University of Illinois Springfield

CPM Training Descriptions

Revised February 28, 2013
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Reflection creates the capacity for effective and responsible leadership in management by providing a window into how, why, and what you do works or doesn’t work. Through a series of reflective and self-assessment activities completed prior to the class, you will discover how your learning style, leadership style, and interaction style influences the way you manage. In this class you will develop strategies to enhance areas of strength and identify areas for growth and development. This class is an essential professional tool for any public manager, facilitating self-knowledge and awareness, core elements of public management excellence.

**Content Topics:**
- CPM Orientation
- The role of reflection in effective leadership
- Leadership vs. Management
- 21st Century leadership knowledge and skills
- Leadership Assessment Tools
- Identifying your leadership strengths and areas of growth and development

**Learning Objectives:**
1. Orientation to the CPMPI Program
2. Identify and explain the scope of the public manager’s role in the public sector workplace and the core competencies critical to effective public management in the 21st Century.
3. Explain and describe reflective practice and its importance in the development of effective leadership and management knowledge and skills.
4. Assess and evaluate your learning style, leadership style, management style, interaction styles or preference.
5. Describe how your learning style, leadership style, and management style shapes and influence the way you manage.
6. Analyze and assess areas of leadership strengths and weaknesses.
7. Create a Professional Development Plan with specific goals and a timeline that includes elements of the following: recognizes and identifies personal styles including areas of strength and areas of challenge, training and education activities to address areas of strength and weaknesses.
Effective supervision is a vital tool and strategy to guarantee high performance from your staff and volunteers. It ensures that everyone is working towards realizing the mission and purpose of the program and achieving outcomes. Yet, all too often, employees are promoted to the role of supervisor because of their strong technical expertise, with little or no formal or informal background or training in the supervision of staff or volunteers. Poor supervision has an enormous impact and cost for both the individual employee, as well as the program.

**Content Topics:**
- Effective Supervision as a Tool and Strategy to Achieve Program Outcomes
- Effective Supervision and Employee Engagement
- Your Supervision Style: A Self – Assessment
- Effective Supervision and Cultural Competency
- Effective Supervision and Effective Communication
- Effective Supervision and Reflective Practice: Building Staff Capacity
- The Structure and Practice of Effective Supervision
- The Importance and Role of Performance Evaluation in Building Staff Capacity
- How to Structure a Team Meeting
- The Art of Delegation

**Learning Outcomes:**
1. Define supervision
2. Understand supervision as a strategy and tool to achieve outcomes
3. Identify your supervision style and how it impacts the way you supervise
4. Understand effective supervision best practices
5. Learn to use the effective supervision structure
6. Learn the importance of reflective practice in supervision and its role in employee engagement
7. Learn how to use delegation to build staff capacity
In every workplace people talk about the importance of team building, but few understand how to create the experience of teamwork or how to develop an effective team. In this training you will learn basic principles, techniques and strategies for team building, tools for improving employee motivation, communication techniques and problem solving strategies that support team development and productivity.

**Content Topics:**
- 21st Century Teams
- Building high performance teams
- Ensuring team cohesion
- Stages of team development
- Evaluating team performances

**Learning Objectives**

1. Understand the role of an effective team in achieving program and organizational outcomes
2. Understand the basic principles of team development and empowerment and its relationship to productivity
3. Identify the stages of team development
4. Learn effective communication strategies for building team cohesion and minimizing negative interactions within a team
5. Learn technique and strategies to assess team performance and identify opportunities for performance improvement
As the workforce ages and the competition for skilled employees become even tighter, the need to be proactive and implement a Succession Management plan is imperative to the future success of your program and your organization.

Too often, however, Succession Planning left to the last moment when the process should start with the selection and retention of employees occupying key roles within your organization or program and where a vacancy causes negative effects on your program and organization outcomes. Having the right people positioned for succession ensures short-term success and the sustainability of your organization.

This training can help you focus on the essential steps in the succession-planning and management process, by providing you with tools to help you develop an effective plan.

### Content Topics:
- Succession Planning and Management Framework – Model
- Succession Planning Process and Development
- Workforce Planning Analysis
- Knowledge Management
- Leadership Development
- Mentoring Programs
- The Succession Plan

### Learning Objectives
1. Learn a framework/model for succession planning
2. Identify and define the scope for succession planning
3. Learn the components and structure of succession planning
4. Learn how to: determine future staffing supply and demand; conduct a workforce gap analysis and identify gap priorities.
5. Understand the importance of knowledge management and how to develop a knowledge management strategy.
6. Understand the importance of mentoring and leadership development to effective succession planning
7. Learn how to develop a succession plan
Conflict can easily assume the sort of proportions, which overshadow everything else in the workplace, impacting productivity, hindering relationships, causing absenteeism, prompting resignation, making recruitment difficult, preventing creative thinking - in short, it wastes energy, time, and money. In this training you will learn to recognize the signs and to practice new ways of dealing with potential conflict leading to better outcomes and improving relationships with others.

This training will define terms that are critical to understanding conflict management, as well as describe when these processes should, and should not, be used. You will learn different techniques and strategies to handle difficult people in a positive and professional manner. In this training participants will learn how effective conflict management can help further the mission of your department and organization and maintain a productive work climate.

