

**STATEWIDE COMPREHENSIVE PUBLIC TRAINING PROGRAM**  
**SCHEDULE OF CLASSES**  
**DECEMBER 2003 - APRIL 2004**  
**(Updated 11/25/03)**

**Course: BUILDING BETTER PERFORMANCE THROUGH EMPLOYEE SKILL DEVELOPMENT (2 days)**

**(Supervisory Group 2)**

This 2-day class explores ways for the managerial employee to incorporate on-the-job training into work activities. Participants will also learn how to develop a plan to create work unit new employee assimilation programs, how to identify employee training needs, and how to develop a plan to enhance the employees' transfer of learning to improve job performance. Participants will learn the importance of their roles in developing the employees they supervise. **This is a required course in the Certificate for Managing People.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 18-19, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
December 18-19, 2003	Lake Charles	National Guard Headquarters, 1111 First Avenue
December 18-19, 2003	Mandeville	LSU Ag. Center Extension Office, 21454 Koop Dr., 1st Floor
December 18-19, 2003 - FULL	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., #200
January 14-15, 2004	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 242
January 14-15, 2004 - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 14-15, 2004	Lafayette	National Guard Headquarters, 1806 Surrey St.
January 14-15, 2004	Monroe	National Guard Headquarters, 5000 Central Ave.
February 19-20, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 15-16, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: CIVIL SERVICE ESSENTIALS FOR SUPERVISORS (1 day) (Supervisory Group 1)**

In this 1-day class, participants will discuss a variety of supervisory responsibilities within the context of the Civil Service system. Participants will learn why the merit system was created and ways through which they can better manage employees' behavior, schedules, and performance. Topics include the following: an overview of the supervisor's fundamental role in the PPR process; dos and don'ts of interviewing and reference checking; avoiding harassment and discrimination in the workplace; prohibited political activities for classified employees; managing employees' work schedules; assigning duties to employees; a supervisor's role in the chain of command; and how to orient new employees.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 5, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
December 11, 2003	Lafayette	Joseph Tyler Mental Health Center, 302 Dulles Dr.
February 11, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
February 23, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
March 9, 2004	Thibodaux	Nicholls State Univ., Ellender Memorial Library
March 12, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
March 24, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
March 25, 2004	Bossier City	DHH/Northwest LA Developmental Center, Classroom A, 5401 Shed Rd.

**Course: COMMON MYTHS THAT AFFECT GOOD SUPERVISION (1 day) (Supervisory Group 1)**

This 1-day class presented by the Dept. of Civil Service class examines a number of harmful, common myths that exist in the state government workforce. These myths negatively impact productivity and morale. Belief in them can result in supervisors who feel powerless to do a good job. Participants will identify these myths and work with them in common sample work situations. Participants will then learn specific courses of action they can apply to correct behavior resulting from these false beliefs. A few of the myths that will be discussed in class include: "A state employee can't be fired;" "All employees should get a merit increase;" "All employees must be treated the same;" "Employees can take leave whenever they wish;" plus several others.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 16, 2003	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
January 13, 2004	Baton Rouge	Broadwing Bldg., 1 <sup>st</sup> Floor Auditorium, 8549 United Plaza Blvd.
January 13, 2004	Monroe	Univ. of LA at Monroe, Sugar Hall, University Ave.
February 13, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
February 25, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
February 26, 2004	Lafayette	Joseph Tyler Mental Health Center, 302 Dulles Dr.
March 3, 2004	Pineville	Central La. State Hospital, Education Bldg., Rm. 127
March 23, 2004	Mandeville	Southeastern La. Univ., St. Tammany Campus, 21454 Koop Dr., 3 <sup>rd</sup> Floor Classroom
March 31, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.

