

**County College and the Certified Public Managers Program**  
**CLASS CATALOGUE 2009**

<b>Track I KNOWING YOUR GOVERNMENT</b>
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**CPM 111 - KNOWING YOUR GOVERNMENT**

This class reviews democratic values, the U.S, Constitution and the New Mexico Constitution. Covered are the statutory creation of government bodies and offices, the structure of government, and limitations of elected offices.

**CPM 112 - ANSWERING THE CALL TO PUBLIC SERVICE**

This class covers the public service ethic, ethics vs. law, public accountability, conflict of interest, advocacy in democracy and participatory democracy.

**CPM 113 - KNOWING THE LAW I**

This class reviews state and federal legislative processes, the nature of mandates (funded and unfunded), how to use legal resources and specific laws relating to open meetings, public records and the Freedom of Information Act.

**CPM 114 - THE PUBLIC POLICY MAKING PROCESS**

The class identifies the players and steps in the policy-making process including problem identification, development of constituent support, agenda setting, formulation of policy alternatives, selection of policy, appropriation of resources, implementation and policy evaluation.

**CPM 115 - SPECIFICS OF GOVERNMENTAL BODY (Elective)**

A special class focusing on a specific governmental body; taught by request.

**CPM 116- DETENTION OPERATIONS FOR POLICY MAKERS (Elective)**

This class will focus on detention from the perspective of policy makers and the financial liability of operations. This class is recommended for Detention Administrators, Commissioners, Sheriffs, Managers, Attorneys, and Finance & Purchasing groups.

**CPM 211- KNOWING THE LAW II (Prerequisite CPM 113)**

This class addresses civil liabilities, tort claims, political campaigns, civil rights, public accountability, HIPAA, and confidentiality issues.

**CPM 212 – FEDERALISM (Prerequisite CPM 111)**

This class explores federalism, inter- and intra-governmental relations, joint powers agreements, memoranda of understanding, contracts, and service agreements.

**CPM 213 - POLICY DEVELOPMENT (Prerequisite CPM 114)**

In this class, participants assess the quality of public policy, the roles of strategy, improvisation and compromise in the public policy process, including lobbying techniques, and learn how a bill becomes law.

## **Track II MANAGEMENT & LEADERSHIP**

### **CPM 121 – ETHICS AND PROFESSIONALISM**

This class examines professional codes of ethics adopted by public service organizations and reviews strategies for solving ethical dilemmas. The role of elected officials, managers and employees in creating an ethical organization is emphasized. Participants develop a personal code of ethics as an assignment.

### **CPM 122 – CONGRATULATIONS! YOU'RE A LEADER**

The basics of leadership are explored, including the self knowledge required to lead effectively, leadership styles, delegation, and guiding a team. Also reviewed are communication imperatives, effective planning, measuring results and knowing what to stop, what to keep, and what to start.

### **CPM 123 – MANAGING ORGANIZATIONAL CHANGE**

The class addresses strategic planning to anticipate and create change, while building consensus, solving problems and making decisions. The concept of the Learning Organization is explored.

### **CPM 124 – GRANT-WRITING I: FEDERAL GRANTS AND PRIVATE FOUNDATIONS**

Gain knowledge of grant funding sources, learn to allocate the time, resources, and people needed to compose, complete and submit a well-written and competitive grant proposal, while demonstrating your organization's capacity to implement your project successfully.

### **CPM 125 – DEVELOPING A PROFESSIONAL WORKPLACE**

Apply the concept of customer service for internal customers. Explore the issues of professional behavior, dress, language and grammar and how they affect the workplace.

### **CPM 126 – SELF-MANAGEMENT FOR A SUSTAINABLE CAREER (Elective)**

Create an action plan to manage yourself for success. Address time management, planning, organizing, prioritizing, and delegating. Explore stress management, strategies for focusing yourself, and how to maintain and share a sense of humor. Learn to balance your health and work.

