Your Learning and Development Paths
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<td>The Art of Effective Delegation</td>
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<tr>
<td>The Manager’s Journey®</td>
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</table>
How to Use This Standard Operating Procedure

General

○ Become familiar with the City’s learning and development opportunities
  ▪ On-demand/online training courses
  ▪ Classroom-based training courses

Please logon to CityEDGE to view current availability, enroll, unenroll, complete training, etc. For instructions, please see the CityEDGE Employee and Supervisor User Guide

○ Understand the learning and development paths
  ▪ Path - A group of courses ideal for the target audience
  ▪ Available paths
    • Employees
    • Supervisors and Managers
    • Senior Leaders
    • Aspiring Leaders
    • Career Development

○ View citywide learning and development courses within each path
  ▪ Understand course structure by target audience

<table>
<thead>
<tr>
<th>Course Target Audience</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td>Course all City employees must complete</td>
</tr>
<tr>
<td>Required</td>
<td>Course required by an employee’s position or role</td>
</tr>
<tr>
<td>Elective</td>
<td>Course an employee may voluntarily complete</td>
</tr>
</tbody>
</table>

○ Understand the Classroom-Based Training Attendance Expectations

Employees

○ Complete mandatory and required training courses by the deadlines

○ Customize your learning and development paths by adding
  ▪ Elective courses
  ▪ Departmental training
Learning & Development Standard Operating Procedure

- External learning and development courses
  - Track your completion of mandatory, required, and elective courses
  - Routinely review and update your learning and development path
  - Create training action plans to help implement the training

**Supervisory Personnel**

- Ensure employees complete mandatory and required training courses by the deadlines
- Identify available learning and development courses for employees/teams
- Partner with employees to create, review, discuss, and update their learning and development paths
## Learning and Development Paths

### Employees

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandatory Courses for Employees</strong></td>
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</tr>
<tr>
<td>CitySTART Employee Orientation</td>
<td>Mandatory course for all new City employees</td>
<td>Two ½ days Day 1 – 4.75 hours Day 2 – 4 hours Fewer hours for part-time employees</td>
<td>30 days from hire date</td>
</tr>
<tr>
<td>Code of Ethics Refresher Training (Odd # Years- 2017, 2019...)</td>
<td>Mandatory course for all City employees</td>
<td>Varies</td>
<td>As assigned</td>
</tr>
<tr>
<td>Harassment Prevention Refresher Training (Even # Years- 2018, 2020...)</td>
<td>Mandatory course for all City employees</td>
<td>Varies</td>
<td>As assigned</td>
</tr>
<tr>
<td><strong>Required Courses for Employees</strong></td>
<td></td>
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</tr>
<tr>
<td>CDL Defensive Driving</td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>3 Hours</td>
<td>As assigned</td>
</tr>
<tr>
<td>Confined Space Entry</td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>4 Hours</td>
<td>As assigned</td>
</tr>
<tr>
<td>Emergency Operations Center Call Taker Training</td>
<td>Required course based on the employee’s position or role determined by the City’s Emergency Manager</td>
<td>Varies</td>
<td>As assigned</td>
</tr>
<tr>
<td>Title</td>
<td>Target Audience</td>
<td>Length of Training</td>
<td>Completion Date</td>
</tr>
<tr>
<td>---------------------------</td>
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<td>------------------------------------------------------</td>
</tr>
<tr>
<td>FEMA/NIMS Training</td>
<td>Required courses based on the employee’s position or role determined by the City’s Emergency Manager</td>
<td>Varies</td>
<td>6 months from date of hire or promotion</td>
</tr>
<tr>
<td></td>
<td><strong>FEMA/NIMS Training Matrix</strong></td>
<td></td>
<td>• ICS-100</td>
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<td>• ICS-200</td>
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<td>• IS-700</td>
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<td>• IS-800</td>
</tr>
<tr>
<td>Defensive Driving</td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>4 Hours</td>
<td>As assigned</td>
</tr>
<tr>
<td>Near-Miss Reporting</td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>1 Hour</td>
<td>As assigned</td>
</tr>
<tr>
<td>Trenching and Shoring</td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>4 Hour</td>
<td>As assigned</td>
</tr>
<tr>
<td>Title</td>
<td>Target Audience</td>
<td>Length of Training</td>
<td>Completion Date</td>
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</tr>
<tr>
<td><strong>Safety Training</strong></td>
<td>Note: On-demand/online safety training is required every 12-24 months or as</td>
<td>1 Hour (each module)</td>
<td>3 months from hire date</td>
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<td></td>
<td>otherwise directed by Risk Management.</td>
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<td></td>
<td>Required courses based on the employee’s position or role determined by Risk</td>
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<td>Management.</td>
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</table>
## Learning & Development Standard Operating Procedure

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Welcome to the City – Know Your Learning and Development Opportunities</strong></td>
<td>Required course for new City employees (excluding Police Officers and Fire Fighters) hired on or after January 18, 2017 determined by HR</td>
<td>Varies</td>
<td>3 months from hire date</td>
</tr>
<tr>
<td></td>
<td>• CityEDGE User Overview Video</td>
<td></td>
<td>• CityEDGE User Overview Video</td>
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<tr>
<td></td>
<td>• Learning and Development SOP</td>
<td></td>
<td>• Learning and Development SOP</td>
</tr>
<tr>
<td></td>
<td>• Customer Service online training</td>
<td></td>
<td>• Customer Service online training</td>
</tr>
</tbody>
</table>

### Elective Courses for Employees

- **7 Habits of Highly Effective People®**
  - Elective course available for all employees (of any level)
  - 20 Hours
  - *Five 4-hour days; one day per week*
  - *Example: 5 consecutive Tuesdays*
- **21st Century Time Management**
  - Elective course available for all employees (of any level)
  - 3 hours
- **Active Shooter Training**
  - Elective course available for all employees (of any level)
  - 
- **Business Writing Made Easy**
  - Elective course available for all employees (of any level)
  - 3.5 Hours
- **CityG.R.E.A.T. Customer Service**
  - Elective course available for all employees (of any level)
  - 4 Hours
- **Communicating for Results**
  - Elective course available for all employees (of any level)
  - 4 Hours
<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a Positive Workplace</td>
<td>Elective course available for all employees (of any level)</td>
<td>3 Hours</td>
<td></td>
</tr>
<tr>
<td>Effective Meetings...Making Meetings Work</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
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<tr>
<td>Effective Presentation Series</td>
<td></td>
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</tr>
<tr>
<td>• Level 1: Effective Presentations- Enhancing Your Persuasive Skills</td>
<td>Elective courses available for all employees (of any level)</td>
<td>12 Hours</td>
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<td></td>
<td></td>
<td>Two 6-hour days; one day per week</td>
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<td>Example:</td>
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<td></td>
<td></td>
<td>2 consecutive Tuesdays</td>
<td></td>
</tr>
<tr>
<td>• Level 2: Advanced Presentation Skills- Managing Your Audience</td>
<td>Elective course available for all employees (of any level)</td>
<td>8 Hours</td>
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<tr>
<td></td>
<td></td>
<td>Two 4-hour days; one day per week</td>
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<td></td>
<td></td>
<td>Example:</td>
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<tr>
<td></td>
<td></td>
<td>2 consecutive Thursdays</td>
<td></td>
</tr>
<tr>
<td>Embracing Innovation and Change</td>
<td>Elective course available for all employees (of any level)</td>
<td>8 Hours</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Two 4-hour days; one day per week</td>
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<td></td>
<td></td>
<td>Example:</td>
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<tr>
<td></td>
<td></td>
<td>2 consecutive Thursdays</td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence For Employees</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Generations in the Workplace</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td>Target Audience</td>
<td>Length of Training</td>
<td>Completion Date</td>
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<td>--------------------------------------------</td>
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</tr>
</tbody>
</table>
| Project Management: From Planning to Managing | Elective course available for all employees (of any level) | 12 Hours  
*Two 6-hour days; one day per week*  
*Example:* 2 consecutive Thursday’s |  |
| Promote Yourself First                     | Elective course available for all employees (of any level) | 12 Hours  
*Three 4-hour days; one day per week*  
*Example:* 3 consecutive Tuesdays |  |
| Resolving Conflict with Peers              | Elective course available for all employees (of any level) | 4.0 Hours |  |
| Sharpening Your Workplace Skills Program: High School Diploma/GED Study | Elective course for employees needing to earn their High School Diploma/GED | Varies |  |
| *Please contact Human Resources for details* | | | |
| Software Training                          | Elective course available for all employees (of any level) | Varies |  |
| You have options: | | | |
| • On-demand/online training | | | |
| • *Free classroom-based training offered by the Mandel Public Library*  
  *Check Training Schedule* | | | |
| | | | |
| | | | |

