



# **CAREER DEVELOPMENT Course Catalog October 2017 – February 2018**

[www.harriscountytexas.gov/hctraining/](http://www.harriscountytexas.gov/hctraining/)



**CAO & HRRM**

COMPLIANCE

INITIATIVE

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*Education is the  
kindling of a flame, not  
the filling of a vessel.*

**-Socrates**

Captions for pictures on front page:

Top right: Tax Office Clerk Kenneth Brown demonstrates his customer service skills for Lead Clerk Kendra Escareno in the Auto Division at the Downtown office. The Tax Offices processes an average of 400,000 vehicle registration and title applications every month.

Middle right: Assistant County Attorney Julie Countiss speaks about “Getting Rid of Businesses that Attract Crime” to a local community group.

Bottom right: Harris County Toll Road Authority (HCTRA) Incident Management Dispatchers Alexa Barrick (top), Precious Lowe (center), and Maria Mora (bottom) monitor road conditions and weather hazards that might impede traffic. Harris County Commissioners Court created HCTRA in 1983 to construct, maintain, and operate toll roads in the Greater Houston Metropolitan area.



# List of All Live Classes

## PROFESSIONAL DEVELOPMENT TRACK

[Assertiveness and Self-Confidence](#)

[Bridging the Gaps: Generations Working Together](#)

[Button Pushers – Dealing with Difficult Situations](#)

[Change Your Attitude – Change Your Work and Life](#)

[Communicate Your Way Through Change](#)

[Conflict or Cooperation](#)

[Conquering Compassion Fatigue & Giving to Yourself](#)

[Construction Zone – Effective Business Writing Guidelines](#)

[Deadly Emotions: How to Handle Your Emotions Before They Have a Handle on You](#)

[Dealing with Difficult People](#)

[Dealing with Difficult People & Workplace Conflict](#)

## MANAGEMENT/SUPERVISORS TRACK

[Advanced FMLA and ADA](#)

[Americans with Disabilities Act](#)

[Basic FMLA](#)

[Behavioral Based Interviewing](#)

[Coaching for Excellence](#)

[Coaching Skills for Managers](#)

[Conducting Effective Workplace Investigations](#)

[Creating a Candid Culture in the Workplace](#)

[Developing Your Coaching and Performance Management Skills](#)

[Difficult Discussions – Maintaining Control and Achieving Positive Outcomes](#)

[Effective Communication Skills and Strategies](#)

## LEADERSHIP TRACK

[Building Team and Organizational Excellence](#)

[How Am I Doing? – Leadership Style and Effective Leadership](#)

[Leading Employees to High Performance](#)

[Mindful Leadership](#)

[Talking to Employees About Sensitive Subjects](#)

[Ten Principles to Building a Leadership Culture](#)

[Understanding Human Behavior](#)

[Women in Leadership](#)



# List of All Live Classes

PROFESSIONAL DEVELOPMENT TRACK	MANAGEMENT/SUPERVISORS TRACK	LEADERSHIP TRACK
<a href="#">Diversity Awareness</a>	<a href="#">Employee Performance Appraisals that Motivate</a>	<i>See previous page for courses</i>
<a href="#">Effective Conflict Resolution</a>	<a href="#">Employees and Health Issues</a>	
<a href="#">Effective Time Management</a>	<a href="#">Fair Labor Standards Act: Exempt or Non-Exempt?</a>	
<a href="#">Ego Boosters vs Ego Busters: Positive Words and Actions that Engage and Inspire</a>	<a href="#">Harassment Awareness and Prevention</a>	
<a href="#">Emotional Intelligence</a>	<a href="#">Highly Effective Meetings</a>	
<a href="#">Ethics Training</a>	<a href="#">Learning to Lead</a>	
<a href="#">Exceptional Customer Service</a>	<a href="#">Managing Across the Generations</a>	
<a href="#">From Procrastinating to Producing</a>	<a href="#">Managing and Resolving Conflict in the Workplace</a>	
<a href="#">Generational Issues in the Workplace</a>	<a href="#">Managing Performance – Key Conversations</a>	
<a href="#">Harassment Awareness and Prevention for Employees</a>	<a href="#">Peer Today, Boss Tomorrow – Making A Successful Transition</a>	
<a href="#">How to Avoid Foot-in-Mouth Syndrome...Communicating Your Way Through Conflict</a>	<a href="#">Stress Management: Manager and Employee Stress</a>	



