Performance and Development Solutions:

FY17 Training Courses Catalog

PDS
Performance & Development
SOLUTIONS

Iowa Department of
Administrative Services
DAS

Professional Development Certificate (PDC)	Advanced Professional Development Certificate (APDC)	Leadership Development Certificate (LDC)	Advanced Leadership Development Certificate* (ALDC)
Diversity Training for Employees	Cultural Competency Customer Service	Advanced Principles of Communication - Part 1 (Authenticity)	Americans with Disabilities Act (E-Learning)
Ethical Issues in Today's Workplace	Customer Service	Advanced Principles of Communication - Part 2 (Coaching)	Crucial Conversations®
Generational Diversity	Dimensions of Behavior	Creating a Violence Free Workplace (E-Learning)	Discipline, Grievance & the Contract
Listening: The Forgotten Skill	Enhancing Team Membership	Dimensions of Leadership	Diversity Training for Managers & Supervisors
Preventing Sexual Harassment for Employees (E-Learning)	Human Relations Skills	Ethics of Leadership & Influence	Equal Opportunity / Affirmative Action / Anti-Discrimination (E-Learning)
Professional Impact	Managing Stress & Workplace Accountability	From Interview to Hire	Investigating Employee Misconduct
State Government Foundations (E-Learning 10/1)	Managing Your Time & Priorities	Fundamentals of Supervision	Preventing Sexual Harassment for Supervisors (E-Learning)
	Project Management Fundamentals	Leading Through Change[1]	Purposeful Job Design
	Thriving on Change	Managing Conflict & Resistance in the Workplace	Shaping Effective & Engaged Teams
		Performance Evaluation[1]	Substance Abuse Policy (E-Learning)
		Project Management[1]	Strategic Planning & Systems Thinking
		The Role of Lead Worker[1]	
		The Servant Leader[1]	***ALDC courses are only available to employees classified as a manager or supervisor.**

Other PDS Offerings	Introduction to State Procurement
	Advanced State Procurement Procedures
	Procurement Project Management – Call PDS for Info
	FMLA Overview

CERTIFICATE ISSUANCE

Course work must be completed within **five (5) years** of enrollment into the series. Upon completion of all course work within the same series, employees should notify their department's Training Liaison. PDS will then issue a certificate of completion signed by the Governor. Courses may be taken in any order, but the APDC cannot be issued before the PDC is issued and ALDC cannot be issued before the LDC is issued.

IMPORTANT NOTICE

Employees enrolled in the Foundations of Leadership Series Certificate (FLS) before July 1, 2015 are not required to complete the (1) courses to earn that certificate, but must complete Advanced Principles 1 and 2; Dimensions of Leadership; Creating a Violence Free Workplace, Dimensions of Leadership, Ethics of Leadership and Influence; From Interview to Hire; and Fundamentals of Supervision and Performance Evaluation by June 30, 2020 to earn the FLS certificate.

Managers and supervisors who took ADA; Discipline, Grievances and the Contract; Diversity Training for Managers and Supervisors; EEO/AA/Anti-Discrimination; Investigating Misconduct; Preventing Sexual Harassment for Supervisors; Shaping Effective and Engaged Teams; and Substance Abuse before July 1, 2015 can apply these courses to the Advanced Leadership Development Certificate (ALDC), but must complete the rest of the coursework in the ALDC within 5 years from the first course taken to earn the Advanced Leadership Development Certificate. **These courses and the ALDC certificate can only be issued to employees who are classified as manager and supervisors after July 1, 2015.**

CANCELLATION POLICY

When a state employee enrolls in a PDS course, the agency purchases a "seat" in the course. If the employee becomes unable to participate in the class, the agency must notify PDS at least fourteen (14) calendar days in advance of the course date to withdraw from the course. Failure to provide the required fourteen (14) days' notice will result in the agency being charged for the seat in the course if there is a course fee. Agencies may, in the alternative of proper notice, send a substitute to the course to fill the purchased seat. This is encouraged. The agency must inform PDS of the change in employee participating in the PDS course for proper billing. This policy also applies to non-state employee participants.

Additional information:

- In cases in which an enrolled employee is severed from state employment before the course date, agencies are encouraged to fill the purchased seat with another employee if the agency is not able to comply with the fourteen (14) day notice requirement. If the purchased seat is unfilled the agency will be charged if there is a course fee.
- To provide proper notice of withdrawal, participants need to contact the agency liaison, who will then inform PDS. PDS will review the date of the notice of withdrawal to determine if the agency will be billed when a substitute participant is not identified.
- The agency will not be charged when the employee is unable to participate due to approved leave other than vacation.

