

FY25 PDS

COURSE CATALOG



1305 E Walnut St.
Des Moines, IA 50319
pds@iowa.gov



Department of
Administrative Services



CONTENTS

Enrollment Instruction and course codes	<u>03</u>
Advanced Principles of Communication Part 1 - Authenticity	<u>04</u>
Advanced Principles of Communication Part 2 - Coaching	<u>04</u>
Advanced Procurement Certification	<u>05</u>
Advanced Thinking for Problem-Solving Managers	<u>05</u>
Americans With Disabilities Act (ADA) <i>*on-demand</i>	<u>06</u>
Creating a Violence Free Workplace <i>*on-demand</i>	<u>06</u>
Creative Thinking	<u>07</u>
Crucial Accountability (R)	<u>07</u>
Crucial Conversations (R)	<u>08</u>
Cultural Competency	<u>08</u>
Customer Experience	<u>09</u>

Developing Employees	<u>09</u>
Dimensions of Behavior	<u>10</u>
Dimensions of Leadership	<u>10</u>
Discipline, Grievance, & the Merit System	<u>11</u>
Diversity Training for Employees	<u>11</u>
Diversity Training for Managers & Supervisors	<u>12</u>
Emotional Intelligence 2.0	<u>12</u>
Enhancing Team Membership	<u>13</u>
EEO/AA & Anti-Discrimination <i>*on-demand</i>	<u>13</u>
Ethics of Leadership and Influence	<u>14</u>
Financial & Budgeting	<u>14</u>
Fundamentals of Supervision	<u>15</u>
Generational Diversity	<u>15</u>

Getting Things Done *hybrid	<u>16</u>
Introduction to State Procurement	<u>16</u>
Investigating Employee Misconduct	<u>17</u>
Leading Through Change	<u>17</u>
Listening Skills	<u>18</u>
Managing Conflict & Resistance in the Workplace	<u>18</u>
Managing Effective Meetings	<u>19</u>
Managing Stress & Workplace Accountability	<u>19</u>
Performance Evaluation	<u>20</u>
The Power of Habit	<u>20</u>
Preventing Sexual Harassment for Employees <i>*on-demand</i>	<u>21</u>
Preventing Sexual Harassment for Supervisors <i>*on-demand</i>	<u>21</u>

Professional Impact	<u>22</u>
Project Management Fundamentals	<u>22</u>
Project Management Seminar	<u>23</u>
Role of the Lead Worker <i>*on-demand</i>	<u>23</u>
Shaping Effective & Engaged Teams	<u>24</u>
State Government Foundations <i>*on-demand</i>	<u>24</u>
Strategies for Work/Life Balance	<u>25</u>
Substance Abuse Policy <i>*on demand</i>	<u>25</u>
The Servant Leader	<u>26</u>
Vacancy to Hire <i>*on demand</i>	<u>26</u>
Workplace Ethics	<u>27</u>
Workplace Harassment	<u>27</u>
Course Calendars	<u>28</u>

ENROLL THROUGH THE STATE OF IOWA LMS

State employees:

Access the LMS, called Workday Learning, through [OKTA](#).

Non-State employees:

Complete this [enrollment form](#)

Email it to PDS@iowa.gov.

Use the non-employee [link](#) to access the LMS.



COURSES BY THEME

Communication & teamwork ●

Leading people ■

Managing & developing ▲

Public service & organizational integrity ★

Systemic integration ◆

CERTIFICATE PROGRAMS

TDC: Talent Development

ATDC: Advanced Talent Development

LCBDC: Leadership Capacity Building Development

MDC: Management Development



ADVANCED PRINCIPLES OF COMMUNICATION PART 1 - AUTHENTICITY

Helena Long, JET Engineering - ATDC ● ■ ▲ ★

Overview:

This course is designed for all employees. It focuses on the latest research and trends in leadership, outlining the importance of authenticity in leadership. Participants will gain an understanding of the impact that authenticity has on employee engagement and wellbeing as well as the triggers that prevent people from being their authentic selves.

Objectives:

- Define authenticity and understand the impacts it has on employee performance
- Identify factors of human behavior that prevent us from being authentic and the impact that has on performance
- Understand the link between shame, vulnerability, connection, and authenticity
- Learn to identify shame triggers and how to address them through empathy
- Discuss the desired behaviors and outcomes produced through leading with authenticity

DAS PC1 Participating: \$60 Non-participating: \$188	CANCELED Aug 19 8:30-4:30	VIRTUAL Nov. 6 8:30-4:30	VIRTUAL Feb. 11 8:30-4:30	IN PERSON Apr. 9 8:30-4:30
---	--	---------------------------------------	--	---

ADVANCED PRINCIPLES OF COMMUNICATION PART 2 - COACHING

Helena Long, JET Engineering - ATDC ● ■ ▲

Overview:

This course is designed for all employees. It focuses on building coaching and communication strategies to better lead no matter your role in state government. Participants will learn the concepts of emotional intelligence and coactive coaching. This highly-interactive class aims to give employees practical tools to lead projects and fellow employees through various situations. *Recommended for participants who have completed the PDS course Advanced Principles of Communication Part 1.*

Objectives:

- Understand the concepts of Emotional Intelligence as a basis for what drives human behavior
- Learn how to control your own behavior to be a better coach to others
- Discuss the five contexts of coactive coaching
- Learn the fundamentals of handling difficult conversations during coaching situations

DAS PC2 Participating: \$60 Non-participating: \$188	CANCELED Sept. 9 8:30-4:30	VIRTUAL Dec. 5 8:30-4:30	VIRTUAL Mar. 5 8:30-4:30	IN PERSON Jun. 3 8:30-4:30
---	---	---------------------------------------	---------------------------------------	---

ADVANCED PROCUREMENT CERTIFICATION

Karl Wendt, DAS ★

Overview:

This full-day seminar is designed to prepare state employees to conduct procurement actions with an estimated value between \$5,000 and \$50,000. This seminar now covers procurement of goods and services. *Participants must take and pass the Introduction to State Procurement seminar prior to registering for this seminar.*

Objectives:

- Complete research and needs assessments
- Identify steps in the solicitation process
- Construct evaluation procedures

DAS AP Participating: \$0 Non-participating: \$188	IN PERSON Sept 19 Dec 4 Mar 25 May 15 8:30-4:30
---	--

ADVANCED THINKING FOR PROBLEM-SOLVING MANAGERS

Sarah Ennis, Sparkpoint - MDC ● ★ ◆

Overview:

Strategic thinking skills are any skills that enable you to use critical thinking to solve complex problems and plan for the future. These skills are essential to accomplish business objectives, overcome obstacles, and address challenges—particularly if they're projected to take weeks, months, or even years to achieve. Strategic thinking is an extremely effective and valuable tool. One can apply strategic thinking to arrive at decisions that can be related to your work or personal life. This introductory course walks you through a critical thinking and strategic planning process, including a SWOT analysis. *This course is recommended for current supervisors, managers, and advanced leaders.*

Objectives:

- Gain confidence in making strategic choices
- Conduct a simple SWOT analysis
- Forge strategic connections
- Identify critical thinking skills to advance your leadership
- Know the difference between strategic planning and systems thinking
- Discover fresh perspective on strategy and how to make it work in your agency

DAS AT Participating: \$173 Non-participating: \$346	CANCELED Oct. 2 8:30-4:30	CANCELED Dec. 4 8:30-4:30	VIRTUAL Mar. 6 8:30-4:30	IN PERSON Jun. 4 8:30-4:30
---	--	--	---------------------------------------	---

AMERICANS WITH DISABILITIES ACT (ADA)

On-demand - MDC ★

Overview:

This course is designed to instruct supervisors and managers regarding their legal responsibilities under the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA). The course will also give useful answers to often-asked questions and provide resources to enable supervisors and managers to obtain additional information and guidance for actual workplace situations.

Objectives:

- Understand the history of the ADA
- Know the definitions under the ADA
- Know the changes after the ADAAA
- Review the EEOC guidelines for compliance
- Recognize who is a qualified individual
- Understand what are essential job functions
- Know what is a reasonable accommodation
- Understand the concept of undue hardship

DAS ADA

Participating: \$0
Non-participating: \$42

ON-DEMAND

e-learning

CREATING A VIOLENCE-FREE WORKPLACE

On-demand - ATDC ■ ▲ ★

Overview:

This course provides employees with information regarding potential violence in the workplace. You will gain insight into state policies and procedures, as well as concepts that accurately define workplace violence. You will gain an understanding of techniques that can be used to identify and diffuse violent situations.