## List of All Live Classes

### PROFESSIONAL DEVELOPMENT TRACK

[Improving Customer Service](#)

[Increasing Communication Effectiveness](#)

[Invest in Your Debt – Failsafe Financial Planning](#)

[Learning to Listen](#)

[Maintaining Incredible Focus and Concentration](#)

[Personal Safety & Violence in the Workplace](#)

[Personality Styles & Strategies for Working Together](#)

[Presenting Your Best Professional Image](#)

[Projecting Professionalism](#)

[Records Retention](#)

[Reliable Decision Making](#)

[Spread Too Thin: Life in the Sandwich Generation](#)

### MANAGEMENT/SUPERVISORS TRACK

[Ten Things Every Supervisor Should Know](#)

[Talking to Employees About Sensitive Subjects](#)

### LEADERSHIP TRACK

*See previous page for courses*



# List of All Live Classes

## PROFESSIONAL DEVELOPMENT TRACK

[Sticks and Stones...Understanding Bullying  
Today](#)

[Stress in Customer Service Roles & Managing  
Workplace Stress](#)

[TCDRS Overview](#)

[Ten Principles for Conflict Resolution](#)

[Ten Tools for Giving Presentations](#)

[The Glass is Half Full! \(Shifting Perception to  
Achieve Results\)](#)

[Tips for More Effective Time Management](#)

[What's My Role? – Team Roles and Dynamics](#)

[Working Together: Diversity in the Workplace](#)

## MANAGEMENT/SUPERVISORS TRACK

*See previous page for courses*

## LEADERSHIP TRACK

*See previous page for courses*



# List of All Virtual Learning Classes

## PROFESSIONAL DEVELOPMENT TRACK

## MANAGEMENT/SUPERVISORS TRACK

## LEADERSHIP TRACK

[Button Pushers – Dealing with Difficult Situations \(Virtual Learning\)](#)

[Construction Zone – Microsoft Word Tips Booster \(Virtual Learning\)](#)

[Diversity Awareness \(Virtual Learning\)](#)

[First Impressions Count: Presenting a Professional Image \(Virtual Learning\)](#)

[Generational Differences \(Virtual Learning\)](#)

[Keeping Your Cool in Difficult Situations \(Virtual Learning\)](#)

[Under Construction – Punctuation Booster \(Virtual Learning\)](#)

[What’s My Role? – Team Roles and Dynamics \(Virtual Learning\)](#)

[Office Politics for Managers \(Virtual Learning\)](#)

[How Am I Doing? – Leadership Style and Effective Leadership \(Virtual Learning\)](#)



# List of All Online Classes

## PROFESSIONAL DEVELOPMENT TRACK

## MANAGEMENT/SUPERVISORS TRACK

## LEADERSHIP TRACK

[Anger and Stress Management](#)

[Building a Respectful Workplace – Address Respect](#)

[Building a Respectful Workplace – Benefits of Respect](#)

[Building a Respectful Workplace – Common Threats to Respect](#)

[Building a Respectful Workplace – Defining Respect](#)

[Communication Process: Effective Cycle of Communication](#)

[Communication Processes: Overcoming Communication Barriers](#)

[Communication Processes: Supportive Conversations](#)

[Crafting a Winning Transmittal Letter](#)

[Embracing Diversity in the Workplace](#)

[Discovering and Working with Your Strengths and Talents](#)

[FMLA Compliance Guidelines for Supervisors](#)

[HIPAA Compliance Training for Supervisors](#)

[Integrating Your Community and Social Media](#)

[Leveraging the Power of Employee Engagement](#)

[Managing in the New Normal: Future-Proof Your Organization](#)

[Supervisory Practice Lesson 1 – Traits and Responsibilities](#)

[Supervisory Practice Lesson 2 – Supervisor as Teacher](#)

