

APPENDIX A

**NON-GRADUATE
RESULTS**

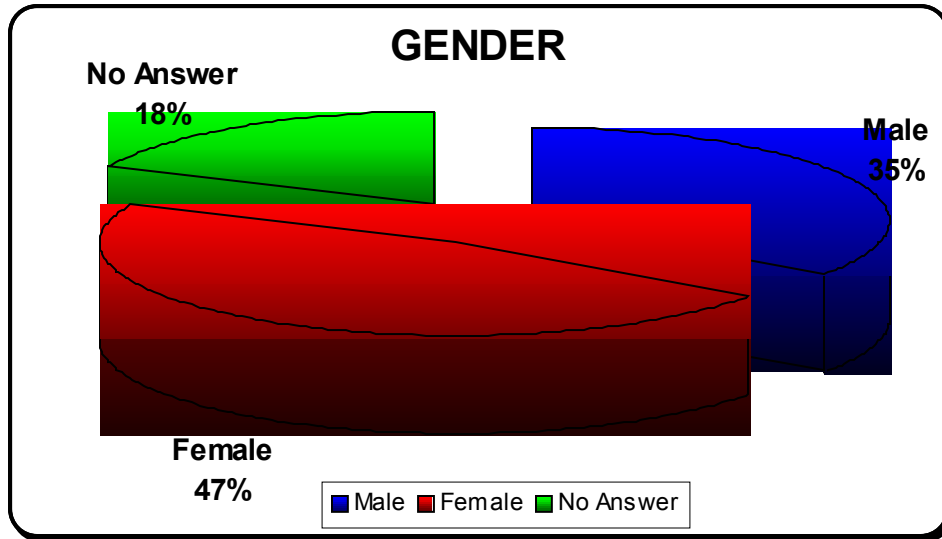
NON-GRADUATE RESULTS

When the team developed the survey and collected e-mail addresses, we believed that every survey recipient would have already completed the CPM Program. We were unaware that in some states, non-graduates can belong to the state chapter of AACPM.

In all 67 responses from 14 states were received. They accounted for 5.5% of the responses. The following tables and graphs reflect their responses.