**Course: CONDUCTING AN EFFECTIVE JOB INTERVIEW (1 1/2 days) (Supervisory Group 2)**

This 1 1/2-day class will provide a basic introduction to effective interviewing skills. Participants will learn how to forecast necessary staffing levels based on required skills and changes in technology, perform a job skill analysis, prepare behavior-based interview questions, apply the basic requirements of employment laws to work situations, follow legally required interviewing guidelines, and develop a system to evaluate and select job candidates. **This is a required course in the Certificate for Managing People.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
January 7-8, 2004 (ends 11:30 on 8 <sup>th</sup> ) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 7-8, 2004 (ends 11:30 on 8 <sup>th</sup> )	Lafayette	National Guard Headquarters, 1806 Surrey St.
January 7-8, 2004 (ends 11:30 on 8 <sup>th</sup> )	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200
January 7-8, 2004 (ends 11:30 on 8 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.
February 4-5, 2004 (ends 11:30 on 5 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 242
February 4-5, 2004 (ends 11:30 on 5 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185 & Rm. 1-186, 1201 N. Third St.
February 4-5, 2004 (ends 11:30 on 5 <sup>th</sup> )	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200
February 18-19, 2004 (ends 11:30 on 19 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 18-19, 2004 (ends 11:30 on 19 <sup>th</sup> )	Houma	LSU Ag. Center Extension Office, 511 Roussell St.
February 18-19, 2004 (ends 11:30 on 19 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.
February 4-5, 2004 (ends 11:30 on 5 <sup>th</sup> )	Shreveport	National Guard Headquarters, 400 E. Stoner Ave.
March 3-4, 2004 (ends 11:30 on 4 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 242
March 3-4, 2004 (ends 11:30 on 4 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185 & Rm. 1-186, 1201 N. Third St.
March 3-4, 2004 (ends 11:30 on 4 <sup>th</sup> )	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200
March 3-4, 2004 (ends 11:30 on 4 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.

**Course: CONDUCTING AN EFFECTIVE JOB INTERVIEW CONTINUED**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
March 29-30, 2004 (ends 11:30 on 30 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: CONDUCTING PRODUCTIVE EMPLOYEE PERFORMANCE REVIEWS (1 day)**

This 1-day class will teach participants how to conduct performance reviews in a way that is productive and helpful to workgroup performance. Participants will learn how to use performance feedback to reinforce or improve job performance, use PPR to develop employee behavioral expectations, conduct a performance feedback interview, and apply tools and procedures to negotiate an employee performance improvement plan. **This is a required course in the Certificate for Managing People.**

*This class is open to current supervisors and managers only. This course is designed to complement, not substitute for, the Performance Planning and Review course taught by the Department of Civil Service.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 1, 2003	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
December 17, 2003	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 20, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 11, 2004	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 242
March 11, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 11, 2004	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200
March 11, 2004	Monroe	National Guard Headquarters, 5000 Central Ave.
March 26, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: CONTROLLING ABSENTEEISM & TARDINESS IN STATE GOVERNMENT (1 day) (Supervisory Group 1)**

This 1-day class presented by the Dept. of Civil Service provides practical techniques for controlling absenteeism and tardiness and why these need to be controlled. It includes how to manage different types of leave, especially annual and sick leave. Participants will learn what rights state employees do and do not have in using leave. Supervisors will learn their options and responsibilities in controlling absenteeism.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 1, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
February 2, 2004	Baton Rouge	Claiborne Building, Rm. 1-136, 1201 N. Third St.
February 5, 2004	Metairie	LA Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.

**Course: DEALING WITH CHANGE (1 DAY)**

This 1-day class will help participants implement strategies and techniques to help themselves adapt to various changes in their work situations. Participants will learn how to identify areas of resistance and negative mental models, apply a model for individual transition in order to learn how to manage their reactions to change, apply techniques that will foster creativity and innovation during the change process, and identify ways to be proactive during the implementation of changes. This is a required course in the Certificate for Building Effective Teams. *This class is open to all levels of management and to those with special permission from their agencies. This class replaces the class, Encouraging Creativity in Teams.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
February 6, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
February 25, 2004	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 242
February 25, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 25, 2004	Lake Charles	National Guard Headquarters, 1111 First Ave.
February 27, 2004	Metairie	LA Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
April 2, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
February 25, 2004	Shreveport	National Guard Headquarters, 400 E. Stoner Ave.

