



FISCAL YEAR 2014 TRAINING & DEVELOPMENT CATALOG



A Message from the City Manager



Alexandria is a city in which you can increase both your professional and personal development by sharpening current skills and acquiring new abilities. I encourage all City staff to take full advantage of the course offerings in this year's training & development program. The Human Resources Department has developed a curriculum beneficial to City employees, utilizing qualified consultants and professional trainers to create a more knowledgeable, confident and productive workforce. Also, drawing upon the creative talents of experienced City employees, staff members teach classes in their individual areas of specialization. I invite you to participate in these courses to improve your development, increase job satisfaction and enhance your growth potential within the City government. I support staff enhancing personal and professional growth, and I know that an investment

of time in training will never be wasted.

Sincerely,

A handwritten signature in black ink, appearing to read "Rashad M. Young". The signature is stylized and cursive.

Rashad M. Young
City Manager

A Message from the Director of Human Resources

I am pleased to introduce this year's Training & Development Catalog. We have carefully designed this year's course offerings to align with the City's established Core Competencies, which are foundational to superior organizational performance. These competencies represent common skills, knowledge, values, characteristics, and traits that the City's workforce should minimally possess. The Training and Development Program offers a curriculum that creates, promotes, and fosters individual and organizational development while supporting the City's Strategic Plan and City Manager Rashad Young's 4 Guiding Principles. Courses such as Emotional Intelligence, Building and Sustaining High Performance Organizations, Leadership Through the Four Frames, and Women in Leadership, are only a few of the new courses offered this year. These courses will assist you with the achievement of your professional development goals.



I am excited about this year's course offerings and strongly recommend that you take full advantage of these opportunities.

Best Regards,

A handwritten signature in black ink, appearing to read "Bettina A. Deynes". The signature is cursive and stylized.

Bettina A. Deynes, MBA, SPHR, IPMA-CP
Director of Human Resources

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Introduction

The City of Alexandria provides a comprehensive Training & Development Program that supports employee career development and organizational efficiency. This year's curriculum has many enhancements and learning opportunities. New course offerings and instructors have been added; selected courses have been eliminated and replaced, and some are simply refreshed.

The mandatory courses for employees and supervisors have been revised. The new course content advocates the City's Core Competencies that City employees should possess. A resource chart cross referencing courses with Core Competencies is provided on page 6 of this training catalog.

Each department has a Training Representative to assist employees with their training needs and serve as a Liaison to the Human Resources Department (HRD). Department Training Representatives (DTRs) are listed on page 28. Classes are available to all City employees unless otherwise stated on the announcement. Should you have questions about the Training and Development Catalog, contact the City's Training Coordinator at 703.746.3769.



General Information

How Training Classes and Other Learning Events are Advertised

Class announcements are distributed in the following ways:

- Approximately four to five weeks prior to a training class or learning event, HRD emails announcements to Department Training Representatives (DTRs). Training Representatives then email announcements to their employees, and post announcements on employee bulletin boards.
- City's Event Calendar and AlexNet

Announcements contain specific information about a class or learning event including a course description, objectives, date(s), time(s) and location.

Pre and Post Assessments

All training classes now include a pre and post assessment based on the course material, which will be used to measure the training effectiveness.

Pre-recorded and Live Webinars

From time-to-time, HRD will sponsor webinars. Topics encompass a wide range of subjects related to various functional areas and local government issues and trends. Webinars will be posted on AlexNet and communicated to DTRs.

George Mason University Speakers

Throughout the year, speakers from George Mason University will lecture on various themes such as "Leading Organizations and Change" and "Powerful Problem Solving across the Organization." Special speaking engagements will be posted on AlexNet and communicated to DTRs.

Registration

Registration forms are available in the following ways:

- AlexNet (<https://alexnet.alexandriava.gov/general/AllForms>)
- Department Training Representatives
- The Human Resources Department

Once a training class or learning event is announced, employees may submit their completed and signed registration forms to the Human Resources Department, Box 52, or FAX to 703.838.3850. The form can also be emailed

to vina.white@alexandriava.gov. Enrollment will be on a first-come, first-serve basis. When a class becomes full, employees who did not make the class are placed on a waiting list. Should an opening become available, employees on the waiting list will be notified by HRD in the order the registrations were received.

Attendance

Once enrolled, employees will receive confirmation for the class selected. Enrollment in a City class is a serious commitment, and employees are expected to attend. Employees who must cancel their enrollment are requested to do so by calling Human Resources at 703.746.3777 at least five days prior to first day of the class, so that an employee from the waiting list can be enrolled. Employees who are "no shows" will be reported to their respective Department Heads and DTRs. "No show" will result in automatic disapproval of future training requests.

Postponement/Cancellation Policy

Occasionally, circumstances may require the postponement or cancellation of a class. When such an occasion arises, affected employees and their respective DTRs will receive notification. DTRs will then notify their respective employees. When the City declares liberal leave, classes will not be held those days. Once the class has been re-scheduled, employees will be notified in writing of the new class date and will not be required to re-enroll. If enrollment for a class falls below 13 employees or 50 percent of the maximum class size capacity (standard classroom capacity is 25), it may be canceled and re-scheduled. In the case of a cancellation, employees enrolled in that class will be notified immediately. Webinars scheduled during liberal leave may still be offered since they will be accessible through the web. Employees who report to work should check with Human Resources that day to verify the status of the class.

Training Records

The Human Resources Department maintains records of all City-sponsored training classes completed by employees. Upon successful completion of training, participants receive a certificate of achievement and their personnel records are updated accordingly. Upon request, employees may receive a copy of their training records.

Mandatory Courses

Mandatory Training

The City's mandatory training classes are intended to provide all employees a foundation for the safe and efficient operation of the City government. Since the training is considered mandatory, an unexcused absence can lead to disciplinary action up to and including termination of employment.

Mandatory for all employees

The following courses are mandatory for regular full and part-time employees:

- Americans With Disabilities Act (ADA)/Reasonable Accommodation (new requirement)
- Customer Service (updated, new instructor)
- Diversity and Sensitivity/LGBTQ (updated)
- New Employee Orientation
- Respect in the Workplace: Preventing Harassment (replaces "Sexual Harassment Prevention")
- Work Ethics (previously on-line)

Mandatory for Supervisors and Managers

The following courses are mandatory for all supervisors and managers:

- Americans With Disabilities Act (ADA)/Reasonable Accommodation
- Business Writing for Professionals (new requirement)
- Conflict Management
- Customer Service
- Developing a Career Strategy (previously named "Career Development")
- Diversity & Sensitivity/LGBTQ (updated)
- The City's Grievance Process (new class, new requirement)
- Hiring the Best Person for the Job: Behavioral Interviewing (replaces "Behavioral Interviewing")
- How to Manage Anger & Confrontations
- Leave Management: AR-6.18 (FMLA, Sick Leave Bank Program, Employee Leave Donation Program) (new requirement)



- Pre-Discipline & Discipline (new)
- Recruitment and Selection (updated)
- Respect in the Workplace: Preventing Harassment
- Substance and Alcohol Abuse Policy: AR-6.30
- Supervisors and Managers Academy
- When Domestic Violence Comes to Work
- Work Ethics

New Employee Orientation

VENDOR: HRD

TIME: 8 a.m. – 4 p.m.

LOCATION: Chet and Sabra Avery Conference Room, City Hall

DATES:

Wednesday, November 13, 2013

Wednesday, December 18, 2013

Wednesday, January 15, 2014

Wednesday, February 19, 2014

Wednesday, March, 19, 2014

Wednesday, April 16, 2014

Wednesday, May 21, 2014

Wednesday, June 18, 2014

New Employee Orientation is held on the third Wednesday of each month. This course is designed to acquaint new employees with employee benefits and pertinent personnel regulations and information on Alexandria government and its operations. Covered topics include the City Manager's Message, City Government Overview, Administrative Regulations, Safety, Employee Benefits to include Health, Life, Dental Insurance, and Long Term Disability, and the City's Retirement Benefits.