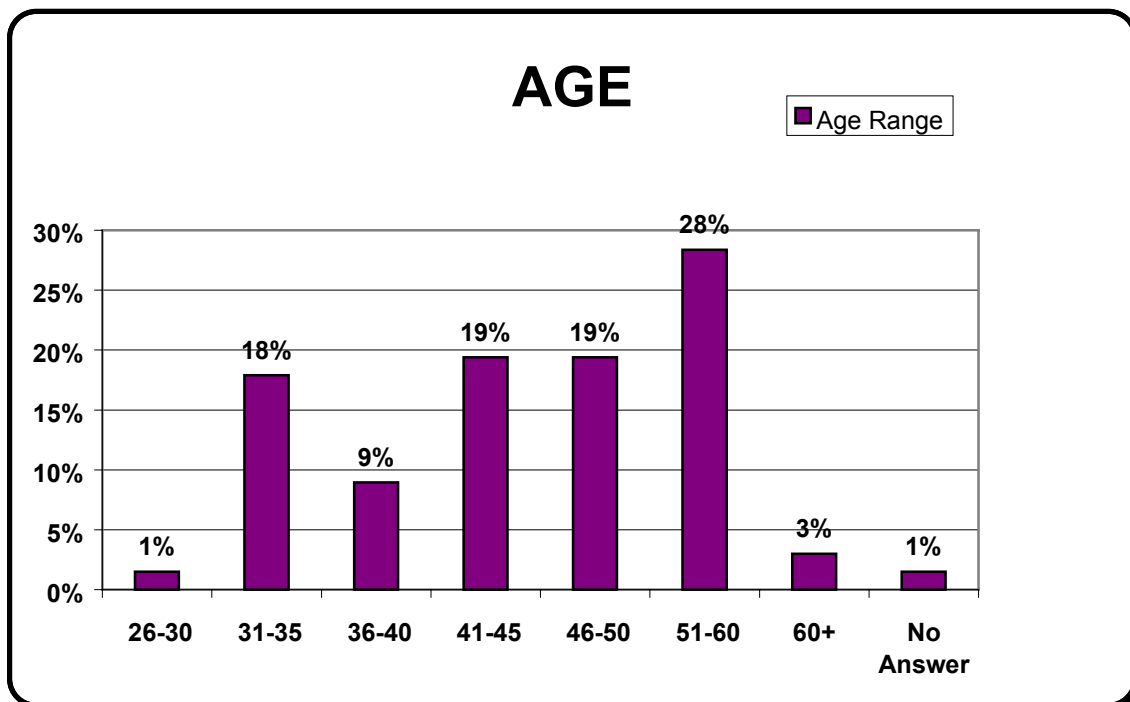
Gender

Male	Female	No Answer	Total
28	38	1	67



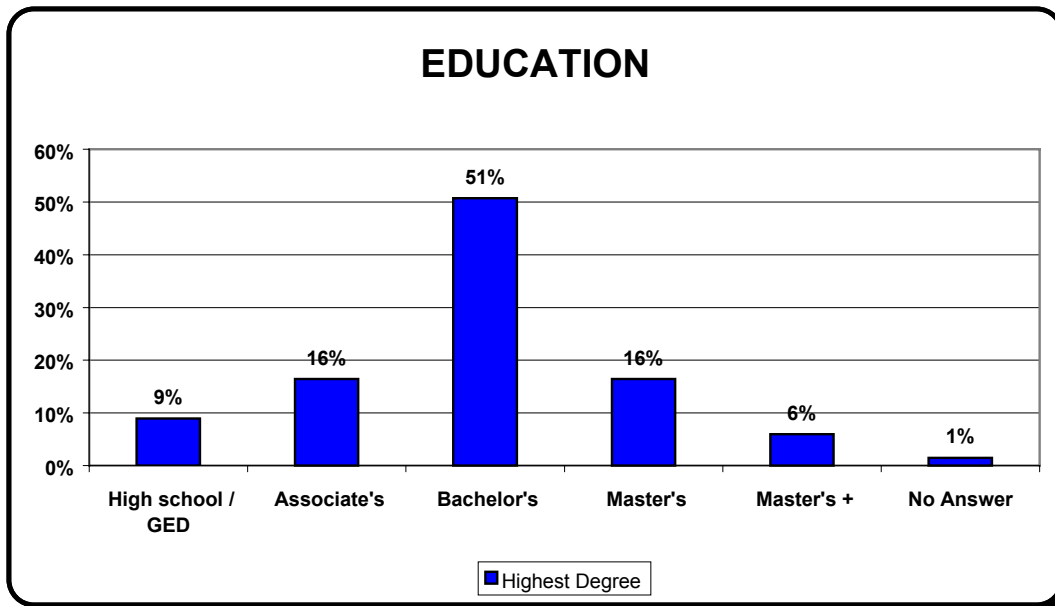
Age

26-30	31-35	36-40	41-45	46-50	51-60	61+	No Answer	Total
1	12	6	13	13	19	2	1	67



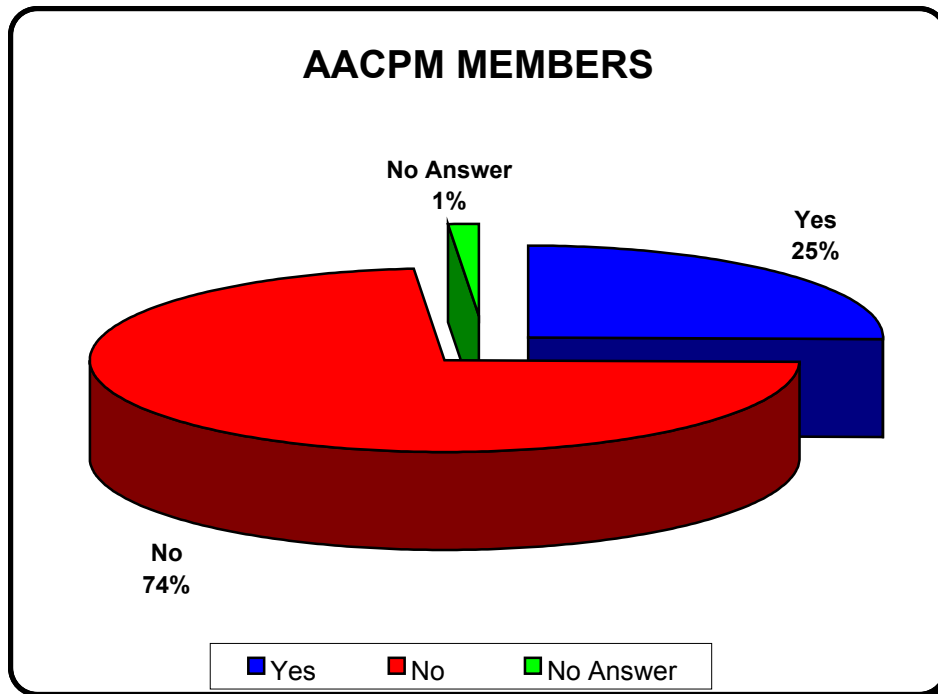
Highest educational level completed?

High School/GED	Associate's	Bachelor's	Masters	Masters +	No Answer	Total
6	11	34	11	4	1	67



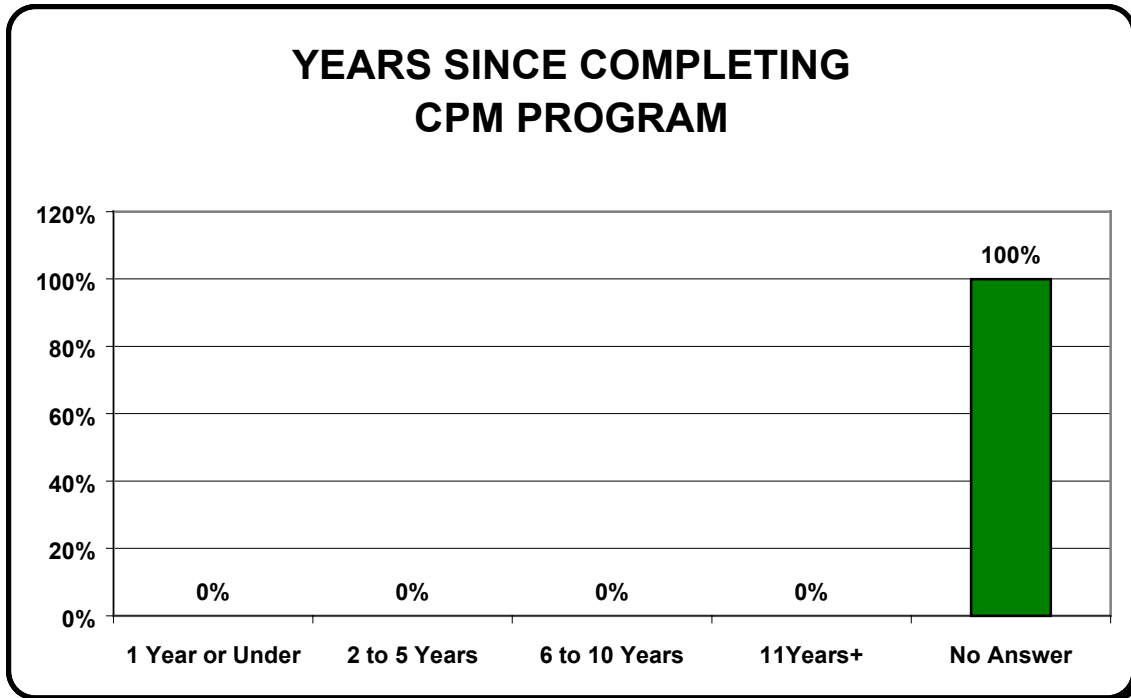
Are you a member of AACPM?

Yes	No	No Answer	Total
17	49	1	67



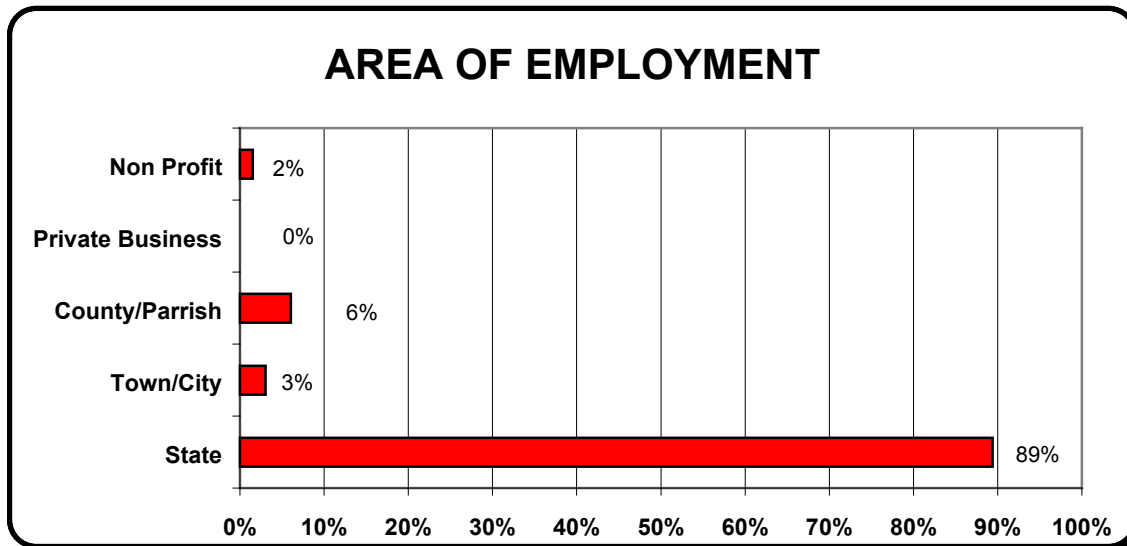
How long ago did you complete the CPM program?

