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P&WD

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# Alaska Certified Public Manager® Program Information Handbook

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*Building Leadership and Professionalism  
for Alaska's Supervisors and Managers*

# Welcome

Welcome to the Alaska Certified Public Manager® (ACPM) Program. I am very pleased to be a part of bringing this valuable opportunity for professional development to you. You may not know that a couple of years ago ownership of the ACPM program was transferred from UA Corporate Programs to the University of Alaska Fairbanks and in particular to the Cooperative Extension Service Professional and Workforce Development (P&WD) Program. UAF Cooperative Extension Service has a long history in Alaska with a statewide mission to bring the university to the community. P&WD shares in that.

While ACPM has moved under a new program, our mission continues to be that of promoting excellence in management and leadership skills of supervisors and managers in Alaska. The ACPM program continues to require 300 hours of instruction for designation as a CPM® and is expected to take approximately three years to complete. This program is intended to be a rewarding challenge, and be assured that we are here to help you achieve success in this goal.

As we reinvigorate the ACPM program please do not hesitate to contact us if you have any questions. Our contact information is below.

Congratulations on making a wise investment in your education and career.

Juella Sparks  
Director  
Professional and Workforce Development Program



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# Preface

The Certified Public Manager® (CPM) program is part of the nationally accredited management development program created by the American Academy of Certified Public Managers. The Alaska Certified Public Manager® (ACPM) program is designed to develop management, supervision and leadership skills in the public and private sectors specific to the needs of Alaska’s current and future leaders.

The Alaska Certified Public Manager® program is comprised of 300 hours of training taken from a variety of topics ranging from entry level supervisory skills to executive management skills and completion of a practicum within a local organization.

While the subjects being taught are diverse, program participants say that it all comes down to learning how to better lead people.

*Notes*

The Alaska Certified Public Manager® (ACPM) Information Handbook is published and distributed by UAF Cooperative Extension Service, Professional & Workforce Development. It is the responsibility of the individual student to become familiar with the ACPM program printed in this handbook. The responsibility for meeting all ACPM program requirements rests with the student. Every effort is made to ensure the accuracy of the information contained in this handbook. The ACPM Information Handbook is not a contract but rather a guide for the convenience of students. The University reserves the right to change or withdraw courses, to change the fees, and to change other regulations affecting the CPM student at any time.

The University of Alaska is an EEO/AA employer and education institution.

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## Alaska Certified Public Manager® Program Design

As organizations are faced with greater demands for services with less funding to provide those services, efficient and effective management becomes imperative. The Alaska Certified Public Manager® program is recognized as an effective vehicle for gaining or upgrading professional, technical and management skills.

The Alaska Certified Public Manager® program is designed to provide relevant, practical, and job-related instruction to individuals, regardless of prior academic preparation, who need supervision and management training for their jobs.

## Program Benefits

The Alaska Certified Public Manager® program increases the capacity of its participants to lead people, manage work, and develop self. Courses are designed to:

- Equip Alaska’s current and future managers in the latest management information and techniques, new approaches, practical solutions and networking opportunities.
- Build extensive self-awareness of the impact of one’s own style, values and beliefs in the role of leader.
- Use the foundation of theory and apply it to practical situations facing the participant, their agency/department, their organization/community and the state of Alaska.
- Promote on-the-job application of learning relevant to advancing the mission and objectives of their organization, improving services and creating results that matter most to customers and stakeholders.

As participants move through the program, the workplace will benefit from their enhanced skill sets. As the environment changes, organizations will have fully developed managers who can function in an environment of close public scrutiny, high expectations, increasing demands and constant change.

## Eligibility

Anyone, whether they work for the public sector, nonprofit agencies or private industry, interested in improving existing or gaining new management skills may register for an ACPM course or enroll in the ACPM program.

Candidates interested in the Alaska Certified Public Manager® program need a high degree of conceptual ability, reading comprehension skills, and written and oral communication skills. ACPM participants typically hold management or supervisory positions requiring direct supervision of other employees, although non-supervisors do enroll.

See Appendix C for Enrollment Application form.

*Notes*

### Alaska CPM Program Mission

Promote excellence in management and leadership skills of supervisors and managers in Alaska.

### Alaska CPM Program Goals

- Set high professional standards for professional management.
- Create accessible, statewide learning opportunities for professional management.
- Provide a management development program that is nationally recognized and regularly evaluated against the highest standards.
- Offer a forum for managers at all levels throughout Alaska to discuss current opportunities, problems and issues.
- Deliver a well-coordinated series of courses as part of a logically developed management training program.



## Learning Competencies

ACPM workshops and institutes provide opportunities for participants to apply the training to their work environment situations. The core curriculum incorporates the following seven (7) competencies.

1. Personal and organizational integrity  
Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.
2. Managing work  
Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowers others by delegating clear job expectations; providing meaningful feedback and coaching, creating a motivational environment and measuring performance. Monitors workload; documents performance. Deals effectively with performance problems.
3. Leading people  
Inspires others to positive action through a clear vision; promotes a diverse workforce. Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit, Articulates a vision, ideas and facts in a clear and organized way; effectively manages emotions and impulses.
4. Developing self  
Commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.
5. Systemic integration  
Approaching planning, decision-making and implementation from an enterprise perspective; understanding external and internal relationships that impact the organization.
6. Public service focus  
Delivering superior services to the public and internal and external recipients; includes customer/client identification, expectations, needs and the development/implementation of paradigms, processes and procedures that exude positive spirit and climate; demonstrates agency and personal commitment to quality public service.
7. Change leadership  
Acts as change agent; initiates and supports change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change with emphasis on fostering creativity, innovation and being proactive.

