

FY2016 Class Catalog



OHR Training and Organizational Development



Office of Human Resources, Montgomery County, Maryland



OFFICE OF HUMAN RESOURCES

Isiah Leggett
County Executive

Shawn Y. Stokes
Director

Dear Colleague:

For the past several years, the County has been faced with unprecedented fiscal constraints and providing the highest level of services with limited resources. Through the County's continued investment in employee learning and development, the Office of Human Resources is pleased to offer the Fiscal Year 2016 Office of Human Resources training program catalog.

In FY 15, over 14,000 individuals participated in over 800 OHR sponsored training courses. It is the commitment, dedication, and innovation of our County employees that sets us apart from other local governments. We are also fortunate to be able to utilize over 50 in-house subject matter experts and community partners such as Montgomery County Public Schools who willingly give their time and talents to provide course development and instruction for numerous programs.

During this fiscal year, OHR will be introducing an innovative partnership with Montgomery County Public Libraries which will enable all employees' access to Gale on-line learning courses on over 200 topics. Gale Courses offer a wide range of highly interactive, instructor led courses that you can take entirely online.

In today's ever changing workplace, it is essential that we all work together to create a workforce that is prepared to meet the many challenges that confront us on a daily basis. Through our continued investment in learning and development, OHR will continue to support, guide, and encourage you in meeting your performance and career related goals.

Sincerely,

Shawn Stokes, Director
Office of Human Resources



MISSION STATEMENT

We pursue the common good by working for and with Montgomery County's diverse community members to provide:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

As dedicated public servants, the employees of the Montgomery County government strive to embody in our work these essential values:

- Collaboration
- Inclusiveness
- Knowledge
- Competence
- Innovation
- Respect for the Individual
- Fiscal Prudence
- Integrity
- Transparency

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Overview

For your convenience, this catalog compiles in one location descriptions and schedules for all 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 and detailed schedules and descriptions of classes. Finally, there are “nuts and bolts” descriptions of how to use the Online Learning Management (OLM) tools to enroll in classes and track your training history.

In FY 2016, OHR will continue to help employees develop their careers with new skills, innovative approaches to solving problems, and new opportunities for learning and performance improvement.

OHR is committed to **ensuring employees and managers have the training, knowledge management, and leadership** to help navigate these challenging times. 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 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 computer-based training. Some of the benefits of computer-based training include:

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

Participants may enroll and play the CBT courses directly from their Learner Home Page in Oracle Learning Management. Other opportunities will be listed on the OHR Training 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.



OHR TRAINING AND ORGANIZATIONAL DEVELOPMENT

Beyond what's included here, the Office of Human Resources Training and Organizational Development offers proven solutions to the challenges facing the County, departments and individual employees. In addition to classroom and online course offerings, we can design and develop performance improvement strategies based on your needs.

We can assist you with:

- [Specialized Training](#) (Page 47)
 - tailored training to meet your department's specific needs
- [Customized Technology Training](#) (Page 48)
- [Organizational Development and Consulting Services](#) (Page 48)
- [Interagency Training Committee](#) (Page 49)
 - combining resources to provide training opportunities
- [Center for Continuous Learning \(CCL\)](#) (Page 41)
 - to meet the continuing education needs of therapists and social workers in DHHS and other County departments.

Hint:

Clicking on the Program Title will take you to that section.

Please contact us by email or phone for assistance.

- **Location:** OHR Training and Organizational Development Center, 255 Rockville Pike, Suite 101, Rockville, MD 20850

Who's Who on the Training Team	
Staff	Responsibility
Anita Brady Manager Training and Organizational Development 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 • Succession Planning and Knowledge Management • Management Leadership Forum • Take Our Children to Work Program • Senior Fellowship Program • Alliance for Workplace Excellence 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 • Project Management Programs • Tuition Assistance Program Management • National Association of Counties Awards Recognition Program • Training Web Page Content Management • 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) • MSW Internships • Oracle Learning Management Subject Matter Expert and Support
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



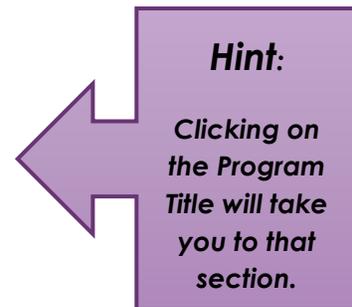
CAREER DEVELOPMENT

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.

THE BOTTOM LINE—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 9)
- [Mandatory Training](#) (Page 10)
- [Competencies for Employees](#) (Page 13)
- [Competencies for Management Leadership Service](#) (Page 17)
- [Learning Paths](#) (Page 23)



Each description of competencies is followed by a matrix of competencies and the classes which provide training in those competencies.



MAKING THE MOST OF TRAINING

FOR EMPLOYEES

PRIOR TO TRAINING	DURING TRAINING	FOLLOWING TRAINING
<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 co-workers. • 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

PRIOR TO EMPLOYEE'S TRAINING	FOLLOWING EMPLOYEE'S TRAINING
<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 co-workers. • 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



Montgomery County 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.

The County's 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.

Montgomery County Government 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.

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 the exact Target Audience is listed below. **Check with your supervisor** to determine which courses are mandatory for someone in your position.

COURSES	TARGET AUDIENCE
Preventing Workplace Harassment	Everyone — <i>must be taken every 3 years thereafter</i>
Limited English Proficiency (LEP)	All individuals in front-line positions . HHS Employees should attend “HHS Limited English Proficiency Plan.”
HAZ-Com Standard and HAZ-Com Assessment	Everyone who may be exposed to Standard Specified Hazardous Materials.

 **Ready to Enroll in Mandatory Training Classes**

- **For a description** go to [“Classes and Schedules”](#) in this catalog (p. 76), or
- **For Instructions** go to [“How to Enroll”](#) in this catalog (p. 57), or
- **Enroll** by going directly to your [Employee Self-Service](#) to enroll.

Contact: Training Team, OLMAdmin@MontgomeryCountyMD.gov; 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 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 MANAGERS 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. The courses and the exact Target Audience are listed below. **Check with your supervisor** to determine which courses are mandatory for someone in your position.

COURSES	TARGET AUDIENCE
<p>EEO/Diversity Management — <i>must be taken every 3 years thereafter</i></p> <ul style="list-style-type: none"> - Americans with Disabilities Act (ADA) as Amended: Employment Law - Don't Let It Happen to You: Workplace Violence - Intro to Managing in a Union Setting - Performance Management: Basics 	<p>All Managers, Supervisors and Question A Employees</p>
<p>Drug Free Workplace-Non DOT Supervisors</p>	<p>MCG Managers and Supervisors in all other Departments with direct reports who are required to maintain a Commercial Driver's License (CDL)</p>
<p>Overview of Contract Administration</p>	<p>All Management Leadership (MLS) who have not taken the County's previous Contract Administration series.</p>

HIRING PANEL TRAINING

Before someone can serve on a Hiring Panel, including staff, supervisors and managers, they must first attend the following training.

COURSES	TARGET AUDIENCE
<p>Interviewing and Selecting Employees</p>	<p>Anyone involved in the hiring process.</p>



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 Management Leadership Service 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 manner 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 and 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, accurate and responsive.
- **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 (e.g. 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

The Office of Human Resources has developed Training Course Competencies Matrix that links Employee competencies to the courses the County is offering this year. These charts will enable you to select courses that will enhance your on-the-job skills, knowledge, and experience and 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
Accountability and Ethics		x							x		x			
Americans with Disabilities Act (ADA): Employment Law	x					x					x			
Americans with Disabilities Act (ADA): Serving Customers	x					x					x			
Balance Work and Personal Life			x				x		x		x	x	x	
Build a Respectful Workplace	x	x		x	x			x						x
Business Grammar				x	x								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	

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
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			
Emergency Preparedness			x			x				x	x		x	x
Emotional Intelligence				x	x			x	x		x	x		x
FMLA and Me						x								
Getting Organized			x			x	x		x	x		x		
Give and Receive 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	

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
Managing Your Emotions in the Workplace	x		x	x	x			x	x	x			x	x
MCtime 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
Security Awareness (ISATP)		x				x			x	x	x		x	
Social Media Do's and Don't's		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) & 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 received 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, to 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**—is 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. Personally seeks out 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 feeling, 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 & Collaboration**—competency is 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 mission, as opposed to working separately or competitively.
- **Developing, Empowering & 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 or 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 entire 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

The Office of Human Resources has developed **Training Course Competencies Matrix** that links MLS competencies to the courses the County is offering this year. These charts will enable you to select courses that will enhance your on-the-job skills, knowledge, and experience and meet performance expectations linked to competencies.

Training Courses	Management Leadership Service Competencies														
	Equal Opportunity (EEO) & 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	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Accountability and Ethics		x	x				x		x	x	x	x	x		x
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): Serving Customers	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
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			x	

	Management Leadership Service Competencies															
Training Courses	Equal Opportunity (EEO) &	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	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Creative Problem-Solving		x		x	x	x	x	x						x	x	
Cutting Through Clutter				x				x				x		x		
Delegating Effectively		x		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		
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		

	Management Leadership Service Competencies															
Training Courses	Equal Opportunity (EEO) &	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	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
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
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	x	
Resolving Conflict in the Workplace	x			x	x			x	x			x		x	x	
Security Awareness (ISATP)			x	x									x			x
Social Media Do's and Don't's			x	x	x								x			x
Substance Abuse: DOT Supervisor		x	x				x	x			x			x		x
10 Strategies for Improving Your Finances				x								x				

	Management Leadership Service Competencies														
Training Courses	Equal Opportunity (EEO) & 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	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
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



OVERVIEW

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

OHR Training has created 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 10 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 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
 - Safety Program: Managers

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 Training and Organizational Development Team at OLM.Admin@montgomerycountymd.gov or call 240-777-5116.

EMPLOYEE LEARNING PATHS

ASPIRING SUPERVISOR LEARNING PATH

The Aspiring Supervisor Program is a Learning Path targeted for Montgomery County Government employees who are interested in learning what it takes to be an effective supervisor and leader in the workplace.

REQUIREMENTS

- Complete at least 6 courses, including the required courses within 5 years.

