Welcome to our catalogue of *On-Site Training Programs for Local Governments.* We offer a wide variety of classes that are both interesting and particularly relevant for today's public sector employees. We hope you will take the time to look through this catalogue and then let us know how we can help you meet your professional development needs.

The John Scott Dailey Florida Institute of Government at Florida Atlantic University (FAU) was established in 1982 as an affiliate of the John Scott Dailey Florida Institute of Government to provide training, technical assistance, and applied research services to state and local governments. The fundamental objective of the Institute is to forge closer government-university ties to address the training and technical assistance needs of all levels of government. Our service area includes Broward, Indian River, Martin, Miami-Dade, Monroe, Okeechobee, Palm Beach, and St. Lucie counties.

The Institute's on-site training program for local governments includes a variety of classes offered at a reasonable cost. Featuring courses targeted at all levels of public sector employees, the program is designed to provide participants with:

- an overview of public problems and the role of government
- skills for developing, implementing, and evaluating local programs
- models of professional and ethical conduct
- knowledge of the laws governing public employees
- strategies for dealing with the public in face-to-face situations
- principles of effective written and oral communication
- conflict resolution skills
- enhanced leadership, management, and supervisory skills

While this catalogue describes the workshops requested most frequently by local governments, our programs are not limited to those you see here. We tailor our curriculum to meet the specific needs of our constituents, and are constantly adding new topics to our roster of courses. The IOG's staff will be pleased to meet with you at your location to find out **what we can do for you**.

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For the latest information about the Institute's programs, please check our Web page at
http://www.fiog.fau.edu

ON-SITE TRAINING FOR LOCAL GOVERNMENTS

Planning

After you have discussed your needs and your objectives with the IOG staff, we will work with you to select the appropriate courses, instructors, and dates for training workshops. If you desire, we will arrange a consultation between you and the proposed instructor(s) to ensure that the program will meet your expectations.

If you would like to schedule a class that is not included in the Institute's curriculum, we will make every effort to develop an appropriate training program for you.

Instructors

The instructors who conduct training for the Institute of Government are well versed in the needs of the public sector. Instructors are drawn from both the private sector and the academic field. Many of our instructors are specifically requested time and again by local governments--evidence of the quality of their work.

Implementation

Once training needs are determined, the local government and the Institute work together to bring the program to completion. As a general rule, responsibilities are delegated as follows:

The John Scott Dailey Florida Institute of Government at FAU

1. Assists in identifying and analyzing your training needs.

2. Works to design programs to fit your budget, address your organization's specific concerns, and fulfill your goals.

3. Prepares a contract for the instructor to conduct the training and authorizes payment to the instructor once the workshop has been completed.

4. Certifies that each training workshop was completed as contracted and provides the local government with invoices for training workshops.

5. Upon request, awards Institute of Government Certificates of Completion (showing number of CEUs) to workshop participants.

When requested by the agency, the Institute will also provide staff to assist with registration and arrange for facilities and food service.

Local Government

1. Submits to the Institute of Government a written confirmation of the training requested.
2. Provides training facilities on-site (when applicable).
3. Provides necessary audio-visual equipment.
4. Provides prospective participants with schedules of training workshops.
5. Schedules participants for training sessions.
6. Verifies that the training was conducted and provides the Institute with the number of participants for each class.
7. When applicable, supplies the names of participants to receive Certificates of Completion.

Evaluations

Class evaluations can provide the local government and the Institute with an immediate indication of the effectiveness of the instructor and the program content. Upon request, the Institute will make available a sample evaluation for use by the local government.

Fees

Fees for training courses vary according to the instructor and the type and length of the program. Upon completion of each workshop, the organization will be invoiced for the total cost of the program.

References

The Institute will be pleased to provide the names of contact persons at other local governments for which on-site training has been conducted.

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to be half-day or full day in length.**

Class size should be limited to a maximum of 25 for most of the courses in this catalogue.

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BUILDING CODE ADMINISTRATORS AND INSTRUCTORS BOARD (BCAIB) APPROVED OFFERINGS

The following classes, targeted at building inspectors, plans examiners, and building officials, have been approved or are in the process of being approved by the BCAIB. They will be taught by an approved CEU-provider with real hands-on experience in Florida. He has served as a director of planning, building, and zoning; a building official; a building inspector, a contractor, and a developer.

BUILDING GREEN

This course provides a general understanding of what it means to build "green" homes that have a low environmental impact. Most people, given a choice, would choose to live in a more healthful and efficient home—one that requires minimal maintenance and is as mold- and pest-resistant as possible. The idea of building green is expanding rapidly as both small localized builders and large nationwide firms embrace the notion. It is as important for all building departments to understand the concepts behind building green as it is for the builders and developers to know what they really mean when they advertise the sale of green buildings.

ETHICS IN THE WORKPLACE

This class is designed to provide an understanding of what ethics is and means, the forces that shape ethical behavior, and the ethical implications in the making of decisions. After taking this course, participants should be able to recognize the ethical implications of every decision that is made, become aware of ethical dilemmas and thus be able to examine them objectively, correct unethical practices that may have been previously unrecognized or purposely ignored, and recognize the need for applying ethical principles at all levels, at all times, under a variety of different circumstances.

HANDICAPPED ACCESSIBILITY

This class presents some of the minimum requirements contained on Chapter 11 of the Florida Building Code. The code contained within the chapter is entitled The Florida Accessibility Code for Building Construction. Upon completion of the course, participants will have an understanding of the purpose, scope, and layout of that code. They will be able to identify several different accessible elements and will have general knowledge of the similarities and differences between state and federal laws.

HURRICANE RESISTANT CONSTRUCTION

This class is designed to present some of the minimum requirements contained in the Florida Building Code and other codes and standards such as SSTD 10 in order to build single and multifamily dwellings that should withstand hurricane-force winds. An understanding of how to build stronger and smarter structures should lead to improved practices throughout the entire construction industry in Florida; that understanding should affect the design of buildings, the review of plans, the actual on-site construction, and the inspection of the work.

LAWS AND RULES

This course is designed to identify the Florida Statutes that relate directly to the process of building code enforcement in the state. Upon completion of the class, participants will be able to identify the relevant state statutes, understand the concepts of sovereign immunity and personal liability due to outright negligence, and the stops to be taken to avoid the threat of negligence.

SUBSTANTIAL IMPROVEMENT AND SUBSTANTIAL DAMAGE

This course presents and identifies the National Flood Insurance Program (NFIP) requirements related to substantial improvement and substantial damage. New residential structures must be built at or above the established Base Flood Elevation. The class explains the processes that must be followed when improvements are planned to buildings that have not been damaged or repairs are to be made to structures that have been damaged.

CODE ENFORCEMENT CERTIFICATION AND RECERTIFICATION

In cooperation with the Florida Association of Code Enforcement (F.A.C.E.) and the John Scott Dailey Florida Institute of Government at the University of Central Florida, the Institute of Government at FAU offers the training classes and administers the examinations necessary for Level I, II, and III code enforcement certification. In addition, we provide recertification classes that fulfill the 16 hours of continuing education training required every two years. The following are examples of classes that have been approved for code enforcement recertification credits:

- Basics of Environmental Investigation

- Coaching Skills for Supervisors

- Code Enforcement and the Courts: Recent Florida Cases

- Code Investigations in Mobile Home Parks

- Criminal Code Enforcement: The Code Team Concept

- Dealing with Change in the Workplace

- Effective Customer Service: Close Encounters of the Finest Kind

- Identifying and Categorizing Florida Trees, Plants, Shrubs, Ornamentals, and Groundcovers

- Impacts of Perception during Face-to-Face Interactions

- Introduction to Zoning Concepts and Procedures

- Maintaining a Positive Attitude

- Photographs for Inspection Reports

- Special Masters and Code Enforcement

- Team Building for Results

- Uniform Code Citation

- Workshop for Coordinators and Secretaries to Code Enforcement Boards and Special Master Hearings

Most code enforcement classes are offered on an open-enrollment basis and advertised throughout south Florida by way of brochures and our Web site. If you would like the F.A.C.E. certification classes or recertification classes offered on-site for your staff, please call the Institute for additional information.

Many other the classes included in this catalogue have been approved for
F.A.C.E. recertification credits.

BUILDING THE COMMUNICATION BRIDGE

The more we know about ourselves as speakers and listeners, the better equipped we are to build the "communication bridge" that allows us to send, receive, and interpret messages with ease. This class helps provide that crucial insight by focusing on the basic speaking and listening skills needed for successful face-to-face interactions. Using a combination of experiential tools such as assessments, activities, and hands-on games, participants discover how their roles and styles as speakers and listeners drive the communication process.

BUSINESS GRAMMAR

A fun grammar course? Yes! Instead of rote memorization and endless diagnostic drills, participants share knowledge, perform research, listen to and participate in discussions, and are contestants in grammar games. During this upbeat and interactive program, participants will use proofreaders' marks to expedite editing, locate answers to grammatical/usage questions, define basic rules for numbers in business writing, review essential punctuation and capitalization, distinguish between confusing pronouns and their usage, perform a spelling self-assessment, and more. Practice exercises are incorporated throughout, and *The Gregg Reference Manual* serves as a reference text. A key benefit of this program is learning how to use the reference manual and locate answers to any grammatical challenge.

Required Materials: The Gregg Reference Manual

COMMUNICATING TO INFLUENCE

Communication impacts every moment of our working day. The way we communicate is a key factor in how we plan, implement, monitor, and perform our job responsibilities. There are two sides to any communication picture, and there are good reasons two parties in an interaction are sometimes not motivated to communicate successfully with one another. This program helps employees at all levels recognize and eliminate key barriers to quality communication in order to ensure successful communication outcomes.

Using an assessment tool, multiple interactive exercises and practice opportunities, participants examine their verbal and non-verbal communication abilities and focus on key areas for improvement. Guidelines on how to communicate expectations will be practiced. In this program, participants will learn to:

- understand the fundamental components of the communication process
- identify and maximize personal communication styles
- identify barriers to effective communication
- utilize skills and techniques to influence the communication outcomes with others
- recognize the specific behaviors of receptive listeners
- practice skills for communicating expectations

CREATING A PROFESSIONAL IMAGE ON THE TELEPHONE

This is a lively half-day program designed to provide participants with insight into the techniques needed to create a professional image on the telephone. In addition to discussing the secrets of becoming an effective listener, participants will identify the role common sense and courtesy play in providing professional service to their customers. Participants will learn:

- the importance of having a helpful attitude when dealing with customers
- efficient and effective telephone courtesy skills
- how to handle unhappy customers

DELIVERING HIGH PERFORMANCE PRESENTATIONS

Do you need to make a staff presentation or provide an informational seminar? Are you getting sweaty palms just thinking about it? This course will help you overcome speaking anxiety, provide strategies for organizing content, and present practical skills for delivering and facilitating group presentations. Class components also include video taping, pre-class assignments, and individual feedback.

DOCUMENT DESIGN – CREATING GREAT PUBLICATIONS

This class presents strategies for creating documents that emphasize function. The course builds on basic principles of design and includes using graphics for maximum effect, methods to improve readability, techniques to draw readers beyond the front page, and tips for emphasizing information. The most common design mistakes will be exposed and effective design practices will be shared.

DOCUMENT DESIGN II

Prerequisite: *Document Design – Creating Great Publications*

This computer lab course enables participants to practice the principles presented in *Document Design*. During the lab, key learning points will be reviewed, followed by practice activities. Participants will be able to experiment with their own work and sample projects.

EFFECTIVE BOARD PRESENTATIONS
*Three half day sessions**

This workshop is for people who make regular presentations to city or county commissions and advisory boards, or to the public. The program will introduce techniques to enhance your ability to plan, organize, and deliver effective presentations.

Objectives:
- Overcome anxiety and manage nervousness
- Handle questions, interruptions, and other potentially awkward moments
- Capture audience interest while projecting confidence
- Organize ideas and prepare outlines
- Make presentations to achieve desired objectives

* This workshop is limited to 12 people. Each participant will make presentations which will be videotaped and individually critiqued.

