



Advance and Enhance Your Career with MCG



A Special Message

Dear Colleague:

I am pleased to present the FY17 Career Development Class Catalog. Montgomery County Government (MCG) employees are central to the delivery of accountable and responsive services for County residents and stakeholders, and the training opportunities included in this catalog are designed to improve your knowledge, skills and abilities—in essence, to help you advance and enhance your career with MCG.

Included in this fiscal year's catalog are new e-learning opportunities that are free of charge to all County employees. Through our continuing partnership with Montgomery County Public Libraries, we now offer all employees access to online Gale Courses that cover over 200 topics.

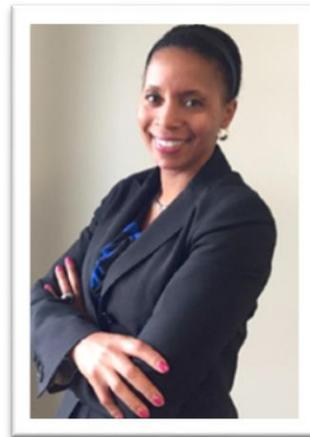
During FY17, the Office of Human Resources will benchmark the best practices in organizational learning by partnering with local universities and colleges, and elicit important feedback from MCG employees. The new organizational learning strategy resulting from this project will help develop our workforce as we strive to achieve the highest standards in the public service sector.

I encourage you to take advantage of the training opportunities presented in this catalog, and wish you the very best in your career with MCG.

Sincerely,



Shawn Y. Stokes, Director
Office of Human Resources



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Acronyms Used Frequently in This Catalog

- CBT: Computer-Based Training
- CCL: Center for Continuous Learning
- DHHS: Department of Health and Human Services
- ERP: Enterprise Resource Planning
- MCG: Montgomery County Government
- MLS: Management Leadership Services
- OHR: Office of Human Resources
- OLM: Oracle Learning Management

Overview



For your convenience, this catalog compiles descriptions and schedules for all of the courses led, directed, commissioned or co-sponsored by the Office of Human Resources (OHR). The opening pages provide a framework and rationale to guide you in choosing your training events for the year. Later sections describe the training programs offered, along with detailed schedules and class descriptions. Finally, there are detailed descriptions of how to use the Online Learning Management (OLM) tools to enroll in classes and track your training history.

OHR is committed to ensuring employees and managers have the training, knowledge management, and leadership to help develop their careers with new skills, innovative approaches to solving problems, and new opportunities for learning and performance improvement. To assist employees, in addition to instructor-led classes, OHR is using technology and a variety of e-learning strategies including on-demand training, webinars, computer-based courses, user productivity kits (UPKs), and various job aids to increase the access and availability of training opportunities for all staff. It is becoming more evident that computer-based training (CBT) is a valuable resource when delivering training to a large number of people in different locations. In the future, we will be offering even more courses through CBT. Some of the benefits of CBT include:

- Self-paced, independent learning
- Flexibility and convenience
- Availability at any worksite, at any time
- Cost-effectiveness

Participants may enroll and play the CBT courses directly from their Learner Home Page in OLM. Other opportunities will be listed on the OHR Career Development webpage as they become available.

To ensure that you are ready to face the challenges impacting the County, enhance your job performance, and further your professional career aspirations, we encourage you to take advantage of the extensive training opportunities that will enhance your value to the organization, and provide the highest level of services.

Career Development

Creating a positive learning environment is a shared responsibility and requires the commitment of both management and employees. It is a partnership. Continuous improvement is a process by which individuals continue to learn, grow and improve. We want to achieve a state where all members of the organization possess the necessary skills and knowledge to fully contribute to the achievement of the organizational objectives.

In this section, we provide information to help employees, as well as supervisors and managers to plan staff professional development:

Making the Most of Training (page 6)

Competencies for Employees (page 10)

Mandatory Training (page 7)

Competencies for Management Leadership Services (page 14)

Learning Paths (page 19)

Each description of competencies is followed by a matrix of competencies, as well as the classes that provide training in those competencies.



MAKING THE MOST OF TRAINING

FOR EMPLOYEES

<i>Prior to Training</i>	<i>During Training</i>	<i>Following Training</i>
<ul style="list-style-type: none"> • Talk with your supervisor about your training and career development goals. • Take responsibility and learn what training opportunities are available. • Clarify your supervisor's expectations regarding your training. • Discuss and develop a training plan with your supervisor. • Discuss with your supervisor the learning objectives and accomplishments of training programs. 	<ul style="list-style-type: none"> • Keep your commitment to attend training when you are registered. • Be actively engaged in the course. • Ask questions. • Develop an action plan for how to implement learning. 	<ul style="list-style-type: none"> • Share your learning with coworkers. • Implement one good idea from each training session that you attend. • Ask for constructive feedback from supervisors, customers and coworkers. • Mentor or coach a new employee; share your knowledge and experience. • Request new assignments to master new skills and knowledge.

FOR SUPERVISORS

<i>Prior to Employees' Training</i>	<i>Following Employees' Training</i>
<ul style="list-style-type: none"> • Understand your employees' training needs. • Develop individual training goals with each employee at least once a year and include them in the employee's Performance Plan. • Review progress with employees regarding their training goals on a quarterly basis. • Orient new employees to office procedures and expectations. • Provide a mentor/coach for new employees to help them learn the ropes. • Establish clear objectives and accountability for on-the-job training. • View training as a long-term investment. Overcome "no time for training" syndrome. • Reinforce the value of training. • Discuss with employees the learning objectives prior to any training program. • Brief employees on your expectations before they attend training. • Schedule training as you would any other work assignment. 	<ul style="list-style-type: none"> • Review progress with employees regarding their training on a quarterly basis. • Demonstrate the value placed on training. • Provide employees an opportunity to share what they learned with coworkers. • Reinforce training with meaningful assignments to apply what has been learned. • Develop employee skills and experiences by having them serve on a project, team and/or committee. • Provide a mentor/coach for new employees to help them learn the ropes. • Give constructive feedback to employees. • Announce and designate a central location for training announcements. • Encourage and recognize employees for mastering new skills and gaining knowledge.

MANDATORY TRAINING

MCG is committed to providing a workplace that promotes fairness, equity and safety for all its employees. We also have a responsibility to comply with federal, state and county laws. To ensure managers and employees are aware of the County's policies, we provide mandatory training for all employees. It is the responsibility of employees and their managers to ensure that appropriate training is taken.

MCG required training consists of several tracks:

- Newly Hired Employees and Non-Employees Working for MCG
- All Managers and Supervisors (or those new to the role)
- Employees on an Interviewing Panel and All Hiring Managers

Mandatory Department Training

Your department may have additional Mandatory Training. Please check with your supervisor about additional training.

Supervisor Responsibility

It is each supervisor's responsibility to see that all direct reports are subscribed to, and complete, the applicable Mandatory Training Path(s) — including Mandatory Management Training. OLM will monitor and report any compliance issues. It is the supervisor's responsibility to follow up with the employee.

It's Required!

MCG requires all employees, contractors, temporary employees, student interns and volunteers to take Mandatory Training, based on an individual's job — see "Target Audience" listed below each class in the class descriptions section of this catalog (page 61).

ALL EMPLOYEE AND NON-EMPLOYEE TRAINING

Within the first 90 days of employment, everyone is required to take one or more mandatory training classes. The courses and target audience are listed below. Check with your supervisor to determine which courses are mandatory for someone in your position.

COURSES	TARGET AUDIENCE
Preventing Workplace Harassment	Everyone — must be taken every three years thereafter
Limited English Proficiency (LEP)	All individuals in front-line positions; DHHS Employees should attend “DHHS Limited English Proficiency Plan”
Americans with Disabilities Act (ADA) Title II: Local Government 2016 (New for FY17)	All individuals in positions who interact with the public

Ready to enroll in Mandatory Training classes?

- *For a description:* Go to **Class Descriptions** (page 61).
- *For instructions:* Go to **Enrollments, Policies and Procedures** in this catalog (page 48).
- *To enroll:* Go directly to **Employee Self-Service**.
- *For help:* Email OLMAdmin@MontgomeryCountyMD.gov or call 240-777-5116.

COURSES	TARGET AUDIENCE
Information Security Awareness Training Program (ISATP)	Everyone who has access to County information technology resources, using their assigned Active Directory username and password combination.

Ready to enroll in an ISATP training class?

Computer-Based Training: With a secure Internet connection, the training is accessible on mobile devices with IOS operating system such as iPhone or iPad. The Android devices are not compatible. All eligible trainees will receive a Welcome email notification with a web link to the ePortal and training system once their accounts are provisioned and seat licenses activated for the training.

ALL MANAGER AND SUPERVISOR TRAINING

Within the first year of employment (or beginning of supervisory or management status), all supervisors and managers are required to take the following Mandatory Training Classes. Check with your supervisor to determine which courses are mandatory for someone in your position.

COURSES	TARGET AUDIENCE
<ul style="list-style-type: none"> Americans with Disabilities Act (ADA) as Amended: Employment Law Don't Let It Happen to You: Workplace Violence Ensuring Accountability in Timekeeping: Managers and Supervisors (New for FY17) Intro to Managing in a Union Setting Performance Management: Basics 	All managers, supervisors and Question A employees
<ul style="list-style-type: none"> EEO/Diversity Management — must be taken every three years thereafter 	
Drug Free Workplace — Non-DOT Supervisors	MCG managers and supervisors in all other Departments with direct reports who are required to maintain a Commercial Driver's License (CDL)
Overview of Contract Administration	All Management Leadership Services (MLS) members who have not taken the County's previous Contract Administration series

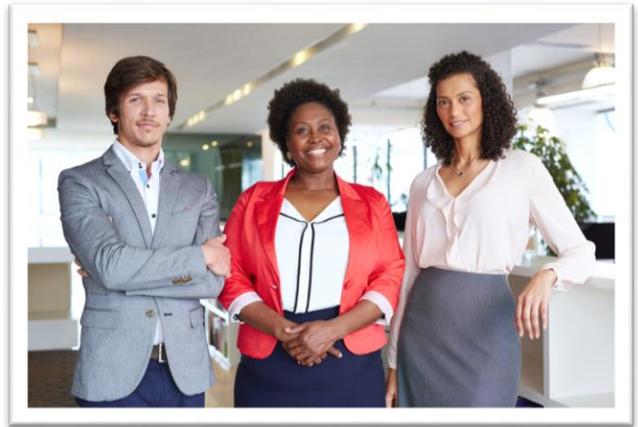
HIRING PANEL TRAINING

Before serving on a hiring panel, staff, supervisors and managers must first attend the following training.

COURSES	TARGET AUDIENCE
Interviewing and Selecting Employees	Anyone involved in the hiring process

PERFORMANCE COMPETENCIES

To help enhance overall employee and organizational performance, the Office of Human Resources has developed Training Course Charts that link employee, supervisor, and MLS competencies by course titles to enable you to select courses that will enhance your on-the-job skills, knowledge and experience. These charts can provide you with a more focused approach to learning and applying new skills to achieve improved performance at work.



EMPLOYEE COMPETENCIES

- **Appreciating Diversity:** Complying with applicable laws and regulations, and being sensitive to the unique qualities of each person regardless of differences in race, sex, religion, national origin, etc.
- **Works Ethically:** Behaving in a manner consistent with prescribed workplace rules and procedures.
- **Change Management:** Ability to be flexible and to work effectively in a variety of situations that are changing. It also refers to the willingness and ability to handle multiple projects and to frequently switch focus to other issues.
- **Communication:** Ability to effectively convey correct information to others in a timely and accurate matter so that it is useful to the receiver. This includes reading, writing, listening and speaking skills, as well as use of automated communication resources.
- **Customer Focus:** Focusing one's efforts on the needs of the customer (both internal and external) and teaming with the customer to provide the most appropriate value-added services. Individuals who demonstrate this competency employ a proactive/intuitive approach to not only respond to the customer's needs, but also to enhance the quality of the service or product.
- **Expertise and Knowledge:** An employee's motivation and capability to expand and use professional knowledge to enhance performance.
- **Independence:** Employees practice self-management of time and resources and work priorities, with the minimum amount of supervision appropriate to the assignment and position.
- **Interpersonal Skills:** The effect an employee has on others, which includes an employee's demonstrated ability to establish and maintain positive and productive work relationships.
- **Personal Accountability:** Taking responsibility and ownership to ensure that work accomplished is timely, accurately and responsively.

- **Problem Solving and Decision Making:** The ability to identify real or potential problems and devise and implement reasonable solutions. It is the capability of assessing a situation or problem and determining the appropriate course of action.
- **Productivity:** Doing things, which result in observable or measurable improvements in the quality of a service or process. This is demonstrated by seeking ways to continually improve processes, increase efficiency, or improve the quality of outcomes.
- **Organizational Awareness and Commitment:** Recognizing and utilizing the formal and informal structures (for example, key actors, decision-makers and influencers) within the County and/or other organizations.
- **Originality:** Reassessing fundamental assumptions to create and implement innovative solutions to problems or major issues.
- **Risk Taking:** Pursuing actions to create new opportunities, avoid crises, or develop creative or new ways of doing business, which may involve an unknown outcome.
- **Teamwork:** Maintaining cooperative working relationships with managers, peers and employees.



MATRIX OF EMPLOYEE TRAINING COURSES AND COMPETENCIES

OHR has developed the below Training Course Competencies Matrix that links employee competencies to the courses MCG is offering this year. These charts will enable you to select courses that will enhance your on-the-job skills, knowledge, and experience, as well as meet performance expectations linked to competencies.

Training Courses	Employee Competencies													
	Appreciating Diversity	Works Ethically	Change Management	Communication	Customer Focus	Expertise and Knowledge	Independence	Interpersonal Skills	Personal Accountability	Problem Solving and Decision Making	Organizational Awareness and Commitment	Originality	Risk Taking	Team Work
Americans with Disabilities Act (ADA): Employment Law	x					x					x			
Americans with Disabilities Act (ADA) Title II: Local Government 2016	x					x					x			
Balance Work and Personal Life			x				x		x		x	x	x	
Balancing Your Time in a Fast Paced Environment			x		x		x		x		x	x	x	
Build a Respectful Workplace	x	x		x	x			x						x
Business English Grammar				x	x									
Business Grammar				x	x									
Calming the Angry Customer				x	x				x	x	x	x		x
Career Assessment						x			x		x			
The Challenging Customer	x			x	x			x	x	x				
Communicate Services Across Cultures	x			x	x			x						
Contract Compliance Programs		x				x					x		x	
Contract Drafting and Risk Management		x				x				x	x		x	
Contract Negotiation		x		x		x				x	x		x	
Conversations on Race and Culture in the Workplace	x			x				x						x
Coping with Compassion Stress	x			x				x	x					x
Creative Problem-Solving										x		x		
Cutting Through Clutter			x			x	x		x	x		x		
Deliver Unbeatable Customer Service				x	x			x	x	x				x
Delivering Customer Service Excellence			x	x	x					x	x			x
Developing Excellent Customer Service Skills			x	x	x					x	x			x
Drug Free Workplace—Non-DOT Supervisors		x				x				x	x		x	
Effective Business Writing				x		x						x		
Effective Communication	x			x				x		x	x			
Effective Writing				x		x				x		x		
Emergency Preparedness			x	x	x	x			x	x	x		x	x
Emotional Intelligence				x	x			x	x		x	x		x

Training Courses	Employee Competencies													
	Appreciating Diversity	Works Ethically	Change Management	Communication	Customer Focus	Expertise and Knowledge	Independence	Interpersonal Skills	Personal Accountability	Problem Solving and Decision Making	Organizational Awareness and Commitment	Originality	Risk Taking	Team Work
FMLA and Me						x								
Getting Organized			x			x	x		x	x		x		
Giving and Receiving Feedback										x	x		x	
Grant Funded Contracting		x			x	x								
Health Insurance Portability and Accountability Act (HIPAA)		x	x		x	x				x	x		x	
How to Deal with a Difficult Person	x			x	x			x	x	x				x
Interpersonal Communications	x		x	x	x			x	x	x		x	x	x
Interpersonal Skills in Business	x		x	x	x			x	x	x		x	x	x
Interviewing and Selecting Employees	x			x		x				x	x			x
Limited English Proficiency (LEP)	x			x						x	x			
Managing Personal Finances						x	x		x				x	
Managing Your Career			x	x		x	x		x		x		x	
Managing Your Emotions in the Workplace	x		x	x	x			x	x	x			x	x
MTime for Employees		x				x			x	x				
Options for Financing College							x		x	x			x	
Overview of Contract Administration		x		x	x	x				x	x		x	
Payment Processing		x		x	x	x				x	x		x	
Phishing and Spamming						x			x	x	x			
Positive Communication: Managing Conflict	x		x	x	x			x	x	x			x	
Preventing Workplace Harassment	x			x				x	x	x	x			
Project Management		x				x				x				x
Providing Services to Residents	x					x			x		x			
Resolving Conflict in the Workplace	x			x	x			x	x	x			x	x
Respecting Race and Culture in the Workplace	x	x		x	x	x		x	x		x			x
Security Awareness (ISATP)		x				x			x	x	x		x	
Social Media Do's and Don'ts		x		x	x		x		x		x		x	
10 Strategies for Improving Your Finances		x				x	x		x				x	
Time Management Self: Management			x		x		x		x				x	
Time Management Tools: To Do List, Calendars, Smart Phones							x		x	x		x	x	
Today's Diverse Workplace	x			x	x			x						x
Transition: Staff to Supervisor	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Understand Financial Aid						x	x		x		x	x	x	
Using Email the Right Way	x	x		x					x		x	x	x	
Using Reason to Resolve Conflict	x	x	x	x	x			x	x	x	x		x	x
Writing for Business				x	x	x					x			

MANAGEMENT LEADERSHIP SERVICE (MLS) COMPETENCIES

- **Equal Employment Opportunity (EEO) and Diversity:** Workforce that is free from discrimination, and values all employees; diversity will be considered in staffing decisions, which respects differences as an asset to the organization; discrimination and harassment issues will be dealt with promptly; and employees will support the County's diversity programs.
- **Performance Management:** Human resources management and development of employees; all subordinates receive timely performance evaluations, which accurately reflect their accomplishments and job related behaviors, consistent with departmental and MLS performance planning and evaluation procedures.
- **Safe Work Environment:** Taking actions to ensure that employees and citizens are free from safety hazards by proactively identifying and addressing safety issues and concerns. This includes risks arising in the physical environment; arrangement of the work site, equipment and work processes; compliance with MOSH and applicable regulations and procedures; and taking appropriate steps to avoid or correct violations of safety procedures and regulations. Managers and supervisors are accountable for how they exercise their authority and responsibility to maintain a safe work environment.
- **Customer Service Orientation:** Implies a desire to help serve others, as well as discover and meet their needs. It means focusing one's efforts on the needs of the customer (both internal and external) and teaming with the customer to provide the most appropriate value-added services. Individuals who demonstrate this competency employ a proactive/intuitive approach to not only respond to the customer's needs, but also enhance the quality of the service or product.
- **Personal Accountability:** A belief in one's own capability to accomplish a task as well as the ability to follow through on its accomplishment. It is expressed by responding to increasingly challenging circumstances with confidence in one's decisions or options. It includes feeling comfortable with looking at oneself honestly and accepting responsibility for one's actions; self-managing behaviors such as effective time and resource management, organization and prioritization of tasks, responsiveness, and balancing of multiple work demands.
- **Organizational Commitment:** The ability and willingness to align one's own behavior, as well as the department's actions with the needs, priorities, goals and ethical standards of the County. It involves acting in ways that promote organizational goals and may require a linkage of daily work to long-range strategies.
- **High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars:** Feeling energized by doing things that result in observable or measurable improvements in the quality of a product or process. Seeking ways to continuously improve processes to increase efficiency or improve the quality of the outcome. This often goes beyond that which is required by the task or assignment.