PDS is your administrative partner. Not only do we have face-to-face instruction, but we have several solutions to meet your operational needs.

DAS – Performance and Development Solutions	**Performance and Development Solutions** (PDS) Courses including Crucial Conversations®	**Premier Knowledge Solutions** Courses	**New Horizons Computer Training** Courses
Instructor-led Classroom	40 courses for compliance, organizational development, organizational culture and leadership. Courses are offered throughout the year at the Capitol complex and are focused on state government.		Primary computer training vendor with certified computer instructors.
Instructor-led Offsite	Looking for special sessions for your agency or department? PDS offers 40 courses for compliance, organizational development, and leadership.		Extended library of technical live remote classes. You can also schedule special sessions at your work site.
Self-Paced Online **Courses in Bold are available now!** Other courses available 10/1	**1. Americans with Disabilities Act** **2. Affirmative Action/Equal Employment Opportunity** 3. FMLA Overview (Not Reed Group training) **4. Preventing Sexual Harassment for Employees** **5. Preventing Sexual Harassment for Managers and Supervisors** 6. State Government Foundations 7. **Substance Abuse Policy** 8. New Employee Onboarding-General Information **9. Creating a Violence-Free Workplace** 10. The Role of the Lead Worker	PKS offers a large variety of classes both Business and Computer oriented at a reasonable rate.	
Consulting	1:1 or small group consultation on leadership development, manager or supervisor coaching, organizational performance best practice application expertise, operational strategy, and facilitation talents.		

CERTIFICATES

PROFESSIONAL DEVELOPMENT CERTIFICATE

Courses in this category are designed for employees hired into their initial state government position. This pathway will help to engage and on-board the employee into the role, provide expectations of being a public sector employee, and define the employee's role within the global model of state government. Participants may also be seasoned state employees who want to update their skills.

ADVANCED PROFESSIONAL CERTIFICATE

Courses in this category are designed for employees who have been in the workforce for three (3) years or more. This pathway will provide knowledge and insights that will help employees remain engaged in their current positions, as well as prepare them for additional roles or responsibilities in the future. Participants may also be seasoned state employees who want to update their skills.

LEADERSHIP DEVELOPMENT CERTIFICATE

Courses in this pathway are designed to set the foundations of leadership in managers/supervisors who are within their first two (2) years of being in supervisory-level positions, or employees who are interested in developing leadership skills or lead initiatives. This pathway is also applicable as refresher training to aid in keeping leaders abreast of best practices.

ADVANCED LEADERSHIP DEVELOPMENT CERTIFICATE

Courses in this series are offered only to State of Iowa employees who are classified as a manager or supervisor. Participants must be in a supervisory position and have the authority to direct the work of employees, to hire, evaluate, promote, transfer, layoff, recall, process grievances, and discipline employees. This pathway is also applicable as refresher training to aid in keeping leaders abreast of current expectations and guidelines. PDS recommends retaking these courses every 3-5 years. Managers and supervisors may take courses in this certificate program before completing the LDC.

CERTIFICATE ISSUANCE

Course work must be completed within **five years** of enrollment into the series. Upon completion of all course work within the same series, participants should notify their department's Training Liaison. PDS will then issue a certificate of completion signed by the Governor.

