

Training & Development Opportunities

The Training and Development Division is currently restructuring our curriculum to better serve your needs.

While the FY17 Course Catalog is under construction, this document serves as a temporary means to list present class offerings. A few of the new classes have been added and are denoted with a starburst. You can expect to see new classes added to our curriculum throughout the year.

If you have any questions or need a customized class developed, please contact us.

We look forward to serving your training and development needs.

*Keep Learning,
Sandie*

Sandra Curtis

Chief, Training & Development Division

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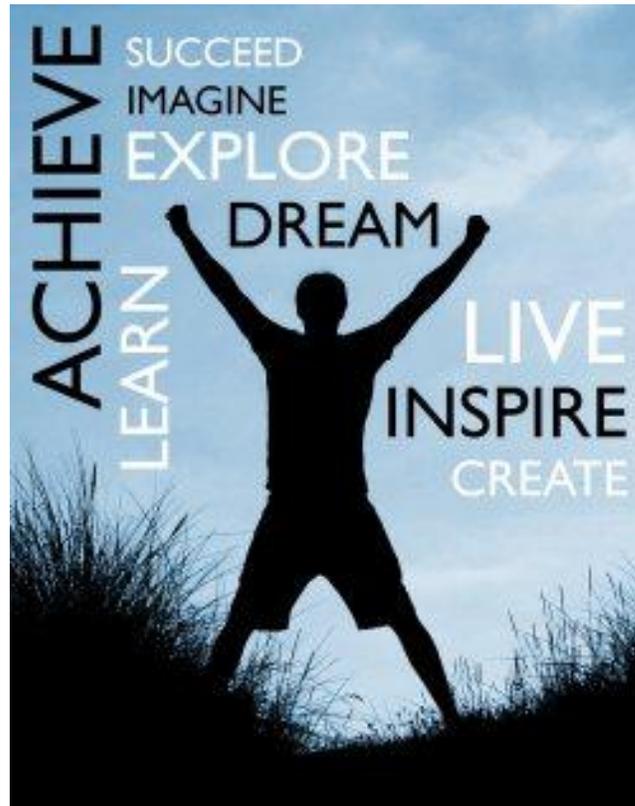
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LET US HELP YOU REACH YOUR FULL POTENTIAL!



FY17 Learning & Development Course Schedule

<https://baltimorecity.blackboard.com/webapps/calendar/viewPersonal>

Learning & Development Class Registration:

<https://www.surveymonkey.com/r/coburegistration>

COB Leadership Academy Registration:

<https://www.eventbrite.com/e/cob-leadership-academy-fy17-registration-26899529216>

COMPUTER & SOFTWARE CLASSES

Access 2010 – Essentials

Excel is the world's premier spreadsheet software. You can use Excel to analyze numbers, keep track of data, and graphically represent your information. In the first of three Excel courses, attendees will learn how to use the basic features of Excel, utilizing a hands-on approach to learning.

Learning Objectives: Upon completion of this course, participants will:

- Open and close Excel
- Differentiate between worksheets, workbooks, rows, columns, and cells
- Enter labels and values
- Set up your page
- Copy formulas
- Use absolute referencing appropriately
- Use basic Excel functions, including SUM, AVERAGE, MAX, and MIN
- Use Selection Statistics
- Format text and numbers
- Change the workbook theme

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Delivery Method: Online Only

Price: \$185 per person

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Access 2010 – Advanced

This course expands upon the basic features of Access and gives participants an opportunity to work with some of its more advanced features. Participants will examine templates, sorting and filtering, importing and exporting, advanced formulas, analysis tools and collaboration.

NOTE FOR FIRST-TIME MICROSOFT OFFICE 2010 USERS:

Users of previous Microsoft Office applications (Word, Excel, PowerPoint) will find the transition to the 2010 version to be seamless and worry-free.

Learning Objectives: Upon completion of this course, participants will:

- Modify a database
- Create complex queries to extract and process specific information

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Delivery Method: Online Only

Price: \$185 per person

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Access 2010 – Expert

Participants explore a variety of complex query techniques, create more efficient forms and reports, and create and use macros to automate forms. In addition, participants gain experience working with various Access tools such as securing a database, using the Database Splitter, replicating a Database, and creating Microsoft Access MDE Database files.

NOTE FOR FIRST-TIME MICROSOFT OFFICE 2010 USERS:

Users of previous Microsoft Office applications (Word, Excel, PowerPoint) will find the transition to the 2010 version to be seamless and worry-free.

Learning Objectives: Upon completion of this course, participants will:

- Create programmed elements to automate tasks and add functionality to database objects and controls
- Share and distribute database information

Target Audience: Any City Employee

Prerequisite: Introduction to Personal Computers, Windows 7, Access 2010 – Level 2

Delivery Method: Online Only

Price: \$185

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

ADP: Time & Attendance

This training workshop replaces and combines the previous eTime Fundamentals, eTime Scheduling, and eTime Xtra classes.

The session introduces the user to hourly time entry methods and educates users in how to perform basic timecard edits and generate reports. Shifts, patterns, grouping, scheduling, and other tasks performed through the eTime Schedule Planner are also included. In addition, historical edits, hyperfind queries, closed Pay Periods, and how to reconcile timecards are taught in this class. Participants will also learn how to sign off on agency payroll and be a resource for timekeepers, approvers and other agency payroll managers. **This workshop is designed for individuals who are responsible for the time entry process at the agency.**

***Requires the completion and the submission of the [ADP Training Registration Form](#) in addition to the standard training form.*

The completed ADP Training Registration Addendum Form MUST be returned to the DHR Training Office (training@baltimorecity.gov or Fax: 410-545-3289) at least 3 days prior to the scheduled ADP: Time & Attendance Training or you will not be allowed to attend the class.

Learning Objectives: Upon completion of this course, participants will:

- Understand how to manage the payroll process via the timecard within the City's eTime system
- Understand key roles and responsibilities used within the eTime system
- Understand how to manage the payroll process via the scheduler within the City's eTIME system
- Learn how to post more complex edits to the City's eTime payroll system that reflect employee time and attendance
- Learn how to approve and sign off employee payroll

Target Audience: Timekeepers, Supervisors, Approvers, and/or Payroll Managers

Prerequisite: None

Time: 9:00 am – 4:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates:

July 27, 2016	January 4, 2017
September 7, 2016	March 1, 2017
November 2, 2016	May 3, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Excel 2010 - Essentials

Excel is the world's premier spreadsheet software. You can use Excel to analyze numbers, keep track of data, and graphically represent your information. In the first of three Excel courses, attendees will learn how to use the basic features of Excel, utilizing a hands-on approach to learning.

Learning Objectives: Upon completion of this course, participants will:

- Open and close Excel
- Differentiate between worksheets, workbooks, rows, columns, and cells
- Enter labels and values
- Set up your page
- Copy formulas
- Use absolute referencing appropriately
- Use basic Excel functions, including SUM, AVERAGE, MAX, and MIN
- Use Selection Statistics
- Format text and numbers
- Change the workbook theme

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: July 26, 2016
September 29, 2016
December 15, 2016
March 22, 2017
June 28, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Excel 2010 - Advanced

The second in a series of three Excel courses, this class is designed to teach you an advanced understanding of Excel 2010 in a practical way. Advanced features covered in this class include templates, sorting and filtering, importing and exporting, advanced formulas, analysis tools and collaboration.

Learning Objectives: Upon completion of this course, participants will:

- Add text to a diagram
- Reset a diagram
- Understand the contextual tabs
- Trace dependents of a cell
- Display formulas within the sheet
- Work with comments
- Insert a chart
- Resize and move a chart
- Insert and adjust Pivot Tables
- Choose fields and group data in a Pivot Table
- Change Pivot Table data and refresh the view
- Create a Pivot Chart from a Pivot Table
- Understand formula errors
- Use the Scenario Manager
- Transposing Data from rows to columns
- Group Data
- Add Subtotals

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Basic fluency with Microsoft Excel
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$185 per person
<u>Dates:</u>	October 18, 2016 January 26, 2017 April 25, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Excel 2010 – Expert

In the third series of Excel courses, this class will teach you how to use the more in-depth features of Excel 2010 including a class project to customize a workbook, work with multiple data sources, and collaborate with others using shared workbooks. Participants will also enhance spreadsheets using charts and graphic objects.

Learning Objectives: Upon completion of this course, participants will:

- Mark Workbook as Final
- Encrypt with a Password and Restrict Permissions
- Protect the Current Sheet or the Workbook Structure
- Add a Digital Signature
- Manage Versions
- Share Workbooks
- Edit a Shared Workbook
- Track Changes
- Set Calculation Options
- Use Array Formulas
- Change a Macro
- Use a data form
- Use Trend Lines
- Add a Secondary Axis
- Use Chart Templates
- Work with PivotTable Tools

Target Audience: Any City Employee

Prerequisite: Advanced abilities with Microsoft Excel

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: November 16, 2016
February 22, 2017
May 10, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Human Resources Information Systems (HRIS): Edit User

HRIS Training is a training that will provide hands-on instruction on how to perform the following:

- Employee Record Updates
- Job Requisitions
- Position Action Requests (PAR's)
- Hiring Processes
- Terminations
- Promotions
- Demotions
- Other Human Resources Related Tasks

***Requires the completion and the submission of the [ADP Training Registration Addendum Form](#) in addition to the standard training form.*

The completed ADP Training Registration Addendum Form MUST be returned to the DHR Training Office (training@baltimorecity.gov or Fax: 410-545-3289) at least 3 days prior to the scheduled HRIS: Edit User Training or you will not be allowed to attend the class.