Objectives:

- Identify and describe state policies and procedures for creating a violence free workplace.
- Recognize workplace violence and potential violent behavior.
- Appropriately assess potential violent workplace situations and identify techniques to diffuse violent situations.
- Understand the importance and process for reporting workplace violence.
- Have a renewed awareness of members of the public who may choose to bring violence into the workplace.

DAS VFW

Participating: \$0
Non-participating: \$42

ON-DEMAND

e-learning

CREATIVE THINKING

Helena Long, JET Engineering - MDC ★ ◆

Overview:

As Albert Einstein said, "We cannot solve our problems with the same thinking we used when we created them." Work settings are rapidly changing, associates are moving into new roles, and associates at all levels are facing an increasingly complex flow of information. This means that associates must make decisions quickly, and the decisions have to be good ones. This course will focus on learning how to generate creative ideas and solutions using practical thinking and problem-solving tools. By using assessments, models, tools, group discussions, presentation and small group exercises, participants of Creative Thinking will select one of their own work-related challenges for real-time application of the strategies and techniques discussed in the class.

Objectives:

- Define creativity and problem solving
- Identify and effectively address misperceptions and organization blocks to creativity
- Describe the four creative thinking styles and demonstrate enhanced effectiveness leveraging the strengths of each
- Apply creative thinking processes to generate, enhance & use innovative and creative ideas
- Apply the problem-solving process using appropriate tools to identify and define a problem, analyze root causes, generate solutions, select the best solution, and develop and execute an action plan

DAS CT <i>Participating: \$80</i> <i>Non-participating: \$160</i>	VIRTUAL Dec. 18 8:30-4:30	VIRTUAL Feb. 25 8:30-4:30	IN PERSON Apr. 10 8:30-4:30
--	--	--	--

CRUCIAL ACCOUNTABILITY ®

Kim Hanson, PDS - MDC ■ ▲

Overview:

Building on the skills taught in Crucial Conversations®, Crucial Accountability® teaches a step-by-step process and new skills to enhance accountability, improve performance, and ensure execution. This training teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. It uses video, group discussions, skill practice, and real-life application to make the course both entertaining and engaging. **Crucial Conversations® is a prerequisite.**

Objectives:

- Hold anyone accountable—no matter the person’s power, position, or temperament.
- Master performance discussions—get positive results and maintain good relationships.
- Motivate others without using power—clearly and concisely explain specific, natural consequences, and permanently resolve problems.
- Manage projects without taking over—creatively help others avoid excuses, keep projects on track, and resolve performance barriers.
- Move to action—agree on a plan, follow up, engage in good reporting practices, and manage new expectations.

DAS CA <i>Participating: \$250</i> <i>Non-participating: \$500</i>	IN PERSON Oct 9 8:30-4:30	VIRTUAL Feb. 11 8:30-4:30	IN PERSON May 29 8:30-4:30
---	--	--	---

CRUCIAL CONVERSATIONS®

Kim Hanson, PDS - LCBDC ● ■ ★

Overview:

Crucial Conversations® is a course that teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment.

Objectives:

- Speak persuasively, not abrasively
- Foster teamwork and better decision making
- Build acceptance rather than resistance
- Resolve individual and group disagreements

DAS CC Participating: \$350 Non-participating: \$700	IN PERSON Aug. 6-7 8:30-4:30	IN PERSON Sept. 17-18 8:30-4:30	VIRTUAL Nov. 18-22 8:30-12:30	VIRTUAL Jan. 6-10 8:30-12:30
	IN PERSON Mar. 4-5 8:30-4:30	VIRTUAL Apr. 14-18 8:30-12:30	IN PERSON May 20-21 8:30-4:30	VIRTUAL Jun. 16-20 8:30-12:30

CULTURAL COMPETENCY

Viki Johnston, Leverage HR - TDC ● ★

Overview:

This course is designed for all state employees. Participants will review the value of diversity and gain an understanding of the dynamics of difference. The course focuses on accessing cultural knowledge and the effectiveness of culturally congruent approaches. *Recommended for participants who have completed the PDS Course, Diversity Training.*

Objectives:

- Discuss the definition of diversity, identity, and cultural competency
- Understand the difference between diversity and cultural competency
- Heighten awareness of how we treat individuals with different cultural backgrounds, beliefs, and views
- Analyze case studies
- Create potential goals for you specific department or agency

DAS CLC Participating: \$184 Non-participating: \$368	IN PERSON Oct. 9 8:30-4:30	VIRTUAL Dec. 4-5 8:30-12:30	VIRTUAL Feb. 5-6 8:30-12:30	IN PERSON Apr. 23 8:30-4:30
--	---	--	--	--

CUSTOMER EXPERIENCE

Carol Tripp, MERIT Management - TDC ●★

Overview:

What is the difference between Customer Service and Customer Experience? Who are your customers? What do you know about them? What are touchpoints for your customers? Enjoy this interactive class exploring your customer’s journey as they interact with your agency or facility and identify proactive methods to address negative customer journey experiences.

Objectives:

- Identify customers – both internal and external
- Define customer experience and focus
- Utilize specific, practical methods to handle challenges in providing a positive customer experience
- Identify techniques for helping citizens work with government bureaucracy
- Learn how to interact with unhappy customers in different settings, face-to-face, on the phone, in writing, etc.
- Explore ways to not make excuses and how to respond if you don’t have the answer in a public service setting
- Identify inflammatory triggers and discover ways to say what you mean without angering the customer

<p>DAS CE <i>Participating: \$100</i> <i>Non-participating: \$200</i></p>	<p>VIRTUAL Sept. 30 8:30-4:30</p>	<p>VIRTUAL Dec. 9 8:30-4:30</p>	<p>VIRTUAL Mar. 17 8:30-4:30</p>	<p>IN PERSON Jun. 9 8:30-4:30</p>
--	--	--	---	--

DEVELOPING EMPLOYEES

Kim Hanson, PDS - MDC ●■▲

Overview:

This course, designed for all managers and supervisors, focuses on becoming the manager employees need you to be. When people have an effective coach in their boss, they ramp up their productivity, become more satisfied in their job and are able to accept challenges. Participants will gain an understanding of the impact of staying in touch with your team, accepting that mistakes and failures are important to the growth and success of your team and how 1:1 meetings can facilitate employee development. The concepts of accountability, communication, engagement, listening and assessing will be discussed.

Objectives:

- Regularly use the “Take 10 Check in” and stay in touch with your team
- Offer team members constructive feedback “on the fly”
- Define and put into practice “The Two-Minute” Challenge
- Best practice guidelines for 1:1 meetings

<p>DAS DE <i>Participating: \$184</i> <i>Non-participating: \$368</i></p>	<p>VIRTUAL Nov. 26 8:30-4:30</p>	<p>VIRTUAL Jan. 14 8:30-4:30</p>	<p>IN PERSON Mar. 12 8:30-4:30</p>	<p>IN PERSON Jun. 19 8:30-4:30</p>
--	---	---	---	---

DIMENSIONS OF BEHAVIOR

Ann Wright, *The Wright Solutions* - TDC ● ▲ ★

Overview:

This workshop will help participants explore their behavior across the four DiSC dimensions and how they use those dimensions in situations. Each participant will complete a personal DiSC profile, which will help them understand their own behavior and how and when to adapt their behavior. Analyzing the dimensions of behavior can improve communication, promote appreciation of differences, enhance individual and team performance, and reduce conflict.

Objectives:

- Better understand their own behavior
- Understand the impact of the four behavioral styles in the workplace
- Improve communication skills
- Enhance individual and team performance

DAS DB <i>Participating: \$170</i> <i>Non-participating: \$340</i>	VIRTUAL Sept. 17 8:30-12:30	CANCELED Oct. 8 8:30-12:30	VIRTUAL Jan. 22 8:30-12:30	VIRTUAL Apr. 1 8:30-12:30
---	--	---	---	--

DIMENSIONS OF LEADERSHIP

Helena Long, *JET Engineering* - LCBDC ■ ▲ ★

Overview:

This course, designed for managers and supervisors, will help participants explore their leadership style across the four DiSC Dimensions and how they use those dimensions in situations. Each participant will complete a personal DiSC profile, which will help them understand their own leadership style and how their style can affect those they manage. Participants will gain an understanding of the differences between leadership and management.

