

Comprehensive Employee Development Classes
Customized to meet YOUR needs

Potential Competency/Skills Development Tracks:

- *Level One (1):* Core competencies such as interpersonal skills; understanding organizational systems; and overall organizational and team leadership
- *Level Two (2):* Fundamental competencies such as resource allocation including financial leadership; time management; delegation and cultural diversity
- *Level Three(3):* Strategic competencies such as strategic leadership; innovative planning; networking and influence; and total quality management (ISO/Lean/Six Sigma)

Classes:

- 3 -4 hour sessions include hourly breaks
- 6 -8 hour session includes a 1-hour lunch and hourly breaks

Credit:

15 hours instruction (taken from complementary topic areas) = 1 credit
Spring 2011 Tuition Cost per Credit Hour \$117.09 (In-state)

Non-Credit:

Expenses for Non-Credit classes will vary by instructor. Class size and duration is flexible. Call WDS for more information.

Definitions:

A = Appropriate for *All Employees*

S = *Supervisor* category includes positions with the following job responsibilities:

- Have direct reports who perform the day-to-day tasks of the operational unit.
- Have responsibility for the accomplishment of operational tasks and duties of work unit.
May perform *limited* hands on work of the direct reports.

M = *Managers* have direct reports who are supervisors:

- Have responsibility for control of work unit(s) in the areas of finance, budgeting, equipment and HR.
Does not typically direct the work of employees except through the first line supervisors.

E = *Executive Level*

Class Size:

Maximum Employees per Class = determined by location

Minimum Employees per Class = 10-12 (credit)

Course Title (Topic Area)	Class Title	Class Description/Tools Used	Audience/ Level	Total Hours
¹ Classes can be combined for 3-credit transferable class BUS 111 Principles of Supervision ² Classes can be combined for 3-credit transferable class BUS	Self Assessment ^{1,2}	The class session will use various self assessment tools to allow the student to gain objective insights into their own personal leadership and management styles. Assessment tools include the DISC; MBTI; and others. There will be an additional fee per assessment to cover material costs.	A/S/M/E 1	3
	Team Building ^{1,2}	Team Building will focus on overall team effectiveness including developing a better knowledge of each other's strengths; building awareness of different team roles each member can play; and applying this knowledge within the team.	A/S/M 1	3
	Effectively Managing Change ^{1,2}	Adopts the perspective that change is a challenge rather than a threat; an opportunity to gain control of your situational responses and to renew your commitment to work and performance. It will include the need for stress tolerance or the ability to perform under pressure and during opposition and the	A/S/M 2	3

Course Title (Topic Area)	Class Title	Class Description/Tools Used	Audience/ Level	Total Hours
200 Principles of Management		ability to think on one's feet.		
	Communication Skills	<p>Developing communications skills for the workplace includes the ability to communicate with employees; other departments; and citizens.</p> <p>Communication is a complex process consisting of multiple components and each component offers potential pitfalls where failure can lead to a breakdown in the process. Research consistently notes that the greatest barrier to successful performance is a lack of effective communication.</p> <p>A critical component in communication is the ability to perceive the needs, concerns, and personal problems of others; tact in dealing with persons of diverse backgrounds; the ability to deal effectively with people concerning emotional issues; and knowing what information needs to be shared to achieve organizational goals.</p>	A/S/M 1	6
	Strategic Planning ²	<p>Provides an overview of what strategy and strategic planning mean to an organization including:</p> <ul style="list-style-type: none"> • Learn key concepts of strategic planning • Various approaches organizations use to develop strategy • Techniques used to assess current and future environments • Specific ways to contribute to an organization's strategic success 	M/E 3	3
	Motivation, Networking & the Art of Persuasion	Builds understanding of capabilities and potential of the department and organization. Learn how to negotiate work processes across organizational boundaries to balance departmental and organization-wide needs and perspectives; integrate departmental plans with organizational objectives to reinforce and support overall strategic goals. Motivate people to work toward a shared purpose in the best interests of the department, the employees, and the people they serve.	S/M/E 3	3-6
Supervision/ Management Skills	Principles of Supervision ¹	<p>Covers the basic principles of supervision including responsibilities; mutual trust and respect; reporting protocol and discipline. Critical skill sets for Supervisors include:</p> <ul style="list-style-type: none"> • Conceptual – ability to organize, plan and prioritize • Personal – ability to communicate effectively and provide consistent feedback • Technical – knowledge and expertise in job area (probably the reason you were hired or promoted into your current position) <p>All three skills sets are important and will be covered in this course. Application exercises will be integrated into class sessions.</p>	S 1	12