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## Course Requirements and Time Commitment

Anyone, whether they work for the public sector, nonprofit agencies or private industry, may register for an ACPM course. Courses need not be taken in order, however, sequential progression through Levels One, Two and Three is recommended. Permission to take limited advanced course work before completing the Level One exam or Level Two project may be given by the ACPM Director.

Participants are advised to plan for an average of two and a half to three years to complete the required 300 hours of training. Alaska Certified Public Manager® courses are administered on a self-support basis, i.e. dependent upon student course fees for funding, and, therefore, are occasionally subject to cancellation due to insufficient enrollment.

Students who have successfully completed all required course work, Level One examination and Level Two and Three projects will be formally recognized as an Alaska Certified Public Manager®.

## Assessment: Exam and Projects

### Examination Level One

Upon completion of Level One courses, students are required to complete an exam which demonstrates the skills and knowledge gained throughout the program. The exam provides a means for ACPM staff, instructors and Advisory Board to evaluate a student's understanding of management concepts. Participants may be required to rework their exam for further evaluation.

### Projects Level Two and Three

The purpose of ACPM projects is to demonstrate constructive use of the knowledge and skills acquired in the core curriculum courses. As a representation of the candidate's positive contribution to the workplace, project reports should be clearly written, professional, and indicative of creative, quality, leadership-oriented thinking.

In the *ACPM Project Handbook*, the project requirements for each level are described in detail, including the steps in choosing a project topic, completing a project proposal, developing a project outline, and writing the project report. Participants may be required to rework their projects for further evaluation.

While support from supervisor and employer for individuals participating in the training is important, it is not required. However, participant projects are job related and hopefully of great benefit to employers.

In most courses instructors use a variety of activities which demonstrate student understanding and provide a basis for evaluating student comprehension of course content.

## Program Appeals Process

Any student disagreeing with interpretations of the ACPM policies may appeal in writing to the ACPM Director.

Upon receipt of the written appeal the Director has ten working days to respond. The student will be notified in writing of the decision.

## Continuing Education Units

A full day of ACPM training is considered six hours. Participants completing the six hours receive 0.6 continuing education units (CEUs) from the University of Alaska Fairbanks Cooperative Extension Service, Professional & Workforce Development. Continuing education units (CEUs) are not convertible to academic credit.

Note: ACPM program awards non-transcribed, department-issued continuing education certificates.

## Cost of Courses

ACPM course fees must be approved by the ACPM Advisory Board. The ACPM program strives to keep the costs as low as possible, while maintaining an effective educational experience.

The fee for a one-day, 6-hour ACPM course is \$125.00; the fee for a two-day, 12-hour course is \$250.00. Level 1 Exam (CPM 015), Level 2 (CPM 035) and Level 3 (CPM 049) Projects are charged separately from the remainder of the courses. Level 1 Exam and Level 2 Project costs are \$75. Level 3 Project costs are \$200.

The basic cost for the ACPM training program at this time is \$5,500\* for course fees plus \$350 for ACPM certificate applications.

	Course	Exam or Project	Total
• Level One:	\$1,625	+ \$ 75 =	\$1,700
• Level Two:	\$2,125	+ \$ 75 =	\$2,200
• Level Three:	<u>\$1,750</u>	+ <u>\$200</u> =	<u>\$1,950</u>
	\$5,500*	+ \$350 =	\$5,850

Course fees are due at time of registration. Registration can be completed online at [www.uaf.edu/ces/pwd](http://www.uaf.edu/ces/pwd)

\*In addition to course fees, any course may use materials, supplies, or services which necessitate an additional fee. Additional fees may also be charged for administrative and/or instructional services. The University reserves the right to change fees at any time.

Examples of additional fees include, but are not limited to:

- **4% network fee:** The UA network charge covers rapidly rising costs, especially in the maintenance and enhancement of the university wide technology infrastructure. The 4 percent network charge is applied on a per-credit-hour basis (rounded to the nearest dollar) to tuition, nonresident surcharges if applicable, and fees in lieu of tuition for credit and non-credit courses. The minimum network charge per course is \$7.
- **Distance fee:** A distance fee is charged for each on-line, distance education course. This fee amount varies.

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## Alaska Certified Public Manager®

### Certification Requirements

Level One: Certificate of Supervisory Management 81 hrs

Level One of the three sequential levels of learning activities in the ACPM program focuses on supervisory tasks and the commensurate skills necessary to supervise successfully. Completion of Level One activities is recognized by the Certificate of Supervisory Management.

CPM 001	Quality Customer Service	0.6 CEU
CPM 002	The Role of Supervisor	0.6 CEU
CPM 003	Effective Interviewing and Hiring	0.6 CEU
CPM 004	Performance Management for Supervisors	1.2 CEU
CPM 006	The Supervisor as a Leader	0.6 CEU
CPM 007	Interpersonal Communications	0.6 CEU
CPM 008	Powerful Presentations	1.2 CEU
CPM 009	Key Issues in Employment Law	0.6 CEU
CPM 010	Effective Problem-Solving and Decision-Making	0.6 CEU
CPM 011	Effective Business Writing	0.6 CEU
CPM 012	Financial Reporting and Analysis	0.6 CEU
CPM 015	*Level One Exam & ACPM Certificate Application	0.3 CEU

\*Specific guidelines are explained in the *Examination Handbook*.