- **Balanced Risk Taking/Innovation:** Shows strong initiative to pursue challenging goals, and create new, innovative plans or procedures to attain desired results. Accomplishments are made by making significant investments in time and resources and by taking calculated, educated risks in the process.
- **Interpersonal Awareness:** The ability to notice, interpret, and anticipate other’s concerns and feelings, and to communicate this awareness empathetically to others. It also includes the ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others. May include sensitivity to others when presenting ideas or implementing changes. Responses (verbal and non-verbal) and reactions to others take this understanding into account.
- **Communication and Persuasion Skills:** Presenting information with the intention to inform, persuade, build consensus, or influence others in an ethical manner in order to get them to “buy-in” to or support one’s agenda. It includes anticipating and appealing to the audience’s concerns, goals and style in order to link the benefits of one’s position to the needs and interests of the audience. This factor also relates to the quality of oral and written communications.
- **Organizational Systems Awareness:** The ability to understand and learn the relationships in one’s own or in other organizations. It is an understanding of how the “system” operates, who the key players are, and how these individuals can help or hinder in attaining goals.
- **Teamwork, Cooperation and Collaboration:** This competency includes facilitating and maintaining cooperative working relationships with peers, subordinates and managers. It is being part of a team, working together toward accomplishment of group goals and, ultimately, the County’s mission, as opposed to working separately or competitively.
- **Developing, Empowering and Supporting Employees:** Frequently and spontaneously taking time to coach others, providing honest feedback and assistance with tasks, and, where appropriate, providing career development opportunities to develop their competencies. Developing others is choosing to spend time improving and developing the abilities, skills, behavior and performance of others.
- **Problem Solving:** Seeking information from sources that others may not readily identify, and creating consistency out of apparently unrelated and random pieces of information. Problem solving also requires perseverance in the face of obstacles such as lack of financial resources or resistance to an idea, repeating a process to move toward a goal, or using different approaches until success is achieved.
- **Planning and Organizing:** Setting priorities on a rational basis, and identifying time sequences, causal relationships, or if/then relationships accordingly. Planning also involves the ability to see the “big picture” and links short-term planning efforts to the County’s long-range vision.
- **Technical Expertise:** The knowledge and application of the County’s managerial processes and protocols, such as budgeting, resource allocation, and project planning. It includes holding oneself and others accountable for conducting business in accordance with the County’s rules, regulations and ethical standards.

MATRIX OF MLS TRAINING COURSES AND COMPETENCIES

Below is a Training Course Competencies Matrix that links MLS competencies to the courses that MCG is offering this year. This chart will help you select courses that will enhance your on-the-job skills, knowledge, and experience, as well as meet performance expectations linked to competencies.

Training Courses	Management Leadership Service Competencies															
	Equal Opportunity (EEO) and Diversity	Performance Management	Safe Work Environment	Balanced Risk Taking/Innovation	Communication and Persuasion Skills	Customer Service Orientation	Developing, Empowering, and Supporting Employees	High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars	Interpersonal Awareness	Organizational Commitment	Organizational Systems Awareness	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Americans with Disabilities Act (ADA) as Amended: Employment Law	x		x			x			x	x						x
Americans with Disabilities Act (ADA): Local Government Requirements	x		x			x			x	x						
Americans with Disabilities Act (ADA) Title II: Local Government 2016	x					x										
Balance Work and Personal Life							x					x	x	x		
Becoming a Skilled Coach					x		x	x				x			x	
Build a Respectful Workplace	x		x		x		x	x			x				x	
Business Grammar					x											
Calming the Angry Customer					x	x		x						x	x	
Career Assessment							x									
The Challenging Customer	x	x			x	x	x	x			x			x		
Coaching Difficult Employee Performance	x	x	x	x	x		x	x						x		
Communicate Services Across Cultures	x				x	x	x	x			x			x	x	
Congratulations! Welcome to Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Contract Compliance Programs		x		x				x		x	x			x		x
Contract Drafting and Risk Management		x		x				x			x					x
Contract Negotiation		x		x				x			x					x
Coping with Compassion Stress					x	x	x		x					x		
Creating a Motivating Environment		x		x	x		x	x	x	x	x					x
Creative Problem-Solving		x		x	x	x	x							x	x	
Cutting Through Clutter				x				x				x		x		
Delegating Effectively		x		x			x	x		x	x					
Deliver Unbeatable Customer Service					x	x	x	x				x				x
Delivering Customer Service Excellence					x	x	x	x				x				x
Don't Let it Happen to You: Workplace Violence	x		x		x									x		

	Management Leadership Service Competencies															
Training Courses	Equal Opportunity (EEO) and Diversity	Performance Management	Safe Work Environment	Balanced Risk Taking/Innovation	Communication and Persuasion Skills	Customer Service Orientation	Developing, Empowering, and Supporting Employees	High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars	Interpersonal Awareness	Organizational Commitment	Organizational Systems Awareness	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Drug Free Workplace—Non-DOT Supervisor		x	x					x								
EEO and Diversity Management	x		x		x	x	x	x	x		x	x		x	x	
Effective Business Writing					x	x										
Effective Communication	x				x	x			x						x	
Emergency Preparedness			x													x
Emotional Intelligence	x				x	x			x						x	
Family Medical Leave Act (FMLA) Overview for Management		x	x					x								x
Fundamentals of Supervision	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Getting Organized								x				x	x	x		
Give and Receive Feedback		x			x	x			x			x				
Health Insurance Portability and Accountability Act (HIPAA)				x				x				x		x		x
How to Deal with a Difficult Person					x	x			x					x	x	
Interpersonal Communications	x				x	x	x		x			x			x	
Interpersonal Skills in Business	x				x	x			x							
Interviewing and Selecting Employees	x	x			x	x	x	x	x	x	x	x	x	x	x	x
Intro to Managing in a Union Setting	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Keeping Cool: A Manager's Guide to Controlling Emotions Under Pressure		x	x		x		x		x			x			x	
Limited English Proficiency (LEP)					x	x	x	x	x			x		x		
Manage Conflict in a Union Setting	x	x	x		x	x	x		x		x			x	x	
Management and Leadership: The Fundamentals	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Managing Negativity in the Workplace		x	x		x		x		x						x	
Managing Personal Finances								x				x	x			
Managing Staff Through Change and Stress		x			x		x	x	x						x	
Managing Your Career							x			x	x	x				
Managing Your Emotions in the Workplace			x		x				x			x			x	
Mctime for Employees		x														x
Mctime for Managers		x														x
Options for Financing College																
Overview of Contract Administration				x				x			x			x		x

Training Courses	Management Leadership Service Competencies															
	Equal Opportunity (EEO) and Diversity	Performance Management	Safe Work Environment	Balanced Risk Taking/Innovation	Communication and Persuasion Skills	Customer Service Orientation	Developing, Empowering, and Supporting Employees	High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars	Interpersonal Awareness	Organizational Commitment	Organizational Systems Awareness	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Payment Processing				x				x			x			x		x
Performance Management: Basics		x			x		x	x	x	x			x	x	x	x
Performance Planning and Appraisal																
Phishing and Spamming			x													
Positive Communication: Managing Conflict	x	x	x		x	x	x		x		x			x	x	
Preventing Workplace Harassment	x	x	x		x					x	x	x				
Project Management				x									x	x	x	x
Providing Services to Residents	x					x		x					x	x	x	
Resolving Conflict in the Workplace	x			x	x			x				x		x	x	
Say the Right Thing the First Time: Communication Strategies for Supervisors	x	x		x	x	x	x		x			x			x	
Security Awareness (ISATP)			x	x									x			x
7 Habits of Highly Effective Supervisors	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Social Media Do's and Don'ts			x	x	x								x			x
Substance Abuse: DOT Supervisor		x	x				x	x			x			x		x
10 Strategies for Improving Your Finances				x								x				
Time Management: Self –Management			x				x		x			x				
Time Management Tools: To Do List, Calendars, Smart Phones		x		x								x				
Today's Diverse Workplace	x				x	x										
Transition: Staff to Supervisor	x	x	x		x	x	x		x	x			x	x	x	
Understand Financial Aid																x
Using Email the Right Way			x					x								
Using Reason to Resolve Conflict		x			x	x			x					x	x	
Writing for Business					x				x						x	x

LEARNING PATHS

A *learning path* is an identified set of related courses. Taken together, these courses help develop and strengthen the learner's skill-set and knowledge base of a specific area. Learning paths are also excellent tools for developing training and performance plans.

OHR TRAINING INSTITUTE LEARNING PATHS

There are several categories of learning paths. Below is an overview; a detailed description of each learning path follows.

MANDATORY TRAINING LEARNING PATHS

Mandatory training consists of two tracks (see page 7 for detailed information):

- **New Hire Mandatory Training:** Required for new employees, as well as contractors, temporary employees, student interns, and volunteers based on position.
- **New Manager Mandatory Training:** In addition to the New Hire Mandatory Training, managers and supervisors are required to take courses in this learning path within the first year of their date of hire or beginning of management status.



PROFESSIONAL AND MANAGEMENT DEVELOPMENT LEARNING PATHS

Formerly known as “certificate programs,” these learning paths are designed to acknowledge the dedication and personal achievement of employees. Successful completion of a learning path earns you credentials valuable for advancement. General requirements for these learning paths are: (1) finish all coursework within a five-year period; (2) attend and participate in all sessions of each course; and (3) complete all course assignments and evaluations.

Employee Development Learning Paths

- Aspiring Supervisor
- Career and Personal Planning
- Communications Skills
- Contract Administration
- Customer Service Provider
- Diversity Studies for Employees
- Emergency Preparedness
- Human Resources Management for Employees
- Professional Development
- Using MCG Computer Resources

Manager and Supervisor Development Learning Paths

- Diversity Studies for Managers
- Human Resources Management: Managers
- Labor/Employee Relations
- Management Development
- Performance Management

Things to Keep in Mind

- Learning paths are reviewed annually, and are subject to change.
- Upon completion, both you and your manager will be notified, and the learning path status will be changed to “Completed.”
- If you enrolled in a certificate program prior to 2013 and completed courses:
 - **Do not subscribe** to the corresponding Professional or Management Development learning path. OLM cannot provide credit in a learning path for courses already taken.
 - Continue to enroll in required and elective courses for the certificate program. After completing all of them, contact the OHR Training and Organizational Development Team at OLM.Admin@montgomerycountymd.gov or call 240-777-5116.

EMPLOYEE LEARNING PATHS

The following are detailed descriptions of the various employee learning paths.

ASPIRING SUPERVISOR LEARNING PATH

The Aspiring Supervisor Program is a learning path targeted for MCG employees who are interested in learning what it takes to be an effective supervisor and leader in the workplace.

Requirements

- Complete at least six courses, including the required courses, within five years.

Objectives

- Find how to effectively and smoothly manage the change in role from a staff member to a supervisor.
- Come away with a better understanding of the role of a high performing supervisor.
- Learn how to transition from a technical specialist to a supervisor.
- Understand how to give and receive feedback effectively.

Note: Courses in the Aspiring Supervisor Program are for employees who are **not** currently full-time supervisors.

Time Period: Five years

Mandatory Courses

- Preventing Workplace Harassment
- Transition: Staff to Supervisor

Elective Courses

- Americans with Disabilities Act (ADA) as Amended: Employment Law
- Americans with Disabilities Act (ADA): Local Government Requirements
- Business Writing, Effective Writing, and Business Grammar
- Build a Respectful Workplace
- Give and Receive Feedback
- Interpersonal Communications for the Professional
- Interviewing & Selecting Employees (only for individuals who serve on interview panels in their current role)
- Leveraging Your Emotional Intelligence
- Positive Communication: Real Life Strategies for Dealing with Conflict
- Project Management
- Respecting Race and Culture in the Workplace
- Today's Diverse Workplace

Courses previously included in the certificate program:

Work with Multiple Generations, Problem Solving in Today's Workplace, Manage Time, Maximize Potential, Supervisory Toolkit, and Positive Communication: Managing Conflict.

CAREER AND PERSONAL PLANNING LEARNING PATH

Whether filling an entry-level or managerial position, it is important for all employees to periodically assess their career interests, employee development goals, and personal competencies. Personal values and required skills can change dramatically over the course of one's career. In fact, the further you progress in your career, the more likely you are to experience unexpected ups and downs with a possibility of burnout. Having a successful career is not just about getting the job done; it is also about having a sense of fulfillment from your work.

Requirements

- Complete at least three courses, including the required course, within five years.

Objectives

- Identify career interests.
- Assess individual skills.
- Map out a plan for obtaining new skills or enhancing existing ones.

Time Period: Five years

Mandatory Courses

No Mandatory courses in this learning path

Elective Courses

- Career Assessment
- Getting the Job: Preparing for a Successful Interview (formerly Interview for Success)
- Managing Your Career
- Time Management: Self-Management
- Time Management Tools: To Do Lists Calendars and Smart Phones
- Understanding Financial Aid
- Workplace Etiquette and Professionalism

Courses previously included in the certificate program: 5 A's of Success, Business Etiquette and Professionalism, Career Planning—Changing Careers, Computer Skills Training, Balancing Work and Family Life: Walking the Tightrope, Addressing Stress, Positive Assertiveness and Anger in the Workplace, Five A's of Success, High Impact Resumes, Manage Time, Maximize Potential, Problem Solving in Today's Workplace, Sandwich Generation, Stress the Positive, Time Management: Create More Time, Skills for Career Advancement ‡

COMMUNICATION SKILLS LEARNING PATH

In today's complex work environment, employees need to be able to communicate powerfully and persuasively, as well as harmoniously with others. Being able to accurately listen to, assess, and react to what is heard, selecting an appropriate style of responding to others, and learning to deal with difficult people are all-important in using effective oral communications. In addition, written documents must be organized and focused to convey the intended message by using effective language and style.

Requirements

- Complete at least five courses, including the required courses, within five years.

Objectives

- Listen accurately.
- Assess, and effectively react to what is heard.
- Select an appropriate style of responding to others.
- Learn to deal with difficult people.

Time Period: Five years

Mandatory Courses

- The Challenging Customer
- Communicate Services Across Cultures
- How to Deal with a Difficult Person (formerly Coping with Difficult People)

Elective Courses

- Build a Respectful Workplace
- Business English Grammar
- Business Grammar
- Effective Writing
- Emotional Intelligence
- Giving and Receiving Feedback
- Interpersonal Communications
- Leveraging Your Emotional Intelligence.
- Managing Your Emotions in the Workplace
- Positive Communication: Real Life Strategies for Dealing with Conflict (formerly Positive Communication: Managing Conflict)
- Proofreading
- Provide Services to Residents
- Using Email the Right Way
- Using Reason to Resolve Conflict
- Writing for Business

Course previously included in the certificate program: Accent Reduction; Conversations on Race and Culture in the Workplace; Command Community Spanish; Interpersonal Communication Skills for Supervisors; Listening and Memory; Managing Emotions and Anger in the Workplace; Managing Organization Conflict; Perfecting Your Presentation Skills; Email Etiquette, Business English Review; Business Writing; How to Write Email That Gets Results; Proofreading Skills; and Writing Skills for Managers; Initiating Difficult Conversations, Stress at Work: Employees, Psychological First Aid, Stress the Positive. Positive Assertiveness.

CONTRACT ADMINISTRATION LEARNING PATH

The MCG Contract Administration training curriculum was developed and is taught by MCG internal subject matter experts. OHR partnered with the Office of the County Attorney, the Office of Procurement, the Department of Finance, the Office of Management and Budget, and the Department General Services to revise the previous Contract Administration curriculum for Contract Administrators and MLS. The Contact Administration curriculum is designed for all County employees who manage and monitor County contracts.

Requirements

- Complete all six courses listed below within five years.

Objectives

- Enhance your knowledge of the MCG procurement and the contract administration process, Charter, County Code, procurement regulations, policies, and procedures.
- Understand the laws that govern the process.
- Highlight common procedures and problems that impact the procurement process.
- Learn about the Procurement Team member roles and responsibilities.

Intended Audience

Contract Administrators who have not previously completed the County's 5-day Contract Administration Program will be required to complete the Contract Administration learning path.

Time Period: Five years

Mandatory Courses

The curriculum includes an "Overview of Contract Administration," which is required for all Contract Administrators and MLS who (1) have not previously completed the County's 5-day Contract Administration Program or (2) the 2-day DHHS Customized Contract Administration Program.

- Contract Compliance Programs
- Contract Drafting and Risk Management
- Contract Negotiation
- Grand Funded Contracting
- Overview of Contract Administration
- Payment Processing

CUSTOMER SERVICE PROVIDER LEARNING PATH

Providing great customer service in today's busy and fast-paced environment requires a unique combination of skills, techniques and methods. Dealing with challenging customers, handling peak busy periods, and learning to keep your cool under stress are all essential skills needed to deliver top-notch customer service. Courses in the Customer Services Provider Learning Path designed to give employees who serve external or internal customers the perspective and communication skills needed to serve their customers effectively.

Requirements

- Complete at least five courses, including the required courses, within five years.

Objectives

- Understand and learn how to meet customer expectations.
- Enhance listening and problem solving skills.
- Learn how to provide better service to the Montgomery County's culturally diverse residents.

Time Period: Five years

Mandatory Courses

- Communicate Services Across Cultures
- Deliver Unbeatable Customer Service
- Provide Services to Residents

Elective Courses

- Americans with Disabilities Act (ADA) Title II: Local Government 2016
- Build a Respectful Workplace
- Calming the Angry Customer
- The Challenging Customer
- Coping with Compassion Stress
- Delivering Customer Service Excellence (formerly called Excellent Customer Service Skills)
- How to Deal with a Difficult Person (formerly called Coping with Difficult People)
- How to Keep Your Cool: Leveraging Your Emotional Intelligence
- Interpersonal Communications
- Limited English Proficiency (LEP)
- Managing Your Emotions in the Workplace
- Positive Communication: Real Life Strategies for Dealing with Conflict (formerly called Positive Communication: Managing Conflict)
- Workplace Etiquette and Professionalism

Courses previously included in this certificate program: The Essentials of Front Desk Management; Interpersonal Communication for Supervisors; Global Montgomery Series Program; Problem Solving in Today's Workplace; Stress the Positive; Problem Solving in Today's Workplace.

‡ This course is not scheduled during FY17.

DIVERSITY STUDIES – EMPLOYEE LEARNING PATH

Employees are challenged today to create a work environment that views cultural differences as resources. For that to happen, managers and employees need to move beyond their own cultural frame of reference to a multicultural one.

Requirements

- Complete a total of at least four courses, including the required courses, within five years.

Objectives

- Recognize and take full advantage of the productivity potentially inherent in a diverse community.
- Become a better intercultural communicator and strengthen your skills when interacting with diverse residents and workforce members.

Time Period: Five years

Mandatory Courses

- Limited English Proficiency (LEP)
- Preventing Workplace Harassment

Elective Courses

- Americans with Disabilities Act (ADA): Local Government Requirements
- Americans with Disabilities Act (ADA) Title II: Local Government 2016
- Communicate Services Across Cultures
- Today's Diverse Workplace
- Respecting Race and Culture in the Workplace (MCPS)

Courses previously included in the certificate program: Command Spanish; Conversations on Race and Cultural Relations in the Workplace (MCPS); and Cross Generational Differences; Global Montgomery Series Program; Work with Multiple Generations; Cultural Relations in the Workplace (MCPS); and Cross Generational Differences.

EMERGENCY PREPAREDNESS LEARNING PATH

Learn the strategies and procedures to use during an emergency, both at work and at home.

Requirements

- Complete both of the mandatory courses within one year.

Objectives

- Learn the strategies and procedures to use during an emergency, both at work and at home.