Objectives:

- Recognize the three ways to evaluate leadership possibilities: you as a leader, someone else as a leader, or the leadership needs of the situation.
- Understand leadership as a relationship between leaders and followers.
- Identify four dynamic areas that capture a leader's attention in his or her environment.
- Discover 12 key ways that leadership may be demonstrated.
- Gain insight into identifying leadership needs at different times and places.
- Gain perspective on how you can contribute to a group's success now and in the future.
- Explore ways to encourage active leaders and committed followers at all levels of the organization.

DAS DL <i>Participating: \$217</i> <i>Non-participating: \$434</i>	IN PERSON Aug. 27 8:30-4:30	VIRTUAL Dec. 17 8:30-4:30	VIRTUAL Mar. 6 8:30-4:30	IN PERSON May. 20 8:30-4:30
---	--	--	---------------------------------------	--

DISCIPLINE, GRIEVANCE, & THE MERIT SYSTEM

PDS - MDC ■ ▲ ★

Overview:

Understanding the discipline and grievance process is crucial to any supervisor or manager in state government. This course focuses on the methods of effective and timely discipline, along with the role of the supervisor and manager in the grievance process. **This course is for managers and supervisors.**

Objectives:

- Better understand the discipline and grievance process
- Understand preventive discipline
- Identify the steps of just cause

DAS DGM <i>Participating: \$0</i> <i>Non-participating: \$188</i>	VIRTUAL	IN PERSON	VIRTUAL	VIRTUAL	IN PERSON	VIRTUAL
	Aug. 6 8:30-4:30	Sept. 12 8:30-4:30	Nov. 21 8:30-4:30	Jan. 30 8:30-4:30	Mar. 13 8:30-4:30	May 8 8:30-4:30

DIVERSITY TRAINING FOR EMPLOYEES

Mary DeVries, PDS - TDC ● ▲ ★

Overview:

This half-day workshop will address a variety of organization dimensions and dynamics needed to assure optimum understanding of diversity. As a result of participating in a training session, employees will realize the value and appreciate the potential of a diverse workforce, practice self-awareness, and recognize and prevent discriminatory practices on behalf of the State of Iowa. Employees will return to the workplace with an appreciation of the richness multi-culturalism brings to our daily functions, relationships, and organization.

Objectives:

- Possess techniques to communicate effectively across cultural lines
- Be aware of the impact of discrimination on those who have experienced it
- Know how to foster cooperation and resolve conflict in cross cultural situations
- Develop an action plan to help apply today's concepts in the workplace

DAS DVE <i>Participating: \$0</i> <i>Non-participating: \$96</i>	VIRTUAL	VIRTUAL	IN PERSON	VIRTUAL	CANCELED
	Aug. 6 8:30-4:30	Sept. 10 8:30-4:30	Oct. 1 8:30-4:30	Oct. 29 8:30-4:30	Dec. 3 8:30-4:30
	VIRTUAL	VIRTUAL	CANCELED	IN PERSON	VIRTUAL
	Jan. 7 8:30-4:30	Feb. 4 8:30-4:30	Mar. 4 8:30-4:30	Apr. 1 8:30-4:30	May 6 8:30-4:30

DIVERSITY TRAINING FOR MANAGERS & SUPERVISORS

PDS - MDC ● ■ ▲ ★

Overview:

This full-day workshop will address a variety of organization dimensions and dynamics needed to assure optimum managerial understanding of diversity. As a result of participating in a training session, managers will realize the value and appreciate the potential of a diverse workforce, practice self-awareness, and recognize and prevent discriminatory hiring practices on behalf of the State of Iowa. Managers will return to the workplace with an appreciation of the richness multi-culturalism brings to our daily functions, relationships, and organization. **This course is for managers and supervisors.**

Objectives:

- Achieve/maintain a diverse workforce, including employees of different ages, races, creeds, colors, genders, sexual orientations, national origins, religions, and disabilities.
- Promote equal opportunity in recruitment, appointment, assignment, and advancement.
- Realize the value and potential of a diverse workforce.
- Practice self-awareness and identify and confront personal biases.
- Recognize and prevent discriminatory hiring practices.
- Appreciate the role of the onboarding process in understanding diverse team members and creating a welcoming environment that will lead to lasting retention of new hires.
- Engage in action planning to transfer new learning derived from the seminar into daily practice.

DAS DVM Participating: \$0 Non-participating: \$188	IN PERSON Sept. 25 8:30-4:30	VIRTUAL Dec. 17 8:30-4:30	CANCELED Mar. 27 8:30-4:30	IN PERSON May 14 8:30-4:30
--	---	--	---	---

EMOTIONAL INTELLIGENCE 2.0

PDS - MDC ● ▲ ★

Overview:

Emotional Intelligence 2.0 is the world's leading measure of emotional intelligence. In EQ-i 2.0 participants will complete the emotional intelligence inventory and receive a one hour debrief with a certified coach prior to the training. During the training participants will gain insight and understanding of their EQ-i strengths and opportunities for growth. This interactive course provides participants with an in-depth examination of the fifteen EQ-2.0 competencies and opportunities to practice the EQ-i 2.0 skills. Participants will apply knowledge gained and create a plan for self-development. **Participants must complete assessment 3 weeks prior to the course offering.**

Objectives:

- Define emotional intelligence and its importance
- Identify how to recognize and understand your emotions and apply this awareness to relationships
- Discover areas of opportunity for growth in emotional intelligence
- Generate a plan for self-development.

DAS EI Participating: \$150 Non-participating: \$300	IN PERSON Dec. 5 8:30-4:30	IN PERSON Feb. 18 8:30-4:30	IN PERSON May 6 8:30-4:30
---	---	--	--

ENHANCING TEAM MEMBERSHIP

Helena Long, JET Engineering - ATDC ● ▲

Overview:

This course is designed for all state employees. Participants will learn skills to enable them to be a more productive team-player. This course focuses on providing participants with practical skills and strategies to positively affect both their current team and any future teams in which they may participate. Also discussed will be how to influence and engage others.

Objectives:

- Identify traits of effective and ineffective teams
- Define the difference between groups, teams, and high-performing teams
- Discuss the benefits of developing a high-functioning team
- Learn the 10 tenets of being an effective team member

<p>DAS ET <i>Participating: \$60</i> <i>Non-participating: \$188</i></p>	<p>CANCELED Aug. 22 8:30-4:30</p>	<p>VIRTUAL Oct. 23 8:30-4:30</p>	<p>VIRTUAL Jan. 15 8:30-4:30</p>	<p>IN PERSON May. 13 8:30-4:30</p>
---	--	---	---	---

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION AND ANTI-DISCRIMINATION (EEO_AA_ANTI-DISCRIMINATION)

On-demand - MDC ★

Overview:

Equal Employment Opportunity and Affirmative Action (EEO/AA) is an important component of the State's commitment to attracting and retaining a diverse workforce. Therefore, understanding EEO/AA is critical for all supervisors and managers. Participants will learn the legal principals and background of EEO/AA and its use as a tool to effectively manage an increasingly diverse workplace.

Objectives:

- State and federal EEO laws
- Equal Employment Opportunity Commission and Iowa Civil Rights Commission
- Compare and contrast protections of state and federal laws
- Differences between EEO and AA
- History of Affirmative Action
- State of Iowa Affirmative Action plan and report
- How Iowa determines underutilization in the workplace

<p>DAS EAA <i>Participating: \$0</i> <i>Non-participating: \$42</i></p>	<p>ON-DEMAND e-learning</p>
--	---

ETHICS OF LEADERSHIP & INFLUENCE

Kim Andrade, Leverage HR - LCBDC ● ■ ★ ◆

Overview:

This course is designed for new managers and supervisors. Topics include: 1. Ethical leadership and influence 2. Organizational ethics and honor 3. Leading and developing a savvy organization. Participants will have an opportunity to examine their ethical awareness and political-savviness approach to leadership.

