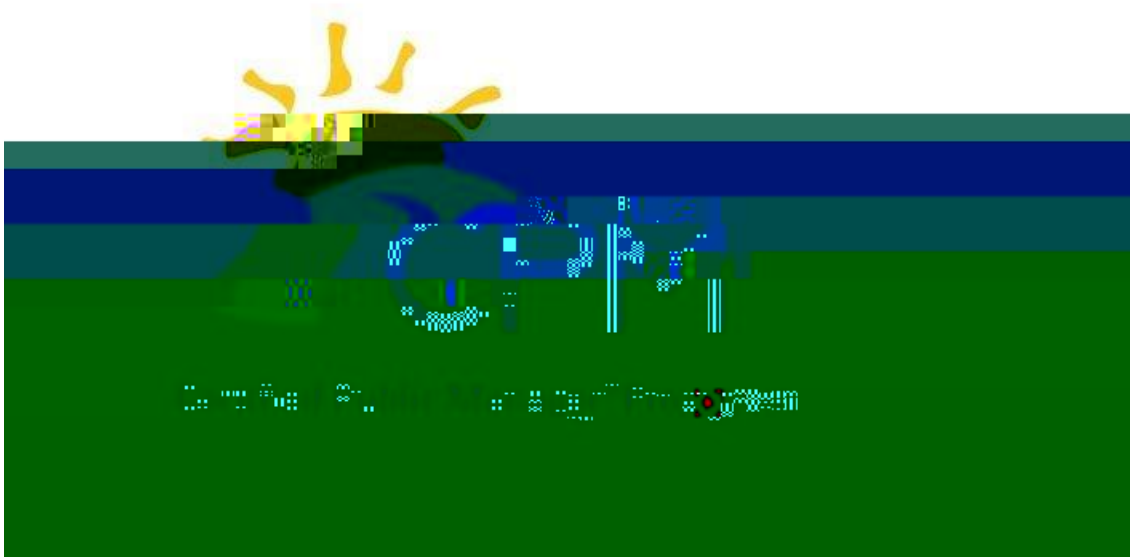# Iowa Certified Public Manager® Program Project Handbook

(Revised September 2023)

Introduction to Iowa CPM Projects:

The Iowa Certified Public Manager® Program provides a unique opportunity for participants to apply and integrate classroom learning with the real world of public management in Iowa through the   of the ICPM. The accrediting body for the CPM certificate, the CPM Consortium, requires that Certified Public Managers must provide a "written demonstration of... effectiveness in applying core materials to the job environment." The project described in this handbook fulfills this requirement while benefiting participants, their organizations, and the public at large.

The projects are designed to be job related but should not be a "regular job assignment." That is, we ask each group to develop a project that would be difficult for a single agency or organization to develop and complete. Project teams will benefit from diversity. Members from various entities will form project groups. This means groups will have a diverse and fresh perspective that will integrate the key management components from the coursework with the demands of the topic.

We also see the project component as a real opportunity to develop a program that will benefit the citizens of Iowa. Many CPM projects have advanced the welfare of the public by enhancing public services either through improving the quality of services and/or increasing efficiency. Projects demonstrate the tangible application of the knowledge and skills gained in the Iowa CPM Program through documented improvement in products, service, and/or work processes. Projects also provide the public with a more immediate positive return on investment for the training monies invested. Projects demonstrate that public management professionals are successfully applying each of the seven areas of core course competency: personal and organizational integrity, managing work, leading people, developing self, systemic integration, public service focus, and change leadership.

What follows is a plan for the successful completion of your Iowa CPM Project. We believe you will find the project to be a positive application of the materials presented in this program.

Iowa Certified Public Manager® Program

Overview of the Iowa CPM Project:

General Requirements for Projects

To receive the CPM designation, all participants are required to complete a single major group project. Participants are expected to apply the theories, principles, and techniques learned in the Iowa CPM classroom sessions to a specific situation, problem, or opportunity.

Integrating Seven Core Competencies

The Iowa CPM Program curriculum is designed to effectively engage participants in the

Project Confidentiality

All project reports are public records. Your originally submitted report will not be returned to the group but will be kept in an online "projects library" that will be available to others. Please keep this in mind when using names of persons associated with your project. For example, if you develop a project that deals with clients, you should not include names and other identifiers in your report. This will also be true regarding projects that deal with the work environment. It is recommended that personnel issues be discussed in behavioral terms rather than as personal characteristics. The reports are not to be documents that assess a specific individual's personal characteristics or behaviors by name.