**Content Topics:**
- Characteristic of constructive conflict and destructive conflict
- Approaches to conflict
- Assessing and diagnosing team conflict
- Creating a program – organizational culture that supports constructive conflicts

**Learning Outcomes:**
1. Understand the difference between constructive conflict and destructive conflict and how a healthy and productive level of conflict can be encouraged in a department and organization
2. Learn to recognize the signs and symptoms of destructive conflict
3. Identify the stages of conflict escalation and points of effective intervention
4. Identify difficult personality types and employee types and methods to deal with them
5. Identify different types of conflict at work and know your preferred method of dealing with conflict
6. Use communication strategies and techniques, such as body language, active listening and oral communication to resolve conflict
7. Identify how conflict affects team morale, progress, and the workplace
8. Method and strategies to build positive relationships.
This training takes a deeper look at the concepts discussed in CPM 101 Effective Supervision. Effective Supervision is said to be more art than science. Even after months of meeting, sometimes it is still difficult for supervisors and staff to fully integrate reflective supervision into their practice. Supervisors may encounter resistance, disinterest, or confusion from staff. On the other hand, they may have staff who value reflective supervision, but the supervisor needs help or support in guiding them in the right direction.

In this training a case study approach is used to delve deeper into the reflective principles and practices that support staff development and performance. Through discussion and role play participants will learn how to use reflective practice as a supervisory approach and method that can enhance staff knowledge and skills and support the achievement of program and organizational outcomes.

**Content Topics:**

- The art and practice of reflection
- Bloom’s Taxonomy and reflective supervision

**Learning Objectives:**

1. Learn to apply principles of reflective supervision with staff
2. Learn to use strategies to increase staff performance and achieve program outcomes
3. Learn to facilitate the development of staff critical thinking and problem solving skills
Ultimately, the ethical effectiveness of an organization rests on the decisions and actions of those in a leadership role. Ethical leadership becomes the model for what the organization represents, requires and expects from its employees, partners, and constituents. In this class you will learn the role of the public manager as the practical presence of ethics and leadership in the organizational life of the public sector workplace.

Participants will learn a variety of models and tools for ethical leadership in the 21st Century and will perform a social audit of their organization’s commitment to basic principles of an ethical culture and climate.

**Content Areas:**
- Ethics and Stewardship in the Public Sector
- Ethical decision making frameworks
- Developing a code of ethics
- Assessing and evaluating ethical behavior

**Learning Outcomes:**
1. Identify and describe the qualities, characteristics, behavior, knowledge and skills of an ethical leader
2. Understand the relationship between ethical leadership and an ethical organization;
3. Explore the importance of reflective practice in the development of ethical leadership qualities and characteristics
4. Describe the public manager’s role in sustaining ethical behavior in the public sector organization.
5. Develop a code of ethics for management and for public organizations.
Because public managers oversee the day-to-day work of employees they play an important role in the ethical life of an organization, promoting and representing an organization’s ethical and legal standards and culture.

This training examines four leadership models that can provide public sector leaders and managers with the tools and concepts to build the essential skills and knowledge sets that can contribute to an ethical workplace culture and environment.

**Content Topics:**
- Situational Leadership
- Collaborative Leadership
- Servant Leadership
- Learning Organization

**Learning Objectives:**
1. Understand the role of leadership in creating an ethical environment
2. Understand how models of leadership can provide important concepts and tools that can support leadership development
3. Understand the basic premise of the following leadership models: Situational Leadership, Collaborative Leadership, Servant Leadership and the Learning Organization
4. Learn how to apply an ethical decision making framework to address ethical dilemmas in the workplace.
Fear and resistance are normal responses to change. Yet, how you manage change can either maximize the benefits of change or exasperate the distractions that change often represents. A successful transition from the status quo to something new requires support and guidance for frontline personnel. Providing public managers with effective tools and strategies to drive organizational change can facilitate a smooth transition.

This training leaders and managers will understand how to strategically lead and implement change.

**Content Topics:**
- The psychology of change
- Effective approaches to change management
- Organizational resiliency
- Risk Management
- Framework for developing a change management plan

**Learning Objectives:**
1. Assess and describe your approach to change and how your approach affects the way you manage change in your organization.
2. Understand and describe the psychology of change.
3. Distinguish different levels of and approaches to organizational change.
4. Understand and describe the structure and qualities of a resilient organization.
5. Apply different techniques of managing change to processes of change in your own organization.
6. Learn the components of an effective change management plan.
Staff morale is a crucial component in the overall success of any program or organization. Yet, workplaces across the country are being challenged like never before with issues resulted related to low employee morale. Unfortunately, all too often the methods employed by organizations to improve morale are merely surface fixes...such as staff parties, food, and recognition trophies. While there's nothing inherently wrong with these approaches, on their own they do little to improve morale because they don't address the issues that can promote poor morale nor do they build organizational and staff capacity to assume responsibility for positive morale.

Content Topics:

- Abraham Maslow’s Hierarchy of Needs and the psychology of staff morale
- Organizational culture and climate and staff morale
- The role of staff engagement and staff morale
- Framework for assessing staff morale

Learning Objectives:

1. Understand the nature of staff morale
2. Understand the importance of assessing the level of staff morale
3. Understand the relationship between organizational climate and staff morale
4. Understand how to build organizational and staff capacity to enhance morale.
The social and political landscape has changed. Community needs are growing in size and diversity. More nonprofits are competing for government and philanthropic funds. Traditional forms of funding are becoming smaller and less reliable. New for-profit businesses are competing with nonprofits to serve community needs. Funders and donors are demanding more accountability. In the face of this new reality, leaders in non-profit organizations are reinventing themselves as social entrepreneurs, combining the passion of a social mission with an image of business-like discipline, efficiency, innovation, and determination to transform the lives of people in their communities.

