

State of Louisiana
DIVISION OF ADMINISTRATION
Comprehensive Public Training Program

M. J. "MIKE" FOSTER
GOVERNOR

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<h2 style="margin:0">CPTP SCHEDULE OF CLASSES</h2> <h3 style="margin:0">MARCH – JUNE, 2001</h3>

The following classes are being offered during the March – June 2001 time frame through the Comprehensive Public Training Program. For information about additional classes that may be added to the schedule, please check the CPTP web site (<http://www.state.la.us/cptp/cptp.htm>) regularly, or call your agency CPTP Coordinator or the CPTP office.

Important changes:

The curriculum offered through CPTP has been undergoing some major changes during the past few months. The most dramatic change is the elimination of Management in State Government, Levels I, II, and III, and the phasing out of the Certificate in Supervisory Techniques (CST) by July 1, 2003. For those participants wanting/needing to take only Level III to complete the CST, see page 11 of this schedule for further information.

We are replacing the CST with four new functional certificates that have a series of classes designed with the specific goal of achieving immediate improvement in job skills. Most of the new classes have no prerequisites. We encourage all supervisors and managers, regardless of what CPTP classes they have taken in the past, to register for some of the new classes. Individuals and/or agencies may choose to take or require individual classes from any of the four functional certificates in any sequence they wish.

Participants who earn all four functional certificates are then eligible to earn the Certified Public Manager certificate by completing the CPM requirements. The CPM will be the fifth and final certificate.

Agencies should develop internal policies to guide employees into the training suited to their needs. CPTP will work with agencies when requested to help develop customized training plans for their employees. The new functional management development certificates being offered by CPTP are as follows:

- Certificate for Building Effective Teams (total of 10 days of training)
- Certificate for Managing People (total of 9.5 days of training)
- Certificate for Managing Work (total of 11.5 days of training)
- Certificate for Advanced Managerial Skills (total of 10 days of training)

To register for classes, complete a CPTP class registration form and send it to your agency CPTP Coordinator. CPTP class registration forms can be accessed and printed from the CPTP Web site. Participants will receive written confirmation of registration approximately three weeks before the class begins. Applicants are not considered officially enrolled in a CPTP class unless they have received written confirmation of their registration from this office.

For further information about either our new curriculum or the registration procedures, please visit our web site, call the CPTP office at (225) 342-4739, or contact your agency's CPTP Coordinator.

CERTIFICATE FOR BUILDING EFFECTIVE TEAMS

The following classes are being offered as part of the Certificate for Building Teams:

DEVELOPING EFFECTIVE TEAMS, PART I (1½ days)

(This class was named Effective Communication Skills, Part I on the previous schedule.)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 5-6 (? day a.m. on 6 th)	Baton Rouge	April 9-10 (? day a.m. on 10 th)	Baton Rouge
March 19-20 (? day a.m. on 20 th)	Baton Rouge	May 7-8 (? day a.m. on 8 th)	Baton Rouge
March 26-27 (? day a.m. on 27 th)	Pineville	June 11-12 (? day a.m. on 12 th)	Baton Rouge
March 28-29 (? day a.m. on 29 th)	Baton Rouge	June 25-26 (? day a.m. on 26 th)	Metairie
April 4-5 (? day a.m. on 5 th)	Metairie		

DEVELOPING EFFECTIVE TEAMS, PART 2 (1½ days)

(This class was named Effective Communication Skills, Part 2 on the previous schedule.)

*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, use tact and diplomacy when dealing with others, confront issues rather than people, apply strategies to minimize defensiveness in interactions with others, communicate across cultures, and treat others with respect. **This class is open to all levels of management and to those with special permission from their agencies.***

Developing Effective Work Teams Part I is a prerequisite to this course.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 27-28 (? day p.m. on 27 th)	Pineville	May 14-15 (? day a.m. on 15 th)	Baton Rouge
April 5-6 (? day p.m. on 5 th)	Metairie	June 18-19 (? day a.m. on 19 th)	Baton Rouge
April 16-17 (? day a.m. on 17 th)	Baton Rouge	June 26-27 (? day p.m. on 27 th)	Metairie

DEVELOPING EFFECTIVE TEAMS, PART 3 (1½ days)

*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, techniques for empowering employees and creating a motivating team climate, strategies for managing team conflict and overcoming barriers to team performance. Team skills will be presented in the context of typical work groups found in state government. **This class is open to all levels of management and to those with special permission from their agencies.***

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 29-30 (? day a.m. on 30 th)	Pineville	May 21-22 (? day a.m. on 22 nd)	Baton Rouge
April 17-18 (? day p.m. on 17 th)	Baton Rouge	June 19-20 (? day p.m. on 19 th)	Baton Rouge