<u>Projects Online Library</u>

Information will be provided during the program of study that will enable project teams to gain access to past ICPM projects via an online source.

Project Models

The low S   r   as a   i   " that

9. not be a part of an organization's regular activities—that is it is not to be "regular work"

10. take advantage of the diversity of your group—groups represent experiences that can provide a fresh "outside the box" perspective that will serve a practical and valuable purpose

Additional Project Information

5. Timeline
6. Outside partnership / sponsoring organizations

Executing Your Project:

Project Advising

It may be appropriate to have a project advisor or sponsor. The need for this support will be determined in meetings with the CPM program instructor. NOTE: Surveys and other forms of formal research outreach from your team must be previewed by the Drake University lead instructor.

Documenting Group Progress

It is recommended that you keep a log or journal of all progress and documents that your group develops. This documentation will be helpful in writing and presenting your project.

Project Completion Tips

Consider the following tips:

1. Schedule "project completion meetings" with your team. Focus the meetings on the remaining tasks to complete your project.

2. Schedule a   early with the customer(s), sponsor(s), or agency leadership to discuss your project.

3. Identify a transitional opportunity such as moving from planning to implementation or from development to production.

4. Conduct a   to determine what went well and what could have been done better.

Writing Your Project Report

Requirements for the Written Project

A written project report describing the organizational results of your work is required. Note: Alternative project formatting may be pursued in consultation with the Drake CPM instructor. The following aspects of your work are to include the following: (You may also have additional information that you may wish to include)

1. An executive summary to serve as a concise summary for the public or others outside of the target organization.

2. An explanation of the situation, problem, concern, or opportunity being addressed in your group project. Why it is important to group members, the target organization, and the public? NOTE: Use critical thinking skills and analysis from a managerial perspective when describing your situation.

3. A description of the expected purpose, goal, and/or outcomes. In other words—what did you intend to accomplish by addressing the situation, problem, concern, or opportunity?

4. A discussion section of the knowledge, theories, models, principles, or techniques from the ICPM Program that were utilized in your project. How did the coursework portion of the program help your group with this project?

5. A description of exactly what you did, including how you applied ICPM coursework. Include any data used for analysis and decision-making.

6. A discussion of the outcomes or results of the project. What did your project accomplish? Did the project result in the goals that were established? If not, why not? What did you learn from completing this project?

7. An explanation of the benefits to the organization and public from your project. Were any changes made because of your work? What was (or is) the potential impact of your project on the target organization?

8. An explanation of the benefits of the project for public managers. What did each member of the group learn from this experience? In retrospect, what would the group have done differently?

Sample Format (alternative formats will be considered)

Title Page should include:

1. Project Title (title should present the target organization and describe the project)
2. Names and job titles of team. Suggest listing alphabetically by last name
3. E-mail/work phone for each member
4. Date Submitted

Style:

1. Typed, #11 Font, standard paper, with 1" margins. Utilize page numbers beginning with the first page following the title page. Table of contents is recommended.
2. Materials such as charts, graphs, etc. should be integrated into the project when appropriate on the page immediately following your first reference to the material in your text. When quoting or using supplementary material, please cite the source in your writing at the end of the paragraph. List your sources at the end of the project using a reference page. You may also wish to include an appendix section for materials that add value to the report, but which are too long or otherwise not essential to appear within the narrative.

Length?eW*nBF2Tf10Bm0G( )]TE98?eW*nBF2Tf(b)4.98?eW*nBF2Tf10Bm0G 2ve.

professional group presentation that matches the level of effort and expertise that went into the written project. Presentations are critical. Often in the professional setting, a manager will have only one chance to make the case for a program or policy. Others may determine the strength of your argument in large part from the level of professionalism demonstrated in the presentation itself. They may also determine your ability to follow through with a project proposal based on your ability to create an effective presentation of your plans.

Evaluation of the Group Project

Each project will be evaluated utilizing the criteria presented in this document

Submitting the Completed Project for Evaluation

1. Your original project report submitted electronically in an appropriate professional format to a designated recipient at Drake University