Using a case study approach participants are taken through the steps for creating and implementing a social venture project or business. In this experiential training, participants will learn to apply leadership skills and entrepreneurial practices to create robust, responsive, effective and sustainable solutions to unmet community needs. Participants will learn how to apply social entrepreneurial principles strategically to maximize their mission impact and to build organizational capacity. In this training, participants will learn new frameworks, tools and essential skills like fundraising, marketing and business planning.

**Course Content:**

- Qualities and Characteristics of Social Entrepreneurs
- Models of Social Entrepreneurship
- Evaluating Organizational Readiness
- Creating and Evaluating Opportunities for Social Venture

**Learning Objectives:**

1. Define Social Entrepreneurship Defined and examine the different definitions of the term both in theory and practice
2. Identify the personal traits/behaviors associated with successful entrepreneurial performance.
3. Describe the different forms that social ventures take, both nonprofit and for profit, and draws upon success examples.
4. Describes the process and framework for preparing an organization for entrepreneurial initiatives and looks at how cooperative strategies and partnerships further social missions.
5. Learn to identify market opportunities and the process of creative idea development.
6. Examine the design, development, and implementation of social ventures and at the challenges of scaling a growing venture.
As predicted in the landmark study Workforce 2000, rapid technological change, globalization, the demand for skills and education, an aging workforce and greater ethnic diversification in the labor market have forever changed the public and private sector employment landscape. Public manager professionals require a clear understanding of the importance of cultural competency for the future of their organization in an emerging 21st Century. In this class, participants will explore the changing demographics and its impact on the public sector workplace.

Participants will examine the scope and importance of building a culturally competence organization and workplace environment and its relationship to organizational effectiveness.

**Content Areas:**
- Changing demographics
- Valuing diversity – cultural competency
- Cultural competency and the 21st Century
- Cultural competency as an essential knowledge and skill
- The culturally competent organization

**Learning Outcomes:**
1. Identify US and Illinois changing demographics and explain the ways it will impact and influence the public sector workplace of the 21st Century.
2. Define and describe cultural competency.
3. Recognize the importance cultural competence as a public manager and its importance in the public sector workplace of the 21st Century.
4. Analyze the cultural demographic changes and evaluate its impact on the following areas of the public sector workplace: public relations concerns, resources allocation, workplace dynamics and culture, organizational capacity.
5. Explain how cultural competency is a comprehensive managerial and organizational process.
6. Understand how to build a culturally competent organization
What are the key building blocks for developing and sustaining a process of cultural competency in an organization? One thing is for sure, it cannot be achieved overnight. Facilitating cultural competency is the ability to understand cultural competency as a process in which both individuals and organizations are at various levels of awareness, knowledge and skills along the cultural competence continuum. Each stage along the cultural competence continuum has specific strategies participants can use to facilitate and support the individuals and the organization’s cultural competency development.

In this training utilizes the Intercultural Development Inventory as the guiding framework in assist participants in developing the knowledge and skills essential to facilitating cultural competency among their staff and across their organization.

**Content Topics:**
- The Art of Facilitating Cultural Competency
- The Intercultural Development Model

**Learning Objectives:**
1. Learn the Intercultural Development Model and how to apply it to facilitating staff and organizational cultural competency
2. Understand the importance of a culturally competent organization and the role of leadership in creating culturally inclusive organizational climates and cultures
3. Create a plan to facilitate cultural competency in your organization
Today’s manager increasingly has to work in culturally diverse work environments. In addition to the normal pressures of management, managers are now required to deal with challenges, friction and misunderstandings emanating from cultural differences. Effective management in the modern environment necessitates cross cultural competency in order to get the best out of a multicultural team. Understanding how learning styles influences staff approaches work and their work in teams can be an essential tool in the development of effective and productive work teams. In this training you will learn to use the Kolb Learning Style Inventory Tool to build on the strengths of your staff and to create effective and productive work teams.

**Content Areas:**
- Learning and Culture
- Kolb's Learning Style Theory
- Advantages and disadvantages of multicultural teams
- Characteristics of effective multicultural teams
- Building effective multicultural teams

**Learning Objectives:**
1. Learn the Kolb’s Learning Style Inventory Tool.
2. Identify your learning style and how it influences your approach to management.
3. Understand the relationship between Learning Styles and Culture.
4. Learn to use learning styles to build team cohesion.
5. Learn to use learning styles to enhance team effectiveness and productivity.
6. Learn to use learning styles to support staff development.
Integrating cultural competence into an organization does not materialize out of thin air. Leadership must invested time, effort and resources to develop an infrastructure that supports the new vibrant and culturally complex marketplace. The culturally competent organization is evident in a broad range of areas including our human resource policies, principles of behavior, communication, organizational values, which define what is important to the organization. A crucial aspect of the work is building the organization’s cultural competency capacity. A strategic approach is essential.

In this training you develop an analytic framework for assessing and evaluating cultural competence in a public sector workplace. Participants will identify specific indicators that can be used in connection with this framework and assess the utility, feasibility and practical application of the framework and its indicators to your program or organizational goals and outcomes.

