

Catalog of Course Offerings

State Professional Development Center

Click on any course name
to see the description.

Communication

- Effective Communication Skills
- Effective E-mail Writing
- Effective Meetings
- Effective Presentations
- Facilitating Groups
- Generations in the Workplace
- Grammatically Correct
- Male/Female Communication
- Managing Conflict
- Meeting Minutes
- Office Communication
- Punctuation for Clarity
- Robert's Rules of Order
- Respectful Workplace
- Writing Clearly and Concisely
- Writing for Work

Leadership

- Creating a Motivating Environment
- Decision Making
- Developing Coaching Skills
- Generations in the Workplace
- Improving Accountability
- Leadership Challenge®
- Leadership in Action
- Managing Change
- Supervision for the 21st Century
- Team Building
- Vision and Change

Series Courses

- Customer Service Series
- Effective Management Series
- Everyday Leadership Series
- Excellent Public Manager Series

[➔ Return to top of page](#)

Management

- Advanced Purchasing Methods
- Basic Purchasing Methods
- Basic Project Management
- Contract Management
- Documenting Disciplinary Action
- Interviewing and Onboarding
- Managing Multiple Priorities
- Performance Management
- Remote Management
- The RFP Process
- State Budget Process
- Strategic Planning
- Supervision for the 21st Century

Customer Service

- Challenges in Customer Service
- Communication Skills for Customer Service
- Customer Service Climate
- Responsible Customer Service
- Serving Customers

Writing Skills

- Effective E-mail Writing
- Grammatically Correct
- Meeting Minutes
- Punctuation for Clarity
- Writing Clearly and Concisely
- Writing for Work
- Writing Job Descriptions
- WARM: Writing Administrative Rules

Personal Growth

- Create a Motivating Environment
- Explore Emotional Intelligence EQ
- From Me to We: Effective Collaboration
- Generations in the Workplace
- Myers-Briggs & Communication
- Mindfulness in the Workplace
- MBTI and Healthy Relationships
- Outward Mindset™

Public Service Skills

- Delicate Balance: Privacy and the Right to Know
- Effective Communication Skills
- Engaging Citizens in the 21st Century
- Ethical Issues in Public Service
- Evidence-Based Management
- Governance Web 2.0
- Leading Innovation
- Performance-Driven Leadership
- State Ethics Law

Computer Skills

- Excel 2016: Beginning
- Excel 2016: Intermediate
- Excel 2016: Advanced
- PowerPoint 2016: Beginning
- PowerPoint 2016: Advanced
- Microsoft Access



PD5032 – Advanced Purchasing Methods and Issues

Description

This session covers building, writing, opening, and awarding Requests for Proposals, Invitations for Bids, or Requests for Information. It also focuses on advanced procurement issues such as leasing versus buying, public access, protests, grants, and ethics.

Objectives

- Create a Request for Proposals/Invitation for Bids
- Explain the various tools for procurement
- Evaluate proposals for selection

PD1022 – Basic Project Management

Description

This course introduces participants to the essential concepts of project management. The purpose of project management is to organize steps, set priorities, identify resources, and anticipate problems in a complex assignment. We'll focus on the important elements of a project that lead to efficiency and the likelihood of a successful outcome.

Objectives

- Understand the difference between a project and project management
- Develop a working knowledge of how to properly scope a project for success
- Schedule project activities using a Gantt chart or PERT chart.

PD5031 – Basic Purchasing Methods and Issues

Description

Procuring equipment and services for the agency can be a harrowing experience if managers don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

Objectives

- Understand the tools for various purchases
- Recognize the appropriate tool for basic purchases
- Describe process for planning a purchase

PD5112 – Challenges in Customer Service

Description

Whenever we work with the public, we may deal with difficult customers that range from the uninformed client to the angry citizen. This course explores the skills needed to handle tough situations. The goal is to maintain constructive relationships as much as possible without compromising professional responsibilities.

Objectives

- Illustrate skills needed to defuse a difficult situation
- Understand the techniques of clarifying roles
- Develop a relationship strategy in customer service

D5123 – Communications Skills for Customer Service

Description

To engage citizens, we need effective strategies that communicate clearly and thoughtfully when our perspectives are different. Participants will explore the obstacles to effective communication and the techniques to overcome them. We'll pay special attention to the role of the receiver in the communication process.