Time Period: One year

Mandatory Courses

- Emergency Preparedness CBT
- Unscored Emergency Preparedness CBT Skills Assessment

HUMAN RESOURCE MANAGEMENT – EMPLOYEE LEARNING PATH

Human Resource competencies and issues are critically important in today's workplace. The courses in the Human Resources Learning Path were developed in response to specific training needs identified by County managers and supervisors. This learning path will assist the employee who wants to (1) to broaden their knowledge of HR topics; (2) acquire HR responsibilities; or develop the basic HR skills needed to function as a supervisor or manager.

Requirements

- Complete a total of at least five courses in the Employee Path, including the required courses, within five years.

Objectives

- Provide a broad overview of HR topics.

Time Period: Five years

Mandatory Courses

- Americans with Disabilities Act (ADA) as Amended: Employment Law
- Interviewing and Selecting Employees
- Preventing Workplace Harassment

Elective Courses

- Americans with Disabilities Act (ADA): Local Government Requirements
- Americans with Disabilities Act (ADA) Title II: Local Government 2016
- DOT Employees Drug Free Workplace Compliance Class
- FMLA and Me
- Today's Diverse Workplace

Courses previously included in the *Human Resources Management – Employee Certificate Program*:

Business Etiquette and Professionalism; Emotional Intelligence; Listening and Memory; Managing Emotions and Anger in the Workplace; and Teams That Thrive, Global Montgomery Series Program.

PROFESSIONAL DEVELOPMENT LEARNING PATH

Employees at all levels need the insights and skills to manage themselves effectively, be flexible, work on teams, look for better ways to perform work, serve the customer, and seek intrinsic motivation. The high performing professional is an employee who is dedicated to achieving personal excellence and contributing in a valuable way to the vision, mission and objectives of the work unit, regardless of that employee's specific position.

Requirements

- Complete at least four courses, including the required courses, within five years.

Objectives

- Assist non-supervisory employees in developing the skills needed to thrive in today's changing and fast-paced work environment.

Time Period: Five years

Mandatory Courses

- Creative Problem-Solving
- Interpersonal Communications
- Time Management: Self-Management

Elective Courses

- Accountability and Ethics
- Balance Work and Personal Life
- Managing Personal Finances
- Overview of Contract Administration
- Positive Communication: Managing Conflict
- Project Management
- Social Media Do's and Don'ts
- Time Management Tools: To Do Lists, Calendars, and Smart Phones
- Today's Diverse Workplace
- Using Email the Right Way

Courses previously included in the certificate program: Business Etiquette and Professionalism; Emotional Intelligence; Listening and Memory; Managing Emotions and Anger in the Workplace; and Teams That Thrive, Global Montgomery Series Program; Stress the Positive, Manage Time: Maximize Potential.

‡ This course is not scheduled during FY17.

USING MCG COMPUTER RESOURCES LEARNING PATHS

This learning path offers an opportunity to become more familiar with MCG computer resources and strategies for maintaining the security of electronic data.

Requirements

- Complete at least four courses, including the required courses, within one year.

Objectives

- Depending upon the courses chosen, learners will become familiar with the following systems:
 - Content Management System
 - Mctime for employees
 - Mctime for managers
- In addition, they will increase their knowledge of computer security in these courses:
 - Awareness in the Digital Age
 - Phishing and Spamming
 - Web Accessibility

Time Period: One year

Mandatory Courses

- Security Awareness (ISATP) CBT
- Unscored Security Awareness (ISATP) CBT Skills Assessment

Elective Courses

- Awareness in the Digital Age
- Content Management System (CMS) CBT
- Content Management System (CMS) CBT Skills Assessment
- Mctime for Employees CBT
- Mctime for Managers CBT
- Phishing and Spamming CBT
- Phishing and Spamming CBT Skills Assessment
- Web Accessibility CBT
- Web Accessibility CBT Skills Assessment

MANAGEMENT LEARNING PATHS

The following are detailed descriptions of the various management learning paths.

DIVERSITY STUDIES FOR MANAGERS LEARNING PATH

Managers today are challenged to lead the workforce, and model positive behaviors to create a work environment that views cultural differences as resources. For that to happen, managers and employees need to move beyond their own cultural frame of reference to a multi-cultural one.

Requirements

- Complete a total of at least six courses in the supervisory/managerial track, including the required courses, within five years.

Objectives

- Recognize and take full advantage of the productivity potentially inherent in a diverse community.
- Become better intercultural communicators and strengthen your skills when interacting with diverse residents and workforce members.

Time Period: Five years

Mandatory Courses

- Americans with Disabilities Act (ADA) as Amended: Employment Law
- EEO and Diversity Management
- Limited English Proficiency (LEP)
- Preventing Workplace Harassment

Elective Courses

- Americans with Disabilities Act (ADA) Title II: Local Government 2016
- Americans with Disabilities Act (ADA): Local Government Requirements
- Communicate Services Across Cultures
- Keeping Cool: A Manager's Guide to Controlling Emotions Under Pressure
- Managing Across Generations
- Respecting Race and Culture in the Workplace
- Seven Habits of Highly Effective Supervisors
- Today's Diverse Workplace

Courses previously included in the certificate program: Command Spanish; Conversations on Race and Cultural Relations in the Workplace (MCPS); and Cross Generational Differences: Global Workforce Management Series Program; Work with Multiple Generations.

HUMAN RESOURCES MANAGEMENT: MANAGERS LEARNING PATH

Human Resources competencies and issues are critically important in today's workplace. The courses in the Human Resources Program were developed in response to specific training needs identified by County managers and supervisors. These courses are intended to provide a broad overview of HR functions and are designed for employees who are new or experienced supervisors or managers.

Requirements

- Complete a total of at least seven courses, including the required courses, within five years.

Objectives

- Understand basic labor relations principles.
- Understand the rules and procedures that make up the County's Human Resources system.

Time Period: Five years

Mandatory Courses

- EEO and Diversity Management
- Interviewing and Selecting Employees
- Preventing Workplace Harassment

Elective Courses

- Americans with Disabilities Act (ADA) Title II: Local Government 2016
- Americans with Disabilities Act (ADA) as Amended: Employment Law
- Americans with Disabilities Act (ADA): Local Government Requirements
- Ensuring Accountability in Timekeeping: Managers and Supervisors
- Family Medical Leave Act (FMLA) Overview for Management
- Intro to Managing in a Union Setting
- Manage Conflict in a Union Setting
- Performance Management: Basics
- Substance Abuse: DOT Supervisor
- Substance Abuse in the Workplace: The Supervisor's Role for Non- DOT

LABOR / EMPLOYEE RELATIONS LEARNING PATH

Managing people can be rewarding and frustrating. Managing people effectively in a labor relations (that is, union) environment creates additional complexities. Over 70 percent of the County's workforce is represented by labor unions. Supervisors must understand their rights and employees' rights, as well as how to communicate effectively with bargaining unit employees. This learning path is limited to supervisors and managers only.

Requirements

- Complete a total of at least three courses, including the required courses, within five years.

Objectives

- Understand basic labor relations principles.
- Understand the rules and procedures that make up the County's Human Resources system.

Time Period: Five years

Mandatory Courses

- Intro to Managing in a Union Setting
- Manage Conflict in a Union Setting

Elective Courses

- Don't Let It Happen to You: Workplace Violence
- Family Medical Leave Act (FMLA) Overview for Management (formerly Understanding the Family Medical Leave Act and Avoiding Headaches)
- Overview of Workers' Compensation
- Substance Abuse CDL: Non-DOT Supervisor

Course previously included in the certificate program: Labor Contract Administration—Interpreting the MCGEO Agreement, Managing Emotions and Anger in the Workplace.

MANAGEMENT DEVELOPMENT LEARNING PATH

Supervisors and managers are expected to solve problems, achieve objectives, coach and motivate employees, and be effective leaders. Being an effective supervisor or manager requires technical skills in managing the day-to-day operations of the workplace, as well as good interpersonal skills. The Management Development Learning Path is targeted for new and experienced supervisors and managers only. For employees who desire to become a supervisor, please refer to the Aspiring Supervisor Learning Path.

Requirements

- Complete at least seven courses, including the required courses, within five years.

Objectives

- Learn how to guide the work group in understanding and achieving its contributions toward the vision and mission of the department and County.
- Understand how to balance the needs of both the organization and employees.

Time Period: Five years

Mandatory Courses

- Don't Let It Happen to You: Workplace Violence
- EEO and Diversity Management
- Family Medical Leave Act (FMLA) Overview for Management (formerly Understanding the Family Medical Leave Act and Avoiding Headaches)
- Fundamentals of Supervision
- Intro to Managing in a Union Setting (formerly Basic Labor Relations for Supervisors)
- Performance Management: Basics

Elective Courses

- Accountability and Ethics
- Americans with Disabilities Act (ADA) as Amended: Employment Law
- Americans with Disabilities Act (ADA): Local Government Requirements
- Congratulations! Welcome to Management
- Drug Free Workplace—DOT Supervisor (formerly called Substance in the Workplace-DOT Supervisor)
- Drug Free Workplace—Non-DOT Supervisor (formerly called Substance Abuse in the Workplace- Non-DOT Supervisor)
- Interviewing and Selecting Employees
- Keeping Cool: A Manager's Guide to Controlling Emotions under Pressure
- Leadership Skills
- Manage Conflict in a Union Setting
- Managing Negativity in the Workplace
- Project Management
- Overview of Worker's Compensation

Courses previously included in the certificate program: Coaching and Developing Employees; Emotional Intelligence; Interpersonal Communication Skills for Supervisors; Managing Organizational Conflict; Motivating Employees in Today's Environment; Teams that Thrive; Transitioning From Staff Member to Supervisor; Writing Performance Expectations and Leveraging Performance; Writing Skills for Managers; Dealing with Employee Performance and Conduct Issues; Leading During Transition; Building Employee Morale; Developing Leadership Skill; Getting the Most Out of Your Employees

PERFORMANCE MANAGEMENT LEARNING PATH

Performance planning and evaluation are necessary tools to improve the management of human resources and to maximize the use of an employee's capabilities. When done well, performance management can foster an effective working relationship between a supervisor and an employee. Courses in the Performance Management Learning Path are designed to assist supervisors and managers to better understand the procedures and best practices for performance management in the County. This program is limited to supervisors and managers only.

Requirements

- Complete at least four courses, including the required courses, within five years.

Objectives

- Learn how to keep employees informed of work expectations.
- Determine how to develop an ongoing record of employees' performance.
- Become skilled at identifying employees' training and career development needs.

Time Period: Five years

Mandatory Courses

- Intro to Managing in a Union Setting (formerly called Basic Labor Relations for Supervisors)
- Performance Management: Basics

Elective Courses

- Accountability and Ethics
- Becoming a Skilled Coach
- Coaching Difficult Employee Performance
- Creating a Motivating Environment
- Delegating Effectively
- Family Medical Leave Act (FMLA) Overview for Management (formerly Understanding the Family Medical Leave Act and Avoiding Headaches)
- Performance Planning and Appraisal
- Transition: Staff to Supervisor

Courses previously included in the certificate program: Coaching and Mentoring Employees, Giving Constructive Feedback for Improved Performance, Linking Pay to Performance, Managing Progressive Discipline and Adverse Actions: What Every Supervisor Needs to Know, Writing Performance Expectations and Leveraging Performance, Dealing with Employee Performance and Conduct Issues, Performance Management and Measurement in the Workplace.

Training Partners

OHR partners with personnel from the agencies and organizations listed in this section to offer the courses in this catalog. Each class description indicates which group is leading that particular training.



DHHS CENTER FOR CONTINUOUS LEARNING

The Center for Continuous Learning (CCL) was designed to meet the educational and professional needs of the staff of the Montgomery County Department of Health and Human Services (DHHS).

The CCL was established in 1998. Its goal is to provide the learning opportunities necessary for personal, professional and organizational development. Modeled after the *corporate university* concept, the CCL offers a wide variety of training topics to help ensure that DHHS employees have the tools and knowledge they need to maximize their contribution to the safety, health and self-sufficiency of our community.

Most courses provided through the CCL are approved for Continuing Education Credits by the Maryland Board of Social Work Examiners (MBSWE) and/or the National Board for Certified Counselors (NBCC).

The DHHS CCL Catalog

The catalog is published twice a year (in August and January). The CCL Training Committee, made up of members of the DHHS staff with the Program Coordinator, plan the curriculum of courses. For additional information, please look for the DHHS CCL Catalog on the [OHR Career Development webpage](#).

Staff Resources – Center for Continuous Learning (CCL)

To request CE approval for training being planned by and for a DHHS service unit or for additional information, contact Michaela Johnson at 240-777-5063.

COMPUTER TRAINING

OFFICE 365

As part of the Enterprise Resource Planning (ERP) initiative, the Department of Technology Services (DTS) Change Management Team has created an Office 365 website to support communication, training and schedule details, including how-to videos. The enterprise-wide Office 365 implementation is supported with training tutorials, videos and more:

- Office 365 Welcome Video
- OWA PowerPoint and Videos 1 to 8 (general overview, mail, calendar, etc.)
- FAQs, Quick Start Guides and migration instructions

For more information:

Office 365 website for staff

(www.montgomerycountymd.gov/office365/index.html)

Office 365 website for departmental technical contacts

(www.montgomerycountymd.gov/office365/itcontactsindex.html)

MICROSOFT OFFICE SUITE

OHR has partnered with Montgomery College to provide training to MCG employees who use Microsoft Office Suite 2010 and 2013 applications. A class schedule will be sent out to employees by September 2016.

Ready to enroll in Computer Classes?

- *For instructions:* Go to **Enrollments, Policies and Procedures** in this catalog (page 48).
- *To enroll:* Go directly to **Employee Self-Service**.
- *For help:* Contact Teddy Ramet, tewodros.ramet@montgomerycountymd.gov, 240-777-5153.

Beyond these regularly scheduled classes, OHR can assist departments with:

- Coordinating and setting up any of the above classes for individual departments (funded by the department)
- Developing customized technology training not listed above for employees from individual departments (funded by the department)
- Matching multiple departments with similar technology needs for jointly funded training

MANAGEMENT AND PROFESSIONAL DEVELOPMENT

EMPLOYEE ASSISTANCE PROGRAM (EAP)

It is the commitment and innovation of our employees that sets us apart from other local governments. Yet, employees are under a great deal of stress. OHR believes it is essential that employees maintain collaborative and respectful relationships with colleagues and customers. For that reason, we are providing these short workshops through ComPsych, our EAP provider. These one-and-a-half to two-hour sessions provide an opportunity to build knowledge of the topic area and gain new insights from discussion with colleagues. See the class descriptions section at the back of the catalog (page 61).

MONTGOMERY COLLEGE WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

The OHR Training and Organizational Development Team partners extensively with Montgomery College to ensure MCG employees have access to a variety of learning opportunities, such as:

- Career and Personal Planning
- Communications
- Customer Service
- Diversity Studies
- Performance Management
- Professional Development
- Supervisory Development

Continuing Education Credits

This partnership gives employees the opportunity to earn Continuing Education Credits (CEs). In the current catalog, each course description indicates the appropriate number of CEs eligible to be earned.

CEs provided by Montgomery College are approved by the International Association for Continuing Education and Training (IACET). For reporting purposes, 10 *contact hours* are equal to one continuing education credit (CEU). Therefore, credit is reported as a percentage of 10; so a class with a total of 6 contact hours is equivalent to 0.6 CEUs.

MCPL GALE ONLINE INSTRUCTOR-LED TRAINING

OHR, in partnership with Montgomery County Public Libraries (MCPL), is pleased to announce Gale Courses. This series of online learning classes is free to all MCG employees who are MCPL cardholders in good standing. Gale Courses offers a wide range of highly interactive, instructor-led classes that you can take entirely online. MCPL offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives. Courses run for six weeks and new sessions begin every month.

Need a Library Card?

Go to: <http://www.montgomerycountymd.gov/library/services/registration.html>

Ready to enroll in a Gale course?

- *For instructions:* Go to <http://education.gale.com/l-rock21695/>.
- *To enroll:* Go to <http://education.gale.com/l-rock21695/>.
- *For help:* [Click here.](#)

Gale Courses is a robust online learning system, but also remember that with your MCPL library card, you can get information on such topics as health, investments, education, early literacy tips for young children, free programs for all ages, digital media labs, Discovery Rooms for preschool children, teen programming, senior programming, reader's advisory recommendations, free e-books, e-magazines, Go! Kits, free downloadable music and more.

MCPS DEPARTMENT OF PROFESSIONAL GROWTH SYSTEMS

MCG and Montgomery County Public Schools (MCPS) share training and developmental opportunities for their respective employees. The purpose of this initiative is to enhance the effectiveness of employees in the delivery of services to customers.

We are pleased to announce the availability of the training opportunities in the following areas under an initiative coordinated by OHR and MCPS's Department of Professional Growth Systems:

- Diversity studies
- Career planning
- Adult literacy

Additional information regarding training and developmental opportunities with MCPS can be accessed by visiting <http://www.montgomeryschoolsmd.org/departments/development/>. Also see the class descriptions at the back of this catalog (page 61).

MCG STAFF SUBJECT MATTER EXPERTS IN MCG APPLICATIONS

MCG staff members lead a number of classes in personnel issues and policies as they are specifically applied in Montgomery County. Subject areas include the Americans with Disabilities Act, contracts administration, finance, human resources issues, including EEO, FMLA, unions, and workers' compensation; and public safety.

MCG TOASTMASTERS

Since 1924, Toastmasters International has helped millions of men and women become more confident in front of an audience. Our network of clubs and learn-by-doing program are sure to help you become a better speaker and leader.

Joining Toastmasters is an excellent way to gain self-confidence and become more comfortable with public speaking. Members are paired with a mentor who will help guide them through the process. Individuals with little public speaking experience or with limited English proficiency are especially welcome.

Toastmasters can help:

- Develop better speaking and presentation skills.
- Learn to think clearly and quickly on your feet.
- Build strong leadership abilities.

Meetings

Meetings are held the first and third Wednesdays of each month from 12:10 p.m. to 1:10 p.m. at the Council Office Building (COB), 100 Maryland Avenue, Room 225, Rockville, MD.

Contact Information

Derrick Kenny, Club President at 240-777-3618 or derrick.kenny@montgomerycountymd.gov

Training Services

SPECIALIZED TRAINING – JUST FOR YOUR ORGANIZATION



Let OHR work with you to design a training and development program that meets your department's unique needs. OHR has an outstanding group of contractors and in-house staff to provide the assistance needed.

Specialized or tailored training is a more focused approach to learning and applying new skills to achieve results. Through tailored programs delivered on-site to small groups, the particular circumstances and issues of an organization can be fully explored and addressed.

What are the benefits of specialized training?

- The department determines the learning objectives.
- The program is developed and tailored to meet your organizational needs.
- You choose the learning style and pace.
- Relevant day-to-day circumstances become part of the agenda.
- Functionally and departmentally homogeneous groups of employees participate together.
- You determine the schedule.
- You choose the location.
- You receive greater benefits for your training dollars.

Areas where specialized training may be most appropriate include communication skills, customer service, performance management, learning technology skills, and leadership development for first level supervisors.

Staff Resources – Specialized Training

For more information on what we can do for your organization, please contact Anita Brady at 240-777-5066.

CUSTOMIZED TECHNOLOGY TRAINING

Starting in the fall, OHR offers Microsoft Office Suite courses. For a schedule, see [Fall Computer Training Schedule](#) on the OHR website. Beyond these regularly scheduled classes, the Team can assist departments with:

- Developing customized technology training for employees from individual departments (funded by the department).
- Matching multiple departments with similar technology needs for jointly funded training.
- Reserving a computer training room for department specific training.

