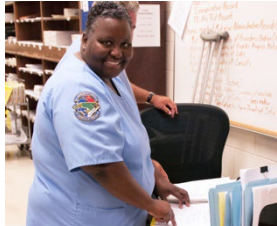
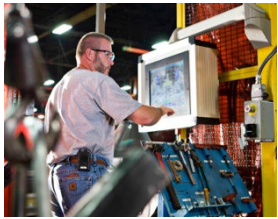




NORTH CAROLINA Office of *State Human Resources*



How can the CPM[®] Program benefit your organization?



Executive Overview

Agenda

- Program History
- Mission
- Goals
- Blended Learning
- Competencies
- Capstone Projects
- Relationships
- Coworkers
- Coaches
- Continuity
- Questions, please!



NC CPM History



Certified Public Manager® Program

- In June 1979, an Executive Order established the Governor's Advisory Committee to provide guidance for the development of the NC Public Manager Program as part of the National CPM Consortium. Accreditation allows NC CPM graduates to receive the CPM® designation.

In July 1982, this comprehensive management development program became fully operational as one of the [original seven CPM programs](#) in the US.

In 1989 the [North Carolina Society of Certified Public Manager](#) was established.

More than 3000 mid-level managers from over 50 NC public sector entities have completed the program.

Mission

The North Carolina [Certified Public Manager® \(CPM\)](#) Program is an in-depth, comprehensive, competency-based, nationally-certified professional development program for **public sector middle managers in North Carolina**. This credentialing program translates academic theory into practical (real world) application as evidenced by skills, attitudes, behaviors and best practices which characterize successful management.



Goals

- Provide high-quality instruction which enhances participant performance in competencies identified as essential to managerial effectiveness in state, federal, local, and tribal government
- Facilitate participants' application of learning on the job to improve effectiveness in the public sector



Blended Learning Model

ACQUIRE

- Flexible times for participants to complete online courses
- Completion deadlines set and enforced/negotiated by assigned Coaches to ensure participant success

APPLY

- Classroom workshops provide peer-to-peer interactions
- Feedback with a “safe space” to practice and improve new skills