[Supervisory Practice Lesson 3 – Supervisor as Motivator](#)

[Supervisory Practice Lesson 4 – Supervisor as Troubleshooter](#)

[Change Management: Secrets to Creating Real Change in Local Government Organizations](#)

[Coaching Through Difficult Situations](#)

[Creating a Culture of Trust](#)

[Employee Morale: Seven Essential Leadership Strategies to Boost Employee Performance](#)

[Five Leadership Principles to Create the Ultimate Customer Experience for Citizens](#)

[Introduction to Lean Management in Government](#)

[Lead Like Your Life Depends On It](#)

[Leadership and Culture – Leveraging Diversity for Success: So, How Much Do You Know?](#)

[Managing Change](#)

[Strategic Planning: Creating Strategy for Powerful Results](#)



# List of All Online Classes



## PROFESSIONAL DEVELOPMENT TRACK

## MANAGEMENT/SUPERVISORS TRACK

## LEADERSHIP TRACK

[Ethics: The Heart of Public Service](#)

[Extraordinary Customer Service](#)

[Honing Your Emotional Intelligence:  
Introduction to Relationship Management](#)

[Honing Your Emotional Intelligence:  
Introduction to Self-Management](#)

[Honing Your Emotional Intelligence:  
Introduction to Social Awareness](#)

[Honing Your Emotional Intelligence:  
Self-Awareness](#)

[Introduction to Business Writing Skills](#)

[Learning the Language of Multiple Generations](#)

[Local Government 101](#)

[Mastering the Online Interview](#)

[Preventing Workplace Violence](#)

[Pruning Negativity](#)

[Supervisory Practice Lesson 5 – Supervisor as  
Inspector](#)

[Supervisory Practice Lesson 6 – Practical  
Scenarios](#)

[Strategic Planning Process](#)

[Team Development for Leaders](#)

[What Were You Thinking – Be a Leader, Not a  
Boss](#)



# List of All Online Classes

## PROFESSIONAL DEVELOPMENT TRACK

## MANAGEMENT/SUPERVISORS TRACK

## LEADERSHIP TRACK

[Recognizing and Responding to Workplace](#)

*See previous page for courses*

*See previous page for courses*

[Red Flags Rule: Identity Theft Prevention](#)

[Sexual Harassment Prevention](#)

[Telephone Skills Training for Local Government  
Employees](#)

[Time Management Through SMART Goals](#)

[What Were You Thinking?](#)

[What Were You Thinking – Communication  
Nation](#)

[What Were You Thinking – Office Behavior](#)

[What Were You Thinking – Social Media Fail](#)

[Workplace Harassment Prevention](#)



# Summary of Recommended Courses

ALL EMPLOYEES	SUPERVISORS	MID-MANAGEMENT AND ABOVE
<a href="#"><u>Dealing with Difficult People</u></a>	<a href="#"><u>Advanced FMLA and ADA</u></a> - after taking and understanding both Basic FMLA and Basic ADA (multiple times, if desired)	<a href="#"><u>Assertiveness for Leaders</u></a>
<a href="#"><u>Effective Conflict Resolution</u></a>	<a href="#"><u>Americans with Disabilities Act</u></a> - within 6 months of hire/promotion to a Supervisor role - more frequently if desired	<a href="#"><u>Building Team and Organizational Excellence</u></a>
<a href="#"><u>Ethics</u></a> - available live or via YouTube - within 6 months of hire and - every other year after that	<a href="#"><u>Basic FMLA</u></a> - within 6 months of hire/promotion to a Supervisor role - more frequently, if desired	<a href="#"><u>Leading Employees to High Performance</u></a>
<a href="#"><u>Harassment Awareness and Prevention</u></a> - within 3 months of hire and - every other year after that	<a href="#"><u>Harassment Awareness and Prevention</u></a> - within 3 months of hire/promotion to a Supervisor role - every other year after that	<a href="#"><u>Understanding Human Behavior</u></a>
<a href="#"><u>Learning to Listen</u></a>	<a href="#"><u>Ten Things Every Supervisor Should Know</u></a> - within 6 months of hire/promotion to a Supervisor role	