Objectives

- Understand sources of messages
- Practice communicating with plain language
- Apply skills to improve relationships with citizens and customers

PD5094 – Contract Management

Description

Successful contract management ensures that contracts are completed on time and on budget. This course will provide purchasing officers and contract managers the skills necessary to ensure contract compliance, knowledge on what to do when a breach of contract occurs, and the ability to handle contract disputes effectively.

Objectives

- Construct contract compliance
- Understand contract breaches
- Facilitate contract dispute resolutions

PD2009 - Creating a Motivating Environment (part of the Everyday Leadership Series)

Description

Knowing what creates a motivating environment is key to having an energized team. We'll discuss principles that create a workplace where employees can thrive. Topics will include motivational assessment tools, popular models, and strength-based motivation.

Objectives

- Describe what motivation is and how it can be applied to the work environment
- Discover what motivates you in the workplace
- Synthesize several motivational models and appraise which ones are applicable.

PD5107 – Customer Service Climate

Description

Work challenges in the 21st Century include energy, attitude, and engagement. Reinventing the culture may help to meet these challenges in a positive way. This course will provide participants with tools to develop a customer-focused workplace. We'll also address the role of accountability in quality customer service.

Objectives

- Appraise organizational culture and identify opportunities for change
- Synthesize the concepts of Be There, Play, Make Their Day, and Choose your Attitude
- Develop strategies for resistance
- Understand the role of accountability

PD1007 – Decision Making (Part of the Excellent Public Manager series)

Description

We make decisions every day, some without thinking. However, there are some decisions that require reflection and forethought. How do we decide? This class offers insights into how we make decisions and tools to make better ones.

Objectives

- Recognize how people make decisions
- Choose a method based on circumstances
- Describe formal tools for making decisions
- Discuss natural decision making

PD2003 – Delicate Balance: Privacy and the Right to Know
Description

The 1972 Montana Constitution lists the public's right to participate in government, the public's right to know, and the individual's right of privacy. How do we strike the balance among these sometimes competing rights? This seminar explores how legal provisions and court decisions affect the government employee's response in a variety of situations.

Objectives

- Develop an awareness of Montana codes related to privacy
- Understand the relationship between privacy and the public’s right to know
- Familiarize with case law related to privacy

.....

PD1043 – Developing Coaching Skills for Effective Leadership
Description

The successful leader is one who can coach others to reach their potential while maintaining team accountability. This course is designed to explore the foundations of effective coaching and develop skills that cultivate trust relationships. Topics in this course will include building relationships, developing performance expectations, evaluating progress, and recognizing and adjusting to situational factors.

Objectives

- Identify when a coaching opportunity exists and how to structure coaching conversations
- Synthesize coaching ingredients into a working model
- Identify the coaching dynamics that call for situational approaches

PD2010 – Documenting Disciplinary Action (part of the Effective Management Series)
Description

There are times when coaching, mentoring, or other leadership techniques fail to achieve desired conduct behaviors. This class develops proper ways to carry out discipline, including oral warnings, written warnings, and the further steps in progressive discipline. The goal, in all cases, is a successful employee.

Objectives

- Demonstrate how to write appropriate statements
- Recognize how to use documents as a tool for success
- Understand the practice of progressive discipline

PD4001 – Effective Communication Skills

Description

To engage employees and citizens, we need effective strategies that communicate clearly and thoughtfully. Participants will explore active listening, plain language, the power of para-verbal and nonverbal messages, and the communication process itself.