- Computer Basics  
- Excel  
- PowerPoint  
- Word  
- Publisher
<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor’s Apprenticeship® Program</td>
<td>Elective course available for all employees (of any level)</td>
<td>30 Hours; Six 4-hour days; one day per week; plus outside assignments</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><em>Example:</em> 6 consecutive Wednesdays</td>
<td></td>
</tr>
<tr>
<td>The Grammar Game</td>
<td>Elective course available for all employees (of any level)</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td>Understanding Personality Styles in the Workplace</td>
<td>Elective course available for all employees (of any level)</td>
<td>3 Hours</td>
<td></td>
</tr>
</tbody>
</table>

**Tip:** Add additional courses:
- Your departmental and/or external learning and development courses
### Supervisors and Managers

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
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</thead>
<tbody>
<tr>
<td><strong>Required Courses for Supervisors and Managers</strong></td>
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<tr>
<td><strong>CityCOACH: Supervisory Support</strong></td>
<td>First-line supervisors completing CitySMART Leadership Training</td>
<td>4 Hours (each session)</td>
<td>12 months from assignment date</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Leadership Style</td>
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<td></td>
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<td></td>
<td>- Personal Power and Influence</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Motivation</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Teamwork</td>
</tr>
<tr>
<td><strong>CitySMART Leadership Training</strong></td>
<td>Required course for all newly hired/promoted supervisors and managers determined by HR</td>
<td>48 Hours</td>
<td>7 months from hire or promotion date</td>
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<tr>
<td></td>
<td></td>
<td>Six 8-hour days; one day per week</td>
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<tr>
<td></td>
<td></td>
<td>Example: 6 consecutive Tuesdays</td>
<td></td>
</tr>
<tr>
<td><strong>Confined Space Entry for Supervisors</strong></td>
<td>Required course based on the employee’s position or role determined by Risk Management</td>
<td>2 Hours</td>
<td>As assigned</td>
</tr>
<tr>
<td><strong>FEMA Training (Federal Emergency Management Agency)</strong></td>
<td>Required course for all supervisors and managers determined by the City’s Emergency Manager</td>
<td>Varies</td>
<td>Prerequisites:</td>
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<td>- ICS-100</td>
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<td>- ICS-200</td>
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<td>- IS-700</td>
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<td>- IS-800</td>
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<td></td>
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<td>ICS-300 - 18 months from assignment</td>
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<td></td>
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<td>ICS-400 – 12 months after completing ICS-300</td>
<td></td>
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<tr>
<td><strong>Managing and Editing Time Cards</strong></td>
<td>Required course based on position or role determined by HR</td>
<td>3 Hours</td>
<td>1 month from assignment</td>
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</table>
## Elective Courses for Supervisors and Managers

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7 Habits of Highly Effective People®</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>20 Hours</td>
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<td></td>
<td></td>
<td>Five 4-hour days; one day per week</td>
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<td></td>
<td></td>
<td>Example: 5 consecutive Tuesdays</td>
<td></td>
</tr>
<tr>
<td><strong>Leading Innovation and Change</strong></td>
<td>Elective course for all supervisors and managers</td>
<td>8 Hours</td>
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<td></td>
<td></td>
<td>Two 4-hour days; one day per week</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Example: 2 consecutive Tuesdays</td>
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</tr>
<tr>
<td><strong>Team Building: The Key to Success in the Workplace</strong></td>
<td>Elective course for all supervisors and managers</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td><strong>The Art of Effective Delegation</strong></td>
<td>Elective course for all supervisors and managers</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td><strong>The Manager’s Journey®</strong></td>
<td>Elective course for all supervisors and managers</td>
<td>25 Hours</td>
<td></td>
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<tr>
<td></td>
<td>Elective course for all supervisors and managers after completing CitySMART Leadership Training</td>
<td>Six 4-hour days; one day per week; plus outside assignments</td>
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<td></td>
<td>Example: 6 consecutive Tuesdays</td>
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</tr>
</tbody>
</table>

**Tip:** Add additional courses:
- Your departmental and/or external learning and development courses
- Elective courses from the Employee’s section
### Senior Leaders

- Employees covered by the Management Incentive Program I
  - Department Directors
  - Assistant City Administrator
  - Deputy City Administrator
  - City Administrator
  - Mayor
- Employees covered by the Management Incentive Program II
  - Division Managers
  - Assistant Department Directors

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
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</thead>
<tbody>
<tr>
<td><strong>Required Courses for Senior Leaders</strong></td>
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<tr>
<td>CitySMART Leadership Training</td>
<td>Required course all newly hired/promoted division managers and assistant department directors determined by HR</td>
<td>48 Hours</td>
<td>7 months from hire or promotion date</td>
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<td></td>
<td></td>
<td>Six 8-hour days; one day per week</td>
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<td></td>
<td></td>
<td>Example: 6 consecutive Tuesdays</td>
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<tr>
<td>CitySMART Leadership Training for Directors and City Administrators</td>
<td>Required course all newly hired/promoted directors and city administrators determined by HR</td>
<td>24 Hours</td>
<td>7 months from hire or promotion date</td>
</tr>
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<td></td>
<td></td>
<td>Three 8-hour days; one day per week</td>
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<td></td>
<td></td>
<td>Example: 3 consecutive Tuesdays</td>
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<tr>
<td><strong>FEMA Training</strong> (Federal Emergency Management Agency)</td>
<td>Required courses based on position or role determined by the City’s Emergency Manager</td>
<td></td>
<td>Prerequisites:</td>
</tr>
<tr>
<td>FEMA/NIMS Training Matrix</td>
<td></td>
<td></td>
<td>- ICS-100</td>
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<td></td>
<td></td>
<td>- ICS-200</td>
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<td>- IS-700</td>
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<td>- IS-800</td>
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<td></td>
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<td></td>
<td>ICS-300 - 18 months from assignment</td>
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<tr>
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<td></td>
<td>ICS-400 – 12 months after completing ICS- 300</td>
</tr>
</tbody>
</table>
### Title | Target Audience | Length of Training | Completion Date
--- | --- | --- | ---
Managing and Editing Time Cards | Required course based on the senior leader’s position or role determined by HR | 3 Hours | 1 month from assignment