EFFECTIVE COMMUNICATION AND CRUCIAL DISCUSSIONS FOR LEADERS

Leadership is not for the faint of heart. It requires effective communication skills and the ability to have crucial discussions and disagreements both in individual and team settings. In this one-day workshop, participants will complete an assessment of their conflict resolution style. They will evaluate their communication and listening strengths and practice having those tough talks.

FOCUSED WRITING FOR LAW ENFORCEMENT PERSONNEL

Effective written communications are focused and organized. In this class, participants will identify specific characteristics of poorly designed communications and be introduced to methods to correct them. Techniques will be presented for writing succinct reports, memos, and emails structured so that readers can quickly locate critical information. By applying the techniques learned in this workshop, participants will improve their ability to write focused, concise, and accurate internal communications.

Participant Requirement: Bring at least two writing samples for in-class activities.

FUNDAMENTALS OF ORAL AND WRITTEN COMMUNICATION

After the class, participants will be able to:

- demonstrate confidence and knowledge within 60 seconds of beginning a presentation
- improve "presentation control"
- employ effective techniques for dealing with questions
- organize information logically
- avoid obstacles to readability
- write concise sentences
- implement a personalized writing plan

IMPROVING COMMUNICATION SKILLS IN YOUR WORK AND LIFE

By the end of this class, participants will be able to:

- identify the process of communication
- understand the value of listening effectively
- identify communication barriers
- recognize personality types and how to communicate effectively with each type

LISTENING SKILLS FOR HIGH PERFORMANCE

Studies show employees spend over 60% of their day listening. But how much of what we hear do we comprehend and remember? For most of us, we hear what we want to hear, and that is why the "grapevine" is often our best form of communication. This workshop is designed to boost your listening power and hear more than you want! You will practice active listening techniques, interpret a message and emotional meaning, and effectively utilize nonverbal behavior to ensure two-way communication.

MANAGING FEEDBACK

Gracefully accepting constructive criticism is a talent that does not come easily. This workshop will not only help you to accept feedback but also teach you how to use the feedback to implement change and improve job performance. The highlight of the program will address the five most difficult situations when receiving feedback.

MANAGING INFORMATION OVERLOAD

Are you inundated with too much information to absorb and not enough time to think and take action? Common complaints are "There's just too much to read," "I can't keep up with my emails," and "There are not enough hours in the day." This course is designed to address those problems. It covers the basic principles of business memory, reading and comprehension skills, writing effective emails, active listening skills, and running outcome-driven meetings. Participants will learn to change information into knowledge and break down large amounts of information into workable chunks. Mastering those skills will overcome stress and bring balanced to your life.

Topics to be addressed include:

- Benchmarking against global norms for attention spans and reading and listening capabilities
- Taking control of your day
- Developing rapid scanning skills
- Meeting deadlines
- Learning nine easy steps for establishing a goal
- Developing memory skills for managing large amounts of information

- Organizing, planning, and prioritizing daily and weekly tasks
- Finding more time in a day
- Taking control of your desk
- Managing and writing effective Emails
- Planning an effective meeting
- Using the phone and voice mail effectively
- Cutting down on interruptions

ORGANIZATIONAL COMMUNICATION PROBLEMS AND PROCESSES

The objective of this workshop is to maximize managers' ability to diagnose sources of communication problems and develop improved strategies. Various organizational communication processes are examined, including vertical and lateral levels, intra- and inter-departmental, inter-shift, and team networks. Active participation and problem solving are utilized.

OVERCOMING STAGE FRIGHT

Is it hard for you to share your point of view or express yourself due to stage fright? The negative effects of stage fright can restrict your ability to communicate effectively in staff meetings or meetings with senior staff and during interview and formal presentations. This course will complement any public speaking classes you may have attended by specifically focusing on the physical effects of stage fright, strategies for controlling stage fright, establishing improvement goals, and creating a personalized action plan for controlling and overcoming your stage fright. The benefits of the workshop include gaining poise and confidence in speaking situations, reducing stress when called upon for your opinion, and raising personal credibility and influence.

PERSONAL PRESENTATION

Take your interactions one step further by gaining insight into the three things that influence others within the first 60 seconds. Learn how you can put your best foot forward and impact those who surround you in a positive way by reviewing your intent and message beforehand. This interactive workshop will also help you at school and at home when communicating with others. Earn an A+ for impact from everyone you encounter.

PROFESSIONAL BUSINESS WRITING STRATEGIES

Techniques for producing clear, effective memoranda and reports are covered in this course. The workshop is designed to "win the battle of the in-basket" so that what the participant writes will be read, understood, remembered, and implemented. Participants will learn to:

- market their writing to the audience
- make their content clear, accurate, and complete
- develop their writing skills
- use transitional words and phrases
- organize their work and save time
- control their tone and format
- rid themselves of writers block
- take the sexism out of their writing

PROOFREADING AND EDITING FOR BUSINESS

Professional-quality documents share certain characteristics: they are complete, of substance, and free from mechanical errors. This course will focus on the three levels of editing that address each of those characteristics. Emphasis will be placed on improving the clarity of communications and eliminating the typographical errors and usage mistakes common to business writing. Participants will learn how to improve their proofreading speed without sacrificing accuracy, catch hard-to-spot errors, and deal with the most common writing problems.

READER-CENTERED WRITING

This program will show you how to follow a step-by-step method to improve the organization and effectiveness of your written communications. Whether you communicate internally or externally, you will use this writing process to create documents focused on your reader's needs. When you employ this technique effectively, your readers will be able to quickly and easily access, understand, and retain the information they need. Participants will learn to clarify the purpose for writing, plan a writing strategy, organize content based on purpose, edit for content and style, and practice using the reader-centered step-by-step method. The class will help you increase productivity, enhance readership's comprehension of your message, and improve your ability to think strategically and propose solutions.

Participant Requirement: Bring at least two writing samples for in-class activities.

RELEARNING HOW TO LEARN

Working adults are faced with a dilemma: "I need to learn . . . but I don't know how." That's understandable; after all, "learning how to learn" is not a subject taught at school or college. Yet today's workforce is faced with a daily onslaught of new information, new policies and procedures, continuing education, frequent competency tests, and even starting new careers. *Relearning How to Learn* is a competency critical to both career development and business success. Gaining new information on how the brain learns makes the process of relearning how to learn both fun and surprisingly easy to master. The class will be of benefit to anyone who is faced with learning new information, either as part of your job or in continuing your education. Major topics include:

- You can learn anything
- The most effective study method
- Preparation is the most important part of learning
- Techniques for high speed learning
- The 12 principles of study skills
- Training in goal setting and motivation study skills
- How time management is the key to relearning

- Memory skills for long-term retention
- The power of concentration and how to develop it
- Speed reading and rapid scanning skills
- Important information sources
- Mind mapping skills for note-taking/making
- Knowledge of the new study tools in an ever-changing world

SPEED READING

This ground-breaking course will guarantee an improvement in your reading speed by a minimum of 60% as well as increased comprehension and retention. The class covers the latest discoveries about the potential and intricate workings of your brain related to speed reading, studying, concentration, and retention. The program will be of benefit to anyone who suffers from information overload (emails, faxes, letters, reports, journals, screen information, and books). Key points are the following:

- Benchmark against global norms for attention spans and reading speeds
- Speed reading - state-of-the art update
- The most common reading problems and how to overcome them
- Understanding how your eyes really do read
- Discovering the super-speed reading tool
- Skills in skimming and scanning
- Mind mapping: A new dimension in comprehension and retention
- The divide and conquer method
- Reading an entire book in less than an hour
- How to build your knowledge manual
- Experiencing power reading and rapid learning with the master mind group
- Uncovering the expert strategy

Course requirement: Participants are asked to bring one non-fiction book to the class.

TECHNICAL WRITING

Think this class is only for IT Department staff? Think again! *Technical Writing* addresses how to write about <u>any</u> topic or content that is not commonly known--knowledge that is held by a specialist. You are that expert, and this class will develop your skills to demonstrate your expertise to others through written communications.

Whether you write proposals, user guides, executive summaries, progress reports, policies, or standard business correspondence, *Technical Writing* will share techniques for success. The program includes required components of different documents, using an appropriate style, framing your messages with strong openings and closings, keeping your messages to the point, and putting your reader's needs first. Checklists, job aids, and other tools will be provided to support on-the-job application of the skills developed in class.

Participant Requirement: Bring at least three writing samples for in-class activities.

WRITING EMAIL WITH EASE

Your inbox is full, and you scan its contents. What drives your decision to open one message before all the others? This class will teach you proven techniques to make YOUR emails stand out in crowded inboxes. Adopt the *Email with Ease* method of structuring and reviewing electronic correspondence to hold readers' attention, accurately convey a message, and specify required action. The result? Emails that get read, are understood, and are error-free.

WRITING WITH READER RESPECT™

Is written communication becoming your most critical skill? Do you find yourself writing an email before picking up the phone? Are you text messaging, instant messaging, or "chatting" on line? Is your PDA driving your communication mode? If you answered "yes" to any of these questions, chances are you are writing A LOT, and your skills may need some polishing. Whether related to informal or formal written communication, *Writing with Reader Respect™* is guaranteed to help you write more effectively. Learn how to best organize your message and avoid the top ten most common errors made when writing in the English language. You will receive informative job aids and "cheat sheets" that will bring you value long after the class. Incorporating the *Three Guiding Principles™* in your communications will help you create respectful, effective communications.

YES, YOU CAN! THE FOUR C'S APPROACH TO POWERFUL PRESENTATIONS

Four critical skills set *exceptional communicators* apart: connection, confidence, control, and clarity. In this active workshop, participants will target opportunities for development in those areas and be introduced to specific techniques that can be mastered quickly and be used immediately to connect with their audience, project confidence, maintain control of their delivery, and achieve clarity in their communications. When speakers master these four "C skills" and use them collaboratively, they distinguish themselves as exceptional communicators. Each strategy will be modeled in the design and delivery of the course and demonstrated and practiced during the workshop.

BUT IT HAS ALWAYS BEEN DONE THIS WAY: CREATIVE PROBLEM SOLVING WITHIN GOVERNMENT "BOUNDARIES"

Challenge your way of thinking and discover new techniques for solving the problems facing today's government office professional. Learn why it is important to stretch the boundaries you once took for granted. Most important, get out of "the way it has always been" mindset and turn your innovative ideas into actions for success.

COPING WITH WORKPLACE CHANGES

As competition increases, change becomes necessary for improvement. As a working professional, it will become your responsibility to support and implement changes in the workplace. This workshop is designed to help participants make change happen and develop different ways of thinking. They will gain a practical approach to handling negative change and learn how to solve real work related issues!

JOURNEY TO THE EMERALD CITY

Have you ever wondered why some people seem to always look at the glass half full rather than half empty? Why some focus on the positive, while others focus on the negative? It is time for you to become one of those people! Discover simple motivational strategies that will help you reach higher, go further, and do better. When workplace negativity begins to pull you down, those motivational strategies will help keep you focused. This program will also provide practical skills to enhance self-esteem.

KEEPING THE BALANCE: STRATEGIES FOR ACHIEVING QUALITY OF LIFE

Children, boss, partner, friends, peers, community, and you – how do you keep the balance? Are your days passing by, with busy schedules filled with activity and commitments? Have you asked yourself, "When does the fun start"? Successfully balancing your professional and family life is essential for a productive employee and one who wants a satisfying life. This workshop will help you develop strategies for achieving balance, determine your definition of quality of life, build skills for stressful situations, and establish methods to combat the "I Can Do It All" myth.

LIFE DOESN'T HAVE TO BE A CRISIS

While stress cannot be eliminated, we can learn to deal with it more effectively to maximize potential. This program was designed for the individual who is trying to "do it all." Take a look at how perception contributes to stress levels, assess your own tolerance level based on your personality type, and develop a personal stress-management plan that will lead to a more balanced lifestyle.