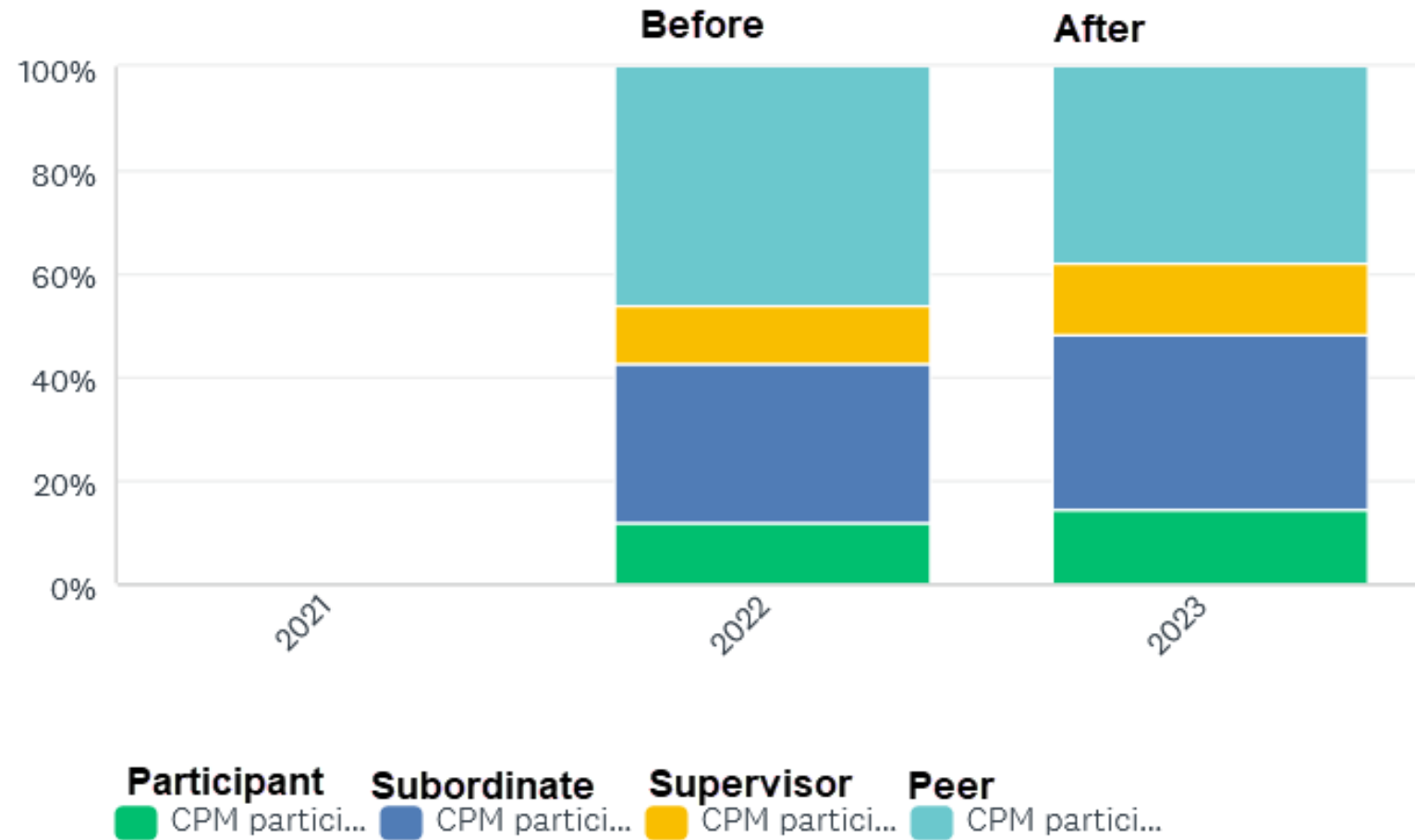
Competencies

- Personal and Organizational Integrity
- Managing Work
- Leading People
- Developing Self
- Systemic Integration
- Public Service Focus
- Change Leadership