DEVELOPING A MOTIVATED WORK GROUP (1½ days)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
June 14-15 (? day a.m. on 15 th)	Metairie	June 21-22 (? day a.m. on 22 nd)	Baton Rouge

EFFECTIVE CONFLICT RESOLUTION STRATEGIES (1½ 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 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.*

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 2-3 (? day a.m. on 3 rd)	Baton Rouge	May 24-25 (? day a.m. on 25 th)	Baton Rouge
May 1-2 (? day a.m. on 2 nd)	Baton Rouge	June 28-29 (? day a.m. on 29 th)	Metairie

ENCOURAGING CREATIVITY IN TEAMS (1 day)

*This 1-day class will help participants implement strategies to develop creativity in teams. Participants will learn how to encourage innovation, set goals based on various methods for implementing innovation, challenge old ideas, and create a climate that cultivates creative thinking. **This class is open to all levels of management and to those with special permission from their agencies.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 4	Baton Rouge	April 27*	Pineville
April 16	Baton Rouge	May 14*	Baton Rouge
April 27*	Baton Rouge	May 14*	Lake Charles
April 27*	Bossier City	May 14*	Monroe
April 27*	New Orleans	May 14*	New Orleans

*(*Denotes compressed video distance learning site.)*

INDIVIDUAL DIFFERENCES & DIVERSITY IN THE WORKPLACE (1½ days)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
May 30-31 (? day a.m. on 31 st)	Metairie	June 14-15 (? day a.m. on 15 th)	Baton Rouge

CERTIFICATE FOR MANAGING PEOPLE

The following classes are being offered as part of the Certificate for Managing People:

BUILDING BETTER PERFORMANCE THROUGH EMPLOYEE SKILL DEVELOPMENT (2 days)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 4-5	Pineville	May 17-18*	Baton Rouge
April 25-26*	Baton Rouge	May 17-18*	Lake Charles
April 25-26*	Bossier City	May 17-18*	Monroe
April 25-26*	New Orleans	May 17-18*	New Orleans
April 25-26*	Pineville	June 27-28	Baton Rouge

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

Note: This course is designed to complement, not substitute for, the Performance Planning and Review course taught by the Department of Civil Service.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 6	Baton Rouge	May 16*	Baton Rouge
April 2	Baton Rouge	May 16*	Lake Charles
April 12	Metairie	May 16*	Monroe
April 24*	Baton Rouge	May 16*	New Orleans
April 24*	Bossier City	June 13	Baton Rouge
April 24*	New Orleans	June 14	Pineville
April 24*	Pineville		

*(*Denotes compressed video distance learning site.)*

IMPROVING EMPLOYEE PERFORMANCE THROUGH COACHING (1½ days)

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 class is open to current supervisors and managers.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 19-20 (? day a.m. on 20 th)	Baton Rouge	May 9-10 (? day a.m. on 10 th)	Pineville
May 3-4 (? day a.m. on 4 th)	Metairie	May 24-25 (? day a.m. on 25 th)	Baton Rouge
May 7-8 (? day a.m. on 8 th)	Baton Rouge		

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 23*	Baton Rouge	May 15*	Baton Rouge
April 23*	Bossier City	May 15*	Lake Charles
April 23*	New Orleans	May 15*	Monroe
April 23*	Pineville	May 15*	New Orleans
April 30	Baton Rouge	June 26	Baton Rouge
May 8	Pineville		

*(*Denotes compressed video distance learning site.)*

CIVIL SERVICE RULES & REGULATIONS FOR SUPERVISORS (2 days)

This 2-day class is designed to provide supervisors and managers with information on components of the personnel system administered by the Department of Civil Service and their responsibilities under that system. This class is open to all supervisors and managers, human resources staff and legal staff.

<u>DATES</u>	<u>CITY</u>
June 5-6	Lake Charles

KEY ELEMENTS OF CIVIL SERVICE DISCIPLINARY ACTIONS (1 day)

*This 1-day class provides an overview of the disciplinary process for Civil Service employees. Participants will learn the definitions of "cause" and "impairment of public service" as provided in the Louisiana State Constitution. Actual Civil Service Commission and court decisions will be reviewed to enhance participants' understanding of the legal requirements for successfully completing disciplinary actions. **This class is open to all current supervisors and managers and human resources staff.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 18	Shreveport	May 31	Baton Rouge
April 24	Lake Charles	June 13	West Monroe
May 23	Metairie	June 19	Lafayette
May 24	Metairie	June 20	Pineville
May 30	Baton Rouge	June 27	Shreveport

PERFORMANCE PLANNING AND REVIEW TRAINING FOR SUPERVISORS (1 day)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 12	Lafayette	May 9	Baton Rouge
April 3	Metairie	May 22	Metairie
April 17	Baton Rouge	June 7	Baton Rouge
April 18	Baton Rouge	June 13	Pineville
April 19	Shreveport	June 14	West Monroe
April 19	Pineville	June 19	Metairie
April 25	Lake Charles	June 28	Shreveport
April 27	Lafayette		