<= 1 Year	2-5 Years	6-10 Years	11+ Years	No Answer	Total
0	0	0	0	67	67



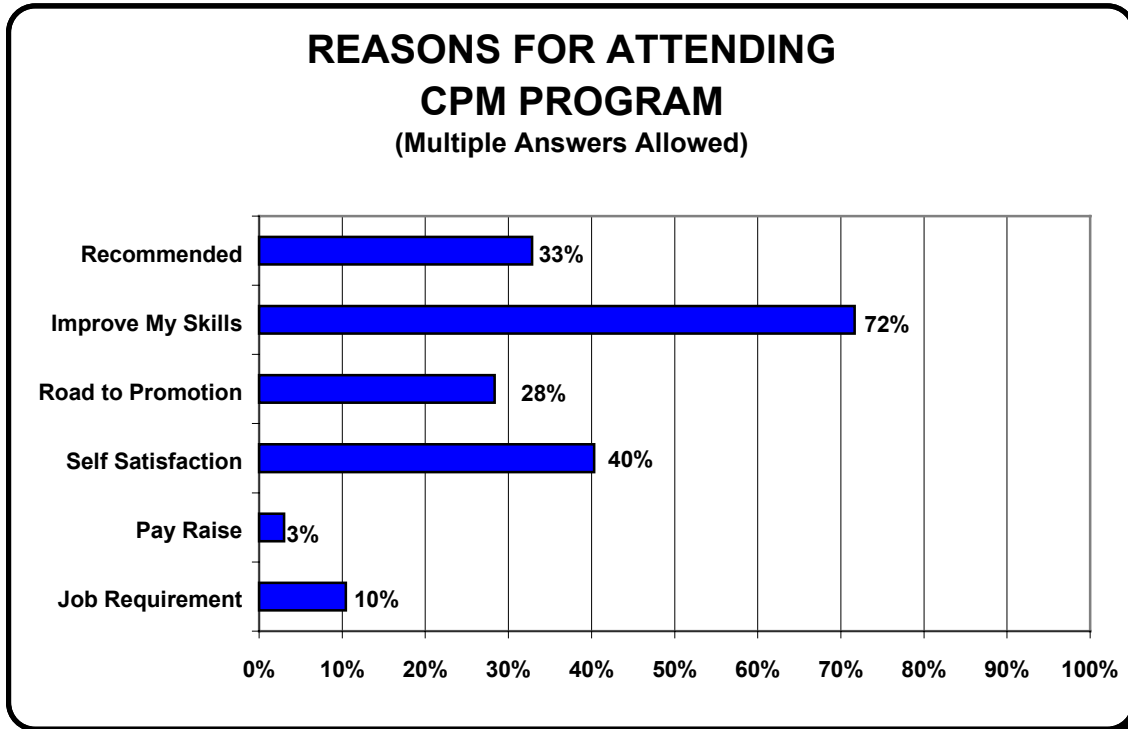
What is your area of employment?

State	Town/City	County/Parish	Private Business	Non-Profit	No Answer	Total
59	2	4	0	1	0	67



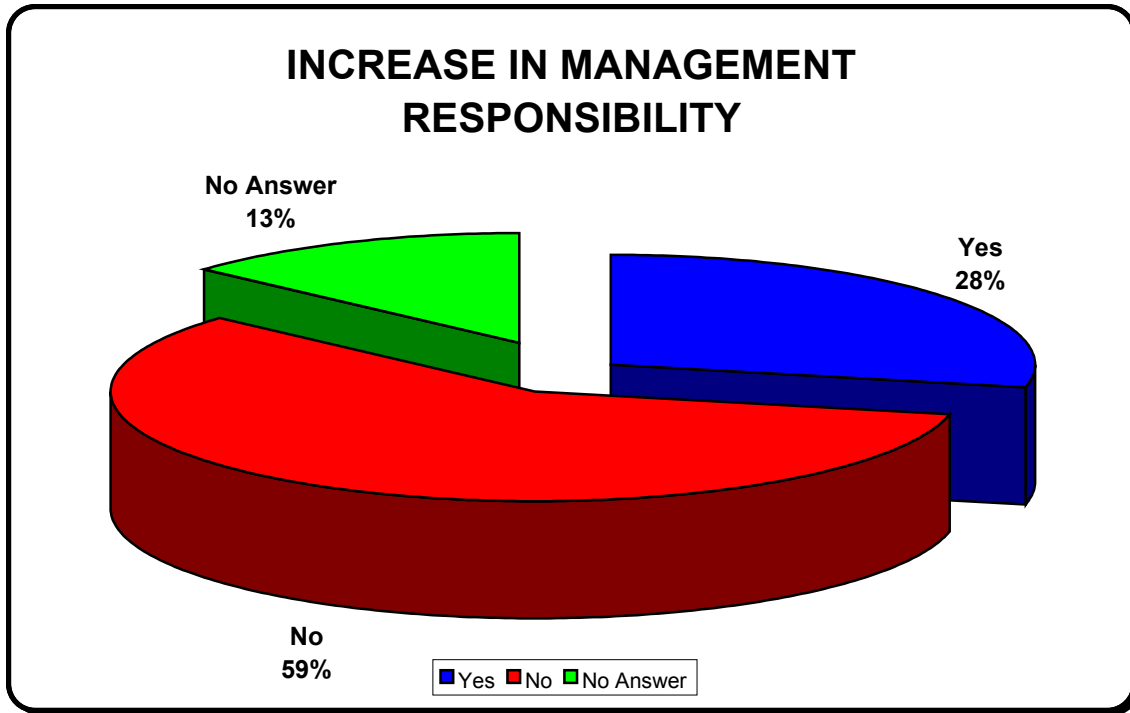
Why did you take the CPM program? (Check all that apply)

