







City of Orlando – Executive Offices/Human Resources Division –

Training & Organizational Development

The City of Orlando provides employee training that enhances employees' job skills and abilities and prepares them for future career development. The following sections provide a summary of the Training and Development opportunities and services provided by this program:

-  Leadership & Teambuilding
-  Customer Service
-  General Skills & Professional Development
-  Diversity
-  City Compliance Training
-  What's New in Training for 2015 and 2016?

Leadership & Teambuilding

Annual Mayor's Executive Leadership Program

This program provides participants the tools to enhance management skills, advance leadership potential as well as offer an opportunity to network with their professional peers. This program runs for four months, with 9 classes held bi-monthly. The sessions cover topics on budgeting, human resources, employment law, employee coaching, case study analysis, media relations, effective communication and more. Approximately 14-18 employees selected annually.

Annual Basic Supervisory Skills & Advanced Supervisory Skills Program

This program is designed for new and current supervisors as well as employees targeted for supervisory positions within the city. Classes are taught by in-house Trainers from different city departments which results in significant cost savings to the city. This program consists of eight modules offered once per week for eight weeks;

1. *The Role of a Supervisor*
2. *Delegation, Motivation & Leadership*
3. *Communications & Technology*
4. *Selecting & Orienting Employees (Employment)*
5. *Performance Management*
6. *Labor & Employee Relations*
7. *HR Legal Review*
8. *Managing a Program Budget*

Advanced Supervisory Skills

Offered to employees that complete the Basic Supervisory Skills class. The program consists of three classes such as;

1. *Communications & Coaching*
2. *Time Management and*
3. *Diversity: Generations @ Work*

These three components can change based on organizational needs.

Situational Leadership

Situational Leadership is based on the work of Ken Blanchard and Paul Hersey. This four hour workshop helps leaders assess their current preferred leadership style and identify different styles that may be appropriate, depending on the situation the leader is encountering. Situational Leadership provides leaders the diagnostic tools to understand and practice effective leadership depending on the difficulty of the task and the maturity of the followers.

Peer Today, Boss Tomorrow

Peer Today, Boss Tomorrow is designed to help employees make a successful transition from “coworker” to “manager” or “supervisor.” Making the leap from peer to boss is never easy. New managers frequently struggle to balance their old coworker relationships with their new management responsibilities. This program presents four proven strategies that will help new supervisors navigate those changing relationships and prepare for the most difficult situations they are likely to encounter as they assume their new role.

Secrets of Successful Teams

Competencies Developed:

Team communication skills, team participation and awareness/mindset, team leadership, conflict resolution skills and accountability/responsibility as a team member

Building Relationships That Work

Employees will gain a better feel for the dynamics of business relationships, the opportunity to both practice and observe critical rapport-building, questioning, and listening skills in an interactive, learning environment

Customer Service

Dazzling Your Customers

The purpose of this workshop is to enhance the ability of service providers to make customers feel special and valued, thereby, creating experiences so surprisingly positive and memorable that customers will tell others about them and will want to sustain and build their relationships with the organization. Participants will explore what it means to provide dazzling service and learn three steps that will help them consistently give customers more than they expect.

Healing Customer Relationships

The purpose of this workshop is to help service providers develop skills that will help them serve customers who are concerned, angry, or upset after a service breakdown. Participants will explore the positive potential in negative customer experiences and learn four guidelines for restoring a customer's trust and confidence. The skills and techniques presented in this workshop can help service providers manage personal reactions to customer behaviors, effectively defuse negative emotions, quickly address the customer's concern, and demonstrate commitment to the customer relationship.

Telephone Techniques and Customer Service: Maximizing the Experience

Organizations that create exceptional experiences for their customers are much more likely to create loyal, long term partners. The focus of this interactive, high-energy workshop is on helping customer service employees gain a deeper understanding of the core elements of exceptional service, on the telephone and in person, and to understand why this is so critical to the success of the organization. As a result of attending this workshop, participants will:

- Explore the impact of their attitude on the level of customer service they deliver
- Assess their customer service strengths and growth opportunities, with emphasis on professional behavior, whether on the telephone or in person
- Discuss the key telephone communication skills required for providing exceptional service
- Improve their ability to identify and effectively address customer needs and expectations
- Develop a higher comfort level for resolving service issues and handling challenging customers

General Skills/Professional Development

Extreme Makeover/The Desk Edition

Upon completion, participants will be able to:

Improve their personal productivity by learning to manage their workspace and workflow

Achieve higher levels of efficiency by applying new and more productive work habits

Understand the importance of prioritization of critical tasks

Professional Writing

This workshop will help participants painlessly improve their skills so that everything they write or edit at work – forms, letters, memos, emails or reports -- will be reader-friendly, clear, and easy to read.