City of Alexandria Core Competencies

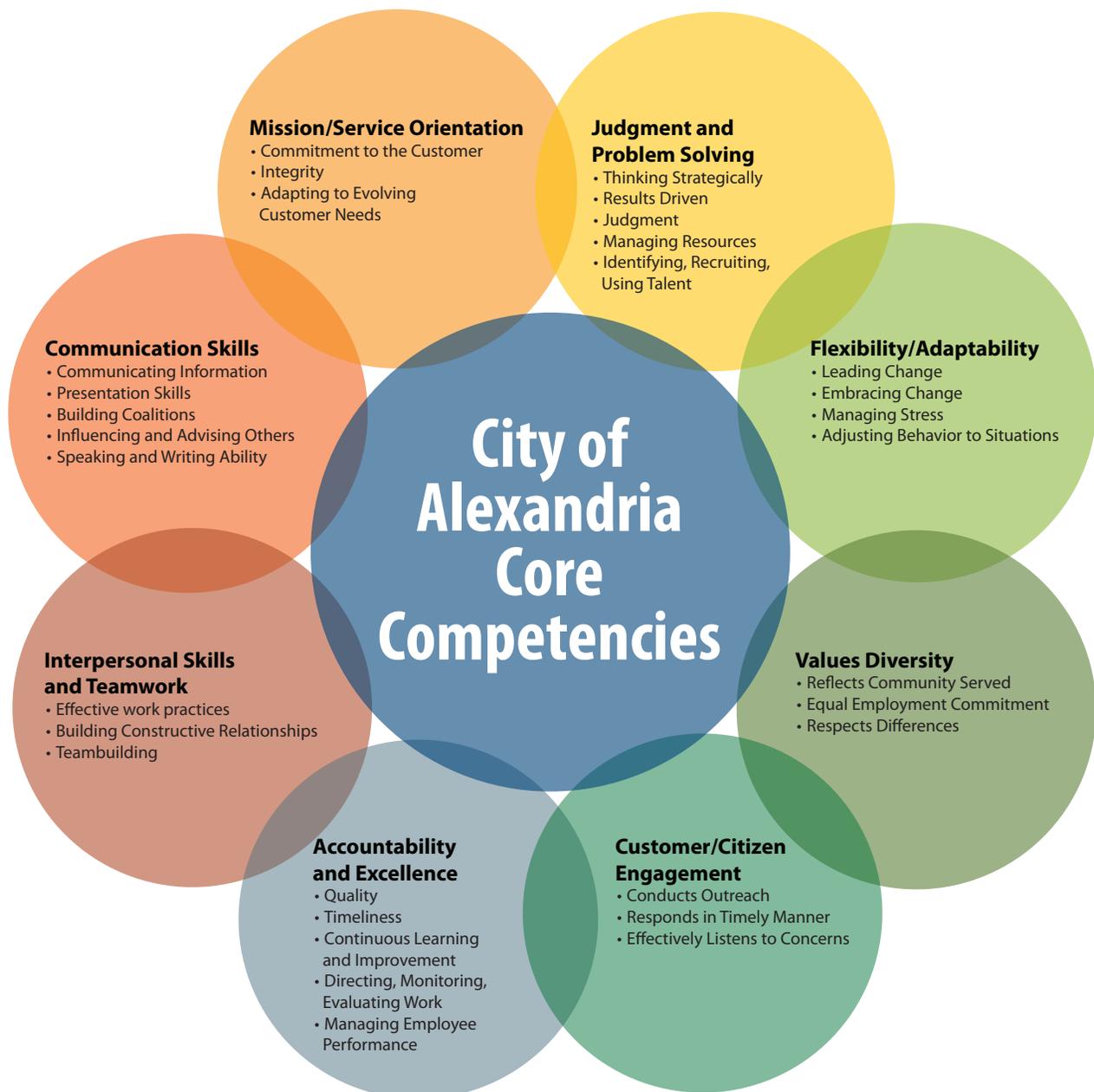
The Human Resources Department is pleased to introduce its Core Competency based Training & Development catalog. Core Competencies form the foundation to determine courses that directly support employee development and organizational efficiency.

Competency Based Curriculum: The redesigned Training curriculum features training opportunities that are in line with the City's Core Competencies:

- Accountability and Excellence
- Communication Skills

- Customer/Citizen Engagement
- Flexibility/Adaptability
- Judgment and Problem Solving
- Interpersonal Skills and Teamwork
- Values Diversity
- Mission/Service Orientation

Core Competencies: Are characteristics or measurable patterns of behaviors, knowledge and skills that contribute to superior organizational performance. The City of Alexandria's Core Competencies are illustrated on the following chart.



City of Alexandria Core Competency Based Curriculum

	Mandatory (All Employees)	Mandatory Supervisors & Managers	CORE COMPETENCIES:									
			Interpersonal Skills and Teamwork	Communication Skills	Mission/Service Orientation	Judgment and Problem Solving	Flexibility/Adaptability	Values Diversity	Customer/Citizen Engagement	Accountability and Excellence	Managers and Supervisors Recommended	Leadership
Americans With Disabilities Act (ADA)/Reasonable Accommodation	•	•										
Adult CPR/AED & First Aid										•		
Building and Sustaining High Performance Organizations						•	•			•	•	•
Business Writing For Professionals		•		•							•	•
Conflict Management		•	•			•				•	•	•
Customer Service	•	•			•					•		
Developing a Career Strategy		•				•				•		
Defining and Implementing your Strategic Direction						•				•	•	•
Diversity & Sensitivity/LGBTQ	•	•						•		•		
EEOC Guidelines for Supervisors & Managers		•			•					•	•	•
Emotional Intelligence			•	•			•				•	•
Hiring the Best Person for the Job: Behavioral Interviewing		•								•	•	•
How to Manage Anger & Confrontations		•				•					•	•
Leadership & Management Institute			•	•	•	•	•	•		•	•	•
Leadership Through the Four Frames						•				•	•	•
Leave Management: Administrative Regulation 6.18 (FMLA, Sick Leave Bank Program, Employee Leave Donation Program)		•								•	•	
Managing Across Generations								•			•	•
Managing the 3 Ps: Projects, Processes and Programs							•			•	•	
Master the Art of Speaking with Confidence				•							•	•
Maximize Your Meetings to Save Time and Money			•							•	•	•
Mentoring Skills for Mentors										•	•	•
Morale Boosters: Motivating Employees Non-Monetarily						•				•	•	•
NEOGOV For HR Liaisons										•		
New Employee Orientation	•											
Pre-Discipline & Discipline		•				•				•	•	•
Process Review: Doing the Same Work Faster and Better						•				•	•	
Recruitment and Selection		•								•	•	
Respect in the Workplace: Preventing Harassment	•	•				•				•	•	
Six Sigma						•				•	•	•
Substance & Alcohol Abuse Policy & AR 6.30		•								•	•	
Succession Planning Workshop			•							•		
Supervisors & Managers Academy		•	•	•	•	•	•	•		•	•	
Think and Act Strategically						•				•	•	•
Train the Trainer				•						•	•	
When Domestic Violence Comes to Work		•				•					•	
Women In Leadership								•			•	•
Work Ethics	•	•			•	•						
Work Life Balance						•						

Core Competency Courses

Americans With Disabilities Act (ADA)/ Reasonable Accommodation

CORE COMPETENCY: Customer/Citizen Engagement

VENDOR: Human Rights/Human Resources

TIME: 8 a.m. – 12 p.m.

DATES: 10/21/13; 1/24/14

This half day training program provides all employees with an overview of the Americans with Disabilities Act, as Amended, and the reasonable accommodation process. At the conclusion of this course, participants will:

- Become acquainted with provisions of the law that closely affect employees
- Learn how to request a reasonable accommodation
- Learn about the accommodation process and its importance under the law

Adult CPR/AED & First Aid

CORE COMPETENCY: Customer/Citizen Engagement

VENDOR: The American Red Cross

TIME: 8 a.m. – 12 p.m.