Objectives:

- Identify the difference between managing and leading
- Identify characteristics of a good leader vs. a corrupt leader
- Recognize the complexity of ethical issues
- Understand the four levels of ethical frameworks
- Realize your political-savviness style and how to weave integrity into your work

<p>DAS EL <i>Participating: \$184</i> <i>Non-participating: \$368</i></p>	<p>VIRTUAL Sept. 23-24 8:30-12:30</p>	<p>IN PERSON Nov. 13 8:30-4:30</p>	<p>IN PERSON Feb. 5 8:30-4:30</p>	<p>VIRTUAL Apr. 14-15 8:30-12:30</p>
--	--	---	--	---



FINANCIAL & BUDGETING

Carol Tripp, MERIT Management - LCBDC ◆

Overview:




Budgeting is an integral part of most management decisions. Whether the decision is to start or end a program, hire, fire, or promote employees, purchase or sell items, or to improve client services, managers must weigh a decision's budget implications. Budgeting is the cornerstone of management and government performance. This course provides managers with a basic understanding of the budgetary process as well as understanding the fundamentals of the statutory framework that agencies must work within as they strive to sustain their core services.

Objectives:

- Develop an understanding of the importance of budgeting in public management and policymaking
- Understand the paths to the public budget
- Develop an understanding of the major budgeting functions
- Develop an understanding of budget implementation

<p>DAS FB <i>Participating: \$100</i> <i>Non-participating: \$200</i></p>	<p>VIRTUAL Sept. 23 8:30-4:30</p>	<p>VIRTUAL Oct. 21 8:30-4:30</p>	<p>VIRTUAL Jan 13 8:30-4:30</p>	<p>IN PERSON Apr. 14 8:30-4:30</p>
--	--	---	--	---

FUNDAMENTALS OF SUPERVISION

Helena Long, JET Engineering - LCBDC   

Overview:

This course, designed for new managers and supervisors, focuses on methods of supporting and directing employees. The course focuses on the characteristics of responsible leadership, motivation theory, and conflict management. Participants will gain awareness of essential functions, as well as supervisory tools and resources.

Objectives:

- Identify the differences between thinking like a supervisor and thinking like a non-supervisor
- Identify qualities of an effective leader
- Identify methods of delegating
- Identify what motivates employees
- Learn about effective feedback and coaching
- Manage conflict effectively
- Understand the reality of being a supervisor
- Gain awareness of supervisory tools and resources

DAS FS <i>Participating: \$60</i> <i>Non-participating: \$188</i>	IN PERSON Aug. 28 8:30-4:30	VIRTUAL Nov. 19 8:30-4:30	VIRTUAL Mar. 25 8:30-4:30	IN PERSON Jun. 4 8:30-4:30
--	--	--	--	---

GENERATIONAL DIVERSITY

Sarah Ennis, Sparkpoint - TDC  

Overview:

This course is designed for all state employees. This course walks the participants through what was happening in history during each generation's formative years. Participants will discuss how historical events shaped each generation's paradigm of the world to gain insight into what each generation values and how best to identify with each generation.

Objectives:

- Discuss the four different generations.
- Learn what shaped each generation's paradigm of the world and thereby learn what they value.
- Discover how each generation's values affect how they work and the decisions they make.
- Identify different strategies to better communicate and work across generational lines.

DAS GD <i>Participating: \$173</i> <i>Non-participating: \$346</i>	IN PERSON Nov. 7 8:30-4:30	VIRTUAL Feb. 6 8:30-4:30	IN PERSON Apr. 17 8:30-4:30	VIRTUAL Jun 17 8:30-4:30
---	---	---------------------------------------	--	---------------------------------------

GETTING THINGS DONE

Hybrid, PDS - ATDC ▲

Overview:

The success of critical projects and programs requires the skill, energy, and focus of every team member. Research shows that when just one or two team members make even small fumbles (miss deadlines, fail to make critical handoffs, work on the wrong priorities, or forget tasks), team productivity is cut by an average of 24 percent. However, teams that have a shared process for managing and executing work foster cultures of trust, engagement, and execution. Getting Things Done® (GTD®) Training teaches skills to manage the constant flow of requests, tasks, and interruptions people face at all levels of the organization. By learning how to capture, clarify, and organize incoming requests, people are more likely to make strategic decisions about where to invest their time and energy, focus on the right priorities, and prevent critical projects from slipping. They are also less likely to experience stress and burnout.

Objectives:

- Capture all incoming requests in a few key places
- Process your inbox more effectively
- Take action on tasks rather than procrastinating
- Organize tasks and projects to maximize efficiency
- Do the right things in the right moments
- Align time and resources to be productive, not just busy

<p>DAS GTD <i>Participating: \$225</i> <i>Non-participating: \$450</i></p>	<p>HYBRID (virtual & self-paced) Sept 18 Nov 13 Feb 13 May 15</p>
---	---

INTRODUCTION TO STATE PROCUREMENT

Karl Wendt, DAS ★

Overview:

This half-day seminar is designed to prepare state employees to conduct procurement actions with an estimated value up to \$5,000. *Participants must take and pass six web-based courses on legislative procurement code prior to registering for this seminar.* These classes are available at DAS-Central Procurement Enterprise’s training website.

Objectives:

- Identify procurement rules of the road
- Detail the steps in the purchasing cycle
- Differentiate types and methods of procurement
- Describe ethical issues related to procurement

<p>DAS IP <i>Participating: \$0</i> <i>Non-participating: \$96</i></p>	<p>IN PERSON Aug. 8 8:30-12:30</p>	<p>VIRTUAL Oct. 10 8:30-12:30</p>	<p>IN PERSON Nov. 21 8:30-12:30</p>	<p>VIRTUAL Jan. 16 8:30-12:30</p>
	<p>IN PERSON Feb.20 8:30-12:30</p>	<p>IN PERSON Apr. 2 8:30-12:30</p>	<p>VIRTUAL May 1 8:30-12:30</p>	

INVESTIGATING EMPLOYEE MISCONDUCT

PDS - MDC ■ ▲ ★

Overview:

This course is designed to present an overview to supervisors and managers in understanding the importance, benefits, and key elements in conducting effective and defensible workplace investigations. You will learn the steps of the investigation process and enhance your awareness of common investigative mistakes. **This course is for managers and supervisors.**

Objectives:

- Defining the purpose and process of an investigation, including: gathering evidence, drafting interview questions, preparing for the witnesses, note taking/tape recording and analyzing the information to substantiate the just cause test.
- Applying the standards of three key Supreme Court cases: Weingarten, Loudermill and Garrity
- Understanding the concept of Just Cause

DAS IEM <i>Participating: \$0</i> <i>Non-participating: \$188</i>	IN PERSON Aug. 1 8:30-4:30	VIRTUAL Oct. 1 8:30-4:30	IN PERSON Dec. 10 8:30-4:30	VIRTUAL Feb. 4 8:30-4:30
	IN PERSON Mar. 18 8:30-4:30	IN PERSON Apr. 8 8:30-4:30	VIRTUAL Jun. 10 8:30-4:30	

LEADING THROUGH CHANGE

Sarah Ennis, Sparkpoint - MDC ■

Overview:

This course is designed for seasoned leaders and managers to assist employees going through an organizational change. The change process is broken in to four areas that need to be considered when leading employees through change. A step-by-step process will be presented.

Objectives:

- Know concepts to lead employees through change
- Understand that people view change through various viewpoints
- Learn action steps for change
- Recognize what employees need through change

DAS LC <i>Participating: \$173</i> <i>Non-participating: \$346</i>	CANCELED Oct. 15 8:30-4:30	VIRTUAL Jan. 8 8:30-4:30	IN PERSON Apr. 16 8:30-4:30	VIRTUAL Jun. 18 8:30-4:30
---	---	---------------------------------------	--	--

LISTENING SKILLS

Helena Long, JET Engineering - TDC ●

Overview:

Improved listening means better job efficiency and productivity. Most employees spend over 50% of their day listening. Accurate listening and retention skills are crucial to help manage the amount of information we receive daily. You will practice practical techniques to improve your listening skills.

Objectives:

- Learn how communication occurs and the roles of listening, feedback, and perception in the communication process.
- Discuss blocks to active listening and learn methods to overcome these blocks.
- Review and clarify keys to active listening, including attentiveness to nonverbal communication and effective listening basics.
- Nourish creativity through improved listening.
- Identify your listening weaknesses and practice techniques to improve the effectiveness of your listening skills.