**Content Topics:**
- Framework for developing a strategic approach to building a culturally competent organization
- Aligning cultural competency with the organizational mission, values, vision and goals

**Learning Objectives:**
1. Understand the importance of organizational readiness in the development of a strategic approach to cultural inclusion
2. Evaluate the level of cultural competency in your organization.
3. Understand cultural competency initiatives in measurable terms or how they contribute to the organization’s goals and outcomes.
4. Identify the appropriate indicators of cultural competency in your organization.
5. Develop a culturally competency plan
Success and effectiveness in public sector organizations and programs was measured by the number of clients/citizens served or the amount of services delivered to a particular community. Measuring the impact of these services on the clients/citizens and the communities served was not a priority or an expectation. Consequently, a management approach focused on service delivery and activities is no longer an effective strategy in this new environment. A new management approach is required.

Outcome-Based Management (OBM) is a management strategy that provides a framework for operationalizing expected results and aligning the resources and activities needed to accomplish them. It involves applying a strategic approach to the daily operations, processes, and practices of state agencies and programs.

**Content Topics:**

- Project Management vs. Program Management
- Outcome Based Program/Project Management Frameworks
- Evidence Based Practices vs. Best Practices
- The Logic Model
- Outcome Based Case Management
- Program Monitoring and Evaluation

**Learning Objectives:**

1. Learn to assess the level of outcome based readiness in your organization or program
2. Learn to construct effective and efficient performance measures
3. Learn how to align and manage daily operations to achieve organization and program goals and outcomes
4. Learn an effective framework and plan for data collection
5. Learn how to develop a program logic model
6. Learn the importance and basic principles of program evaluation
7. Identify quarterly benchmarks associated with achieving program outcomes
8. Identify monthly tasks and activities needed to achieve quarterly benchmarks
Evidence Based Practice has become a buzz word in the last few years. However there is still a great deal of confusion about what evidence base practices (EBPs) exactly means and the difference between evidence based practices and best practices. In this new economic reality it becomes essential for organizations to not only know what it is but how to integrate it at the program and organizational levels. Not to do so, could mean the difference between success and failure – funding or no funding.

Content Topics:

- Creating Social Value and Performance Standards and Measures
- The 21st Century: Moving From Courting to Measuring – Service Delivery to Program Impact
- Evidence Based Program Models: What can we learn?
- Organizational Readiness – Evidence Based Management
  - Community Needs Assessment
  - Program and Strategic Planning
  - Program Evaluation and Review
- Outcome Based Management Framework
  - Program Logic Model
  - Organizational Performance Standards and Measures
  - Data and Data Collection
  - Monitoring and Evaluation

Learning Objectives:

1. Define Evidence Based Practice and understand its importance to CAAs
2. Understand the difference between Evidence Based Practice and best practices
3. Understand what it means to move from counting to measuring – service delivery to program impact
4. Understand the Outcome Based Management – Evidence Based Practices framework and components
5. Learn how to build the infrastructure for an Evidence Based program and organization
A manager’s ability to handle "the numbers" is one of the most important management skills you can possess. Make budgeting your most powerful and reliable management tool. In this training you will learn practical skills for monitoring costs, planning efficient use of resources, and achieving financial objectives. You'll learn how to use your budget as a powerful forecasting tool and monitor a budget to improve performance in your department or organization while helping you consistently meet and exceed your financial goals and expectations.

**Content Areas:**
- Budgeting for results
- Effective budgeting framework
- Budget Analysis 101

**Learning Objectives**
1. Learn how to prepare an effective budget
2. Learn the different types of budget and their applications to organizational effectiveness
3. Learn how to analyze a budget
4. Learn to use the budget to strengthen program and organizational effectiveness
5. Learn analytical techniques and tools such as cost benefit analysis, revenue forecasting, costing of public services, input, output, and outcome oriented budgeting techniques
The key to a successful achieving organization and program goals is evaluation. However, for many, the thought of program evaluation is daunting, and yes, anxiety producing. The mere mention of evaluation may cause employees to fear that they and the agencies and programs they work for will be found to be deficient or inadequate. The first step is to demystify and de-demonize program evaluation and the evaluation process by providing public managers with the essential knowledge and skills to improve the evaluation capacity of their organization or program.

**Content Areas:**
- The role of program evaluation in achieving program outcomes
- Framework for effective program evaluation
- Tools for effective program evaluation

**Learning Objectives:**
1. Learn to manage evaluation fears and anxieties
2. Learn an effective evaluation framework
3. Learn to use performance data to analyze and demonstrate agency and program effectiveness
4. Learn to develop a data collection plan
5. Learn to measure and evaluate agency and program outcomes
6. Learn to conduct cost-benefit or cost-effectiveness analysis to assesses agency and program efficiency
7. Learn best practices for managing and monitoring evaluation process
8. Learn to develop an evaluation plan
Going after grants has become part of the professional’s life in the public sector. Even if it’s not part of your formal job description, you can often get saddled with this responsibility as part of “other related duties.” But unlike other duties, in which professionals may have received formal training, grant seeking and grant writing are more likely learned the hard way—on the job. Because grants can be critically important to the work you do, you owe it to yourself, your organization and, perhaps most importantly those you serve, to do the best job possible to hone your grant writing skills.

In this training participants’ will discover how to develop successful grants by focusing on the skills needed to prepare professional, competitive, compelling grant proposals. An experienced grant writer will show you how to create proposals that get funded.

