Performance and Development Solutions:

FY21 Training Course Catalog

PDS
Performance & Development
SOLUTIONS

Iowa Department of
Administrative Services
DAS

PDS Certificate Series At-A-Glance

Talent Development Certificate (TDC)

Cultural Competency	MTS CC 002	TBA
Customer Experience	MTS CE 001	09/10/20(V), 12/11/20, 02/16/21 (V), 05/06/21
Dimensions of Behavior	MTS GI 312	08/18/20 (V), 10/08/20, 02/16/21(V), 05/05/21
Diversity Training for Employees	MTS GI 450	07/07/20 (V), 07/08/20(V), 08/11/20(V), 08/13/20(V), 09/01/20, 10/13/20(V), 11/03/20(V), 12/01/20(V), 01/05/21, 02/02/21, 03/09/21, 04/06/21, 05/04/21
Ethical Issues in Today's Workplace	MTS PT 992	09/16/20, 11/12/20, 02/23/21, 05/27/21
Generational Diversity	MTS GD 002	08/31/20(V), 10/28/20, 1/6/21(V), 4/22/21
Listening Skills	MTS LS 001	08/25/20(V), 11/18/20, 01/27/20 (V), 06/16/21
Preventing Sexual Harassment for Employees	MTS GI 052	On-Demand (E-Learning)
Professional Impact	MTS GI 184	9/15/20, 11/16/20, 2/24/21, 6/3/21
Project Management Fundamentals	MTS PT 123	09/03/20, 11/18/20(V), 01/28/20, 04/27/21 (V)
State Government Foundations	MTS GF 001	On-Demand (E-Learning)

Advanced Talent Development Certificate (ATDC)

Advanced Principles of Communication – Part 1 Authenticity	MTS AU 010	08/21/20(V), 11/4/20(V), 01/05/21(V), 04/09/21
Advanced Principles of Communication – Part 2 Coaching	MTS AU 020	09/23/20(V), 12/02/20, 02/11/21, 05/26/21
Creating a Violence Free Workplace	MTS SC 236	On-Demand (E-Learning)
Enhancing Team Membership	MTS TM 101	11/10/20, 02/03/21, 04/16/21, 06/02/21
Getting Things Done	MTS GD 101	09/8/20(V), 11/18/20(V), 2/17/21(V), 4/7/21(V)
Managing Stress & Workplace Accountability	MTS MS 101	TBA
The Role of the Lead Worker	MTS LW 101	On-Demand (E-Learning)
Strategies for Achieving Work Life Balance	MTS WL 001 MTS WL 002	09/17/20 Day1 (V) & 11/19/20 Day 2, 10/27/20 Day 1 & 12/15/20 Day 2, 01/26/21 Day 1 (V) & 04/29/21, 02/18/21 Day 1 (V) & 005/06/21
Thriving on Change	MTS GI 163	09/23/20 (V), 12/01/20, 02/04/21, 05/25/21

Leadership Capacity Building Certificate (LCBC)

Crucial Conversations	MTS CC 101	08/11-12/20, 10/14-15/20, 12/14-18/20 (AM) (V), 02/01-05/21 (PM) (V), 04/12-13/21, 06/23-24-21
Dimensions of Leadership	MTS DL 200	10/06/20(V), 12/09/20(V), 01/13/21, 05/07/21
Ethics of Leadership & Influence	MTS EL 200	TBA
From Interview to Hire	MTS NC 301	07/16/20(V), 09/09/20(V), 10/29/20, 12/10/20(V), 01/20/21(V), 03/23/21, 05/11/21
Financial Budgeting	MTS FB 101	09/17/20(V), 11/09/20, 02/11/21(V), 06/01/21
Fundamentals of Supervision	MTS FS 200	08/26/20(V), 10/8/20(V), 01/19/21, 03/10/21
Managing Effective Meetings	MTS MT 001	09/10/20(V), 11/05/20, 01/28/21(V), 04/27/21
Performance Evaluation	MTS NC 401	07/22/20(V), 08/20/20(V), 10/20/20, 01/21/21(V), 03/18/21
Shaping Effective & Engaged Teams	MTS ST 200	09/9/20, 12/3/20, 03/3/21, 06/9/21
The Servant Leader	MTS SL 201	9/2/20(V), 10/16/20, 1/13/21(V), 5/14/21
Workplace Harassment	MTS GI 425	08/20/20 (V), 10/09/20, 01/14/21, 04/02/21