Learning Objectives: Upon completion of this course, participants will:

- Understand the Personnel Life Cycle and how to submit and manage personnel actions using the City's HRIS
- Understand key roles and responsibilities used within HRIS

Target Audience: All City Employees responsible for entering information into the HRIS

Prerequisite: None

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates: August 3, 2016
October 5, 2016
December 7, 2016
February 1, 2017
April 5, 2017
June 7, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Human Resources Information Systems (HRIS): View-Only / ReportSmith

The Human Resources Information Systems (HRIS) View-Only training course is a half day course that will provide a general overview of the various HRIS actions including:

- Employee Record Updates
- Job Requisitions
- Position Action Requests (PAR's)
- Hiring Processes
- Terminations
- Promotions
- Demotions
- Other Human Resources Related Tasks

****Requires the completion and the submission of the [ADP Training Registration Form](#) in addition to the standard training form. **The completed ADP Training Registration Addendum Form MUST be returned to the DHR Training Office (training@baltimorecity.gov or Fax: 410-545-3289) at least 3 days prior to the scheduled ADP: Time & Attendance Training or you will not be allowed to attend the class.****

Learning Objectives: Upon completion of this course, participants will:

- Understand the Personnel Life Cycle and how to view personnel actions processed using the City's HRIS
- Understand key roles and responsibilities used within HRIS

Target Audience: All City Employees responsible for oversight of employees who will be entering information into the HRIS.

Prerequisite: None

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates:

July 13, 2016	February 8, 2017
August 10, 2016	April 12, 2017
October 19, 2016	June 14, 2017
December 14, 2016	

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Introduction to Personal Computers

By using a personal computer, you can accomplish many tasks that might be more difficult and time-consuming to accomplish on your own. Include writing a letter, analyzing numeric information, or maintaining an updated list of client information. Before you use a personal computer, you need to understand what it is and how it works. Once you are comfortable, you will begin using your personal computer. This introductory course will provide participants with an opportunity to gain knowledge on the hardware components of the personal computer, in addition to learning some Windows operating system techniques and becoming acquainted with applications. Participants will also learn how to browse and find information on the Internet and receive a thorough introduction to the domain environment and learn Windows 7 techniques. This course provides a broad information base for students so that they have a greater awareness and confidence when using computers.

Learning Objectives: Upon completion of this course, participants will:

- Navigate through the computer's operating system
- Manage folders and files
- Work with basic software
- Customize a Windows 7 desktop
- Browse the internet

Target Audience: Any City Employee

Prerequisite: None (Keyboarding – Typewriting is suggested)

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: July 28, 2016
November 22, 2016
January 10, 2017
March 29, 2017
June 15, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

NEOGOV eRecruit Training

NEOGOV eRecruit training will focus on managing the civil service recruitment process via the online City's eRecruit system. This session will define and demonstrate human resources user roles and civil service recruitment processes via the Online Hiring Center (OHC) including:

- Creating requisitions
- Viewing and taking action on referred candidates lists
- Approving requisitions and hires
- Civil Service Recruitment Life Cycle
- Evaluating qualifications as a Subject Matter Expert (SME)
- Viewing requisitions and recruiting information throughout the process

****Requires the completion and the submission of the [ADP Training Registration Addendum Form](#) in addition to the standard training form. The completed ADP Training Registration Addendum Form MUST be returned to the DHR Training Office (training@baltimorecity.gov or Fax: 410-545-3289) at least 3 days prior to the scheduled NEOGOV eRecruit Training or you will not be allowed to attend the class.**

Learning Objectives: Upon completion of this course, participants will:

- Understand the Recruitment Life Cycle and how to manage the recruitment process via the City's eRecruit Online Hiring Center (OHC).
- Understand key roles and responsibilities used within the eRecruit system
- Understand how to manage the recruitment process via the eRecruit system

Target Audience: Human resources professionals with Liaison responsibilities including:

- Final agency HR approver for recruitment requisitions (Exam/Certification Request) and hires prior to release to DHR.
- Receives DHR application evaluation training and evaluates applications for agency specific classifications.
- Creates recruitment requisitions;
- Views all requisitions for assigned department/division(s) and takes action on referred lists for assigned department/division(s).

Prerequisite: None

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates:

August 18, 2016	February 22, 2017
October 19, 2016	April 27, 2017
December 14, 2016	June 14, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Outlook 2010 – Essentials

Outlook 2010 is a powerful e-mail application. However, it does much more than that to help you stay organized. With contacts, calendars, and tasks, Outlook can help you manage every aspect of their life.

The first in a series of three Outlook 2010 classes, the Essentials class is designed to teach you a basic understanding of Outlook 2010 in a practical way. Incorporating a hands-on approach to learning, participants will have an opportunity to practice some of the basic features in class.

Learning Objectives: Upon completion of this course, participants will:

- Set up an e-mail account
- View the Inbox
- Send and Receive messages
- Delete e-mail
- Ignore e-mail
- Create and send a new message
- Address a new message
- Create the body of an e-mail message
- Attach files to messages
- Mark an item as Read or Unread
- Print messages
- Create folders and use them to organize messages
- Create Rules for handling messages
- Use Categories
- Create and organize contacts
- Identify concepts and strategies to eliminate colloquial writing and jargon

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: January 24, 2017
April 18, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

NEW
CLASS

Outlook 2010 – Advanced

The second class in the Outlook 2010 series, this class will cover some of the more advanced tasks in Outlook 2010 such as customizing the Outlook interface and profile. Participants will learn how to use Word elements in E-mails as well as advanced e-mail, calendar, task commands, and the notes feature. Participants will also learn about RSS feeds and how to manage and protect Outlook data.

Learning Objectives: Upon completion of this course, participants will:

- Customize Outlook, including the Navigation Pane, the Reading Pane, and the To Do Bar
- Understand the Outlook View Tab
- Split a Document
- Change Font options
- Change Stationary options
- Enable or disable automatic spell check
- Add a follow-up flag
- Create a recurring appointment
- Create and track a meeting request
- Color code appointments
- Create a recurring task
- Assign a task
- Use the Details tab
- Set task options
- Work with feed items
- Clean up folders
- Understand data configurations
- Archive and backup data
- Add, open or close a new PST file

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: October 4, 2017
February 23, 2017
May 23, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



COMPUTER & SOFTWARE CLASSES

Outlook 2010 – Expert

The third and final class in the Outlook 2010 series, this session is designed to go beyond a basic understanding to explore the more advanced features of Outlook 2010 in a practical way. Incorporating a hands-on approach to learning, participants will be able to practice the features as part of the classroom experience. This class will explain advanced features of Outlook 2010 such as managing automatic content and working with contact groups.

Learning Objectives: Upon completion of this course, participants will:

- Set Outlook options
- View message information
- Insert a hyperlink
- Use Paste Special
- Manage signatures
- Use the Scheduling assistant
- Cancel a Meeting or invitation
- Change the calendar color
- Display or hide calendars
- Modify a Business card
- Work with tasks and assignments
- Add, open or close a new PST file

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: November 17, 2017
March 8, 2017
June 22, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

PowerPoint 2010 – Essentials

PowerPoint 2010 is a powerful presentation for the presentation of visual and graphical items. You can do everything from creating simple handouts to developing an animated presentation with audio.

The first in a series of three PowerPoint 2010 classes, the Essentials class is designed to teach you a basic understanding of PowerPoint 2010 in a practical way. This workshop incorporates a hands-on approach to learning and participants will have an opportunity to practice some of the basic features in class.

Learning Objectives: Upon completion of this course, participants will:

- Understand the PowerPoint 2010 interface
- Use the backstage view to create a new blank presentation or a presentation from a template
- Use the backstage view to open files and use the recent list
- Save presentations
- Add text to a slide and use content placeholders
- Use cut, copy, and paste, as well as the Office Clipboard Task pane
- Undo and redo tasks; Find and replace text
- Format fonts and paragraphs with a variety of features
- Use bullets and numbering
- Use themes
- Change the slide design, layout, or background design; Add headers and footers
- Create standard or custom animations
- Use slide transitions and other advance options
- Prepare a slide show, including narration and timing
- Start, navigate, and change a presentation
- Switch to a blank screen in a presentation

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates:

August 23, 2016	January 5, 2017
October 25, 2016	April 27, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

PowerPoint 2010 – Advanced

The second in a series of three PowerPoint 2010 classes, the advanced class is designed to teach you advanced features of PowerPoint 2010 in a practical way. This workshop incorporates a hands-on approach to learning and participants will have an opportunity to practice some of learned tasks in class.

Learning Objectives: Upon completion of this course, participants will:

- Insert a picture, screen shots, clip art, SmartArt, text box, tables
- Add text, resize, move, and delete a picture, text box, or SmartArt
- Remove a picture's background
- Modify table rows and columns
- Format a table
- Add a movie
- Draw shapes
- Align and distribute objects
- Order objects
- Set the Language
- Add Notes to Slides
- Create a Notes Master
- Use the Slide Master tab
- Create a Slide Master
- Record a presentation as a video
- Package your presentation for CD
- Understand the PowerPoint Viewer

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: November 15, 2016
February 28, 2017
May 24, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

PowerPoint 2010 – Expert

The third in a series of three PowerPoint 2010 classes, the expert class is designed to take you beyond advanced features of PowerPoint 2010 in a practical way to gain workable knowledge of PowerPoint's powerful features. This workshop incorporates a hands-on approach to learning and participants will have an opportunity to practice learned tasks in class.