MANAGING SECRETARIAL STRESS

Managing stress effectively is essential in our fast-paced work environment where schedules and deadlines are routine and phone calls and customer complaints seem to be increasing. You will learn the tools and techniques you need to start a personal stress reduction plan that will lead to a more productive life at the office and at home.

Objectives:
- Identify personal and professional causes of stress
- Implement proven techniques for reducing stress and pressure
- Develop an individualized action plan

MANAGING YOUR MANAGER: PRACTICAL ASSERTION FOR DEVELOPING YOUR MANAGER'S EFFICIENCY

Have you ever received less respect because of a position status? No matter what you do or who you are, asserting yourself successfully will bring you the respect and credibility you deserve! This program will provide you with a positive process and practical assertiveness techniques for dealing with manager situations. You will complete an instrument to better assess the communication style of your own manager and use the results to become more effective and efficient in the office.

MORE THAN ONE HAT – BEYOND ADMINISTRATIVE ASSISTANT

You probably wear more hats than anyone else in the organization. At any given time, you may find yourself being computer pro, customer rep, project manager, or office decision maker. The job of the administrative assistant continues to increase in responsibility and challenge of work. This full day program is designed to help you continue you to do the many things you do now -- only more efficiently, and with more adaptability, more authority, and, yes, with more enjoyment than before!

OFFICE IMPROVEMENT PROGRAM

You have probably watched the television show *Home Improvement* and might have heard about the process of *Continuous Improvement.* Now is the time for a professional course on *Office Improvement.* As you are asked to do more with less every day, you need to change the way you do business. Discover best-in-class practices, gain skills needed for improving your processes, and learn how to mistake-proof your job.

Objectives:
- Identify primary problems facing office professionals
- List four mistake-proofing techniques and devices
- Complete a mapping process of one job function
- Explain the concept of continuous improvement

PLEASE HOLD: ADVANCED SKILLS FOR EFFECTIVE USE OF THE TELEPHONE

The reputation of your office or department is truly on the line! Learn how to adopt a professional friendly tone from hello to good-bye and how to handle everything else in between. Discover ways to control your time on the telephone, handle interruptions, and communicate more effectively. Learn how to make good phone skills standard throughout your office.

SUCCESS STRATEGIES:
ACHIEVE SUCCESS THROUGH FOCUS, INTENTION, AND SKILLS

HAVE YOU EVER WONDERED why some people seem to accomplish so much while others struggle along barely able to attend to their daily needs? Highly effective people usually fulfill their achievements with less work and effort than those who accomplish little. The difference is in their focus, intention, and skills—all of which can be mastered.

25 HOURS IN A DAY: TIME MANAGEMENT AND ORGANIZATIONAL SKILLS FOR THE OFFICE PROFESSIONAL

Say goodbye to clutter and confusion. A well-organized office increases productivity and encourages working smarter. Discover creative filing tips, clutter-busters, and solutions for efficient paperwork flow. Identify your time traps, capitalize on your preferred work style, and improve work performance. Time management strategies are introduced, supported by organizational tips.

GRANT WRITING AND FUND RAISING

PLEASE NOTE: These classes are presented strictly for governmental, faith-based, or non-profit entities and are not designed to help individuals obtain money for business or personal purposes.

FUNDRAISING SKILLS AND ATTITUDES FOR GRANTWRITERS

What are major gifts and capital donations? Who has the money to give? How do you discover "hidden" persons who have never been approached for a gift? What are the factors that cause people to donate or refuse to donate? How do you arrange a visit? How do you ask for money? How much should you ask for? How to you overcome the fear of asking? This program will include role playing "the ask" and hands-on experience in prospect research on the Internet (plus homework in prospect research).

GRANTWRITING SKILLS AND ATTITUDES FOR FUNDRAISERS

This program will focus on:

- the secret language and coded messages that funding sources use to communicate with grant writers
- how to strengthen a grant through social research
- structure of a proposal (need, program, out-comes, qualifications, budget)
- the most common mistakes that new grantwriters make
- how to do research on foundations and government funders
- how to recognize and avoid impossible-to-win situations
- overcoming writers block
- the importance of conceptual thinking and sound reasoning

The program will include hands-on searching for grants on the Internet, plus writing a letter of inquiry and homework.

MAJOR GIFTS FOR YOUR STIGMATIZED NONPROFIT

Do you believe that prospects will decline to make generous gifts to your nonprofit because it is stigmatized? Do you believe that they fear that your stigma will attach itself to them?

If this is what you believe, you are wrong, <u>and you are denying yourself badly needed funding</u>. Generous donors want to solve the community's problems, and you can obtain generous donations for your "black sheep" cause.

Dr. Jay Mendell, author of *Black Sheep Fundraising: Rethinking Major Gifts for Your Stigmatized Cause*, has personally taught, coached, and developed hundreds of women and men in human and health services here in South Florida, where we are severely stressed by crime, hurricanes, immigration, drugs, aging, poor education, and you-name-it--and where the competition for funding is keen and fierce. He has identified principles you may adopt to build the rapport, trust, and acceptance that can lead to a major gift:

- Do not scold, criticize, or re-educate your prospect.
- You cannot win the never-ending argument over "Disease vs. Character Defect."
- Learn to view your "black sheep" cause from the "white sheep's" viewpoint (but remain committed to your cause).
- Practice answering questions about your stigmatized cause.
- Realize that your prospect wants something in return for a generous gift.
- Develop your listening and questioning skills.
- Tell "black sheep" stories, tell them like Homer, Shakespeare, and Hemingway.

[For a free copy of Jay's 2006 book, *Black Sheep Fundraising: Rethinking Major Gifts for Your Stigmatized Nonprofit*, surf to http://black-sheep-library.com.]

WRITE A WINNING GRANT PROPOSAL ON YOUR FIRST TRY

This class is designed and taught by Dr. Jay Mendell, professor of non-profit management at FAU and designed to get you through the tough first year. The workshop is conducted in an Internet laboratory (we can arrange space at our Davie campus if you do not have the appropriate facility) and will draw upon Dr. Mendell's years of experience in grant writing and research on grant writing. Participants will learn how to:

- discover and recognize funders who are sympathetic to new grant writers and new nonprofits.
- avoid impossible-to-win competition against experienced grant writers.
- get advice from experienced grant writers and the funding sources themselves.
- deal with difficult-to-answer requests for information.
- recognize fatal flaws in your proposal and eliminate them in time.
- request the advice and support that FAU renders to its registrants.

- How to identify the critical functional and personal skills associated with different positions
- Employee counseling techniques: informal and formal
- Criteria for effective disciplinary action
- Supervisor / employee issues
- A practical approach to maintaining appropriate employee relations
- Equity / liability issues

- Design key questions to generate information revealing the real differences between candidates
- Read beyond the lines of the resume to assure you are selecting the best applicants
- Create an effective interview appropriately in time and in detail
- Outline the different stages of the interview and what must happen in each
- Evaluate the optimum job-person fit to select the best candidate

BEYOND "TELL ME ABOUT YOURSELF"™: BEHAVIOR BASED INTERVIEWING

Are you tired of hiring an employee only to find out after probation that the behaviors you needed for the position just weren't there? As you may be well aware, it takes more than intuition to screen for the best applicant. It is possible to evaluate skills related to teamwork, customer service, or initiative. This program provides the structured process needed to prepare and conduct a behavioral interview and select the best applicant based on the interview data.

COUNSELING AND DISCIPLINARY ACTION

On occasion, you will have to move past the coaching stage and into a counseling position with an employee. When these times arise, using a "positive discipline" approach will preserve the employee's self respect. This workshop focuses on ways to analyze the disciplinary situation and take appropriate corrective measures.

Topics:

EFFECTIVE HIRING AND IMPROVED RECRUITMENT INTERVIEWING SKILLS FOR MANAGERS AND SUPERVISORS

Many managers rely on a "gut feeling" when making hiring decisions, a process than can result in a costly mistake for the organization. While there is a place for instinct in this process, better decisions are made by utilizing specific standards and guidelines in the employment screening process. This workshop will establish the how to's of effective recruitment interviewing and give participants the opportunity to practice and build skills in the interview process.

Objectives:

EMPLOYEE RETENTION THROUGH EFFECTIVE MENTORING

Mentoring programs can add tremendous value to organizations by helping to develop and retain talent for the future. This course can help individuals institute a mentoring program to assimilate and develop new and current employees. Participants will learn the steps of designing a mentoring initiative that supports managers and staff members at significant career transition points (e.g., taking on new responsibilities). Training will be provided to help managers and protégés understand how to identify appropriate objectives for mentoring, how to clarify and effectively fulfill their roles in the mentoring partnership, and how to create mentoring relations that are sustained over time and achieve results. In this program, participants will learn to:

• understand the importance of assessing their division's level of readiness for a mentoring program
• design a mentoring program that is tailored to government needs
• identify the key mentoring program roles that are needed to ensure program success
• prepare their division for a mentoring program
• develop specific skills for coaching, developing, and advising protégés
• review how to address and resolve problems and challenges

EQUAL EMPLOYMENT OPPORTUNITY AND EMPLOYEE HARASSMENT

Supervisors and managers don't have to be lawyers to do their jobs, but they do need to know enough to stay out of trouble. This workshop is geared to the department supervisor/manager, not the Human Resources or Legal department specialist. It isn't a dry recitation of the law; instead, it covers all the pitfalls managers need to avoid and how to operate effectively within the law. In this session, we cover the definition of employee harassment and provide examples of the behavior that must be avoided. The session covers:

• Introduction and purpose of the session
• Review of the organization's EEO and Harassment Policy
   Statements
• Overview of Civil Rights Laws
• Definitions of harassment and discrimination
   - Sexual, Age, Racial, Ethnic, Religious, Other
• Quid pro quo harassment

[We can also offer this subject to non-management employees in a shorter version that focuses on the organization's harassment policy, the behaviors that get people into trouble, and the process for reporting discrimination/harassment.]

HOW TO CONDUCT ON-THE-JOB TRAINING

One of the most common types of training involves conducting training at a trainee's regular workstation. This one-day class is designed to assist individuals responsible for planning and conducting one-on-one, on-the-job training by providing a structured, planned approached to employee success! Participants will learn to:

• develop a training plan by completing a Job List and Job Breakdown for a selected block of instruction
• identify the four-step Job Instruction Training model for on-the-job training
• apply techniques to develop appropriate job aids
• handle difficult trainee situations

- Purposes of employee appraisals
- Equal Pay Act
- Preparation for the performance appraisal
- Fair Labor Standards Act
- Characteristics of effective performance criteria
- Age Discrimination in Employment Act
- Setting objectives
- Disability

- Conducting the interview
- The National Labor Relations Act
- Communication and behavior
- Rehabilitation Act
- Performance correction plans
- Sexual harassment
- Workers Compensation

LEGAL ISSUES FOR MANAGERS

This program provides a comprehensive overview for today's managers who operate in an increasingly complex employment environment. In addition to reviewing the regulations affecting personnel policy and procedures, participants will receive practical information about how to ensure compliance and avoid potential litigation.