FY 17 Course Fees for Participating State Entities

PDS Performance & Development SOLUTIONS

MINIMUM OF 15 PARTICIPANTS REQUIRED PER COURSE

Two-Day Courses	Course Fees Per Participant
Crucial Conversations	$239
Human Relations	$138
Project Management	$184
One-Day Courses	
Advanced Principles of Communication – Part 1	$30
Advanced Principles of Communication – Part 2	$30
Advanced Procurement Certification	No Charge
Cultural Competency	$30
Customer Service	$70
Dimensions of Leadership	$105
Discipline, Grievances, and the Contract	No Charge
Diversity Training for Managers and Supervisors	No Charge
Enhancing Team Membership	$30
Ethics of Leadership and Influence	$30
From Interview to Hire	No Charge
Fundamentals of Supervision	$30
Generational Diversity	$30
Investigating Employee Misconduct	No Charge
Leading Through Change	$30
Listening, The Forgotten Skill	$70
Managing Conflict and Resistance in the Workplace	$99
Managing Stress and Workplace Accountability	$30
Managing Your Time and Priorities	$70
Performance Evaluation	No Charge
Professional Impact	$30
Project Management Fundamentals	$92
Shaping Effective and Engaged Teams	$30
Strategic Planning and Systems Thinking	$30
The Servant Leader	$30
Thriving on Change	$117
1/2-Day Courses	
Dimensions of Behavior	$64
Diversity Training for Employees	No Charge
Ethical Issues	No Charge
Introduction to State Procurement	No Charge
E-Learning for State of Iowa Employees	
Americans with Disabilities Act	No Charge
Equal Employment Opportunity/Affirmative Action/Anti-Discrimination	No Charge
Creating a Violent-Free Workplace	No Charge
FMLA Overview (Not Reed Group Training)	No Charge
Preventing Sexual Harassment For Employees	No Charge
Preventing Sexual Harassment for Managers and Supervisors	No Charge
The Role of the Lead Worker	No Charge
State Government Foundations	No Charge
Substance Abuse Policy	No Charge

FY17 Course Fees For Non-Participating State Entities & Non-State Entities

MINIMUM OF 15 PARTICIPANTS REQUIRED PER COURSE

Two-Day Courses	Course Fees Per Participant
Crucial Conversations	$500
Human Relations	$423
Project Management	$423
One-Day Courses	
Advanced Principles of Communication – Part 1	$188
Advanced Principles of Communication – Part 2	$188
Advanced Procurement Certification	$188
Cultural Competency	$188
Customer Service	$188
Dimensions of Leadership	$188
Discipline, Grievances, and the Contract	$188
Diversity Training for Managers and Supervisors	$188
Enhancing Team Membership	$188
Ethics of Leadership and Influence	$188
From Interview to Hire	$188
Fundamentals of Supervision	$188
Generational Diversity	$188
Investigating Employee Misconduct	$188
Leading Through Change	$188
Listening, The Forgotten Skill	$188
Managing Conflict and Resistance in the Workplace	$188
Managing Stress and Workplace Accountability	$188
Managing Your Time and Priorities	$188
Performance Evaluation	$188
Professional Impact	$188
Project Management Fundamentals	$188
Shaping Effective and Engaged Teams	$188
Strategic Planning and Systems Thinking	$188
The Servant Leader	$188
Thriving on Change	$188
1/2-Day Courses	
Dimensions of Behavior	$96
Diversity Training for Employees	$96
Ethical Issues in Today's Workplace	$96
Introduction to State Procurement	$96
E-Learning for State of Iowa Employees	
Americans with Disabilities Act	$42
Equal Employment Opportunity/Affirmative Action/Anti-Discrimination	$42
Creating a Violence-Free Workplace	$42
FMLA Overview (Not Reed Group Training)	$42
Preventing Sexual Harassment For Employees	$42
Preventing Sexual Harassment for Managers and Supervisors	$42
Role of the Lead Worker	$42
State Government Foundations	$42
Substance Abuse Policy	$42