Level Two: Certificate of Associate Manager 111 hrs

Level Two learning activities are directed toward broader skills and introduce concepts and practices in management. Completion of Level Two activities is recognized by the Certificate of Associate Manager.

Level One required courses 81 hours

CPM 019	Strategic Planning	0.6 CEU
CPM 020	Defining Outcomes, Measuring Performance	1.2 CEU
CPM 021	Effective Meeting Management	0.6 CEU
CPM 022	Risk Management	1.2 CEU
CPM 023	Dealing Effectively with Alaska State Government	0.6 CEU
CPM 024	Grant Administration	0.6 CEU
CPM 025	Building a Customer Service Environment	0.6 CEU
CPM 026	Conflict Resolution Strategies	0.6 CEU
CPM 027	Project Management	1.2 CEU
CPM 028	Team Building and Group Communications	1.2 CEU
CPM 030	Supervising Supervisors	0.6 CEU
CPM 031	Fundamentals of Marketing	1.2 CEU
CPM 035	*Level Two Project & ACPM Certificate Application	0.9 CEU

\* Specific guidelines are explained in the *Project Handbook*.

To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers.

See Appendix A for Course Descriptions.

Level Three: Alaska Certified Public Manager® 108 hrs

Level Three focuses on the leadership and organizational responsibilities of managers. To earn the Alaska Certified Public Manager® designation requires completion of the following:

- Curriculum includes three levels totaling 300 hours of structured learning activities. Learning activities may include application projects, structured readings, examinations, and approved workshops/courses.

Level One required courses (see page 8)	81 hours
Level Two required courses (see page 8)	111 hours
Level Three required courses	108 hours
<u>Alaska Certified Public Manager®</u>	<u>300 hours</u>

CPM 036	Coaching in the Workplace	0.6 CEU
CPM 037	Negotiating and Mediating	1.2 CEU
CPM 038	Crisis Management	0.6 CEU
CPM 039	Ethics and Managerial Responsibility	0.6 CEU
CPM 040	Developing Your Leadership Style	1.2 CEU
CPM 041	Quality Control and Continuous Improvement	0.6 CEU
CPM 042	Policy Analysis	0.6 CEU
CPM 043	Understanding Organizational Culture	0.6 CEU
CPM 045	Organizational Information Systems	0.6 CEU
CPM 046	Evaluation Methods and Tips	0.6 CEU
CPM 047	Effective Media Relations	0.6 CEU
CPM 048	Managing Change and Transition	0.6 CEU
CPM 049	*Level Three project and CPM certificate application	2.4 CEU

\* Specific guidelines are explained in the *Project Handbook*.

- An examination given at the completion of Level One. Specific guidelines are explained in the *Examination Handbook*.
- Successful completion of projects at the conclusion of Levels Two and Three course work. The projects demonstrate each participant's ability to apply the management and leadership concepts, principles, theories and techniques in the workplace. Specific guidelines are explained in the *Project Handbook*.

To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers

See Appendix A for Course Descriptions.

NOTE: ACPM program awards non-transcribed, department-issued continuing education certificates.

### **After the CPM Designation is Awarded**

Successful graduates earn a nationally recognized professional designation as a Certified Public Manager® and become eligible for membership in the American Academy of Certified Public Managers, a national professional association of public sector managers.

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## Alaska Certified Public Manager® Applications and Forms

### Enrollment Application

ACPM classes are open enrollment. Participants may elect to register for a single class or a variety of classes. At any point the participant may elect to enroll in the ACPM program. By completing the Enrollment Application, the participant is indicating they are actively pursuing the Level Certificate. See Appendix C for Enrollment Application.

### Certificate Application

Participants interested in obtaining Level One, Two and Three certificates are required to submit the Certificate Application and fee before taking the Level One examination or starting the Level Two or Three project.

Certificate Application is required for each Level of the Alaska Certified Public Manager® program. Level 1 Exam (CPM 015), Level 2 (CPM 035) and Level 3 (CPM 049) Projects are charged separately from the remainder of the courses. Level 1 Exam and Level 2 Project costs are \$75. Level 3 Project costs are \$200.

- CPM 015: Level One Certificate of Supervisory Management \$75
- CPM 035: Level Two Certificate of Associate Manager \$75
- CPM 049: Level Three Certified Public Manager® application \$200

See Appendix C for Enrollment Application.

### Checklists for Certificates/Certification

See Appendix B in this handbook for certificate checklists for Level One, Two and Three.

### Waiver of ACPM courses

Waivers of ACPM courses are the exception rather than the rule. The philosophy of CPM programs nationwide is that students, regardless of their educational backgrounds, benefit from all ACPM courses since the approach and course content are unique to this program. Waivers will be granted on a course-by-course basis based upon documentation that a college course or other relevant training course with essentially the same content as a ACPM course was taken and passed.

