

# PERFORMANCE AND DEVELOPMENT SOLUTIONS

FY23 Training Course Catalog



## Table of Contents -

Advanced Principles of Communication Part 1 – Authenticity.....	3
Advanced Principles of Communication Part 2 – Coaching.....	3
Advanced Procurement Certification .....	4
Advanced Thinking for Problem-Solving Managers.....	4
Americans with Disabilities Act (ADA) (E-Learning).....	4
Creating a Violence Free Workplace (E-Learning) .....	5
Creative Thinking .....	5
Crucial Accountability® .....	6
Crucial Conversations®.....	7
Cultural Competency .....	7
Customer Experience.....	8
Developing Employees.....	8
Dimensions of Behavior .....	9
Dimensions of Leadership.....	9
Discipline, Grievance, and the Merit System .....	10
Diversity Training for Employees .....	10
Diversity Training for Managers and Supervisors .....	11
Emotional Intelligence .....	11
Enhancing Team Membership .....	12
Equal Employment Opportunity/Affirmative Action and Anti-Discrimination (EEO_AA_Anti_Discrimination) (E-Learning).....	13
Ethical Issues in Today’s Workplace .....	13
Ethics of Leadership and Influence .....	14
Financial/Budgeting .....	14
From Interview to Hire.....	15
Fundamentals of Supervision.....	15
Generational Diversity .....	16
Getting Things Done .....	16
Introduction to State Procurement .....	17
Investigating Employee Misconduct .....	17
Leading Through Change .....	18
Listening Skills .....	18
Managing Conflict and Resistance in the Workplace .....	19

Managing Effective Meetings .....	19
Managing Stress and Workplace Accountability .....	20
Performance Evaluation.....	20
Preventing Sexual Harassment for Employees (E-Learning).....	21
Preventing Sexual Harassment for Supervisors (E-Learning).....	21
Professional Impact.....	22
Project Management Seminar .....	22
Project Management Fundamentals .....	23
Role of the Lead Worker (E-Learning).....	23
Shaping Effective and Engaged Teams .....	24
State Government Foundations (E-Learning) .....	24
Strategies for Achieving Work/Life Balance .....	25
Substance Abuse Policy (E-Learning) .....	25
The Servant Leader .....	26
Thriving on Change .....	26
Workplace Harassment.....	27

# FY23 Training Courses

## Advanced Principles of Communication Part 1 – Authenticity

(MTS AU 010) P= \$60 NP= \$188

DATES: V=8/31/2022, 12/1/22 IP= 10/12/22, 3/7/23

### Overview:

This course, is designed for all employees and 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) P= \$60 NP= \$188

DATES: V=1/25/23, 4/18/23 IP= 9/8/22, 11/3/22

### Overview:

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

### Objectives:

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

## Advanced Procurement Certification

**(MTS AP 001) P= \$0 NP= \$188**

**DATES: IP ONLY= 8/11/22, 10/13/22, 12/1/22, 1/26/23, 3/30/23, 5/18/23**

### 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

## Advanced Thinking for Problem-Solving Managers

**(Formally known as Strategic Planning and Systems Thinking)**

**(MTS AT 101) P= \$173 NP= \$346**

**DATES: V=12/6/22, 3/29/23 IP=9/15/22, 6/9/23**

### Overview:

- TBD

## Americans with Disabilities Act (ADA) (E-Learning)

**(MTS NC 123) P= \$0 NP= \$42 On demand training course**

### 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)**

*(MTS NC 236) P= \$0 NP= \$42 On demand training course*

### **Overview:**

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

### **Objectives:**

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

## **Creative Thinking**

*(MTS CT 001) P= \$80 NP= \$160*

*DATES: V=12/7/22, 2/8/23 IP = 9/27/22, 5/18/23*

### **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.

### **Objectives:**

- Define creativity and problem solving
- Identify and effectively address misperceptions and organization blocks to creativity
- Describe the four creative thinking styles and demonstrate enhanced effectiveness leveraging the strengths of each
- Apply creative thinking processes to generate, enhance 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 real-time application of the strategies and techniques discussed in the class.