Participants will learn how to:

- Create reader-friendly messages
- Improve word choice
- Unravel the mysteries of the most common punctuation mistakes and much more!

Presentation Skills

Participants will learn to give professional presentations – from office meetings to public hearings.

This class will offer proven techniques to help master the art of public speaking

Conflict Management

Goals and objectives: Identify typical sources of conflict, the evolution of a conflict event (how conflict situations unfold), learn 5 modes of responding to conflict (Thomas-Kilmann model self-assessment).

Discuss potential short and long term impacts of conflict on organizations and individuals, conflict skill practice scenarios.

Money Matters

Money Basics Workshop Overview: The EDSA Group's T.E.A.M. Series™ "Teaching Employees About Money" is a series of comprehensive and interactive sessions designed to meet the educational needs of a diverse population. Class includes setting financial goals, managing income, estimating expenses, and all aspects of personal money management. Upon completion, participants have the tools and knowledge to develop their own financial plan.

Techniques of Highly Effective People

This course is designed to provide the employee with an overview of the national bestseller, *The 7 Habits of Highly Effective People*, by Stephen R. Covey, to create a more effective workplace.

Content:

- Proactive vs. reactive behavior
- Empowering one with choices
- Utilizing personal mission statements
- Define participant's ability to create

Stress Management

Participants will learn to understand stress - both good and bad - and its impacts. While certain levels of stress are thought to be beneficial, too much unchecked stress certainly is not. Emphasis will be placed on learning to be more proactive in anticipating and addressing stress and our reactions to it. The workshop will introduce tools and strategies designed to help participants effectively identify, address, reduce, or eliminate stress at work and in life. Ignoring stress cannot be a viable option.

- Understanding Stress
- What is Stressing You?
- Innovative Interventions and Tools for Managing Stress

Working With You is Killing Me

At the core of this training is the premise that we all get the same 24 hours a day, but how we use those hours greatly impacts our success or failure.

Performance Objectives

- Recognize the impact negative workplace relationships can have on an organization.
- Understand that we may all play a role in workplace relationships, and that our own roles may be contributing to the toxic relationships we encounter.
- Review a structured way to analyze the situation and develop a plan to unhook mentally

Microsoft 2007 - Computer Training Classes	Length
Intro & Intermediate Word 2007	15 hours
Intro and Intermediate Excel 2007	15 hours
Advanced Word 2007	6 hours
Advanced Excel 2007	6 hours
PowerPoint 2007	15 hours
Advanced PowerPoint 2007	6 hours

The City covers the costs of the manuals and loan them to the class participants. Employees are permitted to make copies of the manuals. Tutorials are available on the Technology Management website as well as course materials for all of these classes.

Diversity

Cross Cultural Awareness

Exposes employees to the different characteristics of culture in order to better understand and communicate with co-workers or clients from other countries. The goal is for employees to be able to identify cultural conflicts in the workplace so that they can be dealt with from that perspective.

Creating and Maintaining an Inclusive Workplace

This class is designed to create:

- Awareness of the characteristics of an inclusive organizational culture.
- Clear understanding of the types and impacts of offensive or harassing behaviors.
- Heightened awareness of the various dimensions of diversity at work.
- Learn strategies to eliminate or minimize inappropriate behaviors.
- Awareness of how mutual understanding and respect are critical to creating and maintaining an inclusive workplace.
- Understand the concepts of managing and leveraging diversity.

Performance objectives include: Ensure understanding of the importance of creating an inclusive workplace where all employees can participate and contribute to their full potential, free from offensive or harassing behaviors. Create an awareness of the impacts of inappropriate behaviors and how to eliminate them

City Compliance Training

These classes are taught by staff from Labor Relations and the City Attorney's office which results in significant cost savings to the city.