<p>DAS LS <i>Participating: \$100</i> <i>Non-participating: \$200</i></p>	<p>VIRTUAL Sept. 4 8:30-4:30</p>	<p>VIRTUAL Nov. 1 8:30-4:30</p>	<p>VIRTUAL Jan. 29 8:30-4:30</p>	<p>IN PERSON Apr. 29 8:30-4:30</p>
--	---	--	---	---

MANAGING CONFLICT & RESISTANCE IN THE WORKPLACE

Ann Wright, The Wright Solutions - MDC ● ■ ▲ ★

Overview:

Conflict in an organization is inevitable. If not addressed and managed, conflict can cause significant damage to individuals, teams, and an organization. In this course, managers will explore the four DiSC dimensions and learn a simple, direct way to understand the different fears that drive much of the conflict and resistance they see. Each participant will complete a personal DiSC profile, which will help them understand their own behavior and how and when to adapt their behavior.

Objectives:

- Understand the impact that their conflict style has on other people
- Recognize how employees handle conflict differently than they do
- Be aware of fears and goals of their employees
- Identify and reduce the opposition and resistance of their employees
- Explore ways to improve their communication

<p>DAS MC <i>Participating: \$235</i> <i>Non-participating: \$470</i></p>	<p>CANCELED Sept. 5 8:30-4:30</p>	<p>VIRTUAL Nov. 19 8:30-4:30</p>	<p>VIRTUAL Feb. 12 8:30-4:30</p>	<p>IN PERSON Apr. 15 8:30-4:30</p>
--	--	---	---	---

MANAGING EFFECTIVE MEETINGS

Ann Wright, The Wright Solutions - LCBDC ● ▲

Overview:

Just been invited to another meeting? Ever wonder why people sometimes dread attending meetings? Meetings take up employee’s valuable time. Managing Effective Meetings provides participants with a practical, hands-on approach to the development and facilitation of an effective meeting. Participants will bring an agenda from a past meeting and the agenda or information for an upcoming meeting.

Objectives:

- Characteristics of an Effective and Productive Meeting
- Characteristics of an Effective Meeting Facilitator
- Six questions that will Lead to the Development of a Meeting That Matters
- Keeping on Task, Follow-Up and Facilitating a Productive and Successful Meeting

<p>DAS MM Participating: \$100 Non-participating: \$200</p>	<p>CANCELED Aug. 28 8:30-12:30</p>	<p>VIRTUAL Oct. 15 8:30-12:30</p>	<p>VIRTUAL Jan. 29 8:30-12:30</p>	<p>IN PERSON Apr. 23 8:30-12:30</p>
--	---	--	--	--



MANAGING STRESS & WORKPLACE ACCOUNTABILITY

Viki Johnston, Leverage HR - ATDC ● ■ ▲

Overview:

This course is designed to identify and understand the sources of stress. Participants will gain an understanding of the science behind stress and why some stress is actually healthy for us to lead productive lives. Coping strategies, identifying stress overload, and self-management technique topics will be presented.

Objectives:

- Define stress and identify triggers
- Recognize your current stress level
- Understand the science behind stress
- Create strategies for reducing stress and increasing self-management techniques

<p>DAS MS Participating: \$184 Non-participating: \$368</p>	<p>IN PERSON Oct. 10 8:30-4:30</p>	<p>VIRTUAL Dec. 18-19 8:30-12:30</p>	<p>VIRTUAL Feb. 10-11 8:30-12:30</p>	<p>IN PERSON Apr. 24 8:30-4:30</p>
--	---	---	---	---

PERFORMANCE EVALUATION

Kim Hanson, PDS - LCBDC ● ■ ▲ ★

Overview:

This course focuses on teaching you how to provide and deliver effective employee performance evaluations. Performance evaluation is discussed as a process and not just a one-time event, and provides your agency with the foundation for an effective performance evaluation system.

Objectives:

- Identify personal assumptions regarding employee evaluation
- Review the purpose of the performance evaluation process
- Identify standards for goals, performance criteria, action steps and timetables
- Discuss methods to provide positive and negative feedback
- Review methods to conduct the performance evaluation conference

DAS PE Participating: \$0 Non-participating: \$188	CANCELED Aug. 20 8:30-4:30	IN PERSON Oct. 23 8:30-4:30	VIRTUAL Dec. 12 8:30-4:30	VIRTUAL Feb. 13 8:30-4:30	IN PERSON Mar. 18 8:30-4:30	VIRTUAL Jun. 10 8:30-4:30
---	---	--	--	--	--	--

THE POWER OF HABIT

Kim Hanson, PDS ▲

Overview:

Do you sometimes struggle to stick to healthy and productive behaviors, even when you know you should? Do you feel that if you could just get a little more control of your life and habits, you could achieve more and feel better about yourself? With The Power of Habit, learn how to build healthy professional and personal habits with less effort and greater success. Improve your ability to master the one thing that's in your control: your own behavior.

Objectives:

- Identify when habits are the cause of poor results or limited performance
- Discover the hidden factors that reinforce habits
- Replace ineffective behaviors with effective ones and make them easier to do
- Engineer environments so they are conducive to building desired habits
- Identify and implement the right rewards to increase personal motivation
- Design and stick to a strategy for turning a new behavior into a habit

DAS PH Participating: \$275 Non-participating: \$550	CANCELED Sept. 11 8:30-4:30	VIRTUAL Oct. 28-30 9:00-11:00	VIRTUAL Jan. 28-30 9:00-11:00	VIRTUAL May 20-22 9:00-11:00
---	--	--	--	---

PREVENTING SEXUAL HARASSMENT FOR EMPLOYEES

On-demand - TDC ● ★

Overview:

Everyone loses when sexual harassment occurs. It lowers morale, hurts working relationships, creates resentment, and lessens an organization's ability to function well. Harassment for any reason is inappropriate in the workplace. Sexual harassment or harassment because of any protected personal characteristic is illegal and can have dire consequences for an individual and the organization. All employees have the right to work in an environment free of harassment. This course will explain and demonstrate the rights and responsibilities of employees in the workplace.

Objectives:

- Know protected personal characteristics in the workplace
- Understand what is (sexual) harassment
- Recognize examples of harassing conduct
- Understand your rights and responsibilities as an employee
- Know the organization's responsibilities
- Understand the legal consequences of harassing a co-worker
- Know what to do if (sexual) harassment occurs in your workplace
- Understand the significance of liability

DAS PSHE

Participating: \$0
Non-participating: \$42

ON-DEMAND

e-learning

PREVENTING SEXUAL HARASSMENT FOR SUPERVISORS

On-demand - MDC ■ ★

Overview:

Participants in this course will learn their rights and responsibilities in dealing with sexual harassment in the workplace. This course will cover items from Preventing Sexual Harassment for Employees but with an emphasis placed on the supervisor's/manager's role in harassment situations.

Objectives:

- Understand the history of anti-harassment laws
- Identify inappropriate workplace behaviors
- Understand the meaning of "quid pro quo" sexual harassment
- Understand the meaning of "hostile environment" sexual harassment
- Understand "intent versus impact"
- Understand the "reasonable person" standard
- Understand "third party" harassment
- Know what to do in the event of harassment in the workplace
- Understand your responsibilities as a supervisor

DAS PSHS

Participating: \$0
Non-participating: \$42

ON-DEMAND

e-learning

PROFESSIONAL IMPACT

Sarah Ennis, Sparkpoint - TDC ● ▲ ★

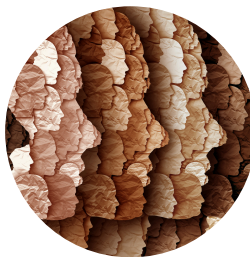
Overview:

This course is designed for all employees. The focus of this course is to review the importance of overall professional impressions in terms of being positive and proactive, accountable, cooperative and other success factors. Participants will assess themselves against these success factors and build out an action plan to achieve their personal goals.