Examples of shared classes may include both IT professional and non-IT professional training levels, such as Microsoft Office Suite, MS Project, PMP, SharePoint/Visio, Photoshop and FrontPage.

Staff Resources – Computer Technology

For more information on what we can do for your organization, please contact Teddy Ramet at 240-777-5153.

ORGANIZATIONAL DEVELOPMENT AND CONSULTATIVE SERVICES

OHR provides a variety of services to assist your organization in achieving organizational change. The services we provide can help your department achieve greater efficiency and effectiveness. Examples include:

Strategic Change

- Assisting the organization in clarifying values, roles, and responsibilities to promote alignment
- Strategic planning
- Retreat and focus group facilitation

Performance Management

- Individual performance plans
- Development of competency models
- Employee recognition programs
- Assisting in the creation of performance management systems that facilitate organizational efficiency

Learning Solutions

- Creating learning systems that facilitate the professional development of the workforce
- Customized training courses

Conflict Resolution

- Facilitating collaboration between employees and supervisors and within workgroups
- Mediation

Staff Resources – Organizational Development

For more information on what we can do for your organization, please contact Anita Brady at 240-777-5066.

INTERAGENCY TRAINING COMMITTEE

MCG is committed to being a “Learning Organization.” Employee development is a key ingredient in the delivery of quality County services to its diverse customer base.

Time and again, a collaborative approach among organizations has achieved results that were not attainable by the separate organizations. However, collaboration is much more than the merging of resources. It involves blending the different cultures, business philosophies, and best practices of the organizations.

In our commitment to be a learning organization, the OHR Training and Organizational Development Team has developed strong learning partnerships with other County agencies to provide collaborative training opportunities that would not be attainable by the separate organizations. The Interagency Training Committee includes:

- MCG
- Montgomery County Public Schools
- Montgomery College
- Housing Opportunity Commission
- Maryland-National Capital Park and Planning Commission



Retirement Seminars

Looking to retire in the near future? Not yet ready to retire but want to learn more about your retirement benefits? Retirement seminars are available year-round to help you. Additional retirement seminars may be added on an as-needed basis; check OLM for the latest listings.

Important Overview — Please Read First!

Here is a general outline of the steps you need to follow to **determine if and what seminars** you should attend.

Step 1: Are you a member of an Employees' Retirement System (ERS) pension plan?

If yes...

- Step 2: Determine which ERS Retirement Seminar to attend.
- Step 3: Enroll in the appropriate **Planning** to Retire Retirement Seminar(s).
- Step 4: Enroll in the appropriate **Planning** to Retire Health Insurance Seminar(s).
- Step 5: Enroll in the appropriate **Applying** to Retire Retirement Seminar(s).
- Step 6: Enroll in the appropriate **Applying** to Retire Health Insurance Seminar(s).

Note: Eventually, you **must** attend all four of the seminars above.

If no...

(Skip Steps 2, 3 and 5 and follow steps 4 and 6 only.)

- Step 4: Enroll in the appropriate **Planning** to Retire Health Insurance Seminar(s).
- Step 6: Enroll in the appropriate **Applying** to Retire Health Insurance Seminar(s).

Note: Eventually, you **must** attend both of the seminars above.

FOLLOW THESE STEPS

STEP 1: Are you a member of an ERS pension plan?

To attend an ERS pension plan seminar, you must be a member of an ERS pension plan. Not sure? Check the Retirement code on your payslip:

1. Go to **Employee Self-Service**.
2. Log on with your username and password. If you do not know these, call the IT Help Desk at 240-777-2828.
3. Click the Oracle Employee Self-Service (ESS) link.
4. Under Navigator, click MCG HR Employee Self-Service folder.
5. Select Payslip, and view the Retirement line item on your paycheck (see next page).

If your retirement plan code begins with:		You are a member of the:		
A, E, F, G, H, P, Q or U	➔	Employees' Retirement System (ERS)	➔	You are eligible to enroll in one of the following seminars. "Retirement" seminars do not apply to you. Go to Steps 4 and 6.
C	➔	Guaranteed Retirement Income Plan (GRIP)	➔	
R	➔	Retirement Savings Plan (RSP)		
Z	➔	Elected Officials Plan (EOP)		

STEP 2: Determine which ERS Retirement Session to attend.



Applies to:	Seminar title:	Attend if you want to:
Retirement plan groups A, E, F, G and H	Planning for Retirement	Retire in the near future, or learn about your retirement benefits.
	Ready to Retire on a Specific Date: Signings/Forms	Sign-up to retire the first of the month following the seminar. Prerequisite: Planning for Retirement
Retirement plan group F (Police)	Introduction to the DRSP	Enter the DRSP in the near future, or Learn about the DRSP.
	Ready to Enter DRSP on a Specific Date: Signings/Forms	Enter the DRSP the first of the month 60 to 90 days following the seminar. Prerequisite: Introduction to the DRSP
Retirement plan group G (Fire)	Introduction to the DROP	Enter the DROP in the near future, or learn about the DROP.
	Ready to Enter DROP on a Specific Date: Signings/Forms	Enter the DROP the first of the month 45 to 75 days following the seminar. Prerequisite: Introduction to the DROP

Important! If you plan to retire (or enter DRSP or DROP) in the near future...

Be sure to select the Signings/Forms Seminar that meets your desired retirement date or entry date into the DRSP or DROP. To see the desired retirement date of a Signings/Forms Seminar, refer to the title of the seminar.

Example: If you will be retiring June 1, 2017, you need to enroll in the Ready to Retire on April 1, 2017: Signings/Forms seminar. You should enroll in the following sessions:

1. ERS Retirement Planning – ERS Groups A, E, F, G, H
2. Health Insurance Planning for Retirement
3. ERS Applying for Retirement
4. Health Insurance Applying to Retire

Ready to enroll in Retirement Training Classes?

- *For a description:* View the information on the next two pages, **and**
- *For instructions:* Go to **Enrollments, Policies and Procedures** in this catalog (page 48).
- *To enroll:* Go directly to **Employee Self-Service**.
- *For help:* Retirement Administration, retirement@montgomerycountymd.gov; 240-777-8230

Now, it's on to STEPS 3 through 6: Enroll in the appropriate Retirement and Health Insurance Seminar(s)...

STEP 3: Enroll in a Planning to Retire Retirement Seminar.

ERS RETIREMENT PLANNING CLASSES — FOR ERS GROUPS A, E, F, G AND H		
DATE	TIME	LOCATION
9/21/2016 10/19/2016 11/16/2016 12/21/2016	All sessions are held at: 9 a.m. – 10:30 a.m.	All sessions are located in: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850
1/18/2017 2/15/2017 3/15/2017 4/19/2017 5/17/2017 6/21/2017 7/26/2017 8/16/2017 9/20/2017 10/18/2017 11/15/2017 12/20/2017	All sessions are held at: 9:30 a.m. – 10:59 a.m.	All sessions are located in: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850

STEP 4: Enroll in a Planning to Retire Health Insurance Seminar.

HEALTH INSURANCE PLANNING FOR RETIREMENT CLASSES		
DATE	TIME	LOCATION
09/21/2016 10/19/2016 11/16/2016 12/21/2016	All sessions: 10:30 a.m. – noon	All sessions: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850
1/18/2017 2/15/2017 3/15/2017 4/19/2017 5/17/2017 6/21/2017 7/26/2017 8/16/2017 9/20/2017 10/18/2017 11/15/2017 12/20/2017	All sessions: 11 a.m. – 12:30 p.m.	All sessions: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850

STEP 5: Enroll in an **Applying to Retire Retirement Seminar.**

ERS APPLYING FOR RETIREMENT CLASSES — FOR ERS GROUPS A, E, F, G AND H			
If Applying for Retirement on...	Attend this session	Time	Location
November 2016 December 2016 January 2017 February 2017	9/7/2016 10/5/2016 11/2/2016 12/7/2016	All sessions: 9 a.m. – 10:30 a.m.	All sessions: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850
March 2017 April 2017 May 2017 June 2017 July 2017 August 2017 September 2017 October 2017 November 2017 December 2017 January 2018 February 2018	1/4/2017 2/1/2017 3/1/2017 4/5/2017 5/3/2017 6/7/2017 7/12/2017 8/2/2017 9/6/2017 10/4/2017 11/1/2017 12/6/2017		
		All sessions: 9:30 a.m. – 10:59 a.m.	All sessions: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850

STEP 6: Enroll in an **Applying to Retire Health Insurance Seminar.**

HEALTH INSURANCE APPLYING TO RETIRE			
If Applying for Retirement on...	Attend this session	Time	Location
November 2016 December 2016 January 2017 February 2017	9/7/2016 10/5/2016 11/2/2016 12/7/2016	All sessions: 11 a.m. – 12:30 p.m.	All sessions: Council Office Building (COB) First Floor Auditorium 100 Maryland Avenue Rockville, MD 20850
March 2017 April 2017 May 2017 June 2017 July 2017 August 2017 September 2017 October 2017 November 2017 December 2017 January 2018 February 2018	1/4/2017 2/1/2017 3/1/2017 4/5/2017 5/3/2017 6/7/2017 7/12/2017 8/2/2017 9/6/2017 10/4/2017 11/1/2017 12/6/2017		
		All sessions: 11 a.m. – 12:30 p.m.	All sessions: Rockville Memorial Library 1st Floor Meeting Room 21 Maryland Avenue Rockville, MD 20850

Enrollment, Policies and Procedures

All courses in this catalog are designed for MCG employees. **Individual course descriptions specify the target audience for specific courses.** Volunteers, contract employees, and employees of other local government organizations that have a contractual relationship with the County are welcome to attend if space is available.

WHO CAN ENROLL

The enrollment process is handled through MCG's Oracle Learning Management (OLM), part of the County's Enterprise Resource System.

EMPLOYEES / CONTRACTORS / VOLUNTEERS

Employees, Contractors, and Volunteers may enroll using Oracle Learning Management (OLM), by going to **Employee Self-Service** and logging in using their county username and password. This system allows employees to quickly and easily register or withdraw from a course, get information about current training programs, and obtain their schedules and transcripts of training records.

COMMUNITY PARTNERS

Community Partners are individuals who:

- Work for our Inter-Agency Partners (Housing Opportunities Commission (HOC), Montgomery College, Montgomery County Public Schools (MCPS) and Maryland-National Capital Park and Planning Commission (M-NCPPC); or,
- Are contractors and temporary employees with MCG, student interns or volunteers **without** a County user name and password.

To enroll in training, all Community Partners must (1) set up a profile in AccessMCG and (2) request access to the appropriate catalogs prior to registering in classes.

Requesting Access to Enroll

Step 1: Set up a profile through AccessMCG, the MCG Extranet Portal, which gives the public the ability to request access to various County databases.

Step 2: Request access to the appropriate Training Area through AccessMCG: DHHS Learning Area, OHR Learning Area, or Library Learning Area.

Step 3: Enroll in classes after receiving an email from OHR advising that you have access.

SUPERVISORY APPROVAL

Supervisory approval is required to participate in all MCG-sponsored training. Prior to registering, discuss your professional development goals with your supervisor and request to attend the training. In addition, OLM will copy your immediate supervisor when registering for a course.

Approval to participate in training may be withheld by a supervisor in consideration of your job performance or availability based on work coverage needs. Every effort should be made on the part of the supervisor to provide coverage to allow employees to participate.

Important Note

Mark all dates on your calendar. If a course has multiple sessions, you must attend all classes.

ATTENDANCE POLICIES AND PROCEDURES

Additional policies and procedures regarding attendance, cancellation of classes and continuing education are explained below.

WITHDRAWAL NOTIFICATION

Please withdraw from a class by withdrawing as soon as possible. *No shows* are costly and prevent employees on the waiting list from attending. In addition, those who repeatedly enroll and do not show up may jeopardize their access to future training.

UNENROLLING FROM A CLASS

Log in to your Learner Home through Employee Self-Service or AccessMCG. Your enrollments will be located on the Learner Home Page. Simply click the *Unenroll* button. To cancel on the day of the course, please call 240-777-5116 as our registration system will not allow withdrawal on the day of the program.

Employees who do not follow the withdrawal notification procedure may jeopardize their enrollment in future classes and the employee's **department may be charged the cost of the course.**

INCLEMENT WEATHER

Classes will be canceled when the County is closed due to inclement weather. If a class begins before noon and County offices have a delayed opening, classes will be canceled. Otherwise, classes should be conducted as scheduled. If classes are cancelled or delayed, a message will be left on the OHR Training and Organizational Development Team voicemail, 240-777-5116.

CONTINUING EDUCATION AND ATTENDANCE

OHR is proud to offer Continuing Education Credit for a number of their courses. A Continuing Education Unit (CEU) refers to 10 contact hours given for participating in a continuing education course or training session. Refer to individual course descriptions to see the number and type of credits provided for specific courses.

Attendance

Participants are expected to be on time and to complete the entire class. Anyone arriving more than 15 minutes late or leaving before the end of the class will **not** receive CEs.

Montgomery College Office for Workforce Development & Continuing Education

Most classes provided through our sponsorship with Montgomery College provide continuing education credit through the International Association for Continuing Education and Training (IACET). Credit for these classes is based on a percentage of one Continuing Education Unit (10 contact hours). For example, a six-hour class is reported as 0.6 CEUs.

Center for Continuous Learning Program (CCL)

OHR is approved and authorized by the Maryland Board of Social Work Examiners (MBSWE) to provide Continuing Education Credits and maintains responsibility for this program. OHR is in voluntary compliance with the continuing education standards set by the National Association of Social Workers.

OHR is a National Board for Certified Counselors (NBCC)-Approved Continuing Education Provider (ACEPTM) and may offer NBCC-approved clock hours for events (or programs) that meet NBCC requirements. Sessions (or programs) for which NBCC-approved clock hours will be awarded are identified in the catalog. The ACEP is solely responsible for all aspects of the program.



SPECIAL ACCOMODATIONS

The OHR Training and Organizational Development Team will make every effort to provide accommodations for employees with disabilities. To request an accommodation, please call 240-777-5116 prior to the course start date.

OUR GUARANTEE TO YOU

If you are not completely satisfied with any course, please contact us. We will make every effort to address your needs. Please contact Anita Brady, Manager, Training and Organizational Development at 240-777-5066 or anita.brady@montgomerycountymd.gov.

ORACLE LEARNING MANAGEMENT (OLM)

OLM is part of MCG's ERP system to manage training. OLM allows employees and partners to search for and enroll in classes, create learning plans, register for classes and maintain their training records.

FEATURES

- OLM is available 24/7 from the Internet.
- Learner Home provides all your current training and history.
- Your supervisor has access to employee records and can assign and/or cancel training.
- You will receive notifications by email and on Learner Home.
- Self-paced online courses are available directly from OLM.
- You can create learning paths aligned with learning goals.

THINGS TO REMEMBER

- **Check your enrollment status.** When you enroll, an acknowledgement of your enrollment will be sent and will include your "enrollment status" of enrolled or waitlisted. Please check this to confirm your status.
- **Supervisory approval.** Your supervisor will be copied on all activity within your Learner Record, including enrollments. Your supervisor may withdraw you from a class, if necessary. Please **discuss any training with your supervisor** before signing up.
- **Keep your email box open.** All automatic notifications are sent by email. This includes enrollments, and changes in the date, time, location, etc. Remember, if your mailbox is full, you will not receive any automated messages.
- **Updated class information** will appear on your Employee Self-Service webpage under "Worklist." So if you think you have missed an email notification, this is a handy place to check. The information will also be updated on your Learner Home page.



FREQUENTLY ASKED QUESTIONS

Q. How do I **enroll** in a class?

Step 1: Log in based on the applicable group instructions below.

- **EMPLOYEES**

Full-time MCG employees

- Log in using link: [AccessMCG ePortal](#)
- Click 1) Employee Self-Service, 2) the blue Employee Self-Service button, 3) MCG HR Employee Self Service, 4) Learner Home

- **CONTRACTORS, INTERNS, AND VOLUNTEERS**

*Those **who have** an MCG computer network login*

- Log in using link: [AccessMCG ePortal](#)
- Click 1) Learning Services, 2) OLM for Contractors and Volunteers, 3) Learner Home

- **COMMUNITY PARTNERS, RETIREES, AND CONTRACTORS, INTERNS, AND VOLUNTEERS**

*Anyone **who does not have** an MCG computer network login and has set-up a user profile on the AccessMCG Extranet*

- Log in using this link: [AccessMCG Extranet](#)
- Click 1) Learning Services, 2) click Go to County Learning Area blue button, 3) MCG External Learner Self-Service, 4) Learner Home

Step 2: Locate and enroll in a class.

- At the top of the screen, find the Search window.
- Type a keyword (only one word from the class title) in the window and click Go.
- Find the class you want to attend.
- Click 1) the Enroll button located on the far right of the screen, 2) Review, and 3) Submit.
- You should now see the class listed under “Enrollments” on your Learner Home page.

Important Note

Community partners, retirees and contractors, interns and volunteers who do not have an MCG computer login: To access OLM and enroll in classes, you must set up a profile in the AccessMCG Extranet Portal. For instructions on how to set up a profile, go to the [User Guide: Requesting Access to AccessMCG Extranet Portal and MCG Learning Areas](#).

Q. How do I find out if a class offers Continuing Education Credits (CEs)?

- Look at the course description in the Course Catalog; **or**
- In OLM, search by class, (both the course title and class title will come up.) Click on the course title; the course description page will open; near the bottom of the page you will find Professional Credits. This will show you the contact hours and the approving CE board.

Q. How will I be notified of my enrollment in a class?

You will receive two email notifications:

- The first email will be sent the day after you enroll; it will include all information (time, location, address)
- The second email will be sent seven days prior to the start of the class; **or**

Look on your Learner Home Page in OLM:

- Classes in which you are enrolled are listed on your Learner Home under Enrollments.
- Classes in which you are waitlisted are listed under Requested Learnings right below the Course Catalog tab at the top-left of the screen.

Q. What happens if I am waitlisted in a class?

The system automatically moves the next name (based on enrollment date) from the waitlist whenever someone withdraws from a class. If this happens to your enrollment, you will automatically receive a confirmation email.

Q. How do I withdraw?

Log into OLM (see the FAQ above, “How do I enroll in a class?”). On your Learner Home page, look under Enrollments and find the class. To the right of that is an Unenroll button. Click it, and follow the prompts.

Q. How do I find the location of a class?

- When you enroll, the location will be provided in the email confirmations you receive.
- In OLM, click on the class title and look under Class Resources Bookings. The location is under Venue.

GETTING HELP

If you have checked the User Guides and all other online assistance, and are still having problems, please **call us while you are on your computer** so that we may help you walk through the problem. If you get voicemail, provide a detailed explanation of what you are trying to do, and exactly what is happening.

OHR Training and Organizational Development Team

240-777-5116

OLMAdmin@MontgomeryCountyMD.gov

OLM TERMINOLOGY

Below are terms used when describing functions in Oracle Learning Management.

Term	Description
Classes	A scheduled instance of a course.
Courses	Description of a learning event.
Enroll	To register in a class.
Enrollment Status	Enrolled or waitlisted.
Learner Home	Your personal doorway into OLM. Includes your enrollment and class history. From here you can search, enroll, unenroll and play CBT courses.
Learning Paths	A tool to customize a professional development plan and assign it to an individual, unit or department. In OHR, this includes the former "Certificate Programs."
Offerings (Delivery Mode)	Describes the type of course, or how it is presented.
Partners	Individuals who may be given access to training catalogs. Includes personnel from HOC, MD-NCAPP, MCPS and others as designated by specific departments. May also include volunteers, contractors and student interns.
Venue	The location of the class.

Class Calendar at-a-Glance

Important: Class dates or schedules are subject to change. Check OLM online to confirm the most up-to-date information on classes.