### **CPM 127 – THE CHANGING FACE OF PUBLIC MANAGEMENT (Elective)**

Learn how public management has changed over the past 20 years and what challenges public-sector managers face today. Review the knowledge and skills public-sector managers need and assess your own strengths and weaknesses so you can develop personal learning objectives for improvement.

### **CPM 221- LEADING OTHERS (Prerequisite CPM 122)**

Explore advanced concepts of goal setting, delegating, team building, coaching, counseling, directing group efforts and implementing assessments and performance reviews.

### **CPM 222 – PROJECT MANAGEMENT: A DYNAMIC APPROACH (Prerequisite CPM 123)**

Learn time-proven tactics for completing projects on time and within budget by following a multi-step process based on what has worked for highly complex public projects.

### **CPM 223 – REINVENTING GOVERNMENT (Prerequisite CPM 111)**

Explore cost-saving methods for managing public services including privatizing, outsourcing, public-private partnerships, public-public partnerships, benchmarking and performance audits.

**CPM 224 – GRANT-WRITING II (Prerequisite CPM 124)**

Learn to identify the projects of greatest interest to government agencies and foundations, and those best funded by other sources such as fund raisers, donations, and in-kind support. Learn to write project goals and objectives, project plans, and program evaluations to ensure accountability. Identify the characteristics needed for qualified individuals to manage your grant. Learn to prepare, implement, and monitor a project budget.

**CPM 225 – BEING A LEADER (Prerequisite CPM 122)**

Gain insights into leadership concepts such as how to inspire and empower others while building trust and sharing a vision. Learn to create an action plan for continued learning in your organization, how to build effective relationships, and how to lead by example.

<b>Track III HUMAN RESOURCES</b>
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**CPM 131 - GENERAL HR LAW**

Learn the difference between Human Resources law in the public and private sectors including public employees' property interests in continued employment. Become familiar with the following laws: Fair Labor Standards Act (FLSA); Workers' Compensation (WC); Americans with Disabilities Act (ADA); Family & Medical Leave Act (FMLA); Equal Employment Opportunity (EEO); Title VII (Protected Classes); and the New Mexico Human Rights Act.

**CPM 132 - ELIMINATING DISCRIMINATION IN THE WORKPLACE**

This course helps you define workplace discrimination by addressing failure to hire, failure to promote, termination, and conditions of employment. Discern between unlawful harassment and poor management or bad behavior. Learn how to address private or off-duty conduct. Learn to prevent harassment through effective policy. Understand why there should be zero tolerance for retaliation.

**CPM 133 - CREATING A SAFE & PRODUCTIVE WORKPLACE**

Learn strategies for creating a safe and productive workplace by preventing workplace violence, establishing and using employee assistance programs, and being responsible for safety. Learn ways to reduce hostility in the workplace and provide healthy outlets through professional development programs.

**CPM 134 - RECRUITING THE BEST OF THE BUNCH**

Learn to find the right match for your next job opening while increasing workforce diversity. Learn the basics of job descriptions, postings, and where they should be advertised. Learn those things other than money that can attract a quality applicant. The basics of equal employment opportunity law are discussed.

**CPM 135 - SELECTION FOR SUCCESS: WHEN EVERYBODY WINS**

This class addresses what to do after the job applications come in. What can you ask in a job interview? What you need to know about background checks, reference checks, physicals and psychological assessments. What is legal and what is good practice.

**CPM 136 - RETENTION**

This class addresses how to treat employees so they can be long-term winners for your organization. Issues addressed include: performance evaluations, workforce diversity, employee training and development, promotion, benefits, perquisites, career ladders, and discipline as a learning tool.

### **CPM 137 - DISCIPLINE & TERMINATION**

Be ready for the situations nobody wants. Understand the discipline process and the concepts of progressive discipline and documentation. Discern between at-will, exempt and non-exempt employees and implications of unions. Understand due process, just cause, and burden of evidence.

### **CPM 138 – CONFLICT RESOLUTION AMONG EMPLOYEES**

Learn the difference between formal and informal mediation and when each is appropriate to use. Learn mediation techniques appropriate for the workplace and benefit from some in-class hands-on practice to develop skills.