Objectives

- Understand the sources of messages
- Learn to use active listening
- Practice communicating with plain language
- Apply skills to improve relationships with citizens and colleagues

PD5095 – Effective E-mail Writing

Description

How you write reveals to your reader your professionalism and attitude. E-mail needs to engage the reader’s interest quickly. It must be concise, but contain enough content to avoid being misleading. In this workshop, we’ll cover how to:

- Strike the right tone in e-mail
- Use bullet points to organize information
- Use subject lines effectively
- Answer the reader’s top question: “What’s the point of this e-mail?”
- Recognize etiquette mistakes
- Use plain language to communicate
- Present complex information simply
- Write for people who scan instead of read—in other words, everybody
- Practice editing skills

PD1047 – Effective Meetings

Description

Participants will learn how to

- Prepare for the meeting
- Set goals and expectations (What do you want to achieve?)
- Deal with difficult attendees
- Keep the meeting on track
- Record decisions and actions

Objectives

- Set expectations and goals
 - Determine the key participants to include
 - Identify process and content issues
 - Identify the three meeting types and know when to use them
-

PD4002 – Effective Presentations

Description

This class will focus on content preparation, delivery, the adult learner, and learning styles. Each participant will deliver two short presentations that we'll video and review. The class includes a hands-on PowerPoint mini-course.

Objectives

- Identify preparation skills for effective presentations
 - Develop new skills using presentation software
 - Learn delivery techniques to be effective
-

PD5087 – Engaging Citizens in the 21st Century (part of the Excellent Public Manager series)

Description

When citizens feel disempowered, they tend to blame public employees. In this class, we'll learn ways to engage citizens in the decision-making process. We'll discuss how to change our focus from pushing information out to drawing information into the public decision-making process through authentic service.

Objectives

- Describe how to engage citizens more effectively
- Locate core values of administration in a democracy
- Apply the concept of public service motivation to citizen engagement

PD2011 – Ethical Issues in Public Service

Description

This one-day class examines ethical issues from a broad-based perspective. It explores the meaning of ethics, the public interest, and public service. Participants will discuss pertinent, thought-provoking issues. This seminar will benefit managers at all levels.

Objectives

- Understand the unique features of working with the public trust
- Summarize the code of ethics for the State of Montana and the American Society for Public Administration (ASPA)
- Explain the sources of ethics

PD5080 – Evidence-Based Management (part of the Excellent Public Manager series)

Description

Managers frequently fall into the trap of the latest fad or technique. Evidence-based management is conducted by managers who recognize the limits of their own knowledge and seek effective answers to problems. This class develops the skills needed to implement evidence-based solutions.

Objectives

- Define evidence-based management as a means to improve effectiveness
- Apply methods of assessing techniques or methods
- Recognize the role decision models play in applying evidence

PD5064 – Excel 2016: Beginning

Description

This is a beginning course for those unaccustomed to using spreadsheets or those with little experience in Excel 2016. Participants will become familiar with the Excel “ribbon.” We’ll edit and format worksheets and overview the use of formulas.

Objectives

- Navigate the basics of Excel
- Edit and format worksheets
- Understand formulas

**PD5065 – Excel 2016: Intermediate
Description**

Participants will learn how to

- split and freeze workbook windows;
- hide rows, columns, worksheets, and windows;
- protect worksheets.

We'll also cover

- page layouts, page breaks, and adjustments to margins and size
- functions and formulas, data ranges and sort and filter data
- clip art, pictures and graphics files

Objectives

- Work with page layouts
- Learn functions and formulas
- Sort and filter data

**PD5067 – Excel 2016: Advanced
Description**

We'll begin with a review of creating and working with charts and tables. We'll also create pivot tables, use data validation, work with data tables, consolidate data using formulas, and work with basic macros.

Objectives

- Understanding macros
- Consolidating data with formulas
- Creating pivot tables

PD5046 - Exploring Emotional Intelligence (EQ)

Description

Knowledge and how-to-skills are important at work, but factors like flexibility, teamwork, communication, and even enthusiasm have become crucial to organizations. This course is designed to develop Emotional Intelligence (EQ) for greater performance. We'll discuss how EQ affects organizational productivity using the characteristics of self-awareness, self-management, social awareness, and social management.

Objectives

- Understand and recognize the many facets of intelligence in ourselves and others
- Summarize emotional intelligence and its four basic components
- Practice self-awareness, self-management, social awareness, and social management strategies and techniques

PD4003 – Facilitating Groups

Description

Facilitation means to “make easy,” and the facilitator’s role is to help groups reach agreement. The facilitator is usually a neutral party in the process. This hands-on class will teach tools and techniques to facilitate groups. Participants will practice those skills in class.