*Management Development Certificate (MDC)

**MDC courses are only available to employees classified as a manager or supervisor.*

Americans with Disabilities Act	MTS NC 123	On-Demand (E-Learning)
Crucial Accountability	MTS CA 201	09/2/20(V), 11/17/20(V), 1/13/21(V), 5/13/21
Creative Thinking	MTS CT 001	09/22/20, 11/16/20(V), 02/25/21, 05/20/21(V)
Developing Employees	MTS DE 101	08/27/20, 12/03/20(V), 03/23/21(V)
Discipline, Grievance & the Merit System	MTS NC 903	09/15/20, 11/3/20, 1/12/21, 3/2/21, 5/12/21
Diversity Training for Managers & Supervisors	MTS GI 400	08/18/20(V), 11/17/20, 2/10/21(V), 6/1/21
Emotional Intelligence	MTS EI 201	08/25/20(V), 11/17/20, 1/14/21(V), 4/8/21
Equal Opportunity/Affirmative Action & Anti-Discrimination	MTS NC 202	On-Demand (E-Learning)
Investigating Employee Misconduct	MTS NC 118	08/4/20(V), 10/6/20, 12/8/20, 2/9/21, 4/15/21, 6/8/21
Leading Through Change	MTS LC 201	9/9/20(V), 11/16/20, 2/17/21(V), 4/28/21
Managing Conflict & Resistance in the Workplace	MTS GI 165	08/5/20(V), 10/22/20, 1/19/21(V), 2/25/21(V), 4/20/21
Preventing Sexual Harassment for Supervisors	MTS NC 119	On-Demand (E-Learning)
Project Management	MTS PT 103	08/18-19/21(V), 10/27-28/20(V), 01/20-21/21, 04/20-21/21
Strategic Planning & Systems Thinking	MTS ST 101	TBA
Substance Abuse Policy	MTS SA 001	On-Demand (E-Learning)

Additional Course Offerings

Advanced Budgeting		TBA
Intersection of FMLA, ADA, & Work Comp		TBA

Procurement Courses

Introduction to State Procurement	MTS SP 001	08/19/20(V), 11/04/20, 03/03/21(V), 05/19/21
Advanced Procurement Certification	MTS AP 001	10/13/20, 04/7/21

Contract Administration	MTS CP 514	TBA

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, 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, the ALDC cannot be issued before the LDC is issued, and the MDC cannot be issued before the LCBC is issued.

IMPORTANT NOTICE

Employees enrolled in the Foundations of Leadership Series Certificate (FLS) before July 1, 2015, are not required to complete the 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 five 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 managers 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 14 calendar days in advance of the course date to withdraw from the course. Failure to provide the required 14-day 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 leaves 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 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.

CERTIFICATES

TALENT 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. This certificate contains coursework to help set participants up for success both as an individual and as part of a team. Participants may also be seasoned state employees who want to update their skills.

ADVANCED TALENT DEVELOPMENT CERTIFICATE

Courses in this category are designed for employees who have been in the workforce for three years or more. This pathway will provide knowledge and insights that will help employees remain engaged in their current positions and teams, 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 CAPACITY BUILDING CERTIFICATE

Courses in this pathway are designed to set the foundations of leadership in managers/supervisors who are within their first two years of being in supervisory-level positions, or for 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.

MANAGEMENT DEVELOPMENT CERTIFICATE

Courses in this series are offered only to State of Iowa employees classified as managers or supervisors. Participants must be in a supervisory position and have the authority to direct the work of employees, to hire, evaluate, promote, layoff, 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 three to five 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. Courses may be taken in any order, but the APDC cannot be issued before the PDS is issued, the ALDC cannot be issued before the LDC is issued, and the MDC cannot be issued before the LCBC is issued.