**Course: DEVELOPING AN EFFECTIVE PLANNING PROCESS (1 day)**

This 1-day class examines a planning system to help managers and supervisors manage their work groups more effectively by aligning work group goals with their agency's goals. Participants will learn how to apply key goal-setting principles, develop performance indicators to measure the success of their work unit, monitor problems encountered in implementing a plan, and assure that work responsibilities are aligned with the work group's plan. Techniques taught in this class are consistent with the Division of Administration's Office of Planning and Budget requirements for the budget process. This is a required course in the Certificate for Advanced Managerial Skills.

*This class is open to all levels of management and to those employees with special permission from their agencies.*

DATES	CITY	LOCATION
No current offerings.		

**Course: DEVELOPING EFFECTIVE TEAMS, PART 1 (1 1/2 days)**

This 1 1/2 day class will help participants improve their communication and feedback strategies. Participants will learn how to overcome barriers to communication, use nonverbal communication effectively, listen actively, use effective feedback techniques, determine when various communication strategies should be used, consider the necessary factors when selecting the most effective message type, and apply supportive communication strategies. This is a required course in the Certificate for Building Effective Teams.

*This class is open to all levels of management and to those employees with special permission from their agencies.*

DATES	CITY	LOCATION
January 20-21 (ends 11:30 on 21 <sup>st</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
January 27-28 (ends 11:30 on 28 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 8-9, 2004 (ends 11:30 on 9 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 15-16, 2004 (ends 11:30 on 16 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: DEVELOPING EFFECTIVE TEAMS, PART 2 (1 1/2 days)**

*Developing Effective Teams, Part 1, is a prerequisite to this course.*

This 1 1/2- day class helps participants deal with the many interpersonal communication challenges they face at work. Participants will learn how to analyze personal communication styles, confront issues rather than people, apply strategies to minimize defensiveness in interactions with others, and demonstrate effective feedback techniques in a given situation. This is a required course in the Certificate for Building Effective Teams.

*This class is open to all levels of management and to those with special permission from their agencies.*

DATES	CITY	LOCATION
December 1-2, 2003 (ends 11:30 on 2 <sup>nd</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 8-9, 2004 (ends 11:30 on 9 <sup>th</sup> )	Shreveport	LSU Health Sciences Center, Conference Center, 1501 Kings Hwy
February 2-3, 2004 (ends 11:30 on 3 <sup>rd</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 10-11, 2004 (ends 11:30 on 11 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 161
March 9-10, 2004 (ends 11:30 on 10 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: DEVELOPING EFFECTIVE TEAMS, PART 3 (1 1/2 days)**

*Developing Effective Teams Parts 1 and 2 are prerequisites to this course.*

This 1 1/2-day class discusses strategies and techniques for developing effective teams. Participants will learn about the stages of team development; skills essential to working in a team environment; strategies for managing team conflict; strategies for creating common ground; and strategies for establishing trust and credibility to build a community in the workplace. Team skills will be presented in the context of typical work groups found in state government. This is a required course in the Certificate for Building Effective Teams.

