

## **Management Development Certificate (MDC) Course Descriptions**

**Please note: Not all courses listed below apply to all MDC programs. Required and elective courses vary between different MDC Enrollment periods. MDC participants should refer to their MDC training portfolio summary to determine their required and elective courses.**

MDC participants may check the MDC Training Calendar for schedules of course offerings by visiting the training web site: <http://www.delawarepersonnel.com/training/special/mange/index.shtml>

MDC participants should check website listings often for regular updates throughout the year.

**Except where indicated, courses are one-day and have no fee and online courses are self-paced and can be started and stopped at the participant's convenience.** When you are accepted into a course that requires a fee, Human Resource Management will send an intergovernmental voucher to your supervisor for approval and forwarding to your fiscal office.

### **Required Courses:**

#### **360 Degree Feedback (\*only for MDC participants) (estimated fee: \$250)**

This process will create and facilitate a learning experience for the participants in the Management Development Certificate program and provide an opportunity for them to develop key insights into leadership strengths and development opportunities. Through a 360 Degree Survey, participants will assess their own performance and also obtain feedback from their peers, supervisor, direct reports or others who are likely to have insight on their performance. With the information from the survey, participants will develop two to three primary learning goals and individual learning plans.

#### **Diversity, Profiting from Our Differences (½ day)**

Our dramatically changing workforce requires that supervisors and managers understand and value diversity. This session will focus on creating management excitement around diversity in the workplace in order to build a spirit of cooperation and commitment. It will include discussion of the difference between EEO/AA and diversity in the workplace, and the benefits of diversity. Other issues, such as communication, training, employee involvement and advancement, team building, mutual respect, assessing the organization, and recruitment will be addressed.

#### **Ethics in Government (½ day)**

The State Code of Conduct sets forth specific ethical standards and guides the conduct of State employees, officers, and officials. This seminar provides information on prohibited conduct. It also discusses the role of the State Public Integrity Commission in issuing advisory opinions on whether certain conduct is prohibited, granting waivers to specific prohibitions where permitted, and investigating complaints of unethical conduct.

#### **Genuine Leadership A (4 days) (fee: \$450) (Replaced FrontLine Leadership A)**

Genuine Leadership A is a comprehensive training system designed to provide range of critical leadership skills vital to organizational success. This program is based on the latest research and provides a systematic approach to leadership development - one that builds a motivated, loyal workforce, capable of reaching new levels of productivity. Genuine Leadership - Series A consists of two multiple-day workshops. The first workshop, Coaching Others for Top Performance, focuses on developing skills that can help participants perform daily coaching activities. Topics covered in this workshop included The Principles and Qualities of Genuine Leadership, Providing Constructive Feedback, Developing Others, and Giving Recognition. The second workshop is called Managing the Performance of Others and it focuses on the performance management aspects of a manager's role. Topics covered in this workshop are Planning for Performance Discussions, Clarifying Performance Expectations, Correcting Performance Problems, and Conducting Performance Reviews.

## **HR Basics**

This course provides an overview of human resource policies and procedures, the Merit Rules, and the Delaware Code. Topics include: government structure, human resource practices, the hiring process-- from start to finish, employee orientation, fiscal issues, where to go for help, ethics in government, workplace expectations and issues, performance plan and review, the employee assistance program, the discipline process, and leave administration.

## **Know Your State Government (Online) (Self-paced)**

This course outlines the organization and functions of Delaware's State Government. This course presents an overview of the three branches of government and how they are interrelated, with a primary focus on the Executive Branch of Delaware government. The budget process is outlined and discussed.

## **Knowledge Transfer**

Through group discussion and activities, this course offers participants the opportunity to explore different knowledge management strategies. Participants will practice and receive practical tools to capture and transfer knowledge that can be beneficial for individuals, supervisors/managers, teams, and agencies.

## **Problem Solving Results (2 days) (Fee: \$250)**

This workshop is designed for supervisors, managers, and team leaders who must leverage the experience and expertise of others to solve complex problems. It provides participants with the skills, strategies, and tools for solving problems collaboratively. During this two-day workshop you will complete a variety of individual and group activities, skills practices, video activities, and large-group discussions that explore the following topics: Connecting People and Process; Exploring Gaps, Causes, and Solutions; Deciding on a Solution; and Making It Happen.

## **Project Management (3 days)**

This three-day course teaches you how to confront real-life project challenges with basic project and change management tools and techniques. Through hands-on interactive exercises with your peers, you will learn how to successfully plan, manage, and deliver projects. This is the first of three courses in the DTI Program Management Office PM/OCM (Project Management/Organization Change Management) Certification Training.

## **Principles of Quality (2 days) (Fee: \$75)**

This is a two-day introduction to core concepts and principles of performance improvement using a systems approach to continuous quality improvement. The course is team-taught using instructors from several State agencies who are experienced and knowledgeable in working with organizations implementing quality processes.