Topics:

MANAGING EMPLOYEE PERFORMANCE

This program provides participants with techniques to manage the performance of their employees. The class uses a combination of lecture, case studies, discussion, and role playing to deliver the material. The class will cover:

- conducting formal and informal performance appraisals
- techniques for coaching employees
- motivational techniques to influence employees to change
- goal setting and action plans to define performance expectations

PERFORMANCE APPRAISAL

This class identifies methods for effectively preparing employee performance appraisals and conducting the performance appraisal interview. Topics include:

SEXUAL HARASSMENT: AWARENESS AND PREVENTION

By definition, sexual harassment is unwelcome attention. It is also illegal. There are many ways to protect yourself, your employees and your organization against sexual harassment. To do so requires a knowledge of the laws regarding sexual harassment and the remedies available to you. In this class, participants will learn to:

- understand what constitutes sexual harassment
- recognize the difference between friendly behavior and sexual harassment
- become familiar with federal and Florida state laws prohibiting sexual harassment as well as the legal remedies and penalties associated with sexual harassment
- gain strategies for preventing sexual harassment in the work place
- handle sexual harassment complaints effectively

STRATEGIES FOR SUSTAINING STRONG ETHICAL STANDARDS
IN THE WORKPLACE

A recent Walker Information survey showed only 59% of American working adults believe their organization is highly ethical overall, and only 56% believe ethics policies have been effectively communicated in the workplace. Also, 65% said they do not report ethical violations they witness. The goal of this class is to lead participants in a study of the organization's ethical standards, teach them to communicate those standards to others in the organization, and, most important, recognize how adherence to the standards will have a positive impact on each employee and the overall organization. The course includes exercises to sensitize employees to potential ethical issues, deal with "gray areas," and help new hires embrace ethical standards from the outset.

SUPERVISING THE "SYSTEM" EMPLOYEE

This program will show supervisors how to use "pre-progressive discipline" as a management tool to work through employee behavior, specifically for the repeat "offenders" who know how to play the "system." Supervisors will increase their documentation skills and learn how to discuss the problem with an employee to help correct behavior. The training will focus specifically on the steps taken <u>before</u> starting formal disciplinary actions when Human Resources becomes involved.

LANDSCAPE MANAGEMENT, PUBLIC GROUNDS MAINTENANCE, AND ARBORICULTURAL TRAINING

The Institute is pleased to offer programs relating to landscape and urban forestry for local governments. All classes are designed and taught by Earth Advisors, Inc., which has provided leadership in caring for our shared environment for over 12 years. John Harris, president and founder, is a Certified Forester, Certified Arborist, ISA-FL Registered Tree Grader, Certified Landscape Inspector, Certified Xeriscape Inspector, and Registered Tree and Landscape Appraiser. Mr. Harris and his associates will provide expert, timely, and practical training designed especially for local government personnel.

The training will be customized to meet YOUR needs. The consultant will come to your site, work with your regulations and situations, use your equipment (for the proper practices and equipment use classes), and include your information in a class or series of classes. That is the best way to assure that your employees are getting the most specific training for their jobs. This individualized training is very effective and is retained by employees longer than an off-site class. This training should be used for insurance, safety, and employee job qualification requirements. The following are just some of the on-site classes we can provide:

- Bucket Truck and Chipper Safety and Work Practices
- Chain Saw Use and Safety
- Clearing and Improving Shorelines by Maintenance and Plantings
- Evaluating and Improving Landscape Conditions
- Exotic Plant Control and Maintenance in Natural/Preservation Areas
- Florida Plants, Shrubs, Trees and Palms in Our Landscape
- Grading and Qualifying Florida Landscape Plants by the most recently revised Florida Grades and Standards book
- Grounds Maintenance and/or Parks Maintenance Department Audits
- Hazard Tree Evaluations for Safer Public Properties

- Integrated Pest Management Program: Are You Compliant in Your Practices?
- Landscape Inspections Field Training
- Maintaining Mangroves by the Rules
- Natural Target Pruning Practices
- Recognizing Hazard Trees in South Florida
- Safe Storm Work Practices: Clearing Debris under Stress
- Tree Management Practices for Public Property Managers
- Turf Maintenance
- Urban Forest Management Update
- Woody Plant Maintenance Basics: From Shrubs to Hedges to Trees
- Xeriscape Principles for Municipal Landscapes: Design and Maintenance

NEW OFFERINGS

▶**Best Management Practices and Standards for the Green Industry**. Using the PowerPoint from the University of Florida BMPs for Green Industry, we will discuss the best (and worst) practices for maintaining landscapes and urban forests. Examples of practices will be demonstrated, and a Landscape Audit will be performed with the class.

▶**BMPs are Best Management Practices AND Best Maintenance Practices for Urban Landscapes**. Learn the difference between Management and Maintenance practices for landscape care, arboriculture, irrigation operations, and landscape design. A slide show of practices and different types of landscapes for evaluation by the class will be interesting. In-field demonstrations are also included.

▶**Minimum Landscape Requirements Can Be Difficult to Determine and Defend**. Enforcing Minimum Landscape Requirements or Conditions or Maintenance Standards takes knowledge and skill. Educating property owners about the benefits of these codes takes experience and some humor. We will review examples of requirements and/or standards from different municipalities, review some actual inspection experiences, and do role playing for in-field inspections during this class.

▶**Water Quality Requirements WILL Affect Your Parks and Properties**. Learn about new research and water quality goals for south Florida, with a review of different water bodies that show bad to excellent conditions. The future will require more efforts and physical changes to your lakes, ponds, canals, and streams to meet federal, state, and regional regulations and BMPs. See what you need to be planning and budgeting for with your water bodies.

THE MANAGER'S JOURNEY: SKILLS FOR TODAY'S LEADERS

What does an experienced supervisor or new manager really need to know? At this point in their careers, continuous learning is all about what's not in the book! *The Manager's Journey*™ enhances participants' skills so they can deal with situations like what to do when the boss's boss shares information and wants to keep it between the two of you; how to deliver disappointing news to staff or the public to minimize resistance; and "embracing chaos" and being productive at the same time. This program provides solutions to those situations and challenges the thinking of the progressive learner.

Strategically aligned with competencies of *The Supervisor's Apprenticeship*™ and integrated with the foundations of the *Three Guiding Principles*™, this program brings learning to a new level. Please do not miss this chance to prepare your staff for future responsibilities and opportunities.

The Manager's Journey™ is a two-day program offered to experienced supervisors or new managers, providing practical learning methodologies designed for the advanced learner. The following are highlights of key learning behaviors.

Managing New Expectations
· Defining the manager's role
· Performance planning
· The Three Guiding Principles™

Coaching to Influence
· Tactfully interacting to diffuse conflict
· Supervising diverse populations
· Providing feedback to increase performance
· Managing disciplinary issues

Embracing Chaos
· Prioritizing workloads
· Delegation
· Improving efficiency

Legal 401
· Applying EEO in employment
· Creating an anti-harassment workplace
· Applying governmental ethics
· Private versus public information

Political Protocol
· Working with organizational culture
· Utilizing the right medium
· Written correspondence
· Large/small group presentation

Real World Challenges
· Performance progress plans
· Coaching to increase motivation
· Assessment

AN INTRODUCTION TO SITUATIONAL LEADERSHIP

Current research has made it clear that there is no one "best" leadership style. Instead, the effective leader must possess a variety of different styles that he or she can change as the situation changes. The concept of Situational Leadership as developed by Paul Hersey and Kenneth Blanchard helps participants identify their own leadership styles, understand the four preferred styles available to them, and match leadership styles to the needs of their staff.

An Introduction to Situational Leadership integrates the most practical concepts available today for understanding the process of leadership and influence in organizations into a powerful one-day learning experience addressed to administrators, faculty members, department heads, committee chairs, supervisors, and administrative assistants – to anyone who is responsible for influencing the work of others. As a result of this course, participants will:

  • understand the nature of effective leadership
  • define their own preferred leadership styles
  • learn how to select an appropriate leadership style
  • learn how to create more successful teams and work groups
  • become more effective delegators

ASSERTIVENESS: SKILLS TO INSPIRE CONFIDENCE

Have you ever sat back and hoped there would be a better outcome to a situation? Or thought that pulling rank would get you what you wanted? If you answered "yes" to either question, this is the program for you! Participants will learn a positive process to follow and practical assertiveness techniques for dealing with difficult situations at work. Focus on the "win-win" outcome, and you will become more productive and build better work relations.

BEYOND POLITICAL CORRECTNESS: INCLUSION SKILLS FOR EFFECTIVE TEAM PERFORMANCE

This class looks at inclusion as a critical part of creating a workplace where all contribute their best. This fun and practical workshop helps individuals assess their ability to work with those who are different from themselves and why managing diversity is a crucial workplace skill.

There is a version for all staff levels (one day) and one specifically for managers (two days).

BUILDING MOTIVATIONAL WORK GROUPS

The manager's job is to create a work situation where doing what the organization and its constituents need is what makes sense to employees. This means that workers get rewarded for doing good work and rewarded even more for doing great work. A good manager tries to know the main motivators of each of his/her people and aims to create a work environment that is motivating in as many ways as possible.

CARE AND FEEDING OF HIGH PERFORMING TEAMS

The main goal for any team is to provide high quality results and services for customers. Maintaining a productive, happy team requires attention and regular maintenance. For an effective team, the focus must be directed to the clarity of the organizational mission, the roles and responsibilities of team members, and skills for communication and decision-making. In this program participants will discover tried and true methods for keeping their team at high levels of performance.

Learning Objectives:

- Assess your team's current performance with a brief inventory
- Map out your organizational/departmental mission and goals in everyday terms
- Practice skills for communication, problem solving, and decision-making
- Examine strategies for handling team member differences
- Recognize effective strategies for team meeting management

COACHING SKILLS FOR SUPERVISORS

This is an interactive class designed to provide supervisors with the skills and guidelines necessary to deal with difficult employees. The program looks at real-life situations that occur in the workplace and the concerns supervisors have when dealing with those situations.

CREATING AND MAINTAINING A TEAM ATTITUDE

More often than not, teams are the vehicles for accomplishing much of the work in most public sector organizations. The power of a group is stronger and more effective than the power of an individual but only when the team is working together toward a common goal. Teams also have significant problems--wasted time and energy--when members of the team are not in sync with one another. Having an effective team requires raw talent. Effective teams have common missions, objectives, and expectations and are flexible and sensitive to the needs of other team members. In this class, participants will learn to:

- build a team from a group
- diagnose the culture of their team
- understand and apply team-building techniques
- identify their team management style

CREATING THE ENVIRONMENT: EMPLOYEE MOTIVATION – CLOSING THE GAP BETWEEN PERFORMANCE AND POTENTIAL

Before we can successfully lead and motivate others, we must first learn to lead and motivate ourselves. In this workshop, managers will learn principle-based motivation strategies that are effective in virtually all work environments, from the inside-out. Topics include:

- Basic motivation concepts
- The role of a leader
- The three faces of motivation
- Stephen Covey's Theory of Motivation
- 10 ideas to "cultivate" the environment

DEALING WITH UNACCEPTABLE EMPLOYEE BEHAVIOR

This class addresses ways to more effectively understand and deal with "problem" employees. Training techniques include videotaped role-playing and dealing with different personality types.

DECISION MAKING

In this class, participants will learn how to select among alternative solutions after analyzing the pros and cons of each. This course also covers techniques for deciding when to make autocratic decisions and when to get group involvement in the decision-making process. Case studies are used to reinforce the ideas presented in the program.

DELEGATION SKILLS FOR MANAGERS

One of the foundations of management effectiveness is the ability to delegate to others. True delegation is more than assigning work; it is a process of empowering others and sharing responsibility and authority while maintaining necessary controls. This class provides practical information and application of the basic principles of effective delegation as they apply to the individual manager's work environment. Managers will learn how to identify the need for delegation and <u>plan</u> for and communicate a delegation successfully in order to achieve greater efficiency and provide for the development of others. Participants will learn to:

- implement the techniques of delegation appropriately and effectively
- recognize obstacles to delegation success and apply strategies to overcome them
- demonstrate increased communication effectiveness in delegating to employees
- establish an environment that supports employee development through delegation

DEVELOPING A TEAM CHARTER

This workshop is designed for intact work teams to develop a strategic plan to work together more cohesively. The program can be a half day (charter only) or a fun full day with team building exercises scheduled within the agenda. Through a series of exercises that encourage the team to communicate, teams will:

- identify their key customers and stakeholders
- determine the performance results expected of the team
- decide on the team's purpose identify the ideal characteristics of the team
- develop a set of team operating norms

ETHICAL AND PROFESSIONAL BEHAVIOR IN MANAGEMENT AND SUPERVISION

Participants at this class will learn to:

- Identify the ethical standards they have set for themselves and their staff
- Define ethics and the ethical responsibility of those directing others
- Resolve an ethical dilemma when conflicting values held are both good values
- Identify their values and morals and how they impact staff and clients
- Identify situations that should be reported to the department head
- Recognize situations where a conflict of interest may exist
- Define professionalism in the workplace
- Identify the problems involved when moving from friend to supervisor
- Begin communicating professionally
- Contribute to privacy and confidentiality in the workplace

ETHICS IN GOVERNMENT

This one-day workshop defines ethics in government and helps individual managers explore how they can create an ethical climate in their team. It also looks at how to handle breaches in ethical conduct both within the team and the organization as a whole.

