

**CERTIFIED PUBLIC MANAGER PROGRAM
FLORIDA CENTER FOR PUBLIC
MANAGEMENT
THE FLORIDA STATE UNIVERSITY**

LEVEL 5 ASSIGNMENT

**A PERFORMANCE IMPROVEMENT
APPLICATION**

January 2008

GOALS

1. To apply what you've learned in CPM to real world issues and problems in your organization
2. To understand how to improve organizational dynamics.
3. To provide meaningful recommendations and suggestions to improve your organization.

GUIDELINES

1. This is either an individual or a group assignment.
2. Our expectation for your submission is 10-15 pages, typed and double-spaced.
3. Create a title page with all authors' names, email addresses, phone numbers, and date of submission.
4. **Upon completion, one member should upload the assignment through our website: www.fcpm.fsu.edu.**

A tutorial for submitting homework is on the homepage of our website and provides step by step instructions. Click on the "Submit Assignments" tab, which will bring up a log-on screen. Enter your email address on the first line. Your password is the last four digits of your Social Security Number. This will take you to your Transcript. Click on "Submit Assignment" for the particular assignment or exam you wish to submit. Click "Browse" and then locate the file on your hard drive (usually stored in "My Documents"), and click "Open." If you are submitting a Group Assignment, you need to enter the names of all group members. Once you have attached the file, click "Submit File."

Your submission will be automatically entered into the database. It will show on your transcript as "Being Graded." You will also receive an automated email confirming your submission. If you have any questions or encounter problems submitting your homework, please ask your CPM instructor for help, or contact Shawn Baldwin at sbaldwin@admin.fsu.edu or 850-644-8987.

Once your assignment is graded, you should receive an email showing the results. If your submission passes, the email will indicate that the assignment is "Completed." If your submission does not pass, the email will indicate that you must "Resubmit" the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

If you do not have email, you should mail a hard copy to:

Gayle Blankenship, CPM Program Registrar

The Florida State University
Florida Center for Public Management
2035 East Paul Dirac Drive
102 Herb Morgan Building
Tallahassee, FL 32306-2821

Our main number is 850-644-6460, or SUNCOM 284-6460.

Assignments submitted to the FCPM Office will become a part of the permanent records of the CPM Program. Participants should keep a copy of their assignments for their own files and future reference. An assignment is considered confidential and will be discussed only with the submitting participant.

PROCEDURES

The Level 5 Assignment is a Performance Improvement Application. Your group will choose an issue from the list below (or come up with your own topic, with the approval of the CPM Student Liaison Dr. Dan Vicker) and produce a 10-15 page paper with in which you make concrete recommendations about how to improve your organization in this area.

If you and your agency are willing, your recommendations may be presented to your Department's Leadership team.

Once your team has selected its topic, you should undertake any of the following steps that are appropriate to your issue:

- Research any relevant materials, policies, or prior efforts to address this issue.
- Interview agency employees, managers, or content experts in this field.
- Collect data on affected work processes or performance measures.
- Develop concrete suggestions and recommendations on how your organization could be improved in this area.
- If appropriate, develop an action plan on how to implement the changes and improvements you are recommending

POTENTIAL TOPICS

- Improving communication within your organization.
- How to make your organization's mission more relevant in the future.
- How to use technology better in your organization.
- How to move your organization toward a model of professional bureaucracy.
- How to work with multiple generations in your organization.
- Succession planning for your organization.
- Organizational structure for your organization in the future.
- Select a particular example of a social change, identify its impact on the department, and recommend how it should be addressed. For example: given the potential talent drain as boomers retire in the coming decade, and the resulting change in the demographics of your organization's work force, analyze the impact this may have on particular job classes and recommend how your organization should address it.

Please contact Dr. Dan Vicker by email at dvicker@admin.fsu.edu or by phone at 850-597-1084 should you need guidance in selecting a topic not on the suggested list.

FORMAT

The following is a suggested format or outline that you may use for this assignment, although you can adapt it to your own needs.

- I. Statement of Issue

- II. Background

- III. Exploration of Issue (how does this issue affect various elements of the agency, including: Leadership, Customers, Planning, Human Resources, or Work Processes)

- IV. Improvement Plan (your recommendations or suggestions)

- V. Projected Outcomes (if your recommendations were implemented)