**Content Areas:**
- Getting Started
- The Art of Following Directions
- The Importance of Knowing Your Potential Funder
- Clear and Persuasive Writing
- Thinking Like a Reviewer
- The Fine Art and Science of Proof Reading

**Learning Outcomes:**
1. Learn how to put together a proposal writing plan.
2. Understand the principles for preparing a proposal.
3. Understand the components of a grant proposal.
4. Write each component of a proposal, including all key elements.
5. Learn how to prepare a proposal budget and budget narrative.
6. Learn how to evaluate a proposal using a proposal checklist.
Congratulations! You got the grant. The Organization is thrilled. The boss is proud. The staff is excited. Everyone is jubilant until……reality strikes. Someone has to be responsible for administering the program, complying with regulations, reporting to the funder. And that someone is you. Welcome to the world of grant management.

Regardless of whether you’re a seasoned professional in a large institution or a part-time volunteer at a small social service agency, the job of grants manager involves the difficult balancing act of ensuring the program staff have latitude to accomplish something meaningful and at the same time that every obligation to the funding source is met. The less time and energy you devote to cautious oversight, the greater the risk of running into compliance problems. The more time energy you devote to dotting every i and every t, the greater the risk of impeding progress and favoring form over substance.

How do you meet these competing demands? Effective management of any grant depends on certain core principles and best practices.

**Content Areas:**
- What is a Grant and Why do They Need to be Managed
- The True Cost of Managing Grants: An Activity
- Understanding The grant process
- Your program’s grant parameters
- The meaning of grant compliance
- What is your role in meeting the grant’s contractual obligation
- What is the relationship between grant obligation and program achievement?
- What does it mean to be a steward of public funds?
- Grant Terminology and Jargon

**Learning Objectives:**
1. Understand the importance of knowing your program’s parameters and its relationship to grant compliance.
2. Understand the contractual obligations of your grant
3. Understand staffs’ role in meeting grant obligations and program achievement
4. Understand the what it means to be a steward of public funds
5. Understand grant terminology and jargon.
Process and strategy maps can help ensure your strategy will be more successful because they help you capture, communicate and manage your strategy better. Strategy maps capture your management team’s thinking in a rich manner and because process and strategy maps are a rich and succinct picture of an organization’s strategy and processes they are a powerful tool of communication. Process maps explain how processes actually are working and what might be the barriers to effective implementation. Strategy maps explain how a strategy will bring about change: they help you avoid “Strategy by Hope and Magic”

**Content:**
- Strategic Thinking
- Strategic Mapping Components
- Process Mapping Components

**Learning Objectives:**
1. Learn how to construct process and strategy maps
2. Learn how to use process and strategy mapping to build team capacity and communication.
3. Learn how to use process and strategy maps to facilitate internal and external communication
4. Learn how to use strategy maps as the starting point for developing meaningful performance measures and benchmarks.
Organizational Development (OD) is a conscious, planned process of developing an organization’s capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and accountability. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organizations as well. Given the magnitude of change taking place at the beginning of the 21st century, it is important for public manager professionals to examine the theories, models, methods, and processes related to organizational development.

In this training, we will focus on those methods, models, and processes specifically related to diagnosing and planning and ensuring the sustainability of an organization.

**Content Topics:**
- Organizational Development Theory and Organizational Development Applications
- Organizational Development in the 21st Century
- Organizational Design and Structure
- Components of Organizational Development
- Leading and Managing Organizational Development

**Learning Objectives:**
1. Define organizational development
2. Understand the importance of organizational development in achieving organizational goals
3. Understand the impact of organizational culture and climate on employee productivity and performance
4. Understand the role of leadership and management in organizational development
To attain the highest level of performance and accountability, organizations depend on three enablers: people, process, and technology. The most important of these is people, because an organization’s people define its character and its capacity to perform and be effective. Yet, the people can be out of sync with the organization’s mission, values, vision and strategic direction, impacting the organization’s ability to achieve its goals. Organizations are dynamic systems and, like all systems they function best when their components are designed and aligned to work together effectively.

Competencies create the strategic link among the organization’s mission, values, vision, goals to the employees’ job duties and performance goals. But how do you begin? It starts with exploring the relationship and connection among the organization’s mission, values, vision, and strategic direction to the competencies or the knowledge, skills and attributes staff and managers will need to achieve the results that are relevant and essential to the organization’s success.

**Content Topics:**
- Impact of organizational alignment
- Structure and framework for organizational alignment
- Developing organizational core competencies
- The relationship between organizational competencies and employee competencies

**Learning Objectives**

1. Identify and reflect upon the connections among the mission, values, vision, strategic direction and employee competencies
2. Learn to development organizational core competencies (knowledge, skills, attributes) and identify their relationship to the organization’s mission, values, vision and strategic direction
3. Learn the importance of work functions in achieving the organization’s mission, values, vision and strategic direction
4. Learn the importance of aligning employee performance measures with the organization’s strategic direction.
The annual report is one of the most important tools an organization has to communicate its accountability to its funders, stakeholders, and the community it services. A good annual report can be a powerful way to promote better understanding and communicate how resources were used, what was achieved in comparison to what was planned, and how to improve future performance. By doing so, it has the potential to create greater public trust and confidence in your work. Participants will learn basic design principles for creating effective annual reports that can tell the story of your program.