FY 21 Course Name	FY 21 Course Fees Participating State Entities	FY 21 Course Fees Non-Participating State Entities
Two –Day Courses		
Crucial Conversations	$300	$600
Project Management	$258	$516
Strategies for Work Life Balance	$385	$770
One Day Courses		
Advanced Principles of Communication – Part 1	$60	$188
Advanced Principles of Communication – Part 2	$60	$188
Advanced Procurement Certification	No Charge	$188
Contract Administration	No Charge	$15
Creative Thinking	$80	$160
Crucial Accountability	$200	$400
Cultural Competency	$184	$368
Customer Experience	$100	$200
Developing Employees	No Charge	$188
Dimensions of Leadership	$217	$434
Discipline, Grievances and the Merit System	No Charge	$188
Diversity Training for Managers & Supervisors	No Charge	$188
Emotional Intelligence	$235	$506
Enhancing Team Membership	$60	$188
Ethics of Leadership and Influence	$184	$368
Financials/Budgeting	$100	$200
From Interview to Hire	No Charge	$188
Fundamentals of Supervision	$60	$188
Generational Diversity	$173	$346
Getting Things Done	$200	$400
Investigating Employee Misconduct	No Charge	$188
Leading Through Change	$173	$346
Listening Skills	$100	$200
Managing Conflict and Resistance in the Workplace	$155	$310
Managing Stress and Workplace Accountability	$184	$368
Performance Evaluation	No Charge	$188
Professional Impact	$173	$346
Project Management Fundamentals	$129	$258
Shaping Effective and Engaged Teams	$60	$188
Strategic Planning and Systems Thinking	$173	$346
The Servant Leader	$173	$346
Thriving on Change	$235	$470
1/2 Day Courses		
Dimensions of Behavior	$105	$210
Diversity Training for Employees	No Charge	$96
Ethical Issues in Today's Workplace	No Charge	$96
Introduction to State Procurement	No Charge	$96
Managing Effective Meetings	$100	$200
Workplace Harassment	$60	$120
E-Learning for State of Iowa Employees		
Americans with Disabilities Act	No Charge	$42
Equal Employment Opportunity/Affirmative Action/ Anti-Discrimination	No Charge	$42
Creating A Violence-Free Workplace	No Charge	$42
Preventing Sexual Harassment for Employees	No Charge	$42
Preventing Sexual Harassment for Managers & Supervisors	No Charge	$42
The Role of the Lead Worker	No Charge	$42
State Government Foundations	No Charge	$42
Substance Abuse Policy	No Charge	$42

	Participating Agencies
CODE	DEPARTMENT
005	ADMINISTRATIVE SERVICES
009	AGRICULTURE & LAND STEWARDSHIP
112	JUSTICE
114	JUSTICE - ADVOCATE OFFICE
126	AUDITOR
131	BLIND
140	ETHICS & CAMPAIGN DISCLOSURE
167	CIVIL RIGHTS
185	OFF OF CHIEF INFORMATION OFFICER
212	COMMERCE - ALCOHOLIC BEVERAGES
213	COMMERCE - BANKING
214	COMMERCE - CREDIT UNION
216	COMMERCE - INSURANCE
217	COMMERCE - PROFESSIONAL LICENSING
219	COMMERCE - UTILITIES
238	CORRECTIONS
242	CORRECTIONS - STATE PENITENTIARY - F
243	CORRECTIONS - MEN'S REFORMATORY - AN
244	CORRECTIONS - MEDICAL/CLASSIFICATION
245	CORRECTIONS - CORRECTIONAL RELEASE C
246	CORRECTIONS - CORRECTIONAL FACILITY
247	CORRECTIONS - NORTH CENTRAL FAC - RO
248	CORRECTIONS - CORRECTIONAL FACILITY
249	CORRECTIONS - INSTITUTE FOR WOMEN -
250	CORRECTIONS - INDUSTRIES
251	CORRECTIONS - FARM ACCOUNT
252	CORRECTIONS - FORT DODGE CORRECTIONA
259	CULTURAL AFFAIRS
269	ECONOMIC DEVELOPMENT
270	FINANCE AUTHORITY
282	EDUCATION
283	EDUCATION - VOCATIONAL REHABILITATIO
284	COLLEGE STUDENT AID
285	IOWA PUBLIC TELEVISION
286	EDUCATION - BOEE
297	IOWA DEPT OF AGING
309	IOWA WORKFORCE DEVELOPMENT
336	IOWA COMMUNICATIONS NETWORK
350	GOVERNOR
379	HUMAN RIGHTS
401	HUMAN SERVICES
402	HUMAN SERVICES - COMMUNITY SERVICES
405	HUMAN SERVICES - STATE TRAINING SCHO
406	HUMAN SERVICES - CCUSO
407	HUMAN SERVICES - MENTAL HEALTH INST
409	HUMAN SERVICES - MENTAL HEALTH INST
411	HUMAN SERVICES - GLENWOOD RESOURCE C