HANDLING COMPLAINTS AND DEALING WITH PROBLEM EMPLOYEES

This course deals with one of the most difficult aspects of employee relations. Subjects covered include the reasons for complaints, characteristics of problem employees, and techniques for effectively dealing with them. Video-taped role-playing gives participants practical experience in handling situations with problem employees.

INNOVATIVE THINKING AND PROBLEM SOLVING

One of the most prized characteristics in today's workplace is effective problem solving -- more specifically, the ability to find new solutions to long-time problems. This action-packed seminar is designed to give you a boost to maintain a high level of productivity when "fuzzy thinking" occasionally creeps in. You will learn a step-by-step model that takes you from creating the problem/opportunity statement to reaching an effective decision for improving your organization's customer service. Topics to be covered include:

- Selecting the most favorable issues for problem solving
- Creating an effective problem statement
- Self-assessing your problem-solving style
- Metaphorical thinking and analogies
- Advanced methods for generating ideas
- Completing a 6-step problem-solving model
- Reaching appropriate decisions and formulating "Next Steps"
- Video: The Business of Paradigms by Joel Barker

INTRODUCTION TO SUPERVISION

This fast-paced, two-day workshop provides the basic tool box for new supervisors as well as experienced supervisors who have never been formally trained. Participants will gain a better understanding of the role of the supervisor and assess their supervisory strengths and areas of development. The class will focus on skills such as behavioral interviewing, effective communication, creating an inclusive team, motivating, discipline, and running an effective meeting.

KAIZEN FOR THE FIELD SUPERVISOR

As you are asked to do more with less every day, there is no more "business as usual." In order to be more efficient and effective, we need to change the way we operate. This program will introduce the Kaizen concept, provide basic skills for process improvement, emphasize the need for focusing on the customer, and describe methods used to mistake-proof your job.

LEADERSHIP STYLE INVENTORY AND ACTION PLANNING WORKSHOP

This program and process are a great way to be introduced to 360° feedback and coaching. It provides a cost-effective coaching opportunity for groups of executives/managers. It features multiple online instruments including 360° feedback) to help participants gain insights and perspective about their own leadership styles and behaviors. The confidential results are fed back during a one day workshop where each participant develops a personal development and/or action plan. That is followed by a short but intensive one on-one coaching opportunity for each participant with one of the workshop consultants.

LEADING AND MANAGING SERVICE EXCELLENCE

This class, targeted at senior management, will enable participants to:

- create a shared service excellence vision
- explore the impact of service excellence
- internal and external customer service data collection and analysis
- development of an action plan to communicate vision and service training initiative to staff members
- understand the leadership behaviors that support service excellence

MANAGER'S MOTIVATION TOOL KIT: HOW TO BRING OUT THE BEST IN OTHERS

Everyone would like to be recognized and rewarded for achieving positive results in the workplace. Attendees at this class will be shown how to find the spark that ignites each employee to do his or her best and understand the factors that drive high levels of accomplishment. They will also learn their individual behavior and communication style and how to develop skills that create the optimum environment for self-starters, become a role model in order to more effectively mentor their team, and identify the integral part that values and ethics play in their role as a supervisor or manager.

MENTORING FOR SUCCESS

Growing good people within an organization helps to advance departmental missions and goals that have already been established. The process of mentoring enhances the skills and expertise of **both** the mentor and mentoree, with the mentor serving as a tutor, counselor, confidante, and advocate. In this program, prospective mentors will learn about the necessary environmental factors and strategies for a mentoring initiative to be successful. Topics include:

- Identifying the various forms of mentoring
- Assessing organizational and individual readiness for mentoring
- Practicing communication skills that promote effective coaching
- Becoming acquainted with scope, sequence, and record keeping for mentoring relationships
- Creating an action plan for possible next steps

MOTIVATIONAL STRATEGIES: UNDERSTANDING VS. MYTHS

This workshop, which can be tailored for various levels (executive, mid-level management and first line supervisors), explores many of the common myths and fallacies related to motivation. It emphasizes understanding the complexities of motivating employees in today's organization. Strategies are identified for maximizing employee productivity and morale, as well as managerial satisfaction.

NEGOTIATION: EVERYBODY WINS

Negotiation is not a game. Negotiation is a field of knowledge and endeavor that focuses on gaining the favor of people from whom we want things. In a successful negotiation everybody wins. The supervisor or manager negotiates daily over work assignments, priorities, and conflicts. Workers negotiate with each other and their supervisors for help or information. Negotiation is elemental in our lives, whether work or personal. This collaborative process is important for success. This class will allow participants to:

- gain understanding of the types of 'power' involved in negotiation
- explore various styles of negotiation
- learn the techniques of data collection and interpretation
- analyze the needs that must be met for the negotiation to be successful
- have an opportunity to develop a process of negotiation
- develop techniques to avoid or work through impasse

NO ONE EVER TOLD ME™:
DEFINING EXPECTATIONS TO ENHANCE PERFORMANCE

One of the most common mistakes experienced supervisors and new managers can make is not to clearly define expectations for staff. When a performance issue occurs or an employee breaks a work rule, the first question to ask is, "Was the expectation clearly defined?" This program will provide specific techniques needed for defining employee and management expectations, creating templates for performance planning, and applying motivational strategies needed to reward high performers with or without financial incentive.

eadership Skills: Identification of the differences in skills necessary to be an effective leader versus those [f] an effective worker. Group decision-making exercises are used to identify leadership traits.

ommunication Skills: Discussion and group exercises are used to explore techniques in effective ommunication. Special emphasis is placed on how to give clear and concise directions.

he Law: Lecture, quiz, and group discussion are used to review various laws which affect today's orkers. Emphasis is placed on EEO legislation, wage and hour laws, OSHA, and Right to Know gislation.

lotivation: Discussion of motivation theory and practical application of motivation techniques on the job.

onflict Resolution: Case studies are used to demonstrate various techniques to resolve conflicts quickly id effectively.

he Effective Employee: Identification of the traits that define a productive employee and ways in which a ad supervisor can enhance employee effectiveness.

ollaboration: A group exercise showing the difference between collaborative, neutral, and antagonistic work vironments and how lead operators help set the tone for other employees.

PLANNING AND MANAGING CHANGE

In this course, participants are shown how to introduce change within the organization. Three phases of the change process are identified as well as the typical types of changes. Participants learn the steps for implementing a change action plan and techniques for overcoming resistance to change. Case studies are used to show how to analyze a change situation and to give participants practice in designing an action plan.

POSITIVE PEOPLE SKILLS: CREATING THE WINNING WORKPLACE

The goal of this class is to clearly identify the essentials of delivering good customer service. Participants will learn the major obstacles to providing good customer service and address specific problems involved in serving customers throughout the community. Objectives include:

- Identifying how to personally provide good customer service on a consistent basis
- Learning the problems and stumbling blocks to delivering good customer service
- Increasing skills for resolving complaints positively and handling conflicts easily
- Knowing how to enhance the positive reputation of their local government by creating a community that people want to live in, move to, and support
- Reducing both the number of customer service complaints and the repetition of the same complaints over and over

PRACTICAL TOOLS FOR LEADING CHANGE

This one-day workshop provides a framework for managers who are implementing a major change in their workplace. Special attention will be paid to common mistakes to avoid and easy to use ideas during the transition. The class will explore the special challenges of change in the public sector.

PRE-SUPERVISORY TRAINING*
Two-day session

This "hands-on" program will provide lead operators and potential supervisors with essential information for achieving success as a manager. The workshop uses group exercises, case studies, films, and team problem solving in conjunction with lectures. Topics to be addressed include:

* This training is targeted for those recently promoted or being considered for management and supervisory positions.

- Experience the importance of interdependent relationships and the impact of perceptions and communication styles on those relationships
- Assess how behavior and personal values can influence the motivations, productivity, and morale of subordinates
- Develop techniques for effective supervision of a diverse workforce
- Practice objective observation and documentation, problem identification, and using questions effectively in interactions with employees

STRATEGIES AND SYSTEMS FOR EFFECTIVE QUALITY MANAGEMENT

This class defines how Quality Management impacts each level of an organization, how it impacts performance and customer satisfaction, and how Quality Management systems ideally result in gaining and maintaining a competitive edge. Topics addressed include compliance issues, measurement tools, and information-sharing techniques.

SUPERVISING A DIVERSE WORKFORCE

This workshop provides an overview of diversity and factors that impact interdependent relationships. Participants examine how styles of communication may affect how others are perceived. The program also provides opportunities for supervisors to develop skills for objectively documenting performance behavior. Role playing helps supervisors learn to communicate objectively by using questions rather than statements when interacting with employees. The goal of the program is to help supervisors develop techniques for dealing with the "race or gender card" used by employees as the workforce becomes more diverse.

Objectives:

SUPERVISORY SKILLS TRAINING

This program is designed to allow you to select the topics that will best enhance your management skills. The workshop emphasizes practical techniques that can be applied in day-to-day situations. Hands-on training techniques include case studies, individual inventories and profiles, group discussion, films, and simulation games.

Most modules are two hours in length to allow for maximum flexibility in scheduling. Topics that may be selected include:

- Communications
- Conflict Resolution
- Counseling
- Decision Making
- Delegation
- Discipline
- Employee Relations

- Government Regulations Update
- Handling Complaints
- Interviewing and Orienting
- Leadership
- Managing Stress
- Motivation
- Organizing

- Performance Appraisals
- Planning
- Problem Solving
- Role of the Supervisor
- Time Management

TEAM BUILDING: THE KEY TO SUCCESS IN THE WORKPLACE

One of the main contributing factors in a successful business and harmonious work environment is teamwork. But, what is team building? Team building is a process of awareness building. It's helping people understand that they are greater collectively than individually. It is an understanding that all of our decisions will be better when some degree of collaboration is applied. The benefits are clear: increased productivity, improved customer service, more flexible systems, and employee empowerment. This program is designed for employers and employees who would like to learn about team building and ways to implement those skills within the workplace.

TEAM LEADERSHIP: STRATEGIES TO HELP BUILD HIGH PERFORMANCE TEAMS

Managers, supervisors, and team leaders will benefit from this two-day course while focusing on assessments and practices related to building high performance teams. Participants will learn to:

- assess their own team leadership behavior and the team's current level of health
- identify team problems
- recognize team development stages and match appropriate leadership activities
- distinguish between an immediate and planned intervention
- apply common intervention language and immediate intervention wording to specific situations
- plan and implement the five steps in the intervention process
- identify effective behaviors and common mistakes when making an intervention
- select and apply a sample planned intervention during an on-the-job team situation

Required Text: *Teams in Trouble: Strategies to Help Teams with Problems* by Ingrid Bens, M.Ed.

THE ART OF EFFECTIVE DELEGATION

The purpose of this course is to provide a clear process for supervisors and managers to delegate effectively to increase productivity and decrease rework. Supervisors will learn how to select the right person for the delegated task, delegate without micromanaging, and plan and conduct an effective delegation discussion.