**Content Areas:**
- What is and is not an annual report
- Preparing an annual report
- Components and structure of effective annual report

**Learning Objectives:**
1. Learn the importance of annual reports
2. Learn the components of an effective annual report
3. Learn how to use the annual report as a marketing tool for your organization or program
An effective and productive Board of Directors is essential for nonprofit organizations not only to meet legal requirements, but also to successfully achieve their goals. In general, nonprofit boards are instrumental in developing organizational policy, providing oversight to ensure the organization’s mission is fulfilled, and keeping the organization financially healthy. The type of board you develop will depend on your organization’s size, mission, and stage of development and fundraising goals. Consequently, it is essential for a governing board to understand its responsibilities.

In this training participants will learn how to orient the board, recruit new members, and improve the dynamics between board and staff.

**Content Topics:**
- Building High Performance Boards
- Recruiting Effective Board Members
- The Importance of Orienting Board Members
- Board Performance Evaluations
- Preparing and Leading Effective Board Meetings

**Learning Outcomes:**

1. Learn to develop a strategic approach to recruiting new board members
2. Determine the types of skills you need on your board.
3. Understand the importance of clear roles and responsibilities for board members.
4. Learn how to develop an orientation manual for new board members.
5. Learn how to establish committees that will enable board members to take an active role in advancing the organization’s mission.
6. Learn to create and facilitate effective and productive board meetings
7. Understand the importance for the board to evaluate and assess its performance
In the current climate public organizations are increasingly focused on the resources, systems, structures, and process that impact organizational effectiveness and efficiency. Organizations’ are utilizing the strategic planning process to guide decisions critical to organizational success in the future and turning to public manager professionals to facilitate the achievement of their organizational goals and outcomes.

In this class you will learn the anatomy of the strategic planning process and how to apply it as an effective management tool that can help organization’s achieve their mission, goals, and outcomes.

**Content Topics:**
- Strategic Planning as a Tool
- The Strategic Planning Process Framework
- Strategic Plan Evaluation

**Learning Objectives:**
1. Understand leadership’s role in the strategic planning process.
2. Describe the basic elements of and rationale for evaluating the performance of public agencies and work units and its importance in the strategic planning process.
3. Learn how the strategic planning process in the public sector can build organizational capacity and sustainability
4. Learn how to assess your organization’s strategic planning readiness level
5. Learn an effective framework for the strategic planning process
6. Learn how to evaluate your current strategic plan
Stimulations and Scenarios are effective tools for planning. Building and using stimulations—scenarios can help organization’s to explore what the future might look like and the likely changes organizations may face. Stimulation—Scenario planning is a method for thinking systematically about and understanding the nature and impact of the most uncertain and important driving forces affecting an organization’s future. Stimulation—Scenario Planning can also increases employee engagement by encouraging knowledge exchange and developing a shared understanding of the central issues important to the organization.

**Content Topics:**
- Use of Stimulations - Scenario Planning for Managers
- Process of Stimulations - Scenario Planning
- Developing and Designing Stimulations - Scenarios

**Learning Objectives:**
1. Understand the purpose and role of stimulations—scenarios in planning and risk management
2. Understand the basic methodology / process in developing stimulations—scenarios
Risk Management is essential to ensuring organizational effectiveness and sustainability. It involves identifying strategies, techniques, and approaches to recognizing and confronting any potential threat faced by your organization in fulfilling its mission. Risk management may be as uncomplicated as asking and answering three basic questions: What can go wrong? What needs to be in place in order to mitigate the impact of a harmful incident/situation? Are there preventive measures we can take to avoid harm from occurring?

**Content Topics:**
- Overview of Risk Management
- Risk Management and Program/Organizational Sustainability
- Risk Management Planning
- Risk Assessment and Analysis
- Risk Monitoring

**Learning Objectives:**
1. Understand the components of risk management
2. Learn how to assess program and organizational risk
3. Learn how to develop a risk management plan
Human Resources are a strategic partner in the development and the achievement of an organization’s vision, values and mission. Yet it is often the case that “the seat at the table” where organizational decisions that matter are made does not include a seat for Human Resources. Effective organizations realize the importance of Human Resources in managing an organization’s human capital and view HR as a strategic asset in aligning the workforce with organizational strategies and goals.

Content Topics:
- The Role of HR in Supporting and Enhance the Mission and Goals of the Organization

Learning Objectives:
1. Explain and describe the function, the purpose, and the scope of Human Resource Management in a public sector organization.
2. Describe the role of Human Resource Management in productivity, service, quality, and cost.
The majority of employees are working hard, but new harsh work realities are taking their toll: longer hours, fewer resources, more time in the reactive firefighting mode rather than thinking strategically and celebrating success, seemingly arbitrary constant change and on-going uncertainty is having an adverse effect on today’s workforce. It’s easy to believe that your employees are engaged when they work long hours, and you have low turnover. However, people often put in long hours begrudgingly and stay in their jobs for reasons other than being fully engaged. Service, productivity, customer retention, quality, efficiency, and bottom line performance are all compromised if you have a workforce in which engagement is less than what it should be.

In this training participants will explore ways leaders and managers can create an environment in which employees are engaged in spite of work obstacles and challenges they face.

**Content Topics:**
- Employee Engagement Framework
- Employee Engagement and Organizational Performance
- Employee Engagement and Organizational Culture and Climate
- Employee Engagement and Effective Supervision
- Designing Effective Employee Engagements
- Measuring Employee Engagement Activities

**Learning Objectives:**
1. Define employee engagement and why it is important to organizational sustainability in this new economic reality
2. Understand the relationship between employee engagement and organizational performance
3. Understand how employee engagement can increase employee productivity and enhance performance
4. Learn how to evaluate the effectiveness of your employee engagement activities
5. Create an employee engagement plan
Most managers and employees view the ritual of the annual employee performance evaluation as a tedious yet required chore manufactured by HR that must be completed by an assigned date, no matter what. And as such, the evaluation process consists merely of checking off boxes, assigning vague and non-measurable goals, and often involves little or no feedback between the supervision and the employee. No wonder a recent study found that an effective performance evaluation process is absolutely critical to the ongoing success of your organization.