### **CPM 139 – CREATING AN ETHICAL CULTURE**

Learn concrete ways HR professionals and supervisors can help shape and sustain an ethical culture in their organizations. Learn the importance of individual ethics and personal responsibility in shaping the culture of organizational ethics. Explore the importance of employees voicing concerns and techniques for managers to respond to concerns. Practical case studies will be presented.

### **CPM 231- WORKERS' COMPENSATION & THE AMERICANS WITH DISABILITIES ACT** (Prerequisite CPM 131)

Learn the history of the workers' compensation law and interests represented in law. Learn who is covered, the process for reporting claims, and issues related to employees on leave, light duty options, and the human element when exercising the law.

### **CPM 232 - JOB ANALYSIS, CLASSIFICATION & COMPENSATION** (Prerequisite CPM 131)

Review terms and definitions related to job classification. Address why job classification is important. Learn how to conduct a job analysis and define essential functions of a job, how compensation is determined, how to calculate the value of benefits, and how to deal with issues related to employee separation.

### **CPM 233 - EMPLOYEE RELATIONS** (Elective) (Prerequisite CPM 131)

Learn the essentials of labor and management relations, collective bargaining and alternative dispute resolution.

### **CPM 234 – SERVING OUR MENTALLY ILL CITIZENS** (Elective)

This class is designed to aid public employees who provide services to or encounter mentally ill citizens who are not always articulate or compliant and sometimes become withdrawn, frustrated or angry. Since the Americans with Disabilities Act covers the mentally ill, negative interactions can have undesirable legal consequences. This class helps providers understand mental illness, addressing fears, attitudes, beliefs, available resources and the law, while exploring appropriate and humane responses to de-escalate situations and reduce undesirable outcomes.

### **CPM 236 – SUCCESSFUL SUPERVISION**

Learn common excuses for not supervising staff and common supervising styles, including autocratic, democratic, laissez faire, and influence. Learn the benefits of influence-style leadership and key principles of this approach.

## **Track IV BUDGETING & PUBLIC FINANCE**

### **CPM 141 - PUBLIC FINANCE**

This class reviews principles of public accounting and public budgeting including internal and external auditing practices. Cost analysis and financial analysis will be reviewed. The State of New Mexico budget and finance processes are emphasized.

### **CPM 142 - ETHICS & MANAGING PUBLIC FUNDS**

This class explores specific legal issues such as the anti-donation clause and reviews general issues like conflict of interest, transparency, creative financing, appearance of impropriety, and definitions of fraud.

### **CPM 143 - PURCHASING & PROCUREMENT**

This class reviews the State of New Mexico's procurement code, including statutory requirements for competitive bidding, professional services contracts, and the differences between RFPs and RFBs.

### **CPM 144 - RISK MANAGEMENT**

This class covers the principles of risk management including cash and treasury management, insurance coverage and claims, and avoiding fraud.

### **CPM 145 - INVESTING & GROWING PUBLIC FUNDS**

This class reviews investment and use policies under State of New Mexico law for various revenue sources such as gross receipts taxes, property tax, special funds (e.g. sheriffs', assessors', fire, clerks', and indigent health), and retirement funds.

### **CPM 146 - CREATING PUBLIC WEALTH**

This class explores ways of financing public projects as well as the authorization and use of public indebtedness. The role of the New Mexico Finance Authority, bonding, and debt management along with capital improvement programs, economic development and e-commerce are also discussed.

### **CPM 241 - BUDGETING I (Prerequisite CPM 141)**

This class covers basic budgeting skills, the role of the New Mexico Department of Finance and Administration (DFA) in the budgeting process, and the budget calendar. Budgeting as a policy tool is explored, including bringing the public into the budget process, and planning and innovating for the future.

### **CPM 242 BUDGETING II (Prerequisite CPM 241)**

This class continues developing budgeting skills for participants by exploring types of budgeting utilized by managers. Capital budgeting, financial reporting, effectively using budget narratives, and developing and using budget projections are reviewed.