Objectives

- Understand the principles of consensus
- Develop techniques to task achievement
- Practice skills of identifying solutions

PD5071 - From Me to We: Effective Collaboration using Stephen Covey’s 7 Habits

Description

Effective collaboration builds on the foundations of character and competence to develop trust on teams. This course approaches leadership and team motivation using Dr. Stephen Covey’s, *7 Habits of Highly Effective People™*. We’ll examine developing character, understanding the stages of dependence, and creating habits. We’ll synthesize Covey’s 7 Habits into a working model for effectiveness.

Objectives

- Describe Dr. Covey’s leadership model and how to use it to develop and build teams
- Practice habit-changing behaviors
- Evaluate Dr. Covey’s model and develop a personal plan of action

PD4019 – Generations in the Workplace

Description

For the first time, four generations are working side-by-side in the workplace. Different values, experiences, styles, and activities create misunderstandings and frustrations. Participants will explore the influencing events and trends of each generation and discuss ways to work better together.

Objectives

- Understand the cultural influences of each generation
- Identify ways to communicate effectively
- Understand and appreciate the differences

PD5079 – Governance Web 2.0 (part of the Excellent Public Manager series)

Description

To meet the communication challenges in the 21st century, agencies must work together with information technology services. This seminar explores how new technologies can change the way we manage, how we communicate, and how we can apply appropriate technology.

Objectives

- Summarize the advantages and drawbacks of using cloud-based applications
- Identify opportunities for using social media and security
- Describe how the public sector might use blogs, texts, and tweets

PD5096 – Grammatically Correct

Description

Grammar provides the structure to the string of words that form sentences. Grammatical errors interfere with the message, distract the reader, and reflect poorly on the writer. In this class, we'll discuss the major grammar rules often misused. They include:

- Identifying subject-verb agreement (patterns)
- Understanding pronoun agreement with its antecedent
- Using verb tenses correctly
- Keeping related words together to prevent ambiguity
- Making the right choice between confusing words
- Recognizing when to violate “two stodgy” rules of grammar
- Knowing when and how to use abbreviations and acronyms in business writing
- Correcting run-on sentences
- Avoiding capitalization mistakes
- Recognizing hypercorrections

PD5093 – Improving Accountability

Description

This course will look at accountability as a means to accept responsibility for what is ours. We'll discuss personal accountability and its impact on the organization. Participants will learn techniques for achieving personal effectiveness and creating a culture of accountability at work.

Objectives

- To develop personal accountability
- To take responsibility as a leader
- To understand how to improve accountability
- To explain how to achieve adult-adult relationships

PD5018 – Initiating and Navigating the RFP Process

Description

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Requests for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

Objectives

- Identifying the steps in the Request for Proposals (RFP) process
- Explaining the principles associated with an effective RFP
- Reviewing the elements of a proper RFP

PD5103 – Interviewing & Onboarding (Part of the Effective Management series)

Description

Interviewing for Fit is designed to prepare hiring managers and potential interview panel members for the interview process. Participants will explore methods to discover what constitutes “fit” in their organization and learn how to focus the interview on those elements. Once a hiring decision is made, the onboarding process is crucial for overall success because it sets the tone for the entire employment experience. We focus on orienting the new employee to the mission and values of the organization as well as its culture.

Objectives

- Understand the purpose and limits of the interview process
- Develop and communicate a clear understanding of the requirements for the position
- Create effective interview questions around position and organizational requirements
- Perform the actual interview
- Orient the new employee for success
- Evaluate the results

PD5066 – Leadership Challenge®

Description

A course that will challenge the way we look at leadership. All of us are called to be leaders at some point. Leaders inspire us, seize opportunities, and make a difference. The Leadership Challenge® takes an introspective look at leadership strengths and weaknesses. We will identify ways to build collaboration, teamwork, and trust. A core component of the Leadership Challenge® is the Leadership Practices Inventory, which identifies behaviors around the Five Practices

Objectives

- Develop an ability to guide others
- Understand what true leadership is
- Identify strengths and weaknesses to lead

PD5075 – Leadership in Action (part of the Everyday Leadership Series)

Description

Leadership is a process, not a position, that deals with people and their dynamics. We'll explore leadership principles anyone can apply to their own personal growth. We begin with a clear definition of what a leader is and how to become one. We'll examine the idea of influence and empowering others to become effective leaders.