OBJECTIVES

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

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

TIME PERIOD: 5 years

MANDATORY COURSES

- Accountability and Ethics
- 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
- Build a Respectful Workplace
- Give and Receive Feedback
- Interviewing and Selecting Employees (Only for individuals who serve on interview panels in their current role)
- Manage Time, Maximize Potential ‡
- Positive Communication: Managing Conflict
- Problem Solving in Today's Workplace ‡
- Project Management
- Supervisory Toolkit
- Today's Diverse Workplace
- Work with Multiple Generations ‡

‡ This course is not scheduled during FY16

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 3 courses, including the required course within 5 years.

OBJECTIVES

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

TIME PERIOD: 5 Years

MANDATORY COURSES

- Skills for Career Advancement ‡

ELECTIVE COURSES

- Career Assessment
- Career Management in Uncertain Times ‡
- Creating a Work-Life Balance ‡
- Five A's of Success ‡
- High Impact Resumes ‡
- Interview for Success ‡
- Manage Time, Maximize Potential ‡
- Problem Solving in Today's Workplace ‡
- Sandwich Generation ‡
- Stress the Positive ‡
- Time Management: Create More Time ‡
- Time Management: Self-Management
- Understand Financial Aid

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

‡ This course is not scheduled during FY16

COMMUNICATIONS 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 to effective oral communications. In addition, written documents must be organized and focused to convey the intended message using effective language and style.

REQUIREMENTS

- Complete at least 5 courses, including the required courses within 5 years.

OBJECTIVES

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

TIME PERIOD: 5 Years

MANDATORY COURSES

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

ELECTIVES

- Build a Respectful Workplace
- Business Grammar
- Email Etiquette ‡
- Emotional Intelligence
- Initiating Difficult Conversations ‡
- Interpersonal Communications
- Managing Your Emotions in the Workplace
- Positive Assertiveness ‡
- Positive Communication: Managing Conflict
- Provide Services to Residents
- Psychological First Aid ‡
- Stress at Work: Employees ‡
- Stress the Positive ‡
- 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 & Anger in the Workplace; Managing Organization Conflict; Perfecting Your Presentation Skills; Business English Review; Business Writing; How to Write Email That Gets Results; Proofreading Skills; and Writing Skills for Managers.

‡ This course is not scheduled during FY16

CONTRACT ADMINISTRATION LEARNING PATH

New in FY2014, is an updated and expanded Contract Administration training curriculum which is developed and taught by Montgomery County Government 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 Management Leadership Service. The Contract Administration curriculum is designed for all County employees who manage and monitor County contracts.

REQUIREMENTS

- Complete all 6 courses listed below within 5 years.

OBJECTIVES

- To enhance knowledge of the Montgomery County Procurement and the Contract Administration Process, Charter, County Code, Procurement Regulations, Policies, and Procedures.
- To increase understanding of the laws that govern the process.
- To highlight common procedures and problems that impact the Procurement Process.
- To learn 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: 5 years

MANDATORY COURSES

The curriculum includes an "Overview of Contract Administration" which is required for all Contract Administrators and Management Leadership Service who (1) have not previously completed the County's 5-day Contract Administration Program or (2) the 2-day HHS 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 Program are 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 5 courses, including the required courses within 5 years

OBJECTIVES

- Understanding and meeting customer expectations
- Listening and problem solving skills
- Providing better service to our culturally diverse residents.

TIME PERIOD: 5 Years

MANDATORY COURSES

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

ELECTIVE COURSES

- Americans with Disabilities Act (ADA): Serving Customers
- 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)
- Interpersonal Communications
- Limited English Proficiency (LEP)
- Managing Your Emotions in the Workplace
- Positive Communication: Managing Conflict
- Problem Solving in Today's Workplace ‡
- Stress the Positive ‡

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.

‡ This course is not scheduled during FY16

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 4 courses including the required courses within 5 years.

OBJECTIVES

- Recognize and take full advantage of the productivity potentially inherent in a diverse community
- Employees will become better intercultural communicators and will strengthen their skills at interacting with a diverse residents and workforce.

TIME PERIOD: 5 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): Serving Customers
- Communicate Services Across Cultures
- Global MC Series: Employees ‡
- Today's Diverse Workplace
- Work with Multiple Generations ‡

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.

‡ This course is not scheduled during FY16

EMERGENCY PREPAREDNESS LEARNING PATH

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

REQUIREMENTS

- Complete both of the mandatory courses within 1 year

OBJECTIVES

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

TIME PERIOD: 1 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 was 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 5 courses in the Employee Path including the required courses within 5 years.

OBJECTIVES

Provide a broad overview of HR topics.

TIME PERIOD: 5 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): Serving Customers
- DOT Employees Drug Free Workplace Compliance Class ‡
- FMLA and Me
- Global MC Series: Employees ‡
- Today's Diverse Workplace

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

‡ This course is not scheduled during FY16

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 4 courses, including the required courses within 5 years

OBJECTIVES

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

TIME PERIOD: 5 Years

MANDATORY COURSES

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

ELECTIVE COURSES

- Accountability and Ethics
- Balance Work and Personal Life
- Manage Time: Maximize Potential ‡
- Managing Personal Finances
- Overview of Contract Administration
- Positive Communication: Managing Conflict
- Project Management
- Social Media Do's and Don't's
- Stress the Positive ‡
- Today's Diverse Workplace

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

‡ This course is not scheduled during FY16

USING MCG COMPUTER RESOURCES LEARNING PATH

This Learning Path offers Learners an opportunity to become more familiar with MCG Computer Resources and strategies for maintaining the security of our electronic data.

REQUIREMENTS

- Complete at least 4 courses, including the required courses within 1 year

OBJECTIVES

- Depending upon the Courses chosen, Learners will become familiar with the following systems:
 - Content Management System
 - MTime for Employees
 - MTime 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: 1 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
- MTime for Employees CBT
- MTime for Managers CBT
- Phishing and Spamming CBT
- Phishing and Spamming CBT Skills Assessment
- Web Accessibility CBT
- Web Accessibility CBT Skills Assessment

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 6 courses in the supervisory/managerial track including the required courses within 5 years.

OBJECTIVES

- Recognize and take full advantage of the productivity potentially inherent in a diverse community
- Employees will become better intercultural communicators and will strengthen their skills at interacting with diverse residents and workforce.

TIME PERIOD: 5 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): Serving Customers
- 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 ‡
- Today's Diverse Workplace
- Work with Multiple Generations ‡

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

‡ This course is not scheduled during FY16

HUMAN RESOURCES MANAGEMENT: MANAGERS LEARNING PATH

Human Resource 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 7 courses including the required courses within 5 years.

OBJECTIVES

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

TIME PERIOD: 5 Years

MANDATORY COURSES

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

ELECTIVE COURSES

- Americans with Disabilities Act (ADA): Serving Customers
- Americans with Disabilities Act (ADA) as Amended: Employment Law
- Americans with Disabilities Act (ADA): Local Government Requirements
- 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 ‡

‡ This course is not scheduled during FY16

LABOR/EMPLOYEE RELATIONS LEARNING PATH

Managing people can be rewarding and frustrating. Managing people effectively in a labor relations (i.e., union) environment creates additional complexities. Over 70% of the County's workforce is represented by labor unions. Supervisors need to understand their rights and the rights of employees and need to know 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 3 courses including the required courses within 5 years.

OBJECTIVES

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

TIME PERIOD: 5 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,

‡ This course is not scheduled during FY16

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 7 courses, including the required courses within 5 years

OBJECTIVES

- Guiding the work group in understanding and achieving its contributions toward the vision and mission of the Department and County.
- Balancing the needs of both the organization and employees.

TIME PERIOD: 5 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
- Communication Strategies: Say the Right Thing ‡
- 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
- Oops! I'm the Manager ‡
- 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

‡ This course is not scheduled during FY16

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 4 courses, including the required courses within 5 years.

OBJECTIVES

- Keeping the employee informed of work expectations
- Developing an ongoing record of the employee's performance
- Identifying training and career development needs

TIME PERIOD: 5 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
- Communication Strategies: Say the Right Thing ‡
- Creating a Motivating Environment
- Delegating Effectively
- Family Medical Leave Act (FMLA) Overview for Management (formerly Understanding the Family Medical Leave Act and Avoiding Headaches)
- Oops! I'm the Manager ‡
- 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.

‡ This course is not scheduled during FY16

SAFETY PROGRAM: MANAGERS LEARNING PATH

Today's supervisors and managers recognize the value of a secure work environment. By enhancing health and safety awareness and applying related technical information to policies, procedures, processes and products, organizations can yield a more productive, satisfied, and fiscally sound organization.

The County's Safety Institute has developed a variety of safety modules for managers and supervisors to promote and create a safe work environment for County employees. These learning modules have been combined within this Learning Path.

REQUIREMENTS

- Complete at least 3 courses, including the required courses within 5 years.

OBJECTIVES

- Assist the supervisor and manager in protecting and securing the well-being and productivity of employees.

TIME PERIOD: 5 Years

MANDATORY COURSES

- Workers' Compensation Program
- Safety Preparedness

ELECTIVE COURSES

- Chemical Safety
- Electricity and Tool Safety
- Ergonomics and Back Safety
- Personal Protective Equipment



TRAINING PARTNERS

The Office of Human Resources 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.



HHS-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**.

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 ensuring that those employees in the Department of Health and Human Services have the tools and knowledge needed to maximize their contribution to the safety, health and self-sufficiency of our community.



professional and organizational development. Modeled after the "Corporate University" concept, the CCL offers a wide variety of training topics ensuring that those employees in the Department of Health and Human Services have the tools

and knowledge needed 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 HHS – CCL Catalog

The catalog is published twice a year – in August and January. The CCL Training Committee, made up of members of the HHS staff with the Program Coordinator plan the curriculum of courses.

For additional information, please look for the **HHS-CCL Catalog** on the OHR Training Webpage: www.montgomerycountymd.gov/OHR/Training.

Staff Resources – Center for Continuous Learning (CCL)

*To request CE approval for an HHS service unit, or for additional information, contact **Michaela Johnson** at 240-777-5063*



COMPUTER TRAINING

OFFICE 365

As part of the 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 being supported with training tutorials, videos, and more:

- Office 365 Welcome Video
- OWA PowerPoint and Videos #1-8 (General overview, Mail, Calendar, etc.)
- FAQs, Quick Start Guides, and migration instructions



For more information follow these links:

[Office 365 website for staff](http://www.montgomerycountymd.gov/office365/index.html) (www.montgomerycountymd.gov/office365/index.html)

[Office 365 website for departmental technical contacts](http://www.montgomerycountymd.gov/office365/itcontactsindex.html)
(www.montgomerycountymd.gov/office365/itcontactsindex.html)

MICROSOFT OFFICE SUITE CLASSES



OHR has partnered with OfficePro—a Microsoft Certified Partner and small business, located in Gaithersburg—to provide training to Montgomery County Government employees on Microsoft Office Suite 2010 and 2013 applications.