Objectives:

- Understand what professional impact means
- Explore four success factors that drive impact
- Create your own forecast for success
- See how attire comes into play in your brand

DAS PI Participating: \$173 Non-participating: \$346	VIRTUAL Sept. 19 8:30-4:30	CANCELED Dec. 3 8:30-4:30	VIRTUAL Mar. 13 8:30-4:30	IN PERSON Jun. 5 8:30-4:30
---	---	--	--	---



PROJECT MANAGEMENT FUNDAMENTALS

Dawn Ealy, Your Clear Next Step - TDC ▲ ★ ◆

Overview:

Do more with less! Designed specifically for those who are actively managing projects, this class is an in-depth look into the processes, knowledge areas, inputs, and outputs you need to know to manage projects effectively and successfully. Learn key knowledge areas and critical success factors now so you don't have to learn them the hard way later. This class is a high energy, hands-on balance of PMBOK knowledge and application as well as best practices learned and passed down by the pros. Walk away with critical essentials for getting a project done regardless of size or complexity, as well as techniques, concepts, and tools that will save you time and energy in the future.

Objectives:

- Describe the characteristics of a project
- Complete a roadmap of critical knowledge areas within the lifecycle of a project
- Practice initiating, planning, managing, and closing down a project
- Learn a reusable set of tools for approaching projects in a comprehensive yet efficient way

DAS PMF Participating: \$187 Non-participating: \$374	CANCELED Sept. 11 8:30-4:30	VIRTUAL Oct. 16 8:30-4:30	VIRTUAL Jan. 15 8:30-4:30	IN PERSON Apr. 2 8:30-4:30
--	--	--	--	---

PROJECT MANAGEMENT SEMINAR

Dawn Ealy, Your Clear Next Step - MDC ▲ ★ ◆

Overview:

Designed specifically for those who are actively managing projects, this class is a deep dive into the processes, knowledge areas, inputs, and outputs you need to know in order to manage projects more effectively. Based on the best practices of the Project Management Institute's Guide to the Project Management Body of Knowledge 6th edition, this highly interactive class will give you a chance to evaluate and improve your approach to project management. You'll learn about the constants: the fundamentals of project management that hold true regardless of the scope or nature of the project. Plus, you'll be exposed to some of the most common reasons that project approaches vary, and come away with tools you can use right away. This hands-on, no-nonsense class can serve as a foundation for project managers new to their role, as well as an eye-opening refresher for seasoned project managers who have been managing projects for years.

Objectives:

- Identify the nine knowledge areas described by PMI's PMBOK
- Practice creating commonly-used artifacts within the Project Management Lifecycle
- Describe some of the common mistakes made in Project Management
- Practice creating and managing a project plan
- Create solution options for building and maintaining a project team
- Identify opportunities for improvement, using recent projects as examples

DAS PMS <i>Participating: \$376</i> <i>Non-participating: \$752</i>	IN PERSON Sept. 25-26 8:30-4:30	VIRTUAL Nov. 6-7 8:30-4:30	VIRTUAL Mar. 11-12 8:30-4:30	IN PERSON May 7-8 8:30-4:30
--	--	---	---	--

ROLE OF THE LEAD WORKER

On-demand - ATDC ■

Overview:

This course is designed for new employees with the role of a lead worker, as well as managers and supervisors who have lead workers positions. The course will identify typical roles and responsibilities of lead workers as well as the benefits of lead worker positions. It will also identify possible risks and types of duties not intended for the lead worker role.

Objectives:

- Define the role and responsibilities of lead workers
- Identify the type of duties typically found in lead worker positions
- Address possible issues for duties assigned, but not intended for the lead worker

DAS RLW <i>Participating: \$0</i> <i>Non-participating: \$42</i>	ON-DEMAND e-learning
---	--------------------------------

SHAPING EFFECTIVE & ENGAGED TEAMS

Helena Long, JET Engineering - LCBDC ● ■ ▲

Overview:

This course designed for those who lead teams and focuses on two aspects of building teams. First, learn how to create the feeling of teamwork and second, how to build an effective, focused, and productive work team. Learn strategies to build camaraderie among team members and develop the attributes of a high-functioning, high-performing team, where all members work toward a common goal.

Objectives:

- Learn the differences between a group, a team, and a high-performance team.
- Identify the behaviors of ineffective teams.
- Discuss the responsibilities of the team leaders including creating a vision, building alignment, championing execution.
- Learn the tenets of effective team members.
- Discuss the five-step plan to ensuring team success.

<p>DAS ST Participating: \$60 Non-participating: \$188</p>	<p>CANCELED Sept. 5 8:30-4:30</p>	<p>VIRTUAL Nov. 8 8:30-4:30</p>	<p>VIRTUAL Feb. 12 8:30-4:30</p>	<p>IN PERSON May 14 8:30-4:30</p>
---	--	--	---	--



STATE GOVERNMENT FOUNDATIONS

On-demand - TDC ★

Overview:

This course is designed for employees who are new to state government. Participants will gain an understanding of the State of Iowa government structure, budget, and legislative process, and the unique aspects of employment in public administration. Participants will be presented with resources to help guide them as new state employees. This course is designed for new employees within their first four months of employment.

Objectives:

- Understand the key aspects of public administration.
- Understand the components of the State of Iowa government.
- Discuss the challenges of being a public administrator

<p>DAS SGF Participating: \$0 Non-participating: \$42</p>	<p>ON-DEMAND e-learning</p>
--	--

STRATEGIES FOR WORK/LIFE BALANCE

Ann Wright, *The Wright Solutions* - ATDC ▲

Overview:

Do you feel as if you're too busy to enjoy your own life? Are you ready to discover what is important and how to make time for things that matter most at home and at work? The Windshield and the Rearview Mirror provides employees with a variety of strategies that will support them in determining their priorities and how to spend their time, resulting in a newfound peace of mind. Participants will learn how to transform ideas into action and enjoy a lifetime of satisfaction! This is a workshop much different from other training activities. Group coaching is offered as a part of this very interactive workshop.

Objectives:

- Participants will create a Vision for their Future and a Vision Board the first day.
- Discussion topics include mindset, training your brain, positive attitude, core values, taking action
- Accountability Partners will work with each other in-between workshops
- Three group-coaching sessions, with each group of five or six participants, will be held via conference call in-between the two workshops
- Strategies will be discussed and an action plan developed by each participant.
- Participants have the opportunity to contact facilitator for support in-between workshops and coaching calls via email and/or brief phone calls.
- At the conclusion of the second workshop, participants will be given a "Balance Bag" with items to support them in their ongoing journey in achieving life/work balance.

DAS WL <i>Participating: \$385</i> <i>Non-participating: \$770</i>	CANCELLED IN PERSON Sept. 10 8:30-4:30	DAY 1 IN PERSON Nov. 6 8:30-4:30	DAY 1 IN PERSON Mar. 11 8:30-4:30	DAY 1 IN PERSON Apr. 9 8:30-4:30
	CANCELLED VIRTUAL Oct. 31 8:30-4:30	DAY 2 VIRTUAL Dec. 10 8:30-4:30	DAY 2 VIRTUAL Apr. 8 8:30-4:30	DAY 2 VIRTUAL May 7 8:30-4:30

SUBSTANCE ABUSE POLICY

On-demand - MDC ★

Overview:

This course, designed for all managers and supervisors, focuses on the State of Iowa policy on substance abuse and discusses measures to take for violations of the policy. The course reviews national substance abuse trends, tests participant's knowledge regarding substance use and abuse, and provides managers and supervisors with information regarding workplace substance abuse situations.

Objectives:

- Better understand alcohol use and substance abuse
- Identify key components of the State of Iowa Substance Abuse Policy
- Understand procedures for substance abuse situations

DAS SAP <i>Participating: \$0</i> <i>Non-participating: \$42</i>	ON-DEMAND e-learning
---	--------------------------------

THE SERVANT LEADER

Sarah Ennis, Sparkpoint - LCBDC ● ■ ◆

Overview:

This leader-focused course discusses the core tenets of servant leadership and applies those tenets to individual leadership, team functionality, and organizational performance. Participants will learn the value of applying these tenets and the impacts they can have on building a collaborative, high-trust, and high-functioning organization.

Objectives:

- Understand the principles of servant leadership.
- Discuss the need for and benefits of this leadership philosophy.
- Identify which principles are your strengths and where you may have areas for improvement.
- Assess your own team and the impact this leadership style may have on the people you lead and work with.