Objectives

- Provide a clear picture of leadership
- Examine how leadership works
- Create a plan for leadership development

PD5078 – Leading Innovation (part of the Excellent Public Manager series)

Description

Public and non-profit organizations continue to face the challenges of accessing resources in a rapidly changing world. This course develops guidelines to becoming an innovative organization, replacing rule-bound bureaucracies with creative and nimble practices.

Objectives

- Summarize barriers to innovation found in the public sector
- Discuss methods to encourage creativity among staff and leaders
- Explain effective feedback to increase innovation

PD4005 – Male/Female Communication

Description

This class explores the influence of gender on communication behavior. We'll discuss techniques to bridge the differences so we can understand and appreciate each other better.

Objectives

- Understand the differences
- Focus on overcoming confusion
- Manage with clarity
- Understand communication styles

PD1015 – Managing Change

Description

Change can often be viewed as a frightening process. This class will explore the challenges and opportunities change presents at a personal and organizational level. We'll discuss the reasons for resistance, alternative perspectives we can choose, and strategies to implement change.

Objectives

- Discuss how people respond to change
- Describe the obstacles to change
- Recognize how to facilitate change in organizations
- Identify strategies for constructive change

PD1017 – Managing Conflict (part of the Effective Management Series)

Description

Disagreements are often based in miscommunication and/or a lack of communication. Differing values, opposing objectives, different work styles, and personality types can set the stage for conflict. In this class, we'll explore the roots of conflict and discuss tools to understand and resolve differences.

Objectives

- Understand your own conflict approach
- Discuss the five conflict approaches
- Describe the nature of conflict
- Identify ways to work through situations

.....

PD1036 – Managing Multiple Priorities

Description

In the workplace today, everyone seems to want something now. That's why we need to manage multiple priorities. This class provides insight into our mode of dealing with priorities and tools to reduce the stress to do our best.

Objectives

- Identify strategies to manage priorities
- Discuss time management styles
- Discover where you put your energy

PD3009 – Meeting Minutes

Description

Minutes fill both practical and legal needs in organizations. The minute taker is the historical record keeper for the organization. In this class, we'll will discuss what we should record and what we should leave out. Participants will learn ways to take effective notes and write meaningful minutes.

Objectives

- Know what the law says about minutes
- Know what to record and what to leave out
- Identify tips and techniques to improve skills

PD5126 – Microsoft Access

Description

This is a beginning course designed for students who are new to Access. To be successful in this course, students need an understanding of Microsoft Excel. Topics covered include basic relational database theory, creating database objects (i.e., tables, queries, forms and reports), and importing/exporting data.

Objectives

- Understand database theory, including relationships, primary and foreign keys
- Navigate the basics of Access
- Create basic tables, queries, forms and reports

PD 5122 – Mindfulness in the Workplace

Description

For some of us, the issues and problems that confront us at work can be unceasing and seemingly insurmountable. Our attitude is often the only thing we can control, but in the moment, it may be easy to forget. Workplaces are complex, and work-related decisions can be difficult. We'll explore mindfulness as a way to help handle the difficulties at work. We'll examine typical scenarios that contribute to workplace problems and explore ways to move toward a mindful approach to cope better with situations.

Objectives

- Develop an understanding of what mindfulness is and is not
- Learn techniques to become more mindful, even in stressful situations
- Increase our awareness of ourselves and others
- Develop an open approach to our work environment, emphasizing presence and creativity

PD5027 – Myers-Briggs and Communication (part of the Effective Management Series)

Description

The Myers-Briggs Type Indicator (MBTI) is one of the most widely used personality assessments in the world. This course is designed to provide participants with an understanding of their psychological self-portrait and develop an appreciation for different personality types. We'll discuss how to develop awareness in ourselves and others and discover communication strategies that embrace our differences.

Objectives

- Appreciate psychological self-portrait and differences in others
- Recognize how type plays a crucial role in communication
- Develop strategies as they relate to personality

PD5115 -- MBTI and Healthy Relationships

Description

The Myers-Briggs Type Indicator is a popular tool for increasing both self-understanding and helping us understand others. This class will take a deeper look into how to use this tool to enhance relationships with our colleagues, managers, and customers. Participants will need to complete an extended version of the Myers-Briggs Type Indicator survey, even if they have done it before. This version will breakdown individual preferences to help us understand our own complexities and use that knowledge to recognize what we bring to our relationships.