No student will be granted a waiver without four years of documented supervisory or managerial work experience. All students, regardless of the number of courses waived, will be required to complete the Level One examination. No waivers will be granted in Levels Two and Three.

For more information about waivers please contact the UAF Professional & Workforce Development Coordinator. See Appendix C in this handbook for Credit for Prior Experience and Non-CPM Class Substitution forms.



# Appendix A:

## Alaska Certified Public Manager® Course Descriptions

### LEVEL ONE

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#### **CPM 001 Quality Customer Service (0.6 CEU)**

Provides supervisors with a review and practice of the customer service skills that build effective relationships with internal and external customers, solve problems and motivate others to give exceptional service.

#### **CPM 002 The Role of Supervisor (0.6 CEU)**

Identifies the supervisor's role within an organization and provides practical tools necessary to create a positive and productive workplace environment. Topics covered include supervisor roles, working with others and obtaining positive results; linking mission, vision and core values; introducing performance standards, and fostering a customer-centered environment.

#### **CPM 003 Effective Interviewing and Hiring (0.6 CEU)**

Provides the skills necessary for a supervisor to recruit and hire the best possible candidate to fill a vacant or new position. Approaches human resources as a fundamental element of organizational strategy. Topics include strategic fit, job analysis, legal aspects of the hiring process, basics of recruitment and screening, employee testing, meaningful reference checking, interviewing techniques and basics of selection and on-boarding (orienting and integrating new employees into the organization).

#### **CPM 004 Performance Management for Supervisors (1.2 CEU)**

Includes strategies for supervisors to meet the challenges of managing and developing individual and/or team performance. Topics include performance management language and process, standards and expectations, individual motivation, performance improvement coaching, and basics of performance evaluation/appraisal with a view toward individualizing the process appropriately for various segments of the workforce.

#### **CPM 006 The Supervisor as a Leader (0.6 CEU)**

Provides supervisors with an introduction to the role and characteristics of leadership. Includes brief overview of leadership theories. Explores the leadership mindset and leadership self-assessment. Addresses leadership and ethics. Assists with development of the leadership skills needed to create successful employees and teams, and inspire others to work together to deliver high-quality results.

#### **CPM 007 Interpersonal Communications (0.6 CEU)**

Provides the supervisor with practical tools to effectively communicate in a positive and perceptive manner. Covers communication concepts and associated communication models and skills. Topics include interpersonal effectiveness, verbal and nonverbal techniques, your personal impact on others, constructive feedback, skillful questioning to avoid ambiguity and turning confusion into clarity.

#### **CPM 008 Powerful Presentations (1.2 CEU)**

Provides supervisors with skills and practice to deliver effective presentations in most situations. Topics include assessing audiences, planning objectives, and developing adaptive techniques for successful presentations, including current presentation technology.

#### **CPM 009 Key Issues in Employment Law (0.6 CEU)**

Introduces supervisor to federal and state legislation that addresses discrimination and harassment acts in the workplace, as well as employee rights and employer responsibilities. Provides a general overview of key points of major legislation and general principles regarding hiring, managing and terminating employees.

*Disclaimer: This course should not be considered legal advice. It is intended to give the supervisor enough information to know when to engage the appropriate resource people and policy processes in their organization.*

*Level One Continued*

**CPM 010 Effective Problem-Solving and Decision-Making (0.6 CEU)**

Provides a practical “hands-on” approach to everyday problem-solving and decision-making for public administrators. Focus is on three key areas as a manager: (1) when to act, (2) who to involve, and (3) what process to use to solve the problem.

**CPM 011 Effective Business Writing (0.6 CEU)**

Provides the supervisor with writing skills that focus on choice of words, use of sentences and paragraphs to package information, organizing thoughts, and setting out purpose.

**CPM 012 Financial Reporting and Analysis (0.6 CEU)**

Addresses the basics of financial accounting as needed by supervisors and front-line management. Emphasis is on the presentation of overall financial results, how financial performance is evaluated outside the organization, and how various internal activities impact financial reports which impact funding decisions.

**CPM 015 Level One Exam and Certificate Application (0.3 CEU)**

**LEVEL TWO**

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**CPM 019 Strategic Planning (0.6 CEU)**

Reviews the purpose and steps for creating a strategic planning process at all levels of an organization. Includes practice of some of the management planning skills related to the process.

**CPM 020 Defining Outcomes, Measuring Performance (1.2 CEU)**

Provides managers with the information and tools needed to effectively measure the team and its members’ alignment with and contribution toward the organization’s strategic goals. Topics include setting performance targets, determining measurement metrics, collecting and organizing the information, and using the results for continuous improvement.

**CPM 021 Effective Meeting Management (0.6 CEU)**

Review and practice of the skills necessary for effective meeting management to include planning, facilitating and evaluating a meeting.

**CPM 022 Risk Management (1.2 CEU)**

Learn how the utilization of risk management tools can help you move forward with your organizational and personal objectives with a higher level of awareness and greater degree of security. These techniques will assist you to avoid pitfalls, as well as recognize and seize new opportunities.

**CPM 023 Dealing Effectively with Alaska State Government (0.6 CEU)**

Provides a practical guide to the factors involved in dealing effectively with Alaska state government. Explains the nature of politics and political power, the fundamentals of lobbying and the Juneau political and governmental scene as a basis for developing and executing an effective lobbying campaign.