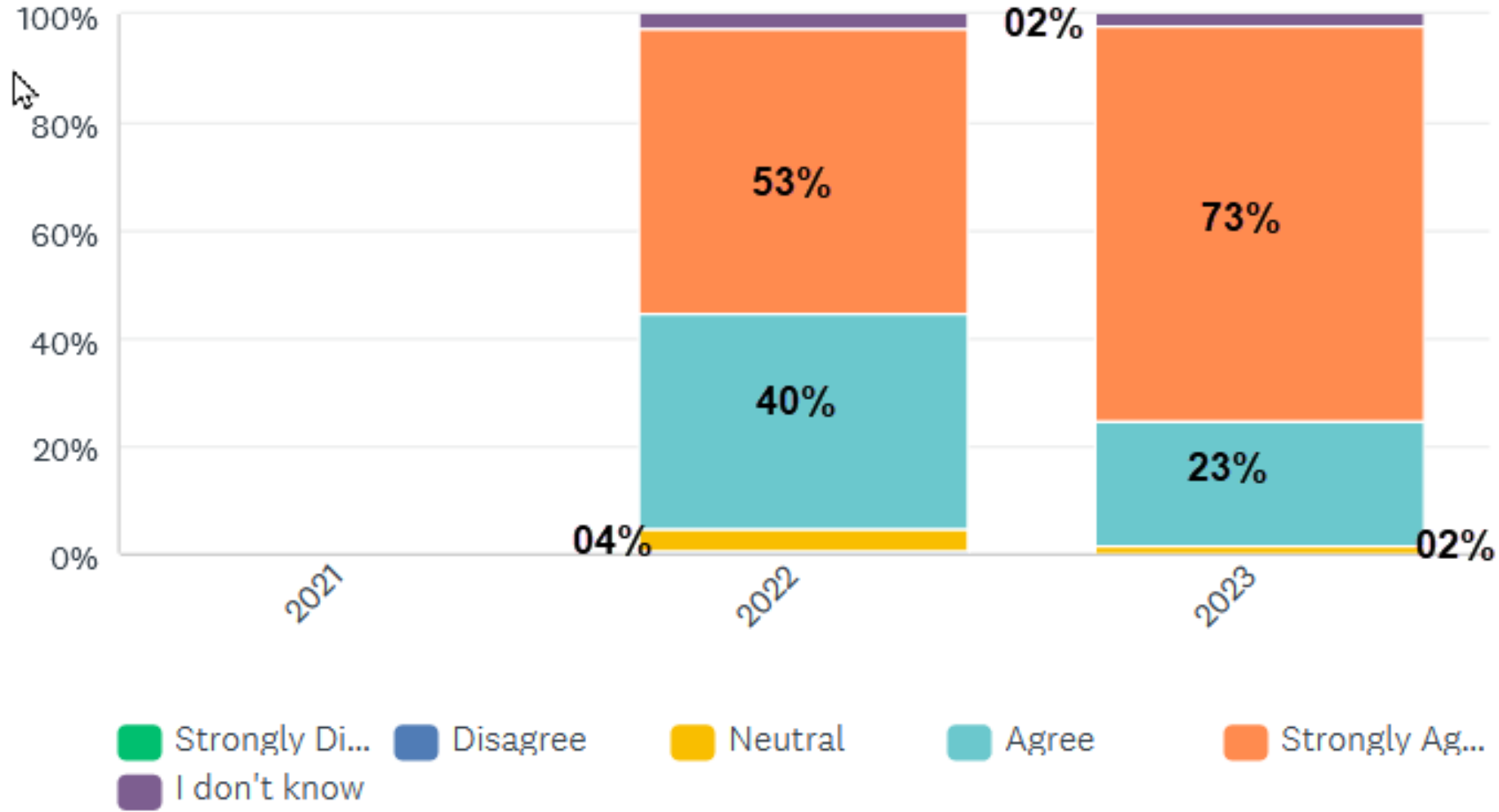


MAS360

First: 6/13/2022 Zoom: 2021 to 2023



Overall LEADING PEOPLE Competency



Capstone Project

- Addresses a real-world problem in the participant's agency
- Principles and skills learned in the program are applied
- Data-driven measurable outcomes achieved - "Quality Dimensions"



Capstone Project Examples

- Construction Project Delivery Process Improvement: Adult Correction-Administration
- Transfer of Institutional Knowledge in the NC Trip Ticket Program: DEQ-Marine Fisheries
- Prestressed Concrete Pile Performance Improvement: DOT-Structure Design Unit
- Aging Resource Management System Care Recipient Process Improvement: DHHS-Aging & Adult Services
- Occupational Licensing And Regulatory Boards and Commissions Primer: DOJ
- The Making of the Multilingual Learner Data Library: DPS-Academic Standards



Capstone Agency Reviews

	LOWEST (1)	2	3	4	5	6	HIGHEST (7)	TOTAL	WEIGHTED AVERAGE
▼ Relevance of the project to your agency/organization Comments (17)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6.49% 5	23.38% 18	70.13% 54	77	6.64
▼ Quality of the project process Comments (12)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6.49% 5	35.06% 27	58.44% 45	77	6.52
▼ Importance of the data used in the project process Comments (10)	0.00% 0	0.00% 0	1.30% 1	2.60% 2	5.19% 4	27.27% 21	63.64% 49	77	6.49
▼ Appropriate use of team in the project process Comments (11)	0.00% 0	0.00% 0	0.00% 0	1.30% 1	6.49% 5	31.17% 24	61.04% 47	77	6.52
▼ Comprehensiveness of the project implementation plan Comments (11)	0.00% 0	0.00% 0	1.32% 1	2.63% 2	10.53% 8	27.63% 21	57.89% 44	76	6.38
▼ Effectiveness of project implementation Comments (12)	0.00% 0	0.00% 0	4.05% 3	5.41% 4	4.05% 3	29.73% 22	56.76% 42	74	6.30
▼ Quality of project presentation Comments (8)	0.00% 0	0.00% 0	0.00% 0	1.33% 1	10.67% 8	29.33% 22	58.67% 44	75	6.45

How has CPM helped you..

- ..to help your agency with newly acquired skills?
- ..with your Capstone projects?



Relationships

- Peer Centered
- NCSU MPA PROGRAM
 - [Nine \(9\) credit hours](#) (pp.14-15) toward forty-two (42) hour [NCSU MPA degree](#) requirement
- Instructors
 - Contractors
 - OSHR Learning & Development Team
- NC Society



Coworkers



Anne Miesel, State Learning & Development Consultant - High Performance Coaching

**Reed Altman,
CPM Program Manager -
Strategic Leadership**



Tammy Ball, State Learning & Development Consultant - Advanced Skills for Managers Program Manager

Coaches



Sylvia Bittle-Patton, PhD
Organizational Psychology
Interacting Across All Levels

Eleanor Green, EdD UNC SOG,
Interacting Across All Levels



Joanne McDaniel, former Chief of Staff DJJ
Managing Daily Operations

North Carolina Society of Certified Public Managers



- Established by first graduating class in 1989
- Continuing education for CPM graduates living in NC
- Support & continuity for NC CPM Program

Thank you for your time!