#### Elective Courses for Senior Leaders

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 Habits of Highly Effective People®</td>
<td>Elective course available for all employees (of any level)</td>
<td>20 Hours</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><em>Five 4-hour days; one day per week</em></td>
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<td></td>
<td><em>Example:</em> 5 consecutive Tuesdays</td>
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<tr>
<td>Leading Innovation and Change</td>
<td>Elective course for all senior leaders</td>
<td>8 Hours</td>
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<td></td>
<td></td>
<td><em>Two 4-hour days; one day per week</em></td>
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<td></td>
<td><em>Example:</em> 2 consecutive Tuesdays</td>
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<tr>
<td>Team Building: The Key to Success in the Workplace</td>
<td>Elective course for all supervisors and managers</td>
<td>3.5 Hours</td>
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</tr>
<tr>
<td>The Art of Effective Delegation</td>
<td>Elective course for all senior leaders</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td>The Manager’s Journey®</td>
<td>Elective course for all senior leaders</td>
<td>25 Hours</td>
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<td></td>
<td></td>
<td><em>Six 4-hour days; one day per week; plus outside assignments</em></td>
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<td></td>
<td></td>
<td><em>Example:</em> 6 consecutive Tuesdays</td>
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</tbody>
</table>

**Tip:** Add additional courses:
- Your departmental and/or external learning and development courses
- Elective courses from the Employees’ section
Career Development Services
Courses Recommended for Employees Exploring Career Options within the City

*Employees are encouraged to schedule individual career development appointments with Human Resources:*
  * Alisha Singh, Training and Development Specialist, 561.494.1010
  * Mike Russell, Talent Development Officer, 561.494.1009

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elective Training for Employees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Habits of Highly Effective People®</td>
<td>Elective course available for all employees (of any level)</td>
<td>20 Hours</td>
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<td><em>Five 4-hour days; one day per week</em></td>
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<td></td>
<td><em>Example:</em> 5 consecutive Tuesdays</td>
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<tr>
<td>Communicating for Results</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Creating a Positive Workplace</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Embracing Innovation and Change</td>
<td>Elective course available for all employees (of any level)</td>
<td>8 Hours</td>
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<td><em>Two 4-hour days; one day per week</em></td>
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<td></td>
<td><em>Example:</em> 2 consecutive Thursdays</td>
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<tr>
<td>Generations in the Workplace</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
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<tr>
<td>Title</td>
<td>Target Audience</td>
<td>Length of Training</td>
<td>Completion Date</td>
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<tr>
<td>------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Promote Yourself First</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>12 Hours</td>
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<td></td>
<td></td>
<td><em>Three 4-hour days; one day per week</em></td>
<td></td>
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<td></td>
<td></td>
<td><em>Example:</em> 3 consecutive Tuesdays</td>
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</tr>
<tr>
<td><strong>Sharpening Your Workplace Skills Program: High School Diploma/GED Study</strong></td>
<td>Elective course for employees needing to earn their High School Diploma/GED</td>
<td>1.5 hours per week</td>
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<tr>
<td><em>Please contact Human Resources for details</em></td>
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</tr>
<tr>
<td><strong>Software Training</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>Varies</td>
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<tr>
<td>You have options:</td>
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<td></td>
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<tr>
<td>• On-demand/online training</td>
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<tr>
<td>• <em>Free classroom-based training offered by the Mandel Public Library</em></td>
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<tr>
<td>Check Training Schedule</td>
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<tr>
<td><strong>Understanding Personality Styles in the Workplace</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>3 Hours</td>
<td></td>
</tr>
</tbody>
</table>

**Tip:** Add additional courses:
- Your departmental and/or external learning and development courses
- Elective courses from the Employees’ section
### Aspiring Leaders
Courses Recommended for Employees Seeking Advancement to a Supervisory Position

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elective Courses for Employees</strong></td>
<td></td>
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</tr>
<tr>
<td>7 Habits of Highly Effective People®</td>
<td>Elective course available for all employees (of any level)</td>
<td>20 Hours</td>
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<td></td>
<td></td>
<td><em>Five 4-hour days; one day per week</em></td>
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<td><em>Example:</em></td>
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<td></td>
<td></td>
<td><em>5 consecutive Tuesdays</em></td>
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</tr>
<tr>
<td>21st Century Time Management</td>
<td>Elective course available for all employees (of any level)</td>
<td>3 Hours</td>
<td></td>
</tr>
<tr>
<td>Business Writing Made Easy</td>
<td>Elective course available for all employees (of any level)</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td>Creating a Positive Workplace</td>
<td>Elective course available for all employees (of any level)</td>
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</tr>
<tr>
<td><strong>Effective Presentations Series</strong></td>
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</tr>
<tr>
<td>• Level 1: Effective Presentations - Enhancing Your Persuasive Skills</td>
<td>Elective course available for all employees (of any level)</td>
<td>12 Hours</td>
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<td></td>
<td></td>
<td><em>Two 6-hour days; one day per week</em></td>
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<td></td>
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<td><em>Example:</em></td>
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<td></td>
<td><em>2 consecutive Tuesdays</em></td>
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<tr>
<td>• Level 2: Advanced Presentation Skills - Managing Your Audience</td>
<td>Elective course available for all employees (of any level)</td>
<td>8 Hours</td>
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<td></td>
<td><em>Two 4-hour days; one day per week</em></td>
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<td><em>Example:</em></td>
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<td></td>
<td><em>2 consecutive Tuesdays</em></td>
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<tr>
<td>Title</td>
<td>Target Audience</td>
<td>Length of Training</td>
<td>Completion Date</td>
</tr>
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<td>------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------</td>
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</tr>
<tr>
<td>Emotional Intelligence For Employees</td>
<td>Elective course available for all employees (of any level)</td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Project Management: From Planning to Managing</td>
<td>Elective course available for all employees (of any level)</td>
<td>12 Hours</td>
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<tr>
<td></td>
<td></td>
<td><em>Two 6-hour days; one day per week</em></td>
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<td></td>
<td></td>
<td><em>Example:</em> 2 consecutive Thursday’s</td>
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</tr>
<tr>
<td>Promote Yourself First</td>
<td>Elective course available for all employees (of any level)</td>
<td>12 Hours</td>
<td></td>
</tr>
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<td></td>
<td><em>Three 4-hour days; one day per week</em></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><em>Example:</em> 3 consecutive Tuesdays</td>
<td></td>
</tr>
<tr>
<td>Resolving Conflict with Peers</td>
<td>Elective course available for all employees (of any level)</td>
<td>4.0 Hours</td>
<td></td>
</tr>
<tr>
<td>Embracing Innovation and Change</td>
<td>Elective course available for all employees (of any level)</td>
<td>8 Hours</td>
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<td>Elective course for employees needing to earn their High School Diploma/GED</td>
<td>1.5 hours per week</td>
<td></td>
</tr>
<tr>
<td>Supervisor’s Apprenticeship® Program</td>
<td>Elective course available for all employees (of any level)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Please contact Human Resources for details*
### Title

<table>
<thead>
<tr>
<th>Title</th>
<th>Target Audience</th>
<th>Length of Training</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Software Training</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>Varies</td>
<td>• Computer Basics&lt;br&gt;• Excel&lt;br&gt;• PowerPoint&lt;br&gt;• Word&lt;br&gt;• Publisher</td>
</tr>
<tr>
<td>You have options:</td>
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<tr>
<td>• On-demand/ online training</td>
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<tr>
<td>• <em>Free classroom-based training offered by the Mandel Public Library</em></td>
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<tr>
<td>Check Training Schedule</td>
<td></td>
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</tr>
<tr>
<td><strong>The Grammar Game</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>3.5 Hours</td>
<td></td>
</tr>
<tr>
<td><strong>Understanding Personality Styles in the Workplace</strong></td>
<td>Elective course available for all employees (of any level)</td>
<td>3 Hours</td>
<td></td>
</tr>
</tbody>
</table>

**Tip:** Add additional courses:
- Your departmental and/or external learning and development courses
- Elective courses from the Employees’ section
Classroom-Based Training Attendance Expectations

Attending Classroom-Based Training
Employees attending classroom-based training are expected to clear their calendars of all appointments during the hours of the training. Since attendance at training is considered work time, employees attending training are expected to arrive on time and return from any breaks at the announced time. Employees are expected to remain in class until dismissed by the trainer.