*This class is open to all levels of management and to those with special permission from their agencies.*

DATES	CITY	LOCATION
Dec. 15-16, 2003 (ends 11:30 on 16 <sup>th</sup> )- FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 16-17, 2004 (ends 11:30 on 17 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: DEVELOPING EFFECTIVE TEAMS, PART 3 CONTINUED**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
March 16-17, 2004 (ends 11:30 on 17 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, England Air Park, 1410 Neel Kearby Blvd., Rm. 161
March 29-30, 2004 (ends 11:30 on 30 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: DEVELOPING A MOTIVATED WORK GROUP (11/2 days) (Supervisory Group 1)**

This 1 1/2-day class examines motivation and goal setting as components of managing work group performance. Participants will learn how to link goal setting with individual action plans, strategies, objectives, and goals of the agency. Participants will be able to diagnose motivation-related performance problems. Class exercises will enable participants to use practical techniques to improve and maintain motivation. **This is a required course in the Certificate for Building Effective Teams.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
Dec. 1-2, 2003 (ends 11:30 on 2nd)	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
Dec. 8-9, 2003 (ends 11:30 on 9 <sup>th</sup> ) - FULL	Alexandria	Rapides Parish Learning Center, Rm. 161, England Air Park, 1410 Neel Kearby Blvd.
Dec. 10-11, 2003 (ends 11:30 on 11 <sup>th</sup> ) - FULL	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
Dec. 10-11, 2003 (ends 11:30 on 11 <sup>th</sup> )	Lafayette	National Guard Headquarters, 1806 Surrey St.
Dec. 10-11, 2003 (ends 11:30 on 11 <sup>th</sup> ) - FULL	Mandeville	LSU Ag. Center Extension Office, 21454 Koop Dr., 1st Floor
Dec. 10-11, 2003 (ends 11:30 on 11 <sup>th</sup> )	Shreveport	National Guard Headquarters, 400 E. Stoner Ave.
January 8-9, 2004 (starts 11:30 on 8 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 28-29, 2004 (starts 12:30 on 28 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
January 28-29, 2004 (ends 11:30 on 29 <sup>th</sup> )	Houma	Terrebonne Parish Library, 151 Civic Center Blvd., 2 <sup>nd</sup> Floor
January 28-29, 2004 (starts 12:30 on 28 <sup>th</sup> )	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200
January 28-29, 2004 (starts 12:30 on 28 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.
February 11-12, 2004 (ends 11:30 on 12 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, Rm. 242, England Air Park, 1410 Neel Kearby Blvd.
February 11-12, 2004 (ends 11:30 on 12 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 11-12, 2004 (ends 11:30 on 12 <sup>th</sup> )	Metairie	Location to be Announced
February 11-12, 2004 (ends 11:30 on 12 <sup>th</sup> )	Shreveport	National Guard Headquarters, 400 E. Stoner Ave.
February 12-13, 2004 (ends 11:30 on 13 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 1-2, 2004 (ends 11:30 on 1 <sup>st</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 1-2, 2004 (ends 11:30 on 2 <sup>nd</sup> )	Metairie	LA Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
March 15-16, 2004 (ends 11:30 on 16 <sup>th</sup> )	Metairie	LA Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
March 17-18, 2004 (ends 11:30 on 18 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 17-18, 2004 (ends 11:30 on 18 <sup>th</sup> )	Houma	Terrebonne Parish Library, 151 Civic Center Blvd., 2 <sup>nd</sup> Floor
March 17-18, 2004 (ends 11:30 on 18 <sup>th</sup> )	Lafayette	National Guard Headquarters, 1806 Surrey St.
March 17-18, 2004 (ends 11:30 on 18 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.

**Course: DEVELOPING A MOTIVATED WORK GROUP CONTINUED**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
April 1-2, 2004 (starts 12:30 on 1 <sup>st</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: DOCUMENTING FOR PERFORMANCE & DISCIPLINE (1 day) (Supervisory Group 1)**