412	HUMAN SERVICES - WOODWARD RESOURCE C
413	HUMAN SERVICES - CENTRAL OFFICE
427	INSPECTIONS & APPEALS
428	INSPECTION & APPEALS - APPELATE DEFE
429	INSPECTIONS & APPEALS - RACING COMMI
467	IOWA LAW ENFORCEMENT ACADEMY
504	LEGISLATIVE SERVICES AGENCY
532	MANAGEMENT
542	NATURAL RESOURCES
547	PAROLE
553	IOWA PUBLIC EMPLOYMENT RETIREMENT SY
572	PUBLIC EMPLOYMENT RELATIONS
582	PUBLIC DEFENSE
583	HOMELAND SECURITY & EMERGENCY MGMT
588	PUBLIC HEALTH
592	PUBLIC INFORMATION BOARD
595	PUBLIC SAFETY
625	REVENUE
627	LOTTERY
635	SECRETARY OF STATE
642	GOVERNORS OFFICE OF DRUG CONTROL POL
645	TRANSPORTATION
655	TREASURER
670	VETERANS AFFAIRS
671	VETERANS HOME
	Attorney General

PDS Partners	
New Horizon's Computer Learning Center	Special State of Iowa Course Pricing
Additional Services	
Climate Survey	Contact PDS for Scheduling (Expect delays during peak work periods) price determined based on project
Consulting	No charge
Coaching	Contact PDS for Vendor Pricing and availability
Special Sessions	Contact PDS for Scheduling, Vendor Pricing and Course availability.
Strategic Planning	Contact PDS for Vendor Pricing and availability
Training Needs Analysis Report	No charge

Table of Contents
(Grouped by Certificate)

Talent Development Certificate (TDC)

Cultural Competency 15
Customer Experience 15
Dimensions of Behavior 16
Diversity Training for Employees 18
Ethical Issues in Today's Workplace 20
Generational Diversity 23
Listening: The Forgotten Skill 26
Preventing Sexual Harassment for Employees 28
Professional Impact 29
Project Management Fundamentals 30
State Government Foundations 31

Advanced Talent Development Certificate (ATDC)

Advanced Principles of Communication – Part 1 (Authenticity) 11
Advanced Principles of Communication – Part 2 (Coaching) 11
Creating a Violence Free Workplace 13
Enhancing Team Membership 19
Getting Things Done 23
Managing Stress and Workplace Accountability 27
The Role of the Lead Worker 25
Strategies of Achieving Work/Life Balance 32
Thriving On Change 34

Leadership Capacity Building Certificate (LCBC)

CRUCIAL CONVERSATIONS® 14
Dimensions of Leadership 17
Ethics of Leadership & Influence 21
Financial Budgeting 21
From Interview to Hire 22
Fundamentals of Supervision 22

Managing Effective Meetings 27
Performance Evaluation 28
Shaping Effective & Engaged Teams 31
The Servant Leader 33
Workplace Harassment 34

Advanced Leadership Development Certificate

Americans with Disabilities Act (E-Learning) 12
Creative Thinking 13
CRUCIAL ACCOUNTABILITY® 14
Developing Employees 16
Discipline, Grievances, and the Merit System 17
Diversity Training for Managers and Supervisors 18
Emotional Intelligence 19
Equal Employment Opportunity / Affirmative Action (E-Learning) 20
Investigating Employee Misconduct 24
Leading Through Change 25
Managing Conflict and Resistance in the Workplace 26
Preventing Sexual Harassment for Supervisors 29
Project Management 30
Strategic Planning & Systems Thinking 32
Substance Abuse Policy (E-Learning) 33

(Additional Courses)

Advanced Budgeting ..... Coming Soon!
Intersections of FMLA, ADA, and Workers' Compensation ..... Coming Soon!

Procurement

Advanced Procurement Certification 12
Introduction to State Procurement 24
Contract Administration 12

New Horizons Computer Skills Training 35
Certified Public Manager® Program 35

Performance and Development Solutions FY21 Training Courses

(Listed Alphabetically)

Advanced Principles of Communication Part 1 – Authenticity (MTS AU 010)

August 21, 2020(V) November 4, 2020(V) January 5, 2021(V) April 9, 2021

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 (MTS AU 020)

September 23, 2020(V) December 2, 2020 February 11, 2021 May 26, 2021

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 (MTS AP 001)

October 13, 2020 April 7, 2021

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) (MTS NC 123)

This course is available through E-learning. Contact your Training Liaison 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

Contract Administration (MTS CP 514)

TBA

Overview:
This course on Contract Administration is designed to assist employees of the State of Iowa who are involved in the administration and monitoring of state contracts. The course concentrates on those activities that occur following contract award, and includes contract initiation, monitoring contractor performance, payments, modifications, handling disputes and claims, termination and contract close-out.