## **Workforce Planning**

Introduction to Workforce Planning - Effective workforce planning is a continuous process that ensures an agency has the right number of people in the right jobs at the right time. With almost 30% of state employees eligible to retire in the next few years, agencies must think strategically about how to prepare for the potential retirement exodus. This course describes the workforce planning process and its objectives, and is designed for those who may be called on to participate in the workforce and succession planning process as well as Human Resources staff that will support it. A detailed description of the workforce planning model, tools, and techniques will be presented. Examples of specific agency workforce planning strategies, factoids, state demographics, and discussion of issues surrounding our multigenerational workforce will also be discussed.

## **Work Process Improvement Tools and Techniques**

This one-day course is designed as a follow up to our Principles of Quality course. Work Process Improvement Tools and Techniques emphasizes a hands-on approach by introducing a number of tools, including work process mapping, and provides participants the opportunity to practice using these tools.

## **Elective Courses:**

### **Coaching and Counseling**

Managers and supervisors who wish to influence, direct, teach, and motivate employees need to develop expertise in two essential skills: coaching and counseling. Anytime we teach a new skill, we are coaching. Anytime someone seeks us out for assistance or advice, we are counseling. Benefits and guidelines for each skill will be discussed, as well as those for giving effective feedback.

### **Conflict Resolution**

Focusing on effective communication and collaborative problem solving skills, the conflict resolution workshop provides participants with a basic understanding of conflict management styles and techniques to achieve win-win solutions; communication techniques and a problem solving process for resolving conflict themselves or assisting others to resolve differences. This interactive training will include lecture, discussion, and large/small group activities. The skills acquired in this course are applicable in the workplace as well as the home and community settings.

### **DEL Online Tutorial (Online) (Self-paced)**

The DEL On-line Tutorial will give participants an overview of the DEL (Delaware Employment Link) system from creating hiring requisitions to tracking and processing the referral lists. This tutorial gives step-by-step instructions on the system and shows participants how to use the system to be more efficient and successful in the hiring process.

### **Emotional Intelligence**

It's not just knowledge and technical skills that get you hired and promoted anymore. Today's employers are looking for people who can recognize and handle their emotions and who can relate well to others. Using a combination of discussion, small group activities, and individualized exercises, this course will describe the various dimensions of Emotional Intelligence (or EQ). Participants will learn about interpersonal and intrapersonal dynamics and how it is important in the workplace. You will learn how to improve your Emotional Intelligence for a more productive lifestyle at work and home.

### **Facilitation Skills (Using Facilitation Skills to Maximize Involvement)**

A facilitator's role is to keep a group on track and provide a structure so that it can succeed. Facilitation skills can be successfully applied in any type of group: team meetings, seminar or other learning environments, gathering vital input from people and much more! Participants will learn basic facilitation skills, understand how these skills are utilized to maximize the involvement of participants in any group, and understand how these skills can be applied in: learning and education; interviewing/data collection; and groups/teams. This interactive session will provide participants with the opportunity to practice basic facilitation skills in a supportive environment. Come and learn how to tap into the incredible benefits of leaning and collective wisdom that occurs through the effective use of facilitation.

### **Managing Generational Differences**

Generational conflict costs organizations in many ways, including lost productivity and low morale. This course is designed to educate and stimulate positive interaction among participants. It will also show you ways to dramatically reduce workplace conflict and provide managers and supervisors with strategies for effectively addressing generational differences in a positive way.

### **Performance Planning and Review (½ day)**

Performance planning and review is the ongoing process of identifying, measuring, and developing employee performance. When used effectively, it is an indispensable communication tool for clarifying expectations, recognizing successful performance, and bringing about improvement or change in performance. Every new supervisor or manager should take this course to learn the basics of the Performance Planning and Review process and how to maximize its effectiveness.

**PHRST Inquiry**

This is a hands-on course designed for managers and provides “view only” access to the Payroll Human Resource Statewide Technology (PHRST) system. Topics include instruction in signing onto and navigating within the system, a review of system data tables and practice accessing Position, Employee and Employment Data information, including Benefits and Payroll information. Participants will learn to create, view and print reports using system data. Successful completion of this course enables the user to view information and to create reports in PHRST.

**Selection Interviewing Online Tutorial (Online) (Self-paced)**

Participants taking this course will learn the purpose of interviewing, how to develop interview questions, what questions to avoid, how to determine the best candidate, and more.

**Using the Employee Assistance Program (EAP) as a Performance Improvement Resource (½ day)**

Do you have problems with your employees with lateness, absenteeism, poor attitudes, friction with other employees, difficulty concentrating, or following directions?

Do you have difficulty confronting employees about personal problems?

Do you feel yourself becoming involved in your employees' personal problems?

If you answered “yes” to any of the above, then this training is for you! This seminar is designed to show managers and supervisors how to improve their employees' performance by using EAP as an early intervention tool and preventive resource.