Training 500 Mile Rule
This rule means no one should be interrupted during training unless the work issue is of such importance that if the employee were in Atlanta, he/she would be expected to take the next flight back to deal with the issue.
- Supervisors and co-workers should be reminded of this rule
- Duties and responsibilities should be delegated or covered by someone else while the employee attends training

Cell Phone/Electronic Devices
Employees are expected to adhere to the following while attending training:
- Turn off (or mute/silence) all cell phones and electronic devices
- Refrain from texting and/or emailing

Classroom-Based Training Cancellation Policy
Human Resources is proud to offer employees a large variety of learning and development opportunities. Examples of these opportunities include both on-demand/online training courses and classroom-based training.

Since these opportunities are offered free to employees, classroom-based training enrollment counts are closely monitored to ensure the City is providing the most cost effective and efficient learning and development opportunities. When Human Resources has knowledge of classroom-based training with a low enrollment count at least six (6) or more business days prior to the training, the training can be cancelled and the City will not incur fees associated with outside facilitators/trainers. A low enrollment count is determined when the number of enrolled employees is below 70% of the maximum enrollment capacity.
Learning & Development Standard Operating Procedure

The City understands a scheduling conflict may arise preventing an employee from attending or completing a classroom-based training as scheduled. Should this occur, it is important the employee and supervisor follow the below cancellation process.

Training No Show/Incomplete

The following action will apply in the event an employee is unable to attend or complete classroom-based training and the below enrollment process is not followed:

- Employee’s CityEDGE training record will be coded as “Training No Show/Incomplete”

Employee/Supervisor Classroom-Based Training Cancellation Process

- Seven (7) or more business days prior to the start of the training:
  - Employee:
    1. Logon to CityEDGE.wpb.org
    2. Click Events
    3. Click My Enrolled Events
    4. Click on the training
    5. Click the Unenroll button

- Six (6) or less business days prior to the start of the training:
  - Employee’s Supervisor:
    1. Email training@wpb.org
    2. Provide the following information:
      - Name and date of the training class
      - Name of the enrolled employee who is unable to attend the training
      - Name of the substitute employee who will attend the training in place of the original employee

Human Resources’ Classroom-Based Training Cancellation Process

It is our intent to avoid cancellation or rescheduling of any training. However, circumstances occasionally require us to cancel or reschedule training. In the event training is rescheduled or cancelled, an email notification will be sent to the enrolled employees and copied to their supervisors.

Below are examples when training could be cancelled or rescheduled:

- Class enrollment has a low enrollment count
  - Below 70% of the maximum enrollment capacity
Learning and Development Partners

Human Resources established the Learning and Development Partners group as a means to enhance communication and support regarding the City’s learning and development opportunities. To identify your department’s partner, please review the Learning and Development Partners Roster.

Group Member Roles

- Represent various levels: frontline employee, supervisory, or management
- Effective communicator (orally and in writing)
- Respected by colleagues
- Consists of one or more members per department based on size and need

Group Member Expectations

- Provide feedback to enhance training
- Recommend new courses to implement
- Assist in advertising training to their groups
- Support users to use the software (if needed)
- Monitor/track their group’s mandatory/required training (as requested by management)
- Generate departmental training reports (as requested by management)
- Monitor/track their groups’ external training (as requested by management)
- Attend quarterly meetings (1-2 hours in length)
- Maintain participation for 2 years (staggered membership)

Internal Trainer Certification

A City employee may be certified by Human Resources as an internal Trainer. An internal Trainer will qualify to instruct a specific training course by one of the following:

- Option 1
  - Completing train-the-trainer for a specific course
- Option 2
  - Completing a four-step training qualification process
    1) Successfully complete the Effective Presentation Skills Training
    2) Successfully complete the course as a participant
3) Attend the course as an “instructor-in-training” with a copy of the instructor’s guide
4) Conduct or co-facilitate the course with a qualified trainer present to provide feedback

Transfer of Learning

Supervisor’s Role Before Training

Conduct a Performance Needs Analysis
Conducting a performance needs analysis is an important step in enabling supervisors to fully understand the nature of the performance needs of their work unit. Although training is a popular intervention tool for improving job performance, other tools might be more appropriate. Before you embark on a training intervention, be sure that training is the right solution.

Supervisors should ask themselves the following during a performance needs analysis:
- What is the desired performance?
- Is there a gap between what the employee is actually doing and what they should be doing?
- Do I understand the root causes of this gap?
- Is training the right solution to improve job performance?

Selecting Employees to Attend Training
Selecting the appropriate employees for training is an important part of ensuring the effectiveness of a training intervention. Participate in the selection as much as possible and involve employees by discussing who should attend and why.

As you think about whom to send for training, consider the following:
- Who will benefit most from the training?
- Which employees are most motivated to learn?
- Which employees have the prerequisite skills required for the course?
- Who is in the best position to share the training information with others?
- Who will be implementing the newly acquired knowledge and skills?
- Which management and support staff will also be involved in the implementation of newly acquired knowledge and skills?
  - Include these staff in the training selection process if you feel that support will be needed in order to introduce new services
Which two or more employees would make a good team to introduce a new process or concept?

- Sending employees from different teams may be helpful

Model the Training

Supervisors who are aware of the content of the training can model desired behaviors, better explain post-training expectations to staff and reinforce desired behaviors after training.

Awareness of the content of training can come from any of the following:

- Reviewing the course materials
- Observing or participating in parts of the training
- Communicating with the trainer

Such interaction between supervisors and trainers allows employees to see that their supervisors are committed to the learning intervention and interested in the entire process. Communicating with the trainers also provides an opportunity for supervisors to make sure that the trainers understand the performance need. Working with the trainers, you can determine what will maximize the training for the employees.

Support and Encourage

Once supervisors decide who will attend the training, it is important to provide those employees with the support they need.

Below are examples of support employees need:

- **Assist employees with arrangements for the course.**
  - Make sure all arrangements are made in a timely manner. Support employees in this process by assigning staff to assist them. If they rely on financial support from your work unit for travel, lodging, or course fees and materials, provide funding promptly.

- **Reassign each employee's workload during their training.**
  - Allow employees attending training to focus solely on training by delegating their tasks to co-workers. Remind the employees co-workers you expect their support and cooperation and to honor the Training 500 Mile Rule.