Ready to Enroll in Computer Classes

- **For Instructions** go to "[How to Enroll](#)" in this catalog (page 57), or
- **Enroll** by going directly to your [Employee Self-Service](#) to enroll.

Contact: Teddy Ramet, tewodros.ramet@montgomerycountymd.gov, 240-777-5153.

Below is the Class Schedule for 2015-2016.

EXCEL 2010		
Excel 2010 Introduction	10/08/2015	9:00 a.m. – 4:00 p.m.
Excel 2010 Intermediate	11/04/2015	9:00 a.m. – 4:00 p.m.
Excel 2010 Advanced	12/15/2015	9:00 a.m. – 4:00 p.m.
EXCEL 2013		
Excel 2013 Introduction	10/08/2015	9:00 a.m. – 4:00 p.m.
Excel 2013 Introduction	11/04/2015	9:00 a.m. – 4:00 p.m.
Excel 2013 Intermediate	11/17/2015	9:00 a.m. – 4:00 p.m.
Excel 2013 Advanced	12/08/2015	9:00 a.m. – 4:00 p.m.

OFFICE 365 Overview Session		
Office 365 Overview Session	10/01/2015	9:00 a.m. – 10:30 a.m.
Office 365 Overview Session	10/01/2015	11:00 a.m. – 12:30 p.m.
Office 365 Overview Session	10/07/2015	9:00 a.m. – 10:30 a.m.
Office 365 Overview Session	10/07/2015	11:00 a.m. – 12:30 p.m.
OFFICE 2013 Overview with Tips and Tricks		
Office 2013 Overview with Tips & Tricks	10/01/2015	9:00 a.m. – 12:00 p.m.
Office 2013 Overview with Tips & Tricks	10/01/2015	1:00 p.m. – 4:00 p.m.
Office 2013 Overview with Tips & Tricks	11/03/2015	1:00 p.m. – 4:00 p.m.
Office 2013 Overview with Tips & Tricks	11/03/2015	9:00 a.m. – 12:00 p.m.
OUTLOOK 2010 and 2013		
Outlook 2010 Introduction	10/20/2015	9:00 a.m. – 4:00 p.m.
Outlook 2013 Introduction	10/12/2015	9:00 a.m. – 4:00 p.m.
Outlook 2013 Introduction	10/29/2015	9:00 a.m. – 4:00 p.m.
Outlook 2010 Intermediate	11/19/2015	9:00 a.m. – 4:00 p.m.
Outlook 2013 Intermediate	11/05/2015	9:00 a.m. – 4:00 p.m.
POWERPOINT 2010 and 2013		
PowerPoint 2010 Introduction	10/13/2015	9:00 a.m. – 4:00 p.m.
PowerPoint 2013 Introduction	10/14/2015	9:00 a.m. – 12:00 p.m.
PowerPoint 2010 Intermediate	11/12/2015	9:00 a.m. – 4:00 p.m.
PowerPoint 2013 Intermediate	11/16/2015	9:00 a.m. – 4:00 p.m.
WORD 2010 and 2013		
Word 2010 Introduction	10/07/2015	9:00 a.m. – 12:00 p.m.
Word 2013 Introduction	10/06/2015	9:00 a.m. – 12:00 p.m.
Word 2010 Intermediate	11/06/2015	9:00 a.m. – 4:00 p.m.
Word 2013 Intermediate	11/18/2015	9:00 a.m. – 4:00 p.m.

Beyond these regularly scheduled classes, Office of Human Resources 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 1-1/2 to 2 hour sessions provide an opportunity to build knowledge of the topic area and gain new insights from discussion with colleagues. See the Class Descriptions at the back of the catalog.

MONTGOMERY COLLEGE WORKFORCE DEVELOPMENT AND CONTINUING EDUCATION



The Office of Human Resources, Training and Organization Development Team, partners extensively with Montgomery College to ensure County 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.”



MONTGOMERY COUNTY PUBLIC LIBRARIES GALE ON-LINE INSTRUCTOR LED LEARNING



The Office of Human Resources in partnership with Montgomery County Public Libraries is pleased to announce Gale Courses instructor-led on-line learning courses available at no cost to all Montgomery County employees who are Montgomery County Public Library card holders in good standing. The Gale courses offer a wide range of highly interactive, instructor led courses that you can take entirely online. Montgomery County Public Libraries 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? Go to <http://education.gale.com/l-rock21695/> to access the **MCPL Gale Courses** web site. There you will find detailed instructions about selecting courses, setting up a Gale Courses account, and finding further information about class content, requirements, assignments, progress reports, etc.

If you require any assistance with registration, [Click here to contact us.](#)



This is a very 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 much more.

MONTGOMERY COUNTY PUBLIC SCHOOLS DEPARTMENT OF PROFESSIONAL GROWTH SYSTEMS



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

We are pleased to announce the availability of the training opportunities in the following areas to our employees under an initiative coordinated by the Montgomery County Office of Human Resources and the Montgomery County Public Schools' 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/>. See also the class descriptions at the back of this catalog.

MONTGOMERY COUNTY STAFF SUBJECT MATTER EXPERTS IN MONTGOMERY COUNTY APPLICATIONS



Montgomery County 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.

MONTGOMERY COUNTY GOVERNMENT 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 their 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 speaking in public. 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.

Meeting Schedule:

Meetings are held the 1st and 3rd Wednesdays of each month from 12:10 – 1:10 p.m. at the Council Office Building (COB), 100 Maryland Avenue, Room 225, Rockville, MD.

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



TRAINING SERVICES



SPECIALIZED TRAINING—JUST FOR YOUR ORGANIZATION

Let the Office of Human Resources (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?

- 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 1st level supervisors.

Staff Resources – Specialized Training

*If you would like more information on what we can do for your organization, please contact **Anita Brady** at 240-777-5066.*



CUSTOMIZED TECHNOLOGY TRAININGS

OHR offers Microsoft Office Suite courses starting in the fall. For the schedule of computer courses, go to Page 42.

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
- FrontPage

Staff Resources – Computer Technology

*If you would like more information on what we can do for your organization, please contact: **Teddy Ramet** at 240-777-5153*



ORGANIZATIONAL DEVELOPMENT AND CONSULTATIVE SERVICES

The Office of Human Resources 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

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

Staff Resources – Organizational Development

*If you would like more information on what we can do for your organization, please contact **Anita Brady**, Manager, Organizational Development and Trainina at 240-777-5066.*

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



INTERAGENCY TRAINING COMMITTEE

Montgomery County 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 Office of Human Resources 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: Montgomery County Government; Montgomery County Public Schools; Montgomery College; Housing Opportunity Commission; and the Maryland-National Capital Park and Planning Commission.



TOOLS AND RESOURCES



IMPORTANT WEB LINKS



Bookmark these sites, or add to your Favorites to access quickly.

[OHR Training Web Page](#) – or type into your web browser:

www.montgomerycountymd.gov/Training

- Includes Catalogs, Guides to OLM, Policies, Enrollment Links, Directions and Parking for Training, etc.

[Employee Self Service](#) – MCG Employees only

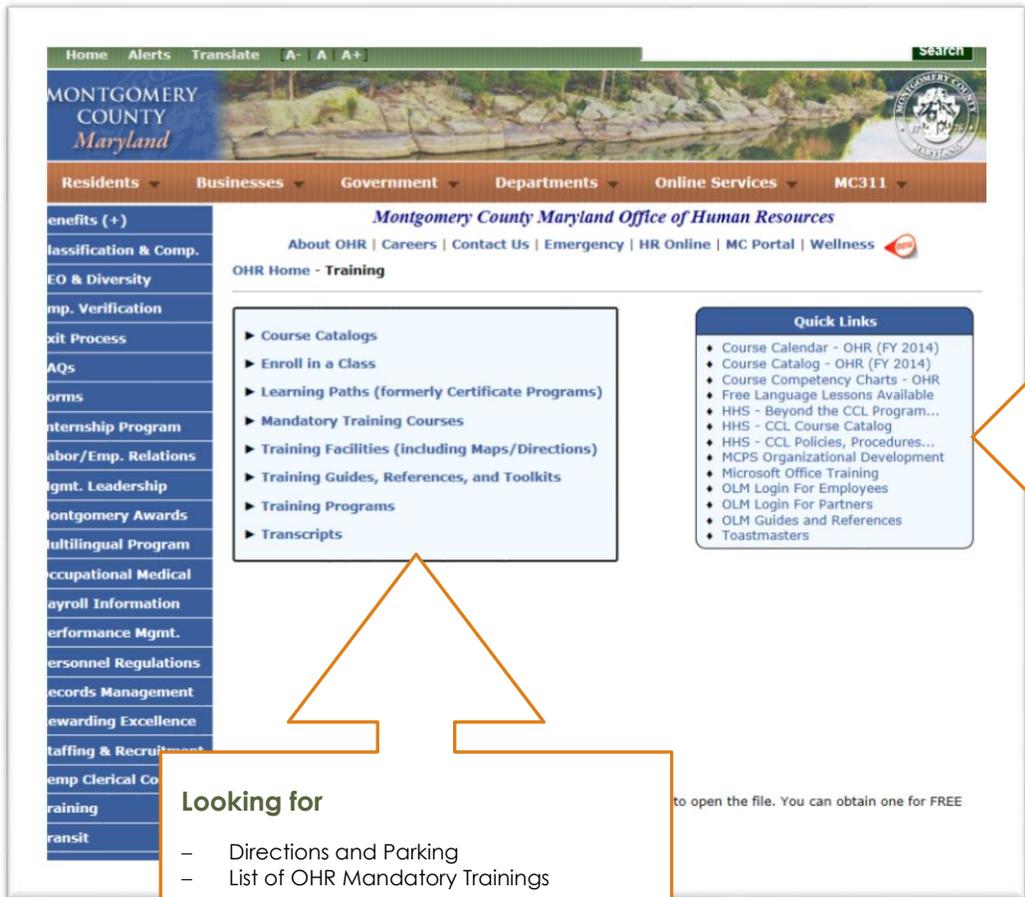
- Use to access Oracle Learning Management (OLM) to enroll in classes, withdraw, check your class schedule and history and print a transcript.