	NUMBER
Job Requirement	7
Pay Raise	2
Self-Satisfaction	27
Road to Promotion	19
Belief that CPM would improve my skills	48
Recommended	22



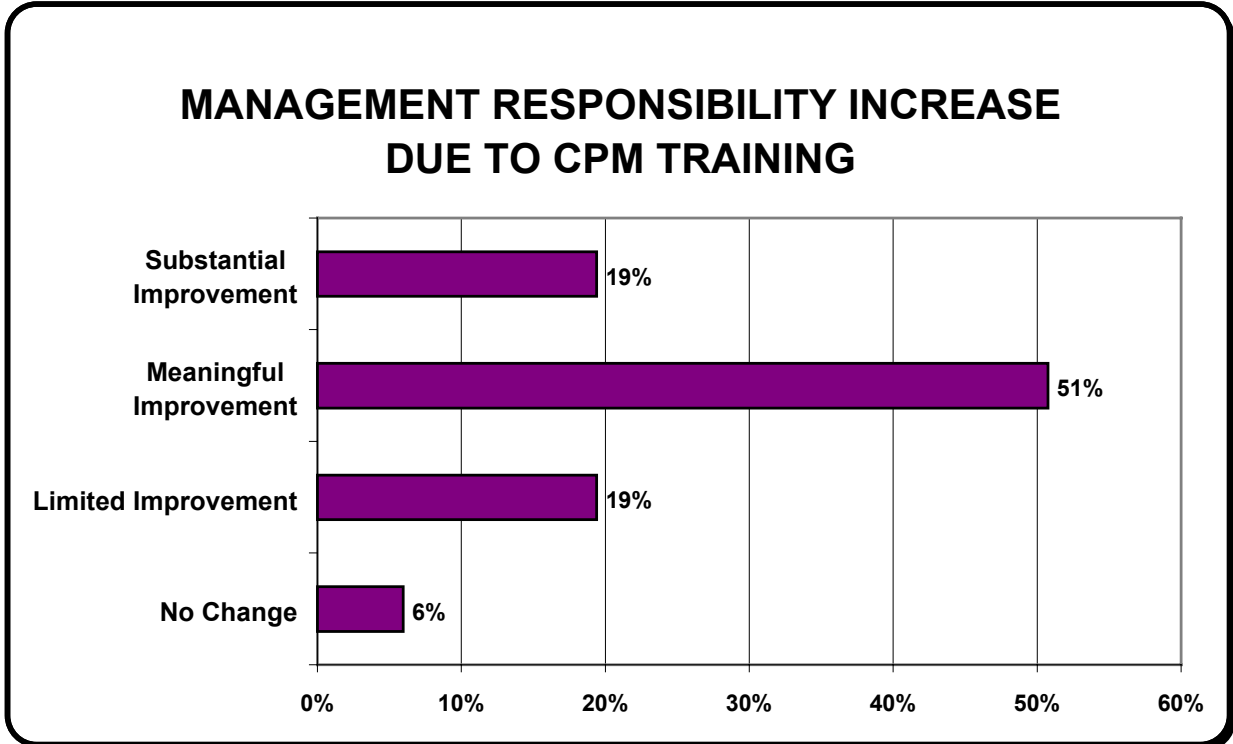
Since you completed the CPM program, has your management responsibility increased?

Yes	No	No Answer	Total
19	39	9	67



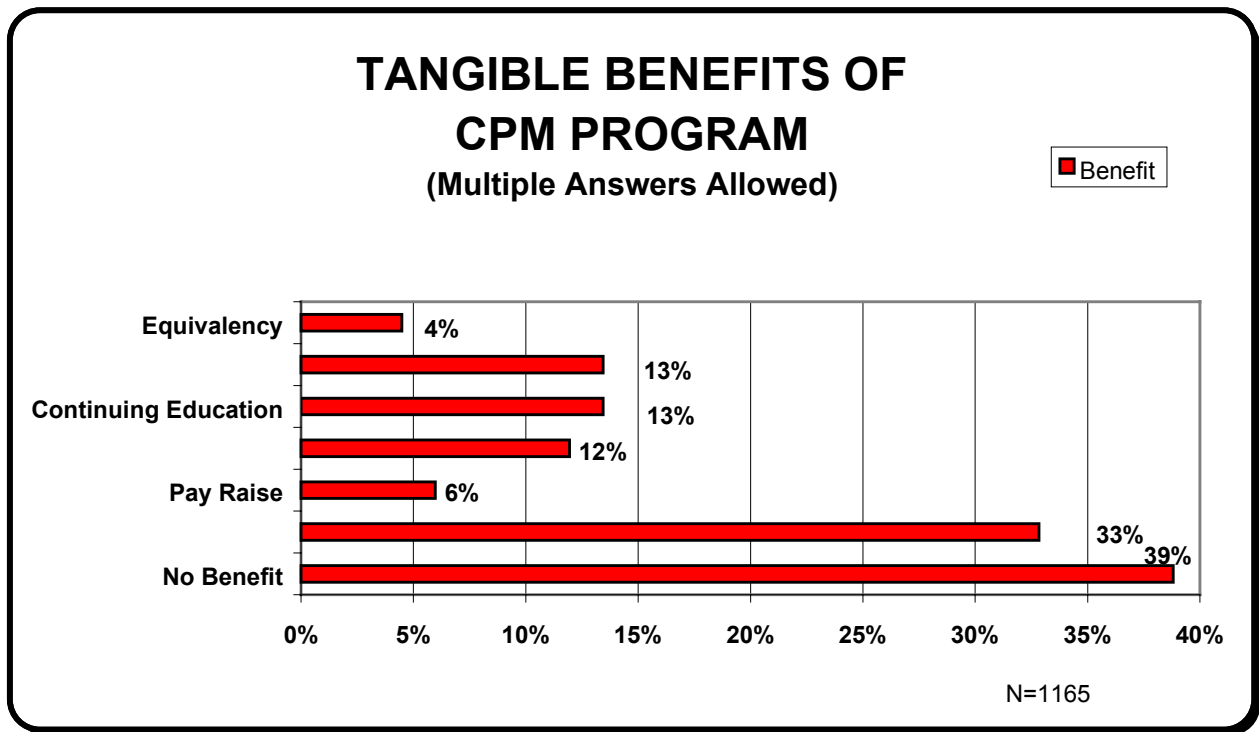
If yes, how much did the CPM help?