- **Lighten the employee’s workload for a period of time.**
Help Employees Create a Preliminary Learning and Development Action Plan

Learning and Development Action Plan

Supervisors can help employees understand how their new knowledge and skills contribute to the goal of improving productivity by working with the employees to develop action plans. Discussing the action plans gives both supervisors and employees a chance to clarify expectations related to the training. Generally, employees will further refine their action plans with the help of a trainer. Supervisors can then complete the action plans with the employees after the training.

Follow the below guidelines when partnering with employees to create action plans prior to the training:

- Ask the employees what they hope to get out of the training
- Identify and share with them your specific expectations
- Explain precisely what you expect they will be able to do for your work unit with their new knowledge and skills
- Ask the employees to write your and their own expectations to implement from the training on their action plan
- Remind employees to take the action plans with them to the training
- Encourage employees to update the action plans while they are participating in training
  - They may learn something new and add it to their action plans
  - They may need to modify their action plans based on what they learn during the training

- Make plans to lighten the employee’s workload for a period after training to ensure that he or she will have the time and energy to share new knowledge and skills with others and to implement changes documented in the action plan.

- **Reassure employees of your support.**
  - Assure employees you will give them time to become proficient in their new skills.

- **Encourage employees to include post-training debriefings with co-workers on their action plans so they can share what they learn.**
  - Offer to help by organizing staff meetings and assisting with the distribution of training information and job aids.
• Inform employees they will meet with you after the training to discuss what they learned and review their action plans

Plan to Debrief the Training
Schedule a meeting with employees soon after the training to discuss what they learned and plan to implement on the job. Allow a few days for the employees to prepare their notes and organize their thoughts prior to this meeting. During team meetings, invite employees to talk about why they learned and plan to implement.

Supervisor’s Role During Training

Protect Employees from Interruptions
Remember, the Training 500 Mile Rule is active while your employees attend training. Supervisors have an important role in guarding the employees’ time by not allowing others to interrupt or take employees away from training activities. Be prepared to limit your demands on employees during the training period. Missed sessions create learning gaps that decrease the training’s positive impact and affect performance. By your actions, you can communicate that training is a priority and that mastering the new knowledge and skills is essential.

Participate in or Observe Training
Discuss with trainers what part(s) would be most helpful or appropriate for you to attend (e.g., sessions that include problem-solving discussions concerning implementation of new knowledge and skills at the work site). When practical, attending the training demonstrates your support of the trainers as well as the employees.

Supervisor’s Role After Training

Debrief the Training
Meet with employees as soon as possible after the training to discuss what they learned and to review their action plans.

Follow the below guidelines when reviewing employees’ action plans after the training:
• Thank them for attending the training
• Ask the employees about their training experience
• Ask the employees what changes they made to their action plan during the training
Learning & Development Standard Operating Procedure

- Review the employees’ action plans and the training material
- Allow the employees to discuss what they will implement from the training and the expected implementation dates
- Discuss opportunities for employees to share what they learned with other employees during meetings or in small groups
- Remind the employees you will provide time to practice what they learned from the training

Conducting a post-training debriefing provides an excellent opportunity to update all staff and discuss how the transfer of learning will improve service delivery at the work site. It is critical that your staff understands the reasons for any new changes to services or procedures and knows how to implement them. This is an appropriate time for you to voice your support for the change process and the newly acquired knowledge and skills.

Provide Resources to Practice
It is critical for employees to have opportunities to practice what they learned during training.

Follow the below guidelines when providing resources to practice:
- Ask the employees what you can do to support them
- Provide time and space for employees to practice
- If employees will be introducing a new procedure or service at the work site, you may need to procure additional supplies and possibly new equipment
- Follow up with the employees to offer support and encouragement

Monitor Progress of the Learning and Development Action Plans
Supervisors, trainers, and employees have invested time and energy in creating action plans. Now is the time for those efforts to pay off. Meet with the employees to review together the current action plans and make sure that you are in agreement regarding expectations and how and when they will be met.

Supervisors and employees can use action plans as a monitoring tool to gauge progress, identify problems, and work on solutions. Routine supervisory meetings are a great time to provide constructive feedback and check employees' progress toward mastering and using their new skills, as well as to ask what more you can do as their supervisor to support the transfer of learning. When necessary, action plans should be
Be a Coach and Role Model — Provide Encouragement and Feedback

Encourage and, when possible, coach employees as they incorporate new knowledge and skills into their work. A coach must be able to demonstrate the skill, observe and give feedback, and monitor performance against a standard. If you cannot coach the employees, identify someone with appropriate expertise to provide coaching. Even though you may not be able to coach employees in a particular skill, you can still provide encouragement to help them build their self-confidence and realize their full potential as they master new skills. Encouragement and coaching are very important to the transfer of learning.

Follow the below guidelines when providing encouragement and feedback:

- **Give frequent reinforcement and immediate feedback to employees as they try out new skills.**
  - Voice your support as you observe employees properly implementing newly acquired knowledge and skills by giving immediate positive feedback: "Nice job, Sam, I'm glad to see you preparing those invoices for processing according to the process you learned."

- **Use mistakes as learning opportunities.**
  - Remember, we are all human and make mistakes. When employees make mistakes while practicing a skill, provide one-on-one, constructive feedback with the employee in a tactful and appropriate manner. [Constructive Feedback Job Aid](#)

- **Coach employees as they try new skills.**
  - When employees begin practicing skills that are difficult or involve many steps, their skill levels will likely vary — some employees may still be novices while others may be closer to mastery. Offer to assist employees in a manner that is appropriate to the degree of progress they have made toward mastering the particular skill. When providing guidance, remember to always point out something that the employees is doing well before you offer suggestions for improvements or ask what the employee perceives he or she is doing well. Often employees can make appropriate suggestions for self-improvement when given the opportunity to reflect on their performance.
Model new skills or behaviors in your work.

- To show that you support the changes that employees are implementing, adopt new behaviors along with the employees and their co-workers. Don't expect your staff to make changes if you don't model changes as well.

Continue to Monitor Progress of the Learning and Development Action Plans
Plan regular follow-up meetings to review their action plans and provide feedback so they know how they are doing.

Stay in Contact with Trainers
Maintain contact with trainers so that you can provide feedback about which aspects of the training were most effective. In addition, you may receive information about how best to facilitate transfer of specific knowledge and skills and provide feedback to the trainers. The interactions with trainers also serve as your direct contact with the training team, thus providing you with an opportunity to share your ideas regarding other training needs.
Course Descriptions and Learning Objectives for Classroom-Based Training

Employees

7 Habits of Highly Effective People®

7 Habits of Highly Effective People® is the proven personal-leadership system based on timeless principles of effectiveness. It is an established framework for building winning cultures. Stephen R. Covey, author of *7 Habits of Highly Effective People*, showed that there is a path that leads to personal and interpersonal effectiveness. We call it the Maturity Continuum. Each of us moves from dependence to independence (Habits 1–3), and from independence to interdependence (Habits 4–6) as we learn to lead and manage ourselves and work effectively with others. To sustain effectiveness we also need to continually renew ( Habit 7).