[Access MCG](#) – MCG Non-Employees (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.



The Training Webpage is your “go to” source for almost any information you need for training. The design is user friendly, providing answers with one or two clicks of the mouse. Locate the Training Web Page by typing into your browser: www.montgomerycountymd.gov/training.



Looking for

- Directions and Parking
- List of OHR Mandatory Trainings

How to

- Enroll in a class (**Employees**)
- Enroll in a class (**Partners: Non-Employees**)
- Print a Transcript

Looking for

- OHR Class Catalog
- OHR Class Calendar
- HHS-CCL Class Catalog (includes Calendar)
- HHS Attendance Policy
- Links to log-in to OLM

How to

- Use Oracle Learning Management (OLM)
- Set up log-in for AccessMCG in order to enroll in classes (**For Non-Employees Only**)

NOTE: After the calendar is published in the OHR Webpage, **locations, dates or schedules may change**. Check OLM to confirm the most up-to-date information on classes.



EMPLOYEES' RETIREMENT SYSTEM



Looking to retire in the near future? Not yet ready to retire but want to learn more about your retirement benefits?

Two types of Employees' Retirement System (ERS) pension plan retirement seminars are available year-round to help you. Additional retirement seminars

may be added on an as-needed basis, so be sure to check the "Benefits Seminars" training section of the OHR Website for the latest listings.

OVERVIEW

Please follow the steps below to **determine if and what seminars you should attend.**

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

- **If yes...**(Eventually, you **MUST** attend all four of these seminars.)
 - **Step 2:** Determine which ERS Retirement Session 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).
- **If no...**(Eventually, you **MUST** attend both of these seminars.)
 - Skip Steps 2 and 3.
 - **Step 4:** Enroll in the appropriate Planning to Retire Health Insurance Seminar(s).
 - Skip Step 5
 - **Step 6:** Enroll in the appropriate Applying to Retire Health Insurance Seminar(s).

Let's Begin!



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 pay slip:

1. Go to [Employee Self-Service](#)
2. Log on using your Username and Password. (If you do not know these, call the IT Help Desk at 240-777-2828.)
3. Click the link, "Oracle Employee Self Service (ESS)."
4. Under Navigator, click the folder titled "MCG HR Employee Self Service."
5. Select "Payslip."
6. Now, look at the "Retirement" line item on your paycheck.



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.



Before enrolling, determine which ERS retirement seminar that best meets your needs:

Applies to:	Seminar title:	Attend if you want to:
Retirement plan groups A, E, F, G and H	<u>Planning</u> for Retirement	Retire in the near future, or Learn about your retirement benefits.
	<u>Ready to Retire</u> 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)	<u>Introduction</u> to the DRSP	Enter the DRSP in the near future, or Learn about the DRSP.
	<u>Ready to Enter</u> 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)	<u>Introduction</u> to the DROP	Enter the DROP in the near future, or Learn about the DROP.
	<u>Ready to Enter</u> 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 NOTE: *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. See example below.

Example: If you will be retiring June 1, 2016, you need to enroll in the seminar titled, Ready to Retire on April 1, 2016: 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 “[How to Enroll](#)” in this catalog, or
- **Enroll** by going directly to your [Employee Self-Service](#) to enroll.

Retirement Program Contact: Retirement Administration,
retirement@montgomerycountymd.gov; 240-777-8230

STEPS 3-6: Enroll in the appropriate Retirement and Health Insurance Seminar(s).



STEP 3: Enroll in a Planning to Retire Retirement Seminar

ERS RETIREMENT PLANNING—FOR ERS GROUPS A, E, F, G AND H

DATE	TIME	LOCATION
10/21/2015 11/18/2015 12/16/2015	All sessions are held at: 9:00 a.m. - 10:30 a.m.	All sessions are located in: Council Office Building (COB) First Floor Auditorium 100 Maryland Ave., Rockville, MD 20850
1/20/2016 2/17/2016 3/16/2016 4/20/2016 5/18/2016 6/15/2016 7/20/2016 8/17/2016 9/21/2016 10/19/2016 11/16/2016 12/21/2016	All sessions are held at: 9:30 a.m. – 10:59 a.m.	All sessions are located in: Rockville Memorial Library 1 st 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

DATE	TIME	LOCATION
10/21/2015 11/18/2015 12/16/2015	All sessions are held at: 10:30 a.m. - Noon	All sessions are located in: Council Office Building (COB) First Floor Auditorium 100 Maryland Ave., Rockville, MD 20850
1/20/2016 2/17/2016 3/16/2016 4/20/2016 5/18/2016 6/15/2016 7/20/2016 8/17/2016 9/21/2016 10/19/2016 11/16/2016 12/21/2016	All sessions are held at: 11:00 a.m. – 12:30 p.m.	All sessions are located in: Rockville Memorial Library 1 st Floor Meeting Room 21 Maryland Avenue Rockville MD 20850

STEP 5: Enroll in an Applying to Retire Retirement Seminar

ERS APPLYING FOR RETIREMENT - FOR ERS GROUPS A, E, F, G AND H

If Applying for Retirement on...	Attend this session	Time	Location
November 2015 December 2015 January 2016 February 2016	9/9/2015 10/7/2015 11/4/2015 12/2/2015	All sessions are held at: 9:00 a.m. – 10:30 a.m.	All sessions are located in: Council Office Building (COB) First Floor Auditorium 100 Maryland Ave., Rockville, MD 20850
March 2016 April 2016 May 2016 June 2016 July 2016 August 2016 September 2016 October 2016 November 2016 December 2016 January 2017 February 2017	1/6/2016 2/3/2016 3/2/2016 4/6/2016 5/4/2016 6/1/2016 7/6/2016 8/3/2016 9/7/2016 10/5/2016 11/2/2016 12/7/2016		

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 2015 December 2015 January 2016 February 2016	9/9/2015 10/7/2015 11/4/2015 12/2/2015	All sessions are held at: 10:30 a.m. – Noon	All sessions are located in: Council Office Building (COB) First Floor Auditorium 100 Maryland Ave., Rockville, MD 20850
March 2016 April 2016 May 2016 June 2016 July 2016 August 2016 September 2016 October 2016 November 2016 December 2016 January 2017 February 2017	1/6/2016 2/3/2016 3/2/2016 4/6/2016 5/4/2016 6/1/2016 7/6/2016 8/3/2016 9/7/2016 10/5/2016 11/2/2016 12/7/2016		



ENROLLMENT, POLICIES AND PROCEDURES

All courses in this catalog are designed for County 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 Montgomery County's Oracle Learning Management (OLM), part of the County's Enterprise Resource System.

EMPLOYEES

Employees 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.

Detailed instructions can be found on the [OHR Training Webpage](#):
www.montgomerycountymd.gov/Training
(See also "Oracle Learning Management" on page 60 of this Catalog.)

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));
- are Contractors and Temporary Employees with Montgomery County, Student Interns, or Volunteers.

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. This is the MCG Extranet Portal which gives the public the opportunity to request access to various County databases.

Step 2: Request access to the appropriate Training Area through AccessMCG: HHS 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.

Detailed instructions can be found on the [OHR Training Webpage](#):
www.montgomerycountymd.gov/Training
(See also "Oracle Learning Management" on page 60 of this Catalog.)



Mark all class dates on your calendar.

If a course has multiple sessions, you must attend all classes.

SUPERVISORY APPROVAL

Supervisory approval is required to participate in all County-sponsored training. Prior to registering, discuss your professional development goals with your supervisor and request to attend the training. In addition, the online Training Registration and Management System 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.



ATTENDANCE POLICIES AND PROCEDURES

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

WITHDRAWAL NOTIFICATION

Please withdraw from a class by unenrolling 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-Services 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 Training and Organizational Development Team Voicemail, 240-777-5116.

CONTINUING EDUCATION CREDITS 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 and 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). Therefore, a 6-hour class is reported as 0.6 CEUs.



- **Center for Continuous Learning Program (CCL)**

- The Montgomery County Office of Human Resources (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.



- Montgomery County 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 ACCOMMODATIONS

The Training and Organizational Development Team will make every effort to provide **accommodations for employees with disabilities**. To request an accommodation, please call the Training and Organizational Development Team at 240-777-5116 at least 10 days 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.



ORACLE LEARNING MANAGEMENT (OLM)

Oracle Learning Management (OLM) is part of the County 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.
- 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 on-line Courses are available directly from OLM.
- External learning (i.e., any classes, conferences, workshops, etc. taken outside of Montgomery County Government) may be added to your record—*MCG Employees Only*.
- 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.
- **Supervisor approval.** Your supervisor will be copied on all activity within your Learner Record, including enrollments. Your supervisor may unenroll 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 web page 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

How do I enroll in a class?

Log-in for Employees	Log-in for Non-Employees (Contractors, Partners, Volunteers, Interns)
<ol style="list-style-type: none"> Click on this link > accessMCG Applications Portal and log in <ul style="list-style-type: none"> >Click the link “Employee Self-Service” >Click the large blue button, “Go to Employee Self-Service” >Click the link “MCGHR Employee Self-Service” >Click the link “Learner Home” From your Learner Home, follow these next steps: 	<ol style="list-style-type: none"> Click on this link > accessMCG Extranet Applications Portal and log in <ul style="list-style-type: none"> > Click the link “Learning Services” > Click the large blue button, “Go to County Learning Services” (The Oracle Applications Home Page will open) > Click the link “MCG External Learning Self-Service” > Click the link “Learner Home” From your Learner Home follow these next steps:



<ol style="list-style-type: none"> Go up to the top-left of the Screen <ul style="list-style-type: none"> • In the drop-down menu change “Course” to “Class” • Type <i>one word from the title of the class</i> in the window > Click Go Find the class you want to attend <ul style="list-style-type: none"> • To see the Location, click on the Class Title and look under Class Resources Bookings for the Venue. Click the Enroll button located on the far right of the screen > Click Review > Click Submit You should now see the class listed under “Enrollments” on your Learner Home page. <p>If you receive a message that the class is full, you will be given the option to be placed on the waitlist. If you do...</p> <ul style="list-style-type: none"> • You should see the class listed on your Learner Home. Look under the “Requested Learning” link at the top left of the screen. • You will be notified when/if you get into the class.
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NON-EMPLOYEES: If you have not set-up a profile in accessMCG Extranet Portal, please look for instructions on the [OHR Training Webpage](#) > Quick Links > OLM Log-in for Partners

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.