DATES: To Be Determined

This course helps participants recognize and respond appropriately to cardiac, breathing and first aid emergencies. Participants will learn skills required to give immediate care to a suddenly injured or ill person until more advanced medical personnel arrive and take over. At the conclusion of this course participants will:

Before Giving Care and Checking an Injured or Ill Person

- Describe how to recognize an emergency and prioritize care for injuries and sudden illnesses
- Identify the difference between (expressed) consent and implied consent
- Identify how to reduce the risk of disease transmission when giving care

- Know how to activate and work with the emergency medical services (EMS) system
- Describe the purpose of Good Samaritan laws
- Know when to move an injured or ill person from a dangerous scene
- Know how to check a conscious person for life-threatening and non-life-threatening conditions
- Identify signals of shock and help minimize its effects
- Demonstrate how to check an unconscious person for life-threatening conditions

CPR/AED

- Recognize the signals of a cardiac emergency
- Identify the links in the Cardiac Chain of Survival
- Describe how to care for a heart attack
- List the causes of cardiac arrest
- Know the role of CPR in cardiac arrest
- Demonstrate how to perform CPR
- Recognize the signals of a breathing emergency
- Demonstrate how to care for a person who is choking
- Know what defibrillation is and how it works
- Identify precautions to take when using an AED on a person in sudden cardiac arrest
- Demonstrate how to use an AED



First Aid

- Identify the signals of common sudden illnesses and how to care for common sudden illnesses
- Describe how to care for someone who is having a seizure
- Identify the signals of and how to care for heat-related illnesses and cold-related emergencies
- Identify signals of and how to care for various soft tissue and musculoskeletal injuries
- Demonstrate how to control external bleeding
- Identify signals of and explain how to care for head, neck and spinal injuries
- Know how to care for muscle, bone or joint injuries before giving care and checking an injured or ill person
- Describe how to recognize an emergency and prioritize care for injuries and sudden illnesses
- Identify the difference between (expressed) consent and implied consent
- Identify how to reduce the risk of disease transmission when giving care
- Know how to activate and work with the emergency medical services (EMS) system
- Describe the purpose of Good Samaritan laws
- Know when to move an injured or ill person from a dangerous scene
- Know how to check a conscious person for life-threatening and non-life-threatening conditions
- Identify signals of shock and help minimize its effects
- Demonstrate how to check an unconscious person for life-threatening conditions

Building and Sustaining High Performance Organizations (HPO)

CORE COMPETENCY: Judgment and Problem Solving; Flexibility and Adaptability; Customer/Citizen Engagement

VENDOR: Performance Breakthroughs

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined

What's the best organization you've ever been in?" "Why was it so good?" "What was done to build and sustain it?" Most organizations focus on pieces of this challenge, but few address it holistically and directly.

This course uses a puzzle to graphically depict the six major levers contributing to organizational performance and their need to be aligned with customer and stakeholder needs and expectations. Throughout the course, the idea that the HPO is a "means" to grow/strengthen an organization is emphasized.

This two day training opportunity presents a framework for organizational excellence that includes strategy, customers, performance management, change, measures, and actionable plans. Participants will learn how to create collaboration and breakthroughs. At the conclusion of this course participants will:

- Be able to name and explain the six (6) component parts of the High Performance Organization (HPO) and their relationships with each other and with customers (the centerpiece of the puzzle)
- Share City examples of challenges and how they could be resolved and/or improvements that could be achieved
- Define departmental/team excellence in visible and measurable terms and link it to the organization's vision/strategies/values
- Define the gap between current and desired states
- Define the changes that must occur to implement and institutionalize recommendations

- Create an ambitious and realistic action plan to leverage the driving forces and minimize the restraining forces
- Practice assessment/diagnosis skills through a presentation, and incorporate feedback from class/facilitator.

Business Writing for Professionals

CORE COMPETENCY: Communications Skills

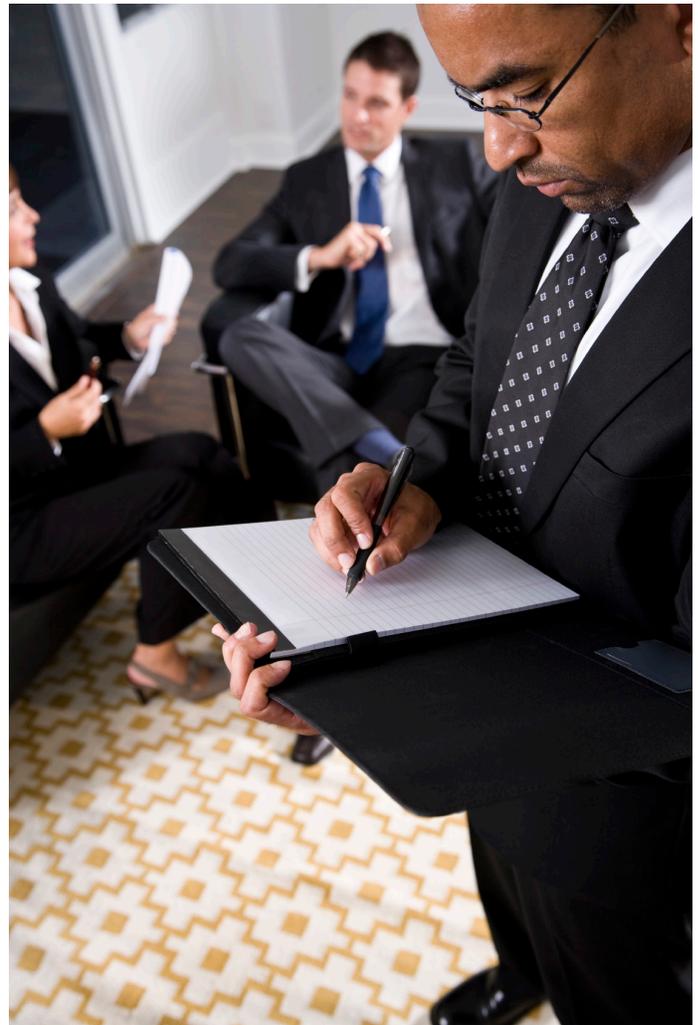
VENDOR: SkillPath

TIME: 8 a.m. – 4 p.m.

DATES: 11/8/13

Professional writing skills can give you an edge up on the competition when it comes to your career. Your writing showcases your talents, allows you to express yourself and gives you another means to communicate ideas. Taking the time to improve your professional writing will benefit your business letters, emails, memos, reports, projects, etc. At the end of this course participants will:

- Know how to use “mind mapping” to get ideas on paper quickly and overcome “writer’s block”
- Sure-fire methods for building an instant rapport with your readers
- Know how to recognize and eliminate common business writing mistakes
- Know how to weed out the jargon, clichés and excess verbiage that can muddle a message
- Professional editing and proofreading techniques that can help you to produce error-free documents every time
- Learn how to write for special situations such as delivering bad news, writing for a technical readership, writing in collaboration with others, and much more



Conflict Management

CORE COMPETENCY: Interpersonal Skills and Teamwork; Judgment and Problem Solving; Accountability and Excellence

VENDOR: Lisa Baker, DCHS

TIME: 8 a.m. – 12 p.m.

DATES: 12/10/13; 6/13/14

This session explores the attitudes, behaviors, and strategies that help people manage conflict constructively. At the conclusion of this course participants will:

- Be able to better understand anger
- Develop constructive methods to deal with anger
- Devise techniques to manage conflicts
- Learn to cope with stress
- Understand the importance of support systems

Customer Service

CORE COMPETENCY: Customer Service/Citizen Engagement; Mission/Service Orientation

VENDOR: Wise Ways

TIME: 8 a.m. – 12 p.m.

DATES: 3/6/14

Successful customer service is the process of consistently communicating to every customer - whether internal or external - that they are valued, and that their satisfaction is paramount to our organization. Achieving exceptional customer service requires strong service leadership, skilled management, effective teamwork, and skilled, caring and motivated people on the front line. At the conclusion of this course participants will:

- Understand the fundamentals of customer service principles
- Correctly question a customer to get more information
- Recognize what customers want
- Satisfy customer needs

- Understand the role that Emotional Intelligence plays in positive customer service
- Interact more effectively with different types of customers
- and personalities
- Respond professionally to customers

Developing a Career Strategy

CORE COMPETENCY: Accountability and Excellence; Judgment and Problem Solving

VENDOR: HRD/CPS

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined

Are your talents, interests, values and personal qualities being fully utilized in your job? Do you like your job but want to get energized and excited about work again? In this course participants will construct a Career Development Plan that outlines available internal and external resources that will enable them to return to work re-freshed, positive and focused on partnering with their agency in achieving their professional goals. At the conclusion of this course participants will:

- Identify issues and trends in the public sector and their potential impact on career development
- Develop a Career Vision – what participants want their future work life to look like
- Identify potential career matches by reviewing results from a personalized career/personality inventory and comparing to current “hot jobs” in the public sector
- Outline a Career Development Plan to achieve a Career Vision
- Design strategies to implement their Career Development Plan back on the job the very next day!