This 1-day class taught by staff of the Dept. of Civil Service is designed to aid in the development of documentation skills frequently used and required of supervisors. Participants will learn the difference between the standards of documentation necessary for Performance Planning & Review versus the standards necessary for disciplinary action. The course material emphasizes documenting through recording observable behavior. Participants will work with sample work situations common to the classified service. **This is a required course in the Certificate for Managing People.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 5, 2003 - FULL	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
December 10, 2003	Lafayette	Joseph Tyler Mental Health Center, 302 Dulles Dr.
January 5, 2004	Baton Rouge	Claiborne Building, Rm. 1-136C, 1201 N. Third St.
January 6, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 16, 5200 Blair Dr.
January 8, 2004	Pineville	Central LA State Hospital, Education Bldg., Rm. 127
January 20, 2004	Hammond	Southeastern La. Univ., Rm. 139, University Center
January 23, 2004	Baton Rouge	Location to be Announced
February 3, 2004	Lake Charles	Dept. of Health & Hospitals Region 5 Office, 2300 Broad St.
February 3, 2004	Thibodaux	Nicholls State Univ., Ellender Memorial Library
February 10, 2004	Baton Rouge	Claiborne Building, Rm. 1-136C, 1201 N. Third St.
March 2, 2004	Baton Rouge	Claiborne Building, Rm. 1-155, 1201 N. Third St.
March 2, 2004	Pineville	Central LA State Hospital, Education Bldg., Rm. 127
March 17, 2004	Baton Rouge	Claiborne Building, Rm. 1-155, 1201 N. Third St.

**Course: EFFECTIVE CONFLICT RESOLUTION STRATEGIES (1 day)**

This 1-day class explores strategies for resolving or managing interpersonal conflict in the workplace. Participants will learn about the causes and effects of conflict; the appropriate use of different conflict management styles; and how to apply collaborative, win-win techniques. This is a required course in the Certificate for Building Effective Teams.

*This class is open to all levels of management and to those with special permission from their agencies. A separate class, Handling Interpersonal Conflict in the Workplace, is available for other employees.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
January 16, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
February 9, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
February 17, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 5, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 24, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: EFFECTIVE CONFLICT RESOLUTION STRATEGIES (1 1/2 days)**

This 1 1/2-day class explores strategies for managing interpersonal and intra-group conflict. Participants will learn about causes of conflict, individual conflict management styles, appropriate use of management styles and principles of complaint management. Emphasis will be placed on creating win-win situations in the workplace. Participants will be able to apply skills learned to their work situations. This is a required course in the Certificate for Building Effective Teams.

*This class is open to all levels of management and to those with special permission from their agencies. A separate class, Handling Interpersonal Conflict in the Workplace, is available for other employees.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 4-5, 2003 (ends 11:30 on 5 <sup>th</sup> )	Shreveport	LSU Health Sciences Center, Conference Center, 1501 Kings Hwy.

**Course: EFFECTIVE PROBLEM SOLVING (1 1/2 days) (Supervisory Group 2)**

This 1 1/2 day-class teaches participants effective problem solving skills. The instructor will guide participants through the process of diagnosing problems, identifying root causes of problems, and generating and evaluating solutions to problems. Case situations will be used to help participants learn how to apply the problem solving process to their own work situations. *This is a required course in the Certificate for Managing Work.*

*This class is open to all levels of management and to those with special permission from their agencies.*

**Effective February 1, we will no longer offer this class as a 1 1/2 day class. It will be taught as Effective Problem Solving and Decision Making, which will be 2 days.**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
Dec. 8-9, 2003 (8:15 a.m. - 2:00 p.m. both days) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
Jan. 21-22, 2004 (ends 11:30 on 22nd)	Alexandria	Rapides Parish Learning Center, Rm. 161, England Air Park, 1410 Neel Kearby Blvd.
Jan. 21-22, 2004 (ends 11:30 on 22nd)	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
Jan. 21-22, 2004 (ends 11:30 on 22nd)	Lafayette	National Guard Headquarters, 1806 Surrey St.
Jan. 21-22, 2004 (ends 11:30 on 22nd)	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., Suite 200

**NEW Course: EFFECTIVE PROBLEM SOLVING & DECISION MAKING (2 days) (Supervisory Group 2)**

This 2-day class teaches participants effective problem and decision making skills. The instructor will guide participants through the process of identifying root causes of problems, generating solutions to problems, establishing decision-making criteria, and using those criteria to select the best alternative solution to problems. Participants will learn to evaluate the benefits and risks of individual versus group decision-making approaches. Case situations will be used to help participants learn how to apply the problem solving and decision-making processes to their own work situations. This is a required course in the Certificate for Managing Work.