Questions

?'S



Cost Recovery Fees

- a. OSHR and Consultant staff
- b. Communications platform: MS TEAMS
- c. LMS: NC Learning Center and Percipio
- d. Participant & program assessment tools:
Survey Monkey
- e. Facilities & material resources

TOTAL \$2000 per participant (not including \$430 for ASM)



Target Population

The program is designed for those who supervise other supervisors, or professionals who have program management responsibilities which affect a wide geographic area or a vast number of stakeholders.



Curriculum

- Intensive 14-month curriculum
- Four NC CPM instructional modules based on the seven [core competencies](#) designated by the [National Certified Public Manager[®] Consortium](#)

1. Management Development Planning
2. Managing Daily Operations
3. Interacting Across All Levels
4. Strategic Leadership



OSHR Learning & Development Prerequisites

- Advanced Skills for Managers Program
- Equal Employment Opportunity and Diversity Fundamentals
- Leading At All Levels: Manager - High-Performance Coaching



Participant Sponsorship and Nomination

Participants must be nominated by a sponsoring federal, state, local or tribal government agency or college or university.

Registration Fee Acknowledgement

I ACKNOWLEDGE the total cost is \$2000 per participant, payable by state agency/university or local government organization upon receipt of invoice from CPM Program. Funds must be received at least 30 days prior to first CPM classroom session.

Last name
Doe

First Name
John

Email
reed.altman@nc.gov

Send me a copy of my responses

Decline **Approve**



People

- Administered by OSHR ([Section .700 – NORTH CAROLINA CERTIFIED PUBLIC MANAGER PROGRAM](#))
- [Nine \(9\) credit hours](#) (pp.14-15) toward forty-two (42) hour [NCSU MPA degree](#) requirement
- Instructors
 - 3 Contractors
 - 3 OSHR employees



Appendices

1. Events and Deadlines
2. Asynchronous Learning list by module
3. Application steps
4. Past participants by year
5. Recruitment plan
6. Behavioral change model

Events

\ CPM calendar

MODULE	ACTIVITY	DATES	DATES
JUL-SEP 2020			
MDPW	Classroom or Virtual Classroom Session: Team 1	July 15 & 16, 8:30-4:30; July 17 8:30-1:30	August 12 & 13 8:30-4:30; August 14 8:30-1:30
MDPW	Live Online #1	9/1/2020, 9:00-10:00 AM	9/15/2020, 10:30:00-11:30 AM
MDPW	Live Online #2	9/15/2020, 9- 10 AM	9/22/2020, 9-10 AM
MDPW	Skillssoft MDPW Post-Class REQ Due	9/18/2020 17:00	9/25/2020 17:00
MDPW	MemberHub MDPW Responses x 2 Due	9/18/2020 17:00	9/25/2020 17:00
MDPW	GROWTH & LEARNING PLAN DUE\	9/25/2020 17:00	10/2/2020 17:00
AUG-SEP 2020			
MDPW	Classroom or Virtual Classroom Session: Team 2	July 22 & 23 8:30-4:40; July 24 8:30-1:30	August 19 & 20 8:30-4:30; August 21 8:30-1:30
MDPW	Live Online #1	9/1/20 9-10 AM	9/15/20, 10:30-11:30 AM
MDPW	Live Online #2	9/15/20 9-10 AM	9/22/20 9-10 AM
MDPW	Skillssoft MDPW Post-Class REQ Due	9/18/2020 17:00	9/25/2020 17:00
MDPW	MemberHub MDPW Responses x 2 Due	9/18/2020 17:00	9/25/2020 17:00
MDPW	GROWTH & LEARNING PLAN DUE	9/25/2020 17:00	10/2/2020 17:00
OCT-DEC 2020			
MDO	MDO Pre-Class REQ Due	10/9/2020 17:00	10/23/2020 17:00
MDO	Classroom or Virtual Classroom Session	Oct 14 & 15 8:30-4:30; Oct 16 8:30-1:30	Oct 28 & 29 8:30-4:30; Oct 30 8:30-1:30
MDO	Live Online #1	11/10/20 10:30:00-11:30 AM	11/24/20 10:30:00-11:30 AM
MDO	Live Online #2	11/24/20 9-10 AM	12/8/20 9-10 AM
MDO	Skillsoft MDO Post-Class REQ Due	12/6/2020 17:00	12/20/2020 17:00
MDO	MemberHub MDO Responses x 2 Due	12/6/2020 17:00	12/20/2020 17:00
PROJECT	PROPOSAL DUE	12/6/2020 17:00	12/20/2020 17:00

Event & deliverables schedule (2 of 2)