Defining and Implementing Your Strategic Direction

CORE COMPETENCY: Judgment and Problem Solving; Accountability and Excellence

VENDOR: Performance Breakthroughs

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined

An organization's strategic direction is a combination of its vision, mission, and strategies (where does it want to get to in its "business"/niche? and what path will it take?), and its core values (the behavioral and social norms that drive the culture). Without clarity and specificity, organizations will struggle to make strategic decisions, allocate resources effectively, align their employees' efforts, and measure performance/progress against targets. Participants will learn the benefits and uses from a clear strategic direction, and will assess their organization's current efforts. The method applied in this course is a simplified approach to define strategic direction. The context is around delivering customer advocacy now and in the future. This course focuses on assessing, creating, and implementing outcome-based visions/plans and values at the organizational and departmental level. The approach used in this class is considered more robust than a Strength, Weakness, Opportunity, and Threats (SWOT) analysis. At the conclusion of this course participants will:

- Confidently articulate how a well-defined strategic direction drives an organization
- Evaluate visions, missions, strategies, and core values against criteria for excellence
- Describe the process for defining, developing, or revising strategic direction
- Inspire and lead the organization to revisit, revise, improve, or define its strategic direction



Diversity and Sensitivity/LGBTQ

CORE COMPETENCY: Values Diversity; Customer/Citizen Engagement

VENDOR: Smart HR/Leslie Jerkins & Claire Dunn

TIME: 8 a.m. – 4 p.m.

DATES: 11/12/13

This course will help you define the business case of diversity for our organization-including increasing relevance to the community and engaging the workforce; explain the difference and relationship between EEO, diversity, inclusion, and cultural competence; gain greater awareness of the impact of personal biases in the workplace; begin to communicate across cultures and groups more effectively; develop an actionable plan to become a diversity change agent. The focus of the Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQ) training is to educate employees about the importance of creating an inclusive and welcoming environment so that persons who identify as LGBTQ receive safe, knowledgeable, and respectful treatment. At the conclusion of this course participants will:

- Understand why diversity is important to the community and employee population we serve
- Learn about the City's commitment to Equal Employment Opportunity
- Learn to respect and appreciate differences in opinions, views, and perspectives

EEOC Guidelines for Supervisors and Managers

CORE COMPETENCY: Mission/Service Orientation; Accountability and Excellence

VENDOR: Smart HR

TIME: 8 a.m. – 12 p.m.

DATES: 11/15/13

This program introduces participants to Equal Employment Opportunity (EEO) laws, and shows how to manage employees effectively to achieve operational goals while minimizing the legal risk of EEO claims. This program focuses specifically on discrimination based on gender, race, age, national origin, religion, sexual orientation, and disability: Title VII of the Civil Rights Act of 1964; the Americans with Disabilities Act of 1991; the Age Discrimination Act of 1967; the Virginia Human Rights Act, and the Alexandria Human Rights Ordinance. At the conclusion of this course participants will:

- Be aware of EEO laws and their relationship to City employment policies and procedures
- Understand the City's policies regarding EEO
- Be able to identify and address behavior that violates those laws, policies and procedures
- Understand how to promote a bias-free work environment

Emotional Intelligence

CORE COMPETENCY: Flexibility/Adaptability; Communications; Interpersonal Skills and Team Work

VENDOR: Maximum Impact; Wise Ways

TIME: 8 a.m. – 4 p.m.

DATES: 2/14/14

This training program is designed to help participants understand and apply the concept of Emotional Intelligence (EI). EI is the ability to identify, assess, and control the emotions. The course also focuses on the differences between IQ (Intelligence Quotient) and EQ (Emotional Quotient), EQ model, and the application of EI to opti-

mize effectiveness in the workplace. At the conclusion of this course participants will:

- Understand how emotional intelligence can assist in achieving the City's Core Competencies
- Learn how to improve team dynamics by implementing emotional intelligence concepts
- Apply emotional intelligence concepts that will optimize effectiveness in the workplace
- Be more successful interpersonally with others
- Know how to influence without authority in the workplace
- Understand the benefits of emotional intelligence
- Share best practices



Hiring the Best Person for the Job- Behavior Based Interviewing

CORE COMPETENCY: Accountability and Excellence

VENDOR: CPS

TIME: 8 a.m. – 12 p.m.

DATES: To Be Determined

This course is intended for supervisors, hiring managers and staff responsible for developing job opportunity announcements, participating in pre-recruitment planning sessions, and interviewing and selecting candidates. Participants will gain a general understanding

of competency models and their use in the hiring and staffing process; legal considerations in developing interview questions and conducting interviews; planning the interviews and participating on an interview panels; and how to effectively rate and review candidates. Participants will understand the impact of incorporating competencies throughout the hiring process and how that translates to a better hiring selection and recruitment outcome. At the conclusion of this course participants will:

- Know the steps to properly plan and conduct structured interviews
- Review legal considerations of the interview process
- Know how to apply the City's Core Competencies to build interview questions
- Know and practice how to rate and review candidates
- Have the opportunity to role-play the interview process and receive feedback and coaching from an experienced interviewer
- Secure a listing of interview-related resources

How to Manage Anger & Confrontations

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: SkillPath

TIME: 8 a.m. – 4 p.m.

DATES: 11/6/13

This course will teach you how to separate the two sides of every conflict and use the points of disagreement as a framework for finding a solution; it focuses on how to constructively manage conflict to improve relationships and inspire positive changes; and recognize the gender gap; learn how men and women handle conflict differently. Learn how personality and attitude affect the outcome of every disagreement; de-escalate potentially explosive situations by dealing effectively with others' anger and emotions; and learn communication techniques that are effective in conflict situations. At the conclusion of this course participants will:



- Separate the two sides of every conflict and use the points of disagreement as a framework for finding a solution
- Constructively manage conflict to improve relationships and inspire positive changes
- Recognize the gender gap: The real differences between how men and women handle conflict
- Learn how personality and attitude affect the outcome of every disagreement
- De-escalate potentially explosive situations by dealing effectively with others' anger and emotions
- Communication techniques that are effective in conflict situations, including how to listen empathetically and how to give and receive feedback tension

Leadership & Management Institute

CORE COMPETENCY: Judgment and Problem Solving; Flexibility/Adaptability; Values Diversity; Accountability and Excellence; Interpersonal Skills and Teamwork; Communications Skills; Mission/Service Orientation

VENDOR: HRD; Senior Management Members; External Facilitators

TIME: 8:30 a.m. – 4:30 p.m

DATES: To Be Determined



The City of Alexandria Leadership and Management Institute (LMI) is a 10-week intensive program designed to empower, educate, support and connect motivated individuals who possess the capacity for effective leadership. Through a comprehensive program which embraces the City's guiding principles, and its commitment to diversity, the LMI promotes continuous, professional development and supports personal growth resulting in dynamic leaders and managers.

Through seminar discussions, case studies, group projects, self-study and on-the-job experiences, the LMI will focus on enhancing participant knowledge and understanding of those key areas essential to professional and organizational growth. Focus areas include, but are not limited to:

- Governance and Public Policy Development
- Leadership
- Ethics
- Performance Management
- Change Management
- Conflict Resolution and Mediation
- Communication and Community Engagement
- Decision Making
- Team Building
- Organizational Development

Work Expectations and Outcomes

The program is intensive and includes formal and informal presentations and discussions, small group exercises, reading assignments and group projects. The

program also includes a mentoring component to coach and counsel all program participants.

All sessions of the LMI will be conducted during normal work hours, Thursdays, between 8:30 a.m. – 4:30 p.m. Participants are required to fully participate in all elements of the program. Due to the intensive nature of the program, any participant(s) unable to commit to the entire duration of the 10-week program are ineligible for participation.