Learning Objectives: Upon completion of this course, participants will:

- Understand and adjust PowerPoint views
- Work with multiple presentation windows
- Add commands to the Ribbon or the Quick Access Toolbar
- Configure PowerPoint Options
- Use custom slide sizes
- Change the slide orientation
- Crop a picture
- Change or reset a picture
- Compress pictures
- Apply shape styles or outlines
- Add hyperlinks to graphical elements
- Change the audio clip picture
- Manipulate animations
- Work with comments
- Rehearse timings

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: December 22, 2016
March 23, 2017
June 13, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

NEW
CLASS

Project 2010 – Essentials

Project 2010 is sophisticated project management software that can help project managers with planning, assigning resources, tracking progress, managing budgets, and analyzing workloads for projects.

Your participants will learn how to use the basic features of Project 2010. This workshop is designed to teach you a basic understanding of Project 2010 in a practical way. This workshop incorporates a hands-on approach to learning. They will get a chance to practice some of the advance features right on a computer.

Learning Objectives: Upon completion of this course, participants will:

- Open and close Project
- Understand the Interface
- Create a blank project and a project from a template
- Open, close project files and add tasks to a project
- Link and unlink tasks
- Create summary, sub tasks, recurring task and baseline
- View the critical path
- Use change highlighting
- Create basic and visual reports, Compare projects
- Check spelling
- Use the Page Setup Dialog
- Print, email and create a PDF of the project
- Update tasks, update the project, and understand the Project Status date

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00am – 4:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Date: December 8, 2016
April 18, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

NEW
CLASS

Project 2010 – Advanced

This workshop is designed to teach you the advanced features of Project 2010. As a participant, you will utilize a hands-on approach to create projects and utilize this dynamic program's features to add tasks and resources, and customize your view.

Learning Objectives: Upon completion of this course, participants will:

- Split the view
- Sort, group, and filter tasks
- Understand task indicators
- Assign a resource calendar
- Customize a resource calendar
- Apply predefined resource contours
- Specify resource availability
- Group resources
- Enter resource rates and overtime rates
- View project statistics and Prices
- Check duration variance, work variance, and Price variance
- Identify slipped tasks
- Save an interim plan
- Customize a basic or visual report
- Consolidate multiple projects
- View multiple project critical paths
- View consolidated project statistics
- Create a resource pool
- Specify pay rates for different dates
- Apply a different pay rate to an assignment and actual Prices

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Basic fluency with Project 2010
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$185 per person
<u>Dates:</u>	January 24, 2017 May 18, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES



NEW
CLASS

Project 2010 – Expert

This workshop is designed for the advanced Project 2010 user and focuses on elements used in a professional project management environment. Using hands-on learning, participants will become expert Project 2010 users after applying the concepts taught in this course.

Learning Objectives: Upon completion of this course, participants will:

- Use a lookup table
- Set general, display, calendar, schedule, proofing, saving, and language options
- Customize the Ribbon and the Quick Access Toolbar
- Set defaults for task types and assignment units
- Create a template from a completed project
- Use existing projects, Microsoft SharePoint task lists, and Excel Workbooks to create projects
- Understand types of custom fields
- Create custom task, resource, and project fields
- Create basic formulas

Target Audience: Any City Employee

Prerequisite: Advanced proficiency with Project 2010

Time: 9:00 am – 4:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: February 16, 2017
June 29, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

NEW
CLASS

Publisher 2010 – Essentials

Publisher is a desktop publishing tool and flexible and powerful authoring software. It goes well beyond what you can produce with word processing software like Word. The complete Publisher 2010 learning series will help you learn to produce high-quality publications.

The first in a series of three classes, the Essentials class is designed to teach you a basic understanding of Publisher 2010. This class incorporates a hands-on approach for learners to practice while you learn.

Learning Objectives: Upon completion of this course, participants will:

- Understand the Publisher 2010 interface
- Use the backstage view to create a new blank publication or a publication from a template
- Use the backstage view to open files and use the recent list
- Save publications
- Setup business information to use in publications
- Add text and other building blocks
- Work with pages and the Pages pane
- Use the Template group
- Format fonts and paragraphs with a variety of features, including styles
- Use bullets and numbering
- Insert and work with pictures, shapes, and other objects
- Link text boxes to create stories that continue on different areas of the page or different pages
- Create columns, add page numbers, headers and footers
- Understand Master pages
- Check spelling, preview, print, or email a publication

Target Audience: Any City Employee

Prerequisite: Basic fluency with Microsoft Word or Introduction to Personal Computers

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: October 26, 2016
November 23, 2016
January 19, 2017
February 23, 2017
April 20, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



COMPUTER & SOFTWARE CLASSES

Publisher 2010 – Advanced

The second in a series of three classes, the advanced class is designed to take you beyond the basics of Publisher to explore one of the Microsoft Office Suite’s hidden gems, offering you the ability to easily create any kind of publication – newsletters, business cards, menus, invitations, and much more! Highlights include using the new ribbon interface, setting up your business information, working with color and font schemes, using the new Getting Started Window, and using page masters.

Learning Objectives: Upon completion of this course, participants will:

- Import text from another file
- Work with Text Box Overflow
- Use special characters
- Work with tab stops
- Insert the date and time
- Convert pictures to watermarks, make pictures transparent
- Use the Graphics Manager Task Pane
- Move, group, ungroup, align, distribute and order objects
- Add an object for multiple pages
- Use sound and motion clips with keywords
- Use animated gifs
- Create a data source, and address list and a mail merge
- Track the effectiveness of marketing materials
- Add postal bar codes to labels or envelopes
- Create a catalog
- Use the Design Checker to check for publication errors
- Send files via email
- Save files as different formats, including XPS
- Use the Pack and Go Wizard to prepare a publication for commercial printing

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Basic fluency with Microsoft Word or Introduction to Personal Computers
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$185 per person
<u>Dates:</u>	December 6, 2016 March 28, 2017 May 2, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Word 2010 – Essentials

Word processing is the use of the computer to create, revise, and save documents for printing and future retrieval. Microsoft Word is a proven and powerful word processing application. This course will provide participants with the basic concepts required to produce common business documents as well as provide the opportunity to apply them.

NOTE FOR FIRST-TIME MICROSOFT OFFICE 2010 USERS:

All users of previous Microsoft Office applications (Word, Excel, and PowerPoint) will find the transition to the 2010 version to be seamless and worry-free. The instructor will speak to the similarities and differences in the different versions (old and new).

Learning Objectives: Upon completion of this course, participants will:

- Learn how to create a Word 2010 document
- Format and add themes to the document
- Learn how to review, print, and share documents

Target Audience: Any City Employee

Prerequisite: Introduction to Personal Computers using Windows 7

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$185 per person

Dates: August 9, 2016
November 9, 2016
December 13, 2016
January 4, 2017
April 11, 2017
May 9, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Word 2010 – Advanced

Participants will expand upon the basic concepts that were learned in Word 2010 Level 1 as well as be introduced to new intermediate concepts with an opportunity to apply them. Participants will use the intermediate features for creating custom templates and styles, managing tables and table data, inserting graphics, creating a newsletter, sending form letters, creating a Web page, and managing document changes.

NOTE FOR FIRST-TIME MICROSOFT OFFICE 2010 USERS:

All users of previous Microsoft Office applications (Word, Excel, and PowerPoint) will find the transition to the 2010 version to be seamless and worry-free. The instructor will speak to the similarities and differences in the different versions (old and new).

Learning Objectives: Upon completion of this course, participants will:

- Customize general and proofing options, the Quick Access Toolbar, and file-saving options
- Learn to share and review documents
- Become introduced to collaborative editing and the creation of complex documents by using features like Mail Merge

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Basic fluency in Word 2010
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$185 per person
<u>Dates:</u>	September 8, 2016 February 15, 2017 June 7, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

COMPUTER & SOFTWARE CLASSES

Word 2010 – Expert

Participants will go beyond advanced features in Word to master the program. This course will teach participants how to use Word to create and display forms and long documents and use macros and collaboration tools.

NOTE FOR FIRST-TIME MICROSOFT OFFICE 2010 USERS:

All users of previous Microsoft Office applications (Word, Excel, and PowerPoint) will find the transition to the 2010 version to be seamless and worry-free. The instructor will speak to the similarities and differences in the different versions (old and new).

Learning Objectives: Upon completion of this course, participants will:

- Create interactive documents and review them
- Customize features of Word and check documents for any accessibility, compatibility, and confidentiality issues
- Learn how documents can be shared and edited on the Web and on mobile devices

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Advanced mastery of Word 2010
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$185 per person
<u>Dates:</u>	October 27, 2016 March 15, 2017 June 21, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

10 Soft Skills You Need

The meaning of Soft Skills can sometimes be difficult to describe. It can be that unique attribute or characteristic that facilitates great communication. It can be the special way that you show confidence in a challenging situation. These and other events can become more easily managed with this great workshop.

With our “10 Soft Skills You Need” workshop, participants will begin to see how important it is to develop their core set of attributes. By managing and looking at the way people interact and seeing things in a new light, participants will improve on basic fundamentals for stronger communication and workplace effectiveness.

Learning Objectives: Upon completion of this course, participants will:

- Discuss how soft skills are important to success in the workplace
- Understand the 10 key soft skills everyone should focus on
- Use soft skills to relate more effectively to others in the workplace
- Understand how to use soft skills to communicate, problem-solve, and resolve conflict
- Apply soft skills to specific situations

Target Audience: Any City Employee

Prerequisite: None

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: January 10, 2017
April 20, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

NEW
CLASS

360° Leadership: Leading from Any Position

How do you apply leadership principles if you are not the boss or the main leader? Based on best-selling author, John Maxwell's book: *The 360° Leader*, this class will teach you how to increase your power to lead people no matter where you are positioned within organizational hierarchy. Good leaders are not only capable of leading their followers, but are also adept at leading their superiors and their peers.