 **Tip:** To go directly to a certain class in the catalog, click on a gold title below.

CBT = Computer-Based Training

DATE(S)	TIME(S)	CLASS
10/12/2016 1/24/2017 3/28/2017 5/02/2017 10/10/2017	1:30 p.m. – 4 p.m. 1:30 p.m. – 4 p.m. 9:30 a.m. – noon 1:30 p.m. – 4 p.m. 1:30 p.m. – 4 p.m.	Americans with Disabilities Act (ADA) as Amended: Employment Law
CBT	CBT	Americans with Disabilities Act (ADA): Local Government Requirements
CBT	CBT	Americans with Disabilities Act (ADA) Title II: Local Government 2016
4/4/2017	10:15 a.m. – 11:15 a.m.	Balance Work and Personal Life
3/21/2017	2 p.m. – 4 p.m.	Becoming a Skilled Coach
3/30/2017	9 a.m. – 10 a.m.	Build a Respectful Workplace
11/30/2016 2/6/2017	9 a.m. – 4 p.m. 9 a.m. – 4 p.m.	Business English Grammar
10/20/2016 5/11/2017	9 a.m. – noon 9 a.m. – noon	Business Grammar
5/5/2017	12:30 p.m. – 1:30 p.m.	Calming the Angry Customer
1/11/2017 3/20/2017	9 a.m. – noon 9 a.m. – noon	Career Assessment
12/2/2016 4/13/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	The Challenging Customer
5/17/2017	10 a.m. - noon	Coaching Difficult Employee Performance
10/13/2016 3/09/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Communicate Services Across Cultures
4/14/2017	2 p.m. – 4 p.m.	Congratulations! Welcome to Management
10/27/2016 4/18/2017	10 a.m. – noon 10 a.m. – noon	Contract Compliance Programs
3/22/2017 5/03/2017	9 a.m. – 3 p.m. 9 a.m. – 3 p.m.	Contract Drafting and Risk Management
3/29/2017	9 a.m. – 3 p.m.	Contract Negotiation

DATE(S)	TIME(S)	CLASS
5/10/2017	9 a.m. – 3 p.m.	
3/02/2017	1 p.m. – 2 p.m.	Coping with Compassion Stress
3/21/2017	11:45 a.m. – 1:45 p.m.	Creating a Motivating Environment
11/10/2016 3/23/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Creative Problem-Solving
6/7/2017	Noon – 1 p.m.	Cutting Through Clutter
5/19/2017	10 a.m. – noon	Delegating Effectively
10/13/2016 2/10/2017	9 a.m. – noon 9 a.m. – noon	Deliver Unbeatable Customer Service
11/08/2016 4/13/2017	10:45 a.m. – 12:45 p.m. 10 a.m. – noon	Delivering Customer Service Excellence
10/11/2016 12/6/2016 3/8/2017 5/25/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Don't Let It Happen to You: Workplace Violence
9/29/2016 11/17/2016 2/23/2017 4/27/2017	1:30 p.m. – 3:30 p.m. 9:30 a.m. – 11:30 a.m. 1:30 p.m. – 3:30 p.m. 9:30 a.m. – 11:30 a.m.	Drug-Free Workplace – Non-DOT Supervisor
3/15/2017 5/09/2017 7/20/2017 9/19/2017	9 a.m. – noon 9 a.m. – noon 9 a.m. – noon 9 a.m. – noon	EEO and Diversity Management
11/15/2016 6/1/2017	9:30 a.m. – 10:30 a.m. 11:45 a.m. – 12:45 p.m.	Effective Business Writing
10/11/2016 3/30/2017	10:45 a.m. – 11:45 a.m. 10:15 a.m. – 11:15 a.m.	Effective Communication
3/10/2017 and 3/17/2017	9 a.m. – 4 p.m. and 9 a.m. – 4 p.m.	Effective Writing (Two-day Class)
5/5/2017 and 5/12/2017	9 a.m. – 4 p.m. and 9 a.m. – 4 p.m.	Effective Writing (Two-day Class)
CBT	CBT	Emergency Preparedness
10/14/2016	9 a.m. – 11:30 a.m.	Emergency Preparedness
4/4/2017	9 a.m. – 10 a.m.	Emotional Intelligence
10/3/2017	2 p.m. – 4 p.m.	Ensuring Accountability in Timekeeping: Managers and Supervisors

DATE(S)	TIME(S)	CLASS
10/24/2017 12/9/2017	10 a.m. – noon 10 a.m. – noon	
9/13/2016 11/09/2016 1/17/2017 5/09/2017	9:30 a.m. – noon 1:30 p.m. – 4 p.m. 9:30 a.m. – noon 1:30 p.m. – 4 p.m.	Family and Medical Leave Act (FMLA) Overview for Management
9/27/2016 3/14/2017 4/11/2017	1:30 p.m. – 4 p.m. 1:30 p.m. – 4 p.m. 9:30 a.m. – noon	FMLA and Me
11/16/2016 2/15/2017	8:30 a.m. – 12:30 p.m. 8:30 a.m. – 12:30 p.m.	Freeing Yourself from Emotional Traps at Work
11/03/2016 and 11/10/2016	9 a.m. – 4 p.m. and 9 a.m. – 4 p.m.	Fundamentals of Supervision (Two-day Class)
4/12/2017 and 4/19/2017	9 a.m. – 4 p.m. and 9 a.m. – 4 p.m.	Fundamentals of Supervision (Two-day Class)
2/22/2017 3/15/2017	4:30 p.m. – 6:30 p.m. 4:30 p.m. – 6:30 p.m.	Getting the Job: Preparing for a Successful Interview
10/26/2016 2/8/2017	9 a.m. – noon 9 a.m. – noon	Getting Organized
11/10/2016 3/1/2017	8:30 a.m. – 12:30 p.m. 8:30 a.m. – 12:30 p.m.	Giving and Receiving Feedback
10/13/2016 4/6/2017	10 a.m. – noon 10 a.m. – noon	Grant-Funded Contracting
CBT	CBT	Health Insurance Portability and Accountability Act (HIPAA)
12/6/2016 5/5/2017	9:30 a.m. – 10:30 a.m. 11:15 a.m. – 12:15 p.m.	How to Deal with a Difficult Person
CBT	CBT	Information Security Awareness and Training Program (ISATP)
11/18/2016 3/24/2017	9 a.m. – 4 p.m. 9 a.m. – 4 p.m.	Interpersonal Communications
11/15/2016 3/30/2017	10:45 a.m. – 12:45 p.m. 11:30 a.m. – 12:30 p.m.	Interpersonal Skills in Business
10/19/2016 11/8/2016 12/15/2016 2/15/2017 4/18/2017 6/15/2017	9 a.m. – 4 p.m. 9 a.m. – 4 p.m.	Interviewing and Selecting Employees
9/22/2016	1 p.m. – 4 p.m.	Intro to Managing in a Union Setting

DATE(S)	TIME(S)	CLASS
3/23/2017 4/20/2017 5/18/2017 6/22/2017	9 a.m. – noon 1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	
12/13/2016 4/6/2017	9 a.m. – 11 a.m. 2 p.m. – 4 p.m.	Keeping Cool: A Manager's Guide to Controlling Emotions Under Pressure
10/05/2016 12/20/2016 1/10/2017 2/23/2017 3/07/2017 4/07/2017 5/16/2017 6/06/2017 7/11/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Limited English Proficiency (LEP)
CBT	CBT	Mctime Training
3/10/2017 4/21/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Manage Conflict in a Union Setting
4/14/2017	Noon – 2 p.m.	Management and Leadership: The Fundamentals
6/1/2017	1 p.m. – 3 p.m.	Managing Multiple Generations in the Workplace
12/13/2016 5/5/2017	1 p.m. – 3 p.m. 9 a.m. – 11 a.m.	Managing Negativity in the Workplace
10/12/2016	Noon – 1 p.m.	Managing Personal Finances
3/21/2017	9:30 a.m. – 11:30 a.m.	Managing Staff through Change and Stress
4/6/2017	1 p.m. – 2 p.m.	Managing Your Career
12/06/2016 3/2/2017	10:45 a.m. – 11:45 a.m. 2:15 p.m. – 3:15 p.m.	Managing Your Emotions in the Workplace
10/18/2016 12/7/2016 3/21/17	1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Overview of Contract Administration
10/18/2016 12/7/2016	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Overview of Workers Compensation
1/12/2017 5/4/2017	10 a.m. – noon 10 a.m. – noon	Payment Processing
10/19/2016 12/21/2016 3/15/2017 5/17/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Performance Management: Basics
3/14/2017	9 a.m. – 11 a.m.	Performance Planning and Appraisal

DATE(S)	TIME(S)	CLASS
CBT	CBT	Phishing and Spamming
11/9/2016 3/8/2017	9 a.m. – noon 9 a.m. – noon	Positive Communications: Real Life Strategies for Dealing with Conflict
10/05/2016 10/19/2016 11/16/2016 1/10/2017 1/26/2017 2/07/2017 2/23/2017 3/07/2017 3/21/2017 4/04/2017 4/20/2017 5/04/2017 5/16/2017 6/06/2017 6/22/2017 7/11/2017	9 a.m. – noon 9 a.m. – noon	Preventing Workplace Harassment
3/15/2017 and 3/22/2017	9 a.m. – 4 p.m. and 9 a.m. – 4 p.m.	Project Management (Two-day Class)
3/2/2017 4/6/2017	9 a.m. – 4 p.m. 9 a.m. – 4 p.m.	Proofreading
12/01/2016 4/21/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Provide Services to Residents
3/14/2017	11:15 a.m. – 1:15 p.m.	Resolving Conflict in the Workplace
10/31/2017 3/29/2017	8:30 a.m. – 12:30 p.m. 8:30 a.m. – 12:30 p.m.	Respecting Race and Culture in the Workplace
11/2/2016 5/9/2017	8:30 a.m. – 12:30 p.m. 8:30 a.m. – 12:30 p.m.	Say the Right Thing the First Time: Communication Strategies for Supervisors
3/21/2017 6/1/2017	9 a.m. – noon 9 a.m. – noon	7 Habits of Highly Effective Supervisors
4/11/2017	2:15 p.m. – 3:15 p.m.	Social Media Do's and Don'ts
5/27/2017	8:30 a.m. – 11:30 a.m.	Substance Abuse: DOT Supervisor
12/9/2016 4/25/2017	9 a.m. – noon 9 a.m. – noon	Ten Ways to De-Stress Your Life
12/7/2016 4/6/2017	9 a.m. – 4 p.m. 9 a.m. – 4 p.m.	Time Management: Self-Management
4/11/2017	1 p.m. – 2 p.m.	Time Management Tools: To Do List, Calendars, Smart Phones

DATE(S)	TIME(S)	CLASS
4/20/2017 5/11/2017	9 a.m. – noon 9 a.m. – noon	Today's Diverse Workplace
3/17/2017 4/27/2017	1 p.m. – 4 p.m. 1 p.m. – 4 p.m.	Transition from Staff to Supervisor
12/14/2016 2/13/2017	9 a.m. – noon 9 a.m. – noon	Understanding Financial Aid (Applying for College Financial Aid)
6/7/2017	10:45 a.m. – 11:45 a.m.	Using Email the Right Way
6/7/2017	10:45 a.m. – 11:45 a.m.	Using Reason to Resolve Conflict
12/12/2016 5/17/2017	10 a.m. – noon 10 a.m. – noon	Workplace Etiquette and Professionalism
12/08/2016 5/18/2017	9 a.m. – noon 9 a.m. – noon	Writing for Business

Class Descriptions

The following section provides details regarding each class offered in FY2017.

AMERICANS WITH DISABILITIES ACT (ADA) AS AMENDED: EMPLOYMENT LAW	
Date(s):	Time(s):
10/12/2016	1:30 p.m. – 4 p.m.
1/24/2017	1:30 p.m. – 4 p.m.
3/28/2017	9:30 a.m. – noon
5/02/2017	1:30 p.m. – 4 p.m.
10/10/2017	1:30 p.m. – 4 p.m.
<p>Length/CEUs: Three hours / no CEUs</p> <p>Target Audience: Mandatory for all managers</p> <p>Instructor: Staff from the OHR Occupational Medical Services Team</p> <p>Description: This course focuses on the Title I portion of The Americans with Disabilities Act 2008 as Amended (ADAA). The Title I "employment portion" of the ADAA concentrates on specific provisions regarding reasonable accommodations, medical examinations, interview techniques and overall approaches to diminishing attitudinal and institutional barriers associated with myths regarding individuals with disabilities. In this course, you will learn about Title I and how to be more inclusive in the hiring process while balancing the needs of individuals with disabilities against fair and equitable facilitation in management and supervision.</p>	

AMERICANS WITH DISABILITIES ACT (ADA): LOCAL GOVERNMENT REQUIREMENTS
<p> Computer Based Training (CBT)</p> <p>Length/CEUs: Self-paced / no CEUs</p> <p>Target Audience: Managers and supervisors</p> <p>Description: The Americans with Disabilities Act of 1990 (ADA) is Federal civil rights legislation that prohibits discrimination on the basis of disability in employment, public accommodations, commercial facilities, transportation and telecommunications. Title II provisions require that state and local governments give people with disabilities an equal opportunity to benefit from all of the government's programs, services and activities.</p> <p>Objectives: This training will focus on local government services and what you and your staff need to know about physical accessibility, effective communication and required changes in policies and procedures.</p>

AMERICANS WITH DISABILITIES ACT (ADA) TITLE II: LOCAL GOVERNMENT 2016

Computer Based Training (CBT)

New for FY17

Length/CEUs: Self-paced / no CEUs

Target Audience: **Mandatory for employees providing direct customer service**

Description: Learn how the Americans with Disabilities Act (ADA) can be used as a tool to serve citizens with disabilities in Montgomery County. Learn the techniques to communicate effectively and provide accommodations as necessary. Through a variety of media, this seminar will broaden your knowledge of ADA and increase your comfort level in communicating and interacting with people with disabilities.

Objectives:

- Help participants look beyond the disability and consider the individual.
- Examine attitudes and myths about people with disabilities.
- Provide an understanding of the ADA as it applies to Montgomery County.
- Provide the basic tools for effective communication and accommodation.

BALANCE WORK AND PERSONAL LIFE

Date(s):

Time(s):

4/4/2017

10:15 a.m. – 11:15 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Using the philosophy that “those who are happy at home perform better on the job,” this workshop was developed for those who feel burdened with too many responsibilities and without enough time for personal enjoyment. This workshop will help you define home responsibilities, identify career requirements and prioritize leisure time. The resulting better balance will help achieve more in one’s career and at home.

Objectives:

- Identify the components of a balanced lifestyle.
- Identify the relationship between stress and balance.
- Explore the balance among home responsibilities, career requirements and leisure.
- Describe how to create your own balance diagram.
- Identify the right questions to achieve balance.
- Describe the role of prioritization, limit setting and time management to balancing work and life.
- Identify a personalized action plan to achieve balance in your life.

BECOMING A SKILLED COACH

Date(s):

3/21/2017

Time(s):

2 p.m. – 4 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and managers

Instructor: Employee Assistance Program Staff

Description: Being a coach is different from being a supervisor or manager. To be a good coach, you have to have people who **want** to be coached by you. In this session, we'll review ways you can earn the kind of respect you need from you employees, in order to have the most successful coaching relationships.

Topics to be covered:

- Coaching vs. feedback
- What's the difference?
- Characteristics of a good coach
- How to hold a coaching dialogue

Objectives:

- Differentiate coaching from giving performance feedback.
- Describe the characteristics of a good coach.
- Initiate coaching dialogues with employees.

BUILD A RESPECTFUL WORKPLACE

Date(s): 3/30/2017
Time(s): 9 a.m. – 10 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Good business manners and a working knowledge of professional behavior are essential business skills. Part of your professional growth is learning to get along with coworkers and earning their respect and trust. It is possible to respect someone professionally, but not like or respect them on a personal level. Giving respect to others is one of easiest ways to encourage them to respect you in return.

Topics to be covered:

- Defining respect in your workplace
- Communicating for respect
- Understanding intentions

Objectives:

- Learn how demonstrating respectful behavior helps create a respectful work environment.
- Learn how to interpret the intent behind someone else's behavior.
- Understand how skills for communicating and listening help you demonstrate respect to others.

BUSINESS ENGLISH GRAMMAR

Date(s): 11/30/2016
2/6/2017
Time(s): 9 a.m. – 4 p.m.
9 a.m. – 4 p.m.

Length / CEUs: Six hours / no CEUs

Target Audience: All employees—targeted to office workers

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Build skills to project a professional image, on paper and orally, by using appropriate language without errors in grammar, usage, and punctuation. This is a one-day class for office workers.

BUSINESS GRAMMAR

Date(s):	Time(s):
10/20/2016	9 a.m. – noon
5/11/2017	9 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: All employees

Instructor: Montgomery College, Workforce Development & Continuing Education

Description: This course is designed to improve grammar skills, including spelling and correct sentence structure. Exercises allow participants to practice breaking bad habits such as using incorrect subject-verb agreement, misused pronouns, poor punctuation and other basic grammar problems. The course provides a “back-to-basics” non-threatening approach to refreshing and re-learning the rules of English grammar that are still essential components to speaking and writing effectively in today’s diverse business environments.

Objectives:

- Practice “back-to-basics” elements of written communication.
- Practice using correct sentence structure, punctuation and style to clarify intended meaning and understanding.
- Set an action plan for making changes, taking action and staying on-track.

CALMING THE ANGRY CUSTOMER

Date(s):	Time(s):
5/5/2017	12:30 p.m. – 1:30 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: All businesses are people businesses, and customers are people! Like it or not, your career may ultimately depend on how people feel about you. Difficult customers can deflate your self-confidence and take a toll on your sanity. This workshop offers opportunities to develop the steady self-control that customers respond to with respect.

Topics to be covered include:

- Recognizing angry customers: No, they aren't always aggressive
- Most common causes of customer service conflict
- Giving feedback: "Dead-end" communication styles
- Skills assessment: Calming complainers
- Dealing with the person's problem
- Angry customers on the phone

Objectives:

- Learn how to deal with personal feelings resulting from customer anger.
- Develop skills that are vital to the organization to achieve and maintain good public relations.

CAREER ASSESSMENT

Date(s):	Time(s):
1/11/2017	9 a.m. – noon
3/20/2017	9 a.m. – noon

Length / CEUs: Three hours / no CEUs

Target Audience: Employees interested in changing careers and enhancing their opportunities for career development and enhancement

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Are you unsure if you are in the best career? Looking for a new job or just want to know what you can do? Take the assessment test and find out. During the presentation, you will learn how to identify your skills and explore jobs in which those skills are valued. The assessment test will help assess your skills, talents and abilities so that you can learn what next steps are best for you.

THE CHALLENGING CUSTOMER

Date(s):	Time(s):
12/2/2016	1 p.m. – 4 p.m.
4/13/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: Employees providing customer service or completing the certificate

Instructor: Montgomery College, Workforce Development & Continuing Education

Description: This course will provide employees with a better understanding of the importance of their role as helpers to the public, as well as develop skills and techniques for resolving confrontational situations with internal and external customers.

Objectives:

- Listen actively, stay calm and defuse the situation.
- Respond in a non-defensive, assertive and tactful manner, and ask effective questions.
- Identify problems and techniques for resolving confrontational situations.

COACHING DIFFICULT EMPLOYEE PERFORMANCE

Date(s): 5/17/2017
Time(s): 10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: All supervisors and managers

Instructor: Employee Assistance Program Staff

Description: At some point, all organizations will have in their employ workers who are dissatisfied, disaffected and difficult to work with. Addressing these employees is challenging both to coworkers and managers. The goal of this workshop is to provide insight into approaches managers can use to reduce negative impact on an organization.

