Class Descriptions

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- Effective E-mail Writing
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- Effective Presentations
- Facilitating Groups
- Generations in the Workplace
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- Performance Management
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Writing Skills
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- Effective E-mail Writing
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- Writing Clearly & Concisely - Part 1
- Writing Clearly & Concisely - Part 2
- Writing Job Descriptions
- WARM: Writing Administrative Rules

Personal Growth
- Achieving High Performance
- Building Trust in the Workplace
- Create a Motivating Environment
- Explore Emotional Intelligence
- Generations in the Workplace
- Improving Accountability
- Mindfulness in the Workplace
- Outward Mindset ™
- Personality & Communication
- Personality & Healthy Relationships

Public Service Skills
- Delicate Balance: Privacy and the Right to Know
- Effective Communication Skills
- Evidence-Based Management
- Leading Innovation
- Performance-Driven Leadership

Computer Skills
- Excel: Beginning
- Excel: Intermediate
- Excel: Advanced
- Microsoft Access
- PowerPoint: Beginning
- PowerPoint: Advanced

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PD5140 – Achieving High Performance
Description

This class will focus on our natural way of problem-solving and striving, referred to as our conative function. We'll identify our strengths and learn how to balance our energy to approach comfortable and challenging tasks. The key is understanding our work styles to create a better way to work together. When we work in our conative strengths, sometimes called our method of operation (MO), we tend to be high performers. The material is based on the Kolbe A Index, used by thousands of successful organizations.

Objectives

- Determine your conative style (how you like to work)
- Discover ways to work as a team
- Learn to work through change

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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

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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.

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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

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PD55136 – Building Trust in the Workplace
Description

Respect in the workplace is not optional and at it's core is trust. We'll explore how respect and trust are connected, how to trust ourselves, and how to trust others. We'll discuss how we lose trust, how we can regain it, and how to move from an inward mindset to an outward one.

Objectives
- Understand self-trust and respect
- Identify beliefs, values, and behaviors
- Change our focus from collusion to collaboration

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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

PD5133 - Clear and Concise Legal Writing

Description

Good legal writing shouldn't differ from well-written English without good reason. The movement toward plain language is changing the expectations in many disciplines, including the law. In this course, we'll use legal examples to discuss

- Finding hidden verbs
- Avoiding passive voice
- Removing needless words and jargon
- Eliminating redundancy
- Avoiding long sentences and gaps between the subject-action-object
- Using punctuation for clarity

Objectives

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

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PD5123 – 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
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.

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PD1007 – Decision Making
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

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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

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PD1043 – Developing Coaching Skills
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

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PD2010 – Documenting Disciplinary Action
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

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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, most people
- Practice editing skills

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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

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PD4002 – Effective Presentations
Description

This class will focus on content preparation, delivery, the adult learner, and learning styles. Each participant will deliver a short presentation 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

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PD5080 – Evidence-Based Management
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

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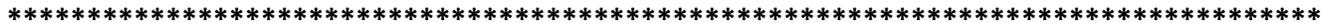
PD5064 – Excel: Beginning
Description

This is a beginning course for those unaccustomed to using spreadsheets or those with little experience in Excel.   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

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PD5065 – Excel: 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

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PD5067 – Excel: 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

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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

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PD1015 – Facilitating Change
Description

Change can often be viewed as a difficult process. This class will explore the challenges and opportunities change presents at a personal and organizational level. We'll identify personal styles 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

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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

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PD4019 – Generations in the Workplace

Description

For the first time, five 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

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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

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PD5093 – Improving Accountability
Description

This course will explore our role in accepting responsibility for what is ours. We'll discuss how personal accountability impacts the organization. Participants will learn techniques for achieving personal effectiveness and creating a culture of accountability at work.

Objectives
- To develop personal accountability
- To understand how to improve accountability
- To explain how to achieve adult-adult relationships

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PD5018 – Initiating and Navigating the RFP Process
Description

This class 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

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PD5103 – Interviewing
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.

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

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PD1042 – Investigating Personnel Issues
Description

In this course, we will discuss the legal issues associated with investigating employee activities. We'll frame the issue and plan the investigation. We talk about how to conduct the investigation and evaluate the results based on the evidence. We'll conclude with what the report should look like.