Learning Objectives: Upon completion of this course, participants will:

- Identify the 7 myths of leadership that hinder some people
- Learn the true definition of leadership
- Learn to expand influence and become a more valuable team member
- Learn the 3 principles to help bring value and influence to and from every level of the organization
- Determine challenges of leadership
- Learn to lead up, lead down, and lead across
- Recognize the value of 360° leadership

Target Audience: Any City Employee

Competencies: Interpersonal Skills, Communications, and Leadership

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: January 11, 2017
April 19, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Achieving Personal Productivity

Participants in this workshop learn to identify their top time wasters and replace personal disorganization with self-discipline. They learn how to prioritize, avoid procrastination, control interruptions, and manage paperwork at home and at work.

Learning Objectives: Upon completion of this course, participants will:

- Identify their own time wasters
- List and set priorities
- Identify tasks that can be delegated
- Develop a delegation plan
- Organize their paper and e-clutter using the "traffic" method
- Know how to control interruptions

Target Audience: Any City Employee

Competencies: Continuous Improvement, Critical Thinking, and Individual Learning Skills

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: October 27, 2016
January 18, 2017
March 7, 2017
June 17, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Achieving Success with Challenging Customers

Participants learn how to help solve customer problems effectively. Difficult customers come in a variety of shapes and sizes. The one thing they have in common, however, is that they have a need and they want YOU to fulfill it. This session will give you tips on how to help keep customers from becoming difficult or tainted.

Learning Objectives: Upon completion of this course, participants will:

- Explore different coping skills when confronted with a difficult customer or situation
- Manage your own behavior through effective communication skills
- Practice strategies for gaining control of volatile situations
- Understand methods to keep pressure from affecting job performance

Target Audience: Any City Employee

Competencies: Customer Orientation, Interpersonal Skills, Problem Solving, and Self-Management

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: October 26, 2016
January 25, 2017
April 18, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Civility in the Workplace

Workplace etiquette is an important part of creating a comfortable and professional environment. It is not only showing respect and courtesy to your co-workers, managers and customers; it is learning how to work efficiently as part of a team. While not everyone adheres to etiquette guidelines in the same manner, it is still prudent to communicate them to employees so that everyone is aware of agency expectations regarding conduct. Etiquette for the workplace includes professional presentation and proper communication, both of which enhance your business image. This course will cover workplace expectations and acceptable behaviors including appropriate business dress and grooming, verbal communication, telephone skills, email etiquette, time management, and general professional standards.

Learning Objectives: Upon completion of this course, participants will:

- Define appropriate and inappropriate office behavior
- Demonstrate professional use of both telephone and email etiquette in a business environment
- Identify and rephrase blunt wording for more professional communication
- Explain methods on how to appropriately handle typical office interruptions by visitors, phone calls, requests from the supervisors or subordinates

Target Audience: Any City Employee

Competencies: Interpersonal Skills, Continuous Improvement, and Self-Management

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: November 17, 2016
January 31, 2017
March 30, 2017
May 23, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Communication Strategies

Participants will learn skills to enhance basic forms of communication. They will also learn to overcome difficult communication issues that we face when we transmit information from one individual to another.

Learning Objectives: Upon completion of this course, participants will:

- Assess communication styles and their impact on others
- Develop techniques to improve personal communication effectiveness
- Interpret verbal and non-verbal communication cues
- Diffuse and resolve conflict situations

Target Audience: Any City Employee

Competencies: Customer Orientation and Interpersonal Skills

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: August 16, 2016
November 15, 2016
February 16, 2017
May 3, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Conflict Resolution Strategies: Getting Along in the Workplace

All of us experience conflict. At times, we lose sight of the fact that conflict is normal and there will be the potential for conflict. Since you can't prevent conflict, the most important thing is to learn how to handle or manage it in productive ways. What is critical for resolving conflict is developing an understanding and trust in shared goals. It requires openness, discipline, and creativity. Showing respect for other people and not blaming them, enables people to work for mutual benefit.

Learning Objectives: Upon completion of this course, participants will:

- Understand what conflict is and how it can escalate
- Recognize the five most common conflict resolution styles and when to use them
- Increase positive information flow through non-verbal and verbal communications skills
- Develop effective techniques for intervention strategies
- Strengthen staff trust and morale
- Build confidence of their ability to manage conflicts, enhance productivity and performance

Target Audience: Any City Employee

Competencies: Interpersonal Skills, Communications, and Team Cohesion

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$250 per person

Dates: September 27, 2016
November 30, 2016
February 23, 2017
May 25, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Creating a Great Experience for External Customers

Participants will learn winning approaches to achieve and maintain optimum customer service. Today's competitive environment requires that each business provides service beyond their customer's expectations.

Learning Objectives: Upon completion of this course, participants will:

- Explore components and challenges of delivering high-quality service at every customer interaction
- Understand communication techniques to obtain information to better understand customer needs
- Practice effective responses to difficult customer service situations
- Discover how communication skills can greatly benefit customer relations

Target Audience: Any City Employee

Competencies: Customer Orientation and Interpersonal Skills

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: August 24, 2016
November 29, 2016
January 31, 2017
March 14, 2017
May 24, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Dealing with Difficult People

This workshop provides participants with techniques to enhance their skills for dealing with difficult people in the workplace. Participants will learn how to manage their own behavior, explore different coping mechanisms and develop more effective communication skills when confronted with a difficult person or situation.

Learning Objectives: Upon completion of this course, participants will:

- Identify emotionally charged situations at work and minimize their impact
- Practice strategies for gaining control of volatile situations
- Use techniques for taking charge of work-place conversations
- Understand methods to keep pressure from affecting job performance

Target Audience: Any City Employee

Competencies: Interpersonal Skills, Customer Orientation, Problem Solving, Analysis, and Self-Management

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: August 9, 2016
October 27, 2016
January 26, 2017
April 26, 2017
June 15, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Diversity in the Workplace

The essence of synergy is valuing differences. This means that people respect differences and view them as opportunities for learning. Differences enable people to discover and produce things together that they are much less likely to discover and produce individually.

Learning Objectives: Upon completion of this course, participants will:

- Examine how valuing workforce diversity improves workplace cohesiveness
- Discuss where false assumptions stem from biases and how prejudices can be eliminated
- Enhance communication skills

Target Audience: Any City Employee

Competencies: External Awareness, Interpersonal Skills, Diversity, and Communications

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: October 27, 2016
January 26, 2017
April 26, 2017
June 15, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

Emotional Intelligence

Emotional intelligence describes the ability to understand one's own feelings, and that of groups, and how these emotions can influence motivation and behavior. The concepts of Emotional Intelligence have been around since at least the 1900's, but the term was first introduced by Wayne Payne in 1985.

As a result of the growing acknowledgement by professionals of the importance and relevance of emotions to work outcomes, the research on the topic continued to gain momentum, but it wasn't until the publication of Daniel Goleman's best seller *Emotional Intelligence: Why It Can Matter More Than IQ* that the term became widely accepted by mainstream media.

This workshop will explain the fundamentals of Emotional Intelligence and provide participants with tangible solutions for effective workplace engagement.

Learning Objectives: Upon completion of this course, participants will:

- Define and practice self-management, self-awareness, self-regulation, self-motivation, and empathy
- Understand, use and manage your emotions
- Successfully communicate with others in both a verbal and non-verbal manner
- Identify the benefits of emotional intelligence
- Relate emotional intelligence to the workplace
- Balance optimism and pessimism
- Effectively impact others

Target Audience: Any City Employee

Competencies: Interpersonal Skills, Problem Solving, and Self-Management

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: February 28, 2017
May 10, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Grammar Tune Up

Basic Business Writing Series

Writing is the key method of communication in business, but it is often the most challenging. The Business Writing Essentials series of 3 workshops provides participants with a basic grammar refresher, an introduction to basic writing concepts, and an overview of the most commonly used documents in business writing. Taken independently or as the full series, these essential workshops will help hone your written communication skills.

Learning Objectives: Upon completion of this session, participants will:

- Gain awareness of common spelling, grammar, and punctuation errors
- Review basic concepts of sentence, paragraph, and document construction
- Use appropriate forms of active and passive voice
- Identify concepts and strategies to eliminate colloquial writing and jargon

<u>Target Audience:</u>	Any City Employee
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150
<u>Dates:</u>	October 4, 2016 January 18, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Internal Customers: Breaking Down Silos

A siloed organization cannot respond quickly to opportunities that arise in today's face-paced environment. Our City is built on the strength of agency initiatives; working together in a unified way helps everyone accomplish goals while providing the best services possible to the City as a whole.

Learning Objectives: Upon completion of this course, participants will:

- Develop trust outside of your immediate group and agency to involve other agency contacts
- Open lines of communication between departments, divisions, and agencies
- Recognize hidden potential and work outside of the immediate environment by gaining a better understanding of other agency, department, and division goals, processes, challenges and overlap of work.

<u>Target Audience:</u>	Any City Employee
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150 per person
<u>Dates:</u>	October 26, 2016 December 13, 2016 February 2, 2017 April 25, 2017 June 20, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Managing Stress and Preventing Burnout

The trick to managing stress is finding the optimum levels where there is just enough stress to avoid complacency, but not so much that it causes burnout. Since stress is your reaction to events around you, this class will focus on how you judge these events. In addition, you will learn how to choose appropriate responses/ tools in dealing with them.