Topics to be covered:

- Identifying disaffected employees
- Words vs. actions
- The source of their behavior
- Managers' roles
- Engaging difficult employees
- Strategizing to generate win-win outcomes

Objectives:

- Identify characteristics of disaffected employees.
- Provide techniques for documenting and working with difficult employees.
- Learn to generate win-win scenarios for both employee and manager.

COMMUNICATE SERVICES ACROSS CULTURES

Date(s): 10/13/2016
3/09/2017
Time(s): 1 p.m. – 4 p.m.
1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: Employees providing customer service or completing the certificate

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This workshop introduces participants to the impact of diversity on customer service delivery, including communication styles and relationship building across cultures. Participants will have the opportunity to learn and practice communication skills, and develop a strategic plan for adapting and incorporating cross-cultural customer service into their organization.

Objectives:

- Develop an awareness of how cultural values and communication styles affect customer service interactions.
- Develop communication and conflict resolution styles that will facilitate working relationships with diverse customers.
- Develop a strategic plan to incorporate their knowledge and skills of customer service across culture in their organizations.

CONGRATULATIONS! WELCOME TO MANAGEMENT

Date(s): 4/14/2017
Time(s): 2 p.m. – 4 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Newly promoted managers or supervisors, or anyone looking for a refresher about moving into a management position.

Instructor: Employee Assistance Program Staff

Description: New managers often face a number of challenges. The characteristics and skills that made them successful as employees may not carry over to success in a supervisory capacity. This workshop will help new managers understand the challenges they are likely to face, and develop an action plan to maximize their potential in this new and challenging role.

Topics to be covered:

- Management vs. leadership – what are the skill differences?
- Common challenges: relationships with former peers, loss of support structure and indecisiveness
- The three stages of becoming a good supervisor: The “Boss” stage; the “Buddy” stage; and the “Balance” stage

Objectives:

- Describe the skills required to be an effective manager.
- Overcome common challenges that new supervisors face.
- Get through the three stages of becoming a good supervisor.

CONTRACT COMPLIANCE PROGRAMS

Date(s): 10/27/2016
4/18/2017
Time(s): 10 a.m. – noon
10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: All MCG employees who manage and monitor County contracts

Instructor: Grace Denno, Department of General Services

Description: This course is part of the Contract Administration training curriculum that is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- Understand the County’s contract compliance laws, regulations and mandates, and which ones apply to your contract.
- Understand the process of each contract compliance program, such as its workflow, exemption categories and how to request for waivers/exemptions.
- Know where to find resources for the programs: laws, regulations, criteria, search engines, etc.
- Know whom to contact when issue arises.

CONTRACT DRAFTING AND RISK MANAGEMENT

Date(s):	Time(s):
3/22/2017	9 a.m. – 3 p.m.
5/03/2017	9 a.m. – 3 p.m.

Length/CEUs: Five hours / no CEUs

Target Audience: All MCG employees who manage and monitor County contracts

Instructor: Richard Melnick, Office of the County Attorney

Description: This course is part of the Contract Administration training curriculum, which is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- Understand the legal authority that governs MCG procurement contracting.
- Gain insight into MCG required processes leading to contract execution.
- Learn the methods of solicitation and source selection within MCG.
- Discover the reasons a vendor may be excluded from contract award eligibility.
- Understand the requirements to form a valid contract.
- Learn the required “General Conditions of Contract between County and Contractor,” and other necessary provisions.
- Learn public policy requirements impacting procurement contract.
- Apply Plain English usage in drafting contracts.
- Understand the principles and processes associated with contract administration in MCG.

CONTRACT NEGOTIATION

Date(s):	Time(s):
3/29/2017	9 a.m. – 3 p.m.
5/10/2017	9 a.m. – 3 p.m.

Length/CEUs: Five hours / no CEUs

Target Audience: All MCG employees who manage and monitor County contracts

Instructor: Richard Melnick, Office of the County Attorney

Description: This course is part of the Contract Administration training curriculum, which is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- Define and apply “Negotiation” principles, as part of contract drafting, implementation and enforcement processes.
- Learn important negotiation steps.
- Understand communication factors in the negotiation process.
- Optimize success and get past restraints in the contract negotiation process.
- Determine your negotiation range.
- Address the concepts of value, fairness and reasonableness in your negotiations.

COPING WITH COMPASSION STRESS

Date(s): 3/02/2017
Time(s): 1 p.m. – 2 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: There is a certain type of person who not only accepts the challenges of working in a high stress emotional environment but also excels despite the demands. Whether they are working with individuals who are experiencing trauma, grief, loss, illness or other stressful concerns, the people whose role it is to help others in distress are often perceived as dedicated, hardworking, selfless and compassionate. Nevertheless, it is often those whose mission it is to help others who may be at increased risk of neglecting their own self-care. This training will raise awareness of the need to maintain appropriate self-care despite the demands of work and/or the pressures of home life. The course will offer specific tips to encourage self-care in order to maintain high level of functioning both personally and professionally.

Objectives:

- Describe how helping others in need can lead to potential self-neglect.
- Understand the importance of self-care in working with an emotionally stressed population.
- Understand how to perform a self-care assessment.
- Describe best strategies for implementing self-care strategies.
- Identify resources available for continued self-care success.

CREATING A MOTIVATING ENVIRONMENT

Date(s): 3/21/2017
Time(s): 11:45 a.m. – 1:45 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: All managers and supervisors.

Instructor: Employee Assistance Program Staff

Description: Productive, motivated colleagues and employees are a dream come true. You can rely on them to produce quality work on time; they are reliable and cause very few problems. So then, how can we motivate others? Actually, we can't. No one can motivate another person. Motivation is something that comes from within; however, we can inspire others to do their best by creating an environment in which they want to perform their best and become self-motivated.

Objectives:

- Learn what motivates others.
- Recognize how to shape your workplace environment.
- Identify how effective conflict management helps to increase motivation.

CREATIVE PROBLEM-SOLVING

Date(s):	Time(s):
11/10/2016	1 p.m. – 4 p.m.
3/23/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: All employees

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course is designed to help participants discover and reduce personal and environmental barriers to being more creative at work and in problem-solving situations. Through facilitator-led discussions and exercises, participants will learn the principles of basic creativity as well as techniques for effective problem-solving.

Objectives:

- Understand the creative process.
- Recognize barriers to being creative.
- Choose an appropriate problem-solving process.
- Know techniques for generating creative ideas.
- Evaluate, select and implement creative ideas.
- Assess individual skills through work style, decision-making and creativity preferences.

CUTTING THROUGH CLUTTER

Date(s):	Time(s):
6/7/2017	Noon – 1 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Most people have no idea how much clutter affects them. It can affect their productivity, self-esteem, social life — even their weight! People who live with excess clutter say they can't find the energy to clear it. They constantly feel tired and overwhelmed. When surrounded by clutter, it is impossible to focus or have clarity about life. In this workshop, you will learn that clutter is not the result of sloppiness, laziness or incompetence but several surmountable obstacles. Recognizing the source of your clutter problem can empower you to address the problem directly and without shame.

Objectives:

- Identify the three sources of clutter.
- Describe solutions involving a technical problem: items that have no home, more stuff than space, inconvenient storage.
- Describe solutions involving an external problem: unrealistic workload, undermined by others, life transitions, limited space.
- Describe solutions involving an internal problem: sentimental attachments, need for abundance, thrill of distraction, protective clutter shield, hoarding disorder and ADHD.

DELEGATING EFFECTIVELY

Date(s):

5/19/2017

Time(s):

10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and managers

Instructor: Employee Assistance Program Staff

Description: Effective delegation is one of the well-known secrets of successful supervision. Most supervisors have more tasks than time. The ability to delegate means having a clear idea of what you want done and being able to communicate it effectively to a subordinate. It means having a relationship of mutual trust and confidence in that employee. It means knowing how to set up control and feedback systems that are appropriate to the task. This workshop helps sharpen a supervisor's skills in delegating.

The Workshop Agenda:

- Delegating effectively: A general review
 - What delegation is not
 - What do I delegate?
- The secrets to delegating effectively
- Aids to delegating effectively
 - Delegation meeting worksheet, agenda and record
- Troubleshooting guide
 - Skill application plan

Objectives:

- Understand the importance of delegation in the supervisory role
- Learn to use delegation to improve productivity and improve employees' skills and job knowledge.
- Develop procedures for tracking progress of delegated tasks.

DELIVER UNBEATABLE CUSTOMER SERVICE

Date(s):	Time(s):
10/13/2016	9 a.m. – noon
2/10/2017	9 a.m. – noon

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: Employees providing customer service or completing the certificate

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This seminar is designed to enhance front line customer service skills in developing, building and maintaining relationships with customers on the telephone and through email. It also demonstrates how to improve communication to enhance the overall customer experience.

Objectives:

- Addressing telephone and email protocols
- Identifying ways of being more responsive to customers' needs and wants
- Paying attention to your voice and tone
- Using active listening and open-ended interview questions to find solutions to customers' problems
- Writing clear and concise emails for increased understanding
- Identifying ways to go the extra mile
- Managing stressful situations and dealing with difficult customers

DELIVERING CUSTOMER SERVICE EXCELLENCE

Date(s):	Time(s):
11/08/2016	10:45 a.m. – 12:45 p.m.
4/13/2017	10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: All levels of staff

Instructor: Employee Assistance Program Staff

Description: From time to time, you've probably heard comments such as these: "Treat customers with dignity and respect"; "Make customers feel important and appreciated"; "Let customers know that you understand." But have you ever stopped to ask yourself how to really do all of those things? This workshop focuses on the fundamentals of customer service excellence, and provides a foundation upon which to build an organization's service philosophy.

Objectives:

- Describe what goes into providing excellent service.
- Recognize the need to interact with customers with dignity and respect.
- Avoid "buzz" words that exacerbate problems with customers.
- Practice skills to increase customer service.

DON'T LET IT HAPPEN TO YOU: WORKPLACE VIOLENCE

Date(s):	Time(s):
10/11/2016	1 p.m. – 4 p.m.
12/6/2016	1 p.m. – 4 p.m.
3/8/2017	1 p.m. – 4 p.m.
5/25/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: **Mandatory for all managers and supervisors.**

Instructor: Staff from the Office of Human Resources, Office of Emergency Preparedness and Homeland Security, and the Montgomery County Police Department

Description: Violence in the workplace can have devastating effects on the productivity of organizations and on the quality of life of employees. Employers have both a moral and a legal responsibility to provide a safe workplace for their employees, clients and visitors. The purpose of this session is to provide information and guidance to managers and supervisors on the County's policy and reporting process, as well as their roles and responsibilities.

Objectives:

- Recognize warning signs and stages of workplace violence.
- Understand legal requirements.
- Begin to develop departmental procedures.
- Communicate and maintain a "safe work environment" for employees.

DRUG FREE WORKPLACE – NON-DOT SUPERVISOR

Date(s):	Time(s):
9/29/2016	1:30 p.m. – 3:30 p.m.
11/17/2016	9:30 a.m. – 11:30 a.m.
2/23/2017	1:30 p.m. – 3:30 p.m.
4/27/2017	9:30 a.m. – 11:30 a.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Managers and supervisors

Instructor: Johanna DeVaul, Jennifer Byers, Occupational Medical Services

Description: Dealing with substance abuse in the workplace can be very difficult and can cause friction among coworkers. Alcoholism, misuse or abuse of drugs, and addiction will often spill into the workplace and may be progressive in nature. Employees with substance abuse problems often use denial and other defense mechanisms to cover up their misuse or abuse. The primary goal of this training is to improve the supervisor's ability to identify substance use and abuse in the workplace and the process for employee substance abuse testing. This training is focused on the information that supervisors of non-DOT employees need to identify and address substance abuse issues. DOT requirements **will not be covered** in this class.

EEO AND DIVERSITY MANAGEMENT

Date(s):	Time(s):
3/15/2017	9 a.m. – noon
5/09/2017	9 a.m. – noon
7/20/2017	9 a.m. – noon
9/19/2017	9 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: **Mandatory for all managers and supervisors.**

Instructor: Staff from the EEO/Diversity Team, Office of Human Resources

Description: As a manager in today's environment, the number of legal issues you need to be aware of can be overwhelming. During this workshop, you will gain an understanding of EEO and the law, ADA and managing diversity.

Objectives:

- Legal bases for EEO
- Theories of discrimination
- Management's responsibilities in the EEO process
- Management's responsibilities in the selection process
- Management's role in maintaining a harassment-free workplace
- Employee's rights in the EEO process
- The County's EEO policy and complaint process
- How to apply knowledge and theory to case studies

EFFECTIVE BUSINESS WRITING

Date(s):	Time(s):
11/15/2016	9:30 a.m. – 10:30 a.m.
6/1/2017	11:45 a.m. – 12:45 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: This class teaches the best practices business people must know to be able to write clear, effective, professional business documents, including email, memos, letters and reports. It teaches a structured approach to writing that makes writing easier and guides readers through the content.

EFFECTIVE COMMUNICATION

Date(s):	Time(s):
10/11/2016	10:45 a.m. – 11:45 a.m.
3/30/2017	10:15 a.m. – 11:15 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Why is interpersonal communication important? Personal success depends on our ability to communicate. Effective human relations depend on our communication skills. Overall, interpersonal communication skills are necessary for understanding and for action. This workshop explores interpersonal skills and techniques necessary for successful interactions.

Objectives:

- Identify the characteristics of poor communication: Describe your experience with people who do not communicate well.
- Identify the characteristics of effective communication: Describe your experience with people you consider excellent communicators.
- Describe the importance of listening: Identify barriers to effective listening and techniques to overcome those barriers.
- Describe the importance of communicating with whole messages: Describe the dangers of contaminated messages; describe the dangers of partial messages.

EFFECTIVE WRITING (TWO-DAY CLASS)

Date(s):	Time(s):
3/10/2017 and 3/17/2017	9 a.m. – 4 p.m.
5/5/2017 and 5/12/2017	9 a.m. – 4 p.m.

New for FY17

Length/CEUs: Twelve hours / no CEUs — must attend both days

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Learn a systematic approach to producing top quality results in a time efficient manner. This class is for employees who are expected to write memorandums, articles, or reports.

EMERGENCY PREPAREDNESS		
 Computer Based Training (CBT)	 Instructor-Led Training (ILT)	
	Date(s): 10/14/2016	Time(s): 9 a.m. – 11:30 a.m.
Length/CEUs: Self-paced / no CEUs	Length/CEUs: Two and a half hours / no CEUs	
<p>Target Audience: All employees</p> <p>Description: This training covers Montgomery County Employee Emergency Procedures based on the Montgomery County Emergency Handbook. Instructor-led training and a computer based training program are available for all MCG employees. Participants will receive information and training on how to prepare for various types of emergencies.</p> <p>Modules:</p> <ol style="list-style-type: none"> 1. Employee policies and notifications. Why emergency preparedness is important and how to ensure you get the right information when a disaster occurs. 2. Emergency response procedures. Learn the correct responses to emergencies such as a fire, bomb threats, earthquakes and severe storms. 3. Personal/family preparedness. Learn how to develop an emergency plan for you and your family. <p>Instructor: John Burke, Montgomery County Office of Emergency Management and Homeland Security</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Understand employee emergency procedures for events such as severe thunderstorms, earthquakes, bomb threats, suspicious packages, workplace violence and fire. • Understand general evacuation and shelter in place procedures. • Develop an individual Emergency Preparedness Plan. 		

EMOTIONAL INTELLIGENCE

Date(s):

4/4/2017

Time(s):

9 a.m. – 10 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Implementing discipline over our emotional life is difficult and requires lifelong practice. Enhancing emotional intelligence improves our ability to master our emotional functioning. High emotional intelligence can improve our communications with all others, enhance our perception of satisfaction with ourselves, and increase our productiveness overall.

Objectives:

- Describe the difference between intelligence and emotional intelligence.
- Describe the benefits of having emotional intelligence.
- Describe the components of emotional intelligence.
- Identify the function and qualities of emotions.
- Identify ways of assessing your emotional intelligence.
- Describe strategies for improving emotional intelligence.

ENSURING ACCOUNTABILITY IN TIMEKEEPING: MANAGERS AND SUPERVISORS

Date(s):

10/3/2017
10/24/2017
12/9/2017

Time(s):

2 p.m. – 4 p.m.
10 a.m. – noon
10 a.m. – noon

New for FY17

Length/CEUs: Two hours / no CEUs

Target Audience: **Mandatory for all managers, supervisors, and timekeepers.**

Instructor: Staff from the Department of Finance

Description:

This class provides an overview for supervisor and manager on their roles, responsibilities and expectations in the timekeeping process, as well as compliance with Payroll related laws, rules, and regulations. It also provides an overview of how County systems are integrated, how the Mctime and attendance system is configured, and other timekeeping related topics.

Objectives:

As a result of this presentation, participants will be able to:

- Understand the C.A.R.E. principles (Communication, Accountability, Responsibility, and Efficiency) and how they relate to your role in timekeeping.
- Know how the timekeeping process is impacted by the Fair Labor Standards Act, Multilingual Differentials, Employee Schedules, Employee Status and Collectively Bargained Agreements.
- Understand County processes such as Holidays, Pay Codes, Shift Differential, Leave Accrual Balances, Schedules, Excess Hours/Overtime, New Hires, Transfer/Terminations and Temporary Employees.
- Identify employee and manager roles and responsibilities during pay period close processing.
- Know how to get help when there is a timekeeping question.

FAMILY MEDICAL LEAVE ACT (FMLA) OVERVIEW FOR MANAGEMENT

Date(s):	Time(s):
9/13/2016	9:30 a.m. – noon
11/09/2016	1:30 p.m. – 4 p.m.
1/17/2017	9:30 a.m. – noon
5/09/2017	1:30 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: Supervisors and managers – MCG only

Instructor: Johnna DeVaul, Labor/Employee Relations Team, Office of Human Resources, Occupational of Medical Services

Description: Provides an understanding and practical advice regarding FMLA procedures and policies pertaining to eligibility, required notice by the employee and the employer, definition of "serious health condition," chronic medical condition, use of intermittent leave, medical certifications, restoration to equivalent position, and the interplay between FMLA and parental leave. Class is designed both for supervisors who have the responsibility to respond to employee requests for FMLA leave and otherwise comply with the FMLA.

Objectives: Provides practical advice and understanding of FMLA (procedures and policies).

FMLA AND ME

Date(s):	Time(s):
9/27/2016	1:30 p.m. – 4 p.m.
3/14/2017	1:30 p.m. – 4 p.m.
4/11/2017	9:30 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: MCG employees only

Instructor: Staff from the Labor/Employee Relations Team, Office of Human Resources

Description: Course is designed for employees interested in learning about their rights under the Family and Medical Leave Act (FMLA). The course provides an overview regarding Family Medical Leave procedures and policies pertaining to eligibility, required notice by the employee and the employer, definition of "serious health conditions," chronic medical condition, use of intermittent leave, who is covered, medical certifications, restoration to equivalent position, and the interplay between FMLA, Workers Compensation and parental leave.

FREEING YOURSELF FROM EMOTIONAL TRAPS AT WORK

Date(s):

11/16/2016
2/15/2017

Time(s):

8:30 a.m. – 12:30 p.m.
8:30 a.m. – 12:30 p.m.

New for FY17

Length/CEUs: Four hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: This class focuses on the importance of interpersonal relationships with your co-workers and how to avoid destructive patterns than can develop. Learn how to “unhook” yourself from difficult interpersonal situations at work and set healthy boundaries.

FUNDAMENTALS OF SUPERVISION

Date(s):

These are two-day classes.