## **Crucial Accountability®**

**(MTS CA 201) P= \$225 NP= \$450**

**DATES: V=11/22/22, 2/16/22 IP=8/30/22, 5/31/23**

*Crucial Conversations® class pre-requisite*

### **Overview:**

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

### **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) P= \$325 NP= \$650

\*VIRTUAL SESSIONS ARE 2.5 HOURS EACH DAY FOR 5 DAYS. MORNINGS 9:00 – 11:30

DATES: V= 11/28/22-12/2/22, 12/12/22-12/16/22, 1/9/23-1/13/23, 4/10/23-4/14/23, 6/12/23-6/16/23

IN PERSON SESSIONS ARE 2 FULL DAYS 8:30 -4:30 DATES: IP= 8/16/22-8/17/22, 10/18/22-10/19/22, 2/21/23-2/22/23, 3/22/23-3/23/23, 5/9/23-5/10/23

### 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) P= \$184 NP= \$368

\*\*VIRTUAL SESSIONS ARE HALF DAY, MORNINGS 8:30 – 12:30

DATES: V=2 ( ½ day) sessions 12/15/22-12/16/22, 4/20/23-4/21/23

IP=10/5/22, 3/15/23

### 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) P= \$100 NP= \$200**

**DATES: V=9/26/22, 3/13/23 IP=12/12/22, 6/12/23**

### 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) P= \$0 NP= \$188**

**DATES: V=12/20/22, IP=9/13/22, 4/17/23**

### 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) P= \$105 NP= \$210*

*DATES: V=10/11/22, 2/28/23 IP=8/30/22, 4/18/23*

**\*\* ALL SESSSIONS ARE HALF DAY, HELD MORNINGS 8:30 – 12:30**

**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**

*(MT DL 200) P= \$217 NP= \$434*

*DATES: V=6/8/23 IP=9/26/22, 10/25/22, 4/12/23*

**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, Grievance, and the Merit System**

*(MTS NC 903) P= \$0 NP= \$188*

*DATES: V=09/6/22, 1/17/23, 3/21/23 IP= 7/26/22, 11/15/22, 5/16/23*

*\*\*AVAILABLE TO EMPLOYEES CLASSIFIED AS A MANAGER OR SUPERVISOR*

### **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) P= \$0 NP= \$96*

*DATES: V=09/06/2022, 10/11/2022, 01/17/2023, 02/14/2023, 04/04/2023 IP =11/01/2022, 03/14/2023, 05/02/2023*

*\*\* ALL SESSSIONS ARE HALF DAY, HELD MORNINGS 8:30 – 12:30*

### **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) P= \$0 NP= \$188*

*DATES: V=TBD IP= TBD*

*\*\*AVAILABLE TO EMPLOYEES CLASSIFIED AS A MANAGER OR SUPERVISOR*

**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) P= \$235 NP= \$506*

*DATES: V=1/12/23, 4/13/23 IP= 9/15/22, 11/16/22*

**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) P= \$60 NP= \$188**

**DATES: V=11/8/22, 2/23/23 IP=4/27/23, 6/13/23**

**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 and Anti-Discrimination (EEO\_AA\_Anti\_Discrimination) (E-Learning)**