Learning Objectives: Upon completion of this course, participants will:

- Assess their personal stress level
- Recognize and defuse signs of stress
- Address the causes of job stress
- Apply proven stress reduction techniques
- Achieve an understanding of work/personal life balance

Target Audience: Any City Employee

Competencies: Continuous Improvement and Self-Management

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: September 7, 2016
January 4, 2017
May 9, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Principals of Written Communication *Basic Business Writing Series*

Writing is the key method of communication in business, but it is often the most challenging. The Business Writing Essentials series of 3 workshops provides participants with a basic grammar refresher, an introduction to basic writing concepts, and an overview of the most commonly used documents in business writing. Taken independently or as the full series, these essential workshops will help hone your written communication skills.

Writing Essentials 3 | Principals of Written Communication

Upon completion of this session, participants will:

- Strengthen understating of communication strategies
- Learn techniques for improving proofreading skills
- Understand peer review and ways it improves your business writing
- Consider approaches for printing and publishing business documents

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	None
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150
<u>Dates:</u>	November 1, 2016 March 21, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Proposal Writing Basics *Advanced Business Writing Series*

The Advanced Business Writing workshop series is a group of integrated writing workshops designed to advance each participant's understanding of proposals, reports, and executive summaries. The best method for improving effective writing skills is through practice, and each participant will submit an in class writing assignment to the instructor for virtual feedback at the conclusion of each session. Upon completion of an individual workshop or the compute series, participants will gain competency in advanced communication methods.

Advanced Writing 1 | Proposal Writing Basics

Upon completion of this course, participants will:

- Avoid common subject-verb agreement & pronoun-antecedent pitfalls
- Learn the basic tenets of persuasion & guidelines for writing project proposals
- Participants draft and submit a one page project proposal

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	None
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150
<u>Dates:</u>	November 30, 2016 April 19, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

PROFESSIONAL DEVELOPMENT

Project Management Fundamentals

Project management requires you to think and act both strategically and tactically. Projects involve people working together toward a desired goal. This workshop assists project managers in guiding an initiative from inception to successful completion. The Focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Learning Objectives: Upon completion of this course, participants will:

- Determine the project scope and feasibility
- Properly sequence the project and establish realistic timeframes
- Build a project plan with contingencies
- Utilize tools that facilitate workflow and accountability
- Effectively communicate project related information
- Develop skills to lead and motivate a project team

Target Audience: Managers and Supervisors

Competencies: Team Leadership, Performance Evaluation, Planning, Integrity, and Critical Thinking

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates: November 22, 2017
March 14, 2017
June 1, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

SACO Training

Substance Abuse Control Officers (SACO) are an on-site resource who must be familiar with all aspects of the policy.

Learning Objectives: Upon completion of this course, participants will:

- Independently review the evidence to verify that reasonable suspicion exists for each employee identified by a supervisor for mandatory drug or alcohol testing, including post-accident tests
- Prepare and sign a written confidential report detailing the basis for reasonable suspicion based on specific observations
- Respond to questions from supervisors and employees regarding this policy

Target Audience: Agency Substance Abuse Control Officers

Competencies: Communication and Customer Orientation

Time: 9:00 AM – 4:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$125 per person

Dates: September 1, 2016
December 7, 2016
March 16, 2017
June 1, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Style in Written Communication *Basic Business Writing Series*

Writing is the key method of communication in business, but it is often the most challenging. The Business Writing Essentials series of 3 workshops provides participants with a basic grammar refresher, an introduction to basic writing concepts, and an overview of the most commonly used documents in business writing. Taken independently or as the full series, these essential workshops will help hone your written communication skills.

Basic Writing Essentials 2 | Style in Written Communication

Upon completion of this session, participants will:

- Compose correspondences clearly, concisely and effectively
- Identify target audiences to elicit the best response
- Tips and techniques for agendas, emails, and other correspondences
- Receive an overview for practical use of proposals, agendas, and executive summaries

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	None
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150 per person
<u>Dates:</u>	July 12, 2016 August 3, 2016 October 18, 2016 February 14, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

The TALK: What Is In Your Communication's Tool Belt? *Are You Prepared For The TALK?*

Worker A: "My goodness! What is that smell?"

Worker B: "Oh, it's Jane Doe again. Someone should really tell her about her stench! I am not saying anything. You should."

Worker A: "Why me? I am not saying anything to her. You do it!"

In unison: "Let's go tell our supervisor!"

Based on the New York Times bestseller *Crucial Conversations: Tools for Talking When Stakes Are High**, this course will provide participants with tools for their communication tool belt. Participants will complete a self-assessment to determine what their go-to reaction is when stakes and emotions are high while opinions vary. Being able to have an open dialogue with a team member, regardless if that person is your supervisor, co-worker, or employee, is a necessity in every organization. Communicating with tact and diplomacy improves relationships, team cohesion, respect, and efficiency.

Learning Objectives: Upon the completion of this course, participants will:

- Learn their style under stress
- Recognize what conversation needs to be had
- Know how to stay in dialogue
- Know how to keep the dialogue safe
- Have tools to TALK to supervisors, co-workers, and / or employees

Target Audience: Any City Employee

Prerequisite: *The purchase of the book is strongly recommended. An audio book is available through the City's blackboard site with all confirmed registrations.

Time: 9:00 am – 4:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$300 per person

Dates: January 24, 2017
March 1, 2017
May 11, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Writing an Executive Summary *Advanced Business Writing Series*

The Advanced Business Writing workshop series is a group of integrated writing workshops designed to advance each participant's understanding of proposals, reports, and executive summaries. The best method for improving effective writing skills is through practice, and each participant will submit an in class writing assignment to the instructor for virtual feedback at the conclusion of each session. Upon completion of an individual workshop or the compute series, participants will gain competency in advanced communication methods.

Advanced Writing 3: The Executive Summary

Upon completion of this course, participants will:

- Strengthen their use of tone, voice, and language in business communication
- Learn techniques for summarizing the purpose, goals, and approach of a project
- Participants draft and submit an executive summary

<u>Target Audience:</u>	Any City Employee
<u>Prerequisite:</u>	Business Writing Essentials: Sessions 1-3
<u>Time:</u>	9:00 am – 12:00 pm
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150
<u>Dates:</u>	December 13, 2016 June 22, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Writing Reports

Advanced Business Writing Series

The Advanced Business Writing workshop series is a group of integrated writing workshops designed to advance each participant's understanding of proposals, reports, and executive summaries. The best method for improving effective writing skills is through practice, and each participant will submit an in class writing assignment to the instructor for virtual feedback at the conclusion of each session. Upon completion of an individual workshop or the compute series, participants will gain competency in advanced communication methods.

Advanced Writing 2: Writing Reports

Upon completion of this course, participants will:

- Receive an overview of past participles, irregular verbs, & participle phrases
- Understanding a conceptual writing style and the components of a project report
- Participants draft and submit a one page project report

Target Audience: Any City Employee

Prerequisite: None

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Time: 9:00 am – 12:00 pm

Price: \$150

Dates: December 7, 2016
May 25, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

Building an Effective Team

Teams have become the principle building block of successful organizations. This session includes hands-on activities that encourage participants to examine their ability and willingness to work with teams. Exercises are designed to train participants in building and strengthening teams. Practical ideas are provided to ensure the continued development of the team beyond the actual training.

Learning Objectives: Upon completion of this course, participants will:

- Understand the stages of team development
- Establish clear team outcomes and criteria
- Assess team member roles and work expectations
- Recognize harmful behaviors that hinder team cohesiveness
- Develop effective team strategies

Target Audience: Managers, Supervisors, and Lead Workers

Competencies: Interpersonal Relations and Organizational Astuteness

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: October 18, 2016
January 26, 2017
March 23, 2017



NEW
CLASS

Coaching for Employee Commitment

Coach, role model, counselor, supporter, guide... do these words ring a bell? Being a coach involves being a role model, sometimes a counselor or supporter, and always a guide. Coaching is based on a partnership that involves lending support, while providing challenging opportunities. Knowing how and when to coach is an essential skill that can benefit both the participant and the organization.

Learning Objectives: Upon completion of this course, participants will:

- Understand how coaching can be used to develop their team
- Develop coaching skills that help improve individual performance
- Demonstrate the behaviors and practices of an effective coach
- Recognize employees' strengths and give them the feedback they need to succeed
- Identify employee problems and solutions they can use to correct them

Target Audience: Any City Employee

Competencies: Problem Solving and Performance Goals

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: December 15, 2016
February 14, 2017
April 12, 2017
June 27, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Cultural Competency

Cultural competence begins with the recognition that we are all born, raised and living in social, educational and organizational cultures. These cultures shape our assumptions, beliefs, values and behaviors. When we interact with others, the similarities and differences between our cultural expectations often make the interaction both more interesting, and more challenging.

A person who is culturally competent can communicate sensitively and effectively with people who have different languages, cultures, religions, genders, ethnicities, disabilities, ages and sexualities. The goal of this workshop is for participants to develop cultural competence, resulting in their ability to understand, communicate with, and effectively interact with all people. Develop awareness, increase knowledge, and build skills which will lead to cultural competence empowerment.