11/03/2016 and 11/10/2016
4/12/2017 and 4/19/2017

Time(s):

9 a.m. – 4 p.m. both days
9 a.m. – 4 p.m. both days

Length/CEUs: 12 hours / 1.2 CEUs

Target Audience: First-line supervisors

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course will consist of the following modules: Being a Supervisor, Increasing Interpersonal Effectiveness, Improving Work Group Effectiveness, Increased Performance, Building the Team, Making Decisions and Solving Problems; Moving with the Times, Influencing and Managing Change, Managing and Meeting Customer Expectations, and Creating an Atmosphere of Public Service. Each module is designed as a building block so that the skills learned during the previous session will be reinforced and used during the following sessions.

GETTING THE JOB: PREPARING FOR A SUCCESSFUL INTERVIEW (FORMERLY CALLED INTERVIEW FOR SUCCESS)

Date(s):	Time(s):
2/22/2017	4:30 p.m. – 6:30 p.m.
3/15/2017	4:30 p.m. – 6:30 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Come and learn the art of interviewing! The job seeker who establishes the best rapport through powerful interview techniques and follow-up most often gets the job offer. In this seminar, we will discuss how to prepare for the interview, questions you may encounter, creating a positive impression, and what you should ask a prospective employer. Effective follow-up techniques will be covered.

GETTING ORGANIZED

Date(s):	Time(s):
10/26/2016	9 a.m. – noon
2/8/2017	9 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: In this two-hour seminar, we will discuss how to prepare for the interview, questions you may encounter, creating a positive impression, and what you should ask a prospective employer.

GIVING AND RECEIVING FEEDBACK

Date(s):	Time(s):
11/10/2016	8:30 a.m. – 12:30 p.m.
3/1/2017	8:30 a.m. – 12:30 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Learning to give and receive feedback at work is an essential skill for individuals looking to grow professionally, build successful relationships with coworkers, and accomplish their goals. Direct communication is a right and a responsibility that we should all share, no matter our role or position. Learn strategies for better communication and coping skills for handling difficult situations in both giving and receiving information.

GRANT-FUNDED CONTRACTING

Date(s):	Time(s):
10/13/2016	10 a.m. – noon
4/6/2017	10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: All MCG employees who manage and monitor County contracts

Instructor: Jeri Cauthorn, Finance Department

Description: This course is part of the Contract Administration training curriculum, which is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- Relevant procurement regulations
- An overview of the various types of federal, state and regional, foundation grants that can fund and/or authorize County contracts
- How the County Council designates non-competitive contracts
- Criteria and process to add/delete/amend items to Non-Competitive Contract Award List
- Roles and responsibilities of the Contract Administrator, Procurement, Grantee/Vendor; and the various granting authorities (County Council, County Executive, State of Maryland, Federal Government and others)

HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA)

Computer Based Training (CBT)

Length/CEUs: Self-paced / no CEUs

Target Audience: See descriptions below.

Description: HIPAA applies to **health care providers** and health **plans**.

- HIPAA – Basic Privacy – Defines the HIPAA Privacy rule and outlines how to protect client information; **mandatory for DHHS employees.**
- HIPAA – Client Rights – Outlines the rights of clients receiving services in relation to HIPAA law; **mandatory for DHHS employees who work with clients.**
- HIPAA – Internal Business – County departments that provide, pay or support health care services must comply with HIPAA regulations. The training provides a basic understanding of HIPAA and how it impacts your work.

HOW TO DEAL WITH A DIFFICULT PERSON

Date(s):

12/6/2016

5/5/2017

Time(s):

9:30 a.m. – 10:30 a.m.

11:15 a.m. – 12:15 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: Anyone wishing to improve their ability to communicate with others.

Instructor: Employee Assistance Program Staff

Description: At one time or another, we have all dealt with a difficult person. Whether they are hard to communicate with, acting defensively or just handling a situation inappropriately, interactions with difficult people can affect our confidence, mood and focus. Learning to recognize and cope with common difficult behaviors in ourselves and others can help make difficult encounters much more manageable.

Objectives:

- Describe what motivates most difficult behaviors.
- Identify distinctions between passive, aggressive and passive/aggressive behaviors.
- Identify the positive intent behind many difficult-to-understand behaviors.
- Identify appropriate strategies for dealing with difficult behaviors.
- Describe ways to defuse aggressive acts in the workplace.
- Describe five methods for resolving conflict.
- Identify your favored style.
- Identify tips for improving communication.

INFORMATION SECURITY AWARENESS AND TRAINING PROGRAM (ISATP)

Computer Based Training (CBT)

Length/CEUs: Self-paced / no CEUs

Target Audience: **Mandatory for all MCG employees, temporary workers, volunteers and business partners with access to County information technology resources, using their assigned Active Directory username and password combination.**

Description: MCG is responsible for safeguarding all of the confidential and personal information it maintains or transmits electronically. The Information Security Awareness and Training Program (ISATP) training objective is to heighten MCG employees' information security consciousness by providing relevant information that will help protect the confidentiality, integrity and availability of County information system resources.

Access: This is a web-based training consisting of video modules with two evaluation questions at the end of each module.

- With a secure Internet connection, the training is accessible on mobile devices with IOS operating system such as iPhone or iPad. Android devices are not compatible.
- All eligible trainees will receive a Welcome email notification with a web link to the ePortal and training system once their accounts are provisioned and seat licenses activated for the training.

INTERPERSONAL COMMUNICATIONS

Date(s):

11/18/2016
3/24/2017

Time(s):

9 a.m. – 4 p.m.
9 a.m. – 4 p.m.

Length/CEUs: Six hours / 0.6 CEUs

Target Audience: All Employees

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course will provide participants with insights and skills related to interpersonal communication in the workplace that will enhance their working relationships with their internal and external customers.

Objectives:

- Identify their interpersonal communication style and how it impacts others.
- Identify effective elements of communication.
- Identify barriers to effective communication.
- Develop techniques for giving instructions that produce work-related results; for working cooperatively with others; and for dealing with difficult interpersonal situations.

INTERPERSONAL SKILLS IN BUSINESS

Date(s):	Time(s):
11/15/2016	10:45 a.m. – 12:45 p.m.
3/30/2017	11:30 a.m. – 12:30 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Effective communication is a critical skill in today's business environment. People are expected to communicate with colleagues, customers and management. To do this, employees need to understand the strategies and techniques that are essential for effective interpersonal communication in business.

Topics include:

- Using effective communication strategies during meetings
- Handling customer complaints effectively
- Practicing the most appropriate persuasion technique to communicate effectively with senior managers
- Interpreting static and dynamic body language
- Communicating effectively with different social styles, communication styles and communication preferences

INTERVIEWING AND SELECTING EMPLOYEES

Date(s):	Time(s):
10/19/2016	9 a.m. – 4 p.m.
11/8/2016	9 a.m. – 4 p.m.
12/15/2016	9 a.m. – 4 p.m.
2/15/2017	9 a.m. – 4 p.m.
4/18/2017	9 a.m. – 4 p.m.
6/15/2017	9 a.m. – 4 p.m.

Length/CEUs: Six hours / no CEUs

Target Audience: **Mandatory for all interviewing panels and hiring managers.**

Instructor: Staff from the Staffing and Recruitment Team, Office of Human Resources

Description: This workshop is designed to provide interview panels and hiring managers with the tools necessary to navigate through the interviewing and selection process.

Objectives:

- Preparing for the interview
- Interviewing and the law
- Determining what type of candidate will best succeed in the position
- Documentation of the process
- Identifying and ranking your strongest candidates
- The key to making a hiring decision in which you can be confident
- Handling salary and other HR issues

INTRO TO MANAGING IN A UNION SETTING

Date(s):	Time(s):
9/22/2016	1 p.m. – 4 p.m.
3/23/2017	9 a.m. – noon
4/20/2017	1 p.m. – 4 p.m.
5/18/2017	1 p.m. – 4 p.m.
6/22/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: **Mandatory for all managers and supervisors; limited to current supervisors and managers only.**

Instructors: Anthony Jones, Labor and Employee Relations Team, Office of Human Resources

Description: Learn how to avoid the pitfalls that can affect supervising in a unionized environment. This class provides an overview of the unions that represent MCG employees and the collective bargaining agreements that mandate many of the policies and practices that cover bargaining unit employees. With practical examples and advice, this class will help you more confidently lead, manage and communicate with your team.

KEEPING COOL: A MANAGER'S GUIDE TO CONTROLLING EMOTIONS UNDER PRESSURE

Date(s):	Time(s):
12/13/2016	9 a.m. – 11 a.m.
4/6/2017	2 p.m. – 4 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: All levels of management

Instructor: Employee Assistance Program Staff

Description: The constant pressure to do more with less, to take on new responsibilities, and to deal with constant change has pushed stress in the workplace to an all-time high. Emotions are bound to erupt in today's high-pressure work environment. Strong displays of emotions such as anger, distrust, disappointment, frustration, confusion, worry or fear are difficult to manage. People in management positions need to be aware of, and know how to diffuse, strong emotional reactions in themselves as well as their employees in order to maintain a positive, productive workplace.

The Workshop Agenda:

- Understanding emotions
 - Emotions in the workplace; anger as a second emotion; issues behind the emotions
- Managing your emotional reactions
 - Your emotional habits; ways to remain calm in difficult situations
- Managing emotions in your employees
- Techniques for diffusing difficult emotions in others

Objectives:

- Identify how you typically react to difficult emotions in yourself and others.
- Learn ways to remain calm and objective in situations charged with emotion.
- Learn to use appropriate techniques to diffuse emotional behavior in others.

LIMITED ENGLISH PROFICIENCY (LEP)

Date(s):	Time(s):
10/05/2016	1 p.m. – 4 p.m.
12/20/2016	1 p.m. – 4 p.m.
1/10/2017	1 p.m. – 4 p.m.
2/23/2017	1 p.m. – 4 p.m.
3/07/2017	1 p.m. – 4 p.m.
4/07/2017	1 p.m. – 4 p.m.
5/16/2017	1 p.m. – 4 p.m.
6/06/2017	1 p.m. – 4 p.m.
7/11/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: **Mandatory for all employees who provide direct front-line services to residents of Montgomery County.**

Instructor: Office of the County Executive, Community Partnerships

Description: This training will continue to focus on our commitment to excellent customer service and eliminating barriers to services for all residents, including those who face limited English proficiency.

Objectives:

- Increase cultural competencies by examining behaviors and attitudes.
- Develop an awareness and sensitivity of how language and cultural barriers impact customer service.
- Deliver excellent customer service by utilizing the right tools and resources.
- Provide an understanding of the law and how it is applied to Montgomery County.
- Provide the tools and resources needed to assist persons with limited English proficiency.

MCTIME TRAINING

 **Computer Based Training (CBT)**

Length/CEUs: Self-paced / no CEUs

Target Audience: All employees

Description: These two classes provide guidance in completing timesheets.

- For employees – Teaches the basics needed to complete your electronic timesheet.
- For supervisors – Teaches managers how to navigate MCTime and manage employees' timesheets.

MANAGE CONFLICT IN A UNION SETTING

Date(s): **Time(s):**

3/10/2017 1 p.m. – 4 p.m.

4/21/2017 1 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: **Supervisors and managers only**

Instructor: Jackie LaRocca, Labor/Employee Relations Team, Office of Human Resources

Description: The course will address organizational conflicts between labor and management and what each side can do to decrease the number and intensity of such conflicts.

Objectives:

- Improved understanding of the causes of workplace conflicts between individuals and labor/management conflicts
- Identify behaviors that increase the intensity of such conflicts
- Discussions on methods and means for decreasing workplace conflict through work style flexing and growing community esprit de corps
- Discussion on methods and means for improving the organizational labor management relationship through communication and partnership
- Where to look for assistance in helping to resolve individual and organizational conflicts

MANAGEMENT AND LEADERSHIP: THE FUNDAMENTALS

Date(s): 4/14/2017
Time(s): Noon – 2 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and managers

Instructor: Employee Assistance Program Staff

Description: Leaders, managers and supervisors wear many hats. Those who are most effective recognize that each situation they encounter may require its own unique approach. Effective managers may have a “predominant” style, but they are still able to adapt that style when the need to do so arises. In this workshop, we discuss ways to wear those many hats effectively, and offer guidance about how to choose a management style that will work in the varied situations that you encounter.

Objectives:

- Describe the skills needed to be an effective manager.
- Differentiate between “management” and “leadership.”
- Describe the four leadership styles.
- Adapt your leadership style to meet the needs of varying situations.

MANAGING MULTIPLE GENERATIONS IN THE WORKPLACE

Date(s): 6/1/2017
Time(s): 1 p.m. – 3 p.m.

New for FY17

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and managers

Instructor: Employee Assistance Program Staff

Description:

Discover how to successfully manage multiple generations in the workplace.

Topics include:

- Observing different generations at work
- Avoiding overgeneralizing generations
- Motivating different generations
- Communicating across generations.

MANAGING NEGATIVITY IN THE WORKPLACE

Date(s):

12/13/2016

5/5/2017

Time(s):

1 p.m. – 3 p.m.

9 a.m. – 11 a.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and managers

Instructor: Employee Assistance Program Staff

Description: "It won't work." "We've already tried that." "I can't do that." Sound familiar? In organizations, negativity increases friction, lowers morale and reduces productivity. In employees, it leads to lack of motivation, diminished achievement and even illness. An organization doesn't have to accept negativity in the workplace. This workshop provides supervisors with the insights and tools to deal effectively with negativism.

Objectives:

- Examine the root causes of pessimism, cynicism and negative attitudes.
- Learn how to distinguish between chronic negativity and realistic thinking.
- Explore practical methods for turning around negative people and negative attitudes.

MANAGING PERSONAL FINANCES

Date(s):

Time(s):

This class is being offered via webinar on October 12, 2016 from noon – 1 p.m. Click the link and you will be automatically registered through our Employee Assistance Program Provider webinar service: [Register for noon to 1 p.m. ET.](#)

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Are money issues causing you to worry and stress? Do you buy items, even if you don't need them, just because they are on sale and you know you are "saving money"? Do you pay only the minimum balance on your credit cards? Is debt mounting in your life to the point where you don't know what to do about it? Do you wish you were saving more money? Money is a huge stressor for many people, but it doesn't have to be. This workshop will help you demystify the numbers and get you living beyond paycheck to paycheck.

Objectives:

- Identify financial warning signs.
- Recognize the value of maintaining a budget.
- Identify good credit behaviors and identify the factors that make up your credit score.
- List methods you can use to improve your credit and identify practical savings tips.
- Describe how to include savings as part of your budget.
- Describe methods for reducing your debt.

MANAGING STAFF THROUGH CHANGE AND STRESS

Date(s):

3/21/2017

Time(s):

9:30 a.m. – 11:30 a.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Team leaders, supervisors and managers

Instructor: Employee Assistance Program Staff

Today, in a world where change is the rule, a set of personal strategies is essential for surviving the stresses related to the chaos in our lives. Management guru Tom Peters tells us that we must "thrive on chaos," but few workers show much interest in such a strenuous regimen. Many managers and supervisors shy away from the difficulties of managing change because of the people side of chaos. Yet, studies show that leaders must deal with "that personal stuff" to get results. Change management requires some abilities you already have and some techniques you can learn.

Workshop Agenda:

- Change vs. transition – making "change" actionable
- Accountability in the workplace – taking accountability to help yourself and your employees through stressful times
- Four types of reaction – physical, emotional, cognitive, behavioral
- Addressing problematic employee behavior during stressful times – initiating and holding difficult conversations with employees going through stress

Objectives:

- Describe workplace changes in terms that are actionable.
- Understand the three stages people go through when coping with change.
- Describe how personal accountability helps people cope with difficult times.
- Anticipate the physical, emotional, cognitive and behavioral reactions you will observe among employees.
- Handle problematic employee behavior effectively and empathetically.

MANAGING YOUR CAREER

Date(s): 4/6/2017
Time(s): 1 p.m. – 2 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Who is responsible for your career success — your boss? employer? the school from which you graduated? Certainly each can help you achieve your goals, but the bottom line is that when it comes to managing your career, no one holds as much responsibility as **you**. Luckily, no one holds more power over determining your success either.

Objectives:

- Define what success means to you.
- Make a plan to build a professional network to help you achieve success.
- Describe how to develop the skills you need to be successful.
- Identify the components of a “personal brand” you can use to market yourself.

MANAGING YOUR EMOTIONS IN THE WORKPLACE

Date(s): 12/06/2016
3/2/2017
Time(s): 10:45 a.m. – 11:45 a.m.
2:15 p.m. – 3:15 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Everyone experiences emotions at work. We get frustrated with bosses giving us more work when they don't understand how much work we already have. We get upset with coworkers who don't do their jobs, so we can't do ours. We get angry with irate customers who don't realize we are only trying to help. But with all these emotions, most people don't think they have anything to do with how they are feeling. They believe their emotions are a result of an external cause. That just isn't true.

Objectives:

- Describe the function of emotion.
- Describe how emotions originate from thoughts.
- Identify the ways emotions can sabotage work and relationships.
- Identify ways to taking responsibility for emotions: monitor and dispute distorted thinking; calming down; future orientation to avoid impulsive acts; and depersonalize criticism.

OVERVIEW OF CONTRACT ADMINISTRATION

Date(s):	Time(s):
10/18/2016	1 p.m. – 4 p.m.
12/7/2016	1 p.m. – 4 p.m.
3/21/17	1 p.m. – 4 p.m.

Length/CEUs: Four hours / no CEUs

Target Audience: All MCG employees who manage and monitor County contracts.

Instructor: Pam Jones, Procurement Department

Description: This course is part of the contract administration training curriculum, which is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- Enhance knowledge of the Montgomery County procurement and the contract administration process, charter, County Code, procurement regulations, policies and procedures.
- Increase understanding of the laws that govern the process.
- Highlight common procedures and problems that impact the procurement process.
- Learn the Procurement Team member roles and responsibilities.

OVERVIEW OF WORKERS COMPENSATION

Date(s):	Time(s):
10/18/2016	1 p.m. – 4 p.m.
12/7/2016	1 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: All supervisors and managers.

Instructor: Staff from the Division of Risk Management, Finance

Description: This session will provide information on worker's compensation benefits in Maryland, injury/illness reports are filed and handled by the County's claims administrator, and what the manager/supervisor needs to know to assist in this process.

PAYMENT PROCESSING

Date(s):	Time(s):
1/12/2017	10 a.m. – noon
5/4/2017	10 a.m. – noon

Length/CEUs: Two hours / no CEUs

Target Audience: Required for all Contract Administrators and MLS who have not previously completed the County's five-day Contract Administration Program or the two-day DHHS Customized Contract Administration Program.

Instructors: Jeri Cauthorn and Laleh Shabani, Department of Finance

Description: This course is part of the Contract Administration training curriculum, which is a **required** program for all MCG employees who manage and monitor County contracts.

Objectives:

- How contract terms and conditions relate to the payment process
- Roles and responsibilities
- The payment process

PERFORMANCE MANAGEMENT: BASICS

Date(s):	Time(s):
10/19/2016	1 p.m. – 4 p.m.
12/21/2016	1 p.m. – 4 p.m.
3/15/2017	1 p.m. – 4 p.m.
5/17/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / no CEUs

Target Audience: **Mandatory for all managers and supervisors; limited to managers and supervisors only.**

Instructor: Lystra Baird, Core HR Services Team, Office of Human Resources

Description: The training course is designed to provide supervisors with a basic understanding of the County's performance management policies and processes.

Objectives:

- Performance planning and evaluation as a management tool.
- Establishing and communicating performance expectations and standards.
- Required procedures for performance planning and evaluation.
- The role of the supervisor and employee in the performance management process.

PERFORMANCE PLANNING AND APPRAISAL

Date(s): 3/14/2017
Time(s): 9 a.m. – 11 a.m.