THE RECOGNITION REVOLUTION

Everyone likes to be recognized and appreciated, but how many managers consider "appreciating others" part of their job description? In today's workplace, managers tend to be too busy and too removed from their employees to notice when they have done exceptional work or to thank them for it. Recognition and performance are closely linked. A primary reason for the use of recognition is that it has a measurable positive impact on the job performance of employees. This class will demonstrate daily techniques that really work.

THE SIX PRINCIPLES OF SUCCESSFUL SELF-MANAGEMENT
Two-day program

Learn how to use the Six Principles of Successful Self-Management (*Know Yourself, Do Meaningful Work, Be Part of the Solution, Manage Conflict, Learn How to Learn,* and *Manage to Change*) to increase self-mastery and more effectively influence others. Participants will learn how to:

- Understand different personality types
- Increase leadership skills
- Improve communication skills
- Improve problem-solving skills
- Improve conflict management skills
- Manage the process of change

Participants will benefit from:

- Increased ability to understand and influence others
- Increased self-awareness and awareness of others
- Improved communication, problem-solving, and conflict management skills

THINKING OUTSIDE THE BOX

The goal of this class is to help participants think beyond their old paradigms and develop new ways of thinking about the future. The program involves a variety of activities designed to further develop the creative thinking process of attendees. Participants will have an opportunity to examine the current operations of a department and assess how they would most like to see that department operate in the future.

THREE GUIDING PRINCIPLES: SKILLS FOR EMPLOYEE SUCCESS™

When frontline employees know their job functions, apply their education, and utilize their expertise, it is assumed that they will excel in their jobs. Unfortunately, that is not always the case. The behavioral side of the job function creates issues such as working with difficult team members, respecting cultural differences, focusing on solutions during a crisis, or redirecting negativity. This class provides the foundation for building an individual skill set that can only enhance the quality and productivity of work performance.

THRIVING ON CHANGE: CHANGE AS A POSITIVE FORCE

Change is an ever-present fact in nearly all organizations today. In most instances, change has become a focal point due to its unprecedented speed and scope. Managers and employees often experience disorientation, even chaos, when old strategies "just don't work anymore." This one-day seminar is designed to provide participants with tools and techniques that will enhance their ability to make change less threatening. They will also learn ways to feel more comfortable about new systems, procedures, and policies.

Learning Objectives:

• Plan ahead for change in the workplace
• Examine your own attitude about change
• Explore ways to reduce resistance in your department/organization
• Identify strategies for optimism and resilience
• Develop a personal action plan for handling change

TRANSFORMATIONAL COACHING

Leaders most often obtain the best results by empowering their employees through effective coaching techniques. This program provides strategies to drive productive results and sustain peak performance at both the individual and team levels. The simple, yet profound, process of coaching others can greatly assist during times of continual change and organizational restructuring. By the close of the session, participants will truly understand that "Coaching is a process, not an event."

Learning Objectives:

• Diagnose the developmental needs of individuals and small groups
• Examine the benefits of coaching for the individuals involved and for the organization
• Develop positive, open and trusting relationships
• Provide effective feedback that results in positive change and accountability
• Identify approaches and resources that enhance your role as coach
• Recognize the elements which would constitute a "difficult coaching" scenario

CELEBRATING DIVERSITY:
A PRACTICAL APPROACH TO WORKPLACE DIVERSITY

This workshop goes to the heart of diversity issues to uncover what individuals and groups believe to be true about situations versus what is actually true. From differing perceptions to different definitions, *Celebrating Diversity* moves beyond "accepting or tolerating differences" to actually "celebrating" them. Topics discussed include:

- Four generations in the workplace
- The impact of stereotypes
- The business case for diversity
- The power of perceptions
- Organizational best practices

CONFLICT WITHOUT CONTROVERSY [BACH]

Conflict cannot be avoided, either interpersonally, between work departments, or with customers, and we all need to know how to deal with it effectively. During this program a variety of situations will be analyzed to determine when to confront and when not to. Participants will learn the steps necessary to constructively confront: getting ready, defining your objectives, developing and planning strategies for resolving differences, anticipating consequences, and developing alternative approaches. The value of win-win conflict resolution and steps to prevent conflict from occurring will be discussed.

CONFLICT MANAGEMENT

This course, designed for public sector employees who interact with the public and coworkers, provides the knowledge and skills necessary to manage conflict at work and in personal settings. Participants will learn to:

- define conflict and identify how managing conflict constructively results in positive outcomes
- determine your own personality style by completing the Insight Inventory
- practice "flexing" techniques when modifying your own style to improve communications with others

Each participant will receive the *Insight Inventory…Understanding Yourself and Others* profile.

DEALING WITH DIFFICULT PEOPLE

This workshop is designed for everyone who works with people on a regular basis and needs their cooperation in order to reach their full potential. At the conclusion of the class, participants will know how to:

- understand why conflict happens in the workplace
- change their perspective of conflict
- identify the three most common workplace conflict situations
- identify the five different ways people deal with conflict
- use the "Everybody Wins" approach in a conflict situation
- take personal responsibility for dealing with conflict, diversity, and disagreement

DIVERSITY APPRECIATION

This program focuses on the dramatic changes that our workforce is undergoing. New employees are different from the traditional ones in terms of race, ethnic group, gender, age, language, and several other factors. In addition, today's customers are different from the traditional ones, and in South Florida customer values, preferences, and needs vary widely. Managers and employees will be provided with the knowledge they need to establish effective working relationships and to communicate across cultures.

EFFECTIVE CUSTOMER SERVICE: CLOSE ENCOUNTERS OF THE FINEST KIND

This program identifies the elements of successful customer encounters. The class begins with identifying whom our customers are and energizes its way to recognizing how to not get "hooked" while dealing with the angry customer. Participants will learn:

- how to identify good customer service
- the steps to providing good customer service
- how to avoid getting hooked
- how to deal with the angry customer

FISH AND PICKLES

This class focuses on providing Great Customer Service. The *FISH* philosophy is a stress reducer and an indicator to your employees of the importance of choosing an attitude. The goal is for employees to start talking and thinking about what they can do to implement the *FISH* philosophy and understand the four elements of Play, Make Their Day, Be There, and Choose Your Attitude. *Give 'em the Pickle* is a fun, motivating look at the most important thing employees can do in business: **take care of the customer.** Our job is to make customers happy, so what is the best way to do that? By giving out "pickles." At the conclusion of this program, participants will understand that great departments and successful employees emphasize the following:

- Service – Make serving others your number one priority. You work in a noble profession, so be proud of what you do and where you work.
- Attitude – Choose your attitude. How you think about customers is how you will treat them. In a way, you are in show business, so play the part!
- Consistency – Customers return because they like what happened the last time. Set high service standards and live them every day.
- Teamwork – Commit to teamwork; look for ways to make each other look good. In the end, everything you do ends up in front of the customer.

GENDER COMMUNICATION: HE SAID, SHE SAID

Communication is at the heart of personal and organizational effectiveness. This class will help you learn to shift your perception to improve communication with men and women in the workplace and beyond. Participants will be shown how to understand the dynamics of effective communication across gender lines and explore ways to improve communication.

GIVING FEEDBACK – SUPERVISOR STRATEGIES

Do supervisors avoid giving feedback for fear of conflict? Or maybe an employee becomes defensive because of how a supervisor says something? This program is designed to help supervisors structure giving feedback in the most difficult situations so it is timely, specific, and balanced. Supervisors will learn four techniques to use when the other individual "just doesn't want to hear it" or is not motivated to do anything about it.

MANAGING CONFLICT: A SYSTEMATIC APPROACH

All of us deal with others at some point in our lives to accomplish our personal and professional goals, and sometimes those "others" can become roadblocks to our success and our ability to achieve those goals. This program is designed to assist participants in reaching their goals by effectively working through conflicts using a systematic approach for conflict resolution.

PERFECTING THE ART OF NETWORKING

At this class, participants will learn to:

- employ proven networking techniques
- develop a customized messaging statement
- use open questions to learn critical information from new contacts
- identify marketing opportunities
- relate their messaging statement to new contacts' business needs
- employ effective name tag strategies

PROVIDING SERVICE EXCELLENCE

This program, targeted at managers, supervisors, and all staff members, will help participants to

- define the customer experience management process
- anticipate and exceed the needs of internal and external customers
- enhance service through rapport and effective communication
- identify the correlation between teamwork and service excellence
- positively engage angry and difficult customers
- increase awareness that customer diversity is a business imperative
- recognize that a positive service attitude is a choice

- The demographic changes and trends affecting workforce composition
- How political, economic, and social forces affect business and industry
- The critical issues of diversity
- What organizations need to change in order to manage employees effectively
- Human relations skills necessary for working in a diverse work force

SENSITIVITY TO DISABILITIES

The purpose of this training is to improve awareness and communication skills of employees in perceiving and communicating when interacting with consumers who happen to have disabilities. This is a fast-paced, lively training workshop with emphasis on experiential activity discussion and open communication. The focus is on dealing with "differentness" and using one's personal experience as a springboard for empathy and wisdom, resulting in positive and improved communication with people in a global sense. Upon completion of this training workshop, the participant will be able to:

- describe what is meant by stereotypical perceptions regarding people with disabilities and people who are "different."
- give specific examples of how people with disabilities and people who are said to be or feel "different" are commonly misunderstood and mistreated based on stereotypical assumptions.
- list specific communication skills that will enhance interaction and more likely produce a win/win with consumers who happen to have a disability or be perceived as "different."

SERVICE WITH PRINCIPLES™

Since customer service is the primary attribute that creates an agency's reputation, it is no wonder that the need for service skills continues to grow. When customers, patrons, taxpayers, or residents need a service or product from local government, they want exceptional service every time. So what does that look like? Service with Principles™ introduces techniques to handle customer situations with respect, using a positive approach while continually focusing on valued-added solutions. Learn how to deal with the most difficult customer interactions by integrating the ThreeGuiding Principles™. This class will help your agency become the government benchmark for quality service.

STOPPING THE SPIRAL: CONFLICT RESOLUTION

Do you get pulled into a conflict spiral and engage in a win-lose confrontation? Do you smooth over issues hoping they will go away? Or better yet, do you wait until the time is right and then get even? This workshop is designed to help you avoid the conflict spiral and the emotions that come with it. Learn and practice effective techniques used in dealing with difficult individuals, both in your personal and professional life.

THE IMPACTS OF PERCEPTIONS IN DAY-TO-DAY INTERACTIONS

Our work force is rapidly changing, and the ability to work effectively with people of diverse backgrounds is becoming more critical. This workshop is designed to help managers influence others and work cooperatively in our changing work force.

Objectives:

- How values are determined
- Value formation for Veterans (Pre-WWII), Boomers, Generation X, and Generation Y
- Behavioral characteristics of each generation
- Effective techniques for managing each generation
- Effective techniques in dealing with each generation as customers

Never in our society has there been so much variety in the values, beliefs, and behaviors of the people with whom we deal. Managers are dealing with employees who differ in age by as much as 50 or 60 years. Employees are dealing with customers with whom they have very little in common. This is the result of having employees and customers who represent the values, beliefs, and behaviors of several generations in our society. This course is designed to provide the participants with an understanding of why people of different generations feel and act as they do. More important, it provides participants with realistic techniques for working more effectively with employees and customers with experiences and values that differ from their own. The end result will be more harmonious relationships with employees and customers.

Key topics:

[There are two versions of the workshop: one for management personnel and one for non-management personnel.]

WINNING FROM THE INSIDE OUT: CUSTOMER FIRST

Customers are the key to our success, and this class was designed to help us to respond to our internal and external customers with the same urgency. Participants will learn how to say "yes" when yes is appropriate and to "no" when that is appropriate. This course provides you with the interpersonal skills needed to service your customers so that everyone wins.