Objectives

- Increase self-understanding
- Understand of how our individual preferences affect our behaviors
- Analyze the impact our preferred behaviors have on others
- Develop approaches that allow us to try other behaviors and evaluate the impact of those changes on ourselves and our work relationships

PD5089 – Office Communication (Part of the Office Success Strategies series)

Description

Designed for administrative support personnel, this course offers practical tips and tools for those whose main job is helping others. Administrative support staff manage the flow of communication at work. We'll discuss the communication process and look at the differences between aggressive, assertive, and passive communication.

Objectives

- To understand sources of messages
- To improve relationships with citizens and colleagues
- To improve listening skills

PD5124 -- Outward Mindset™ (2 days)

Description

In this workshop, participants will discover the difference between an inward and an outward mindset. We'll use a series of frameworks, maps, and tools to focus on achieving results, important to organizations. Participants will develop a mentality of responsibility rather than blame. We'll focus on breakthrough results to experience improvements in leadership development, team effectiveness, customer satisfaction, change management, collaboration, and conflict resolution.

Objectives

- Understand the two underlying mindsets, their implications, and results
- Learn to honestly assess the extent to which you work from an inward mindset
- Learn ways to change and work more collaboratively
- Plan new approaches to achieving individual, team, and organizational objectives
- Learn strategies to eliminate conflict and invite collaboration

PD2028 – Performance Management (part of the Effective Management Series)

Description

Being an effective manager includes delivering expectations, observing performance, and providing accurate feedback. This course is designed to provide an overview of managing and developing work performance. We'll begin with an introduction to performance management, analyze appraisal types, assess instrument validity and reliability, and discuss quantitative and qualitative issues. Participants will also be introduced to performance-management coaching.

Objectives

- Describe how performance management integrates with other human resource topics
- Evaluate performance appraisals for type, validity/reliability, and potential effectiveness
- Differentiate between management and leadership aspects of performance management

PD5077 – Performance-Driven Leadership (part of the Excellent Public Manager series)

Description

A number of performance-driven programs have emerged since the Government Performance and Results Act passed in 1993. What government needs is leadership that integrates performance measures with actual outcome-centered practices. This course will demonstrate how to draft and carry out performance measures.

Objectives

- Identify performance-driven programs central to public service
- Demonstrate how to design performance measures
- Describe how to identify and measure outcomes

PD5062 – PowerPoint 2016: Beginning

Description

In this session, we will create backgrounds from design templates, insert pictures and text, customize bullets, add slide transitions and animations, and create handouts with notes. We'll discuss the "do's and don'ts" of effective presentation visuals. Students may bring their own presentation information or work from a class handout.

Objectives

- Create and change background designs
- Learn how to work with pictures and text
- Work with transitions, animations, and slide design

PD5063 – PowerPoint 2016: Advanced Description

PowerPoint has become a “standard” for presentations, but many are stale and boring. This hands-on course is designed for anyone who wants to create a more exciting and graphically pleasing presentation. In this class, we will learn to:

- create, customize, and save a design template
- work with slide layouts and slide masters
- use WordArt and SmartArt
- use text and shape effects
- work with pictures (crop, ungroup, recolor, effects)
- create hyperlinks
- animate words and text (entrance, exit, motion paths)
- use audio and video features
- create slide transitions and page numbers, loop presentations
- compress pictures and create handouts

Objectives

- Learn design elements
- Navigate the features on the ribbon
- Practice skills learned in class

PD5097 – Punctuation for Clarity Description

Punctuation helps organize the content of writing for the reader. Proper punctuation increases the clarity of written communication and avoids problems of ambiguity and misinterpretation. As the language changes, new rules emerge. You will learn:

- When to use commas for clarity
- How to use colons and semicolons correctly
- Where to properly place quotation marks
- How to use apostrophes carefully
- When to properly use hyphens, dashes, and parentheses
- When to use punctuation with “that” and “which”

Objectives

- To identify and avoid ambiguity
- To use the rules to provide clarity in writing
- To demonstrate professionalism in writing

PD1023 – Remote Management

Description

Supervising employees remotely has unique challenges. This course provides the basics to supervising remote teams. We'll discuss the benefits and cost to remote work, research and engagement information, technological resources, and trust-building strategies.