2020-2021 CPM calendar

COHORT A SCHEDULE

COHORT B SCHEDULE

JAN-MAR 2021			
IAAL	Live Online #1	1/5/21 9-11:30 AM	1/26/21 9-11:30 AM
IAAL	Skillsoft IAAL Pre-Class REQ Due	1/17/2021 17:00	2/2/2021 17:00
IAAL	Classroom or Virtual Classroom Session	Jan 20 & 21, 8:30-4:30; Jan 22, 8:30 - 2:30	Feb 10 & 11 8:30-4:30; Feb 12 8:30-2:30
IAAL	Skillsoft IAAL Post-Class REQ Due	2/16/2021 17:00	3/11/2021 17:00
IAAL	MemberHub IAAL Responses x 2 Due	2/16/2021 17:00	3/11/2021 17:00
PROJECT	TM MTG REP DUE	2/5/2021 17:00	2/26/2021 17:00
IAAL	Live Online #2	2/2/2021 9-11:30 AM	2/23/21 9-11:30 AM
APR-JUN 2021			
SL	Skillsoft SL Pre-Class REQ Due	4/11/2020, 5pm	4/24/2021 17:00
IAAL Project Communications	Classroom or Virtual Classroom Session	April 7, 8:30-12:30	April 21 8:30-12:30
SL	Classroom or Virtual Classroom Session	April 7, 1:30-4:30, April 8, 8:00-4:30, April 9, 8:30-2:30	April 21 1:30-4:30, April 22, 8:30-4:00; April 23, 8:30-2:30
PROJECT	IMP PLN DUE	4/24/2020, 5pm	5/08/2020, 5pm
SL	Skillsoft SL Post-Class REQ Due	5/2/2020, 4:30pm	5/16/2020, 4:30pm
SL	MemberHub SL Responses x 2 Due	5/2/2020, 5pm	5/16/2020, 5pm
PROJECT	FINAL PAPER DUE	5/16/2021 5pm	5/30/2021 17:00
PROJECT	TEAM & AGENCY PERSONNEL REVIEWS DUE	5/16/2021 5pm	5/30/2021 17:00
MDPW	GROWTH & LEARNING PLAN RESULTS DUE	5/16/2021 5pm	5/30/2021 17:00
OCT-DEC 2021			
CPM PROGRAM	CPM GRADUATION CEREMONY	October 04 2021, 3pm	October 04 2021, 3pm



Percipio Module 1

MDP module 2022-23 Post-class REQ: 1 hr Building a
Leadership Development Plan
Maintaining a Cohesive Multigenerational Workforce

Percipio Module 2

MDO module 2022-23 Post-class REQ: 15:15 hrs:mins

Developing an Effective Business Case

Effectively Directing and Delegating as a Manager

Managing Pressure and Stress to Optimize Your Performance

Aligning Goals and Priorities to Manage Time

The Art of Staying Focused

Preparing and Implementing a Business Plan

Building the Foundation for an Effective Team

Identifying Six Sigma Projects

Choosing and Using the Best Solution

Organize Your Physical and Digital Workspace

Avoid Procrastination by Getting Organized Instead

Maximize Your Productivity by Managing Time and Tasks

Confronting Your Assumptions

Investigating Arguments

Reaching Sound Conclusions

Getting What You Expect from Your Delegate

Getting to the Root of a Problem

Managing a Project to Minimize Risk and Maximize Quality

Managing Project Work (PMBOK® Guide Sixth Edition)

Plan and Manage Communications (PMBOK® Guide Sixth Edition)

Six Sigma Quality Tools

Six Sigma Data Classification, Sampling, and Collection

New Project Manager Essentials

Defining a Project Scope and Team

Creating a Project Schedule and Budget



Percipio Module 3a

IAAL module 2022-23 Pre-class REQ: 5:30 hrs:min

Polishing Your Feedback Skills

Managing Multigenerational Employees

Leading a Cross-functional Team

Planning Meetings Fit for Purpose

Running Meetings in Better Directions

Navigating Your Own Emotions

Navigating Other People's Emotions

Navigating the Workplace with Emotional Intelligence

Using Active Listening in Workplace Situations

Gaining a Positive Perspective on Feedback

Establishing Effective Virtual Teams

Establishing Team Goals and Responsibilities, and Using Feedback Effectively

Percipio Module 3b

IAAL module 2022-23 Pre-class REQ: 5:30 hrs:min

Polishing Your Feedback Skills

Managing Multigenerational Employees

Leading a Cross-functional Team

Planning Meetings Fit for Purpose

Running Meetings in Better Directions

Navigating Your Own Emotions

Navigating Other People's Emotions

Navigating the Workplace with Emotional Intelligence

Using Active Listening in Workplace Situations

Gaining a Positive Perspective on Feedback

Establishing Effective Virtual Teams

Establishing Team Goals and Responsibilities, and Using
Feedback Effectively

Percipio Module 4 (REQ)