Objectives:
- To strengthen the administration and management of State contracts in accordance with Iowa Code, Administrative Rules, standard procedures and best practices.

Creating a Violence Free Workplace (E-Learning) (MTS SC 236)

This course is being updated and will be available through E-learning by 7/1/18. Contact your Training Liaison 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.

Creative Thinking (MTS CT 001)

September 22, 2020 November 19, 2020(V) February 25, 2021 May 20, 2021(V)

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 the end of this course, you will be able to:
• 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 and 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

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 realtime application of the strategies and techniques discussed in the class.

Crucial Accountability® (MTS CA 201)

September 2, 2020 (V) November 17, 2020(V) January 13, 2021(V) May 13, 2021

Overview:

Crucial Conversations ® class pre-requisite

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.

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.

Crucial Conversations® (MTS CC 101)

August 11-12, 2020 October 14-15, 2020 December 14-18, 2020 (V) (AM only)
February 1-5, 2021 (V) (PM only) April 12-13, 2021 June 23-24, 2021

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 (MTS CC 002)

TBA

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 Experience (MTS CE 001)

September 10, 2020 (V) December 11, 2020 February 16, 2021(V) May 6, 2021

Overview:
What are the pitfalls you encounter when trying to deliver a positive customer experience? How can your customer interactions go from good to great? What is the best way to handle difficult situations? Does attitude count? What is the LIRRA technique? Find out the answers to these and other important customer experience questions during this interactive session. You'll walk away with helpful tips to put into practice right away. Participants will learn how to project a customer-friendly image, how to handle demanding customers and more during this course.

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

Developing Employees (MTS DE 101)

August 27, 2020 December 3, 2020(V) March 23, 2021(V)

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

Dimensions of Behavior (MTS GI 312) (Morning Sessions – 8:30 am – 12:30 pm)

August 18, 2020(V) October 8, 2020 February 16, 2021(V) May 5, 2021

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 (MTS DL 200)

Ocotber 6, 2020(V) December 9, 2020 (V) January 13, 2021 May 7, 2021

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 Merit System (MTS NC 903)

September 15, 2020 November 3, 2020 January 12, 2021 March 2, 2021 May 12, 2021

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
(MTS GI 450) (Morning Sessions – 8:30 am – 12:30 pm)

July 7, 2020(V) July 8, 2020(V) August 11, 2020(V) August 13, 2020(V)
September 1, 2020 October 13, 2020(V) November 3, 2020(V)
December 1, 2020(V) January 5, 2021 February 2, 2021
March 9, 2021 April 6, 2021 May 4, 2021

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 (MTS GI 400)
August 18, 2020(V) November 17, 2020 February 10, 2021(V) April 14, 2021

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.

Emotional Intelligence (MTS EI 201)

August 25, 2020(V) October 21, 2020 January 14, 2021(V) April 8, 2020

Overview:
Working with others is one of the hardest things we do, and it requires the daily application of emotional intelligence. We've all got room to improve there! In this session, learn about emotional intelligence in Your Clear Next Step's tried-and-true W.H.A.T format; you'll learn What EQ is, How to apply it, Avoiding common pitfalls, and specific, concrete Tools and Techniques to boost your EQ at work (or in life). Using a balance of instructor led– presentation and engaging, hands-on skill practice that simulates real-life situations in a totally nonthreatening way, this session will launch you on your way to being more effective in your current role by helping you raise your EQ and leverage emotional intelligence effectively.

Objectives:
• Gain a simple model for understanding the four stages of emotional intelligence and encounter clear definitions and relevance of each.
• Practice examples of how to apply emotional intelligence in relevant and commonly experienced situations.
• Encounter stories and anecdotes, tools and techniques to learn "the easy way" to avoid the most common and most painful mistakes around emotional intelligence.
• Experience tools and techniques to help them improve their influence with others, including a tailored quick reference guide for future development.