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 7 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.

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.

How do I withdraw?

Log into OLM (see “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, and follow the prompts.

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 Quick Start Guides and all other on-line helps, 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 (1) what you are trying to do, and (2) exactly what is happening.

- OHR Training Team Phone: 240-777-5116
- OHR Training Team Email: 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.
External Learning	Class, seminars, etc. which have been take outside MCG, and can be added the Learner's External Learning Record.
Learner Home	Your personal "doorway" into OLM. Include your Enrollments, 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/department. In OHR, 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

Click on the Course Title to take you to a description of that class.

SEPTEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1	2 Preventing Workplace Harassment 9:00 – Noon	3	4
7 Labor Day Holiday		9	10	11
14 Grant-Funded Contracting 10:00 – Noon	15 Family Medical Leave Act (FMLA) Overview for Management 9:30 – Noon	16 Keeping Cool: A Manager's Guide to Controlling Emotions Under Pressure 10:30 – 12:30	17 EEO and Diversity Management 9:00 – Noon Americans With Disabilities Act (ADA) as Amended: Employment Law 1:00 – 4:00	18
21	22	23 Preventing Workplace Harassment 9:00 – Noon Drug Free Workplace—Non DOT Supervisor 9:30 – 11:30	24 Emergency Preparedness 9:00 – 11:00 Creating a Motivating Environment 1:00 – 3:00	25
28	29 Intro to Managing in a Union Setting 9:00 – Noon Manage Conflict in a Union Setting 1:00 – 4:00	30		

OCTOBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1	2
5	6	7	<p><u>Delivering Customer Service Excellence</u> 9:00 – 10:00</p> <p><u>Managing Your Career</u> 10:15 – 11:15</p> <p><u>Managing Your Emotions in the Workplace</u> 11:30 -12:30</p> <p><u>Don't Let It Happen to You: Workplace Violence</u> 1:00 – 4:00</p>	9
12	<p><u>Deliver Unbeatable Customer Service</u> 9:00 – Noon</p> <p><u>FMLA and Me</u> 9:30 – Noon</p> <p><u>Preventing Workplace Harassment</u> 9:00 – Noon</p> <p><u>Limited English Proficiency (LEP)</u> 1:00 – 4:00</p>	<p><u>Career Assessment</u> 9:00 – Noon</p> <p><u>Payment Processing</u> 10:00 – Noon</p> <p><u>Performance Management: Basics</u> 1:00 – 4:00</p>	<p><u>15 Interviewing and Selecting Employees</u> 9:00 – 4:00</p> <p><u>Substance Abuse: DOT Supervisor</u> 8:30 – 11:30</p>	16

(continued on next page)

OCTOBER 2015 (continued)

19	20 <u>Contract Compliance Programs</u> 10:00 – Noon	21 <u>Business Grammar</u> 9:00 – Noon <u>Preventing Workplace Harassment</u> 9:00 – Noon	22 <u>Communicate Services Across Cultures</u> 1:00 – 4:00	23
26	27	28 <u>Getting Organized</u> 9:00 – Noon	29	30

NOVEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 <u>Preventing Workplace Harassment</u> 9:00 – Noon <u>How to Deal with a Difficult Person</u> 10:15 – 11:15 <u>Drug Free Workplace—Non DOT Supervisor</u> 1:30 – 3:30	5 <u>Social Media Do's and Don't's</u> 12:45 – 1:45 <u>Becoming a Skilled Coach</u> 2:00 – 4:00	6 <u>Fundamentals of Supervision (Day 1)</u> 9:00 – 4:00
9 <u>Contract Compliance Programs</u> 10:00 – Noon	10 <u>Contract Drafting and Risk Management</u> 9:00 – 3:00 <u>Overview of Contract Administration</u> 12:30 – 4:30 <u>Family Medical Leave Act (FMLA) Overview for Management</u> 1:30 – 4:00	11 Veterans' Day	12	13 <u>Fundamentals of Supervision (Day 2)</u> 9:00 – 4:00

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NOVEMBER 2015 (continued)

<p>16 <u>Interpersonal Skills in Business</u> 9:00 – 10:00</p>	<p>17 <u>Contract Negotiation</u> 9:00 – 3:00</p>	<p>18 <u>Give and Receive Feedback</u> 8:30 – 12:30</p>	<p>19 <u>Conversations on Race and Culture in the Workplace</u> 8:30 – 12:30</p> <p><u>Preventing Workplace Harassment</u> 9:00 – Noon</p> <p><u>Interpersonal Communications</u> 9:00 – 4:00</p> <p><u>Creative Problem-Solving</u> 1:00 – 4:00</p>	<p>20</p>
<p>23</p>	<p>24</p>	<p>25</p>	<p>26</p> <p style="text-align: center;">Thanksgiving Holiday</p>	<p>27</p>
<p>30</p>				

DECEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1	2 <u>Emergency Preparedness</u> 1:00 – 3:00 <u>Provide Services to Residents</u> 1:00 – 4:00	3 <u>The Challenging Customer</u> 1:00 – 4:00	4
7	8	9	10 <u>Preventing Workplace Harassment</u> 9:00 – Noon <u>Time Management: Self-Management</u> 9:00 – 4:00 <u>Writing for Business</u> 9:00 – Noon	11
14	15	16 <u>Limited English Proficiency (LEP)</u> 1:00 – 4:00 <u>Positive Communication: Managing Conflict</u> 9:00 – Noon <u>Performance Management: Basics</u> 1:00 – 4:00	17 <u>Interviewing and Selecting Employees</u> 9:00 – 4:00 <u>Don't Let It Happen to You: Workplace Violence</u> 1:00 – 4:00	18
21	22	23	24 Christmas Day	25
28	29	30	31	

JANUARY 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1 New Year's Day
4	5	6	7 Preventing Workplace Harassment 9:00 – Noon	8
11	12	13	14	15
18 Martin Luther King Day	19	20 Preventing Workplace Harassment 9:00 – Noon	21	22
25	26 EEO and Diversity Management 9:00 – Noon	27 Americans with Disabilities Act (ADA) as Amended: Employment Law 1:00 – 4:00	28 Understand Financial Aid 9:00 – Noon	29

FEBRUARY 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1	2	3 Preventing Workplace Harassment 9:00 – Noon	4	5
8	9	10 Understand Financial Aid 9:00 – Noon	11 Deliver Unbeatable Customer Service 9:00 – Noon	12
15 <i>President's day</i>	16 Interviewing and Selecting Employees 9:00 – 4:00	17 Preventing Workplace Harassment 9:00 – Noon Limited English Proficiency (LEP) 1:00 – 4:00	18 Career Assessment 9:00 – Noon	19
22	23 Getting Organized 9:00 – Noon	24	25 Intro to Managing in a Union Setting 9:00 – Noon	26
29				

MARCH 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	1 	2 	3 <u>Preventing Workplace Harassment</u> 9:00 – Noon	4
7 	8 <u>Contract Drafting and Risk Management</u> 9:00 – 3:00 <u>Overview of Contract Administration</u> 12:30 – 4:30	9 <u>Communicate Services Across Cultures</u> 1:00 – 4:00	10 <u>Give and Receive Feedback</u> 8:30 – 12:30 <u>Manage Conflict in a Union Setting</u> 1:00 – 4:00	11
14 <u>Performance Planning And Appraisal</u> 9:30 – 11:30	15 <u>Contract Negotiation</u> 9:00 – 3:00 <u>Project Management (Day 1)</u> 9:00 – 4:00 <u>Payment Processing</u> 10:00 – Noon	16 <u>Performance Management: Basics</u> 1:00 – 4:00	17 <u>Conversations on Race and Culture in the Workplace</u> 8:30 – 12:30 <u>Preventing Workplace Harassment</u> 9:00 – Noon <u>Creating a Motivating Environment</u> 9:30 – 11:30 <u>Limited English Proficiency (LEP)</u> 1:00 – 4:00 <u>Transition: Staff to Supervisor</u> 1:00 – 4:00	18

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MARCH 2016 (continued)

21 <u>Managing Staff Through Change And Stress</u> 9:30 – 11:30	22 <u>Options For Financing College</u> 9:00 – 10:00 <u>10 Strategies For Improving Your Finances</u> 10:15 – 11:15 <u>Managing Personal Finances</u> 9:30-11:30 <u>Interview for Success</u> 5:00 – 7:00	23 <u>Creative Problem-Solving</u> 1:00 – 4:00	24 <u>Interpersonal Communications</u> 9:00 – 4:00 <u>Intro to Managing in a Union Setting</u> 9:00 – Noon	25
"28 <u>Delivering Customer Service Excellence</u> 9:30 – 11:30	29 <u>Project Management (Day 2)</u> 9:00 – 4:00	30	31	

APRIL 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
				1
4 <u>Congratulations! Welcome to Management</u> 9:30 – 11:30	5 <u>Calming the Angry Customer</u> 9:30 – 11:30	6 <u>Americans with Disabilities Act (ADA) as Amended: Employment Law</u> 1:00 – 4:00	7 <u>Time Management: Self-Management</u> 9:00 – 4:00 <u>Contract Compliance Programs</u> 10:00 – Noon <u>Don't Let It Happen to You: Workplace Violence</u> 1:00 – 4:00	8

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APRIL 2016 (continued)

<p>11 Time Management Tools: To Do List, Calendars, Smart Phones 9:30 – 10:30</p> <p>Balance Work and Personal Life 10:15 – 11:15</p>	<p>12 Fundamentals of Supervision (Day 1) 9:00 – 4:00</p> <p>Managing Negativity In The Workplace 9:30 – 11:30</p>	<p>13 Interviewing and Selecting Employees 9:00 – 4:00</p>	<p>14 Management And Leadership: The Fundamentals 9:30 – 11:30</p> <p>The Challenging Customer 1:00 – 4:00</p>	<p>15</p>
<p>18</p>	<p>19 Career Assessment 9:00 – Noon</p> <p>Coping with Compassion Stress 10:45 – 11:45</p>	<p>20 Interview for Success 10:00 – Noon</p>	<p>21 Today's Diverse Workplace 9:00 – Noon</p> <p>Social Media Do's and Don't's 10:45 – 11:45</p> <p>Manage Conflict in a Union Setting 1:00 – 4:00</p> <p>Provide Services to Residents 1:00 – 4:00</p>	<p>22</p>
<p>25 How to Deal With a Difficult Person 9:30 – 10:30</p>	<p>26 EEO and Diversity Management 9:00 – Noon</p> <p>Fundamentals of Supervision (Day 2) 9:00 – 4:00</p>	<p>27</p>	<p>28 Intro to Managing in a Union Setting 9:00 – Noon</p> <p>Preventing Workplace Harassment 9:00 – Noon</p> <p>Transition: Staff to Supervisor 1:00 – 4:00</p>	<p>29</p>