At the conclusion of the LMI program, participants are expected to have a broad-based understanding of public sector organizations, the ability to

conceptualize and effect change in those organizations, and an appreciation for the role of public service in defining the quality of a community and a desire to guide others in their public service pursuits.

The LMI Process and Application

Cohort Format

In order to provide participants with the attention and support necessary for a rewarding learning experience, the LMI will be offered in a cohort format. Each cohort will be generally comprised of 12-15 employees. Selection will be based on a variety of factors including professional interest, education and work background and commitment to public service. Efforts will be made to create cohorts that are diverse, integrate a variety of occupations, and afford the greatest opportunity for divergent thought.

Eligibility

All regular, non-probationary City employees are eligible for participation in LMI. Participants may come from any and/or all segments of the organization and may include line and technical staff, supervisory staff, and management staff.

Applications

Applicants to the LMI will be considered on a number of factors including:

- Unique or distinctive public service experience
- Educational and work background
- Noteworthy, relevant life experiences

Final determination of acceptance to a cohort will be made by a Review Panel appointed by the City Manager charged with program oversight and management.

Leadership through the Four Frames

CORE COMPETENCY: Judgment and Problem Solving; Accountability and Excellence

VENDOR: Zelos

TIME: 8 a.m. – 4 p.m.

DATES: 10/22/13

This course introduces a systems model, Bolman and Deal's Four Frames that provides a standard template for systems thinking and problem solving. Each frame represents a different way of looking at the organization—a different perspective. Each frame highlights different aspects of organizational behavior. The model helps organizational members understand complex organizational situations, examining them from various perspectives in order to identify underlying issues and possible leverage points. At the conclusion of this course participants will:

- Understand and apply Bolman and Deal's Four Frames model
- See how perspective affects perception
- Realize that people see things differently depending upon experience, position, role, values and focus
- Practice, from the leadership perspective, using all four frames to analyze situations and make decisions

Leave Management: Administrative Regulation 6.18 (FMLA, Sick Leave Bank Program, Employee Leave Donation Program)

CORE COMPETENCY: Accountability and Excellence

VENDOR: HRD

TIME: 8 a.m. – 4 p.m.

DATES: 10/24/13

The purpose of this Administrative Regulation is to establish and clarify procedures for the administration of Attendance and Leave for City employees. Participants will learn how to better manage the different types of leave available while on FMLA (Family and Medical Leave Act) leave. At the conclusion of this course participants will:

- Learn about the Family and Medical Leave Act (FMLA) provisions, and the employer and employee responsibilities under the law
- Understand the Roles for managing FMLA leave, and associated leave programs: Sick Leave Bank (SLB), Leave Donations, Advanced Sick Leave, Worker's compensation (Disability Pay)
- Learn how to code FMLA, SLB and Leave Donation hours using Kronos, the City's Time and Attendance system



- Know the stereotypes each generation unconsciously believes about other generations
- Realize the strengths each generation can offer to other generations
- Begin to understand how to communicate effectively, and delegate to each generation, verbally and in writing

Managing Across Generations

CORE COMPETENCY: Values Diversity

VENDOR: Zelos

TIME: 8 a.m. – 4 p.m.

DATES: 11/20/13

This course reviews the research about the 4 (maybe 5!) generations in the workforce today—Traditionalists, Baby Boomers, Gen X, Gen Y (aka Millennials), and Gen Z (18 years old and entering the workforce); understand what’s different (and—possibly more importantly—what is the same) between these generations in terms of feedback, leadership, approach to meetings, perspective on work/life balance, technology, schedules. Learn techniques for managing across the generations to get the most out of your teams, to build relationships, demonstrate the value of diversity, and respect differences. At the conclusion of this course participants will:

- Know the workforce of the future, including the three main generations in the workforce: Baby Boomers, Gen X and Gen Y
- Understand the political, technological and societal influences that shaped each generation’s perspective, values, language and belief systems
- Understand and relate to the personality traits, and key differences of each generation in today’s workforce

Managing the 3Ps: Projects Processes and Programs

CORE COMPETENCY: Flexibility/Adaptability; Accountability and Excellence

VENDOR: Zelos

TIME: 8 a.m. – 4 p.m.

DATES: 11/14/14

Projects? Processes? Programs? What’s the difference? There is a difference in how each should be managed, improved, tracked and measured. This workshop provides participants with a deeper understanding of the three Ps and tools and techniques for managing them. Learn how to effectively manage a program, project or process improvement; practice a step-by-step methodology for ensuring clarity around program purpose, goals, objectives and measures for evaluation; application of the basics of good project management; and, application of tools and techniques. At the conclusion of this course participants will:

- Understand of the keys to effectiveness when managing a program, project or process improvement
- Use a step-by-step methodology for ensuring clarity around program purpose, goals, objectives and measures for evaluation
- Understand and practice the basics of good project management and a standardized, tried and true process improvement model

Master the Art of Speaking with Confidence

CORE COMPETENCY: Communication Skills

VENDOR: Smart HR

TIME: 8 a.m. – 12 p.m.

DATES: 10/11/13

Are your presentation skills propelling your career forward, or holding it back? Don't miss this training opportunity to develop polish and confidence as a speaker. The program is led by Christine Clapp, the founder of Spoken with Authority, whose interactive session offers practical tips and strategies for managing nervousness, speaking with confidence, and preparing memorable presentations. This is a fast-paced and interactive four-hour workshop on public speaking and presentation skills. The course is broken into two main sections. The first part of the course focuses on content, or "What you say," and the second part of the course focuses on delivery, or "How you say it." At the conclusion of this course participants will:

- Improve their confidence level in public speaking
- Be better prepared to craft concise and memorable presentations
- Develop strategies for managing nervousness
- Use the five S's to speak with authority in formal and informal situations...stance, sound, smile, silence and sight
- Receive feedback for continued development as a presenter

Maximize Your Meetings to Save Time and Money

COMPETENCY: Interpersonal Skills and Teamwork; Accountability and Excellence

VENDOR: Zelos

TIME: 8 a.m. - 4 p.m.

DATES: To Be Determined

This course focuses on changing how employees—whether they are responsible for planning, facilitating or simply participating in meetings—approach their meetings. Using the four elements of a successful meeting, participants learn how to plan a meeting (if a meeting is necessary) with purpose and structure; how to decide what to do to achieve outcomes and to identify future actions before closing meetings; and practice overcoming common (people) challenges that often occur in meetings. In groups or triads, participants will plan (or re-plan) real meetings. At the conclusion of this course participants will:

- Know how to plan and conduct productive meetings with a purpose and structure
- Understand how to achieve outcomes and identify future actions at the end of meetings
- Overcome common challenges that often occur in meetings
- Use the four elements of a successful meeting: planning, starting, conducting and concluding



Mentoring Skills for Mentors

CORE COMPETENCY: Accountability and Excellence

VENDOR: CPS

TIME: 12 p.m. - 4 p.m.

DATES: To Be Determined

The concept of mentoring is as old as Greek mythology yet has very practical benefits to modern workplaces.

Mentoring provides the opportunity for guided learning at a professional and personal level, and returns significant benefit to all concerned - mentee, mentor and the organization. Mentoring has particular relevance in situations where succession planning, fast track development and isolation are key factors in a workplace. Learn how to hold a development discussion with your subordinate, and learn how to successfully address mentoring challenges. At the conclusion of this course participants will:

- Understand roles and responsibilities of mentors and mentees
- Practice key communications skills
- Prepare to hold a development discussion with a mentee
- Learn to draft a mentoring agreement
- Manage mentoring challenges

Morale Boosters: Motivating Employees Non-Monetarily

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: CPS

TIME: 8 a.m. – 12 p.m.