YOUR INTERNAL CUSTOMER

This program, aimed at anyone who works with different parts of his or her organization, is designed to show participants that anyone who uses your department's services is a customer. The class will also demonstrate that providing good internal customer service will ultimately benefit the external customer. Topics include:

- Identifying your internal customer
- Understanding the importance of good relationships
- Building good internal relationships
- Knowing when to go over someone's head

PUBLIC RECORDS MANAGEMENT

BASICS OF RECORDS MANAGEMENT

This class is intended for Florida public agency records custodians, RMLOs, management, and staff and is designed to provide:

- an overview of Public Record Laws to include requirements and restrictions relative to access, privacy, scheduling and dispositioning
- management techniques to include file arrangements, equipment, and supplies
- a review of information management technologies to compare and contrast microfilm with optical imaging and related indexing strategies

ETHICS

This program will focus on Florida's Ethics Laws, to include Chapter 112, F.S., and the Sunshine Amendment, Article II, Section 8 of the Florida Constitution. There will also be a review of Chapters 119 and 257, F.S. Public Records, and section 286.011, F.S. and the Sunshine Law, Article I, Section 24 of the Florida Constitution. The class will include:

- A review of Florida "Government in the Sunshine" sufficient to allow registrants the ability to recognize issues
- A discussion of common "Sunshine" misconceptions
- A review of relevant Constitutional Issues, state and federal
- A discussion of the "Public's Right to Know" vs. our perception of "privacy"
- A discussion of public meetings and minutes
- A review of "gifts" and reporting requirements
- An extensive review of Public Records and Access vs. Exemptions to Access
- A review of Public Records Access fees

PUBLIC MEDICAL RECORDS

This course is intended for Florida public medical records custodians, management, and staff. The course is designed to provide an overview of the Public Medical Records Laws to include requirements and restrictions relative to access, scheduling and dispositioning. Management techniques discussed will include file arrangements, equipment, and supplies. A detailed review of information management technologies will compare and contrast microfilm with optical imaging and related indexing strategies.

PUBLIC RECORDS MANAGEMENT*

This program is designed to inform and update public sector administrators and staff about records management and maintenance under Florida law. The four three-hour modules address new technologies and management systems in the field of records management:

- The basics of records management and maintenance, including public records law in Florida, privacy vs. right-to-know, and records retention and destruction.

- File management and design and includes an historical look at file management, equipment and supplies, and information storage and retrieval systems.

- Imaging, with a particular focus on legalities and standards related to microfilm and optical digitizing, and computer retrieval systems and costs analyses.

- Disaster preparedness/recovery systems and contemporary records management issues, including off-site storage, facilities management, and vital records.

This program is typically offered on two consecutive days with two 3-hour modules each day. We will be happy to tailor the program to fit the individual needs of your agency.

RECORD RETENTION

This class was designed for Professional Records Managers and will provide:

- a brief overview of Florida's Public Records Laws as they relate to the requirements for scheduling and dispositioning
- a brief examination of scheduling requirements for the private sector to include research strategies and the committee approach to retention schedule approval
- discussion relative to general legal requirements to include minimum mandatory characteristics of a legally sufficient program, spoliation and the implications for records destruction where a comprehensive, systematic records program does not exist

RECORDS MANAGEMENT FOR LAW ENFORCEMENT AGENCIES

This program is intended for Florida public law enforcement agency records custodians, management, and staff, including Police Departments, Sheriff's Departments, Highway Patrol, FDLE, and Wildlife Officers.

The course is designed to provide:

- an overview of the Law Enforcement Records Laws to include requirements and restrictions relative to access, scheduling and dispositioning
- management techniques, including file arrangements, equipment, and supplies
- a detailed review of information management technologies to compare and contrast microfilm with optical imaging and related indexing strategies

RECORDS MANAGEMENT UPDATE

This class is designed for Florida Public Record Managers with a working knowledge of Records Law and Records Management and will focus on:

- amendments to Florida's Public Records Laws from the 2005 Session
- recent Florida Attorney General Opinions, Florida Court Opinions, and Federal Title amendments relating to records
- emerging records management technologies
- trends in records management
- implications, issues, and solutions for records managers

Questions will be encouraged throughout the session. Participants may ask questions with particularity and specificity to their agency and participate in discussions at whatever level desired.

THE SUPERVISOR'S APPRENTICESHIP: SKILLS FOR RISING LEADERS

Too often, highly skilled workers are promoted 'up the ladder' into semi-supervisory positions in recognition of their hard work and technical expertise, without receiving an opportunity to develop specific talents that will be of strategic importance. It *sounds* so logical – advancement in reward for accomplishment – until they realize this position of leadership requires a unique skill set. Critical competencies are needed for the pre-supervisory position which are very different from those needed for, and developed in, the frontline worker position. Those skills include managing work relationships, prioritizing multiple workloads, effectively communicating both verbally and in writing, and learning the legal guidelines that govern most organizations.

The Supervisor's Apprenticeship: Skills for Rising Leaders™, designed and presented by the Institute's long-time consultants Ronnie Glotzbach and Kimberly Devlin, is a competency-based program offered to individuals targeted as potential future supervisors. Typically, these lead workers and back up leaders participate in supervisory development prematurely because it is the only program available. By attending this program, the novice leader will be prepared for his or her current position and be well positioned for a move into a supervisory function. By attending the *Supervisor's Apprenticeship* program, the novice leader will be prepared for his or her current position and also be well positioned for a move into a supervisory function. The *Supervisor's Apprenticeship* supports most succession plans and is aligned with supervisory training programs currently being offered. The program consists of three full days of training (two modules each day) plus on-the-job application, and has been approved for 10.5 F.A.C.E. recertification credits.

Benefits to the Participant
- Strategically prepare for a potential supervisor role
- Develop communication skills used to influence others
- Gain insight to the "management side" of the big picture
- Employ organizational techniques for self and others
- Complete 30 training hours (3 CEUs); receive certificate of completion

Benefits to the Organization
- Develop staff qualified for internal promotion
- Align with in-house supervisory training
- Provide just-in-time delivery
- Enhance government partnerships
- Strengthen succession planning

Modules/Key Behaviors

Stepping Up Without Stepping On
- Leading self and others
- Individual motivation and initiative

Being Right is Not Always the Right Thing
- Tactfully interact with others
- Resolve complaints
- Manage pre-disciplinary issues
- Collaborate with diverse populations

Controlling Chaos
- Prioritizing workloads
- Delegation
- High stress tolerance

Communication Protocol
- Working within the chain of communication
- Written correspondence
- Oral presentation

Legal 101
- Interviewing
- Performance management
- Confidentiality and public records
- Government ethics

Making It Work in Real Time
- Independent decision making
- Problem solving and critical thinking

Please do not miss this chance to prepare your staff for future responsibilities and opportunities.

SPECIAL TOPICS

ANGER MANAGEMENT

This class is for people who want to learn to control their tempers. It looks at what makes people angry, what you should do if you become angry, and how to avoid making other people angry. Topics include:

- What makes you angry?
- Clarifying and confirming
- What to do when you are angry
- Assertiveness versus aggressiveness
- Taking control of your anger

CAREER TREK

Do you want to be in the right place at the right time? Strategize! This program is designed to help you identify your own career direction and position you with the most effective career tools. Throughout the course, you will have the opportunity to assess core work values and match them with a compatible career plan. Learn how to develop and maintain a job network as well as use informational interviewing to explore additional opportunities that will contribute to a successful career plan.

COMBATING WORKPLACE VIOLENCE

Workplace violence is an occupational safety and health hazard that demands action. Whether the risk of violence comes from a co-worker, customer or the public, employees deserve a safe workplace. Workplaces and conditions prone to disruptive incidents are often characterized by high levels of unresolved conflict and poor communication. The potential for conflict under these circumstances is considerable and must be addressed promptly and effectively to assure a safe outcome.

Aggressive behavior and violent tendencies show up in a variety of ways. Knowledge of how violence on the job manifests itself and learning how to identify and prevent those potential problems can help you do your job better and increase your safety at work, whether in the office or in the field.

This important workshop helps you develop the skills necessary to identify and prevent a violent incident before it happens. The topics covered by this workshop are:

- Definition of Workplace Violence
- Negligent hiring/negligent retention
- Profile of a perpetrator of workplace violence
- Diffusing aggressive behavior in the office and in the field
- Crime prevention through environmental design and physical security

- Pre-employment screening
- Employee disenchantment
- Stalking and workplace violence
- Implementing a workplace violence prevention program and policy

DEVELOPING DEPARTMENTAL TRAINERS

The need to address the skill of training is becoming more urgent as jobs and customer needs and wants change at an increasing rate. Teaching training skills will empower your managers and staff members to accomplish more with fewer resources. This workshop is intended to help those who need to develop the specific skills necessary to act in the capacity of departmental trainer. Participants will learn to:

- conduct an abbreviated needs analysis, to determine training issues
- learn the different roles of a trainer
- understand adult learners
- select the right method to increase retention of learning
- develop on-the-job training skills
- develop departmental training goals, plans, and tools

DEVELOPING YOUR SELF-ESTEEM IN YOUR WORK AND LIFE

By the end of this class, participants will be able to:

- understand what self-esteem is and how it affects their lives
- develop skills to increase their self-esteem
- identify personal strengths and areas that need strengthening
- learn to write affirmations to move them forward at work and in life
- write a mission statement for their lives
- set both short- and long-term goals
- create a plan that enables them to achieve their goals

DISCOVER THE IMPACT OF YOUR PERSONALITY STYLE AND PREFERENCES: PUTTING THE MYERS BRIGGS TYPE INDICATOR (MBTI)® TO WORK FOR YOU!

The MBTI® assessment tool is one of the most widely used and effective psychological instruments for indicating personality styles and preferences. This one-day, information-packed workshop will introduce you to how the results of your Myers Briggs Type Indicator assessment can help you to identify career choices, improve your communications, solve problems, handle conflict, and enhance team interactions.

As a participant, you will learn to:
- identify your TYPE by completing the MBTI® assessment tool
- determine the impact of TYPE preferences in career selection, communication, problem solving, conflict resolution, and team-based interactions
- develop strategies to effectively maximize different preferences

- Government in the Sunshine
- Liability issues
  - Ethics and conflict of interest
  - Ex-parte communication

EFFECTIVE MEETINGS: PROCESS DESIGN AND FACILITATION SKILLS

Meetings often seem like meandering road trips with difficult people that never seem to reach a destination. This workshop highlights the importance of the agenda as your meeting roadmap and the use of facilitation techniques that can help everyone enjoy the journey and reach the destination. In this workshop, participants will learn how to design better agendas and lead better meetings by using facilitation techniques during the meeting. This workshop includes:

- Overview of meeting design
- Meeting roles and ground rules
- Designing a discussion agenda
- Deciding on techniques

- Drafting the agenda
- Responding to discussion input
- Facilitation techniques (open discussion, ad hoc groups, brainstorming, post-its, dots, consensus ranking)

EFFECTIVE SURVEYS:
HOW TO PREPARE, CONDUCT, AND ANALYZE YOUR OWN SURVEY

Do you need to survey citizens, customers, or employees? Are you puzzled about which approach to use? This workshop provides the necessary background, planning, and hands-on skills for conducting surveys. The program covers how to use email, telephone, and in-person surveys, as well as focus groups. You will learn to determine which methodology would be best for your needs. Topics to be covered include:

- Role of experts and stakeholders
- Sampling frame
- Ensuring unbiased survey questions
- Use of focus groups as alternative methodology

- Sourcing
- Non-respondents
- Analyzing data
- Reporting for impact

INTRODUCTION TO GOVERNMENT FINANCE AND BUDGETING

This workshop provides an overview of government finance and budgeting with an emphasis on how the budget is structured, the accounting system and controls. This workshop will look at the General Fund, Special Revenue, Debt Service, Capital Projects, and Enterprise and Trust Funds. Participants will learn the major sources of revenue and expenditure and the effects they have on the budget. You will also learn about budget preparation, budget reviews, and the approval process.

LEGAL REQUIREMENTS OF PUBLIC MEETINGS

This workshop will inform newly elected and appointed officials and update current public officials about the legal issues that confront them on a daily basis.