IAAL module 2022-23 Post-class REQ: 6:24 hrs:min

Trust Building through Effective Communication

Choosing the Right Interpersonal Communication Method to

Make Your Point

Understanding Unconscious Bias

Overcoming Your Own Unconscious Biases

Overcoming Unconscious Bias in the Workplace

Strategies for Building a Cohesive Team

Personal Power and Credibility

Difficult People: Why They Act That Way and How to Deal with
Them

Difficult People: Can't Change Them, so Change Yourself

Difficult People: Strategies to Keep Everyone Working Together

How Culture Impacts Communication

Navigating Challenging Situations with Diplomacy and Tact

Confronting Workplace Conflict

Resolving Workplace Conflict



Percipio Module 4

SL module 2022-23 Pre-class REQ: 2hrs Thinking
Strategically as a Manager
Using Strategic Thinking to Consider the Big Picture
Facilitating Sustainable Change
Moving Forward with Change Planning

SL module 2022-23 Post-class REQ: 2hrs Building
Innovation Cultures and Leaders
Leading Your Team through Change
Managing Motivation during Organizational Change
Facilitating Sustainable Change

2017 Participants

N=51

Entities

N=22

David		Leonard	10/3/2017	DOT
Peta-Gaye		Shaw	10/3/2017	DOA
Delonda	S.	Alexander	10/3/2017	DEQ
Kristy Alford	L. W.	Alford	10/3/2017	DOT
Chreatha		Alston	10/3/2017	NC CCS
James	Thomas	Anderson	10/3/2017	DEQ
TaWanna	L.	Archia	10/3/2017	NC School of the Arts
Carol	Robins	Battle	10/3/2017	OSHR
Karen	Bokeny	Beck	10/3/2017	A&CS
Danny	R.	Bell	10/3/2017	DIT
Sanjay		Bhojani	10/3/2017	DHHS
Wrenia		Bratts-Brown	10/3/2017	DHHS
Amy	S.	Chapman	10/3/2017	DEQ
Danny	E.	Davis, III	10/3/2017	NCSU
Karen		DeLeon	10/3/2017	OSC
Charlene	Monique	Dixon	10/3/2017	DST
James	A.	Dodson	10/3/2017	DOT
Rob		Fegley	10/3/2017	DIT
Jacob	Henry	Frantz, IV	10/3/2017	Dept. of Natural and Cultural Resources
Justin J.	J	Graney	10/3/2017	DPS
Garland		Haywood	10/3/2017	DOT
Vira	R.	Hogan	10/3/2017	OSHR
Mary	J	Horne	10/3/2017	AOC
Danielle	Haislip	Howell	10/3/2017	DHHS
Mustansir	A.	Kadibhai	10/3/2017	DOT
Stephen		Keeter	10/3/2017	DOT
Kimberley	R.	Kilgore-Kilpatrick	10/3/2017	DHHS
Lawrence D.	D.	Koffa	10/3/2017	DST
Tammy	Day	Koger	10/3/2017	DHHS
Arun		Kumar	10/3/2017	DHHS
Tim		McGuire	10/3/2017	UNC - Chapel Hill
Hector	M.	Molina	10/3/2017	East Carolina University
Kerry	Butts	Proctor	10/3/2017	DOT
Booker	Tallifarrow	Pullen, Jr.	10/3/2017	DEQ
Wayne	E.	Randolph	10/3/2017	DEQ
Michael	A.	Robinson	10/3/2017	DOL
Caroline O.	O	R-Taylor	10/3/2017	DPS
Carrie A.	A.	Ruhlman	10/3/2017	WRC
Rebecca	B.	Sadosky	10/3/2017	DEQ
Melanie	Emerson	Sanders	10/3/2017	DHHS
Daniel	Leigh	Sherfy, Sr.	10/3/2017	DHHS
Jeremy	Daniel	Stroud	10/3/2017	DOT
Alyson		Tamer	10/3/2017	DOT
Luis	Arturo	Toledo	10/3/2017	NC Budget and Tax Center
Kathie	B.	Trotter	10/3/2017	DHHS
James	A.	Trybus	10/3/2017	A&CS
Michelle	Leigh	Tuck	10/3/2017	DPS
Katie		Webster	10/3/2017	DPS
Brandi	Williams	Wilkes	10/3/2017	DOT
Valerie	D.	Williams	10/3/2017	Lenoir County DSS
Loretta	T	Wynder	10/3/2017	DOJ