## **Track V COMMUNICATIONS**

### **CPM 151 – FOUNDATIONS FOR COMMUNICATIONS**

This class will help you to identify the fundamentals of positive communication and reflect on both the speaker's and listener's roles. Uncover barriers to effective communication and discover tools to help overcome those barriers. Learn and practice developing skills which enhance positive communication.

### **CPM 152 - CONFLICT RESOLUTION**

General principles for establishing trust and finding common ground are explored. Specific techniques and skills will be covered including avoiding the blame game and making sure no one feels like a loser.

### **CPM 153 - PUBLIC MEETINGS & PUBLIC HEARINGS**

This class first reviews the difference between a public meeting and the quasi-judicial public hearing. How to conduct both will be reviewed including assigning specific roles for elected officials, public administrators, and the public. Practical ideas on keeping public forums accessible, but bearable to all, will be reviewed. Logistical issues related to ADA, child care, translators and safety will be discussed.

### **CPM 154 - EFFECTIVE MEETINGS BY DESIGN**

Planning for successful meetings is covered in this course. Reviewing the characteristics of a good vs. bad meeting and determining whether a meeting is warranted and in what format, will be covered. Setting objectives, ground rules, priorities, and agendas will be discussed as well as ideas for successfully conducting meetings, recording them, and following up with action.

### **CPM 155 - IMPROVING PRESENTATION SKILLS**

Learn how to match your presentation to your audience, the fundamentals of researching your topic and organizing your presentation, choosing the appropriate media as well as how to utilize and practice basic oral presentation skills for maximum effect.

### **CPM 156 - IMPROVING WRITING SKILLS**

Learn how to write to your needs: How to utilize different formats, sentence structure, grammar and punctuation to communicate effectively. This course also covers the need for concise writing, proof-reading and diplomacy. In addition, explore barriers to communication and basic laws pertaining to copyright and plagiarism violations.

### **CPM 157 - CREATING A SERVICE-ORIENTED CULTURE**

Learn how to instill trust, respect and authenticity into the workplace to create an environment of service for the public. Interpersonal interactions among employees, and between customers and employees are reviewed. Self-examination of biases is encouraged and ideas for diffusing explosive situations are covered. Also explored is: What is the ethical responsibility of civil servants to the public?

### **CPM 158 - MANAGING YOUR PUBLIC IMAGE**

This class explores how you can communicate in ways that result in the desired public image for you and your organization. Utilizing direct communication, public media (including print and electronic press), the Web, and email (with proper netiquette) you will learn how to interact and communicate for success.

**CPM 159 - PARLIAMENTARY PROCEDURES (Elective)**

The essentials of Roberts Rules of Order are reviewed for use in official meetings. Common misuses and abuses of the rules will be covered along with the philosophy of fairness that undergirds the rules.

**CPM 251 - INTER- & INTRA- ORGANIZATIONAL INTERACTIONS (Prerequisite CPM 151)**

Creating a healthy culture for your organization through good communications is covered in this course. The essentials of building bridges, empathy and support systems that lead to successful collaboration are reviewed. Learn to create an action plan for improved organizational communications.

**CPM 252 – MEDIATION TECHNIQUES (Prerequisite CPM 152)**

Learn principles of mediation and negotiation to reduce conflict in your workplace. Learn to increase neutrality in contentious situations, and practice techniques of mediation and negotiation to diffuse anger. Identify ways to separate the issues from the individual to gain mutual perspective in problem solving.

**CPM 253 - WRITING RESOLUTIONS, ORDINANCES AND MINUTES (Elective) (Prerequisite CPM 156)**

This class covers the very specific skill of writing resolutions and ordinances that have legal implications as well as minutes and minute taking.

<b>Track VI INFORMATION TECHNOLOGY</b>
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**CPM 161 - MAKING THE MOST OF THE WEB**

Learn to conduct research using the Internet and explore online search engines with an emphasis on public administration resources. Learn options for developing Web pages to make your organizations' information more available to your target audiences.

**CPM 162 - TECHNOLOGY FOR EFFECTIVE TIME MANAGEMENT (Elective)**

Learn software alternatives for time management, shortcuts and how-to's to save you time and help you to manage your busy day, both on and off the job.