*This is a required course in the Certificate for Managing Work.*

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
February 2-3, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 8-9, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: EXCELLENCE IN CUSTOMER SERVICE, PART 1 (1/2 day)**

Customer interaction skills are crucial to the success of everyone in an agency. This 1/2-day session offers a unique opportunity for participants to learn and/or brush up on the basic techniques and principles that will enable them to sharpen customer communication skills, enhance their job performance and level of professionalism, gain confidence with customers, and help to build their agencies' overall image. Topics include: Four Steps to Excellent Customer Service; Exceptional Telephone Communication - A Dozen Tips for Becoming the Best; and Irate Customers-Serving Their Needs With a Smile.

*This class is open to all employees.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 3, 2003 (8:15 - 11:30 a.m.) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
December 4, 2003 (8:15 - 11:30 a.m.) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
December 4, 2003 (8:15 - 11:30 a.m.)	Houma	Terrebonne Parish Library, 151 Civic Center Blvd.
December 4, 2003 (8:15 - 11:30 a.m.) - FULL	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., #200
December 4, 2003 (8:15 - 11:30 a.m.)	Shreveport	National Guard Headquarters, 300 E. Stoner Ave.

**Course: EXCELLENCE IN CUSTOMER SERVICE, PART 2 (1/2 day)**

Providing customers with effective, efficient, and responsive customer service of the highest quality is the state customer service standard. This ½-day class offers a unique opportunity for participants to learn more about telephone skills, additional techniques for dealing with challenging customers, and tips for providing the best possible service to your "good" customers.

*This class is open to all employees.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 3, 2003 (12:30 - 3:30 p.m.) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
December 4, 2003 (12:30 - 3:30 p.m.) - FULL	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
December 4, 2003 (12:30 - 3:30 p.m.)	Houma	Terrebonne Parish Library, 151 Civic Center Blvd.
December 4, 2003 (12:30 - 3:30 p.m.) - FULL	Metairie	LSU Ag. Center, Crescent Region Office, 6640 Riverside Dr., #200
December 4, 2003 (12:30 - 3:30 p.m.)	Shreveport	National Guard Headquarters, 300 E. Stoner Ave.

**Course: FACILITATING CHANGE (1 day)**

This 1-day class will help participants implement strategies and techniques to help themselves and their employees adapt to various changes in their work situations. Participants will learn how to facilitate unlearning, reduce resistance to change, manage conflict resulting from change, and develop a contingency plan to handle unexpected situations. This is a required course in the Certificate for Managing Work.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
February 16, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: IMPROVING EMPLOYEE PERFORMANCE THROUGH COACHING (1 1/2 days) (Supervisory Group 2)**

This 1 1/2-day class presents the coaching process and strategies for improving employee performance. Participants will learn about performance counseling, specific coaching strategies, and motivation techniques. Coaching is presented as an effective tool for improving employee performance while also building employee commitment. Class exercises will enable participants to return to the job ready to implement effective coaching. **This is a required course in the Certificate for Managing People.**