	NUMBER
No Change	4
Limited Improvement	13
Meaningful Improvement	34
Substantial Improvement	13
No Improvement Needed	0
Not Answered	3
Total	67



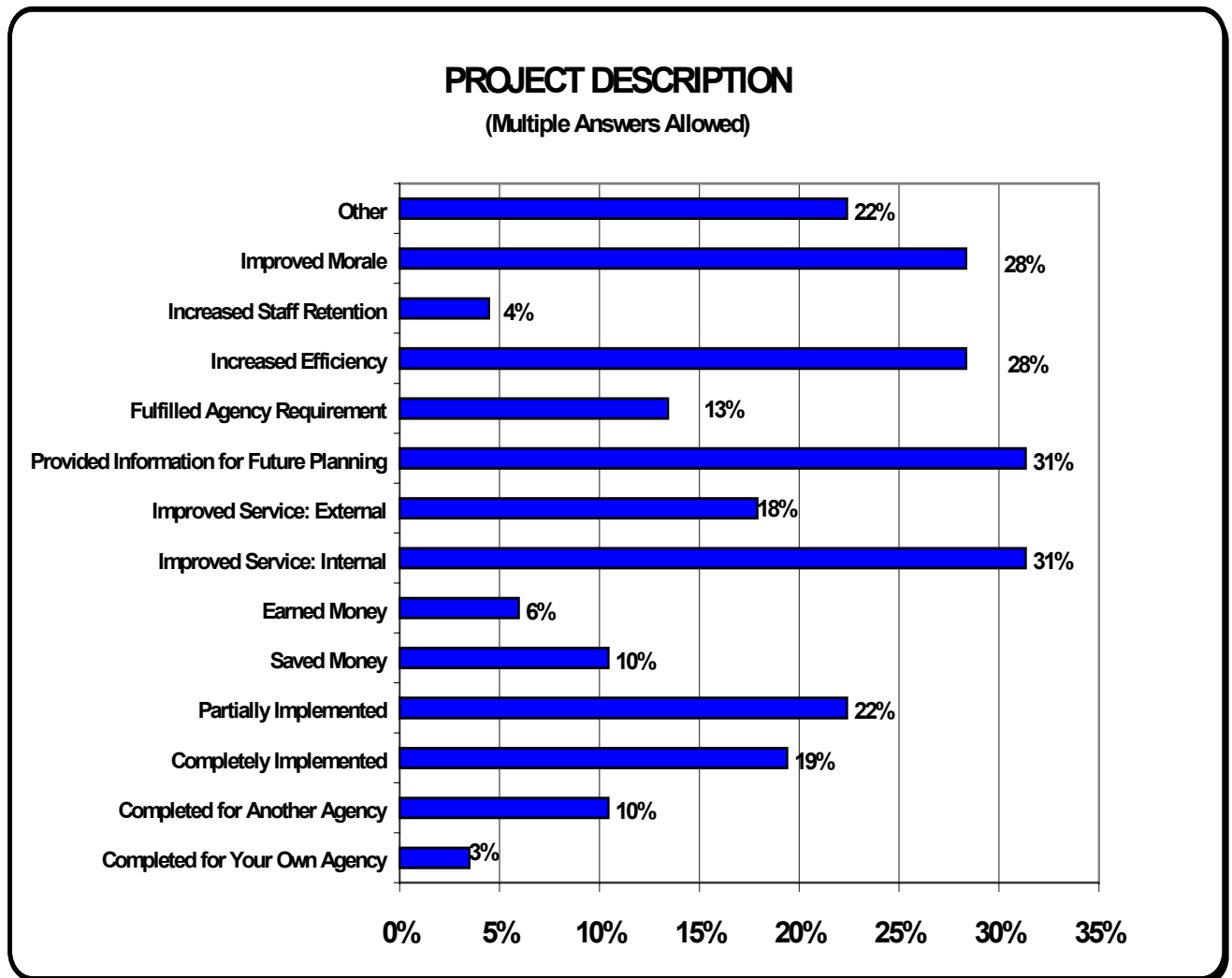
What tangible benefits did you receive from completing the CPM program?

	NUMBER
Promotion	8
College Credit	9
Equivalency	3
Continuing Education	9
Pay Raise	4
No Benefit	26
Other	22



Please check all that apply to your project?

PROJECT	NUMBER
Completed for your own agency	35
Completed for another agency	7
Completely Implemented	13
Partially Implemented	15
Saved Money	7
Earned Money	4
Improved Service – Internal	21
Improved Service – External	12
Provided information for future planning	21
Fulfilled an agency requirement	9
Increased staff efficiency	19
Increased staff retention	3
Improved staff morale	19
Other	15