Objectives

- Understand the investigation process
- Develop a plan
- Learn how to evaluate the results

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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

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PD5075 – Leadership and Accountability
Description

Leadership 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 accountability to become an effective leader.

Objectives

- Provide a clear picture of leadership
- Examine how leadership works
- Identify how leaders need accountability

PD5078 – Leading Innovation
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

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PD4005 – Male/Female Communication
Description

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

Objectives

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

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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

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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

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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 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

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PD5124 -- Outward Mindset ™ **(2 days)**
Description

Participants will discover the difference between an inward and an outward mindset. We'll use a series of frameworks, maps, and tools to achieve results and focus on results.   Experience improvements in leadership development, team effectiveness, customer satisfaction, change management, collaboration, and conflict resolution using an outward mindset.

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
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
Description

Performance-driven programs have emerged since the 1993 Government Performance and Results Act. What government needs is performance measures with 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

PD5027 –Personality and Communication
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 – Personality 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

PD5049 – Planning and Organizing
Description

This class will identify where we spend our time. We'll focus on setting goals, planning work, and determining priorities. We'll provide the tools to identify process improvements and set goals to achieve them.   We'll also discuss the elements of a well-managed meeting.

Objectives
- Learn to tie goals to the mission
- Identify tools for effective meetings

PD5062 – PowerPoint: Beginning
Description

In this session, we'll create backgrounds, 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.

Objectives
- Create and change background designs
- Learn how to use pictures, text, animations, and transitions

PD5063 – PowerPoint: 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 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

PD5141 - Process Improvement
Description

In this course, we'll discuss how to improve our processes from the smallest innovation in our work space to larger processes in our work unit, our bureau, and beyond. We will use tools to identify and eliminate waste at work. We invite you to look at work with fresh eyes. We'll tackle questions that help government increase its capacity to do good.

Objectives:
- Identify areas for improvement
- Discover ways to look at innovation

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

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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

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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

Basic principles and procedures apply to all decision-making processes, whether you are leading a work team or conducting a meeting. These principles and procedures are called 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

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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

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PD5137 – Supervising Employees in Conflict
Description

Conflict at work can propel or disrupt the momentum for a leader, a team, or the entire organization. The workplace can become a toxic environment when leaders allow conflict to fester rather than confront it head-on. Managing conflict can be a tricky thing – especially when you are not familiar with the larger ecosystem in which the individual or department creating the conflict operates, and how efforts to resolve conflict will reverberate throughout that ecosystem.   The workplace is fueled with so many concurrent agendas that you never know which ones may be affected when you resolve conflict solely to benefit and advance your own.

Objectives
- Understanding different styles of conflict
- Considering the role played by psychological differences
- Moving toward more collaborative solutions

PD1002 - Supervision for the 21st Century
Description

We'll explore the changes in 21st century supervision and 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
- Define the changes in 21st century management
- Differentiate between management and leadership characteristics
- Describe supervisory behaviors that improve employee engagement

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PD1032 – Team Building
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

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

PD1017 –Working Through Conflict
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

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PD5098 – Writing Clearly and Concisely – Part 1

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

PD5130 – Writing Clearly and Concisely – Part 2
Description

In this course you will learn to
- organize content
- weigh the importance of words
- work on a reader-friendly format
- use bullets and lists to increase clarity
- use pronouns for clarity

Objectives

- Determine the goal of the document
- Learn to use words your reader will understand
- Recognize when you've said enough

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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

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
- Personality and Communication
- Planning and Organizing
- Managing Conflict
- Interviewing and Emotional Intelligence
- Performance Management
- Documenting Disciplinary Action
- Synthesis

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

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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 and Accountability
- Mindfulness in the Workplace
- Developing Coaching Skills
- Creating a Motivating Environment
- Team Building
- Supervising Employees in Conflict

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

PD5132 – The Self-Aware Manager Series
Description
The PDC's new Self-Aware Manager series is designed to help managers develop increased self-understanding. Increasing those levels will benefit ourselves as individuals and the people we relate to everyday. Self-aware managers:

- Develop high levels of trust within their organization
- Understand the sources of conflict
- Focus on the real issue to resolve conflict
- Find creative solutions to problems
- Encourage openness and creativity in the workplace

This series includes the following classes:

- Mindfulness in the Workplace
- Exploring Emotional Intelligence
- Outward Mindset (2 day)
- Effective Communication
- Building Trust in the Workplace

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