Length/CEUs: Two hours / no CEUs

Target Audience: Supervisors and Managers only.

Instructor: Employee Assistance Program Staff

Description: While performance reviews are as common as a cup of coffee, they are often dreaded and met with a lot of anxiety. This scenario, however, doesn't have to be the case! This workshop tackles some of the important aspects of planning and appraising performance including topics such as discussing policies and procedures with new employees, setting and writing objectives, the purpose and the process of the appraisal, and corrective action to take after the appraisal.

Objectives:

- Learn to create specific objectives to measure performance.
- Recognize essential elements of a performance appraisal form and discussion.
- Identify consistent and appropriate corrective counseling procedures to improve behavior and decrease likelihood of discrimination.

PHISHING AND SPAMMING

 **Computer Based Training (CBT)**

Length/CEUs: Self-paced / no CEUs

Target Audience: All employees

Description: Participants will learn tips for identifying a phishing email and what to do if you receive one in your email.

POSITIVE COMMUNICATION: REAL LIFE STRATEGIES FOR DEALING WITH CONFLICT (FORMERLY CALLED: POSITIVE COMMUNICATION: MANAGING CONFLICT)

Date(s): 11/9/2016
3/8/2017
Time(s): 9 a.m. – noon
9 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Conflict is a natural part of life. It can happen with neighbors, family or coworkers. In this workshop, participants will learn positive communication skills for addressing and resolving conflict.

PREVENTING WORKPLACE HARASSMENT

Date(s):	Date(s):	Time(s): All classes will be held from 9 a.m. to noon.
10/05/2016	3/21/2017	
10/19/2016	4/04/2017	
11/16/2016	4/20/2017	
1/10/2017	5/04/2017	
1/26/2017	5/16/2017	
2/07/2017	6/06/2017	
2/23/2017	6/22/2017	
3/07/2017	7/11/2017	

Length/CEUs: Three hours / no CEUs

Target Audience: **Mandatory for all employees.**

Instructor: Staff from the EEO/Diversity Team, Office of Human Resources

Description: Many employees are experiencing confusion about how to act in the work place, what behaviors are acceptable and what behaviors are not, and what sort of things are likely to be considered unlawful harassment. The purpose of the training is to communicate the County's policy that harassment and discrimination in any form will not be tolerated. This important training will define workplace harassment and will provide guidelines and procedures for reporting, processing, and investigating complaints for employees.

PROJECT MANAGEMENT

Date(s):	Time(s):
This is a two-day class. Participants attend both days.	
3/15/2017 and 3/22/2017	9 a.m. – 4 p.m. both days

Length/CEUs: 12 hours / 1.2 CEUs

Target Audience: Employees managing contracts and projects

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course immerses you in all the skills you need to finish every project "on time" and "on budget." This practical and comprehensive course introduces you to industry proven tools and techniques of successful project management. You will learn a game plan that practically guarantees a smooth running project from beginning to end.

Objectives:

- Recognize clues and signals that indicate problems and help you eliminate them before they become a crisis.
- Develop viable contingency plans that ensure unforeseen problems don't threaten the success of your project.
- Use techniques of resource utilization, time management, team dynamics and situational leadership.
- Conduct successful meetings, solve problems, get results and keep your project(s) running smoothly.
- Successfully achieve the project objectives set by management.

PROOFREADING

Date(s):	Time(s):
3/2/2017	9 a.m. – 4 p.m.
4/6/2017	9 a.m. – 4 p.m.

New for FY17

Length/CEUs: Six hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Learn practical methods for proofreading and editing to improve skills and reduce errors in writing.

PROVIDE SERVICES TO RESIDENTS

Date(s):	Time(s):
12/01/2016	1 p.m. – 4 p.m.
4/21/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: All employees who interact with the public and employees.

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: While customer service is today's hot business strategy, providing residents with service is certainly not a new concept for local governments. This course is designed to renew and revitalize the service provider role for employees. It is for people who currently work or plan to work in a position that requires regular interaction with citizens.

The course addresses the front-line employee who ultimately determines the quality level of customer service. The success of any quality initiative is very much related to their performance. The course is designed to make sure that all points of customer contact — those "moments of truth" — occur in the best way possible. The content and process is appropriate for new employees as well as promoting the continued development of more experienced personnel.

Objectives:

- Developing a customer service orientation
- Recognizing the public's needs and expectations
- Assessing personal customer service styles
- Developing strategies for asking questions
- Developing techniques for customer problem solving

RESOLVING CONFLICT IN THE WORKPLACE

Date(s): 3/14/2017
Time(s): 11:15 a.m. – 1:15 p.m.

Length/CEUs: Two hours / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Do you ever allow unresolved anger to hurt an important relationship? Deal with chronically difficult people? Feel people take advantage of you? Most of us have learned that conflicts too often lead to anxiety, tension, blame and resentment. Unmanaged anger can harm personal and professional relationships, while skillfully handling conflict can actually promote cooperation. Conflicts can be resolved without temper tantrums or hurt feelings. Conflicts are inevitable, but its destructive consequences are not.

Objectives:

- Understand and deal more effectively with the anger of others.
- Recognize the style in which you manage your anger.
- Learn what you can do to resolve conflicts.

RESPECTING RACE AND CULTURE IN THE WORKPLACE (FORMERLY CALLED: CONVERSATIONS ON RACE AND CULTURE IN THE WORKPLACE)

Date(s): 10/31/2017
3/29/2017
Time(s): 8:30 a.m. – 12:30 p.m.
8:30 a.m. – 12:30 p.m.

Length/CEUs: Four hours/ no CEUs

Target Audience: Front line staff and support personnel

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: This combination conversation/workshop will be an opportunity for participants to ask questions, receive answers, and build skills to work more effectively with our diverse workforce. This is a one-day class geared to front line staff and support personnel.

SAY THE RIGHT THING THE FIRST TIME: COMMUNICATION STRATEGIES FOR SUPERVISORS

Date(s):	Time(s):
11/2/2016	8:30 a.m. – 12:30 p.m.
5/9/2017	8:30 a.m. – 12:30 p.m.

New for FY17

Length/CEUs: Four hours / no CEUs

Target Audience: Managers and Supervisors

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: The key to more successful communication is understanding your own style and the styles of others. This session provides participants with the missing ingredients to enable them to use the right words and actions to make their everyday communications more profitable.

7 HABITS OF HIGHLY EFFECTIVE SUPERVISORS

Date(s):	Time(s):
3/21/2017	9 a.m. – noon
6/1/2017	9 a.m. – noon

New for FY17

Length/CEUs: Three hours / no CEUs

Target Audience: Supervisors and Managers

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description:

Successful supervisors share many common traits such as a positive attitude, good interpersonal skills, and a strong work ethic. This presentation will provide an overview of these and other characteristics important to employee engagement, productivity, and retention. Learn several strategies for integrating these traits into your management style.

SOCIAL MEDIA DO's AND DON'Ts

Date(s):

4/11/2017

Time(s):

2:15 p.m. – 3:15 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All Employees.

Instructor: Employee Assistance Program Staff

Description: Social networking sites are an increasingly entwined part of modern society. We use them to network for jobs, communicate with friends and family all over the globe, and connect with others with similar interests. However, despite their advantageous aura, social networks, much like any other part of the internet, are fraught with security risks both to your person and your data. Many will try to engender a perception of confidentiality, but one must remember that social networks take place in essentially a public space with only the barest of protection to your privacy.

Objectives:

- Determine the proper protocol for using a social network.
- Identify the security concerns of creating a social network profile, both to your person and data.
- Discover the best methods for creating and using a Facebook profile.
- Identify the barriers and pitfalls to using Facebook.
- Uncover the truths to privacy settings.
- Discover the best approach for using a Twitter handle.
- Determine the best and worst approaches to employing social networking's fastest growing site.
- Describe the proper usages of hashtags.

SUBSTANCE ABUSE: DOT SUPERVISOR

Date(s):
5/27/2017

Time(s):
8:30 a.m. – 11:30 a.m.

Length/CEUs: Three hours/ no CEUs

Target Audience: **Mandatory for managers and supervisors in DOT who supervise employees with a Commercial Driver's License.** Those who are not in DOT should take the "Substance Abuse – CDL Non-DOT Supervisor" course.

Instructor: Johanna DeVaul, Jennifer Byers, Occupational of Medical Services, Office of Human Resources

Description: MCG employees whose jobs require a Commercial Driver's License (CDL) are responsible for many services to the public. As such, these positions are considered "safety sensitive," and are subject to all federal regulations regarding substance abuse testing. The primary goal of this training is to inform supervisors of the requirements of 49 CFR, Part 40 as it relates to drug and alcohol prevention and testing in County jobs. Included with the focus on DOT requirements, we will cover how supervisors can have a DOT-covered employee tested under County authority.

Objectives:

- General information regarding regulatory compliance
- Testing types and requirements
- Identify the drugs for which an individual can be tested
- Recognizing when a post-accident test is required
- Reasonable suspicion assessment, documentation and follow-up
- Positive results and the necessary follow-up
- Return to duty process and requirements

TEN WAYS TO DE-STRESS YOUR LIFE

Date(s):	Time(s):
12/9/2016	9 a.m. – noon
4/25/2017	9 a.m. – noon

New for 2017

Length/CEUs: Three hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description:

Take a break from the hustle and bustle of life to regroup and refocus. This seminar will cover stress busters, breath awareness, different types of neuromuscular relaxation, and practical strategies on how to de-stress your life. You will learn how to identify stress and increase your skills in combatting your day to day stress.

TIME MANAGEMENT: SELF-MANAGEMENT

Date(s):	Time(s):
12/7/2016	9 a.m. – 4 p.m.
4/6/2017	9 a.m. – 4 p.m.

Length/CEUs: Six hours / 0.6 CEUs

Target Audience: All employees

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: Managing time would be easy in a perfect environment, but what about the "imperfect"? This workshop gives you practical techniques for controlling time and making it manageable.

Objectives:

- Recognize key components of effective goal setting through time management.
- Discover your time management strengths and self-management opportunities.
- Recognize quick and easy ways to handle tasks.
- Managing multiple priorities and redirect your efforts to the most important tasks.
- Identify ways to deal with distractions and interruptions.

TIME MANAGEMENT TOOLS: TO DO LIST, CALENDARS, SMART PHONES

Date(s):

4/11/2017

Time(s):

1 p.m. – 2 p.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: It seems that more than ever, people are living busy, chaotic lives that often leave them feeling overwhelmed and out of control. Fortunately, there are many tools available to help people gain control, though sometimes sorting through what's available can add what seems like even more chaos to life. The purpose of this program is to help you sort through the tools available, and pick the ones that will work for you.

Objectives:

- Describe tools for managing appointments.
- Identify advantages and challenges of various calendaring systems.
- Describe tools for organizing tasks and responsibilities.
- Identify best practices for creating to-do lists.
- Describe how to create priority grids.
- Identify ways to make sure "mission critical" things don't get lost in the chaos.
- Describe how alarms, post-it notes and other tools can help ensure that you meet your most critical responsibilities.

TODAY'S DIVERSE WORKPLACE

Today's diverse workplace

Date(s):	Time(s):
4/20/2017	9 a.m. – noon
5/11/2017	9 a.m. – noon

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: All employees

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course is designed to help participants understand their roles in creating a work environment in which differences are viewed as assets. The knowledge and specific skills that employees need in a diverse setting, such as communication and style differences, will be addressed. Attention will also be paid to the ways assumptions, bias, and stereotypes can interfere with an employee's ability to participate fully in a diverse workforce. This training provides a safe environment for employees to discuss openly and frankly how differences can become a basis for successful teamwork.

Objectives:

- Establishing effective communication
- Building bridges across diverse groups and individuals
- Understanding cultural and communication differences among groups
- Assessing the impact of bias on individual and team effectiveness
- Promoting and participating in a positive, multicultural environment in the workplace

TRANSITION FROM STAFF TO SUPERVISOR

Date(s):	Time(s):
3/17/2017	1 p.m. – 4 p.m.
4/27/2017	1 p.m. – 4 p.m.

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: Employees who seek to become supervisors, and new supervisors

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: This course will prepare you for a major work transition, from your current position to supervisor.

Objectives:

- Get better acquainted with the challenges of your new role and understand the perspective of your boss, peers and subordinates.
- Describe your style for building relationships and communications with others.
- Establish a presence and build credibility.
- Delegate tasks to others, focusing on clarity of your expectations.
- Be aware of the legal considerations for supervisors.
- Build a strategy to manage your time, priorities and workload.

UNDERSTANDING FINANCIAL AID (APPLYING FOR COLLEGE FINANCIAL AID)

Date(s):	Time(s):
12/14/2016	9 a.m. – noon
2/13/2017	9 a.m. – noon

Length/CEUs: Three hours / no CEUs

Target Audience: Employees interested in continued education and career development

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Do you or a member of your family need money to attend college? This workshop will explain the process to complete the Free Application for Federal Student Aid (FAFSA). You will also learn which type of grants, scholarships and loans you may qualify for when completing the FAFSA. You will have an opportunity to complete the FAFSA online at this training. Bring your latest tax return and permanent resident number (if applicable) to complete the FAFSA online. If you are interested in discovering about college financial aid for immediate family members (such as your children), you must bring to the course their Social Security number or permanent resident number, their date of birth, and their latest tax returns to complete the online FAFSA forms.

USING EMAIL THE RIGHT WAY

Date(s):	Time(s):
6/7/2017	10:45 a.m. – 11:45 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: This course teaches participants how to use email effectively. Students will learn how to write effective messages and e-policies, use email accessories and passwords, and prevent your password from being stolen. Course activities also cover using the subject line, considering your recipient, managing email volume, following netiquette guidelines, attaching files, preparing for recipient reactions, and using emoticons effectively. Students also learn about the differences between writing online and traditional paper-based writing, achieving email message objectives, using correct punctuation, constructing effective sentences and paragraphs, editing email messages, and using active voice in writing.

USING REASON TO RESOLVE CONFLICT

Date(s):

6/7/2017

Time(s):

10:45 a.m. – 11:45 a.m.

Length/CEUs: One hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Whether they take place in the workplace or in one's personal life, conflicts are inevitable; however, that does not mean that they must always be damaging. When emotions are understood and reason is used to handle conflict, the result can actually be strengthened relationships rather than damaged ones. This workshop discusses how you can replace pure emotion with rational decision-making when dealing with conflict.

Objectives:

- Identify the potential outcomes of conflict
 - Describe what happens when conflict is handled poorly.
 - Describe what happens when conflict it's handled well.
- Identify your conflict management style
 - Describe the five conflict resolution styles.
 - Describe the contexts for which each style is appropriate.
- Describe the most effective methods for handling conflict
 - Describe the importance of self-monitoring.
 - Describe the process of identifying motives.
 - Identify methods for communicating feelings appropriately.

WORKPLACE ETIQUETTE AND PROFESSIONALISM

Date(s):	Time(s):
12/12/2016	10 a.m. – noon
5/17/2017	10 a.m. – noon

New for FY17

Length/CEUs: Two hours / no CEUs

Target Audience: All employees

Instructor: Partnering with Montgomery County Public Schools, Department of Professional Growth Systems

Description: Examine the behaviors that demonstrate professional in any workplace and the rules of etiquette that foster positive workplace relationships.

Objectives:

After completing this course, students will know how to:

- Create a professional image, follow cubicle and office etiquette, and maintain positive office relationships.
- Use the Internet appropriately when at work and handle ethical dilemmas and personal issues in the workplace.
- Introduce people properly, be a good conversationalist, and follow proper etiquette in meetings.
- Display courtesy on the telephone, in voice mails, and in written communications. Follow proper etiquette at business functions and dinners, and identify formal table settings for business dining.

WRITING FOR BUSINESS

Date(s):	Time(s):
12/08/2016	9 a.m. – noon
5/18/2017	9 a.m. – noon

Length/CEUs: Three hours / 0.3 CEUs

Target Audience: All employees

Instructor: Montgomery College, Office of Workforce Development & Continuing Education

Description: Despite all of the high-tech communication tools, communicating at work continues to be challenging. When someone sends an email or speaks in-person, immediate assessments of that person's professionalism and ability to communicate are made.

This course helps participants learn and practice using critical writing tips and techniques appropriate to any mode of communication (email, letter, memorandum, etc.). Emphasis is placed on using clear, concise language to meet the needs of readers. All discussions and activities are learner-centered to satisfy a variety of learning styles.

Objectives:

- Learn how to organize and plan writing objectives that ensure reader understanding.
- Learn proven solutions to contemporary business communication challenges.
- Learn how to speak and write more professionally.
- Practice the 3-C Approach (clear, concise, correct) to effective business writing.

Important Resources

OHR TRAINING AND ORGANIZATIONAL DEVELOPMENT TEAM

Beyond what's included in this catalog, the OHR Training and Organizational Development Team offers proven solutions to the challenges facing the County, departments and individual employees. In addition to classroom and online course offerings, we can develop performance improvement strategies based on your needs:

- **Specialized Training** (page 40) tailored training to meet your department's specific needs
- **Customized Technology Training** (page 41)
- **Organizational Development and Consultative Services** (page 41)
- **Interagency Training Committee** (page 42) combining resources to provide training opportunities
- **Center for Continuous Learning (CCL)** (page 35) to meet the continuing education needs of therapists and social workers in DHHS and other County departments.

The OHR Training and Organizational Development Team

OHR Training and Organizational Development Center
255 Rockville Pike – Suite 102; Rockville, MD 20850

Staff	Responsibility
Anita Brady Manager 240-777-5066 Anita.Brady@MontgomeryCountyMD.gov	<ul style="list-style-type: none"> • Leadership, executive, and management development programs • Employee and career development • Employee awards and recognition programs • Tuition Assistance Program oversight • Organizational climate surveys and assessments • Supervisor and management leadership development • Senior Fellowship Program
Teddy Ramet Human Resources Specialist III 240-777-5153 Teddy.Ramet@MontgomeryCountyMD.gov	<ul style="list-style-type: none"> • Technology and Microsoft computer software training • Tuition Assistance Program management • National Association of Counties Achievement Awards Program • OHR Career Development webpage content management • OLM subject matter expert training program measures and reports
Michaela Johnson Human Resources Specialist III 240-777-5063 Michaela.Johnson@MontgomeryCountyMD.gov	<ul style="list-style-type: none"> • Center for Continuous Learning (CCL) • Master of Social Work (MSW) internships • OLM content and communications
Anithia Rhodes Administrative Specialist I 240-777-5116 Anithia.Rhodes@MontgomeryCountyMD.gov	<ul style="list-style-type: none"> • Training and development course administrative and logistical management • Length of Service Program • Tuition Assistance Program coordination

ONLINE RESOURCES

The three links below provide access to any information or functions you may need to manage your training and career development.

OHR Career Development webpage:

Find additional OHR Training and Organizational Development programs; Help Guides for assistance with OLM; directions and parking information for training venues; future additions to the CCL Catalog and much more.

AccessMCG ePortal for MCG employees, contractors, interns, and volunteers who have an MCG computer network login: Use to access OLM to enroll in classes, check your class schedule/history and print a transcript.

AccessMCG Extranet for community partners, DHHS retirees and contractors, interns and volunteers who do not have an MCG computer login: Use to access OLM to enroll in classes, check your class schedule and history and print a transcript.



USER GUIDES

OHR Career Development webpage: Includes catalogs, OLM guides, policies, enrollment links, directions and parking for training, etc.

Employee Self-Service (MCG employees only): Use to access Oracle Learning Management (OLM) to enroll in classes, withdraw, check your class schedule and history and print a transcript.

AccessMCG (MCG non-employees, such as contractors, partners, volunteers, interns): Use to access Oracle Learning Management (OLM) to enroll in classes, withdraw, check your class schedule and history and print a transcript.