Participating State Entities

ADMINISTRATIVE SERVICES / SAE / INFRASTRUCTURE / PRINT	INSPECTIONS & APPEALS & STATE PUBLIC DEFENDER & RACING COMMISSION
CIVIL RIGHTS	IOWA COMMUNICATIONS NETWORK
COLLEGE STUDENT AID / INCOME OFFSET	IOWA DEPT OF AGING
COMMERCE - ALCOHOLIC BEVERAGE DIVISION	IOWA LAW ENFORCEMENT ACADEMY
COMMERCE - BANKING DIVISION	IOWA PUBLIC EMPLOYMENT RETIREMENT SYSTEM
COMMERCE - CREDIT UNION DIVISION	IOWA PUBLIC INFORMATION BOARD
COMMERCE - INSURANCE DIVISION	IOWA PUBLIC TELEVISION
COMMERCE - PROFESSIONAL LICENSING DIVISION	IOWA WORKFORCE DEVELOPMENT / CAPITALS
COMMERCE - UTILITIES DIVISION	LOTTERY
CORRECTIONS - CLARINDA	MANAGEMENT
CORRECTIONS - NEWTON	NATURAL RESOURCES / CAPITALS
CORRECTIONS - ANAMOSA	PAROLE BOARD
CORRECTIONS - CENTRAL OFFICE / CAPITALS	PUBLIC DEFENSE / CAPITALS
CORRECTIONS - FARM ACCOUNT	PUBLIC EMPLOYMENT RELATIONS BOARD
CORRECTIONS - FORT DODGE	PUBLIC HEALTH
CORRECTIONS - FORT MADISON	PUBLIC SAFETY / CAPITALS
CORRECTIONS - INDUSTRIES	REVENUE
CORRECTIONS - MITCHELLVILLE	TRANSPORTATION
CORRECTIONS - MT PLEASANT	VETERANS' AFFAIRS / CAPITALS
CORRECTIONS - OAKDALE	VETERANS' HOME / CAPITALS
CORRECTIONS - ROCKWELL CITY	
CULTURAL AFFAIRS / CAPITALS	HUMAN SERVICES ADMINISTRATION / CAPITALS
DEPARTMENT OF THE BLIND	HUMAN SERVICES - ASSISTANCE PAYMENTS
ECONOMIC DEVELOPMENT / CAPITALS	HUMAN SERVICES - CIVIL COMMITMENT SEXUAL OFFENDERS
EDUCATION - VOCATIONAL REHABILITATION	HUMAN SERVICES - COMMUNITY SERVICES
EDUCATION / CAPITALS	HUMAN SERVICES - ELDORA
ETHICS & CAMPAIGN FINANCE DISCLOSURE BOARD	HUMAN SERVICES - GLENWOOD RESOURCE CENTER
FINANCE AUTHORITY	HUMAN SERVICES - MHI - CHEROKEE
GOVERNOR'S OFFICE OF DRUG CONTROL POLICY	HUMAN SERVICES - MHI - INDEPENDENCE
HOMELAND SECURITY - EMERGENCY MANAGEMENT	HUMAN SERVICES - WOODWARD RESOURCE CENTER
HUMAN RIGHTS	

Additional Services	
Training Needs Analysis Report	No Charge
Climate Survey	No Charge - Contact PDS for Scheduling (Expect delays during peak work periods)
Strategic Planning	No Charge - Contact PDS for Scheduling (Expect delays during peak work periods)
Process Improvement	No Charge - Contact PDS for Scheduling (Expect delays during peak work periods)
Special Sessions	Contact PDS for Vendor Pricing and Course Availability - Offered on a first-come, first served basis.

PDS Partners	
New Horizons	Special State of Iowa Course Pricing
Premier Knowledge Solutions	Special State of Iowa Course Pricing

Table of Contents
(Grouped by Certificate)

Professional Development Certificate

Diversity Training for Employees 16
Ethical Issues in Today's Workplace 18
Generational Diversity 20
Listening: The Forgotten Skill 23
Preventing Sexual Harassment for Employees 26
Professional Impact 27
State Government Foundations 29

Advanced Professional Development Certificate

Cultural Competency 14
Customer Service 14
Dimensions of Behavior 15
Enhancing Team Membership 17
Human Relations Skills 21
Managing Stress and Workplace Violence 24
Managing Your Time and Priorities 25
Project Management Fundamentals 28
Thriving On Change 31

Leadership Development Certificate

Advanced Principles of Communication – Part 1 (Authenticity) 11
Advanced Principles of Communication – Part 2 (Coaching) 11
Creating a Violence Free Workplace 13
Dimensions of Leadership 15
Ethics of Leadership and Influence 19
From Interview to Hire 19
Fundamentals of Supervision 20
Lead Worker Training 23
Performance Evaluation 25
Preventing Sexual Harassment for Supervisors 26
Project Management 27
The Servant Leader 31

Advanced Leadership Development Certificate

Americans with Disabilities Act (E-Learning) 12
CRUCIAL CONVERSATIONS® 13
Discipline, Grievances, and the Contract 16
Diversity Training for Managers and Supervisors 17
Equal Employment Opportunity / Affirmative Action (E-Learning 18
Investigating Employee Misconduct 22
Leading Through Change 22
Managing Conflict and Resistance in the Workplace 24
Purposeful Job Design 28
Shaping Effective and Engaged Teams 29
Strategic Planning & Systems Thinking 30
Substance Abuse Policy (E-Learning) 30

(Additional Courses)

Procurement

Introduction to Procurement 21
Advanced Procurement Certification 12
FMLA Overview 19

Computer Skills Training 32
Certified Public Manager® Program 32

Performance and Development Solutions FY17 Training Courses

(Listed Alphabetically)

Advanced Principles of Communication Part 1 – Authenticity (AU 001)

September 7, 2016 December 9, 2016 March 7, 2017 May 31, 2017

Overview:
This course, designed for all managers and supervisors, focuses on the latest research and trends in leadership, outlining the importance of authenticity in leadership. Participants will gain an understanding of the impact authenticity has on employee engagement and well-being and the triggers that prevent people from being their authentic selves.