**(MTS NC 202) P= \$0 NP= \$42 On demand training course**

### **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) P= \$0 NP= \$96**

**DATES: V=10/27/22, 3/7/23 IP=7/19/22, 5/23/23**

**\*\* ALL SESSSIONS ARE HALF DAY, HELD MORNINGS 8:30 – 12:30**

### **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) P=\$184 NP= \$368

**\*\*VIRTUAL SESSIONS ARE HALF DAY, MORNINGS 8:30 – 12:30**

**DATES: V=2 ( ½ day) sessions 10/10-10/11/22, 1/9-1/10/23 IP= 11/4/22, 5/13/23**

### 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

## Financial/Budgeting

(MTS FB 101) P= \$100 NP= \$200

**DATES: V=7/11/22, 1/9/23 IP=10/10/22, 4/10/23,**

### 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) P= \$0 NP= \$188*

*DATES: V= 8/10/22, 10/4/22, 1/26/23 IP=12/6/22, 3/28/23, 5/24/23*

### 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) P= \$60 NP= \$188*

*DATES: V=8/16/22, 6/7/23 IP=11/29/22, 4/11/23*

### 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

**(MTSGD 002) P= \$173 NP= \$346**

**DATES: V=10/5/22, 1/25/23 IP=8/23/22,4/14/23**

### 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) P=\$ 200 NP= \$400**

**DATES V=09/21/2022, 12/08/2022, 02/16/2023, 04/06/2023**

***Combines virtual and self-paced on demand learning***

### 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) P= \$0 NP= \$96*

*DATES: V=7/14/22, 11/10/22, 3/23/23 IP=9/1/22, 10/6/22, 1/5/23, 2/2/23, 5/4/23*

**\*\* ALL SESSSIONS ARE HALF DAY, HELD MORNINGS 8:30 – 12:30**

### Overview:

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

### Objectives:

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

## Investigating Employee Misconduct

*(MTS NC 118) P= \$0 NP= \$188*

*DATES: V=10/4/22, 12/13/22, 2/7/23 IP=8/2/22, 4/4/23, 6/6/23*

*\*AVAILABLE TO EMPLOYEES CLASSIFIED AS A MANAGER OR SUPERVISOR*

### 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 and Garrity
- Understanding the concept of *Just Cause*

## **Leading Through Change**

*(MTS LC 201) P= \$173 NP= \$346*

*DATES: V=10/19/22, 2/10/23 IP=7/27/22, 4/26/23*

### **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

## **Listening Skills**

*(MTS LS 001) P= \$100 NP= \$200 DATES:*

*V=12/14/22, 3/15/23 IP=10/26/22, 5/23/23*

### **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) P= \$155 NP= \$310

DATES: V=11/15/22, 2/8/23 IP=9/20/22, 4/19/23

### 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) P= \$100 NP= \$200

DATES: V=10/26/22, 1/31/23 IP=9/14/22, 5/3/23

**\*\* ALL SESSSIONS ARE HALF DAY, HELD MORNINGS 8:30 – 12:30**

### Overview:

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

### Objectives:

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

## Managing Stress and Workplace Accountability

*(MTS MS 101) P= \$184 NP= \$368*

*\*VIRTUAL SESSIONS ARE HALF DAY, MORNINGS 8:30 – 12:30 DATES: V=2 ( ½ day) sessions*

*9/13/22-9/14/22, 1/10/23-1/11/23*

*IP=10/6/22, 3/14/23*

### 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) P= \$0 NP= \$188*

*DATES: V=10/12/22, 2/7/23, 5/17/23 IP=7/7/22, 8/24/22, 12/22/22, 3/16/23*

### 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) P= \$0 NP= \$42 On demand training course*

### 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) P= \$0 NP= \$42 On demand training course*

### 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) P= \$173 NP= \$346**

**DATES: V=11/2/22, 2/22/23 IP=8/18/22, 5/12/23**

### 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 Seminar

**(MTS PT 103) P= \$258 NP= \$516**

**\*\*ALL SESSIONS ARE TWO FULL DAYS**

**DATES: V=11/16/22-11/17/22, 3/1/23-3/2/23 IP=8/10/22-8/11/22, 6/7/23-6/8/23**

### 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) P= \$129 NP= \$258**

**DATES: V=10/13/22, 1/19/23 IP=7/21/22, 4/20/23**

### **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

## **Role of the Lead Worker (E-Learning)**

**(MTS LW 101) P= \$0 NP= \$42 On demand training course**

### **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

## Shaping Effective and Engaged Teams

(MTS ST 200) P= \$60 NP= \$188

DATES: V=11/30/22, 2/2/23 IP=4/26/23, 6/14/23

### Overview:

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

### Objectives:

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

## State Government Foundations (E-Learning)

(MTS GF 001) P= \$0 NP= \$42 On demand training course

### 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

## Strategies for Achieving Work/Life Balance

**P= \$385 NP= \$770 \*\*Strategies for Achieving Work/Life Balance Day 1 is pre-requisite for Day 2 (MTS WL 001)- DAY 1 DATES: IP= 9/22/22, 11/9/22, 3/8/23, 4/5/23 (MTS WL 002) - DAY 2 DATES: IP= 12/7/22, 3/2/23, 4/25/23, 5/9/23**

### 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 (E-Learning)

**(MTS SA 001) P= \$0 NP= \$42 On demand training course**

### 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) P= \$173 NP= \$346

DATES: V=11/8/22, 3/10/23 IP=8/25/22, 5/24/23

### 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 ) P= \$235 NP= \$470

DATES: V=2/15/23, 5/11/23 IP=9/1/22, 11/10/22

### 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.

## **Workplace Harassment**

**(MTS GI 425) P= \$60 NP= \$120**

**DATES: V=9/12/22, 2/13/23 IP=11/7/22, 5/8/23**

### **Overview:**

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

### **Objectives:**

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

**Easily sign-up for any of these courses through the [LMS](#) today!**