

# Indiana Certified Public Manager® Program



## BOWEN CENTER FOR PUBLIC AFFAIRS



The Bowen Center for Public Affairs offers a unique training opportunity for Indiana public managers and their supervisory personnel. The Indiana Certified Public Manager Program is offered exclusively by the Bowen Center for Public Affairs as a key initiative of its Institute for Public Service. The Indiana CPM Program provides government employees with a comprehensive course of study that has recognized public management theories and best practices at its foundation. The program trains public managers to apply these theories and practices to the challenges they face in public service.

### National Accreditation

The Indiana CPM Program is fully accredited by the National Certified Public Manager Consortium, which establishes and enforces accreditation standards for the CPM programs offered in approximately 40 states. The Consortium has authorized the Bowen Center for Public Affairs as the exclusive provider of Certified Public Manager training in Indiana.

The accreditation guidelines demand intensive study, application of important concepts in the work environment, and completion of a significant capstone project. Participants are required to demonstrate their proficiencies in seven fundamental public management competencies:

- Personal and Organizational Integrity
- Leading People
- Developing Self
- Change Leadership
- Managing Work
- Systemic Integration
- Public Service Focus

### Local Application

The National Certified Public Manager Consortium provides the framework for the course of study, but the managing organization in each state decides how best to tailor and administer the program to meet local needs. To create a curriculum relevant to Indiana's specific challenges, the Bowen Center for Public Affairs assembled a diverse advisory board of public managers from across Indiana. Drawing on issues and challenges from their own experiences, the advisory board members help shape the coursework and requirements of the Indiana Certified Public Manager Program.

### Receiving a Certificate

The CPM program consists of 300 hours of learning activities, which can be completed in two years. The learning activities include classroom training, application exercises, workshops, and other projects that require participants to apply their newly-acquired management skills to problems and issues within their workplace.

Each public manager who completes the entire course of study will receive the nationally recognized designation as a Certified Public Manager. Participants may choose to complete only the first phase of the training and receive a designation as a Certified Public Supervisor.

To be eligible for the program, applicants must be employed in public service and be recommended by their supervisor. For more information about training topics, schedules and the application process for the Indiana Certified Public Manager program, please visit [www.bsu.edu/bowencenter](http://www.bsu.edu/bowencenter) or contact Dr. Charles Taylor at Ball State University [cdtaylor@bsu.edu](mailto:cdtaylor@bsu.edu), 765-285-8794.

## BOWEN CENTER FOR PUBLIC AFFAIRS

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**Dr. Charles Taylor**  
Managing Director



## **BOWEN CENTER FOR PUBLIC AFFAIRS**

**MANAGING DIRECTOR AND  
CPM COORDINATOR**

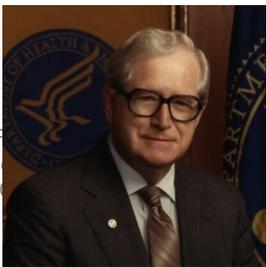
**Dr. Charles Taylor**  
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## **PARTICIPANT TESTIMONIALS**

“In the first year of classes I recognized the value of the Indiana Certified Public Manager Program to me as a manager. The relevant training stresses leadership and innovative thinking that is easily applied in the workplace. I’ve yet to discover another continuing education program that is specifically geared for today’s manager in the public sector. I am now 16 months into the 24-month program and hardly a day goes by that I don’t apply some lesson I’ve learned in CPM classes. I would encourage any public employee who has management responsibilities to consider this course that is offered through the Bowen Center for Public Affairs at Ball State University.”

### **Eric Pethtel, Director of Public Works, Town of Fishers**

“The Certified Public Manager Program has helped to refine my entire approach to people and project management. After just the first year I can see a big improvement in the ability of my department and myself to set and accomplish our goals.”

### **Joanie Fitzwater, Planning and Zoning Director, City of Greenfield**

“The CPM Program is the best leadership training available for a public servant. There are so many demands on my time as a County Clerk, it is critical that I operate at the highest level. The focus on first developing myself and then implementing the techniques and tools in my office has been invaluable. Because the CPM Program is targeted to the public service sector, applying what I learn each month allows me to continually improve how I serve my constituents. I can only be thankful to be a part of this program!”

### **Christa Coffey, County Clerk, Tippecanoe County**

“The Indiana Certified Public Manager Program has provided the City of Westfield with tools that we could immediately deploy in our organization. The tools are interactive, fun, and help explain the importance of processes and theories. The employees have been growing as we learn more through the Bowen Center for Public Affairs training. We recommend the program to any city or town wishing to better their organization.”

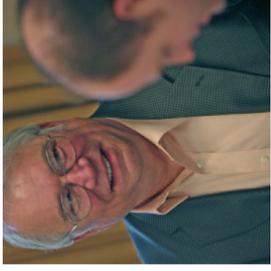
### **Tammy Havard, Project Analyst, City of Westfield**

## **About The Bowen Center**

The Bowen Center for Public Affairs empowers people who want to participate in their communities. Providing instruction from current and former political figures as well as scholars, the Bowen Center offers expert and practical view points on the operation of local and state governments. The Bowen Center also provides nonpartisan guidance and instruction.