**Content Topics:**
- Employee Performance Evaluations and Employee Engagement
- Employee Performance Evaluations and Organizational Alignment
- Employee Performance Evaluations and Employee Competencies
- Measuring Employee Performance
- Employee Performance Evaluation Structure and Process
- Employee Performance Evaluation and Professional Development
- Dealing Effectively With Disciplinary Issues

**Learning Objectives:**
1. Understand the purpose and function of employee performance evaluations
2. Understand the importance of aligning employee performance evaluations with the organization's mission, values, vision and goals.
3. Learn different types of employee performance evaluation models
4. Understand the role effective supervision plays in the employee performance evaluation process
5. Learn an effective structure and process for evaluating employee performance
Managing in a union environment can be frustrating and confusing. Managers in a unionized workplace are challenged to manage effectively within legal and contractual parameters. This training addresses the specific needs of managers working in a unionized environment, giving them a solid understanding of labor relations. Case studies and interactive real-world training exercises provide the opportunity to put your newly acquired skills “to work,” assuring the transition from the classroom to the workplace. Learn about the different contracts and their provisions as they relate to your role as a manager. Learn the basics of the labor relations process, from initial steps in contract negotiations to managing the agreement.

**Content Topics:**

- Overview of Labor Management and Relations
- Best Practices for Managing a Labor Environment
- Effective Tools and Strategies for Managing a Labor Environment

**Learning Objectives:**

1. Learn about the different contracts and their provisions as they relate to your role as a manager.
2. Learn the basics of the labor relations process, from initial steps in contract negotiations to managing the agreement.
When people speak of partnership it is usually in vague generalities, like, the proverbial question, “Can’t we all just get along?!” The answer to that question is, of course, quite complex. “What type of partnership fits this effort?” or more closely “What type of relationship do I want to establish with someone that will provide the greatest benefit to my organization’s mission?” Complex indeed!

Partnerships provide invaluable opportunities. Too often, organizations look to these joint efforts mainly as a source of contributions toward their social mission. Partnerships can increase funding opportunities or access to resources but sometimes. More importantly, it can increase access to knowledge-based resources and improve the relevance and effectiveness of programs and services.

Building effective partnerships is essential in this day and age of shrinking resources. However, bringing partners to the table is only the first step in the collaborative process. Equally important is how the partnership will be structured once it is formed.

In this training you will learn the role of the public manager in building collaborative partnerships in the public sector. You will learn how building collaborative partnerships can be a strategy to strengthen organizational effectiveness, efficiency, and survival.

**Content Topics:**
- The Value of Partnerships
- Developing Effective Partnerships
- Partnership Development: The Winer Model
- Effective Partnership Analysis

**Learning Objectives:**
1. Identify and describe the various models and principles of effective interagency and intra-agency relationship building.
2. Learn the role of the public manager building effective internal and external partnerships
3. Learn the components for building effective partnerships
4. Design a process to link with other agencies including ways to overcome barriers to partnering through the definition of roles, responsibilities, areas of independence, interdependence and evaluation.
Often meetings are difficult and a seemingly unproductive use of time. And yet, meetings are critical to moving a project, program, and ultimately the organization forward. Quintessentially, program and organizational success can hinge on effective facilitation.

In this training you will learn practical information on facilitation concepts, materials, methods and models to make it easier to plan and conduct focused productive, satisfying meetings with diverse groups in various settings. You will be given tools and skills to design, structure, and plan effective meeting agendas that maximize your meeting time, manage conflicts, help groups identify and accomplish meeting tasks.

**Content Topics:**
- The Art of Facilitation
- Facilitation Skills
- The Structure and Process of Effective Facilitation
- Effective Facilitation and Group Performance

**Learning Objectives**
1. Develop an understanding of core competencies of facilitation
2. Learn how preferred thinking and learning styles impact group process
3. Learn group dynamics that affect group work and how to use it effectively
4. Understand decision-making options available for group situations
5. Understand the facilitator roles, responsibilities and helpful behaviors
6. Learn the steps in the facilitation process;
7. Learn how to apply active listening techniques to enhance the facilitation process
8. Understand facilitator challenges and strategies to manage dysfunctional behaviors.
One of the most valued skills cited by employers is the ability to communicate and present ideas clearly and persuasively. Frequently these abilities are viewed as a soft skill and are often one of the most overlooked areas of professional development. In managing any team, program or project, presentations are used as a formal and informal method for bringing people together to develop a shared understanding, to plan, monitor, and review.

**Content Areas:**
- Presentation As Performance
- Presentation Preparation
- Developing the Presentation Message
- Presentation Design and Structure
- Effective Presentation Performance

**Learning Objectives:**
1. Understand the role of effective introductions.
2. Learn how to structure a dynamic and successful presentation
3. Learn how to effectively facilitate presentation group discussions and interactions
4. Understand how to use audiovisual aids appropriately and effectively to support
Community engagement is not a fad but an international trend to improve government projects, non-profit programs, policies and the delivery of services, and ultimately the quality of community life. There is an increasing expectation that managers will have high-level community engagement skills.