<p>DAS SL Participating: \$173 Non-participating: \$346</p>	<p>CANCELED Aug. 20 8:30-4:30</p>	<p>IN PERSON Nov. 14 8:30-4:30</p>	<p>VIRTUAL Jan. 22 8:30-4:30</p>	<p>IN PERSON Apr. 3 8:30-4:30</p>
--	--	---	---	--



VACANCY TO HIRE

Formerly From Interview to Hire

PDS - LCBDC ■ ★

Overview:

Almost everything in your agency depends upon the competency of your employees; therefore, the people you hire are critical to your success. In this course, you will learn to develop a structured process to use in screening, interviewing, and hiring to ensure you find and start to retain the best employees available to you.

Objectives:

- Identify key interview procedures
- Develop an understanding of legal issues surrounding interviewing
- Develop behavioral interview skills
- Relate the overall hiring process to the interview process
- Understand how to make the best hiring decision
- Identify available resources for the various stages of hiring

<p>DAS VTH Participating: \$0 Non-participating: \$0</p>	<p>ON-DEMAND e-learning</p>
---	--

WORKPLACE ETHICS

Formerly: Ethical Issues in Today's Workplace

PDS - TDC ■ ▲ ★

Overview:

How do you make better ethical decisions at work? Just because a particular choice is legal does not make it right. This **newly hybrid** course includes an online, on-demand course and a live, virtual follow-up workshop. The course achieves the following objectives through readings, videos, downloadable resources, and interactive activities. Live discussions will target specific questions and offer even more applicable content. *Note: users must take both the on-demand course and attend the live follow-up to receive credit.*

Objectives:

- Expose you to ethical laws and standards of conduct
- Alert you to potential ethical issues and encourage you to consult your supervisor if an issue arises
- Encourage you to do what is ethically proper, above and beyond what is legally required

<p>DAS WE <i>Participating: \$0</i> <i>Non-participating: \$96</i></p>	<p>VIRTUAL Sept. 12 9:00-11:00</p>	<p>VIRTUAL Dec. 19 9:00-11:00</p>	<p>VIRTUAL Mar. 27 9:00-11:00</p>	<p>VIRTUAL Jun. 5 9:00-11:00</p>
---	---	--	--	---

WORKPLACE HARASSMENT

Carol Tripp, MERIT Management - LCBDC ★

Overview:

Participants will come to understand a range of terms associated with workplace harassment and abusive conduct and the prevention of such harassment and conduct. Participants will leave with a renewed sense of how to engage with their colleagues and an awareness of how their behavior impacts their teams and individual careers. DAS legal will be available during the last thirty minutes of the course to respond to questions.

Objectives:

- Discuss, define, and understand sexual harassment prevention, hostile workplace, protected characteristics, LGBTQIA harassment, abusive conduct, and retaliation.
- Learn prevention techniques to stop harassment, abusive behavior and to diffuse potential situations

<p>DAS WH <i>Participating: \$60</i> <i>Non-participating: \$120</i></p>	<p>CANCELED Sept. 16 8:30-12:30</p>	<p>VIRTUAL Nov. 18 8:30-12:30</p>	<p>VIRTUAL Feb. 17 8:30-4:30</p>	<p>VIRTUAL May 12 8:30-12:30</p>
---	--	--	---	---

COURSE CALENDARS

July 2024

January 2025

August 2024

February 2025

September 2024

March 2025

October 2024

April 2025

November 2024

May 2025

December 2024

June 2025

COURSES BY TOPIC

-  [Communication & Teamwork](#)
-  [Leading People](#)
-  [Managing & Developing](#)
-  [Public Service & Organizational Integrity](#)
-  [System Integration](#)

JULY 2024

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1	2	3	4 State Holiday	5
8	9	10	11	12
15	16	17	18	19
22 First Aid / CPR Training	23	24	25	26
29	30	31		

AUGUST 2024

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1 Investigating Employee Misconduct	2
5	6 Crucial Conversations Diversity Training for Employees Discipline, Grievance, and the Merit System	7	8 Introduction to Procurement	9
12	13	14	15	16
19	20	21	22	23
26 First Aid / CPR Training	27 Dimensions of Leadership	28 Foundations of Supervision	29	30

SEPTEMBER 2024

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2 State Holiday	3	4 Listening Skills	5	6
9	10 Diversity Training for Employees Strategies for Work/Life Balance - Day 1	11	12 Discipline, Grievance, and the Merit System Ethics in Today's Workplace	13
16	17 Crucial Conversations Dimensions of Behavior	18 Getting Things Done	19 Advanced Procurement Professional Impact	20
23 Ethics of Leadership & Influence Financials and Budgeting First Aid / CPR Training	24	25 Project Management Seminar Diversity Training for Managers	26	27
30 Customer Experience				

OCTOBER 2024

PDS training calendar



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1 Investigating Employee Misconduct	2	3	4
7	8	9 Crucial Accountability Cultural Competency	10 Intro to State Procurement Managing Stress and Workplace Accountability	11
	Managing Effective Meetings	Project Management Fundamentals		
14 Financials and Budgeting First Aid / CPR Training	15	16 Enhancing Team Membership Performance Evaluation	17	18
21 The Power of Habit	22 Diversity Training for Employees	23	24	25
28	29	30	31	

NOVEMBER 2024

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1 Listening Skills
4	5	6 Project Management Seminar Adv Principles of Communication - Part 1: Authenticity Strategies for Work/Life Balance - Day 1	7 Generational Diversity	8 Shaping Effective and Engaged Teams
11	12	13 Ethics of Leadership & Influence Getting Things Done	14 The Servant Leader	15
18	19	20	21	22
Crucial Conversations				
First Aid / CPR Training Workplace Harassment	Foundations of Supervision Managing Conflict & Resistance in the Workplace		Introduction to State Procurement Discipline, Grievance, and the Merit System	
25	26 Developing Employees	27	28 State Holiday	29 State Holiday

DECEMBER 2024

PDS training calendar

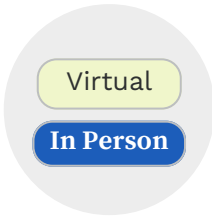
Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Cultural Competency</div> <div style="background-color: #004a99; color: white; padding: 5px; text-align: center;">Advanced Procurement</div>	5 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Advanced Principles of Communication - Part 2: Coaching</div>	6
9 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Customer Experience</div> <div style="background-color: #004a99; color: white; padding: 5px; text-align: center;">First Aid / CPR Training</div>	10 <div style="background-color: #004a99; color: white; padding: 5px; text-align: center;">Investigating Employee Misconduct</div> <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Strategies for Work/Life Balance - Day 2</div>	11	12 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Performance Evaluation</div>	13
16	17 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Diversity Training for Managers</div> <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Dimensions of Leadership</div>	18 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Creative Thinking</div>	19 <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">Workplace Ethics</div>	20
23	24	25 <div style="background-color: #009688; color: white; text-align: center; padding: 10px;">State Holiday</div>	26 <div style="background-color: #009688; color: white; text-align: center; padding: 10px;">State Holiday</div>	27
30	31			

JANUARY 2025

PDS training calendar



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		1 State Holiday	2	3
6	7	8	9	10
Crucial Conversations				
	Diversity Training for Employees			
13	14	15	16	17
Financials and Budgeting	Developing Employees	Enhancing Team Membership Project Management Fundamentals	Introduction to State Procurement Leading Through Change	
20	21	22	23	24
State Holiday		The Servant Leader Dimensions of Behavior		
27	28	29	30	31
The Power of Habit				
		Managing Effective Meetings Listening Skills	Discipline, Grievance, and the Merit System	

FEBRUARY 2025

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3	<p>4</p> <p>Diversity Training for Employees</p> <p>Investigating Employee Misconduct</p>	<p>5</p> <p>Cultural Competency</p>	<p>6</p> <p>Generational Diversity</p>	7
10	<p>11</p> <p>Managing Stress and Workplace Accountability</p> <p>Crucial Accountability</p> <p>Adv Principles of Communication - Part 1: Authenticity</p>	<p>12</p> <p>Shaping Effective and Engaged Teams</p> <p>Managing Conflict & Resistance in the Workplace</p>	<p>13</p> <p>Performance Evaluation</p> <p>Getting Things Done</p>	14
17	18	19	<p>20</p> <p>Introduction to State Procurement</p>	21
24	<p>25</p> <p>Creative Thinking</p>	26	27	28