**CPM 024 Grant Administration (0.6 CEU)**

An introduction to the basic concepts of grant administration. Provides the background of grant vs. contract, why grants are different, how to handle them and how to work with those who have them. Discusses where to look for answers, how to build your own skills “toolbox,” and how to keep your grant compliant with the sponsor’s terms and conditions.

**CPM 025 Building a Customer Service Environment (0.6 CEU)**

Provides managers with guidelines for creating a customer service environment within their organizations and departments.

**CPM 026 Conflict Resolution Strategies (0.6 CEU)**

Explores strategies for managing interpersonal and intragroup conflict. Learn about causes of conflict, conflict management styles and strategies for resolving conflict. Discusses the manager’s role in managing potential for violence in the workplace. Emphasis on moving from conflict to consensus.

## *Level Two Continued*

### **CPM 027 Project Management (1.2 CEU)**

Introduces processes and principles of project planning and management. Participants create a project plan using project management skills and techniques, including how to plan, resource, analyze risk, track, evaluate and report on business projects.

### **CPM 028 Team Building and Group Communications (1.2 CEU)**

An advanced discussion seminar for future or current managers. Purpose of the course is to present teamwork principles. Participants learn through discussion and practice how to apply the principles. Managers who understand and correctly utilize teams produce more effective results.

## **LEVEL THREE**

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### **CPM 036 Coaching in the Workplace (0.6 CEU)**

Designed to help managers develop others in the organization through coaching. Intentionally encourage and develop people using the art and science of active listening, tuning in, powerful questioning, truth-telling, and building and growing individuals. Explore coaching and the positive consequences of developing mutually beneficial expectations and objectives, while also focusing on the employee's needs and responsibilities. Explore coaching as an effective tool for improving employee performance, while also building employee commitment.

### **CPM 037 Negotiating and Mediating (1.2 CEU)**

Develop negotiation and mediation skills. Explore appropriate and effective use of power and authority during situations involving negotiation, mediation and labor relations issues. Become familiar with grievance procedures, identify elements of mediation strategies, explore various negotiation styles and examine techniques for achieving mutually acceptable objectives.

### **CPM 038 Crisis Management (0.6 CEU)**

Provides an overview of the unique challenges that a business or agency may face during and after a disaster or emergency incident. Discussions include suggested procedures and techniques to assist managers in

### **CPM 030 Supervising Supervisors (0.6 CEU)**

An advanced, discussion seminar for future or current managers who are responsible for a large agency or program with two or more hierarchical levels (i.e., a normal pyramidal organizational structure).

### **CPM 031 Fundamentals of Marketing (1.2 CEU)**

Provides practical information on marketing skills and strategies. Focus is on market identification, market needs and promotion through planned decision-making.

### **CPM 035 Level Two Project and CPM Certificate Application (0.9 CEU)**

understanding their role in planning for and/or responding to an emergency including most common disasters. The course focuses on a number of fundamental issues related to disaster preparedness and emergency response and is applicable to managers and supervisors.

### **CPM 039 Ethics and Managerial Responsibility (0.6 CEU)**

Examines values, ethics, personal ethics, and ethics codes. Focus is on developing the means for analyzing and understanding ethical situations and dilemmas.

### **CPM 040 Developing Your Leadership Style (1.2 CEU)**

Explore various leadership styles, gain awareness of your own styles and behaviors, and how, as a leader, you may impact subordinates, peers and superiors. Examine the behaviors and values that drive your own actions. Identify methods to improve personal effectiveness. Engage in self-assessment and execute a personal plan to acquire or improve a desired leadership behavior.

### **CPM 041 Quality Control and Continuous Improvement (0.6 CEU)**

Examines how work processes impact work effectiveness emphasizing fundamental concepts and the importance of quality improvement within an organization.

**CPM 042 Policy Analysis (0.6 CEU)**

Provides a practical, “hands-on” approach to everyday policy development processes (research, analysis, decision and implementation) for public administrators. Defines “good” policy processes as part of an overall decision-making strategy. Demonstrates how good policy is developed, how stakeholders are meaningfully involved, and how policy changes are effectively implemented in an organization. Relies heavily on case study discussion and practical exercises.

**CPM 043 Understanding Organizational Culture (0.6 CEU)**

Identify aspects of organizational culture, leadership practices that influence organizational culture, and strategies for improving organizational culture.

**CPM 045 Organizational Information Systems (0.6 CEU)**

Provides managers with overview of current information systems and technology, how to manage them, and their value to an organization.

**CPM 046 Evaluation Methods and Tips (0.6 CEU)**

Designed to help leaders and managers evaluate programs in their organizations. Delivers basic “nuts and bolts” of program evaluation and management.

**CPM 047 Effective Media Relations (0.6 CEU)**

Build relationships with the media and use the tools available to communicate with the public, including press releases, public service announcements, photos, videos, paid advertising.

**CPM 048 Managing Change and Transition (0.6 CEU)**

Change is no longer optional in today’s industries. During this course, identify how to be organizationally ready for change, how to implement change, and how to provide leadership to employees in this stressful period of adjustment.