*This class is open to current supervisors and managers.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
Dec. 4-5, 2003 (ends 11:30 on 5 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
Jan. 5-6, 2004 (ends 11:30 on 6 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
Jan. 22-23, 2004 (ends 11:30 on 23 <sup>rd</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
February 26-27, 2004 (ends 11:30 on 27 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 4-5, 2004 (ends 11:30 on 5 <sup>th</sup> )	Shreveport	LSU Health Sciences Center, Conference Center, 1501 Kings Hwy.
March 18-19, 2004 (ends 11:40 on 19 <sup>th</sup> )	Metairie	LA Technical College, E. Jefferson Campus, Rm. 16, 5200 Blair Dr.
March 22-23, 2004 (ends 11:30 on 23 <sup>rd</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: INDIVIDUAL DIFFERENCES & DIVERSITY IN THE WORKPLACE (1 1/2 days) (Supervisory Group 3)**

This 1 1/2-day class will look at the value of individual differences and identify obstacles to achieving diversity in the workplace. Participants will learn how to apply basic requirements of employment laws to work situations, compare and contrast different cultures, examine the diversity climate of the work group or organization, plan and implement organizational practices to maximize the advantages of diversity, and create a climate in which all employees' contributions are recognized. **This is a required course in the Certificate for Building Effective Teams.**

*This class is open to all levels of management and to those employees with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
Dec. 11-12, 2003 (starts 12:30 on 11 <sup>th</sup> ) - FULL	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
Jan. 5-6, 2004 (ends 11:30 on 6 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
Jan. 26-27, 2004 (ends 11:30 on 27 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: INDIVIDUAL DIFFERENCES & DIVERSITY IN THE WORKPLACE CONTINUED**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
March 31- April 1, 2004 (ends 11:30 on 1 <sup>st</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.

**Course: MANAGING AND IMPROVING WORK PROCESSES (2 days) (Supervisory Group 2 & 3)**

This 2-day class examines how work processes impact work effectiveness. Participants will learn how to analyze current work processes, develop a process performance tracking system, break down processes into tasks, and apply a process improvement strategy. Skills learned in this class will be applicable to the management of any work process. **This is a required course in the Certificate for Managing Work.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 2-3, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
December 17-18, 2003	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
January 14-15, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
January 28-29, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
February 10-11, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
March 11-12, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 31- April 1, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: MANAGING CUSTOMER SERVICE SYSTEMS (11/2 days)**

This 1 1/2-day class presents strategies and techniques to enhance customer service. Participants will learn how to articulate the mission of government service, develop strategies to motivate employees to high quality public service, lead a customer-driven work group, provide excellent telephone and face-to-face service to the public, illustrate ways an organization can change to better serve customers, and apply strategies to respond to customer complaints and concerns. **This is a required course in the Certificate for Managing Work.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
No current offerings.		

**Course: MANAGING WORK TIME EFFECTIVELY (1 1/2 day)**

This 1 1/2-day class examines the various approaches that can be used to manage time effectively. Participants will identify the activities that determine their use of time and learn the keys to effective time management. Particular emphasis will be placed on establishing work priorities to maximize effective use of time. The course will present a flexible approach that can be adapted to fit most participants' preferred time management style. In class, participants will develop a prioritization plan to be used on the job. **This is a required course in the Certificate for Managing Work.**

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
March 24-25, 2004 (ends 11:30 on 25 <sup>th</sup> )	Alexandria	Rapides Parish Learning Center, Rm. 161, England Air Park, 1410 Neel Kearby Blvd.
March 24-25, 2004 (ends 11:30 on 25 <sup>th</sup> )	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 24-25, 2004 (ends 11:30 on 25 <sup>th</sup> )	Lafayette	National Guard Headquarters, 1806 Surrey St.
March 24-25, 2004 (ends 11:30 on 25 <sup>th</sup> )	Monroe	National Guard Headquarters, 5000 Central Ave.

**Course: PERFORMANCE PLANNING & REVIEW TRAINING FOR SUPERVISORS (1 Day) (Supervisory Group 1)**

This 1-day class provides participants with basic information concerning the major components of the Civil Service performance planning and review system: planning, documentation, and evaluation. **This is a required course in the Certificate for Managing People.**

*This class is open to all supervisors and managers and human resources staff.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 11, 2003	Pineville	Central La. State Hospital, Education Bldg., Rm. 127
December 15, 2003	Hammond	Southeastern La. Univ., Rm. 139, University Center
December 17, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-136A, 1201 N. Third St.