Learning Objectives: Upon completion of this course, participants will:

- The difference and relationship between culture and diversity
- Individual cultural background, including privilege
- How cultural values shape our attitudes and beliefs, and affect our behavior
- Skills for respectful dialogue across differences that can support us at work and in the community

Target Audience: Managers, Supervisors, Lead Workers

Competencies: Interpersonal Skills, Communications, Cultural Awareness, Diversity and Inclusion

Time: 9:00 am – 12:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: December 1, 2016
February 1, 2017
May 2, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

MANAGEMENT & SUPERVISION

Engaging, Energizing and Motivating Employees

We cannot control what happens to us, but we can control how we respond to what happens. This employee motivation class will provide learners with methods to enable them to stay focused in their respective roles. Attendees will understand the internal and external factors that motivate them.

Learning Objectives: Upon completion of this course, participants will:

- Understand how having a positive state of mind increases motivation
- Realize what factors motivate them
- Be able to use methods to remain focused
- Use coping mechanisms for managing stress and other demotivating factors

Target Audience: Any City Employee

Competencies: Problem Solving and Performance Goals

Time: 9:00 AM – 12:00 PM

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: November 16, 2016
February 22, 2017
May 31, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



The 5 Levels of Leadership

John Maxwell is a #1 New York Times bestselling author, coach and speaker who has sold more than 24 million books in fifty languages. We are excited to bring you one of his dynamic leadership programs, 'The 5 Levels of Leadership'.

Through this program you will discover that true leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every leader achieves. To become more than "the boss", where your team follows only because they are required to, you have to master specific skills and focus on the most important area of true leadership.

Learning Objectives: Upon completion of this course, participants will:

- Understand the five stages of leadership.
- Identify what your current level is with your boss, peers, and direct reports.
- Learn what genuinely motivates you and your team.
- Gain insight to establish deliberate habits that successful leaders use on a daily basis in order to continuously grow.

<u>Target Audience:</u>	Supervisors and Managers
<u>Competencies:</u>	Leadership
<u>Time:</u>	9:00 AM – 12:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$150 per person
<u>Dates:</u>	October 19, 2016 February 15, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



NEW
CLASS

Navigating Change

We all know that change is constant, yet hard to experience. This highly interactive and humorous workshop is based on the movie and book called “Who Moved My Cheese” by Spencer Johnson.

Using a story, illustrative characters, parables and metaphors for identifying ways to deal with change, this workshop is presented in very inventive ways through the antics of Sniff, Scurry, Hem and Haw. Participants will be able to identify their reactions to change and receive guidance to understand resistance from others. The overall goal is to become more aware of change and its impact on us in our organization while managing transition when it arises in the workplace.

Learning Objectives: Upon completion of this course, participants will:

- Learn to adapt to new ways of thinking
- Overcome comfort zone and fear of change
- Let go of old ways and habits
- Recognize the stages of loss during change
- Understand how to change beliefs to change behavior
- Identify small changes that precede big change

Target Audience: Managers, Supervisors, Lead Workers

Competencies: Interpersonal Skills, Communications, Cultural Awareness, Diversity and Inclusion

Time: 9:00 am – 12:00 pm

Location: Department of Human Resources
Training & Development Division
201 East Baltimore Street, 2nd Floor

Price: \$150 per person

Dates: November 9, 2016
March 2, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411



**NEW
CLASS**

Understanding Behavior & Reading People *DiSC Assessment*

The DISC Profile is a nonjudgmental tool for understanding behavioral types and personality styles. It helps people explore behavior across four primary dimensions to provide a better understanding of your natural tendencies and behaviors. By understanding yourself, you are better able to understand others and therefore, adapt your behavior accordingly to build more effective working relationships.

Learning Objectives: Upon completion of this course, participants will:

- Discover your behavioral strengths
- Learn to value the strengths of others
- Discover ways to deal with conflict effectively
- Cultivate teamwork and reduce team conflict
- Improve communication skills through determining communication styles
- Reduce personal and organizational conflict and stress
- Manage interpersonal communication better

<u>Target Audience:</u>	Any City Employee
<u>Competencies:</u>	Interpersonal Skills, Communications, and Team Cohesion
<u>Time:</u>	9:00 AM – 4:00 PM
<u>Location:</u>	Department of Human Resources Training & Development Division 201 East Baltimore Street, 2 nd Floor
<u>Price:</u>	\$250 per person (individual DiSC assessment included)
<u>Dates:</u>	November 16, 2016 March 15, 2017

Online Class Registration: <https://www.surveymonkey.com/r/coburegistration>
Contact DHR Training & Development Division with questions: 410-396-1411

NEW EMPLOYEE ORIENTATION

New Employee Orientation (NEO)

This seminar is a one-stop shop of information to help educate and inform new employees who recently started working for the City of Baltimore. If you are a new employee and are interested in attending the New Employee Orientation, please call 410-396-1411 to register. Topics presented by subject matter experts include the following:

- Employee Health Benefits
- Communication Device Policy
- Pre-Retirement Education
- Electronic Communication Policy
- Employee Assistance Program
- Ethics
- Office of the Inspector General
- Equal Employment Opportunity
- Deferred Compensation Plan
- Substance Abuse Policy
- Seat Belt Policy
- Workplace Violence Policy
- Occupational Safety
- Union Greetings
- Attendance Standards Policy
- Municipal Employees Credit Union (MECU)

Learning Objectives: Upon completion of this course, participants will:

- Understand City culture and values
- Develop a positive working relationship by building a foundation of knowledge about City policies and procedures and organizational structure
- Enhance employee commitment, engagement, and ability to contribute to their new role

Target Audience: New City Employees

Length: 8:30 AM – 12:00 PM (half day) 8:30 AM – 3:30 PM (full day)

Location: War Memorial Building (Across from City Hall) – [WM - 1]
101 N. Gay Street, 1st Floor

Price: \$90 (half day) & \$180 (full day) per person

Dates: July 14, 2016
August 11, 2016
September 8, 2016
October 13, 2016
November 10, 2016
December 8, 2016
January 12, 2017
February 9, 2017
March 9, 2017
April 13, 2017
May 11, 2017
June 8, 2017

**Our team of professionals can develop a program focused on behavior change as a solution to your unique challenges.
Give us a call at 410-396-1411.**

CUSTOMIZED PROGRAMS

If you do not see the desired course offering or the schedule does not coincide with your calendar, allow our experienced and talented team to meet with you and design the learning solution that is best suited for your team. We will provide you with evaluations and feedback at the conclusion of any sessions we develop and present.

We can provide assistance in planning your Retreat, Conference, Annual Meeting, and Strategic Planning Sessions. The fees for these services will be lower than those advertised outside of City Government.

Our specialty customized sessions include: Leadership, Teambuilding, Stress Management, Customer Experience, Family and Medical Leave Act, Workplace Violence, Conflict Resolution, Sensitivity, Diversity, Multi-Generational Workforce, and Change Management. In addition, we can provide custom technical solutions for your entire team for Microsoft Office programs including: Word, Excel, PowerPoint, Outlook, Access, and Project.

Benefits of Customized Solutions Include:

- Convenient time and location according to staff availability and your unique needs
- Discussion and presentation geared specifically to your needs
- Group rates can be cost effective
- Assists employees in meeting team objectives such as challenge of change, new tasks, and increased responsibilities.

Customized solutions are developed to accommodate a wide range of delivery requirements. All custom classes are minimum half-day sessions.

RETREATS

Retreats can be a valuable tool in the workplace to re-energize staff, improve employee engagement and morale, tackle challenges, develop team trust and learn to work as a cohesive group to achieve agency/division goals. A great environment and location is essential to the overall success of a retreat. Let our team take the stress away by planning and facilitating your next team retreat.



Give us a call at 410-396-1411.

THE FIVE
BEHAVIORS
OF A COHESIVE
TEAM™

Your Team Can Do Better.



THE FIVE BEHAVIORS OF A COHESIVE TEAM is an assessment-based learning experience that helps individuals and organizations reveal what it takes to build a truly cohesive and effective team in the most approachable, competent, and effective way possible. Powered by Everything DiSC[®], the profiles help participants understand their own DiSC[®] styles. Bringing together everyone's personalities and preferences to form a cohesive, productive team takes work, but the payoff can be huge—for individuals, the team, and the organization.

The single most untapped competitive advantage is teamwork.



To gain this advantage, teams must:

- ▲ **Trust One Another**
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▲ **Engage in **Conflict** Around Ideas**
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- ▲ **Commit to Decisions**
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- ▲ **Hold One Another **Accountable****
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▲ **Focus on Achieving **Collective Results****
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

Based on the best-selling book *The Five Dysfunctions of a Team*
Over 2.5 Million Copies Sold



What does this program do?

The program helps teams understand how, as a team, they score on the key components of The Five Behaviors model: trust, conflict, commitment, accountability, and results. Each individual on the team will also understand their own personality style and their team members styles, based on the DiSC® model: D: Dominance, i: Influence, S: Steadiness, and C: Conscientiousness, and how their style contributes to the team's overall success.

Who is it for?

The program is designed exclusively for intact teams and work groups. The Five Behaviors of a Cohesive Team harnesses the power of Everything DiSC and the clarity and simplicity of The Five Dysfunctions of a Team model.

How does it work?

The Five Behaviors Model is used to help team members learn to work together more efficiently and effectively and become a more cohesive team. A productive, high-functioning team:

- ▲ Makes better, faster decisions
- ▲ Taps into the skills and opinions of all members
- ▲ Avoids wasting time and energy on politics, confusion, and destructive conflict
- ▲ Avoids wasting time talking about the wrong issues and revisiting the same topics over and over again because of a lack of buy-in
- ▲ Creates a competitive advantage
- ▲ Is more fun to be on!



Individual Profiles provide a complete picture for the individual and the team.

Annotated Team Report gives the facilitator a snapshot of the team results.