DATES: To Be Determined

This half-day course provides innovative, motivational strategies that work. This course is a review of motivation theories and how they apply to today's workforce. You learn how to identify the motivational needs of individuals in your work group, design reward and recognition programs that appeal to both individuals and groups, and come away with a variety of strategies and techniques to motivate both. At the conclusion of this course participants will:

- Discuss relevant motivation theories and how they apply to today's workforce
- Understand why money alone does not work, and be able to list rewards that work as well or better than money
- Discuss why motivation is a critical part of supervision

- Learn how employee motivational needs change depending on assignments, experience and initiative
- Describe rewards that can be provided in public service
- List the ten most effective motivators that employees want from us
- List the ingredients to effective motivational programs in organizations
- Link performance measurements to reward and recognition programs

NEOGOV for HR Liaisons

CORE COMPETENCY: Accountability and Excellence

VENDOR: HRD

TIME: 8 a.m. – 12 p.m.

DATES: 11/8/13; 1/31/14; 3/28/14; 5/30/14

In this four hour class, HR Liaisons will learn the full spectrum of the Recruitment Life Cycle using the NEOGOV system—step-by-step. This class also covers the roles of the HR Liaisons and central Human Resources. At conclusion of this course participants will:

- Become Familiar with the Recruitment Lifecycle
- Learn the roles of the HR Liaison, Hiring Manager, And Recruiter/Analyst
- Learn Step-By-Step Procedures in NEOGOV
- Learn How to Train the Hiring Manager



Pre-Discipline and Discipline: Administrative Regulation 6.20

CORE COMPETENCY: Judgment and Problem Solving;
Accountability and Excellence

VENDOR: HRD

TIME: 8 a.m. – 12 p.m.

DATES: 2/4/14; 5/6/14

This mandatory training class focuses on the Administrative Regulation 6.20, its purpose, and procedures related to progressive discipline. The class also highlights Administrative Regulation 6.21: The Grievance Process. At the conclusion of this course supervisors and managers will:

- Understand the concept and application of progressive discipline, and the City's process for disciplinary actions

Process Review: Doing the Same Work Faster and Better

CORE COMPETENCY: Judgment and Problem Solving;
Accountability and Excellence

VENDOR: CPS

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined

Do you often find you need more time? Do you suspect some work takes longer than it should? Would you like to figure out ways to decrease chronic arguing about work? Because most groups don't take time periodically to look at how they work, the following often happens: (1) the processes get "waxed over" and "band-aided;" (2) a complaint from one customer results in a "fix" that increases the workload for everyone else; (3) work is less than efficient because "we've always done it that way." This course provides a simple model you can use to review the way in which you do work. At the conclusion of this course participants will:



- Learn the common causes of inefficiency
- Learn a model to methodically review a process
- Learn a model to analyze the process for inefficiencies
- Come to agreement about changes that will improve the workflow

Recruitment and Selection

CORE COMPETENCY: Accountability and Excellence

VENDOR: HRD

TIME: 8 a.m. – 12 p.m.

DATES: 11/4/13; 1/20/14

This training opportunity provides supervisors and managers with hiring guidelines within the City's Recruitment and Selection policies and procedures in a legally compliant manner. Topics will include the step-by-step procedure for beginning a recruitment, formulating appropriate interview questions, preparing and training an interview panel, reviewing candidates for possible selection and walking through the on-boarding of new staff members. At the conclusion of this course participants will:

- Learn the City's established guidelines for Employment policies and procedures
- Learn to effectively and legally conduct the hiring process
- Learn what documentation is needed to process a new employee
- Understand the City's hiring process

- Understand the City's high expectations for their behavior and have practical guidelines for evaluating their own behavior as workplace-appropriate or not
- Know how to identify harassing behavior by others
- Have several approaches for handling harassing behavior, including direct communication with the offending employee and using the City's complaint procedure
- Appreciate the integrity of the City's commitment to equal employment opportunity and non-retaliation



Respect in the Workplace: Preventing Workplace Harassment

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: Smart HR

TIME: 8 a.m. – 12 p.m.

DATES: 11/21/13; 2/7/14; 5/29/14

Participants are given a brief overview of equal employment opportunity concepts and how harassment based on gender or other legally protected characteristics constitutes a type of illegal discrimination. The workshop then focuses on the standards of behavior the City expects from its staff and what employees can expect from the City in terms of maintaining a work environment free from unlawful harassment. At the conclusion of this course participants will:

Six Sigma Workshop

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: Performance Breakthroughs

TIME: 8 a.m. – 4 p.m.

DATES: 10/17/13 & 10/18/13

This is a two day program with one day follow-up four weeks later. This educational program focuses on pleasing customers, process improvement, teamwork, and fact-based decision-making. Also included is a selection of research variables and tools, sampling, statistical significance testing, and data display. An application project is undertaken and reviewed a month after class. At the conclusion of this course participants will:

- Learn an overview of Six Sigma methodology and philosophy
- Define & demonstrate knowledge of essential concepts of project management methodology
- Gather data and use data and process display tools such as a check sheet, histogram, pareto chart, control chart, and process mapping
- Define what is critical to quality by hearing the voice of the customer
- Identify and use decision making tools such as solution selection matrix, Pugh matrix and force field analysis
- Analyze results to interpret data & solve problems

- Use problem solving techniques such as brainstorming and fishbone diagram to assist in reaching conclusions
- Identify & practice process improvement techniques such as lean and reducing complexity
- Complete a six sigma application project

Substance & Alcohol Abuse Policy

CORE COMPETENCY: Accountability and Excellence

VENDOR: HRD/INOVA

TIME: 8 a.m. – 12 p.m.

DATES: 1/22/14

This is an informative session about drugs, alcohol and how to make referrals to the Employee Assistance Program; you will become familiar with major classes of drugs; be able to recognize behaviors which indicate drug or alcohol abuse. At the conclusion of this course participants will:

- Become familiar with major classes of drugs
- Be able to Identify behaviors which indicate drug or alcohol abuse
- Understand the impact of drug and alcohol abuse in the workplace
- Know how to make a drug and alcohol test referral
- Learn and apply the City's Administrative Regulation 6.30
- Know how to safely handle individuals who are under the influence of drugs and alcohol

Succession Planning Workshop

CORE COMPETENCY: Interpersonal Skills and Teamwork; Judgment and Problem Solving

VENDOR: CPS

TIME: 8 a.m. – 4 p.m.

DATES: 10/23/13

Succession planning is a systematic approach to: Building a leadership pipeline/talent pool to ensure leadership continuity: developing potential successors in ways that best fit their strengths, identifying the best candidates for categories of positions, concentrating resources on the talent development process yielding a greater return on investment.

Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent.

This one day class will provide an understanding and overview of the Succession Planning process. Participants will have an opportunity to review the steps of Succession Planning and what is required to begin the process. At the conclusion of this course participants will:

- Understand the general principles of Succession Planning
- Learn how to build a Succession Plan
- Identify common deterrents to effective Succession Planning and brainstorm for solutions
- Consider next steps for their agency in developing a Succession Plan

Supervisors & Managers Academy

VENDOR: SkillPath; HRD; Senior Management

TIME: 8 a.m. – 4 p.m.

DATES: 10/29/13–10/31/13

This dynamic, three-day academy is designed to establish a clear path for acquiring the skills and knowledge that supervisors and managers need for continual learning and professional development. The material is presented in a practical manner that even the busiest supervisors and managers will find relevant and practical. This course is designed for new supervisors and managers with three years or less supervisory/management experience, as well as City employees being considered for supervisory or management position. At the conclusion of this course, participants will be familiar with:

- The City's Guiding Principles and Roadmap to Success
- Budgeting and Finance
- How to be an effective supervisor or manager
- How to lead instead of boss
- Boosting employee productivity, enthusiasm and commitment
- Overcoming supervisor-employee communication barriers
- Correcting problem behavior and poor performance
- Controlling conflict and crisis in the workplace
- The most pressing problems all managers face
- Maintaining supervisory balance, avoiding time wasters and shouldering responsibility
- Guidelines for supervisors, managers and co-workers to follow
- Practical skills used in today's work environment

Think and Act Strategically

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: Zelos

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined



In *Leadership on the Line*, authors Ron Heifetz and Marty Linsky offer a practical and wise solution: get off the dance floor (daily operations), and up on the balcony. The administrative responsibilities that come with supervisory and managerial roles often overshadow the leader's ability to deliver powerful, future focused organizational results. Participants are provided with a fresh, step-by-step approach to identify where the future is (and where it is going!) for their own work units. Leaders gain multiple perspectives in making solid, actionable plans that result in positive outcomes. At the conclusion of this course participants will:

- Understand the definitions of strategic thinking and acting
- Learn to identify future trends of the industry
- Write a purpose statement
- Develop a vision and strategy statements
- Relate and apply work experience to course materials
- Think about the bigger picture
- Learn to develop action plans and make them happen



- Effectively use instructional media
- Work more effectively through difficult situations
- Effectively design instructional materials

When Domestic Violence Comes to Work

CORE COMPETENCY: Judgment and Problem Solving

VENDOR: Claire Dunn/DCHS

TIME: 8 a.m. – 12 p.m.