CERTIFICATE FOR MANAGING WORK

The following classes are being offered as part of the Certificate for Managing Work:

ACCOUNTABILITY IN WORK GROUPS (2 days)

*This 2-day class will explore ways to promote accountability in work groups. Participants will learn how to develop performance indicators for measuring the success of a work group, create outcome progress reports, align individual work responsibilities with work group plans, compare performance indicator targets to actual work group performance, implement measurement systems to track work group results, develop employee behavioral expectations consistent with the PPR process, and implement strategies to hold employees accountable for achieving behavioral expectations. **This class is open to all levels of management and to those with special permission from their agencies.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
May 2-3	Baton Rouge	June 18-19	Baton Rouge
May 22-23	Baton Rouge		

APPLYING DECISION-MAKING STRATEGIES (1½ days)

*This 1 1/2-day class will help participants learn to apply multiple decision-making strategies. Participants will learn how to gather information for decision-making, evaluate the benefits and risks of individual versus group decision-making approaches, recognize the role values play in the decision-making process, distinguish between fact and inference when making decisions, evaluate potential outcomes of various decisions, and establish decision-making criteria. **This class is open to all levels of management and to those with special permission from their agencies.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 4-5 (? day a.m. on 5 th)	Baton Rouge	May 10-11 (? day a.m. on 11 th)	Baton Rouge

EFFECTIVE PROBLEM SOLVING (1½ days)

*This 1 1/2-day class teaches participants effective problem solving skills. The instructor will guide participants through the process of diagnosing problems, identifying the 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 class is open to all levels of management and to those with special permission from their agencies.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 7-8 (? day a.m. on 8 th)	Baton Rouge	April 19-20 (? day a.m. on 20 th)	Baton Rouge
March 26-27 (? day a.m. on 27 th)	Baton Rouge	May 22-23 (? day p.m. on 22 nd)	Baton Rouge
April 9-10 (? day a.m. on 10 th)	Pineville	June 21-22 (? day a.m. on 22 nd)	Baton Rouge

FACILITATING CHANGE (1 day)

This 1-day class will help participants implement strategies and techniques to help supervisors and their employees adapt to various 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 class is open to all levels of management and to those with special permission from their agencies.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
May 9	Baton Rouge	June 20	Baton Rouge

MANAGING AND IMPROVING WORK PROCESSES (2 days)

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

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
May 17-18	Baton Rouge	June 27-28	Baton Rouge

MANAGING WORK TIME EFFECTIVELY (1 day)

This 1-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. Participants will practice by developing a prioritization plan to be used on the job. This class is open to all levels of management and to those with special permission from their agencies.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 13	Baton Rouge	May 21	Baton Rouge
March 21	Baton Rouge	May 29	Metairie
April 3	Baton Rouge	June 25	Baton Rouge

WORKPLACE NEGOTIATION SKILLS (1 day)

*This 1-day class will help participants learn how to negotiate in the workplace. Participants will learn how to analyze negotiation strategies to determine the best strategy to use, how to use interest-based negotiating between work groups, apply strategies for framing and reframing issues, clarify points of view, and apply win-win persuasive techniques and influencing strategies. **This class is open to all levels of management and to those with special permission from their agencies.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 30 June 21	Baton Rouge Metairie	June 29	Baton Rouge

CERTIFICATE FOR ADVANCED MANAGERIAL SKILLS

Courses for this certificate will be offered after July 1, 2001. For a listing of the topics that will be taught, see pages 13-14 of this schedule, or the CPTP Course Catalog available through your CPTP Coordinator, or on the CPTP web site.

CLASSES FOR NON-SUPERVISORY EMPLOYEES

Following is a listing of other classes being offered on the current CPTP schedule, with eligibility statements included for each:

ENGLISH FOR THE WORKPLACE (1 day)

*Worried about where to put that comma or whether or not to capitalize a word? Learn answers to these and other English grammar, punctuation, and usage questions in this one-day class. The instructor will review concepts that will help participants produce correctly worded, punctuated, and formatted documents. The materials participants take away from this class will be a handy guide for future questions about grammar and related English subjects. **This class is open to all employees.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 21 April 10	Baton Rouge Baton Rouge	April 24 May 1	Metairie Baton Rouge

HANDLING INTERPERSONAL CONFLICT IN THE WORKPLACE (1 day)

*This 1-day class explores strategies for handling interpersonal conflict which may arise in the workplace. Participants will learn about causes of conflict, individual conflict management approaches, assessing conflict management approaches, and strategies for handling interpersonal conflict. **This class is open to non-supervisory employees only.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 1	Pineville	May 7	Metairie
March 12	Baton Rouge	May 16	Baton Rouge
March 22	Baton Rouge	June 13	Baton Rouge
April 9	Baton Rouge		