Enhancing Team Membership (MTS TM 101)

November 10, 2020 February 2, 2021 April 16, 2021 June 2, 2021

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) (MTS NC 202)

This course is available through E-learning. Contact your Training Liaison 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 (MTS PT 992)

(Morning Sessions – 8:30 am – 12:30 pm)

September 16, 2020 November 12, 2020 February 23, 2021 May 27, 2021

Overview:
How do you make better ethical decisions at work? Just because a particular choice is *legal* does not make it right. Through this course, you will be introduced to processes that will help you make ethical decisions. Through the use of video, you will watch an office situation where ethical decision making is demonstrated. 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 your core values
- Identify ethical situations in the workplace
- Identify other effected parties through the ripple effect
- Implement an ethical decision making process

Ethics of Leadership and Influence (MTS EL 200)

TBA

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

Financials/Budgeting (MTS FB 101)

September 17, 2020 (V) November 9, 2020 February 11, 2021(V) June 1, 2021

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

From Interview to Hire (MTS NC 301)

July 16, 2020(V) September 9, 2020(V) October 29, 2020 December 10, 2020(V) January 20, 2021 (V) March 23, 2021 May 11, 2021

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

Fundamentals of Supervision (MTS FS 200)

August 26, 2020(V) October 8, 2020(V) January 19, 2020 March 10, 2021

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 (MTS GD 002)

August 31, 2020(V) October 28, 2020 January 6, 2021(V) April 22, 2021

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.

Getting Things Done (MTS GD 101)

September 8, 2020(V) November 12, 2020(V) February 17, 2021(V) April 7, 2021(V)

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

Introduction to State Procurement (MTS SP 001) (Morning Sessions – 8:30 am – 12:30 pm)

August 19, 2020 (V) November 4, 2020 March 3, 2021 (V) May 19, 2021

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 (MTS NC 118)

August 4, 2020(V) October 6, 2020 December 8, 2020 February 9, 2021
April 15, 2021 June 8, 2021

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 (MTS LC 201)

September 9, 2020(V) November 6, 2020 February 17, 2021(V) April 28, 2021

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) (MTS LW 101)

This course is available through E-learning. Contact your Training Liaison 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 (MTS LS 001)

August 25, 2020(V) November 18, 2020 January 27, 2021(V) June 16, 2021

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 (MTS GI 165)

August 5, 2020(V) October 22, 2020 January 19, 2021(V) February 25, 2021(V) April 20, 2021

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 Effective Meetings (MTS MT 001)

September 10, 2020(V) November 5, 2020 January 28, 2021(V) April 27, 2021 May 18, 2021

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 (MTS MS 101)

TBA

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

Performance Evaluation (MTS NC 401)

July 22, 2020(V) August 20, 2020(V) October 20, 2020 January 21, 2021(V) March 18, 2021

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) (MTS GI 052)

This course is available through E-learning. Contact your Training Liaison 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) (MTS NC 119)

This course is available through E-learning. Contact your Training Liaison 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 (MTS GI 184)

September 15, 2020 November 16, 2020 February 24, 2021 June 3, 2020

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 (MTS PT 103)

August 18-19, 2020(V) October 27-28, 2020(V) January 20-21, 2021
April 20-21, 2021

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 (MTS PT 123)

September 3, 2020 November 18, 2020(V) January 28, 2021 April 27, 2021(V)

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

Shaping Effective and Engaged Teams (MTS ST 200)

September 9, 2020 December 3, 2020 March 3, 2020 June 9, 2020

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) (MTS GF 001)

This course is available through E-learning. Contact your Training Liaison 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 (MTS ST 101)

August 24, 2020(V) October 7, 2020 January 20, 2021(V) April 1, 2021

Overview:
This introductory 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.

Strategies for Achieving Work/Life Balance
Day 1 (MTS WL 001) & Day 2 (MTS WL 002)

September 17, 2020 Day 1 (V) & November 19, 2020 Day 2 October 27, 2020 Day 1 & December 15, 2020 Day 2 January 26, 2021 Day 1 (V) & April 29, 2021 Day 2 February 18, 2021 Day 1 (V) & May 6, 2021 Day 2

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.

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

This course is available through E-learning. Contact your Training Liaison 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 (MTS SL 201)

TBA

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 (MTS GI 163)

September 23, 2020 (V) December 1, 2020 February 4, 2021 May 25, 2021

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 a software solution company. Please contact PDS as fees vary per class.

Certified Public Manager® Program

The Certified Public Manager® program will continue to be offered in partnership with Drake University. Cohort 34 will begin September 2020.
Detailed information about any of these opportunities may be found at learnatpds.iowa.gov, through an e-mail to pds@iowa.gov.