Course Title (Topic Area)	Class Title	Class Description/Tools Used	Audience/ Level	Total Hours
	Principles of Management ²	Basic principles of management including supervision of employees; planning, process improvement; and policy enforcement. Managers draw on similar skill sets to Supervisors, however they are also responsible for additional critical functions (<i>John Kotter – Harvard School of Business</i>): <ul style="list-style-type: none"> Using position authority to obtain compliance from organizational members including understanding the effective application of authority Implementing the vision and strategy provided by leadership so they must be able to understand and articulate the vision and strategy for others. Achieving organizational goals through the coordinated efforts of other people by providing for the coordination and staffing of the organization Handling day-to-day operational problems This course will build the skill sets necessary to be an effective manager. Application exercises will be integrated into class sessions.	M 1	12
	Interviewing & Employee Selection ²	Interviewing and hiring employees is critical function of management. Supervisors and Managers must understand the importance of having a systematic plan for the interviewing and employee selection process as well as be familiar with what questions can and cannot be legally asked in the interview process.	S/M 2	3
	Diversity Training	Working with diversity in the workplace and recognizing its value in innovation and creativity by broadening perspectives	A/S/M 2	3
	Harassment Training	Understanding the Supervisor/Manager's role in recognizing and preventing workplace harassment, discrimination, hostile environment; documentation	S/M 2	3
	Conflict Management ^{1, 2}	Addressing conflict in the workplace productively including identifying potential conflict before it develops; solutions and follow-up. Resolving Workplace Conflict will look at how to effectively resolve conflict in the workplace including the willingness to intervene in conflict situations and the ability to develop solutions that are agreeable to all persons involved.	S/M 1	3
Managing Public Interactions	Business/Technical/ Report Writing	Proper formats for business/technical correspondence; report and letter writing; guidelines for content	A/S/M/E 1	4-8
	Public Speaking & Making Presentations	Preparing and presenting for groups including presentation formats; developing outlines and content; delivery considerations; visual/graphic/audio aids	S/M/E 2	6 - 9
	Customer Service	A customer is anyone who can influence a lawsuit; a vote; an appropriation; a budget...a job or a career; including your co-workers. Organizations that emphasize internal as well as external customer satisfaction	A/S/M 1	3 - 12

Course Title (Topic Area)	Class Title	Class Description/Tools Used	Audience/ Level	Total Hours
		are generally more successful than those who don't. Programs may include material from FISH!; Whale Done; and Franklin Covey resources.		
	Telephone Etiquette	Reviews the importance of customer service in telephone communication including three critical areas – knowledge, skills and attitude. The program also provides information on effective message taking skills; effective listening skills; and handling irate callers	A/S 1	3
	Command Spanish®	Command Spanish® is a learner-friendly language workshop that requires no prior knowledge of Spanish with the goal of improving communication in the workplace and providing better service to members of the Hispanic community. Options include Survival Spanish® for Law Enforcement Officers; Emergency Spanish for firefighters; Survival Spanish for Paramedics and EMTs; Spanish for Office Personnel; and Spanish for Requesting Personal Information and Data	A 1	15 - 30
<i>Creating a High Performance Workplace</i>	Goal Setting & Prioritization ^{1,2}	Performance begins with goals. Individuals need to know and understand what goals the organization expects them to accomplish; what resources will be available; and what timelines have been established. Uses the SMART approach to goal setting: (S – specific; M – measurable; A – attainable; R – realistic/relevant; T – timely) with job-specific examples to help employees meet those goals.	S/M 2	3
	Understanding Human Performance Models ^{1,2}	Identifying and addressing employee performance problems productively	S/M 2	3 - 6
	Effective Performance Appraisals ^{1,2}	Using the performance appraisal process to promote high performance; documenting performance (both positive and negative examples); recognizing common appraisal mistakes; and conducting an effective performance appraisal.	S/M 2	3 - 6
	Coaching for Performance ^{1,2}	Effective coaching techniques help employees recognize opportunities to improve their performance and increase their skills and knowledge. The goal of coaching is alignment between individual and departmental goals. An effective coach asks rather than tells; practices collaborative problem-solving; as well as open and direct communication.	S/M/E 2	3
	Time Management	Prioritization, meeting deadlines and goal setting (incorporates use of Microsoft Outlook or similar software for planning purposes).	A/S/M 2	3
	Delegation ¹	A supervisor who learns to delegate achieves two goals at the same time: more time is available to plan, organize and maintain relationships with other employees and co-workers; and employees become more versatile and valuable as they learn new tasks. In the process, supervisors develop the Essence of Effectiveness: building for the future through the continuous cultivation of	S/M 2	3

Course Title (Topic Area)	Class Title	Class Description/Tools Used	Audience/ Level	Total Hours
		productive capabilities.		
	Innovative Problem Solving ²	Problem solving methodology including identifying problems and developing solutions Develops understanding of a situation or problem by identifying patterns or connections and addressing the key underlying issues Demonstrates a willingness to try different or creative solutions: is able to integrate new ideas with current approaches. Practices conceptual thinking by addressing parts of an issue or situation in a systematic way	M 3	3 - 6
	Creating & Implementing Action Plans ²	Developing effective actions plans for individuals, work teams and groups	M 3	3
<i>Technical Skills</i>	Basic Keyboarding ³	Basic keyboarding and understanding computer operations	A	9 - 15
	Windows/File Management ³	Using Microsoft Windows XP	A	6
	Adobe Acrobat	Introduction to Adobe Acrobat 8.0 including combining and arranging documents, drawings and media content; using commenting tools; attaching files from other applications; saving Adobe PDF files as Microsoft Word documents while retaining the layout, fonts, formatting, and tables, to facilitate reuse of content; and converting web pages to Adobe PDF documents to easily print, archive, mark-up, or share.	A	6
³ Classes may be combined for 1-credit ITE 102 class	E-Mail Systems	Using Microsoft Outlook	A	3 - 6
	Microsoft Office Suite	Introduction to Microsoft Word ⁴	A	6 - 15
		Intermediate Microsoft Word ⁴	A	6 - 15
		Introduction to Microsoft Excel ⁴	A	6 - 15
		Intermediate Excel ⁴	A	6 - 15
		Introduction to PowerPoint ⁴	A	6 - 15
		Introduction to Access ⁴	A	6-15
⁴ Classes may be combined for 3-credit transferrable class ITE 115				