

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

LEVEL 5 ASSIGNMENT

**A PERFORMANCE IMPROVEMENT
APPLICATION**

January, 2014

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, and date of submission.
4. **Upon completion, you should submit this assignment through our website:**
https://www.fcpm.fsu.edu/students/fcpm_partlogin_000.cfm

This will bring up a log-on screen. Enter your email address and password (the last four digits of your Social Security number), then click "Next Step.". This will take you to your Transcript. Click on "Submit Assignment" for the particular assignment or exam. If you are uploading a Group Assignment, enter the names and email addresses of group members in the drop down menu. Click "Browse" and locate the file on your hard drive (usually in "My Documents"), then click "Open." Once the file is listed in the menu, 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 notifying you that it has been added to your transcript.

Once your assignment is graded, and if it passed, you will receive an automated email saying that it has been "Completed." If your submission does not pass, you will receive an email telling you to resubmit, and explaining what you need to do to pass. Your work will be graded within 60 days, although CPM instructors typically grade assignments sooner than that.

If you encounter problems submitting your homework, please contact Dan Vicker, the CPM Student Liaison, at dvicker@admin.fsu.edu or the CPM office at CPM@admin.fsu.edu . You can phone our main number at 850-644-6460 or 850-644-0161.

Submissions will not be returned, so you should keep a copy for future reference. Your work is considered confidential and the CPM Program will not share or discuss it with anyone, other than you.

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 your instructor or 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 talk to your CPM instructor or 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)