.	1 year
New Hampshire	X		X		50	2 years
North Carolina	X	X			28 class hours	5 weeks
North Carolina	X			X	40	2-3 months
Ohio	X			X	300	6 months
Oklahoma	X	X				
Texas	X	X			30	3 months Average
Utah	X		X		80	12 weeks
Washington	X			X	No minimum	Up to 6 weeks for capstone project
Wisconsin	x			X	12	7 months

What tangible benefits do you believe the CPM graduate received?

State	Promotion	College Credit	Equivalency	Continuing Education	Pay Raise	Other
Arizona						
Arkansas	X		X	X		Recognition
Florida	X	X	X	X	X	
Iowa	X	X	X		X	
Kansas		X				
Kentucky		X	X	X	X	
Mississippi	X	X		X	X	
Mississippi	X	X	X	X	X	
New Hampshire		X	X	X		Years credit toward admin experience
North Carolina		X				
North Carolina	X	X	X			
Ohio	X	X	X			
Oklahoma	X	X			X	
Texas	X	X		X		
Utah						Skill & Competency development
Washington				X		Visibility in their organization
Wisconsin				X		

It is important to note that no definitions for the following areas were provided to survey respondents. The results of the study may be affected by differing interpretations of these terms.

To what degree do you believe the CPM education improved the graduates' ability in the following areas?

Communication			
State	Oral / Written	Negotiation/ Mediation	With Staff & Agencies
Arizona	Substantial		Substantial
Arkansas	Meaningful	Meaningful	Meaningful
Florida	Substantial	Substantial	Substantial
Iowa	Substantial	Meaningful	Substantial
Kansas	Substantial	Substantial	Substantial
Kentucky	Limited	No Imp	Meaningful
Mississippi	Substantial	Meaningful	Meaningful
Mississippi	Meaningful	Meaningful	Substantial
New Hampshire	Substantial	Meaningful	Meaningful
North Carolina	Substantial	Meaningful	Substantial
North Carolina	No Improvement	Meaningful	Substantial
Ohio	Limited	Meaningful	Meaningful
Oklahoma	Substantial	Meaningful	Substantial
Texas	Meaningful	No Answer	Meaningful
Utah	Meaningful	Meaningful	Meaningful
Washington	No Answer	No Answer	No Answer
Wisconsin	No Answer	No Answer	No Answer

Leadership Improvement						
State	Decisiveness	Strategic Planning	Innovation	Problem Solving	Financial Management	Technology Management
Arizona	Meaningful	Meaningful	Meaningful	Substantial	No Answer	Limited
Arkansas	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful
Florida	No Answer	Substantial	Substantial	Substantial	Meaningful	Substantial
Iowa	No Answer	Substantial	Substantial	Substantial	Substantial	Substantial
Kansas	Substantial	Substantial	Substantial	Substantial	Meaningful	Limited
Kentucky	Limited	Meaningful	Limited	Limited	Limited	No Change
Mississippi	Meaningful	Meaningful	Meaningful	Meaningful	No Answer	Limited
Mississippi	Meaningful	Meaningful	Substantial	Meaningful	Meaningful	Limited
New Hampshire	Meaningful	Meaningful	Meaningful	Meaningful	Limited	Limited
North Carolina	Meaningful	Meaningful	Meaningful	Substantial	Limited	Meaningful
North Carolina	Meaningful	Substantial	Substantial	Meaningful	Meaningful	Meaningful
Ohio	Meaningful	Substantial	Limited	Limited	Limited	No Change
Oklahoma	Substantial	Meaningful	Substantial	Meaningful	Limited	Meaningful
Texas	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful
Utah	Meaningful	Limited	Limited	Substantial	Limited	No Change
Washington	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer
Wisconsin	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer

Human Resource Management:

Human Resource Management Improvement						
State	Diversity Awareness	Inter- Personal Skills	Conflict Management	Handling Grievances	Team Building	Improved Employee Relations
Arizona	Meaningful	Meaningful	Limited t	Limited	Meaningful	Meaningful
Arkansas	No change	Meaningful	Meaningful	No change	Meaningful	Meaningful
Florida	Substantial	Substantial	Substantial	Meaningful	Substantial	Substantial
Iowa	Meaningful	Substantial	Substantial	Meaningful	Meaningful	Meaningful
Kansas	Substantial	Substantial	Substantial t	Limited	Substantial	Substantial
Kentucky	Limited	Meaningful	Limited	Meaningful	Meaningful	Limited
Mississippi	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful
Mississippi	Substantial	Substantial	Meaningful	Meaningful	Substantial	Substantial
New Hampshire	Substantial	Substantial	Meaningful	Substantial	Meaningful	Meaningful
North Carolina	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
North Carolina	Substantial	Substantial	Meaningful	Substantial t	Substantial	Meaningful
Ohio	Meaningful	Meaningful	Meaningful	Limited	Meaningful	Meaningful
Oklahoma	Meaningful	Substantial	Meaningful	Meaningful	Substantial	Substantial
Texas	Meaningful	Meaningful	Meaningful	Meaningful	Substantial	Substantial
Utah	Substantial	Substantial	Meaningful	Limited	Substantial	Substantial
Washington	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer
Wisconsin	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer

Project Management Skills:

Project Management Skills Improvement						
State	Work Process Management	Work Process Improvement	Work Process Redesign	Planning & Goal Setting	Problem Solving	Team Building
Arizona	Meaningful	Meaningful	Limited	Substantial	Substantial	Meaningful
Arkansas	Meaningful	Limited	Limited	Meaningful	Meaningful	Meaningful
Florida	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Iowa	Meaningful	Meaningful	Meaningful	Substantial	Meaningful	Meaningful
Kansas	Meaningful	Substantial	Meaningful	Meaningful	Substantial	Substantial
Kentucky	Limited	Limited	Limited	Meaningful	Limited	Meaningful
Mississippi	Meaningful	Limited	Meaningful	Meaningful	Meaningful	Meaningful
Mississippi	Meaningful	Substantial	Substantial	Substantial	Substantial	Substantial
New Hampshire	Meaningful	Meaningful	Meaningful	Substantial	Meaningful	Meaningful
North Carolina	Substantial	Substantial	Meaningful	Meaningful	Substantial	Substantial
North Carolina	Meaningful	Substantial	Meaningful	Substantial	Substantial	Meaningful
Ohio	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful
Oklahoma	Substantial	Meaningful	Substantial	Meaningful	Meaningful	Substantial
Texas	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Utah	Substantial	Meaningful	Meaningful	Meaningful	Substantial	Substantial
Washington	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer
Wisconsin	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer

To what degree do you believe that the CPM education improved the graduates ability in :
Time/Work Management skills:

Time/Work Management Skill Improvement		
State	Workload Organization	Meeting Timelines
Arizona	Meaningful	Limited
Arkansas	Limited	Limited
Florida	Meaningful	Substantial
Iowa	Meaningful	Substantial
Kansas	Meaningful	Meaningful
Kentucky	No change	No change
Mississippi	Meaningful	Meaningful
Mississippi	Substantial	Meaningful
New Hampshire	Meaningful	Meaningful
North Carolina	Meaningful	Meaningful
North Carolina	Meaningful	Substantial
Ohio	Limited	Meaningful
Oklahoma	Meaningful	Meaningful
Texas	Meaningful	Meaningful
Utah	Limited	Substantial
Washington	No Answer	No Answer
Wisconsin	No Answer	No Answer

To what degree do you believe the CPM education improved the graduates in the following areas:

- A. Professional Image as an individual
- B. Professional Image as a Professional
- C. Improved Organizational Skills
- D. Marketability

- E. Networking
- F. Professional Development
- G. Personal Job Expertise
- H. Flexibility

State	A	B	C	D	E	F	G	H
Arizona	Meaningful	Meaningful	Meaningful	Meaningful	Substantial	Meaningful	No Answer	Meaningful
Arkansas	Meaningful	Meaningful	Meaningful	Meaningful	Substantial	Meaningful	Meaningful	Limited
Florida	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Iowa	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Kansas	Substantial	Substantial	Meaningful	Substantial	Substantial	Substantial	Substantial	Meaningful
Kentucky	Meaningful	Meaningful	Limited	Meaningful	Meaningful	Meaningful	Limited	Limited
Mississippi	Meaningful	Meaningful	Meaningful	Meaningful	Substantial	Substantial	Meaningful	Limited
Mississippi	Substantial	Substantial	Substantial	Meaningful	Substantial	Substantial	Meaningful	Meaningful
New Hampshire	Meaningful	Meaningful	Meaningful	Meaningful	Substantial	Substantial	Meaningful	Meaningful
North Carolina	Substantial	Substantial	Meaningful	Substantial	Substantial	Meaningful	Meaningful	Meaningful
North Carolina	Meaningful	Meaningful	Substantial	Meaningful	Substantial	Substantial	Meaningful	Meaningful
Ohio	Substantial	Substantial	Meaningful	Limited	Substantial	Substantial	Substantial	Meaningful
Oklahoma	Substantial	Substantial	Meaningful	Substantial	Substantial	Substantial	Meaningful	Meaningful
Texas	Substantial	Substantial	Substantial	Meaningful	Meaningful	Meaningful	Meaningful	Meaningful
Utah	Meaningful	Meaningful	Meaningful	Limited	Meaningful	Substantial	Limited	Meaningful
Washington	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer
Wisconsin	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer	No Answer

RECOMMENDATIONS

Throughout the course of the project, it became apparent that other studies could be done in the future to expand upon and enhance the results of this project. Some ideas include:

1. Compare curriculum from all of the state programs.
2. Survey the types of equivalency; for example, “The CPM designation is equivalent to the requirement for a master’s degree.”
3. Compare the availability of tangible benefits to the graduate’s knowledge of such benefits.
4. Compare the responses from the graduate and state sponsoring agency surveys.
4. Analyze why the average age of CPM participants is over 40.
5. Study the benefits of employers’ encouraging CPM participation earlier in one’s career.

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The CPM Project Team members gratefully acknowledge:

Kay Nidiffer Rogers, Past President, AACPM

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Draft Survey Respondents

Primex

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	The Value of the Certified Public Manager’s Education and Designation
	APPENDICES
A	Non Graduate Survey Results
B	Request For Team Project From William Herman, AACPM
C	Team Project Flow Chart
D	Original Graduate Survey
E	CPM Program Graduates Survey
F	CPM Sponsoring Agency Survey