DATES: 11/19/13; 5/14/14

This course is an overview of the types of violence; identifies issues unique to families; and, provides a focused review of dynamics, contributing factors, and types of interventions. At the conclusion of this course participants will:

- Understand why domestic violence is a workplace issue
- Recognize the profile of perpetrators and victims
- Know the City's response to domestic violence
- Know guidelines for supervisors, managers and co-workers to follow

Women in Leadership

CORE COMPETENCY: Values Diversity

VENDOR: CPS

TIME: 8 a.m. – 12 p.m.

DATES: 10/9/13

This program is tailored specifically for women and will allow female leaders to work in a cohort of their peers to explore the unique opportunities, challenges and path of women leaders. The program will first focus on what makes an effective leader, allowing the class to both explore role models of effective female leaders and define their own leadership aspirations and goals. Throughout the class, participants will build a vision and “plan of ac-

Train the Trainer

CORE COMPETENCY: Communications Skills

VENDOR: Wise Ways

TIME: 8 a.m. – 4 p.m.

DATES: To Be Determined

This is a two day class. The key element in the successful delivery of a high-impact training program is the trainer. An exceptional trainer can be the difference between a program that delivers marginal results and one that provides for positive and long-term change. Effective training events are not guaranteed by subject matter expertise. In order to connect with participants and provide effectual training, instructors must possess a specific set of training capabilities that will take them from program design through to delivery and evaluation. At the end of this course participants will:

- Develop key competencies of an effective trainer
- Employ principles of adult learning
- Establish a personal training style that is empowering, engaging, impactful, and motivating
- Effectively facilitate group processes
- Understand group dynamics utilize strategies for building relationships

tion” unique to their own leadership journey. Acknowledging that what it means to be female and be a leader might be quite different at different life and career stages. The class explores both generational experiences, as well as the impact of different life stages on the female leader. Participants will explore their own gaps in terms of work-life “balance” and create practices to restore balance and resilience no matter what stage of life or career they find themselves in. At the conclusion of this course participants will:

- Define the behaviors of effective leaders and identify female role models in leadership
- Set personal intention and goals regarding their own leadership development, and develop a path forward
- Understand generational differences, its particular impact on women in the workplace, and methods to address the gap
- Explore gaps in terms of work-life “balance” and create practices to restore balance and resilience
- Understand and gain feedback on Leadership Presence; and learn practices to strengthen the ability to “show up” in the most effective way
- Learn to make powerful requests, how to most effectively respond to others’ requests, and how to have difficult conversations
- Learn coaching and mentoring techniques and solve real-challenges real-time through a peer coaching method



Work Ethics

CORE COMPETENCY: Mission/Service Orientation; Judgment and Problem Solving

VENDOR: Smart HR

TIME: 8 a.m. – 12 p.m.

DATES: 2/20/14; 5/22/14

Post-ENRON and similar corporate fraud scandals, workplace ethics have assumed a far more prominent role in the U.S. workplace. Public employees in particular must understand how unethical conduct on their part can threaten the public’s trust and the public employer’s ability to carry out its mission. This program uses a combination of presentation and small-group problem-solving to ensure the attendees understand the City’s commitment to conducting business at the highest level of ethics, the content of the City’s Code of Ethics, and how to resolve and report ethical issues that may arise. The program addresses a wide range of common ethical issues: Confidentiality of information, Gifts or favors, Conflicts of interest, Political activities, Outside Employment, Personal behavior and Conduct. At the conclusion of this course participants will:

- Understand the City’s high expectations for employee behavior
- Be familiar with the City’s Code of Ethics
- Know the “red flags” that signal potentially unethical conduct
- Know how to respond appropriately to ethical dilemmas
- Understand the City’s procedure for reporting suspected ethical violations
- Appreciate the City’s prohibition against retaliation

Work Life Balance

CORE COMPETENCY: Flexibility/Adaptability

VENDOR: INOVA EAP

TIME: 8 a.m. - 10:15 a.m.

DATES: 10/16/13; 4/11/14

A Personal Guide to Building Resiliency and Coping with Change

Learn strategies to remain resilient and healthy through all the ups and downs life has to offer, from a new baby or a job promotion, to illness or divorce. It's not what happens to us but how we respond to what is happening to us that has the strongest impact in our lives. When we are resilient, we are able to adjust quickly to new conditions, change our personal direction if required, and incorporate every life event more smoothly into our lives. This workshop will empower you to become more resilient as you learn to identify the traits of resilient people and understand the role of your thoughts and perception in shaping your response to life's joys and challenges. At the conclusion of this seminar participants will:

- Recognize the effects of stress on the human mind and body
- Identify relaxation techniques to reduce stress
- Identify the four phases of surviving change
- Discuss normal physical and emotional reactions to change
- Apply the tips given for staying balanced and feeling in control during times of change

The Mind-Body Connection

What people think and believe can affect their health. Research indicates that keeping the body in a relatively calm state is crucial to well-being and optimal health. Becoming aware of how your body feels when it is in a tense or anxious state is important to the keeping the body in a relaxed and calm state. At the conclusion of this seminar participants will:

- Identify the connections between mind and body
- Practice the relaxation response



- Identify how to recognize and manage stressful situations
- Recognize the benefits of relaxing your mind and body

Computer Training Courses

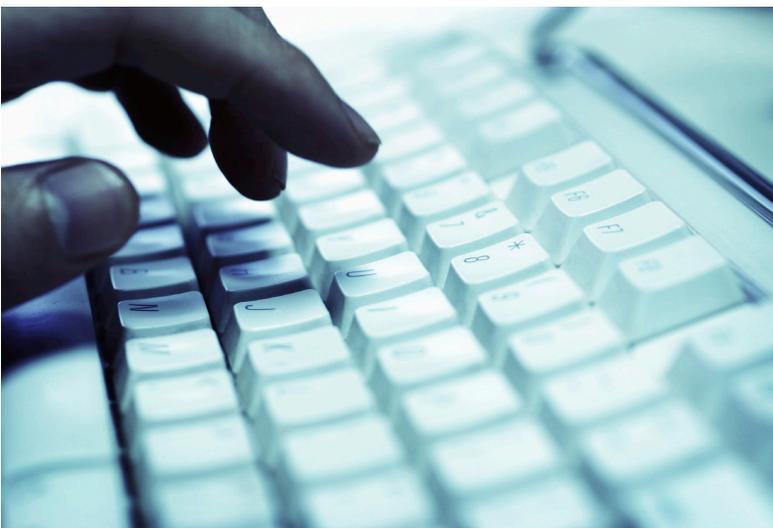
Word 2010 II (Intermediate)

VENDOR: Knowlogy

TIME: 9 a.m. – 4 p.m.

DATES: 4/3/14

This course is designed for persons who are able to create and modify standard business documents in Microsoft Word 2010, but need to know how to create or modify complex business documents and customized Word efficiency tools. It also aims to assist persons preparing for the Microsoft Office Specialist exam for Microsoft Word 2010.



Excel 2010 I (Beginner)

VENDOR: Knowlogy

TIME: 9 a.m. – 4 p.m.

DATES: 3/11/14

This course is designed for persons who desire to gain the necessary skills to create, edit, format, and print basic Microsoft Office Excel 2010 worksheets. Students will be learn to create a basic worksheet by using Microsoft Office Excel 2010, perform calculations in an Excel worksheet, modify an Excel worksheet, format a worksheet, print the content of an Excel workbook, and manage an Excel workbook.

Excel 2010 II (Intermediate)

VENDOR: Knowlogy

TIME: 9 a.m. – 4 p.m.