To get started, contact your Five Behaviors of a Cohesive Team Authorized Partner

Sandra Curtis

Chief, Training & Development Division
 City of Baltimore Department of Human Resources
 201 E. Baltimore Street, Suite 251
 410-396-1411 - Office
Sandra.Curtis@baltimorecity.gov

Managers and Supervisors are encouraged to register for The Five Behaviors of a Cohesive Team Elements class. The class provides an overview of the program and experiential opportunity to gain insight about leveraging the Five Behaviors to strengthen your team!
 Registration Form: <https://www.surveymonkey.com/r/coburegistration>
 FULL team assessments, facilitation and teambuilding events are available through customized programs. Contact Chief Curtis



Understanding and Utilizing Your Team's Dynamics Myers-Briggs Assessment

MBTI is a **personality preference** tool that helps team members understand themselves and allows you, as their leader gain insight to areas of motivation, reaction under pressure, and how information is processed for each individual.

This dynamic program allows each of your team members to complete a confidential and individual online questionnaire which asks a series of questions about the way they like to think about things.

MBTI was developed by a mother and daughter: Katharine Briggs and Isabel Myers back in the 1940s. Since then it has captured the world and is used across many diverse sectors and has been translated in over 20 different languages.

As a result of completing the MBTI profile each team member receive four letters. It's these four letters that capture **the essence of who you are**. For example, are you someone who is highly organized or goes with the flow? Do you like to make decisions based upon logic? Are you an intuitive or do you need lots of information?

Are you looking to leverage Briggs Myers personality typing to help your team function better? Using the Briggs Myers system of personality types can help to build understanding among diverse teams, facilitate better communication, and create an environment of cooperation and productivity. If you're looking to get the most from this powerful tool for team-building, contact Sandra Curtis, Chief DHR Training & Development at 410-396-1411.

21 Benefits of Using Myers Briggs Type Indicator for Your Team

Myers Briggs Type Indicator (MBTI) is one of the most popular and respected personality type tools in the world. It is a personality type tool which is based on research by the renowned psychologist Carl Jung. The tool helps people easily understand why differences arise at home and in the workplace. It is an easy to understand framework which helps to build relationships and teams.

Learning and understanding more about how team members individually view things, react under pressure, and process information can help to:

- Avoid and resolve conflicts
- Play to an individual's strengths
- Identify gaps in the team
- Discover how your team style works best with customers
- Enable self-understanding and so reduce stress
- Help you learn to relax
- Aid career development
- Assist communication strategies
- Provide managers with the understanding to give effective feedback
- Inform personal development plan
- Work together more effectively
- Relate to each other with greater understanding
- Encourage true psychological diversity
- Support people through life transitions
- Inform your own and others decision making
- Develop thinking skills
- Develop emotional intelligence
- Identify and develop strengths and weaknesses
- Develop leaders, managers, teams and HR expertise
- Encourage team members to understand and appreciate different strengths
- Improve and change culture



City of Baltimore Leadership Academy



The City of Baltimore (COB) Leadership Academy Program provides City Leaders with a unique opportunity to sharpen their skills and increase their contribution to organizational excellence and growth. Leaders will be empowered to take charge of their professional development by pursuing a clear path to leadership training that's right for their agencies and their careers. DHR Training & Development understands that our managers and supervisors are among our most valuable assets.

The COB Leadership Academy Program is based on a two tier, three model setup that capitalizes on employees' different bodies of knowledge. The models vary in curriculum and price schedule. At each tier and within each model, the participants' leadership effectiveness, core knowledge, and critical skills are assessed for leadership success. The multi-faceted, comprehensive curriculum offered is created to build skills capacity throughout the enterprise at a faster pace. Through this program, participants will be able to tap into the knowledge and expertise of subject matter experts, while developing strategies for driving individual, team, and organizational results. Through our time-efficient, highly practical curriculum, leaders will gain the tools and lessons needed to delegate effectively and communicate in a productive manner. In addition, they gain experience in employee development, using authority appropriately, and managing time and priorities.

Strong leaders make strong organizations. Leadership is a continual process of developing skills and expertise to meet evolving challenges and demands. Each session is tailored to meet the needs of the participants and provide an immediate return on investment.

Learning Outcomes

Upon completion of this course, participants will:

- ◆ Create high-performing teams to improve individual and team problem solving strategies
- ◆ Develop strategies for successfully managing complex relationships and solving intricate, multidimensional problems
- ◆ Sharpen your coaching and performance management skills to determine the appropriate leadership style to motivate employees and teams and promote employee engagement and retention
- ◆ Enhance core business function skills that are critical to the success of the enterprise, including: strategy, marketing, finance, sustainability, operations, supply chain
- ◆ Enrich mid-level management skills, including: leadership, decision making, innovation, negotiation, and change management
- ◆ Understand interpersonal styles to understand how interactions can influence others in the work setting. Identify skills related to oral communication, customer service, and stress management in order to cultivate and maintain productive interpersonal relationships
- ◆ Gain essential knowledge and practical applications of city-wide policies and procedures
- ◆ Build peer networks across agencies while working with other new managers and supervisors

Program Benefits

How you benefit?

- ◆ Professional development directly relevant to your current position and future goals
- ◆ Curriculum aligned with the Mayor's Ten Year Plan
- ◆ Flexibility to develop valuable new skills at a faster pace
- ◆ Documented evidence of your leadership development
- ◆ Progressive skill development for each stage of your career
- ◆ Group discussions and idea exchanges
- ◆ Techniques and methods to increase your impact

How your Agency benefits?

- ◆ Retention of key employees
- ◆ Improved quality and productivity
- ◆ Creation of high-functioning teams
- ◆ Ability to take advantage of emerging opportunities
- ◆ Clear progression to support succession management
- ◆ Networking and sharing of best-practices among agencies
- ◆ Compressed schedules—Fewer days
- ◆ More equipped supervisors
- ◆ Improved efficiency and effectiveness

Register **NOW** at <https://cob-leadership-academy-fy17.eventbrite.com>

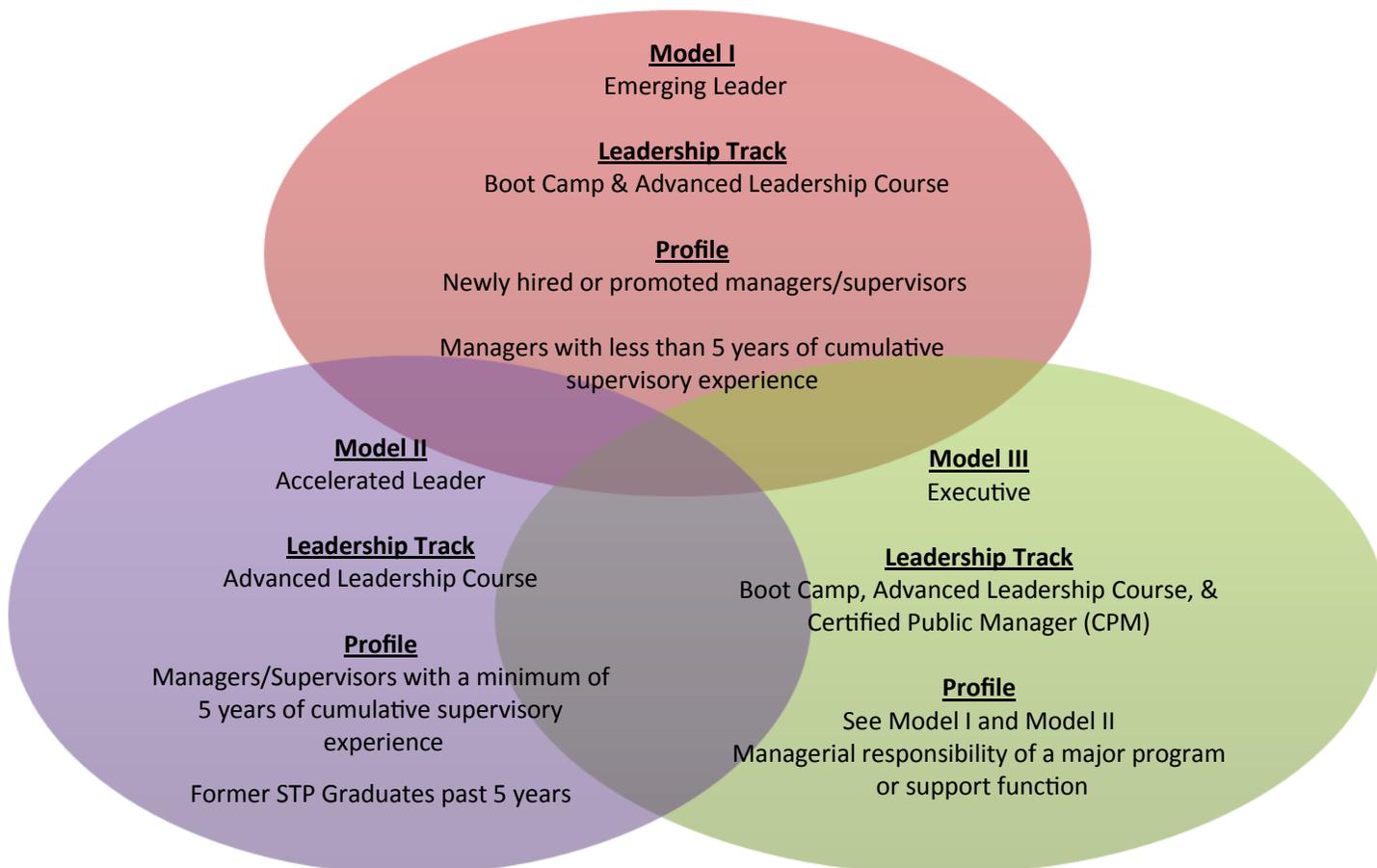
201 East Baltimore Street, Suite 200 ♦ Baltimore, MD 21202
410-396-1411 , TTY 711 ♦ 410-545-3289 Fax
www.baltimorecity.gov ♦ training@baltimorecity.gov