**CPM 049 Level Three Project and CPM Certificate Application (2.4 CEU)**

## APPENDIX B:

### Alaska Certified Public Manager® Program REQUIRED COURSES AND CHECKLIST

Level One – 81 hours				
DATE	COURSE	CLASS NAME	CEU	APPROVED SUBSTITUTIONS
	CPM 001	Quality Customer Service	0.6 CEU	
	CPM 002	The Role of Supervisor	0.6 CEU	
	CPM 003	Effective Interviewing and Hiring	0.6 CEU	
	CPM 004	Performance Management for Supervisors	1.2 CEU	
	CPM 006	The Supervisor as a Leader	0.6 CEU	
	CPM 007	Interpersonal Communications	0.6 CEU	
	CPM 008	Powerful Presentations	1.2 CEU	
	CPM 009	Key Issues in Employment Law	0.6 CEU	
	CPM 010	Effective Problem-Solving and Decision-Making	0.6 CEU	
	CPM 011	Effective Business Writing	0.6 CEU	
	CPM 012	Financial Reporting and Analysis	0.6 CEU	
	CPM 015	Level One Exam and CPM Certificate Application**	0.3 CEU	
<b>Certificate of Supervisory Management</b> awarded				
Level Two – 111 hours				
	CPM 019	Strategic Planning	0.6 CEU	
	CPM 020	Defining Outcomes and Measuring Performance	1.2 CEU	
	CPM 021	Effective Meeting Management	0.6 CEU	
	CPM 022	Risk Management	1.2 CEU	
	CPM 023	Dealing Effectively with Alaska State Government	0.6 CEU	
	CPM 024	Grant Administration	0.6 CEU	
	CPM 025	Building a Customer Service Environment	0.6 CEU	
	CPM 026	Conflict Resolution Strategies	0.6 CEU	
	CPM 027	Project Management	1.2 CEU	
	CPM 028	Team Building and Group Communications	1.2 CEU	
	CPM 030	Supervising Supervisors	0.6 CEU	
	CPM 031	Fundamentals of Marketing	1.2 CEU	
	CPM 035	Level Two Project and CPM Certificate Application**	0.9 CEU	
<b>Certificate of Associate Manager</b> awarded				
Level Three – 108 hours				
	CPM 036	Coaching in the Workplace	0.6 CEU	
	CPM 037	Negotiating and Mediating	1.2 CEU	
	CPM 038	Crisis Management	0.6 CEU	
	CPM 039	Ethics and Managerial Responsibility	0.6 CEU	
	CPM 040	Developing Your Leadership Style	1.2 CEU	
	CPM 041	Quality Control and Continuous Improvement	0.6 CEU	
	CPM 042	Policy Analysis	0.6 CEU	
	CPM 043	Understanding Organizational Culture	0.6 CEU	
	CPM 045	Organizational Information Systems	0.6 CEU	
	CPM 046	Evaluation Methods and Tips	0.6 CEU	
	CPM 047	Effective Media Relations	0.6 CEU	
	CPM 048	Managing Change and Transition	0.6 CEU	
	CPM 049	Level Three Project and CPM Certificate Application**	2.4 CEU	
<b>Certified Public Manager® designation</b> awarded				

\*\*NOTE: Non-transcripted, department-issued, continuing education certificate.

The basic cost for the ACPM training program at this time is \$5,850\* for course fees, certificate exam and projects. Course fees must be paid by check, purchase order or credit card at the time of registration for each course or series of courses.

\*In addition to course fees, any course may use materials, supplies, or services which necessitate an additional fee. Additional fees may also be charged for administrative and/or instructional services. The University reserves the right to change fees at any time. Additional fees may vary at community campuses. Examples of additional fees include, but are not limited to:

- **4% network fee:** The UA network charge covers rapidly rising costs, especially in the maintenance and enhancement of the university wide technology infrastructure. The 4 percent network charge is applied on a per-credit-hour basis (rounded to the nearest dollar) to tuition, nonresident surcharges if applicable, and fees in lieu of tuition for credit and non-credit courses. The minimum network charge per course is \$7.
- **Distance fee:** A distance fee is charged for each on-line, distance education course. This fee amount varies.

\*To ensure relevancy, ACPM curriculum is continuously reviewed to meet the needs of Alaska supervisors and managers.

## Appendix C: Forms

Enrollment Application

Certificate Application

Credit for Prior Experience

Non-CPM Class Substitution Policy

Non-CPM Class Substitution Form



## Alaska Certified Public Manager® Program Enrollment Application

*Please submit to:*

UAF Cooperative Extension, Profession & Workforce Development  
308 Tanana Loop, PO 756180, Fairbanks, AK 99775  
Phone: 907-474-5042 Fax: 907-474-2631  
Email: [uaf-pwd@alaska.edu](mailto:uaf-pwd@alaska.edu)

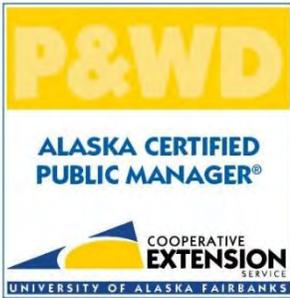
NOTE: Alaska Certified Public Management® program awards non-transcripted, department-issued continuing education certificates.