DATES: 10/22/13; 12/5/13; 5/5/14

This course is designed for persons who desire to gain advanced skill sets necessary for calculating data using functions and formulas, sorting and filtering data, using PivotTables and Pivot Charts for analyzing data, and customizing workbooks.

Excel 2010 III (Advanced)

VENDOR: Knowlogy

TIME: 9 a.m. – 4 p.m.

DATES: 11/14/13

This course is designed for persons who desire to gain the skills necessary to create macros, collaborate with others, audit and analyze worksheet data, incorporate multiple data sources, and import and export data. You will automate some common Excel tasks, apply advanced analysis techniques to more complex data sets, troubleshoot errors, collaborate on worksheets, and share Excel data with other applications.

PowerPoint 2010 II (Intermediate)

VENDOR: Knowlogy

TIME: 9 a.m. – 4 p.m.

DATES: 11/14/13; 2/6/14

In this course, participants will enhance your presentations by using features that will transform them into a powerful means of communication. You will customize the PowerPoint interface to suit your requirements and use features to create dynamic and visually appealing presentations. You will finalize a presentation and secure it to authenticate its validity.

Defensive Driving Course Schedule

BASIC

The Basic class is for employees that have never attended a City Defensive Driving Course. Classes are held at the Lee Center and start at 8:00 a.m. and end at 5:00 p.m. The maximum number of attendees is 20.

REFRESHER

The Refresher class is for employees that have previously attended the Basic class and whose Municipal Motor Vehicle Operators Permit has expired. Classes are held at the Lee Center. The morning session starts at 8:00 a.m. and ends at 12 p.m. The second session starts at 1:00 p.m. and ends at 5:00 p.m. The maximum number of attendees is 15.

VAN

The Van class is for employees that have previously attended the Basic class and whose Municipal Motor Vehicle Operators Permit is current. Classes are held at the Lee Center and start at 8:00 a.m. and end at 12 p.m. The maximum number of attendees is 15.

	BASIC (Tuesdays)	REFRESHER (Wednesdays)	VAN (Thursdays)
2013	October 8	October 9	October 10
	November 5	November 6	
	December 3	December 4	
2014	January 7	January 8	January 9
	February 4	February 5	
	March 4	March 5	
	April 8	April 9	April 10
	May 6	May 7	May 8
	June 3	June 4	
	July 8	July 9	July 10
	August 5	August 6	
	September 9	September 10	September 11
	October 7	October 8	
	November 4	November 5	
	December 9	December 10	

Department Training Representatives

Sean Garrick
CMO
703.746.3719

Hue Rim
Finance
703.746.3930

Beverly Hill McDonald
ITS
703.746.3028

Elaine Scott
Communications &
Public Information
703.746.4317

Ericka Flournoy
DEC
703.746.1882

Bridget Finney
Planning & Zoning
703.746.3807

Allyson Coleman
DCHS
703.746.3385

Monique Jackson-Asante
Fire
703.746.5187

Christopher Ware
Police
703.746.6219

Avis Hunter
DCHS
703.746.3506

Alicia Harris
General Services
703.746.3219

Eileen Oviatt
Real Estate
703.746.3839

Robin Wilson
City Attorney
703.746.3756

Kieu ("Q") Nguyen
Health
703.746.4938

Belinda Hilliard
Recreation
703.746.5515

Gloria Sitton
City Clerk
703.746.3976

Madeline Shaw
Historic Alexandria
703.746.4554

Trina Graves
Sheriff
703.746.5018

Diane Best
CODE
703.746.4183

Eric Keeler
Housing
703.746.4990

Sandra Glover
T & ES
703.746.4130

Donald Harrison-Wright
Commonwealth's Attorney
703.746.4100

Vina White
Human Resources
703.746.3768

Anna Leider
Voter Registration
703.746.4050

Rita Dillard
DASH
703.746.5636

Deborah Welch
Internal Audit
703.746.4743

Vyvyonne Dilbert
Court Service
703.746.4497

Vendors

The American Red Cross

The American Red Cross has been the go-to source for more than a century for information, skills and confidence to act in an emergency, at home, in school and in the workplace. The American Red Cross First Aid/CPR/AED training incorporates the latest scientific guidelines and aligns with Occupational Safety and Health Administration's (OSHA) Best Practices for Workplace First Aid Training Programs.

CPS HR Consulting

Headquartered in Sacramento, California, CPS HR Consulting was established in 1985 as a self-supporting public agency. CPS HR Consulting provides a full range of integrated HR solutions to government and nonprofit clients. Their mission is to transform human resource management in the public sector. Their strategic approach to human resources and their more than 80 full-time employees and 200 project consultants improve organizational performance for 1,200 public and nonprofit clients throughout the United States and Canada. CPS HR Consulting has offices in Bethesda, Maryland and Austin, Texas.

INOVA Employee Assistance Program

The INOVA Employee Assistance Program (INOVA EAP) is a comprehensive, top-ranked international provider of employee assistance services. With telephonic access and convenient online resources, INOVA EAP offers practical, real-world solutions to employee life issues that may derail productivity and satisfaction. INOVA EAP offers the services of nearly 50,000 counseling providers in 170 countries and proudly maintains a user rating of 96 percent or higher.

Knowlogy Corporation

Knowlogy Corporation has been delivering premier learning solutions for corporate and government organizations since 1986. Its growth and experience have propelled it from a local training company to a global provider of learning solutions, consulting and procurement services, and e-Commerce hosting. Knowlogy Corporation has remained at the top of its industry by using the most current technologies from flagship vendors. Knowlogy's commitment to innovation has placed them on the leading edge of the computer technology industry locally, nationally, and globally.

Maximum Impact

Sheri Betts, CPA is President of Maximum Impact, a Retention Training and Consulting firm. The company is a values driven organization that includes excellent performance as its highest value. Its mission is to provide services that help organizations retain its most valuable resource – human resources. Using problem solving techniques focused on root cause analysis, Sheri provides training and consulting services that support this mission that impacts individual and corporate productivity and clearly makes a difference.

Performance Breakthroughs, Inc.

Performance Breakthroughs, Inc. is a veteran-owned and verified, Virginia-certified small business. Established in 1998, they have provided services to nearly 200 clients from the federal and local government, corporate, non-profit, and academic sectors and numerous coaching engagements.

SkillPath

SkillPath is the world's premier training organization, specializing in professional and personal development seminars and corporate training. SkillPath, based in the metropolitan Kansas City area, delivers more than 20,000 public and private training sessions annually for more than 500,000 people. SkillPath has, in fact, provided training for more than 10 million people since its inception in 1989. SkillPath is an international training operation dedicated to assisting organizations from all industries in providing high quality, personalized training so that their employees achieve greater success and growth in their businesses. SkillPath provides training on a wide range of topics that includes: management and leadership; communication; human resources; performance management; finance; and project management.

Smart HR

Smart HR is strategic human resources consulting firm based in Alexandria, Virginia. Their core practice areas are Employee and Management Training, Human Resources Outsourcing and Consulting and Benefits Management. Smart HR knows that people are the key component to an organization's success. Our training programs are interactive and focus on practical concepts that each participant can apply immediately to improve their performance at work.

Wise Ways Consulting

Wise Ways Consulting focuses on the development and implementation of training, facilitation and leadership initiatives for government agencies, non-profit organizations, mid-to-large-sized companies and corporate executives. Consultants work one-to-one with groups that are looking for specific expertise, new ideas or additional support for existing programs. Whether your team works in one central location or is spread across the globe, Wise Ways Consulting can provide training and bring continuity and understanding to your business goals.

Zelos

Founded in 2006, Zelos is a team of people working together towards one goal - To help their clients achieve better results and accomplish their mission. "Zelos" is the Greek term for "zeal" and that is how they approach their projects, their clients, each other, and their partners.

Zelos team members are experts in their fields who have distinguished careers in and around government and non-profits. They each pledge to bring fresh ideas and deliver exceptional services that exceed their clients' expectations. Their team members live and work throughout the United States and internationally so, no matter where you are, they'll meet you there.



HUMAN RESOURCES DEPARTMENT

301 King St., Room 2510

Alexandria, VA 22314

703.746.3777

www.alexandriava.gov/HR