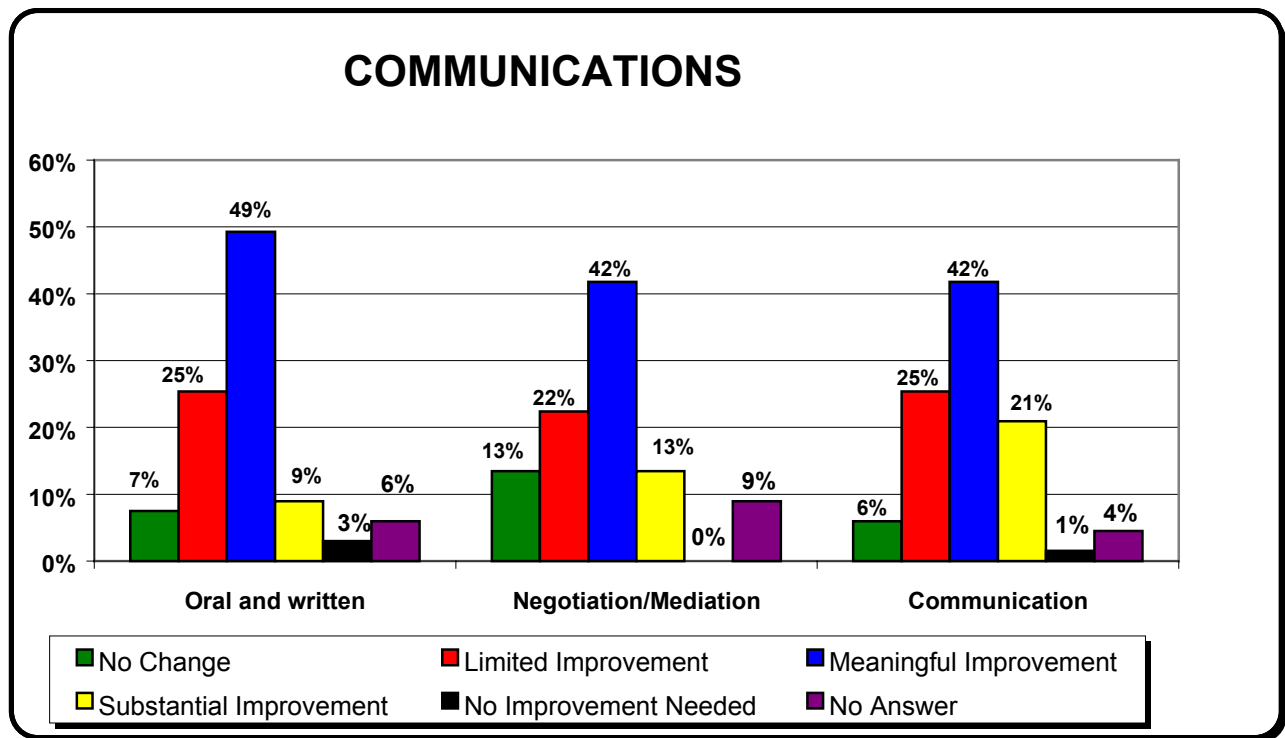


It is important to note that no definitions for the following areas were provided to survey respondents. The results of the study may be affected by differing interpretations of these terms.

As a result of the CPM education you received, do you believe that you have improved in the following areas?

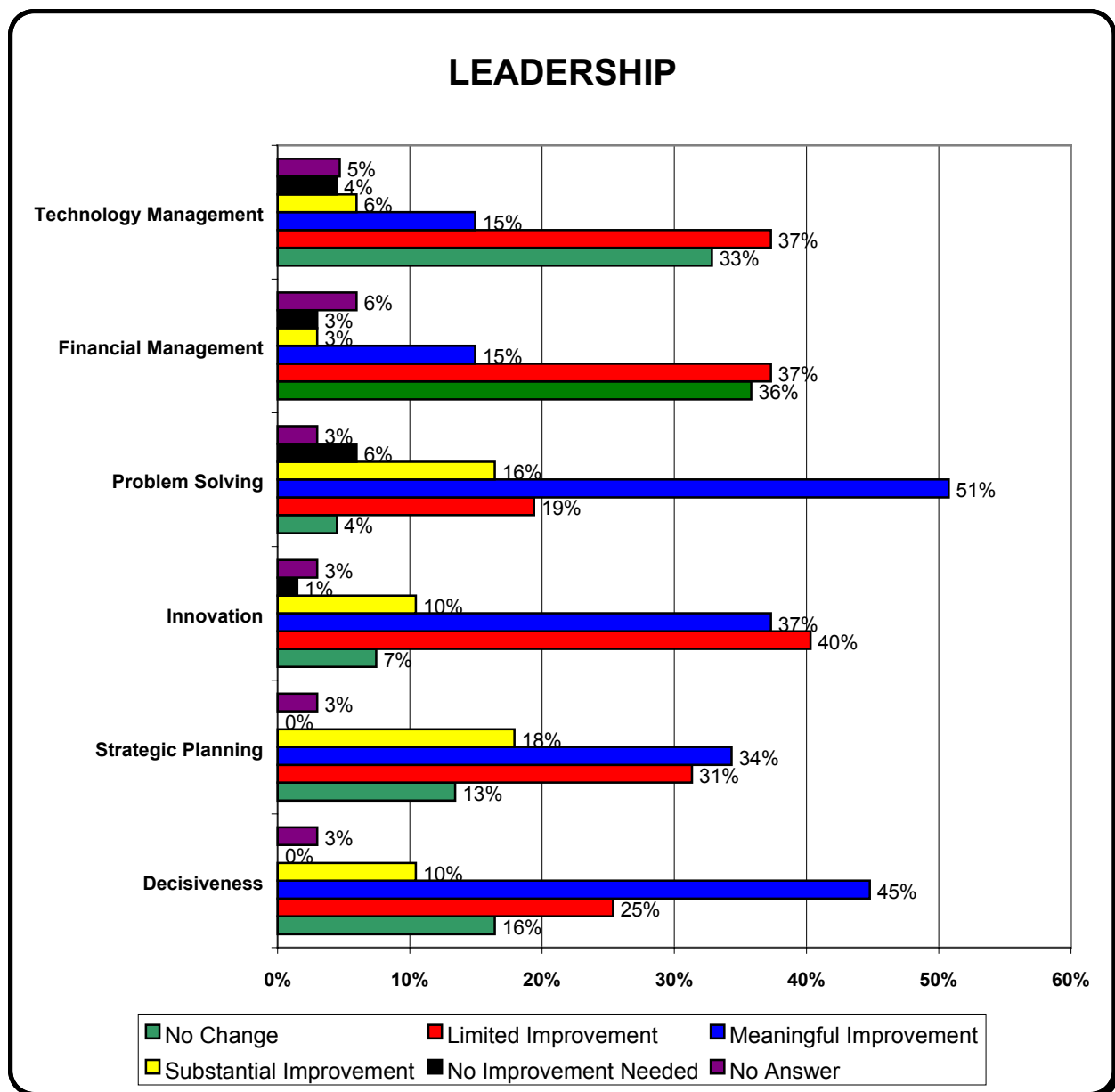
Communications

	No Change	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Imp. Needed	No Answer	Total
Oral & Written	5	17	33	6	2	4	67
Negotiation/Mediation	9	15	28	9	0	6	67
Communication	4	17	28	14	1	3	67