Participant Information			
Name: (Last, First, MI)		UA Student ID: <small>(If applicable)</small>	
Mailing address:		Email:	
City:		State:	ZIP:
Daytime phone:	Evening phone:	Fax:	
Birthdate:	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	Previous or maiden name:	
Alaska resident: <input type="checkbox"/> Yes <input type="checkbox"/> No		Number of years:	
US citizen: <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Other country, please indicate: _____	
		VISA type:	

Employment Information			
Name of employer:			
Employer's mailing address:		Email:	
City:		State:	ZIP:
Are you a supervisor? <input type="checkbox"/> Yes <input type="checkbox"/> No	Years as a supervisor:	Years in current job:	
Name of your supervisor:		Supervisor's phone number:	
Did your supervisor recommend the ACPM program? <input type="checkbox"/> Yes <input type="checkbox"/> No		Do you take leave to attend classes? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes	
Is your employer paying for this training? <input type="checkbox"/> Yes <input type="checkbox"/> No			

Education Information			
<input type="checkbox"/> High school diploma <input type="checkbox"/> GED <input type="checkbox"/> None/Did not graduate			
HS/GED graduation date: Month _____ Year _____ State where received: _____			
<input type="checkbox"/> Vo-Tech school	<input type="checkbox"/> Associate degree	<input type="checkbox"/> Master degree	<input type="checkbox"/> Other: Indicate below
<input type="checkbox"/> Some college	<input type="checkbox"/> Bachelor degree	<input type="checkbox"/> Doctorate or equivalent	_____

Statistical Information (optional)		
<i>Please check all that apply:</i> Ethnic Origin: <input type="checkbox"/> Alaska Native <input type="checkbox"/> American Indian	African-American <input type="checkbox"/> Asian/Pacific Islander <input type="checkbox"/> Hispanic <input type="checkbox"/> Caucasian	Military Status: <input type="checkbox"/> Active Duty <input type="checkbox"/> Veteran Indicate branch of service: _____
<i>I certify that the above information is correct.</i>		
Signature: _____		Date: _____



# Alaska Certified Public Manager® Program Certificate Application

*Please submit to:*

UAF Cooperative Extension, Profession & Workforce Development  
308 Tanana Loop, P.O. 756180, Fairbanks, AK 99775  
Phone: 907-474-5042 Fax: 907-474-2631  
Email: uaf-pwd@alaska.edu

NOTE: Alaska Certified Public Management® program awards non-transcribed, department-issued continuing education certificates.

Participant Information		
Name: (Last, First, MI)	UA Student ID: <small>If applicable</small>	
Mailing address:	Email:	
City:	State:	ZIP:
Daytime phone:	Evening phone:	Fax:
Birthdate:	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	Previous or maiden name:

Employment Information		
Name of employer:		
Employer's mailing address:	Email:	
City:	State:	ZIP:
Are you a supervisor? <input type="checkbox"/> Yes <input type="checkbox"/> No	Years as a supervisor:	Years in current job:
Name of your supervisor:		Supervisor's phone number:
Did your supervisor recommend the ACPM program? <input type="checkbox"/> Yes <input type="checkbox"/> No		Do you take leave to attend classes? Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
Is your employer paying for this training? <input type="checkbox"/> Yes <input type="checkbox"/> No		

Certificate Level
<input type="checkbox"/> \$75 Level 1 Exam - CPM015: Certificate of Supervisory Management <input type="checkbox"/> \$75 Level 2 Project - CPM035: Certificate of Associate Manager <input type="checkbox"/> \$200 Level 3 Project - CPM049: Recognition as a Certificated of Public Manager® Registration and payment can be completed at <a href="http://www.uaf.edu/ces/pwd">www.uaf.edu/ces/pwd</a>
Certificate Details
<p>The UAF P&amp;WD office will review the applicant's eligibility within 10 business days of receipt of this certificate application. The applicant will be notified by the email address included on the application.</p>

Signature
<p><i>I hereby certify that I have successfully completed the prerequisites and courses necessary to apply for the certificate level listed above.</i></p> <p>Signature: _____ Date: _____</p>



## Alaska Certified Public Manager® Program Credit for Prior Experience

*Please submit a separate form for each CPM course petitioned.*

For consideration of credit for prior experience, please complete and submit this form to UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775. Phone: 907-474-5042 Fax: 907-474-2631

Date \_\_\_\_\_

Student name \_\_\_\_\_  
*Please print Last First*

Student ID \_\_\_\_\_  
*(If applicable)*

Address: \_\_\_\_\_

Contact phone \_\_\_\_\_

\_\_\_\_\_

Contact email \_\_\_\_\_

Course for which you are seeking CPM credit \_\_\_\_\_

### Credit for prior experience

Please explain *(Additional space for your response is available on page 2 of this form)*

- How you feel the time or content of your prior experience is relevant to the CPM course listed above.

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### Supporting documentation

**Please provide evidence of the following:**

- Four (4) years' experience as a supervisor or manager

**Please provide evidence of one of the following:**

- Copy of the three (3) most recent evaluations reviewing this area
- Copy of a letter from your immediate supervisor confirming ongoing competence in this area

#### Administrative Section

**Decision:**

Approved: *Rationale:* \_\_\_\_\_

Date received: \_\_\_\_\_

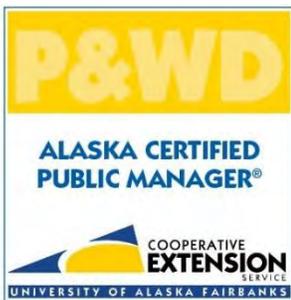
Received by: \_\_\_\_\_

Denied: *Rationale:* \_\_\_ Over 5 years \_\_\_ Attachments missing (See checklist above) \_\_\_ Not an exact substitute

Decision by: \_\_\_\_\_ Date: \_\_\_\_\_  
*Name Title*

Date decision sent to participant: \_\_\_\_\_





## Alaska Certified Public Manager® Program Non-CPM Class Substitution Policy

*Please submit a separate form for each non-ACPM course submitted.*

For questions about the non-ACPM class substitution, please contact UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775.  
Phone: 907-474-5042 Fax: 907-474-2631.