Workplace Violence Prevention

- This course will explain and highlight the city's policies and zero tolerance for violence in the workplace. Violence is a major cause of on the job death and injury
- Many violent incidents can be avoided if early warning signs are identified and acted upon
- Awareness of violence risk factors
- Learn Policy & Procedures for reporting acts of violence

Sexual Harassment Prevention & Ethics

This course provides employees with the dos and don'ts of Sexual Harassment. What is and what isn't harassment as well as an understanding of Ethics as it applies to City government employees and why it is important.

New Employee Orientation

Designed to introduce New Hires to the city's organization and, our key policies and procedures Benefits, Pension Plan, training opportunities, an explanation of the Public Records and Sunshine Laws, Labor Relations, Risk and Safety and in 2014 added an introduction to Workday.

Sunshine Law Quiz and Public Records Law Quiz

New Hires are provided a link at Orientation to the related policies and procedures and on-line quizzes which are open book, true/false from the city's TeamLink.

New Classes Under Consideration for 2015 and 2016

The Human Resources evaluates new training opportunities and programs annually to ensure the city is staying current and meeting organizational needs.

Managing Chaos: Setting Priorities and Making Decisions Under Pressure

This seminar equips participants with fast, effective tools to plan their day and adjust to shifting priorities and demands—with less stress and greater clarity. Participants will leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within their control.

- Become more assertive and strategic in their communication
- Manage interruptions and conflicts with greater ease
- Utilize the right tools to balance and manage tough choices
- Assess problems before rushing to solution
- Management issues: planning, workload resources and micromanaging
- Understand proactive vs. reactive work approach; time managers vs. priority managers
- Employ assertive responses in all situations
- Effectively decline requests from managers, peers and customers
- People issues: how to manage different viewpoints and personalities

Getting Results Without Authority

How do you influence people who don't work for you to get the results you need?

Whether dealing with bosses, colleagues, staff members or senior management, the ability to win respect, influence people and cultivate cooperation is absolutely essential to career success. In challenging economic times, business associates can change at a moment's notice.

- Participants will learn the ability to adapt quickly and work with anyone to achieve desired results is crucial—especially when they don't have immediate authority to command their cooperation.
- Focus on the key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.
- They will learn how to influence people by building their power base using the Personal Power Model...understand exchange and reciprocity (the first steps in the influence process) ...adapt behavior patterns that build credibility...persuade with a framework of discovery, preparation and Dialogue...master the key components of negotiation.

Emotional Intelligence

Loosely based on the book Leadership: The Power of Emotional Intelligence—Selected Writings

This class would cover the Meaning and Value of Emotional Intelligence

- Defining Emotional Intelligence (EI)
- Comprehending the neurological and physiological underpinnings of EI
- Relating the behaviors, impact and challenges of EI on workplace performance
- Identifying your workplace relationships and their importance to yourself and others

Describing your EI strengths and challenges to illustrate your ESCI profile

- Selecting potential developmental areas for enhancing your EI skills
- Being aware of your personal reactions to the self-assessment

Tools and Techniques for Increasing Competence in the Four Domains of EI

- Explaining each domain: Self Awareness, Self-Management, Social Awareness, Relationship Management
- Describing developmental activities that will increase skill and understanding
- Practicing developmental activities associated with each domain

Running Successful Meetings

Course Objectives:

- Why or Why not have a meeting?
- Who needs to be there?
- What are my logistical considerations?
- What should I consider when I create the agenda?
- How will I facilitate the meeting?
- How to handle disruptors?
- How will I summarize and follow up?

Retaining Quality Employees

Participants discover why attention to their “internal customer” of peers and employees is essential to a high-quality, productive workplace and the consequences when it is not an organizational priority. Participants engage in an interactive exercise in which they identify the top seven things which motivate American workers. They then learn easy-to-implement strategies for making those elements part of their workplace.

Participants learn:

- How to set easy-to-understand expectations that will give their employees a sense of accomplishment, confidence and security
- How to apply personalized, specific recognition of individuals and teams to motivate them
- How to customize learning and development discussions to the individual’s needs and learning styles

Business Etiquette

Objectives:

- Understand the importance of perceptions and that it is our individual responsibility for establishing those perceptions in the minds of our colleagues.
- Identify common perceptions regarding respect, communication, and work ethic.
- Be proactive in knowing how to create a perception of professionalism and respect.

Participants will take a self-assessment, which will help them understand how they might be being perceived or misperceived by others.