2018 Participants

N=44

N=13

Entities

Tracy	W.	Arrington	10/1/2018	DPS
Reynold	W	Barco, Jr.	10/1/2018	DHHS
Laqreshia	A.	Bates-Harley	10/1/2018	DPS
J.	Patrick	Blalock	10/1/2018	DIT
Stephen	Lance	Britt	10/1/2018	DPS
Heather	S.	Carter	10/1/2018	DEQ
Marcella	L.	Collyer	10/1/2018	DOL
Brendan	G.	Davey	10/1/2018	DEQ
Marcia	L.	Dies	10/1/2018	DOR
Nichole	Beatrice	Faulkner	10/1/2018	DOI
Wesley	Thomas	Fountain	10/1/2018	Fayetteville State University
Montreko	D.	Gaddy	10/1/2018	Charlotte Regional Visitors Authority
Michelle	J.	Hawks	10/1/2018	DHHS
Michael	W.	Hedrick	10/1/2018	DOT
Tracy	R.	Howell	10/1/2018	DHHS
Chris	Graham	Johnson	10/1/2018	DEQ
Joel	Stephen	Jordan	10/1/2018	DOT
Jenny	C.	Kim	10/1/2018	DOR
Dashone	Marshay	Knight	10/1/2018	DHHS
Susan	Haynes	Little	10/1/2018	DHHS
Emily	O'Quinn	McGraw	10/1/2018	DOT
Ian	Johnson	McMillan	10/1/2018	DEQ
Jamie	Terrell	Meadows	10/1/2018	DPS
Brenda		Menard	10/1/2018	DOJ
Jason	T.	Orthner	10/1/2018	DOT
Padmashree		Paluri	10/1/2018	DIT
Phillip	R.	Parker	10/1/2018	DIT
Pratrice		Partee	10/1/2018	DHHS
Lee		Peacock	10/1/2018	DOL
Susan	Cain	Penman	10/1/2018	DIT
Neil	L.	Perry	10/1/2018	DOT
Miguel	B.	Pitts	10/1/2018	DPS
Russell	E.	Price	10/1/2018	DPS
Chanin	Warren	Rivenbark	10/1/2018	DOJ
Christine	M.	Ryan	10/1/2018	DOL
Albert		Sanders, III	10/1/2018	DHHS
Jennifer		Street	10/1/2018	DHHS
Amanda	Wall	Thompson	10/1/2018	DOJ
Becky	A.	Thompson	10/1/2018	UNC - Pembroke
Liney	Marcela	Vargas	10/1/2018	DEQ
Bobbi	S.	Wardlaw-Brown	10/1/2018	OSHR
Jody	H.	West	10/1/2018	DOJ
Dianne		Whitman	10/1/2018	DPS
Sandra	G.	Williams	10/1/2018	Fayetteville State University

2019 Participants

N=24

Participants

N=15

Entities

Elaine		Bednarz	10/7/2019	DOR
Grant	Franklin	Brale	10/7/2019	DOA
Michael	S.	Connolly	10/7/2019	Revenue
Deanna		Dillon	10/7/2019	DHHS-DCDEE
Angela		Dunaway	10/7/2019	DOA
Richard		Gilbert	10/7/2019	Revenue
Tracy	B.	Ginn	10/7/2019	DHHS-DSOHF
Kevin		Harris	10/7/2019	DIT
Agreta		Limerick	10/7/2019	Commerce - Workforce Solutions
Tulasi		Maddi	10/7/2019	DIT
Andy		McKinney	10/7/2019	A&CS
Barrett		Morris	10/7/2019	Revenue
Karen		Morrow	10/7/2019	DOJ
David		O'Neal	10/7/2019	DOA
Elizabeth		Patel	10/7/2019	DOJ
Pareshkumar		Patel	10/7/2019	DOT
Jeremy		Poplawski	10/7/2019	DEQ
Jennifer		Pounds	10/7/2019	DHHS-DDS
Larry		Sanders	10/7/2019	DOT
John	E.	Sandor	10/7/2019	DOT
Dharam	P.	Singla	10/7/2019	UNC - GA
Melissa		Stevenson	10/7/2019	DHHS-DCDEE
Faith	S.	Taylor	10/7/2019	AOC
Peter		Wan	10/7/2019	DOT-DMV
Sandra	Kay	Webster	10/7/2019	Commerce - NC Works
Jason		Wimmer	10/7/2019	DOT