Objectives:

- Define *authenticity* and understand the impacts it has on employee performance.
- Identify the 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.

Advanced Principles of Communication Part 2 – Coaching (AU 002)

September 23, 2016 December 16, 2016 March 24, 2017 June 12, 2017

Overview:
This course, designed for all managers and supervisors, focuses on building coaching and communication strategies to better lead employees. Participants will learn the concepts of emotional intelligence and co-active coaching. This highly-interactive class aims to give managers and supervisors practical tools to lead 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 co-active coaching
- Learn the fundamentals of handling difficult conversations during coaching situations

Advanced Procurement Certification (AP 001)

November 29, 2016 and TBD

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. Formerly known as, *Services Contracting*, 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

Americans with Disabilities Act (E-Learning) (NC 123)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

Creating a Violence Free Workplace (E-learning) (SC 236)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

Overview:
This course provides managers and supervisors 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.

Crucial Conversations® (CC 160)

August 9-10, 2016 October 5-6, 2016 March 1-2, 2017 June 7-8, 2017

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

Cultural Competency (CC 001)

July 22, 2016 September 27, 2016 January 5, 2017 April 11, 2017

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 your specific department or agency.

Customer Service (QM 002)

July 29, 2016 September 30, 2016 January 6, 2017 April 14, 2017

Overview:
One of the most critical topics for government agencies today, this class is designed for all employees, front-line staff or management, working with internal or external customers. Who are your customers? What do they want? What techniques should be used with high-stress clients? How does one handle customer complaints and problems? How does a work group create a customer service policy and what should it include? This class includes the answers to these questions and more.

Objectives:

- Identify customers—both internal and external.
- Analyze and understand customers' expectations.
- Utilize specific, practical methods to handle complaints or concerns effectively and efficiently.
- Understand the role of customer service in the success of the organization and how to share this with co-workers.
- Learn how to interact with customers in different settings—face-to-face, on the phone, in writing, etc.
- Learn how to deal with difficult, irate, angry, or abusive callers.
- Explore ways not to make excuses and how to respond if you don't have the answer.
- Identify inflammatory triggers and discover ways to say what you mean without angering the customer.

Dimensions of Behavior (Morning Sessions) (GI 312)

August 25, 2016 November 3, 2016 February 2, 2017 April 6, 2017

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:
Upon completion of the workshop, participants will be able to:

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

Dimensions of Leadership (GI 230)

August 17, 2016 October 11, 2016 January 18, 2017 April 21, 2017

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.

Discipline, Grievances, and the Contract (NC 901)

July 13, 2016 October 20, 2016 March 8, 2017 June 8, 2017

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.

Objectives:

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

Diversity Training for Employees – Unleashing the Power of Diversity (GI 450) (Morning Sessions)

August 23, 2016 November 2, 2016 February 10, 2017 May 15, 2017

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

Diversity Training for Managers and Supervisors (GI 400)

September 19, 2016 November 9, 2016 February 28, 2017 May 18, 2017

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.

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.

Enhancing Team Membership (TM 001)

August 18, 2016 October 14, 2016 January 20, 2017 April 26, 2017

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

Equal Employment Opportunity/Affirmative Action (E-Learning) (NC 202)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

Ethical Issues in Today's Workplace (PT 992)

September 29, 2016 December 8, 2016 March 23, 2017 June 13, 2017

Overview:
How do you make better ethical decisions at work? Just because a particular choice is *legal* does not make it right. Seeing legal compliance as the goal of ethics rather than the starting point can lead to poor decision making with disastrous consequences for the individuals involved and their organizations. Through this course, you will be introduced to processes that will help you make ethical decisions. Through the use of video, you will hear from ethics experts who discuss the pressures people can feel that may lead them to make poor decisions. Through lecture and group discussion, you will explore the importance of being aware of your core values, as well as the standards of behavior expected by organizations.