Objectives

- Identify the benefits and challenges to remote management
- Critique multiple remote technological tools
- Summarize attributes of successful remote managers
- Review underlying basic supervision practices which transcend remote management

PD5099 – Respectful Workplace

Description

We can't handpick the people who work with us. It would be naive to expect a friendly, accommodating person every time. It's just as naive not to recognize that we may be difficult ourselves. This class will benefit anyone who deals routinely with others who seem difficult. It focuses on difficult behaviors and provides tips to recognize and cope with them.

Objectives

- To examine our own interactions with others
- To learn strategies for dealing with difficult people
- To recognize what you can and cannot change

PD5128—Responsible Customer Service

Description

Employees are our most important customer service resource. The accountable employee seeks to put the best qualities of the organization first. This course emphasizes the concept of employee accountability as a way to provide quality customer service and provides practical ways to achieve it.

Objectives

- Recognize what accountability looks like
- Identify practices that demonstrate accountability
- Connect the principles of accountability to good customer service

PD5056 – Robert’s Rules of Order

Description

There are basic principles and procedures that apply to all decision-making processes, whether you are leading a work team or conducting a meeting. These principles and procedures are referred to formally as parliamentary procedure. Robert's Rules of Order, one man's discussion of parliamentary procedure, have become the leading authority in most organizations today.

Objectives

- Make and amend a main motion
- Identify the ten rules for meetings
- Discuss the types of motions and how they are made
- Review commonly asked questions about parliamentary procedure

PD5111 – Serving Customers

Description

Whether we’re a regulatory or client-centered agency, customer service is a core skill. The most important thing is that customers get the outcome they need. At the same time, all customer service comes down to communication skills. This course emphasizes the skills we need to improve the relationship we have with clients or citizens.

Objectives

- Evaluate strategies for customer service
- Describe a customer service framework for your work unit
- Apply effective communication strategies

PD5059 – State Budget Process
Description

This one-day course looks at the state budgeting process from planning to perusing reports. It's valuable for all state employees. Topics included in the class:

- The Executive Planning Process
- Budget preparation
- OBPP and LFA analysis of budget requests
- Preparing for the Legislature
- Legislative Session
- Projecting Expenditures
- Managing the Budget
- Management Tools in SABHRS

Objectives

- Summarize the Executive Planning Process
- Understand the various steps in budget preparation and approval
- Recognize the tools available to develop a budget

PD2016 – State Ethics Law
Description

The statutory Code of Ethics applies to all employees in state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Objectives

- Describe the background and basic principles of the Montana Ethics Law
- Give examples of issues related to conflict of interest
- Summarize the requirements associated with electoral politics

PD5049 – Strategic Planning (part of the Effective Management Series)

Description

This class begins with understanding where you spend your time. We'll focus on setting goals, planning the work, and determining priorities in the work unit. We'll explore creating a vision and a strategic plan at work. We will also discuss the elements of a well-managed meeting.

Objectives

- Discuss how to tie work plans to goals
- Learn how a SWOT analysis can help set plans
- Identify tools for effective meetings

PD1002 - Supervision for the 21st Century (part of the Effective Management Series)

Description

This course explores the challenges and changes in 21st century supervision. We'll discuss the management and leadership skills needed to become a successful supervisor. We'll look at the role the supervisor plays in workforce engagement and the problems that typically face new supervisors.

Objectives

- Differentiate and describe management and leadership characteristics
- Assess and analyze personal and group engagement levels using Gallup Q12[®] survey
- Describe supervisory behaviors that improve employee engagement

PD1032 – Team Building (Part of the Everyday Leadership series)

Description

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain leadership skills. We will discuss communication skills, credibility, common purpose, and the stages necessary to build an effective team.