MAY 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
2	3	4 <u>Preventing Workplace Harassment</u> 9:00 – Noon	5 <u>Grant-Funded Contracting</u> 10:00 – Noon	6
9	10 <u>Build a Respectful Workplace</u> 9:30 – 10:30 <u>Effective Communication</u> 10:45 – 11:45	11 <u>Contract Compliance Programs</u> 10:00 – Noon	12 <u>Business Grammar</u> 9:00 – Noon <u>Today's Diverse Workplace</u> 9:00 – Noon	13
16 <u>Delegating Effectively</u> 9:30 – 11:30	17 <u>Coaching Difficult Employee Performance</u> 9:30 – 11:30	18 <u>Positive Communication: Managing Conflict</u> 9:00 – Noon <u>Preventing Workplace Harassment</u> 9:00 – Noon <u>Emotional Intelligence</u> 9:30 – 10:30 <u>Limited English Proficiency (LEP)</u> 1:00 – 4:00 <u>Performance Management: Basics</u> 1:00 – 4:00	19 <u>Writing for Business</u> 9:00 – Noon	20
23	24 <u>Getting Organized</u> 9:00 – Noon <u>Resolving Conflict In The Workplace</u> 9:30 – 11:30	25	26 <u>Intro to Managing in a Union Setting</u> 9:00 - Noon	27
30 Memorial Day	31			

JUNE 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
		1 <u>Preventing Workplace Harassment</u> 9:00 – Noon	2	3
6	7 <u>Give and Receive Feedback</u> 8:30 – 12:30 <u>Effective Business Writing</u> 9:30 – 10:30 <u>Using Email The Right Way</u> 10:45 – 11:45	8 <u>Conversations on Race and Culture in the Workplace</u> 8:30 – 12:30	9 <u>Using Reason To Resolve Conflict</u> 9:30 – 10:30 <u>Don't Let It Happen to You: Workplace Violence</u> 1:00 – 4:00	10
13	14 <u>Cutting Through Clutter</u> 9:30 – 10:30 <u>Interpersonal Skills in Business</u> 10:45 – 11:45	15	16 <u>Interviewing and Selecting Employees</u> 9:00 – 4:00	17
20	21	22	23 <u>Preventing Workplace Harassment</u> 9:00 – Noon <u>Limited English Proficiency (LEP)</u> 1:00 – 4:00	24
27	28	29	30	



CLASS DESCRIPTIONS

ACCOUNTABILITY AND ETHICS

 **Computer Based Training (CBT)**

Length/CEUs: Self-paced / no CEUs

Target Audience: All employees

Description: This training is designed to provide Montgomery County Employees with information on the principles of ethical conduct to which they should strive and the role that employees have in preventing waste, fraud and abuse in County programs and operations.

AMERICANS WITH DISABILITIES ACT (ADA) AS AMENDED: EMPLOYMENT LAW

Date(s):	Time(s):
9/17/2015	1:00 p.m. – 4:00 p.m.
1/27/2016	1:00 p.m. – 4:00 p.m.
4/6/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / no CEUs

Target Audience: All employees

Instructor: Staff from the Occupational Medical Services Team, Office of Human Resources

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 this population against fair and equitable facilitation in management and supervision.

Mandatory for Managers



[Enroll MCG Employees](#)



[Enroll Contractors](#)

AMERICANS WITH DISABILITIES ACT (ADA) : LOCAL GOVERNMENT REQUIREMENTS

Computer Based Training (CBT)

Length/CEUs: Self-paced / no CEUs

Target Audience: Managers and Supervisors

Description: The Americans with Disability 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.

This training will focus on Local Government Services and what you and your staff need to know about

- Physical Accessibility.
- Effective Communication.
- Required Changes in Policies and Procedures.

AMERICANS WITH DISABILITIES ACT (ADA): SERVING CUSTOMERS

Computer Based Training (CBT)

Length/CEUs: Self-paced / no CEUs

Target Audience: 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 for 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.



[Enroll MCG Employees](#)



[Enroll Contractors](#)

BALANCE WORK AND PERSONAL LIFE

Date(s):

4/11/2016

Time(s):

10:15 A.M. -11:15 A.M.

Length/CEUs: 1 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):

11/5/2015

Time(s):

2:00 p.m. – 4:00 p.m.

Length/CEUs: 2 hour / 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.

(continued on next page)



[Enroll MCG Employees](#)



[Enroll Contractors](#)

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):

5/10/2016

Time(s):

9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 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 Intent

Objectives:

- How demonstrating respectful behavior helps create a respectful work environment
- How to interpret the intent behind someone else's behavior
- Skills for communicating and listening help you demonstrate respect to others



[Enroll MCG Employees](#)



[Enroll Contractors](#)

BUSINESS GRAMMAR

Date(s):	Time(s):
10/21/2015	9:00 a.m. – Noon
5/12/2016	9:00 a.m. – Noon

Length/CEUs: 3 hours / No CEU's

Target Audience: All Employees

Instructor: Montgomery College, Workforce Development and 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):
4/5/2016	9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

(continued on next page)



[Enroll MCG Employees](#)



[Enroll Contractors](#)

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):
10/14/2015	9:00 a.m. – Noon
2/18/2016	9:00 a.m. – Noon
4/19/2016	9:00 a.m. – Noon

Length / CEUs: 3 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

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 jobs where 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):
12/3/2015	1:00 p.m. – 4:00 p.m.
4/14/2016	1:00 p.m. 4:00 p.m.

Length/CEUs: 3 hours / .3 CEUs

Target Audience: Employees providing customer service or completing the certificate

Instructor: Montgomery College, Workforce Development and Continuing Education
(continued on next page)



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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.
- Ask effective questions.
- Resolve conflict.
- Identify problems and techniques for resolving confrontational situations.

COACHING DIFFICULT EMPLOYEE PERFORMANCE

Date(s):

5/17/2016

Time(s):

9:30 a.m. – 1130 a.m.

Length/CEUs: 2 hour / no CEUs

Target Audience: All supervisors and managers

Instructor: Employee Assistance Program Staff

Description: All organizations at some point will have in their employ, workers who are dissatisfied, disaffected and difficult to work with. Addressing these employees is challenging both to co-workers and managers. The goal of this workshop is to provide insight into approaches managers can utilize, designed to reduce negative impact on an organization and generate a win-win outcome for both the manager and the employee.

Topics to be covered:

- Identifying Disaffected Employees
- Words Versus Actions
- The Source Of Their Behavior
- The Managers Roles
- Engaging Difficult Employees
- Informal Settings
- Strategizing To Generate Win-Win Outcomes
- Can We Agree There Is No Enemy?
- If The Relationship Is Harmful For The Organization, It's
- Can The Employee Be Helped Through An Employment Transition?

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



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COMMUNICATE SERVICES ACROSS CULTURES

Date(s):	Time(s):
10/22/2015	1:00 p.m. to 4:00 p.m.
3/09/2016	1:00 p.m. to 4:00 p.m.

Length/CEUs: 3 hours / .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):	Time(s):
4/4/2016	9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 hours / no CEUs

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

Instructor: Employee Assistance Program Staff

Description: New managers are likely to 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.

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Topics to be covered:

- Management vs Leadership – what are the skill differences?
- Common Challenges
 - Relationships with former peers
 - Loss of support structure
 - 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):	Time(s):
10/20/2015	10:00 a.m. – Noon
11/9/2015	10:00 a.m. – Noon
4/7/2016	10:00 a.m. – Noon
5/11/2016	10:00 a.m. – Noon

Length/CEUs: 2 hours / no CEUs

Target Audience: All County 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 which is a **required** program for all County employees who manage and monitor County contracts

Objectives:

- Understand what contract compliance laws/regulations/mandates the County has, and which ones apply to your contract
- Understand 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 who to contact when issue arises



CONTRACT DRAFTING AND RISK MANAGEMENT

Date(s):	Time(s):
11/10/2015	9:00 a.m. – 3:00 p.m.
3/8/2016	9:00 a.m. – 3:00 p.m.

Length/CEUs: 5 hours / no CEUs

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

Objectives:

- Understand the legal authority that governs County procurement contracting
- Gain insight into the County required processes leading to Contract execution
- Learn the methods of Solicitation and Source Selection within Montgomery County Government
- Discover the reasons a vendor may be Excluded from Contract Award Eligibility
- Learn the requirements to form a valid Contract
- Understand the required "General Conditions of Contract Between County & Contractor", and other Necessary Provisions
- Learn Public Policy Requirements impacting procurement contract
- Use Plain English Usage in drafting contracts
- Understand the principles and processes associated with Contract Administration in Montgomery County Government



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CONTRACT NEGOTIATION

Date(s):	Time(s):
11/17/2015	9:00 a.m. – 3:00 p.m.
3/15/2016	9:00 a.m. – 3:00 p.m.

Length/CEUs: 5 hours / no CEUs

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

Objectives:

- Define and apply "Negotiation" principles, as part of your Contract Drafting, Implementation, and Enforcement Processes;
- Learn Important Negotiation Steps
- Understand Communication Factors in the Negotiation Process
- Optimize Success/Get Past Restraints in the Contract Negotiation Process
- Determine your Negotiation Range
- Address the concepts of Value, Fairness, and Reasonableness in your negotiations

CONVERSATIONS ON RACE AND CULTURE IN THE WORKPLACE

Date(s):	Time(s):
11/19/2015	8:30 a.m. – 12:30 p.m.
3/17/2016	8:30 a.m. – 12:30 p.m.
6/8/2016	8:30 a.m. – 12:30 p.m.

Length/CEUs: 4 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. A one day class geared to front line staff and support personnel.



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COPING WITH COMPASSION STRESS

Date(s):

4/19/2016

Time(s):

10:45 a.m. – 11:45 a.m.