Objectives:

- Identify ethical situations in the workplace
- Develop compliance standards for decisions
- Identify other effected parties through the ripple effect
- Identify and deal with influencers and distracters
- Develop a personal implementation plan

Ethics of Leadership and Influence (LI 001)

July 26, 2016 September 28, 2016 January 10, 2017 April 12, 2017

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

From Interview to Hire (NC 301)

August 24, 2016 October 5, 2016 February 7, 2017 May 31, 2017

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

FMLA Overview

COMING SOON: This course will be available through E-learning. Contact PDS in order to have the course E-mailed to participants.

Overview:
This course e-learning course is designed to provide information on the Family Medical Leave Act. It is not Reed Group Training, but rather you will find basic tenants and facts about the Act.

Fundamentals of Supervision (NC 151)

September 13, 2016 October 25, 2016 March 16, 2017 June 9, 2017

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

Generational Diversity (GD 001)

August 4, 2016 November 3, 2016 February 16, 2017 May 1, 2017

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.

Human Relations Skills (SC 203)

September 20-21, 2016 December 6-7, 2016 March 21-22, 2017 June 5-6, 2017

Overview:
A range of emotions are witnessed and experienced in the workplace, including anger, its causes, and the management of it in oneself and in others. Various difficult personalities found in the workplace are reviewed and you will learn how to work with each. Expressing yourself clearly, communicating assertively, using tools to cope more effectively with work situations beyond your control, connecting with people, and understanding barriers to communication are discussed in their role in an efficient and pleasant workplace.

Objectives:

- Understand the feelings individuals have in the workplace, including anger, its causes, and how to handle your own anger and the anger of others.
- Identify the various types of difficult people encountered in the workplace and how to work with each.
- Become aware of the causes and methods of resolution for both organizational and interpersonal conflicts.
- Learn tools to more effectively cope with work situations that are beyond one's control.
- Gain valuable tools to improve communication with others in the workplace and throughout one's life.

Introduction to State Procurement (SP 001) (Morning Sessions)

September 8, 2016 October 13, 2016 and TBD

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.

After completing this seminar, you will be able to:

- 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

Investigating Employee Misconduct (NC 118)

August 18, 2016 October 26, 2016 March 21, 2017 June 22, 2017

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.

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
    - Garrity
- Understanding the concept of *Just Cause*

Leading Through Change (LC 001)

August 9, 2016 October 6, 2016 January 17, 2017 April 18, 2017

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

Lead Worker Training (E-Learning) (LW 101)

Live session: September 13, 2013 1:00-4:00

COMING SOON: This course will be available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

Listening – The Forgotten Skill (GI 003)

August 26, 2016 November 1, 2016 February 24, 2017 May 16, 2017

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.

Managing Conflict and Resistance in the Workplace (GI 165)

September 27, 2016 November 17, 2016 January 17, 2017 May 16, 2017

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

Managing Stress and Workplace Accountability (MS 001)

August 2, 2016 October 4, 2016 January 11, 2017 April 17, 2017

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

Managing Your Time and Priorities (GI 090)

August 31, 2016 October 31, 2016 February 28, 2017 May 25, 2017

Overview:
This "timely" class helps employees set goals and get more things accomplished in less time. You complete goal-setting exercises and are provided with skills to increase productivity and achieve your goals. You will learn to schedule your priorities and prioritize your schedules. Strategies for getting and staying organized, using a variety of tools to manage time and priorities effectively, and delegating where and when necessary are all included.

Objectives:

- Learn what causes the time crunch and the control we have over these "crunchers."
- Learn how to manage the many priorities in the working person's life and the steps to delegate tasks to co-workers as possible and appropriate.
- Learn how to set short and long term goals for personal and professional growth.
- Identify solutions to the time crunch in your life through elimination of common time wasters or unnecessary distractions.
- Leave the seminar with helpful tools for managing your time and overcoming stress throughout your life.

