National CPM Competencies (in yellow) and NJ CPM Competencies (in blue)

The program shall include, but not necessarily be limited to, building the participants’ competence in the following areas:

1. Personal and Organizational Integrity:

Increasing awareness, building skills, and modeling behaviors related to identifying potential ethical problems, conflicts of interest, appropriate workplace behavior, legal and policy compliance.

2. Managing Work:

Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and informational resources. Empowering others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance; monitoring workloads and documenting performance; and dealing effectively with performance problems.

3. Leading People:

Inspiring others to positive action through a clear vision; promoting a diverse workforce; encouraging and facilitating cooperation, pride, trust, and group identity; fostering commitment and team spirit; articulating a vision, ideas, and facts in a clear and organized way; electively managing emotions and impulses;

4. Developing Self:

Demonstrating commitment to continuous learning, self-awareness, and individual performance planning through feedback, study, and analysis;

5. Systemic Integration:

Approaching planning, decision-making, and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization;

6. Public Service Focus:

Delivering superior services to the public, internal and external recipients, including customer/client identification, expectations, needs, and developing and implementing paradigms, processes and procedures that exude positive spirit and climate; demonstration agency and personal commitment to quality service; and

7. Change Leadership:

Acting as a change agent; initiating and supporting change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change; emphasizing and fostering creativity and innovation; and being proactive;

8. Administrative Law:

Recognizing and applying the statutes and regulations that govern personnel management and employment in State, county, and municipal government; recognizing the responsibilities and potential liabilities of managerial actions;

9. Budgetary Process:

Recognizing the components of the budget process used at the State, county, and municipal levels; recognizing the principles of management accounting and its reporting systems;

10. Management Information Systems:

Developing the basic knowledge of the capabilities of technology and the resources available; learning how to use the technology available for management of day-to-day operations (use of spreadsheets, presentations, databases);

11. Problem Solving and Decision Making:

Developing problem solving and decision-making skills; developing new ways of thinking about problems and opportunities; employing problem solving and decision-making methodologies;

12. Strategic Thinking:

Developing a strategic perspective; developing a strategic plan; using the mission, business goals, and objectives to manage;

13. Analytical Thinking:

Identifying valid premises and drawing conclusions; separating fact from assumption and acting accordingly; recognizing the nature of systems and system thinking; recognizing the connection and patterns that make up the “big picture” of an organization; intervening in the system to solve problems and make decisions;

14. Quantitative Techniques:

Collecting and analyzing data; using basic research design tools; employing the use of statistical reporting;

15. Communication:

Building a protocol for open communication throughout the organization; identifying and using effective conflict resolution models; using feedback regularly to manage performance.