Topics:

MAKING MEETINGS WORK

Meetings can be a huge time waster when not managed effectively. Don't let that happen to you! This course will help you gain specific strategies to handle difficult group behaviors and facilitate results-oriented meeting outcomes. Learn how to prepare and conduct meetings as well as follow through on action items. You will find out how to create a meeting environment that colleagues will actually WANT to attend.

MEETING MANAGEMENT MUSTS

Most business in the public sector is accomplished in meetings. Research has shown that the average manager spends at least one quarter of his or her work week in meetings. Yet few receive formal training in how to participate in or lead meetings.

Meetings are essential and can serve as an effective method of communication within an organization. More often than not, meetings are categorized by some managers as time-consuming, high-priced, and un-productive, but this need not be the case. Sometimes employees expect too much from a meeting, but when it fails to meet expectations, most are quick to criticize. On the other hand, a productive meeting is a tool for effective management communication, and serves as a vehicle for the development of specific plans or the organization of specific tasks. Successful meetings don't just happen; they occur as a result of careful planning, good leadership, and close attention to details before, during, and afterward.

Participants will learn to:

- create a meeting plan that insures results
- facilitate and manage a meeting eliminating obstacles to success
- keep participants involved and productive
- develop a climate of openness and trust
- effectively deal with difficult meeting situations
- evaluate the process and inspire participants to follow-up
- use strong visuals aids

MEETING RECORDS

Do you stress out when faced with preparing meeting summaries? Does taking minutes sound like your worst nightmare? If you answered yes to either question, this course is for you. Participants will learn how to accurately record meeting minutes using their own real meeting materials. A variety of techniques will be introduced to show how to convert detailed documentation to reader-friendly summaries, capturing critical information needed for distribution and recordkeeping.

PARLIAMENTARY PROCEDURES

Feel comfortable at meetings? Learn ways to ensure that your meetings stay on track and result in positive conclusions. Learn methods to involve everyone while keeping people under control who want to dominate your meeting. Parliamentary procedure is a key to smooth decision-making and depersonalization of disagreements. Learn techniques to help your group work as a team and complete full agendas in a timely fashion.

PROACTIVE CAREER STRATEGIES

The purpose of this program is to equip employees with the informational interviewing and networking skills they will need for the development of their careers, either internal or external to their current organization. Participants will learn how to position themselves for opportunities they never thought possible. Learn not only how to build a network but how to maintain it. You can be the one who will be asked to apply for the job because prospective employers know who you are and what you can do.

- Learn about all components of strategic planning, including development of mission statements and action plans
- Gain an understanding of the links between strategic planning and evaluation
- Explore various research designs that can be used for evaluations
- Develop outcome measures for program evaluation
- Examine data-gathering techniques needed for program evaluation

Strategic planning and program evaluation are essential survival tools for public sector agencies. Both can improve your organization or department's effectiveness and perhaps lead to additional funding.

Objectives:

RESUME WRITING: TIPS & TRICKS

In today's business environment, the trend is for all employees to take control of their careers. A vital part of self-marketing strategies begins with your resume or professional profile. Although a resume alone will not get you the job, it does become your calling card. This workshop will enable you to prepare an effective resume and cover letter tailored to your occupational objectives. Additional "tips and tricks" will provide you with the competitive edge for career advancement.

STRATEGIC STORYBOARDING FOR TEAMS

Participants will learn how to strategically design a project that is driven by a team. The storyboard method allows the whole team to know where the project is at all times and communicates the progress to others within an organization. The tools take the project from design through implementation and assigns accountability with checks and balances.

THE WINNING JOB INTERVIEW

This class will help you discover the secrets to a successful job interview. No matter what your position is within your agency, the best interview advice is to BE PREPARED. The workshop will provide you with specific interviewing techniques and job search strategies. Most important, you will have an opportunity to practice answering the "most asked" questions and develop an appropriate interview follow-up plan.

TRAIN-THE-TRAINER – PROGRAM DELIVERY

Whether you facilitate classroom training on a regular basis or you are new to conducting training classes, this course will provide you with effective skills in facilitating learning. Due to the hands-on nature of this course, class size will be limited to 10 participants. Participants will learn to:

- identify the impact of adult learning principles
- prepare for and deliver an interactive training using four basic facilitation skills with one training media
- identify strategies in handling three participant challenges through participative discussion and group practice

TRAIN-THE-TRAINER – PROGRAM DESIGN

This one-day course will provide managers, subject matter experts, and other non-trainers with the basic skills needed to design and develop classroom training. This course is also a good refresher for the skilled facilitator learning instructional design methods. This class will enable participants to:

- describe the characteristics of adult learners
- accommodate different learning preferences when presenting information
- identify four ways of conducting a needs assessment
- explain the three steps to designing a lesson plan
- outline a thirty minute lesson plan using the ROPES model

VALUE-DRIVEN TIME MANAGEMENT

Participants at this program will learn to create the habit of managing time based on their values and priorities. They will find out ways to tailor their goals to what they really value and identify their highest priorities. Living life around one's governing values results in better time management.

YOUR MEMORY AT WORK

You have at your command a supercomputer with a memory bank that surpasses any other computer on earth. This amazing piece of equipment is your brain. Everything you have experienced, seen and heard is stored there, waiting to be called to your consciousness. With this course you will have a way to instantly tap into your memory whenever you want to use it. There is virtually no limit to that memory and its business applications.

This class will be of benefit to anyone who needs a 100% memory to successfully complete everyday tasks: from people working with clients who must remember their names and faces to employees needing to retain and retrieve vast amount of information.

Major topics:

- Benchmark against global norms for attention spans and memory capabilities
- Effortless retention of practical business matters as names, lists, events and places
- Secret principles underlying a superpower memory
- Linking and remembering names with faces
- A rapid method to build a superior memory with the dairy technique
- Developing mind mapping skills for memory retention and fast recall
- How to achieve long term retention of any information
- Learning-the-room memory systems for 100% recall
- Discovering healthy habits for a high performance memory
- Practicing listening techniques to remember meetings and conversations
- Building self-esteem and confidence in business relationships

TECHNICAL ASSISTANCE

Local governments often need help solving problems or redesigning programs and processes. To that end, our Institute is pleased to provide technical assistance in a variety of areas. In providing technical assistance to our clients, the Institute calls upon consultants with the expertise and background to serve as an appropriate match to the local government's specific requirements. Our resources include the applied research services of FAU's Catanese Center for Urban and Environmental Solutions and the expertise of university faculty in public administration, political science, criminal justice, grant writing, and other fields. The following are examples of the areas in which our Institute can provide technical assistance:

- Conference Planning
- Customized Instructional Design Training Products
- Documentation Services, including User Manuals, Human Resources Manuals, Newsletters/Brochures, Sales Writing, and Technical Writing
- Employee Participation Programs
- Executive Coaching
- Facilitation by a certified professional facilitator of team retreats, strategic planning sessions or task groups
- Goals and Objectives Programs
- HRD Consulting
- Human Interaction Process Consultation
- In-Basket Assessment
- Instructional Design (customized)

- Keynote Presentations
- Meeting Facilitation
- Needs Assessments
- Organizational development and performance consulting
- Performance Appraisal Programs
- Process Improvement Consulting
- Program Evaluation, Level 1, 2, 3, & 4
- Presentation Development
- Records Management Planning and Implementation
- Strategic Planning
- Team Building Retreats
- Training Needs Assessment
- Troubleshooting for teams in trouble
- Wage and Pay Classification

The topics described above are only a sample of the technical assistance services available through the Institute. All of our consultants are highly qualified and provide top notch services at a reasonable cost.

If you are looking for cost-effective technical assistance provided by experienced professionals, please contact us today.

YOUR PERSONAL BEST

BALANCING THE WHEEL OF LIFE:
SETTING AND ACHIEVING GOALS IN ALL AREAS OF LIFE

"What would you do if you knew, without a shadow of doubt, that you would not fail?" This question is at the core of this workshop that focuses on helping individuals set and achieve goals in all areas of life, thereby relieving stress through proper planning and goal setting. The Wheel of Life is a self-renewal program with processes that include balanced renewal in all six dimensions of our nature: the physical/health, mental/educational, social/cultural, spiritual/ethical, family/home, and career/financial. Although renewal in each dimension is important, it only becomes optimally effective as we deal with all six dimensions in a wise and balanced way. Participants will also complete the first draft of their "Personal Mission Statement" during the workshop.

CHOICES & SOLUTIONS: MAKING ALL THE RIGHT MOVES

This class will explain principles for expanding the thought process behind decision making. Participants will learn to approach every decision with an open mind while assuming that change is inevitable and to open their minds to more possibilities. They will find out how to visualize the outcomes of their decisions and solve problems more effectively.

DEAL OR NO DEAL: CHANGE IN YOUR LIFE AND YOUR WORK

This class will focus on creating a paradigm shift to deal with the changes that are inevitable in our fast-paced society. Participants will discover strategies to balance their lives and work in the midst of change. They will also identify the perceptions that block them from adapting to a changing environment for a balanced lifestyle.

INCREASING PERSONAL PRODUCTIVITY

Productivity is the wellspring of success and a basic part of human nature, yet many people lack the direction they need to achieve. This process is designed to help participants increase their personal effectiveness, achieve their goals, and enjoy greater success. The process introduces unique concepts, methods and tools that are valuable resources for developing skills and reinforcing productive attitudes. In this workshop, participants will learn to:

- evaluate their attitude and make productive behavioral changes
- set goals and achieve results
- reduce stress levels by eliminating procrastination activities
- increase productivity through controlling priorities
- organize their work environment
- plan weekly, flex daily
- deal with interruptions

- Achieve your goals through the "SMART" system
- Get people to listen and communicate with style
- Discover the leader within
- Prioritize your time, handle multiple priorities, and delegate effectively
- Motivate and obtain commitment from others to build a winning team

MAINTAINING A POSITIVE ATTITUDE

 At some point, most people come to realize that their career isn't a sprint, it's a marathon! Maintaining the same enthusiasm and positive attitude we had when we first started in our careers is not easy. This workshop explores what happens to us along the way and covers a variety of things we can do to maintain a positive attitude at every stage of our career. We will cover methods for dealing with the negative people with whom we come into contact; positive practices for keeping ourselves challenged; and ways for enjoying our day-to-day work. Participants can expect a lively and fast-paced program that will energize them to stay in the race.

ORGANIZING YOUR TIME

By the time staff members obtain management positions, it often seems like other people's priorities easily chip away at their daily "to do" lists. This program provides proven techniques that will increase productivity and encourage working smarter. Managers will learn how to redefine crisis management and discover solutions for efficient paperwork flow and time traps.

SECRETS OF SUCCESSFUL PEOPLE

This class will help individuals reach their full potential in their personal and professional lives. The workshop will give you practical skills that make an immediate difference.

Objectives:

STRESS MANAGEMENT

Demands in the business world create stress experienced by almost everyone. Some of this stress is necessary to productive and focused work, but excessive stress contributes to tension, frustration, and physical illness. Fortunately, stress and its consequences can be managed by understanding the problem and using preventive techniques. Participants will learn to:

- recognize stress symptoms and define individual strategies for change
- prevent high stress levels
- work under pressure, setting realistic time estimates
- control tension through self-regulatory techniques
- develop an action plan to help minimize personal and professional stress

THE ESCAPE BUTTON IS NOT WORKING

Stress can no more be eliminated from life than tension from muscles. This class will help participants uncover ways to respond to stress more effectively and practically. They will understand how perceptions can make small issues overwhelming problems that lead to anger and frustration.

TIME MANAGEMENT

The effective use of time involves dealing with interruptions, planning job activities, and setting priorities. This seminar provides a systematic approach to managing yourself and others by analyzing and correcting time problems.

Objectives:

- Use a system for setting priorities and managing activities
- Manage interruptions
- Assess your style of procrastination and plan strategies to get things done
- Change time wasting habits
- Say "no" to unfair demands on your time
- Handle paperwork
- Delegate effectively