However, community engagement doesn’t work as an afterthought. Engaging is hard work, and won’t get the time and attention it needs if the organization doesn’t stress its importance. More important, the community is smart and people will quickly recognize when engagement is lip service, rather than a priority.

**Content Topics:**
- Overview of Community Engagement
- Spectrum Model of Community Engagement
- Planning Framework for Community Engagement
- Evaluating Community Engagement Activities

**Learning Objectives:**
1. Define community engagement
2. Understand the purpose, benefits and costs of community engagement;
3. Explore effective models and frameworks for community engagement.
4. Learn how to use technology, i.e., blogs, virtual networks, online learning systems, etc., to facilitate community engagement.
5. Learn how to integrate community input into the decision making processes.
6. Create a community engagement plan
7. Learn how to evaluate community engagements
A hallmark of the 21st Century is the emergence of social networking. Social networking refers to social media, which encompasses many Internet-based tools that make it easier for people to listen, interact, engage and collaborate with each other. Social networking platforms such as Facebook, MySpace, YouTube, LinkedIn, Twitter, blogs, message boards, Wikipedia and countless others are catching on like wildfire. Social networking has found its way into every aspect of our culture. But is it useful tool for the public sector and non-profit organization? The answer is a yes.

In this training you will learn to use social networking as an interactive marketing approach, a forum to collaborate and coordinate, a way to access input from stakeholders, a vehicle for mobilizing support, just to name a few.

Content Topics:

- Social Networking Technologies
- Social Networking and Building Effective Partnerships
- Social Networking and Community Engagement
- Social Networking as a Tool to Increase Transparency and Accountability
- Social Networking and Ethics

Learning Objectives:

1. Identify and explore the various social networking options and opportunities
2. Learn how to integrate social networking into community engagement activities
3. Understand the importance of using social networking to support the organizational mission and goals
4. Learn social networking best practices
Public Policy can directly impact the day to day operations of the public sector organization and workplace in the following ways:

- How services are delivered
- Guidelines or regulations for program and organizational operations
- Policies outline organizational roles, rules and procedures.
- Analyze, formulate and critique public policies that have a direct bearing on an issue related to your organization and your job.

Consequently, it is essential that public sector leaders - managers understand the nature and structure of public policy.

This training explores the importance understanding the role of public policy in the public sector and its impact on management. In this class you will explore the social and political influences that shaped public policy and the emerging trends that are shaping public policy issues today.

**Content Areas:**
- Public Policy Overview
- Public Policy Development
- Public Policy Issues and Trends
- Basic Principles of Public Policy Analysis

**Learning Outcomes:**
1. Define public policy and understand its importance in shaping public management.
2. Understand how public policies are created to address problems and needs and how a policy itself may sometimes be considered a problem.
3. Develop a Trend Analysis and analyze and evaluate the implications of emerging trends on the public sector workplace and organization
4. Learn to analyze a relevant public policy issue.
The importance of understanding the Illinois legislative process cannot be over-emphasized. Policy formation and legislation greatly impact the non-profit and public sector organizations. Advocacy in the form of good letter-writing campaign and personal visits can have an important impact on the legislative process.

Consequently, it is essential to know your legislators and educate them on issues important to your organization mission. In this training you will learn basic tools for understanding the legislative process. The information provided will enable public managers to gain entrance to the Illinois legislative process.

**Content Areas:**
- Overview of the Illinois Legislative Process
- Illinois Legislative Process and Rule
- Administrative Rulemaking

**Learning Objectives:**
1. Learn how the Illinois Legislature is structured
2. Learn who are the political officials at each level of government
3. Learn how a bill becomes law
The attempt to pin down a chameleon concept like 'public policy' tends all too often to become an exercise in anatomy rather than physiology. The bones are there, right down to joints of the little finger. They can even be put together, rather like an exhibit in a natural history museum. But the creature itself, the sense of what drives it and shapes its actions, often remains elusive. This fact makes it all the more important for public managers to understand how public policy operates and functions. Because not to do so can undermine even the most effective leader or manager.

Content Areas:
- Overview of Public Policy Analysis
- Public Policy Analysis Methodology
- Policy Analysis Framework

Learning Outcomes:
1. Understand the importance of public policy analysis and the role of the public manager
2. Learn how to use statistical information, economic tools and theories such as cost benefit analyses and case studies to analyze public policy.
3. Understand the different types of policy analysis frameworks
4. Learn to explore and present fully the many facets of a policy issue
5. Learn to exercise judgment in all phases of analysis -- ranging from sorting out the most important problems, to sifting evidence, and framing feasible options
Advocacy means taking action to influence decision-makers on proposed policy solutions and can be a powerful strategy to create positive change for individuals and communities. Organizations, agencies, service providers and practitioners will come into contact with individuals or groups who are advocating on behalf of another person or group of people or themselves need to advocate for policy solutions. Advocacy works best when those involved in advocacy efforts know what advocacy is, and what it can do.

**Content Areas:**
- Overview of Advocacy and the Public Sector Manager
- Advocacy and the Law
- Advocacy and Civics 101
- Advocacy and Partnerships
- Developing an Advocacy Plan

**Learning Objectives:**
1. Define what is advocacy
2. Understand the role of advocacy in the public sector,
3. Understand the range and scope of advocacy in the public sector
4. Identify and learn advocacy best practices
5. Develop an advocacy plan and approach