Objectives

- Identify the stages of team building
- Understand team dynamics
- Communicate effectively with others

PD5085 – Vision and Change (Part of the Everyday Leadership series)

Description

This class will explore how to create a vision of the future and engage others in a conversation around exciting possibilities. We'll explore the challenges and opportunities of change both at the individual and the organizational level. Topics include understanding change and coaching for change solutions.

Objectives

- Understand how people respond to change
- Identify the obstacles to change
- Facilitate change in organizations
- Recognize strategies for constructive change

PD3005 - WARM: Writing Administrative Rules

Description

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Objectives

- Describe the process of administrative rule development in the State of Montana
- Review the proper language and elements of an administrative rule
- Illustrate the development of an administrative rule as an example

PD5090 – Working on a Team (Part of the Office Success Strategies series)

Description

How employees interact with each other affects the success of the team. We will discuss communication skills, common purpose, and the stages necessary to build an effective team.

Objectives

- Identify the role of each individual on a team
- Understand team dynamics
- Communicate effectively with others

PD5098 – Writing Clearly and Concisely

Description

Clear and concise writing helps the reader understand your message easily. It avoids verbose, convoluted language and jargon. In this course, you will learn to:

- Use specific language
- Avoid passive voice and passive construction
- Understand parallel structure in complex sentences
- Know when to end a sentence
- Avoid suffixes that change active verbs to nouns
- Recognize when to omit needless words
- Place the emphasis in the right place
- Keep related words together to prevent ambiguity
- Attack redundant phrases and negative construction
- Use plain language to communicate clearly

Objectives

- Construct active voice in sentence structure
- Select clear language to communicate
- Recognize and use active verbs in sentences

PD5088 – Writing for Work (Part of the Office Success Strategies series)

Description

In our work, we communicate vast amounts of information through writing. Nearly every job involves some writing responsibilities, but we sometimes feel ill-prepared to meet the task. This class provides basic information on three important areas of writing: punctuation, grammar, and style.

Objectives

- Learn to write clearly and concisely
- Identify common mistakes
- Learn what's important in writing minutes

PD3006 – Writing Job Descriptions

Description

Job descriptions are the foundation for many employment decisions. This course will help participants write an effective job description. This workshop is appropriate for managers or supervisors who prepare job descriptions and for classifiers-in-training who need coursework.

Objectives

- Describe the process associated with developing a job description
- Explain the elements needed for a proper job description

Series Courses

PD5102 - Customer Service Series

Description

This series is an introduction to customer service in the public sector. We'll define excellent customer service, address the needs of the internal and external customer, respond to requests through a decision-making process, and determine accountability.

This series includes the following classes:

- Challenges in Customer Service
- Communication Skills in Customer Service
- Customer Service Climate
- Responsible Customer Service
- Serving Customers

You'll find class descriptions in the catalog under each individual title.

PD5082 – Effective Management Series

Description

This eight-class series covers the essential information for effective organizational management. It's designed for experienced supervisors wanting a refresher, new supervisors, individuals interested in becoming a supervisor, and employees new to the public sector.

This series includes the following classes:

- Supervision for the 21st Century
- Myers-Briggs & Communication
- Strategic Planning
- Managing Conflict
- Interviewing and Onboarding
- Performance Management
- Documenting Disciplinary Action
- Synthesis

You'll find class descriptions in the catalog under each individual title.

PD5081 – Everyday Leadership Series

Description

This series covers the fundamentals of practical leadership, whether you're a supervisor or not. It is designed for team members, individuals interested in becoming a supervisor, new and experienced supervisors, and employees new to public sector work.

This series includes the following classes:

- Leadership in Action
- Mindfulness
- Developing Coaching Skills
- Creating a Motivating Environment
- Team Building
- Vision and Change

You'll find class descriptions in the catalog under each individual title.

PD5086 – The Excellent Public Manager Series

Description

How we work in government and non-profit organizations is changing. There's a shifting commitment to serving citizens first as a public-service vocation. The Excellent Public Manager promotes the principles of engaging employees and citizens alike. This series focuses on key skills to become a public service force in the 21st century.

This series includes the following classes:

- Citizen Engagement in the 21st Century
- Performance-Driven Leadership
- Leading Innovation
- Governance Web 2.0
- Effective Communication Skills
- Evidence-Based Management

You'll find class descriptions in the catalog under each individual title.