**CPM 163 - IMPROVING WORD PROCESSING SKILLS (Elective)**

Create a document and give it a polished look by emphasizing text, using styles, and adding bulleted lists. Learn to revise and edit using Track Changes and Comments and accept or reject proposed changes. Add page numbers, or headers and footers to add a finishing touch to your document.

**CPM 164 - EXCEL SPREADSHEETS FOR BEGINNERS (Elective)**

Create your first workbook and learn how to edit text and numbers, and add and delete columns and rows. Enter basic formulas and perform simple calculations or use cell reference to automatically update results. Create and customize multiple worksheets and give your final document a polished look by formatting text and adding a fill or border.

**CPM 165 - EXCEL INTERMEDIATE LEVEL (Elective)**

**CPM 166 - ACCESS (Elective)**

**CPM 167 - GETTING THE MOST FROM OUTLOOK (Elective)**

Communicate more efficiently by learning to organize your Inbox and how to create personalized signatures. Use the Calendar to create events, invite participants, and set reminders. Add Contacts and create Distribution Lists to send to an individual or group with a simple click. Participants will also learn how Tasks can be used to create, assign and track the status of a project.

**CPM 168 - POWER POINT (Elective)**

**CPM 261 -CURRENT ISSUES IN IT (Prerequisite CPM 161)**

Explore the opportunities and dangers that come with the use of information technology. Issues of computer security, personal use of computing resources, and confidentiality of email are reviewed. How to make the most of Internet technology is also covered, including Youtube, podcasting, RSS feeds, social networks, and more. Ergonomics and special health challenges related to computer use are also examined.

**CPM 262 –USING TECHNOLOGY TO IMPROVE ORGANIZATION**

This class will teach you how to use technology to resolve organizational issues and how to apply technology to improve organizational operations. It will also cover how to implement technological improvements on time and within budget and how to develop and use a technology plan.

**CPM 263 – BASIC COMPUTER TECHNOLOGY SKILLS (Elective)**

Explore Office 2007 and the resources available to assist with the transition from Office 2003. Learn to use the Office 2007 ribbon, where popular commands are located and short-cuts to assist with daily projects. File management will cover folder creation, copy and paste, and how to customize folder view. Participants will also have the opportunity to learn how to connect a laptop and project for room presentations.

**CPM 264 –GIS FOR NON-GIS USERS**

Learn what a Geographic Information System is and explore how GIS is used in several county offices. Learn the terminology, basic queries, data collection, linking data, statutory requirements and much more!

**Track VII COLLECTING & EVALUATING DATA FOR DECISION-MAKING**

**CPM 271 - THE ROLE OF RESEARCH IN PUBLIC SERVICE (Prerequisites CPM 112,114, 123, 161 & 222)**

This class reviews the multiple purposes of research in the public sector with examples of pilot studies, program design and implementation, and surveys. Participants explore the ethics and politics of public research and how to work with researchers.

**CPM 272 - RESEARCH TOOLS FOR DECISION-MAKING (Prerequisite CPM 271)**

This class reviews how to use secondary and primary modes of research to support public decision-making. Professional journals and legal research relevant to public issues are reviewed. How to appropriately use interviews, surveys, and focus groups to inform public policy decisions will be addressed. How to analyze research results from all sources will be discussed.

**CPM 273 – COMMISSIONING ORIGINAL RESEARCH FOR DECISION-MAKING (Prerequisite CPM 272)**

How to deal with the daunting challenge of commissioning research is addressed in this course. Analyzing whether or not original research is warranted will be covered. Writing RFPs for studies and evaluating competencies of potential contract researchers insert space will also be discussed.

**CPM 274 – EVALUATING PUBLIC PROGRAMS (Prerequisite CPM 272)**

Learn to evaluate public programs by identifying measurable objectives, collecting and interpreting program data, and writing up evaluation results. Participants will consider ethical considerations and the implications of program evaluation for the program's future, the client population, and public policy. Class activities include development of a program evaluation plan.