Waivers of ACPM classes are the exception rather than the rule. The philosophy of CPM programs nationwide is that students, regardless of their educational backgrounds, benefit from all CPM classes since the approach and course content are unique to this program. Waivers will be granted on a class-by-class basis based upon documentation that a college course or other relevant training classes with essentially the same content as a CPM class was taken and passed. All students, regardless of the number of classes waived, will be required to complete the Level One examination. No waivers will be granted in Levels Two and Three.

It is the responsibility of the ACPM participant to complete the Non-CPM Class Substitution form, attach sufficient documentation and submit to the UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775.

The ACPM program staff will review the proof of previous study as submitted by ACPM participants. The original application with documentation remains with UAF Professional & Workforce Development.

### **Classes considered for substitution must meet one or more of the following criteria:**

- Class was taken through the State of Alaska Division of Personnel. Current and former state employees who have taken classes from the Division of Personnel may request a transcript from DOP at the following email address [doa.dop.doptraining@alaska.gov](mailto:doa.dop.doptraining@alaska.gov) or by calling 907-465-4054 in Juneau. Please complete the application for substitution, attach the transcript and submit for review.
- Class is the content duplicate of that offered by the ACPM Program (see list below).
- Participant teaches the ACPM Program class and provides verification.

### **To be considered for substitution the following conditions apply:**

- Class was completed within five years of the date of the participant's request for substitution.
- Documentation of proof of attendance, satisfactory completion and content verification is provided (i.e., certificate of completion, sign-in sheet, workbook, syllabi, etc.).

### **Program classes that currently qualify for substitution are:**

1. CPM001 - Quality Customer Service
2. CPM002 - The Role of Supervisor
3. CPM003 - Effective Interviewing and Hiring
4. CPM004 - Performance Management for Supervisors
5. CPM006 - The Supervisor as a Leader
6. CPM007 - Interpersonal Communications
7. CPM008 - Powerful Presentations
8. CPM009 - Key Issues in Employment Law
9. CPM010 - Effective Problem-Solving and Decision-Making
10. CPM011 - Effective Business Writing
11. CPM012 - Financial Reporting & Analysis

*Please submit a separate form for each non-ACPM course submitted.*



## Alaska Certified Public Manager® Program Non-CPM Class Substitution

*Please submit a separate form for each non-ACPM course submitted.*

For consideration of non-ACPM class substitution, please complete and submit this form to UAF Professional & Workforce Development, P.O. Box 756180, Fairbanks, AK 99775. Phone: 907-474-5042 Fax: 907-474-2631

Date \_\_\_\_\_

Student name \_\_\_\_\_  
*Please print Last First*

Student ID \_\_\_\_\_  
*(If applicable)*

Address: \_\_\_\_\_  
 \_\_\_\_\_

Contact phone \_\_\_\_\_  
 Contact email \_\_\_\_\_

Course for which you are seeking CPM credit \_\_\_\_\_

**Supporting documentation**

**Please provide evidence of the following:**

- Four (4) years' experience as a supervisor or manager

**Please provide evidence of one of the following:**

- Copy of the three (3) most recent evaluations reviewing this area
- Copy of a letter from your immediate supervisor confirming ongoing competence in this area

**Class satisfies one of the following criteria:**

- Class taken through the State of Alaska Division of Personnel
- Class content duplicates a course offered by ACPM Program
- Participant teaches the ACPM Program class and provides verification

**Class substitution documentation**

**Please attach documentation of the following when submitting this form for review for class substitution:**

- Yes     No    Proof of satisfactory completion
- Yes     No    Proof of certification (if applicable)

Date(s) of class attended \_\_\_\_\_ Name of class provider \_\_\_\_\_

Additional comments \_\_\_\_\_

Administrative Section

**Decision:**

Approved:    *Rationale:*

Date received: \_\_\_\_\_

Received by: \_\_\_\_\_

Denied:    *Rationale:*    \_\_\_ Over 5 years    \_\_\_ Attachments missing (See checklist above)    \_\_\_ Not an exact substitute

Decision by: \_\_\_\_\_ Date: \_\_\_\_\_  
*Name Title*

Date decision sent to participant: \_\_\_\_\_



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University of Alaska Fairbanks  
Cooperative Extension Service  
Professional & Workforce Development  
308 Tanana Loop, P.O. Box 756180 Fairbanks,  
Alaska 99775  
Phone: 907.474.5042 Fax: 907.474.2631  
Email: [uaf-pwd@alaska.edu](mailto:uaf-pwd@alaska.edu)  
Website: [www.uaf.edu/ces/pwd/acpm/](http://www.uaf.edu/ces/pwd/acpm/)

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