Length/CEUs: 1 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 to best strategies for implementing self-care strategies
- Identify resources available for continued self-care success



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CREATING A MOTIVATING ENVIRONMENT

Date(s):	Time(s):
9/24/2015	1:00 p.m. – 3:00 p.m.
3/17/2016	9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

Workshop Agenda:

- Ways to De-Motivate Others (or What NOT to Do)
- Views on Motivation
 - Traditional
 - Emerging
- What Works for You?
- What do Employees Want?
- Two Motivational Theories
 - Tips for Motivating Poor Performers
 - Tips for Motivating High Performers
- Reducing Conflict to Increase Motivation

Objectives:

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



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CREATIVE PROBLEM-SOLVING

Date(s):	Time(s):
11/19/2015	1:00 p.m. to 4:00 p.m.
3/23/2016	1:00 p.m. to 4:00 p.m.

Length/CEUs: 3 hours / .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):
6/14/2016	9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Most people have no idea how much their clutter affects them. It can affect their productivity, their self-esteem, their social life and even their weight! People who live with excess clutter say they can't find the energy to begin 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.

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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):

5/16/2016

Time(s):

9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 hour / 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 as well
- Learn to use delegation to improve productivity and improve employees' skills and job knowledge
- Develop procedures for tracking progress of delegated tasks



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DELIVER UNBEATABLE CUSTOMER SERVICE

Date(s):	Time(s):
10/13/2015	9:00 a.m. – Noon
02/11/2016	9:00 a.m. – Noon

Length/CEUs: 3 hours / .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. Communicate professionalism to increase customer satisfaction.

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):
10/8/2015	9:00 a.m. – 10:00 a.m.
3/28/2016	9:30a.m. – 11:30 a.m.

Length/CEUs: 1 hour / 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.

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Workshop Agenda:

- Components of Customer Service
- Understanding Customer Needs and Expectations
- Communication Skills for Good

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):
10/8/2015	1:00 p.m. – 4:00 p.m.
12/17/2015	1:00 p.m. – 4:00 p.m.
4/7/2016	1:00 p.m. – 4:00 p.m.
6/9/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / .3 CEUs

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

Instructor: Staff from the Office of Human Resources, and Montgomery College, Office of Workforce Development & Continuing Education

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 employee, 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 and their roles and responsibilities.

Objectives:

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

Mandatory for Managers



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DRUG FREE WORKPLACE – NON-DOT SUPERVISOR

Date(s):	Time(s):
9/23/2015	9:30 a.m. – 11:30 a.m.
11/4/2016	1:30 p.m. – 3:30 p.m.

Length/CEUs: 2 hour / no CEUs

Target Audience: Managers and Supervisors

Instructor: Johanna DeVaul, Jennifer Byers, Office of 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.

EFFECTIVE BUSINESS WRITING

Date(s):	Time(s):
6/7/2016	9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

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



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EFFECTIVE COMMUNICATION

Date(s): 5/10/2016
Time(s): 10:45 a.m. – 11:45 a.m.

Length/CEUs: 1 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; describe 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

EMERGENCY PREPAREDNESS

 **Computer Based Training (CBT)**

 **Instructor-Led Training (CBT)**

Date(s):	Time(s):
9/24/2015	9:00 a.m. – 11:00 a.m.
12/2/2015	1:00 p.m. – 3:00 p.m.

Length/CEUs: Self-paced / no CEUs

Length/CEUs: 2 hours / no CEUs

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Target Audience: All employees

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 County employees. Participants will receive information and training on how to prepare for various types of emergencies.

Modules:

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.

Instructor: Mitch Dinowitz, Montgomery County Office of Emergency Management and Homeland Security

Objectives:

- Employee Emergency Procedures for events such as severe thunderstorms, earthquakes, bomb threats, suspicious packages, workplace violence and fire
- Understanding General Evacuation and Shelter in Place procedures
- Developing an Individual Emergency Preparedness Plan.

EEO AND DIVERSITY MANAGEMENT

Date(s):	Time(s):
7/23/2015	9:00 a.m. – Noon
9/17/2015	9:00 a.m. – Noon
1/26/2016	9:00 a.m. – Noon
4/26/2016	9:00 a.m. – Noon

Length/CEUs: 3 hours / no CEUs

Target Audience: Required for supervisors and managers

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

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Mandatory for Managers



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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

EMOTIONAL INTELLIGENCE

Date(s):

5/18/2016

Time(s):

9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 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. Being able to choose to act or respond in a particular manner is preferable to re-acting on a consistent basis, yet it is difficult. 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 our lives 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
- Describe how to improve your capacity for emotional self-control through mindfulness meditation, monitoring self-statements and active listening
- Describe how to accept responsibility for emotions and ways to teach emotional intelligence to children



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FAMILY MEDICAL LEAVE ACT (FMLA) OVERVIEW FOR MANAGEMENT

Date(s):	Time(s):
9/15/2015	9:30 a.m. – Noon
11/10/2015	1:30 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / no CEUs

Target Audience: Supervisors and Managers – MCG Only

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

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):
10/13/2015	9:30 a.m. - Noon

Length/CEUs: 3 hours / no CEUs

Target Audience: Montgomery County 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.



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FUNDAMENTALS OF SUPERVISION

Date(s):

Time(s):

These are two-day classes.

4/12/2016 and 4/26/2016

9:00 a.m. – 4:00 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 ORGANIZED

Date(s):

Time(s):

10/28/2015

9:00 a.m. – Noon

2/23/2016

9:00 a.m. – Noon

5/24/2016

9:00 a.m. – Noon

Length/CEUs: 3 hours / no CEUs

Target Audience: All employees

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

Description: In this 2-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.



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GIVE AND RECEIVE FEEDBACK

Date(s):	Time(s):
11/18/2015	8:30 a.m. – 12:30 p.m.
3/10/2016	8:30 a.m. – 12:30 p.m.
6/7/2016	8:30 a.m. – 12:30 p.m.

Length/CEUs: 3 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):
9/14/2015	10:00 a.m. – Noon
5/5/2016	10:00 a.m. – Noon

Length/CEUs: 2 hours / no CEUs

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

Instructor: Jeri Cauthorn

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

Objectives:

- Relevant procurement regulations
- An overview of the various types of Federal, State, 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)



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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 (Mandatory for HHS employees)** – Defines the HIPAA Privacy rule and outlines how to protect client information.
- **HIPAA – Client Rights** – Outlines the rights of clients receiving services in relation to HIPAA law. **(Mandatory for HHS 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.

Mandatory

HOW TO DEAL WITH A DIFFICULT PERSON

Date(s):

Time(s):

11/4/2015

10:15 a.m. – 11:15 a.m.

4/25/2016

9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 hours / 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 defensive 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



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INTERPERSONAL COMMUNICATIONS

Date(s):	Time(s):
11/19/2015	9:00 a.m. – 4:00 p.m.
3/24/2016	9:00 a.m. – 4:00 p.m.

Length/CEUs: 6 hours / .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):
11/16/2015	9:00 a.m. – 10:00 a.m.
6/14/2016	10:45 a.m. – 11:45 a.m.

Length/CEUs: 1 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.



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INTERVIEW FOR SUCCESS

Date(s):	Time(s):
3/22/2016	5:00 p.m. – 7:00 p.m.
4/20/2016	10:00 a.m. – Noon

Length/CEUs: 2 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. Offered Partnering with MCPS.

INTERVIEWING AND SELECTING EMPLOYEES

Date(s):	Time(s):
8/18/2015	9:00 a.m. – 4:00 p.m.
10/15/2015	9:00 a.m. – 4:00 p.m.
12/17/2015	9:00 a.m. – 4:00 p.m.
2/16/2016	9:00 a.m. – 4:00 p.m.
4/13/2016	9:00 a.m. – 4:00 p.m.
6/16/2016	9:00 a.m. – 4:00 p.m.

Length/CEUs: 6 hours / no CEUs

Target Audience: Required 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 you can be confident in.
- Handling salary and other HR issues.

Mandatory for Interview Panelist



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INTRO TO MANAGING IN A UNION SETTING

Date(s):	Time(s):
9/29/2015	9:00 a.m. – Noon
2/25/2016	9:00 a.m. – Noon
3/24/2016	9:00 a.m. – Noon
4/28/2016	9:00 a.m. – Noon
5/26/2016	9:00 a.m. – Noon

Length/CEUs: 3 hours / no CEUs

Target Audience: Required for all supervisors and managers. Course limited to current supervisors and managers only.

Instructors: Anthony Jones, Labor/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 County 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.

Mandatory for Managers

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

Date(s):	Time(s):
9/16/2015	9:00 a.m. – 11:00 a.m.

Length/CEUs: 2 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.

(continued on next page)



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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):
10/13/2015	1:00 p.m. – 4:00 p.m.
12/16/2015	1:00 p.m. – 4:00 p.m.
2/17/2016	1:00 p.m. – 4:00 p.m.
3/17/2016	1:00 p.m. – 4:00 p.m.
5/18/2016	1:00 p.m. – 4:00 p.m.
6/23/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / no CEUs

Target Audience: Required 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.

Mandatory for Front-Line Workers



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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 MC Time and manage employees' timesheets.

MANAGE CONFLICT IN A UNION SETTING

Date(s):	Time(s):
9/29/2015	1:00 p.m. – 4:00 p.m.
3/10/2016	1:00 p.m. – 4:00 p.m.
4/21/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 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 corp*
- 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



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MANAGEMENT AND LEADERSHIP: THE FUNDAMENTALS

Date(s):

4/14/2016

Time(s):

9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

Workshop Agenda:

- Management – The Fundamental Skills
- Management vs. Leadership
- Four Leadership Styles
- Handling Conflict & Difficult Employee Situations
- Summary and Action Plan

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 NEGATIVITY IN THE WORKPLACE

Date(s):

4/12/2016

Time(s):

9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

(continued on the next page)



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Workshop Agenda:

- Getting to the Root of Negative Attitudes and Self-Defeating Behavior
 - Optimism vs. pessimism; our attitude flavors everything; learned helplessness
- Assessing and Dealing with Negativity in the Workplace
 - Warning signs of excessive negativity; survive and thrive in a negative environment; true negativity vs. thoughtful, contingent thinking
- Managing Destructive Employees
 - Establish a positive work culture; prevent negative attitudes from spreading; coping strategies for the chronically negative employee
- Self-Assessment: Your Negative Attitudes, Thoughts and Beliefs
 - Victim stories; self-profile

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):**

3/22/2016

9:30 a.m. – 11:30 a.m.