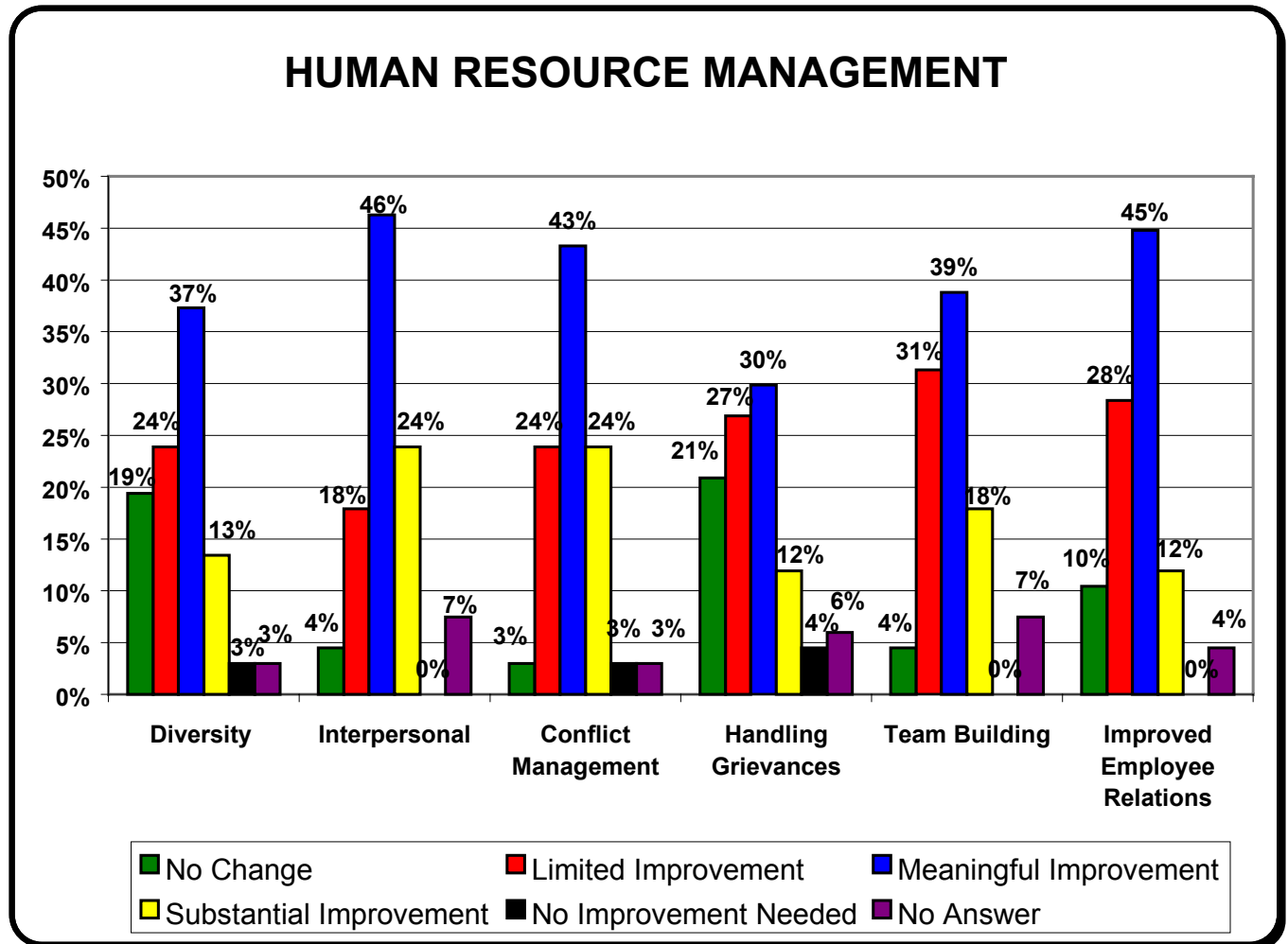
Leadership

	No Changes	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Imp Needed	No Answer	Total
Decisiveness	11	17	30	7	0	2	67
Strategic Planning	9	21	23	12	0	2	67
Innovation	5	27	25	7	1	2	67
Problem Solving	3	13	34	11	4	2	67
Financial Management	24	25	10	2	2	4	67
Technology Management	22	25	10	4	3	3	67



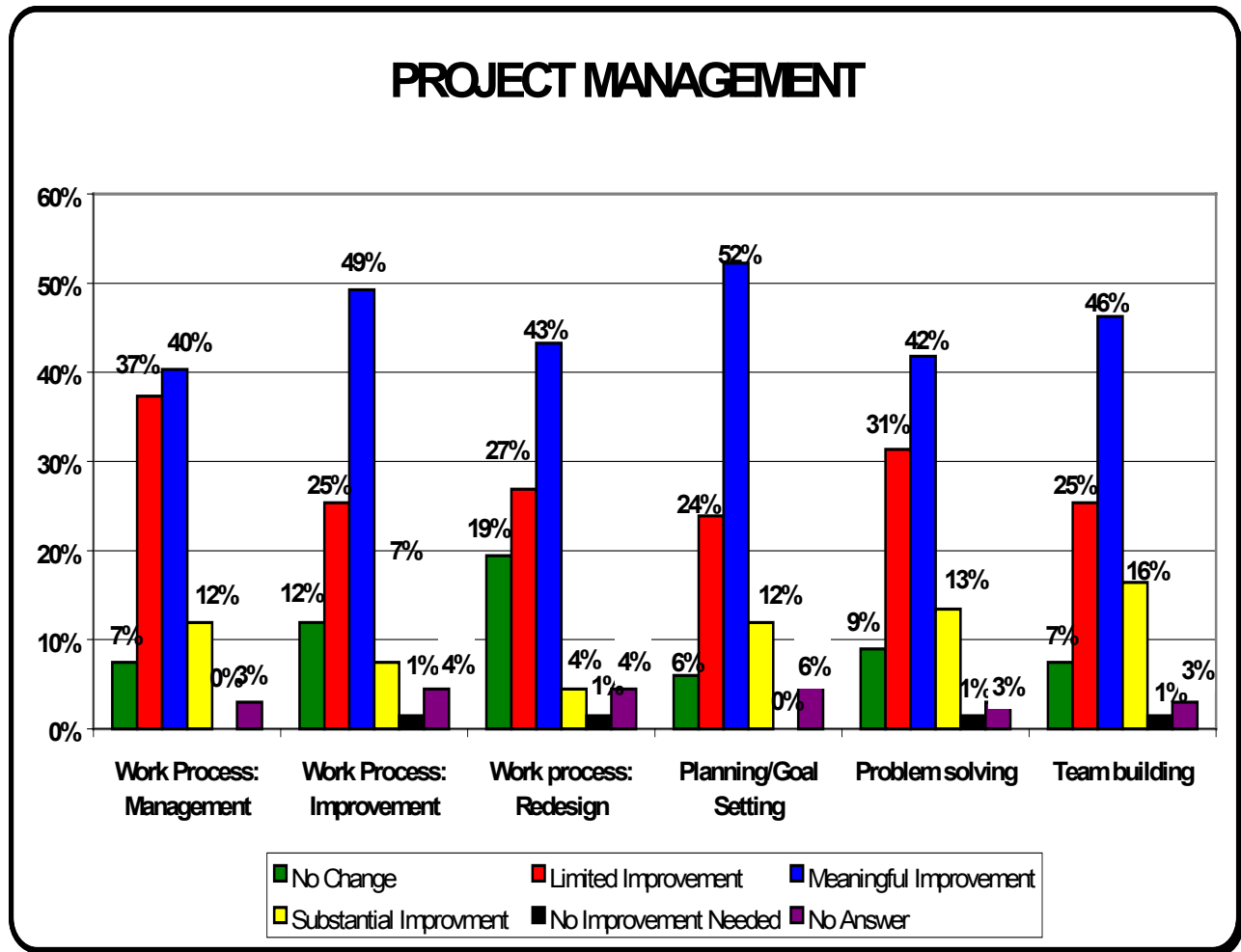
Human Resource Management

	No Changes	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Imp. Needed	No Answer	Total
Diversity	13	16	25	9	2	2	67
Interpersonal	3	12	31	16	0	5	67
Conflict Management	2	16	29	16	2	2	67
Handling Grievances	14	18	20	8	3	4	67
Team Building	3	21	26	12	0	5	67
Improvement Employee Relations	7	19	30	8	0	3	67