MARCH 2025

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3	4 <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Crucial Conversations</div> <div style="background-color: #d9ead3; padding: 5px;">Diversity Training for Employees</div>	5 <div style="background-color: #d9ead3; padding: 5px;">Adv Principles of Communication - Part 2: Coaching</div>	6 <div style="background-color: #d9ead3; padding: 5px;">Dimensions of Leadership</div> <div style="background-color: #d9ead3; padding: 5px;">Adv Thinking for Problem-Solving Managers</div>	7
10	11 <div style="background-color: #d9ead3; padding: 5px; text-align: center;">Project Management Seminar</div> <div style="background-color: #0056b3; color: white; padding: 5px;">Strategies for Work/Life Balance Day 1</div>	12 <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Developing Employees</div>	13 <div style="background-color: #0056b3; color: white; padding: 5px;">Discipline, Grievance, and the Merit System</div> <div style="background-color: #d9ead3; padding: 5px;">Professional Impact</div>	14
17 <div style="background-color: #d9ead3; padding: 5px;">Customer Experience</div>	18 <div style="background-color: #0056b3; color: white; padding: 5px;">Performance Evaluation</div> <div style="background-color: #0056b3; color: white; padding: 5px;">Investigating Employee Misconduct</div>	19	20	21
24	25 <div style="background-color: #0056b3; color: white; padding: 5px;">Advanced Procurement</div> <div style="background-color: #d9ead3; padding: 5px;">Foundations of Supervision</div>	26	27 <div style="background-color: #d9ead3; padding: 5px;">Ethics in Today's Workplace</div> <div style="background-color: #d9ead3; padding: 5px;">Diversity Training for Managers</div>	28
31				

APRIL 2025

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1 Diversity Training for Employees Dimensions of Behavior	2 Project Management Fundamentals Introduction to State Procurement	3 The Servant Leader	4
7	8 Investigating Employee Misconduct Strategies for Work/Life Balance Day 2	9 Adv Principles of Communication - Part 1:Authenticity Strategies for Work/Life Balance Day 1	10 Creative Thinking	11
14	15 Ethics of Leadership & Influence Financials and Budgeting	16 Leading Through Change	17 Generational Diversity	18 Crucial Conversations
21	22 Managing Conflict & Resistance in the Workplace	23 Cultural Competency Managing Effective Meetings	24 Managing Stress and Workplace Accountability	25
28	29 Listening Skills	30		

MAY 2025

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1 Introduction to State Procurement	2
5	6 Diversity Training for Employees	7 Project Management Seminar Strategies for Work/Life Balance Day 2	8 Discipline, Grievance, and the Merit System	9
12 Workplace Harassment	13 Enhancing Team Membership	14 Diversity Training for Managers Shaping Effective and Engaged Teams	15 Advanced Procurement Getting Things Done	16
19	20 The Power of Habit Crucial Conversations Dimensions of Leadership	21	22	23
26 State Holiday	27	28 Foundations of Supervision	29 Crucial Accountability	30

JUNE 2025

PDS training calendar

Virtual

In Person

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3 Adv Principles of Communication Part 2: Coaching	4 Adv Thinking for Problem-Solving Managers Foundations of Supervision	5 Ethics in Today's Workplace Professional Impact	6
9 Customer Experience	10 Investigating Employee Misconduct Performance Evaluation	11	12	13
16	Crucial Conversations			
	17 Generational Diversity	18 Leading Through Change	19 Developing Employees	20
23	24	25	26	27
30				

Communication & Teamwork
<u>Advanced Principles of Communication Part 1</u>
<u>Advanced Principles of Communication Part 2</u>
<u>Advanced Thinking for Problem-Solving Managers</u>
<u>Crucial Conversations</u>
<u>Cultural Competency</u>
<u>Customer Experience</u>
<u>Developing Employees</u>
<u>Dimensions of Behavior</u>
<u>Diversity Training for Employees</u>
<u>Diversity Training for Managers/Supervisors</u>
<u>Emotional Intelligence</u>
<u>Enhancing Team Membership</u>
<u>Ethics of Leadership & Influence</u>
<u>Generational Diversity</u>
<u>Listening Skills</u>
<u>Managing Conflict & Resistance in the Workplace</u>
<u>Managing Effective Meetings</u>
<u>Managing Stress & Workplace Accountability</u>
<u>Performance Evaluation</u>
<u>Preventing Sexual Harassment: Employees</u>
<u>Professional Impact</u>
<u>Shaping Effective & Engaged Teams</u>
<u>The Servant Leader</u>

Leading People
<u>Advanced Principles of Communication Part 1</u>
<u>Advanced Principles of Communication Part 2</u>
<u>Creating a Violence-Free Workplace</u>
<u>Crucial Accountability</u>
<u>Crucial Conversations</u>
<u>Developing Employees</u>
<u>Dimensions of Leadership</u>
<u>Discipline, Grievance, & the Merit System</u>
<u>Diversity Training for Managers/Supervisors</u>
<u>Ethical Issues in Today's Workplace</u>
<u>Ethics of Leadership & Influence</u>
<u>From Interview to Hire</u>
<u>Fundamentals of Supervision</u>
<u>Generational Diversity</u>
<u>Investigating Employee Misconduct</u>
<u>Leading Through Change</u>
<u>Managing Conflict & Resistance in the Workplace</u>
<u>Managing Stress & Workplace Accountability</u>
<u>Performance Evaluation</u>
<u>Preventing Sexual Harassment: Supervisors</u>
<u>Role of the Lead Worker</u>
<u>Shaping Effective & Engaged Teams</u>
<u>The Servant Leader</u>

Managing & Developing

[Advanced Principles of Communication Part 1](#)

[Advanced Principles of Communication Part 2](#)

[Creating a Violence-Free Workplace](#)

[Crucial Accountability](#)

[Developing Employees](#)

[Dimensions of Behavior](#)

[Dimensions of Leadership](#)

[Discipline, Grievance, & the Merit System](#)

[Diversity Training for Employees](#)

[Diversity Training for Managers/Supervisors](#)

[Emotional Intelligence](#)

[Enhancing Team Membership](#)

[Ethical Issues in Today's Workplace](#)

[Getting Things Done](#)

[Investigating Employee Misconduct](#)

[Managing Conflict & Resistance in the Workplace](#)

[Managing Effective Meetings](#)

[Managing Stress & Workplace Accountability](#)

[Performance Evaluation](#)

[The Power of Habit](#)

[Professional Impact](#)

[Project Management Fundamentals](#)

[Project Management Seminar](#)

[Shaping Effective & Engaged Teams](#)

[Strategies for Work/Life Balance](#)

Public Service & Organizational Integrity

<u>Advanced Principles of Communication Part 1</u>	<u>Ethical Issues in Today's Workplace</u>
<u>Advanced Procurement Certification</u>	<u>Ethics of Leadership & Influence</u>
<u>Advanced Thinking for Problem-Solving Managers</u>	<u>Vacancy to Hire</u>
<u>Americans with Disabilities Act (ADA)</u>	<u>Fundamentals of Supervision</u>
<u>Creating a Violence-Free Workplace</u>	<u>Introduction to State Procurement</u>
<u>Creative Thinking</u>	<u>Investigating Employee Misconduct</u>
<u>Crucial Conversations</u>	<u>Managing Conflict & Resistance in the Workplace</u>
<u>Cultural Competency</u>	<u>Performance Evaluation</u>
<u>Customer Experience</u>	<u>Preventing Sexual Harassment: Employees</u>
<u>Dimensions of Behavior</u>	<u>Preventing Sexual Harassment: Supervisors</u>
<u>Dimensions of Leadership</u>	<u>Professional Impact</u>
<u>Discipline, Grievance, & the Merit System</u>	<u>Project Management Fundamentals</u>
<u>Diversity Training for Employees</u>	<u>Project Management Seminar</u>
<u>Diversity Training for Managers/Supervisors</u>	<u>State Government Foundations</u>
<u>Emotional Intelligence</u>	<u>Substance Abuse Policy</u>
<u>EEO/AA & Anti-Discrimination</u>	<u>Workplace Harassment</u>

System Integration

Advanced Thinking for Problem-Solving Managers

Creative Thinking

Ethics of Leadership & Influence

Financial & Budgeting

Fundamentals of Supervision

Project Management Fundamentals

Project Management Seminar

The Servant Leader