Length/CEUs: 1 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
- Describe how to use the budget template provided in the course materials
- Identify good credit behaviors
- Identify the factors that make up your credit score
- List methods you can use to improve your credit
- Identify practical savings tips
- Describe how to include savings as part of your budget
- Describe methods for reducing your debt

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MANAGING STAFF THROUGH CHANGE AND STRESS

Date(s):

Time(s):

3/21/2016

9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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
- 4 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):

Time(s):

10/8/2015

11:00 a.m. – Noon

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

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Description: Who is responsible for your career success? Your boss? Your employer's HR or Training Department? The school or university from which you graduated? Certainly each of these players can help you achieve what you're after, but the bottom line is when it comes to managing your, nobody holds more responsibility than you. Luckily, nobody holds more power over determining your success either.

The Workshop Agenda:

- Setting Career Goals
- Building a Network
- Lifelong Learning for Professional Success
- Establishing a Personal Brand

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'll 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):

Time(s):

10/8/2015

11:30 a.m. – 12:30 p.m.

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees

Instructor: Employee Assistance Program Staff

Description: Everyone experiences emotions at work. We get frustrated with bosses giving 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. We worry about an uncertain future. 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



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OPTIONS FOR FINANCING COLLEGE

Date(s): 3/22/2016
Time(s): 9:00 a.m. – 10:00 a.m.

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees.

Instructor: Employee Assistance Program Staff

Description: The rising costs of college tuition have outpaced inflation by a significant margin. For the average family, funding a college education will be one of the significant challenges they will face during their lifetime. Having a basic understanding of proper planning techniques, savings vehicles, financial aid as well as other funding methods will be critical in meeting this challenge without subjecting the family finances to unsustainable strain. This session will cover the most effective strategies for planning and funding the rising costs of a college education.

Objectives:

- Estimate college expenses based on time horizon, tuition inflation and choice of school
- Define the rules and benefits associated with college savings vehicles such as 529
- Plans, Coverdell accounts as well as EE Bonds:
 - Understand financial aid application and calculation basics (FAFSA)
 - Learn to access other funding assistance through scholarships, grants and tax credits
 - Recognize the pros and cons of taking on student loan debt
 - Understand how to prioritize funding higher education in the context of long-term financial planning

OVERVIEW OF CONTRACT ADMINISTRATION

Date(s): 11/10/2015
Time(s): 12:30 p.m. – 4:30 p.m.

3/8/2016 12:30 p.m. – 4:30 p.m.

Length/CEUs: 4 hours / no CEUs

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

Instructor: Pam Jones and Karen Federman Henry

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

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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

PAYMENT PROCESSING

Date(s):	Time(s):
10/14/2015	10:00 a.m. – Noon
3/15/2016	10:00 a.m. – Noon

Length/CEUs: 2 hours / no CEUs

Target Audience: Required for all Contract Administrators and Management Leadership Service who have not previously completed the County's 5-day Contract Administration Program or the 2-day HHS Customized Contract Administration Program.

Instructors: Jeri Cauthorn and Laleh Shabani

Description: This course is part of the Contract Administration training curriculum which is a **required** program for all County 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):
10/14/2015	1:00 p.m. – 4:00 p.m.
12/16/2015	1:00 p.m. – 4:00 p.m.
3/16/2016	1:00 p.m. – 4:00 p.m.
5/18/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / no CEUs

Target Audience: Supervisors and Managers ONLY

Mandatory for Managers

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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):

3/14/2016

Time(s):

9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

Workshop Agenda

- **Discussing Performance** With a New Employee
 - Rules, Standards, Policies and Procedures
- Performance Planning
 - Setting and Writing Objectives
- Performance Appraisal
 - Appraisal Forms, Appraisal Process, Self-Appraisal and Checklist
- Corrective Action
 - Informal Corrective Action, Formal Corrective Action

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.



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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 should you receive one in your email.

POSITIVE COMMUNICATION: MANAGING CONFLICT

Date(s):	Time(s):
12/16/2015	9:00 a.m. – Noon
5/18/2016	9:00 a.m. – Noon

Length/CEUs: 3 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.



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PREVENTING WORKPLACE HARASSMENT

Date(s):	Time(s):
9/2/2015	9:00 a.m. – Noon
9/23/2015	9:00 a.m. – Noon
10/13/2015	9:00 a.m. – Noon
10/21/2015	9:00 a.m. – Noon
11/4/2015	9:00 a.m. – Noon
11/19/2005	9:00 a.m. – Noon
12/10/2015	9:00 a.m. – Noon
1/7/2016	9:00 a.m. – Noon
1/20/2016	9:00 a.m. – Noon
2/3/2016	9:00 a.m. – Noon
2/17/2016	9:00 a.m. – Noon
3/3/2016	9:00 a.m. – Noon
3/17/2016	9:00 a.m. – Noon
4/28/2016	9:00 a.m. – Noon
5/4/2016	9:00 a.m. – Noon
5/18/2016	9:00 a.m. – Noon
6/1/2016	9:00 a.m. – Noon
6/23/2016	9:00 a.m. – Noon

Length/CEUs: 3 hours / no CEUs

Target Audience: **Required** for all employees

Mandatory

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 training will define workplace harassment and will provide guidelines and procedures for reporting, processing, and investigating complaints for employees. This is a very important subject and our goal is to train **all** County employees.



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PROJECT MANAGEMENT

Date(s):

Time(s):

This is a two-day class.

03/15/2016 and 03/29/2016

9:00 a.m. – 4:00 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

PROVIDE SERVICES TO RESIDENTS

Date(s):

Time(s):

12/02/2015

1:00 p.m. – 4:00 p.m.

4/21/2016

1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / 3 CEUs

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

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

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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 & expectations
- Assessing personal customer service styles
- Developing strategies for asking questions
- Developing techniques for customer problem solving

RESOLVING CONFLICT IN THE WORKPLACE

Date(s):	Time(s):
5/24/2016	9:30 a.m. – 11:30 a.m.

Length/CEUs: 2 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.

The Workshop Agenda:

- The Nature of Conflict
- Your Attitudes About Conflict
- The Disagreement Process: Diagnose, Plan, Prepare, Implement
- Conflict Resolution Guidelines

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



SECURITY AWARENESS AND TRAINING PROGRAM (ISATP)

Computer Based Training (CBT)

Length/CEUs: Self-paced / no CEUs

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

Description: Montgomery County is responsible for safeguarding all of the confidential and personal information it maintains or transmits electronically. The ISATP training objective is to heighten County 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. 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.

Mandatory

SOCIAL MEDIA DO's AND DON'T'S

Date(s):

Time(s):

11/5/2015

12:45 a.m. – 1:45 a.m.

4/21/2016

10:45 a.m. – 11:45 a.m.

Length/CEUs: 1 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.

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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):

Time(s):

10/15/2015

8:30 a.m. – 11:30 a.m.

Length/CEUs: 3 hours/ no CEUs

Target Audience: **MANDATORY** for Managers and Supervisors IN DOT who supervise employees with a Commercial Driver's License. Those NOT in DOT should take the "Substance Abuse – CDL Non- DOT Supervisor Course"

Instructor: Johanna DeVaul, Jennifer Byers, Office of Medical Services

Description: County 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

Mandatory



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10 STRATEGIES FOR IMPROVING YOUR FINANCES

Date(s):

3/22/2016

Time(s):

10:15 a.m. – 11:15 a.m.

Length/CEUs: 1 hour / CEUs

Target Audience: All employees.

Instructor: Employee Assistance Program Staff

Description: The current economic climate brings both challenges and opportunities from a financial perspective. You may wonder during these challenging times: "What should I be most careful about" and "What should my family and I work towards?" The 10 financial tips discussed in this work shop will get you on the road to financial wellbeing during challenging times.

Objectives:

- Identify the most pressing/immediate financial steps to take in your life
 - Describe why an emergency fund is an absolute necessity
 - Identify how to categorize types of expenses
 - Describe your current financial position by putting it on paper
- Describe steps to help you through economic troubles
 - Describe how to begin paying down debts
 - Identify ways to improve your credit score
- Describe ways to build long-term plans for your financial health
 - Describe how to evaluate your insurance coverage
 - Identify how to build or refine your retirement plans

TIME MANAGEMENT: SELF-MANAGEMENT

Date(s):

12/10/2015

Time(s):

9:00 a.m. – 4:00 p.m.

4/07/2016

9:00 a.m. – 4:00 p.m.

Length/CEUs: 6 hours / .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.

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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):

Time(s):

4/11/2016

9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 hours / 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 lunch-and-learn 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 you make sure that your most critical responsibilities are met

TODAY'S DIVERSE WORKPLACE

Date(s):

Time(s):

4/21/2016

9:00 a.m. – Noon

5/12/2016

9:00 a.m. – Noon

Length/CEUs: 3 hours / .3 CEUs

Target Audience: All employees

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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 session 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):
3/17/2016	1:00 p.m. – 4:00 p.m.
4/28/2016	1:00 p.m. – 4:00 p.m.

Length/CEUs: 3 hours / .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:

- Better acquainted with the challenges of your new role – 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, and priorities and workload



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UNDERSTAND FINANCIAL AID

Date(s):	Time(s):
1/28/2016	9:00 a.m. – Noon
2/10/2016	9:00 a.m. – Noon

Length/CEUs: 3 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 an immediate family member (i.e. your child) 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 on-line FAFSA forms.

USING EMAIL THE RIGHT WAY

Date(s):	Time(s):
6/7/2016	10:45 a.m. – 11:45 a.m.

Length/CEUs: 1 hour / no CEUs

Target Audience: All employees.

Instructor: Employee Assistance Program Staff

Description: Using Email the Right Way course teaches participants how to use e-mail effectively. Students will learn how to write effective messages and e-policies, use e-mail accessories and passwords, and prevent your password from being stolen. Course activities also cover using the subject line, considering your recipient, managing e-mail 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 e-mail message objectives, using correct punctuation, constructing effective sentences and paragraphs, editing your e-mail messages, and using active voice in writing.



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USING REASON TO RESOLVE CONFLICT

Date(s):

6/9/2016

Time(s):

9:30 a.m. – 10:30 a.m.

Length/CEUs: 1 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 is 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

WRITING FOR BUSINESS

Date(s):

12/10/2015

5/19/2016

Time(s):

9:00 a.m. – Noon

9:00 a.m. – Noon

Length/CEUs: 3 hours / .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.

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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



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