- Focus and act on what can be controlled and influenced, instead of what can’t
- Define clear measures of success and create a plan to achieve them for both life and work
- Prioritize and achieve the most important goals instead of constantly reacting to urgencies
- Develop innovative solutions that leverage diversity and satisfy all key stakeholders
- Collaborate more effectively with others by building high-trust relationships of mutual benefit

This course qualifies for continuing education credits for the following certification:

- CPE: This credit is for Accountants and is given through NASBA (National Association of State Boards of Accountancy).
- CEU: This is a general CEU credit and is given through IACET (International Association for Continuing Education and Training).
- PDU: Credit for Project Managers awarded through PMI (Project Management Institute).
Before Training:
Participants will receive an “assessment e-mail” that will have a hyperlink to “Warm-Up” materials, including the 7 Habits Assessment, which you will bring with you to the training.

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<th>DAY</th>
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<tr>
<td>Day 1</td>
<td>Paradigms and Principles of Effectiveness</td>
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<td><strong>Habit 1</strong> - Be Proactive</td>
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<td>Day 2</td>
<td><strong>Habit 2</strong> - Begin with The End in Mind</td>
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<td><strong>Habit 3</strong> - Put First Things First</td>
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<td>Day 3</td>
<td>Private victory to Public Victory</td>
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<td><strong>Habit 4</strong> - Think Win-Win</td>
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<td>Day 4</td>
<td><strong>Habit 5</strong> - Seek First to Understand,</td>
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<td>Then to be Understood</td>
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<td>Day 5</td>
<td><strong>Habit 6</strong> - Synergize</td>
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<td><strong>Habit 7</strong> - Sharpen The Saw</td>
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21st Century Time Management
Where does the time go? While we work hard, there never seems to be enough time to manage assignments, projects, meeting schedules, etc. While it is impossible to add more time to the clock, it is possible to make the most use of the time we have to increase our productivity. This training provides practical information and practice using tools to effectively manage your time.

- Identify the two types of time management systems that work
- Prioritize tasks using the ABC method
- Write S.M.A.R.T. goals
- Schedule work using the four quadrants

Active Shooter
The Department of Homeland Security defines the Active Shooter as "an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearm[s] and there is no pattern or method to
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their selection of victims." All employees can help prevent and prepare for potential active shooter situations.

- Explain what an active shooter is and active threat profiles
- Prepare for active shooter situations, and how you will respond
- Assess options for dealing with an active shooter or threat
- Adopt the survival mindset during times of active shooter situations
- Review recommendations for interacting with first responders during active shooter situations

Business Writing Made Easy

Few people accept a position because it gives them an opportunity to write...and most people quickly learn that their position requires more writing than they imagined! Too often, writing takes too long and the messages created don’t result in the desired outcome. There are simple steps that can turn this situation around. By following an easy-to-use method, your thoughts will transition to words that get to the point and tell your reader what they need to know. The more clearly and effectively you express yourself in writing, the more productive you will be!

- Clarify your purpose for writing
- Plan a writing strategy to have your key message understood
- Organize content based on your purpose
- Edit your message for clarity and effectiveness

CDL Defensive Driving

Commercial Driver’s License (CDL) defensive driving provides CDL operators’ key understandings, skills and techniques to avoid collisions, reduce traffic violations and change driver behaviors and attitudes. Drivers will learn the difference between the following: Reckless driving, distracted driving, road rage, fatigue, right of way, using and changing lanes, negotiating curves, making turns, crossing intersections, passing, driving in reduced visibility, and pedestrian traffic. Upon completion of the course drivers will have a better understanding of defensive driving.

- Recognize potential hazards
- Learn coping techniques for dealing with hazardous traffic conditions
City G.R.E.A.T. Customer Service Experience

In the private sector, customer service is a primary factor. Consumers can take their business elsewhere when they are not satisfied with the customer service they received. Public sectors often have a monopoly on the services they provide and consumers can’t really shop around or take their business elsewhere. Citizens are not forced, however, to tolerate bad customer service. In this training participants will learn how to use the City’s G.R.E.A.T. concept to provide excellent customer service.

- Who are our customers?
  - Know our internal/external customers
- Assess your communication style
  - Demonstrate effective techniques for active listening
- Interacting with customers
  - Face to face
  - Telephone
  - E-mail
  - Regular mail
- Learn conflict resolution tips
  - List six words or phrases to avoid when interacting with customers

CitySTART Employee Orientation

The City “rolls out the red carpet” for our new employees.

CitySTART Employee Orientation Day 1 is mandatory training for all new employees and some rehires. A dynamic set of presenters will introduce new employees to pertinent City information and policies.

New employees will learn the City’s:
- Vision and Mission statements
- Expectations of employees (Ethics, time and attendance, etc.)
- Payroll/direct deposit process
- Safety procedures
- Policy information (Computer, Employee Assistance, Equal Employment Opportunity, Substance Abuse, Violence Free Workplace, etc.)

CitySTART Employee Orientation Day 2 is a mandatory training for all new employees and rehires earning benefits. The HR team will provide information regarding learning
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and development opportunities, time off, and the comprehensive fringe benefits the City offers. In addition, employees will have the opportunity to select and enroll in their medical and dental plans.

- How to locate, enroll, complete, and track their learning and development opportunities
- Eligibility to use vacation and sick leave
- How to enroll and view their benefits (dental, health, vision, retirement, etc.)

**Code of Ethics Refresher Training**

All municipalities in Palm Beach County are under the same code of ethics and must provide refresher training. The City has adopted an internal practice of providing the ethics refresher training every other year; 2017, 2019, 2021...

The Code of Ethics

- Conflicts of interest
- Gift law
- Miscellaneous provisions
- Complaint process

**Communicating for Results**

- *New course being developed; more details coming soon!*

**Confined Space Entry**

During the course of employment, you may be exposed to the hazards associated with confined space operations. This course provides awareness level training for activities related to confined space entry.

- Recognize a confined space
- Recognize hazards associated with confined space entry work
- Understand the respective roles and responsibilities of authorized entrants, attendants, entry supervisor, and rescue personnel
- Understand the elements of a confined and permit confined space.
• Understand the equipment selection, calibration, use, and maintenance of specialized equipment and instrumentation necessary to identify and work within confined spaces
• Understand the City’s procedure regarding confined and permit confined space entry

Creating a Positive Workplace
One bad attitude, like one bad apple, can infect an entire team. Employees will learn to identify the seven most common attitude virus carriers and how to inoculate themselves and the organization against them. Employees will benefit by learning to take responsibility for their own attitudes and success, plus, underlying causes for unproductive attitudes will be resolved and fewer personal problems will affect work. These better attitudes will positively impact team results and the efficiency.
  • Understand the consequence of a negative attitude in the workplace
  • Cure the seven common attitude virus carriers
  • Correct an attitude problem in self and others

Defensive Driving
Defensive Driving provides key understanding, skills, and techniques to avoid collisions, reduce traffic violations, and change driver behaviors and attitudes.
  • Recognize potential hazards
  • Learn coping techniques for dealing with hazardous traffic conditions

Effective Meetings...Making Meetings Work
Have you ever attended an unengaging, ineffective, and unproductive meeting? Don’t be the next host of a bad meeting! This training is intended to clarify what conditions and environment lead to effective and productive meetings.
  • Explore the purpose of meetings
  • Follow the meeting model
  • Develop meeting agendas
  • Solicit feedback to improve meetings
  • Create an action plan for your continued professional development
Effective Presentations

Effective Presentations - Enhancing Your Persuasive Skills
This training is designed to immediately improve your confidence and focus when you present to one person or a group. Even the most experienced professionals fail to communicate their message when they fail to tie their purpose to their audience’s needs. Focusing on this purpose through the eyes of your audiences is an integral part of this training. This interactive training reinforces what you are doing correctly and creates a climate for feedback in areas that can be enhanced.