2020 Participants

N=39
Entities
N=14

Wasan	Alkaissi	10/5/2020	DOT
Tracy	Bristow	10/5/2020	DHHS
Akil	Campbell	10/5/2020	DHHS
David	Carter	10/5/2020	DPS
Benjamin	Carver	10/5/2020	DPS
Sylvia	Clement	10/5/2020	DPS
Felicia	Culbreth-Setzer	10/5/2020	DOC
Lindsay	Ferrante	10/5/2020	DNCR
Joe	Fort	10/5/2020	DIT
Marshall	Foster	10/5/2020	DPI
Soumajit (Sam)	Ghosh	10/5/2020	AOC
Regina	Graham	10/5/2020	DOC
Debra	Gunter	10/5/2020	WSSU
Kathryn	Hair	10/5/2020	AOC
Taylor	Hartsfield	10/5/2020	DEQ
Elizabeth (Betsy)	Huddleston	10/5/2020	DEQ
Nicole	Hunter	10/5/2020	DOR
Theresa	Jeffries	10/5/2020	OSC
Timothy	Jones	10/5/2020	DPS
Maurice	Jordan	10/5/2020	DHHS
John	Kirby	10/5/2020	DOT
Andre	Little	10/5/2020	DOR
Jeffrey	Littlefield	10/5/2020	DOT
Xuefang	Ma	10/5/2020	A&CS
Danielle	Marquis Elder	10/5/2020	DOJ
M. Veronica	McKenzie	10/5/2020	DOR
Lacie	Morrow	10/5/2020	DOR
Anjali	Orlando	10/5/2020	DEQ
Deborah	Owens	10/5/2020	DOR
Gary	Parks	10/5/2020	DPS
Tonja	Reeder	10/5/2020	DHHS
Layne	Roberts	10/5/2020	DHHS
Byron	Sanders	10/5/2020	DOT
Jim	Shafer	10/5/2020	DIT
Stacy	Silvia	10/5/2020	DHHS
Colleen	Simmons	10/5/2020	DEQ
David	Snoke	10/5/2020	DOT
Anthony	Tagliaferri	10/5/2020	DOT
William	Young	10/5/2020	DOR

2021 Participants

N=38
Entities
N=14

Walter	Beal	A&CS
Kimberley	Campbell	COM
Brenda	Watkins	COM
Jennifer	Haynie	DEQ
Derrick	House	DEQ
Ramesh	Ravella	DEQ
Melinda	Wolanin	DEQ
Brittney	Armstrong	DHHS
Rebecca	Evans	DHHS
Juanita	Hooker	DHHS
Belinda	Preacher	DHHS
Bonnie	Rogers-McGee	DHHS
Lauren	Satterwhite	DHHS
Keith	Aiken	DIT
Rena	Henry	DIT
Monica	Olsen	DIT
Veena	Shanmugham	DIT
Xatli	Stox	DPI
Ivanna	Anderson	DPI
Brandon	Bell	DOR
Ashley	Cameron	DOR
Josh	Jones	DOR
Joshua	Ligon	DOR
LaToya	Gardner	DOR
Buchanan	David	DPS
Shawana	Gilliam	DPS
Dennis	Hancock	DPS
David	Pruitt	Guilford Co
Fleda	Anderson	Labor
Nancy	Hall	Labor
Anca	Grozav	OSB&M
Dominick	D'Erasmio	OSHR
Ian	Toms	Raleigh Fire Dept
Travis	Casper	WRC
Fairley	Mahlum	WRC

Online Application Steps



Nomination & application

Applicants must be nominated by their agency leadership or Training Coordinator. Once you have decided on a nominee, the description contains a link to forward to your nominee to begin the application process. The deadline to submit completed applications is close of business on March 31.

Recruitment 2023-2024

- Target: N= 60-75 Participants
- Nomination: 1/31-3/31
- Admission: 4/15
- Graduation Barriers: Unanticipated workload increases (hurricanes, pandemics, change of supervisor)
- Two to Three inactivated applicants have completed the program requirements the next year. Three years of eligibility.

Behavioral change types

- **Compliance** - An individual changes their public behavior within a certain group, privately attitude or belief are not changed and compliance disappears).
- **Identification** - An individual changes their attitudes or behaviors due to the *influence* of someone that they like or admire, to identify with a person or group.)
- **Internalisation** – An individual changes their belief & behavior, publicly and privately because they agree.
- (Kelman, 1958)