Founded in 2007, the Bowen Center for Public Affairs’ mission is to honor the leadership and personal integrity of Dr. Otis R. Bowen who served as the 44<sup>th</sup> Governor of Indiana and as Secretary of Health and Human Services under President Ronald Reagan. The Bowen Center’s roots go back to 1981 when the Bowen Institute on Political Participation was founded to honor Governor Bowen’s record of public service.

Advancing the ideals of civic literacy, community involvement and public service embodied by Dr. Bowen’s career, the Bowen Center for Public Affairs provides focused training, networking, and research opportunities through its three components: The Institute on Political Participation, The Institute for Public Service, and the Institute for Policy Research.



## Indiana Certified Public Manager® Program Phase I - Supervisory Training Session Summaries

### **Session 1 – Overview: Managing for High Performance**

Receive an overview of CPM Program objectives, requirements, and benefits. Learn the characteristics of high performing organizations. Acquire tools for understanding your strengths, limitations, and communication and learning styles.

### **Session 2 – Emotional Intelligence**

Gain an understanding of the importance of emotional intelligence. Learn to recognize and manage your own emotional responses and to recognize the emotional responses of others. Acquire new skills in empathic listening, dialoguing for understanding, and resolving conflicts.

### **Session 3 – Organizational Integrity and Ethical Behavior**

Develop new critical thinking skills to aid in organizational problem-solving. Acquire practical frameworks for recognizing and resolving ethical conflicts. Understand how diversity serves as an asset to organizations. Learn techniques for preventing discrimination and harassment in the work environment.

### **Session 4 – Managing Work**

Gain new skills in personal goal-setting and time management. Learn how to structure and facilitate outcome-based meetings. Understand the five stages of team development. Learn new techniques for managing projects.

### **Session 5 – On-boarding New Employees**

Acquire new skills and best practices in interviewing and hiring the most qualified job candidates. Learn new strategies for successfully onboarding and orienting new employees.

### **Session 6 – Focusing on Public Service**

Gain a new understanding of public sector customer service delivery. Develop new skills for delivering high performance customer service. Learn new customer feedback strategies to continuously gauge customer satisfaction.

### **Session 7 – Coaching for Performance**

Acquire new methods to increase employee motivation and improve employee performance. Gain skills for identifying the root cause of poor employee performance.

### **Session 8 – Performance Measurement**

Learn to define employee performance in terms of outcomes, rather than activities. Acquire strategies for defining key performance outcomes tied to important organizational goals. Learn to develop strategies for measuring, monitoring, and recognizing employee performance.

### **Session 9 – Process Improvement**

Gain new concepts and tools for identifying and eliminating waste from work processes. Acquire techniques for identifying process improvement opportunities to address organizational goals.

### **Session 10 – Financial Stewardship**

Learn new budgeting and cost-reduction strategies. Acquire skills for recognizing value-added and non value-added activities and calculating the unit cost of services.

### **Session 11 – Effective Communication**

Develop new skills in communicating interpersonally, organizationally, and externally. Learn to frame messages for your targeted audience. Acquire techniques for positively influencing others.

### **Session 12 – Life and Career Management**

Develop an understanding in how proper life balance and stress management can result in greater productivity, organizational outcomes, and life satisfaction.

For more information about the Indiana Certified Public Manager Program and application process, please contact Dr. Charles Taylor at Ball State University (765-285-8794, [cdtaylor@bsu.edu](mailto:cdtaylor@bsu.edu)). Program information is also available from the Bowen Center for Public Affairs web site at [www.bowencenterforpublicaffairs.org](http://www.bowencenterforpublicaffairs.org).



## Frequently Asked Questions about the Indiana Certified Public Manager® Program

### What is the Indiana Certified Public Manager® Program?

The Indiana CPM Program trains public managers to apply recognized public management theories and best practices to the challenges they face in public service. In the first phase of the program managers learn to adopt an outcome-based perspective on managerial behavior, create measures of individual and organizational performance, and develop and enhance their interpersonal skills. In the second phase, they develop skills needed to think and act strategically in leading their department or organization, to lead change efforts for organizational improvement, and enhance their negotiation and conflict resolution abilities.

### Who should enroll in the Indiana CPM Program?

The Indiana CPM Program is designed for current and future supervisors and managers employed in public service within government or a non-profit organization.

### How many training sessions are in the Indiana CPM Program?

The Indiana CPM Program consists of 24 full-day training sessions divided into two groups of 12 sessions. The first 12 sessions comprise the Phase I Supervisory Training which leads to a designation as a Certified Public Supervisor. After completing the Supervisory Training, participants are eligible to enroll for the second 12 sessions which comprise the Phase II Managerial Training. Participants completing the entire course of study will receive a nationally recognized designation as a Certified Public Manager. Participants attend one training session per month and work on projects and other assignments during the times between training sessions.

### Where are the training sessions located?

We offer the CPM Program in the central, northern, and southern parts of the state on a rotating basis.

### How much does the Indiana CPM Program cost?

The program fee for the Phase I Supervisory Training is \$1,695. The program fee for the Phase II Managerial Training is \$1,795. Organizations enrolling multiple participants may be eligible for a discounted rate.

### How do I apply?

For application information you may contact Dr. Charles Taylor at 785-285-8794 ([cdtaylor@bsu.edu](mailto:cdtaylor@bsu.edu)) or you may download an application by visiting the Bowen Center website ([www.bowencenterforpublicaffairs.org](http://www.bowencenterforpublicaffairs.org)).

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