To achieve maximum results, this training requires you to present in front of the class while being video recorded. The benefit of the recording will allow you to view your video outside the training to improve your presentation skills. Fear not...you will be the only employee with a copy of your video!

- Enhance your presentation skills by analyzing your present skills
- Create a presentation that is focused on the audience
- Organize your presentation to meet your audience’s needs
- Support your message with the appropriate audiovisual elements
- Improve persuasiveness by closing appropriately
- Anticipate and prepare for your audience’s questions

Advanced Presentation Skills - Managing Your Audience
Prerequisite – You must complete the Effective Presentations - Enhancing Your Persuasive Skills training prior to registering for this course.

This course builds upon your Effective Presentations training and focuses on managing your audience.

To achieve maximum results, this training requires you to present in front of the class while being video recorded. The benefit of the recording will allow you to view your video outside the training to improve your presentation skills. Fear not...you will be the only employee with a copy of your video!

- Review best practices
- Know your audience
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- Prepare for questions
- Practice your presentation skills

Embracing Innovation and Change
Employees know how things work and what is broken. Daily challenges result in ideas for changes that satisfy customer needs in innovative ways. Yet, change isn’t easy for anyone.

During Day 1, gain insight into the process of accepting and executing change. Learn techniques for increasing the chances that constructive suggestions will be heard and implemented.
  - Analyze your reaction to a current change in your department.
  - Describe the stages of the change acceptance process.
  - Recognize benefits of becoming a resilient change agent.
  - Evaluate methods for promoting your suggestions.
  - Generate a list of ideas for improvement of work processes in your department.

During Day 2, experiment with practical tools for solving problems and making decisions that turn ideas into action.
  - Explain how small ideas can add up to major improvements.
  - Practice techniques for generating creative ideas.
  - Use a four-step process for solving problems.
  - Make a criteria-based decision.
  - Identify opportunities to use skills acquired in this course to increase both customer and employee satisfaction.
  - Prepare to present an improvement idea to your supervisor

Emergency Operations Center Call Taker Training
The mission of the City is to serve and protect our community, and a major component of this is to ensure emergency/disaster plans are in place and regularly reviewed. You play a vital role in the City’s emergency management plan, Call Taker.
When the Mayor declares a state of emergency, the City activates our Emergency Operations Center. The role of a Call Taker is to answer in-coming calls from our citizens and provide needed information in a calm and professional manner.

- Understand your role as a Call Taker
- Learn to navigate WebEOC
- Input caller information into WebEOC

**Emotional Intelligence for Employees**

Research shows that emotional intelligence (EI) accounts for over 80% of success in our professional and personal lives. High EI is directly linked to job satisfaction and greater recognition for a job well done. The good news is that self-management and relationship skills can be learned. Participants in this course practice techniques for managing emotions, responding empathetically to others, and getting results when asserting needs and requests.

- Recognize how thoughts, emotions, and behavior are connected
- Analyze the meaning of nonverbal behavior
- Explain four skill sets required for high emotional intelligence
- Practice applying the four skill sets
- Assess current levels of emotional intelligence and plan for improvement

**FEMA/NIMS Training**

Part of the City’s overall responsibility is to be prepared to deal with emergency situations within our community. To that end, the city has established an Emergency Operations Center and developed a host of processes and plans to respond to emergency situations. These have been developed in accordance with requirements set down by the Federal Emergency Management Agency (FEMA). FEMA, in turn, has created what’s known as the National Incident Management System (NIMS) to standardize how emergency operations are conducted.

Developed by the Department of Homeland Security, NIMS establishes a uniform set of processes and procedures all levels of government use to conduct response operations. Any jurisdiction, including the City, seeking federal Homeland Security grant money must demonstrate it is NIMS compliant.
For more information, please review the FEMA/NIMS Training User Guide.

Generations in the Workplace

- *New course being developed; more details coming soon!*

Harassment Prevention Training

The City has adopted an internal practice of providing this refresher training every other year; 2017, 2019, 2021…

Mental Health First Aid®

Mental Health First Aid is the initial help offered to a person developing a mental health or substance use problem, or experiencing a mental health crisis. The first aid is given until appropriate treatment and support are received or until the crisis resolves.

- Identify risk factors and warning signs of mental health and substance use problems
- Identify signs and symptoms of depression, anxiety, trauma, psychosis and substance use
- Implement a 5-step action plan to help someone who is developing a mental health problem or in crisis
- Identify available evidence-based professional, peer and self-help resources

Near-Miss Reporting

Near-Miss ("close call" or “narrow escape”) is an unplanned event that did not result in injury, illness, or damage – but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality or damage; in other words, a miss that was nonetheless very near.

Recognizing and reporting near miss incidents can significantly improve employee
safety and enhance the City’s safety culture. Near-Miss reporting provides employees with the understanding, skills and techniques to be able to tell the difference between a near-miss, accident, incident, etc. You will learn the importance of reporting near-misses and the potential benefits this provides. We will also cover the statistics as they relate to near-miss reporting and the benefits of having a near-miss program in place.

Project Management - From Planning to Managing
Managing a project is easy, right? The answer to this question can be “yes” if the person leading the project is qualified. Unfortunately, many project managers are not qualified and become the “accidental project manager.” This is someone who is given a project to manage because they had previous success working on projects as a team member. Typically, this person does not receive training to successfully perform in their new role, project manager.

So what is the role of a project manager? A successful project manager keeps team members on task, makes sure projects stays on course, and ensures projects finish on time and on budget. It takes skill to manage projects, and this course provides the necessary training to build your project management skills.

Day 1 of 2 – Planning
- Define project management
- Planning elements
- Creating SMART goals
- Determining tasks and sequencing

Day 2 of 2 - Managing
- Evaluating and adjusting concepts
- Resolving conflicts – people and resources
- Tracking progress
- Wrapping up project

Promote Yourself First
You may have been taught not to brag to other people and may feel uncomfortable focusing on yourself when applying and interviewing for City jobs. However, this is the perfect opportunity to brag and promote yourself. You must first promote your skills, abilities and accomplishments before you receive a promotion. This series will
enhance your ability to promote yourself and help you compete against both internal and external candidates for future City vacancies. This class will focus on the employment application, resume, interviewing, and networking skills.

**Week 1 of 3: Applications and Resumes**
- Correctly complete the City’s employment application
- Understand how the City screens applications
- Avoid common application mistakes
- Learn tips to successfully apply for City jobs
- Understand the purpose of a resume
- Learn resume formats
- Showcase your accomplishments and more in a resume

**Week 2 of 3: Networking & Interviewing**
- Build confidence using strategic networking skills
- Learn networking skills
- Learn approach telephone calls
- Review Information/Referral Meetings
- Define the purpose of the interview process
- Understand the impact of both verbal and nonverbal communication
- Develop appropriate responses to interview questions

**Week 3 of 3: The Interview**
- Understand behavioral interviewing
- Develop a more polished interview style
- Identify areas you want to improve
- Identify your strengths

**Resolving Conflict with Peers**
Most employees face conflict at some point in their work experience. Interpersonal conflict can result in stress and negatively affect an employee’s ability to perform daily work. In addition, conflict between team members impacts overall team morale and functioning. Employees who acquire tools for addressing and resolving conflict experience increased job satisfaction and foster productive teamwork.
- Distinguish between functional and dysfunctional conflict
- Recognize the negative effects of conflict on teamwork
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- Analyze conflict situations and determine optimal responses
- Plan steps for peer-to-peer conflict resolution

Sharpening Your Workplace Skills Program: High School Diploma/GED Study
This program supports employees needing to earn their GED/High School Diploma. For more information, please contact Human Resources.