Performance Evaluation (NC 401)

July 26, 2016 October 13, 2016 January 25, 2017 May 4, 2017

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

Preventing Sexual Harassment for Employees (E-Learning) (GI 052)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

Preventing Sexual Harassment for Supervisors (E-Learning) (NC 119)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

Professional Impact (GI 084)

September 1, 2016 December 13, 2016 March 3, 2017 June 2, 2017

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

Project Management (PT 103)

July 20-21, 2016 November 1-2, 2016 January 18-19, 2017 April 25-26, 2017

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 about to manage projects more effectively. Based on the best practices of the Project Management Institute's *Guide to the Project Management Body of Knowledge*, this highly interactive class will give you a chance to evaluate and improve your approach to project management.
You'll learn about the constants – those 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 project approaches vary. 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, and you will come away with tools you can use right away.

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

Project Management Fundamentals (PT 123)

September 8, 2016 December 6, 2016 February 28, 2017 May 9, 2017

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

Purposeful Job Design (ET 001)

Coming 2017! **Please watch for updates to the catalog here.**

Overview:
This course is offered to assist managers and supervisors in the process of creating, updating, and designing a PDQ. The course includes the importance of designing the job correctly, implications of incorrect job design, and understanding of how the PDQ is applied to operations.

Objectives:

- Understand hiring authority/supervisor responsibilities for assigning job duties and updating PDQs.
- Understand how to design jobs for organizational effectiveness.
- Learn how to write an effective PDQ including essential functions.
- Understand the classification review process.
- Obtain a basic knowledge/awareness of the classification system and risks associated with misclassification.

Shaping Effective and Engaged Teams (ET 001)

September 9, 2016 October 21, 2016 March 14, 2017 May 23, 2017

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 and championing execution.
- Learn the tenets of effective team members.
- Discuss the five-step plan to ensuring team success.

State Government Foundations (E-Learning) (GF 001)

Live session: September 13, 2013 8:30 – 11:30

COMING SOON: This course will be available through E-learning. Contact PDS in order to have the course E-mailed to participants

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

Strategic Planning and Systems Thinking (ST 001)

August 23, 2016 October 17, 2016 January 24, 2017 May 12, 2017

Overview:
This course walks participants through the history and philosophy of strategic management and planning. Participants will become familiar with a six step strategic planning process and SWOT analysis. The course goes beyond the strategic planning approach and introduces the systems thinking concept. Some time is reserved for participants to map out their own strategies. This course is recommended for current supervisors, managers, and advanced leaders.

Objectives:

- Understand the history and philosophy of strategic planning and scientific management, including past contributors.
- Explain the purpose and benefits of strategic planning.
- Recognize the phases of strategic planning.
- Understand the elements of a strategic plan.
- Conduct a simple SWOT analysis.
- Become more familiar with systems thinking and its benefits.
- Know the difference between strategic planning and systems thinking.

Substance Abuse Policy (SA 001) (E-Learning)

This course is available through E-learning. Contact PDS in order to have the course E-mailed to participants.

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

The Servant Leader (SL 001)

September 16, 2016 October 27, 2016 March 29, 2017 June 14, 2017

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.

Thriving on Change (GI 163)

August 3, 2016 October 11, 2016 February 2, 2017 May 4, 2017

Overview:
Change is not only hard, it is vital to the success and longevity of any organization. Learn how to navigate change and lead your team successfully to the other side—and come out better than you were before! This course breaks down the essentials of change leadership and transition management and makes them relatable *and* memorable. Topics range from change and transition foundations to conveying the right messages at key stages of transition, and how to create a plan for leading change well. Change is an opportunity to set the bar higher—so why merely survive it when you can thrive? Set yourself and your organization up for post-change success!

Objectives:

- Learn about attitudes toward change and how they impact the transition process.
- Recognize key moments in the change cycle, and what people need to hear at those moments.
- Understand common pitfalls of change and transition leadership: why it often fails, and how to ensure success.
- Apply change and transition leadership concepts to changes currently facing your organization and projects.

Computer Skills Training

Computer technical and software applications courses continue to be available through New Horizons. Fees vary per class.

E-learning Courses

E-learning courses continue to be available through **Premier Knowledge Solutions (PKS).** They have an available library of over 1800 Computer and Business/Professional Skills courses available. E-learning offered through PKS is offered in packaged blocks of courses selected by the participant. Please contact PDS for PKS fees.

Certified Public Manager® Program

The Certified Public Manager® program will continue to be offered in partnership with Drake University. Cohort 26 will begin July 2016 and Cohort 27 will begin in January 2017.
Detailed information about any of these opportunities may be found at learnatpds.iowa.gov, through an e-mail to pds@iowa.gov or by contacting your agency Training Liaison.