**Course: PERFORMANCE PLANNING & REVIEW TRAINING FOR SUPERVISORS CONTINUED**

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 17, 2003 - FULL	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
January 6, 2004	Baton Rouge	Claiborne Building, Rm. 1-136C, 1201 N. Third St.
January 8, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 16, 5200 Blair Dr.
January 14, 2004	Monroe	Univ. of LA at Monroe, Sugar Hall, University Ave.
January 27, 2004	Thibodaux	Nicholls State Univ., Ellender Memorial Library
February 4, 2004	Lake Charles	Dept. of Health & Hospitals Region 5 Office, 2300 Broad St.
February 17, 2004	Baton Rouge	Claiborne Building, Rm. 1-155, 1201 N. Third St.
March 2, 2004	Baton Rouge	Claiborne Building, Rm. 1-136C, 1201 N. Third St.
March 10, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
March 18, 2004	Baton Rouge	Claiborne Building, Rm. 1-155, 1201 N. Third St.
March 24, 2003	Lafayette	Joseph Tyler Mental Health Center, 302 Dulles Dr.
March 26, 2003	Bossier City	DHH/Northwest LA Developmental Center, Classroom A, 5401 Shed Rd.

**Course: PROFESSIONALISM & PRODUCTIVITY FOR NON-SUPERVISORS (2 Days)**

This 2-day class is designed to provide participants with the tools and strategies necessary to enhance their professionalism while also increasing their level of productivity. Elements of professionalism covered include professional behavior, communicating as a professional, managing conflict as a team professional, personal organization and productivity, and personal goal setting.

*This class is open to non-supervisory employees only.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
December 15-16, 2003 - FULL	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
January 8-9, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.
January 15-16, 2004	Metairie	La. Technical College, E. Jefferson Campus, Rm. 31, 5200 Blair Dr.
February 5-6, 2004	Shreveport	LSU Health Sciences Center, Conference Center, 1501 Kings Hwy.
February 26-27, 2004	Baton Rouge	Claiborne Building, Rm. 1-186, 1201 N. Third St.
March 22-23, 2004	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.

**Course: PROMOTING LEARNING IN THE WORKPLACE (1 day)**

This 1-day class will explore principles of adult learning and characteristics of effective leaders and supervisors. Participants will learn how to evaluate managerial and supervisory competencies, gather data for professional development, develop a plan for self-improvement, and create a climate of continual learning in their work groups. This is a required course in the Certificate for Managing People.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
No current offerings.		

**Course: WORKPLACE NEGOTIATION SKILLS (1 day)**

This 1-day class will help participants learn how to negotiate in the workplace. Participants will learn how to use interest-based negotiating between work groups, clarify points of view, apply win-win persuasive techniques, and apply methods to gain cooperation from others. *This is a required course in the Certificate for Managing Work.*

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
No current offerings.		

**Course: WRITING FOR MANAGERS (1 day)**

In this 1-day class, managers will learn to say what they mean in a clear, concise style. Through lecture, examples, and practice exercises, managers will gain confidence in their ability to plan and structure reports, letters, and memos. Correct formatting of various types of reports will be discussed, as well as appropriate style in faxes and e-mail messages.

Attention will be given to other types of documents, including written and verbal instructions. They will see how the use of white space, selection of fonts, and other graphic elements can add to the readability of their writing. Although this course is not intended as a review of grammar and punctuation, time will be reserved for participants' questions about these subjects.

*This class is open to all levels of management and to those with special permission from their agencies.*

<b>DATES</b>	<b>CITY</b>	<b>LOCATION</b>
January 13, 2004 - FULL	Baton Rouge	Claiborne Building, Rm. 1-185, 1201 N. Third St.