Supervisor Apprenticeship® Skills for Rising Leaders
This training is a competency-based program offered to current and potential supervisors. Typically, these employees receive minimal opportunities to develop skills in a structured learning environment that supports and incorporates on-the-job application, as the Apprenticeship does. By attending this program, a participant will be prepared for his or her current position and be well positioned for advancement. The Supervisor's Apprenticeship: Skills for Rising Leaders supports most succession plans and is aligned with management training programs currently being offered.

- How to strategically prepare themselves for potential advancement
- Develop communication skills used to influence others
- Gain insight to the “management side” of the big picture
- Employ organizational techniques for self and others
- Increase productivity to the benefit of the organization
- Strengthen succession planning
The Grammar Game
A fun grammar training? Yes! Instead of memorization and endless drills, participants share knowledge, participate in discussions, and are contestants in grammar games. During this upbeat and interactive training, we will “knock the dust” off your recall of grammar guidelines most critical to business writing, review key fundamentals, and get you prepared to tackle your next writing task with confidence.

- Establish baseline knowledge of core concepts of sentence structure to be able to follow the rules of punctuation
- Determine answers to participant-generated grammatical concerns
- Define basic rules for numbers in business writing
- Distinguish between similar words for correct usage

Trenching and Shoring
This training covers the requirements in the standard for excavation and trenching operations, provides methods for protecting employees against cave-ins, and describes safe work practices for employees.

- Identify when shoring & trenching is and what is required for each specific job site
- Prepare a safe work environment prior to the excavation
- Regularly inspect and evaluate hazardous conditions
- Be aware of cave-ins, falls, and falling loads
- Ensure access and egress to the excavation area
- Understand the City’s procedure regarding trenching and shoring

Understanding Personality Styles in the Workplace
For centuries, philosophers, psychologists, behaviorists, and temperament theorists have attempted to answer this age-old question: Why do people do what they do? To answer this question, we will use the Spectrum Temperament Development Model during this training to help you better understand yourself and others. In addition, you will gain an improved awareness of your own and others’ needs, strengths, and motivators. Join us for a fun and engaging training!!

- Learn the three parts of an individual's personality
• Identify innate strengths and challenges in yourself and others
• Motivate and improve communication with others

Supervisors and Managers

CityCOACH: Supervisory Support
The purpose of CityCOACH is to provide first-line supervisors an opportunity to collaborate, share leadership best practices. By participating in this program, first-line supervisors will be able to:

• Enhance relationships formed during CitySMART Leadership Training
• Integrate CitySMART content into a coherent set of leadership behaviors
• Apply new concepts to building motivated, high-performance employees
• Build stronger, more trusting relationships with individual employees
• Receive facilitator and peer-coaching on current issues and challenges

CityCOACH is comprised of four sessions, one 4-hour session per quarter. Each CityCOACH session is themed as follows:

• Leadership Style
  o Diagnose your leadership style and determine what mix of task and relationship-oriented behaviors will get the best results in specific situations

• Personal Power and Influence
  o Learn how to leverage forms of personal power such as expertise, information, and “referent” power to influence and inspire your employees

• Motivation
  o Evaluate tools for intrinsically motivating team members: feedback, task significance, skill variety, and involvement in decision-making

• Teamwork
  o Master methods for bringing diverse personalities, viewpoints, and thinking styles together to solve everyday workplace problems

CitySMART Leadership Training
In today’s world, a leader doesn’t give orders and boss employees around to get the job done. To be successful, today’s leader needs to inspire and motivate a team to
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meet organizational goals and expectations.

So what does a newly hired or a newly promoted leader need to be successful? Similar to a team needing support from their leader to achieve greatness, a newly hired or a newly promoted leader immediately needs support from the organization to be successful. This support must include the opportunity to develop their skills, learn organizational policies and procedures, and build an internal network by meeting key players and subject matter experts.

CitySMART’s mission is to provide this timely support to newly hired and newly promoted leaders. To accomplish this mission, CitySMART has two tracks:

- **CitySMART Leadership Training**
  - Newly hired/promoted supervisors, managers, and assistant directors
    - Understand expectations of leaders
    - Learn City policies and procedures
    - Practice effective leadership techniques and tools
    - Enhance presentation skills through an experiential team project

- **CitySMART Leadership Training for Directors and City Administrators**
  - Newly hired/promoted directors and city administrators
    - Understand available resources to support and develop their teams
    - Build an internal network
    - Learn City policies and procedures

**Confined Space Entry for Supervisors**

Building on the Confined Space Entry, this training moves beyond awareness and focuses on a supervisor's responsibilities.

**Leading Innovation and Change**

Change has changed. Increasing volume, speed, and complexity of changes requires new leadership behaviors. Supervisors who ask for, appreciate, and act on employee ideas play critical roles in building innovative workplaces. During Day 1 of 2, apply five rules of engagement that inspire active employee involvement in continuous improvement.
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- Discuss lessons learned from prior change efforts
- Apply five rules of employee engagement to build an innovative workplace
- Respond proactively to employee change resistance
- Use force-field analysis to diagnose the dynamics of a proposed change
- Create an action plan for encouraging innovation in your workgroup

During Day 2 of 2, experiment with practical tools for solving problems and making decisions that turn ideas into action.

- Explain how small ideas can result in major improvements
- Practice techniques for generating creative ideas
- Use a four-step process for solving problems
- Make a criteria-based decision
- Identify opportunities to use skills acquired in this course to increase both customer and employee satisfaction

Managing and Editing Time Cards

It is not only important that employees are compensated accurately, it’s the law. To make this happen, you need to manage employees’ worked and non-worked hours, as well as attendance issues, in an efficient and timely manner. This training supports your ability to perform these tasks so that the data sent to payroll is accurate.

- Learn about the City’s payroll process
- Learn how to access time cards
- Recognize exceptions
- Correct issues
- Approve time cards

Team Building: The Key to Success in the Workplace

One of the main contributing factors in a successful business and harmonious work environment is teamwork. So what is team building? Team building is a process of awareness building. It’s helping people to understand that they are greater collectively than individually. It is an understanding that all of our decisions will be better when some degree of collaboration is applied. The benefits are clear: increased productivity, improved customer service, more flexible systems, and employee empowerment. This
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program is designed for employers and employees who would like to learn about team building and ways to implement these skills within the workplace.

The Art of Effective Delegation
The purpose of this course is to provide a clear process for supervisors to delegate effectively to increase productivity and decrease rework. Supervisors will learn how to select the right person for the delegated task, delegate without micromanaging, and plan and conduct an effective delegation discussion.

- Identify opportunities to use delegation skills
- Select the right person for the task you want to delegate
- Avoid common delegation mistakes
- Plan and conduct an effective delegation discussion
- Monitor delegated tasks without micro-managing

The Manager’s Journey®
The Manager’s Journey® is targeted to experienced leaders with your advanced learning needs in mind. Through scenario-based learning, this training will enhance your skills related to performance plans, managing time, de-escalating conflict, and more.

- Apply the Three Guiding Principles®
- Motivate and coach employees through their career stages
- Apply effective time management techniques
- Communicate disappointing information in a positive and productive manner
- Manage expectations