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 level of 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.***

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 12-13	Baton Rouge	April 26-27	Metairie
March 14-15	Metairie	May 10-11	Baton Rouge
April 26-27	Baton Rouge	June 11-12	Baton Rouge

<p>FOR EMPLOYEES WHO HAVE COMPLETED LEVELS I AND II IN THE FORMER CURRICULUM, BUT NOT LEVEL III</p>
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MANAGEMENT IN STATE GOVERNMENT, LEVEL III (4.5 days)

Until July 1, 2003, CPTP will combine the following new courses and offer them as Level III – Developing Effective Teams, Part 2, Developing Effective Teams, Part 3, and Effective Problem Solving.

During this window of time, employees who have completed Levels I and II in the former curriculum may take this “Level III” and the associated tests, complete the project, and take Civil Service Rules & Regulations for Supervisors if they have not already taken it, and become eligible to earn the Certificate in Supervisory Techniques. These classes will be offered in all areas of the state after July 1, 2001, so there will be ample time to complete Level III without having to travel to Baton Rouge.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 16-20 (? day a.m. on 20 th)	Baton Rouge	June 18-22 (? day a.m. on 22 nd)	Baton Rouge

CLASSES TAUGHT BY DEPT. OF CIVIL SERVICE

CIVIL SERVICE RULES & REGULATIONS FOR SUPERVISORS (2 days)

This 2-day class is designed to provide supervisors and managers with information on components of the personnel system administered by the Department of Civil Service and their responsibilities under that system. This is a required course for participants working toward the Certificate in Supervisory Techniques until July 1, 2003, and toward the Certificate in Managing People. This class is open to all supervisors or managers, employees working in human resource management and legal staff.

<u>DATES</u>	<u>CITY</u>
June 5-6	Lake Charles

KEY ELEMENTS OF CIVIL SERVICE DISCIPLINARY ACTIONS (1 day)

This 1-day class provides an overview of the disciplinary process for Civil Service employees. Participants will learn the definitions of "cause" and "impairment of public service" as provided in the Louisiana State Constitution. Actual Civil Service Commission and court decisions will be reviewed to enhance participants' understanding of the legal requirements for successfully completing disciplinary actions. Open to all current supervisors and managers and human resources staff. This course is required for participants working toward the Certificate in Managing People.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
April 18	Shreveport	May 31	Baton Rouge
April 24	Lake Charles	June 13	West Monroe
May 23	Metairie	June 19	Lafayette
May 24	Metairie	June 20	Pineville
May 30	Baton Rouge	June 27	Shreveport

PERFORMANCE PLANNING & REVIEW FOR SUPERVISORS (1 day)

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 class is open to all supervisors and managers. This course is required for participants working toward the Certificate in Managing People.

<u>DATES</u>	<u>CITY</u>	<u>DATES</u>	<u>CITY</u>
March 12	Lafayette	May 9	Baton Rouge
April 3	Metairie	May 22	Metairie
April 17	Baton Rouge	June 7	Baton Rouge
April 18	Baton Rouge	June 13	Pineville
April 19	Shreveport	June 14	West Monroe
April 19	Pineville	June 19	Metairie
April 25	Lake Charles	June 28	Shreveport
April 27	Lafayette		

CLASSES IN THE NEW CERTIFICATES NOT OFFERED ON CURRENT SCHEDULE

The following classes are not offered on this schedule, but we want to determine how much interest there may be for us to schedule them, which will determine when we schedule them. Please contact the CPTP office if you or any of your staff would like to take any of these classes:

MANAGING CUSTOMER SERVICE SYSTEMS (1½ 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 class is open to all levels of management and to those with special permission from their agencies.***

BUILDING PRODUCTIVE WORKING RELATIONSHIPS (PARTNERING) (1 day)

*This 1-day class will help participants learn strategies to establish and maintain working relationships. Participants will learn how to solicit support from management, approach problem situations with an understanding of organizational dynamics, build and strengthen internal support bases, promote individual and group partnerships, share information and resources across groups to achieve organizational goals. **This class is open to all levels of management and to those with special permission from their agencies.***

CONDUCTING AN EFFECTIVE JOB INTERVIEW (1½ days)

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

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

ETHICAL BEHAVIOR IN THE WORKPLACE (1½ days)

*This 1 1/2-day class will help participants learn how to evaluate work situations to identify potential ethical problems and conflicts of interest. Participants will learn how to develop a plan to comply with rules and/or laws governing potential areas of conflict, promote awareness of ethical behavior in work groups, anticipate the implication of words and actions within work groups, differentiate between various types of power and influence, and use personal power to focus on accomplishing work group goals. **This class is open to all levels of management and to those employees with special permission from their agencies.***