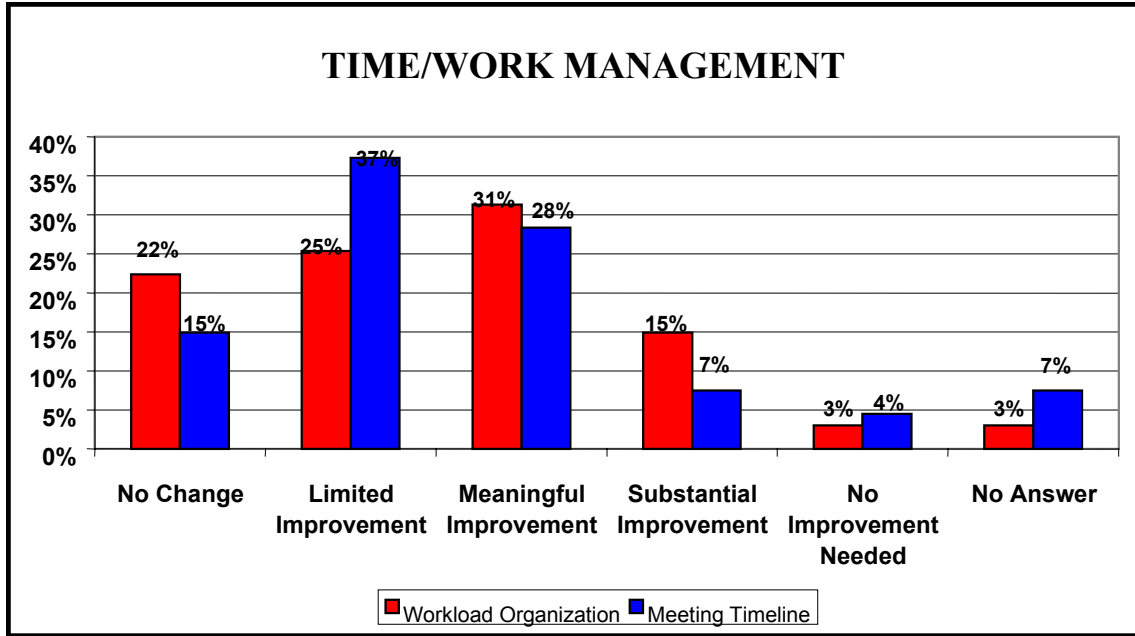
Project Management Skills

	No Changes	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Imp. Needed	No Answer	Total
Work Process: Management	5	25	27	8	0	2	67
Work Process: Improvement	8	17	33	5	1	3	67
Work Process: Redesign	13	18	29	3	1	3	67
Planning/Goal Setting	4	16	35	8	0	4	67
Problem Solving	6	21	28	9	1	2	67
Team Building	5	17	31	11	1	2	67



Time/Work Management

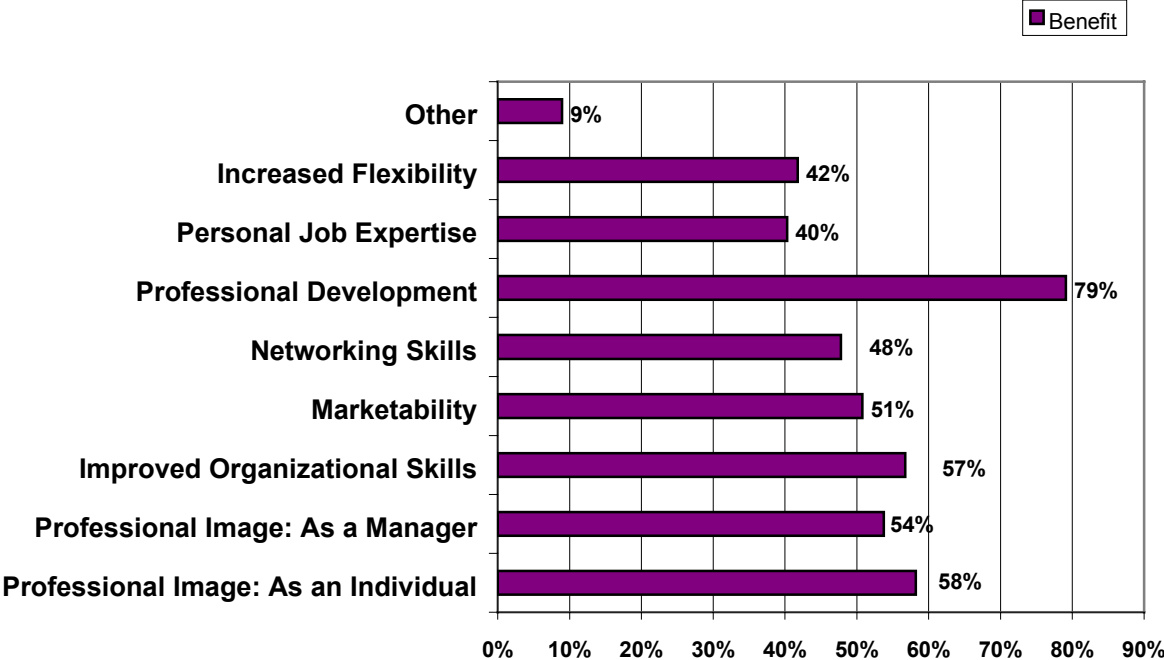
	No Changes	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Imp. Needed	No Answer	Total
Workload Organization	15	17	21	10	2	2	67
Meeting Timelines	10	25	19	5	3	5	67



As a result of the CPM education you received, do you believe that you have received any of the following benefits?

Professional image: as an individual	39
Professional image: as a manager	36
Improved organizational skills	38
Marketability	34
Networking skills	32
Professional development	53
Personal job expertise	27
Increased flexibility	28
Other	6

BENEFITS OF CPM TRAINING



Overall value that your employer received

No Value	Limited Improvement	Meaningful Improvement	Substantial Improvement	No Answer	Total
0	7	36	22	2	67