COB Leadership Academy

Unlock The Key to your Future



Boot Camp

Core Competencies

- ◆ City Government Overview
- ◆ Supervisory/Employee Relations
- ◆ ADA
- ◆ FMLA
- ◆ Attendance Standards
- ◆ HIPAA
- ◆ Supervising for Safety
- ◆ Evaluating Employee Performance
- ◆ EAP—Substance Abuse policy
- ◆ EEO
- ◆ Computer Lab for HR Policies
- ◆ Discipline Policy—Coaching/Counseling
- ◆ Workplace Violence Policy

Advanced

Core Competencies

- ◆ Leadership Models & Application
- ◆ Organizational Coaching
- ◆ Building Relationships & Programs that drive results
- ◆ Strategic Planning—SWOT Analysis
- ◆ Project Management Fundamentals
- ◆ Prioritization & Delegation
- ◆ Performance Management (AM 228)
- ◆ The CitiStat Process
- ◆ Outcome Budgeting
- ◆ Grievance Policy
- ◆ Understanding Labor Contracts

Certified Public Manager (CPM)

Core Competencies

- ◆ Personal and Organizational Integrity
- ◆ Systemic Integration
- ◆ Public Service Focus
- ◆ Leading People
- ◆ Strategic Management & Evaluation
- ◆ Communication & Promotion
- ◆ Change Leadership
- ◆ Work Process Redesign
- ◆ Financial Management
- ◆ National Certification

Register **NOW** at <https://cob-leadership-academy-fy17.eventbrite.com>

201 East Baltimore Street, Suite 200 ♦ Baltimore, MD 21202
410-396-1411 , TTY 711 ♦ 410-545-3289 Fax
www.baltimorecity.gov ♦ training@baltimorecity.gov

HOW DOES THE PROGRAM WORK?

Program Eligibility and Requirements

MODEL I: Emerging Leader

Format:

Leadership Tracks—

- ◆ *Supervisory Boot Camp* — 5 days
- ◆ *Advanced Leadership Course* — 6 days

Participant Profile:

- ◆ All City of Baltimore Managers and/or Supervisors are eligible to participate.
- ◆ Newly hired or promoted managers and/or supervisors who have no prior supervisory experience are required to participate in Model I.
- ◆ Managers and/or supervisors who have less than (5) years of cumulative supervisory experience in their current and/or prior roles either within the organization or outside the organization.

Note: Exceptions to this requirement require advance approval from The Director of Human Resources.

Cost: \$1080 (Boot Camp); \$1300 (Advanced)

Instructors: DHR Training & Development and various subject matter experts

Certificate Requirements: Completion of a post-assessment test*

Registration: <https://cob-leadership-academy-fy17.eventbrite.com>

MODEL II: Accelerated

Format:

Leadership Tracks—

- ◆ *Advanced Leadership Course* — 6 days

Participant Profile:

- ◆ Managers and/or Supervisors who have a minimum of five (5) years of cumulative supervisory experience in their current and/or prior roles either within the organization or outside the organization.
- ◆ Successful completion of Supervisory Boot Camp and/or former graduate of the Supervisor Training Program in past five years.

Note: Exceptions to this requirement require advance approval from The Director of Human Resources.

Cost: \$1300

Instructors: DHR Training & Development and various subject matter experts

Certificate Requirements: Completion of a post-assessment test*

Registration: <https://cob-leadership-academy-fy17.eventbrite.com>

Supervisory Boot Camp Sessions

September 19 – September 23, 2016
 October 31 – November 4, 2016
 December 5 – December 9, 2016
 February 6 – February 10, 2017
 April 3 – April 7, 2017
 May 15 – May 19, 2017

Advanced Leadership Sessions

October 17 – October 23, 2016
 January 11 – 19, 2017
 March 13 – March 20, 2017
 June 5 – June 12, 2017

MODEL III: Executive

Format:

Leadership Tracks—

- ◆ *Supervisory Boot Camp* — 5 days
- ◆ *Advanced Leadership Course* — 6 days
- ◆ *Certified Public Manager (CPM) Program* — 16-18 Months, 300 Hours

Participant Profile:

- ◆ See Model I and II
- ◆ Managerial responsibility of a major program or support function.
- ◆ Managers and/or Supervisors who have completed the Supervisory Training Program within the past five year period are not required to complete Supervisory Boot Camp and will be placed in the Advanced Leadership Course.

CPM Program Date September 8, 2016

Cost: \$1080 (Boot Camp); \$1300 (Advanced);
\$6,500 (CPM Program)

Instructors: DHR Training & Development and the University of Baltimore

Certificate Requirements: Completion of a post-assessment test*

*Participants must pass the post-assessment to designate the participant as a Certified Supervisor in The City of Baltimore. If not passed, the participant must retake the post-assessment exam within 30 days of the 1st date the exam is offered in order to avoid additional cost. If the participant declines to retake the post-assessment exam within 30 days of the 1st date the exam is offered, his/her agency will be assessed an additional cost, equivalent to one-half (1/2) the cost of Leadership Academy Boot Camp/Advanced training. If participant successfully passes a post assessment exam, he/she is eligible to progress to the next Tier.**

DRIVING AND DEVELOPING HUMAN CAPITAL RESULTS

Performance Management Program for MAPS-Covered Employees



Greetings MAPS Stakeholders:

The City of Baltimore Department of Human Resources (DHR) is both pleased and excited to introduce you to *Driving and Developing Human Capital Results*, a comprehensive performance management program for MAPS-covered employees across all City Agencies. With an eye toward collaborative and transparent communication between employees and their evaluating managers, the program is designed to assist in promoting an organizational culture that shares and leverages our collective bodies of knowledge to drive and develop human capital results for

organizational success through performance excellence. Throughout the year, DHR provides a series of training programs, free of charge, to all MAPS-covered employees to ensure that they are aware of their roles and responsibilities in the implementation and success of the program.

We appreciate your continuous contributions.

Mary H. Talley
Director and Chief Human Capital Officer
Department of Human Resources

“Solidifying a high-performance workforce culture across City government is vital to ensuring that our residents and business enterprises receive sustained enhanced product and service delivery. Only you, our workforce talent, can drive and cultivate that commitment.”
-Mayor Stephanie Rawlings-Blake

CONTACT INFORMATION

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All performance management materials are available on the City's intranet page, <http://cob/personnel>.

The workforce of the City of Baltimore (“the City”) contains close to 14,000 professionals dedicated to providing quality services to the residents of the City. Each employee serves a vital role and performs essential functions which are critical to the success of individual departments and the City as a whole. *Driving and Developing Human Capital Results* creates a systematic approach to ensure City employees develop measurable goals which are tied to the overall success of the department in which they serve, and of the City as a whole. At the beginning of each fiscal year (July 1), employees will work with their evaluating managers to establish performance plans which contain Specific, Measurable, Attainable, and Realistic (SMART) goals; accountabilities, deliverables and performance objectives (ADPs); Competencies; and Professional Development Activities. Throughout the year, employees work to achieve the components of their plans, while receiving coaching, counseling, and feedback from their evaluating manager. At the end of the fiscal year, employees receive an evaluation on their performance.

DRIVING AND DEVELOPING HUMAN CAPITAL RESULTS

Performance Management Program for MAPS-Covered Employees

By the Numbers

Policy approved by Board of Estimates on April 18, 2015

Since then, **124** training sessions have been offered

84% of MAPS-covered employees participated in a training

1,488 participating MAPS-covered employees

32 participating agencies



Performance Management Steering Committee

- Mary H. Talley, Director and Chief Human Capital Officer, Department of Human Resources
- Chris Lee, Deputy Director HR Operations, DHR
- La'Tonya Bryant, Deputy Director HR Administration, DHR
- Tim Dodd, Performance Manager, DHR
- Sandie Curtis, Chief of Training, DHR
- Jacia Smith, Chief of Policy, DHR
- Ava-Lisa Macon, Chief of Shared Services, DHR
- Tammy Horton, Administrator, Planning Department
- John Habicht, Construction Project Supervisor, Department of Transportation

All MAPS-Covered employees are required to participate in a training session on *Driving and Developing Human Capital Results*.

Trainings for MAPS-Covered Employees Who Manage Other MAPS-Covered Employees, and Agency Human Resources Practitioners:

[Click here to register for this training](#)

This training is designed for MAPS-covered employees who supervise other MAPS-covered employees, as well as agency human resources practitioners. In addition to providing an overview of the program and assisting participants with developing their performance plans, this training also provides information and examples on providing coaching, counseling, and feedback to employees, as well as conducting employee evaluations.

These trainings last for five hours and are offered on the first Friday of the month at DHR (201 E. Baltimore St.)

Trainings for MAPS-Covered Employees Who Do Not Manage Other MAPS-Covered Employees:

This training is designed for MAPS-covered employees who do not supervise other MAPS-covered employees. The session provides an overview on the roles and responsibilities of employees in the program, as well as assistance in developing performance plans.

[Click here to register for this training](#)

These trainings last for two hours and are offered on the first and third Thursdays of the month at DHR (201 E. Baltimore St.)