# Professional Development Track

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Anger and Stress Management</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Assertiveness and Self-Confidence</u></a>	Tuesday, October 31	9:00 am – 12:00 pm	Amy Castro
<a href="#"><u>Bridging the Gaps: Generations Working Together</u></a>	Wednesday, January 24	9:00 am – 10:00 am	Cigna EAP Representative
<a href="#"><u>Building a Respectful Workplace – Addressing Respect</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Building a Respectful Workplace – Benefits of Respect</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Building a Respectful Workplace – Common Threats to Respect</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Building a Respectful Workplace – Defining Respect</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Button Pushers – Dealing with Difficult Situations</u></a> <i>Available through Distance Learning</i>	Thursday, October 5	9:00 am – 11:00 am	Tawnya Mitchell

## Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Button Pushers – Dealing with Difficult Situations (Virtual Learning)</u></a>	Thursday, January 4	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>Change Your Attitude – Change Your Work and Life</u></a>	Monday, November 6 Thursday, December 7	9:00 am – 12:00 pm 9:00 am – 12:00 pm	Jim Nutter
<a href="#"><u>Communicate Your Way Through Change</u></a>	Wednesday, February 7	1:30 pm – 4:30 pm	Susanne Gaddis
<a href="#"><u>Communication Processes: Effective Cycle of Communication</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Communication Processes: Overcoming Communication Barriers</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Communication Processes: Supportive Conversations</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Conflict or Cooperation</u></a>	Wednesday, October 11 Tuesday, January 16	1:30 pm – 4:30 pm 1:00 pm – 4:00 pm	Tawnya Mitchell
<a href="#"><u>Conquering Compassion Fatigue &amp; Giving to Yourself</u></a>	Tuesday, February 27	9:00 am – 11:00 am	Cigna EAP Representative
<a href="#"><u>Construction Zone – Effective Business Writing Guidelines</u></a>	Thursday, October 5	1:00 pm – 4:00 pm	Tawnya Mitchell

# Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<u>Construction Zone – Microsoft Word Tips Booster (Virtual Learning)</u>	Tuesday, December 12	9:00 am – 11:00 am	Tawnya Mitchell
<u>Crafting a Winning Transmittal Letter</u>	Available Online		SGR Learning Management System
<u>Deadly Emotions: How to Handle Your Emotions Before They Have a Handle on You</u>	Thursday, November 30	1:00 pm – 4:00 pm	Susanne Gaddis
<u>Dealing with Difficult People</u>	Tuesday, November 28	1:00 pm – 4:00 pm	Amy Castro
<u>Dealing with Difficult People &amp; Workplace Conflict</u>	Wednesday, October 4 Wednesday, February 21	9:00 am – 11:00 am 2:00 pm – 4:00 pm	Cigna EAP Representative
<u>Diversity Awareness</u> <i>Available through Distance Learning</i>	Thursday, November 2	1:00 pm – 3:00 pm	Tawnya Mitchell
<u>Diversity Awareness (Virtual Online)</u>	Thursday, January 11	9:00 am – 11:00 am	Tawnya Mitchell
<u>Effective Conflict Resolution</u>	Tuesday, October 10	1:00 pm – 4:00 pm	Walt Natemeyer
<u>Effective Time Management</u>	Wednesday, January 17	2:00 pm – 3:00 pm	Cigna EAP Representative
<u>Ego Boosters vs Ego Busters: Positive Words and Actions that Engage and Inspire</u>	Wednesday, November 29	1:00 pm – 4:00 pm	Susanne Gaddis

## Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Emotional Intelligence</u></a>	Tuesday, January 9	9:00 am – 12:00 pm	Jim Nutter
<a href="#"><u>Embracing Diversity in the Workplace</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Ethics: The Heart of Public Service</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Ethics Training</u></a>	Tuesday, February 20	10:00 am – 11:30 am	Eileen Begle
<a href="#"><u>Exceptional Customer Service</u></a>	Wednesday, November 1 Tuesday, February 27	2:00 pm – 3:00 pm 2:00 pm – 3:00 pm	Cigna EAP Representative
<a href="#"><u>Extraordinary Customer Service</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>First Impressions Count: Presenting a Professional Image (Virtual Learning)</u></a>	Thursday, October 5	1:30 pm – 3:00 pm	Amy Castro
<a href="#"><u>From Procrastinating to Producing</u></a>	Monday, December 4 Friday, February 23	9:00 am – 12:00 pm 9:00 am – 12:00 pm	Jim Nutter
<a href="#"><u>Generational Differences (Virtual Learning)</u></a>	Tuesday, December 12	1:00 pm – 3:00 pm	Tawnya Mitchell

# Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<u>Generational Issues in the Workplace</u>	Friday, October 27 Monday, January 8	9:00 am – 12:00 pm 9:00 am – 12:00 pm	<i>Richard Lewis</i>
<u>Harassment Awareness and Prevention for Employees</u>	Tuesday, November 28	10:00 am – 12:00 pm	<i>Eileen Begle</i>
<u>Honing Your Emotional Intelligence: Introduction to Relationship Management</u>	Available Online		<i>SGR Learning Management System</i>
<u>Honing Your Emotional Intelligence: Introduction to Self-Management</u>	Available Online		<i>SGR Learning Management System</i>
<u>Honing Your Emotional Intelligence: Introduction to Social Awareness</u>	Available Online		<i>SGR Learning Management System</i>
<u>Honing Your Emotional Intelligence: Self-Awareness</u>	Available Online		<i>SGR Learning Management System</i>
<u>How to Avoid Foot-in-Mouth Syndrome...Communicating Your Way Through Conflict</u>	Thursday, November 30	9:00 am – 12:00 pm	<i>Susanne Gaddis</i>
<u>Improving Customer Service</u>	Tuesday, October 3 Tuesday, December 12	9:00 am – 11:00 am 9:00 am – 11:00 am	<i>Jim Nutter</i>

# Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Increasing Communication Effectiveness</u></a>	Tuesday, October 10	9:00 am – 12:00 pm	Walt Natemeyer
<a href="#"><u>Introduction to Business Writing Skills</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Invest in Your Debt – Failsafe Financial Planning</u></a>	Friday, December 15 Tuesday, January 9	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	Tom Watson
<a href="#"><u>Keeping Your Cool in Difficult Situations (Virtual Learning)</u></a>	Thursday, November 2 Thursday, February 1	1:30 pm – 3:00 pm 1:30 pm – 3:00 pm	Amy Castro
<a href="#"><u>Learning the Language of Multiple Generations</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Learning to Listen</u></a> <i>Available through Distance Learning</i>	Thursday, February 1	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>Local Government 101</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Maintaining Incredible Focus and Concentration</u></a>	Wednesday, December 6	1:00 pm – 4:00 pm	Margaret Johnson
<a href="#"><u>Mastering the Online Interview</u></a>	Available Online		SGR Learning Management System

# Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Personal Safety &amp; Violence in the Workplace</u></a>	Wednesday, January 10	9:00 am – 11:00 am	<i>Cigna EAP Representative</i>
<a href="#"><u>Personality Styles &amp; Strategies for Working Together</u></a>	Wednesday, October 25	9:00 am – 11:00 am	<i>Cigna EAP Representative</i>
<a href="#"><u>Presenting Your Best Professional Image</u></a>	Wednesday, November 8 Wednesday, February 28	2:00 pm – 3:00 pm 9:00 am – 10:00 am	<i>Cigna EAP Representative</i>
<a href="#"><u>Preventing Workplace Violence</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Projecting Professionalism</u></a>	Thursday, October 26 Thursday, February 8	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	<i>Tawnya Mitchell</i>
<a href="#"><u>Pruning Negativity</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Recognizing and Responding to Workplace Bullying</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Records Retention</u></a>	Tuesday, October 17 Thursday, January 11	9:00 am – 10:30 am 9:00 am – 10:30 am	<i>Amy Samples</i>
<a href="#"><u>Red Flags Rule: Identity Theft Prevention</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Reliable Decision Making</u></a>	Tuesday, February 6	1:00 pm – 4:00 pm	<i>Susanne Gaddis</i>

# Professional Development Track (continued)

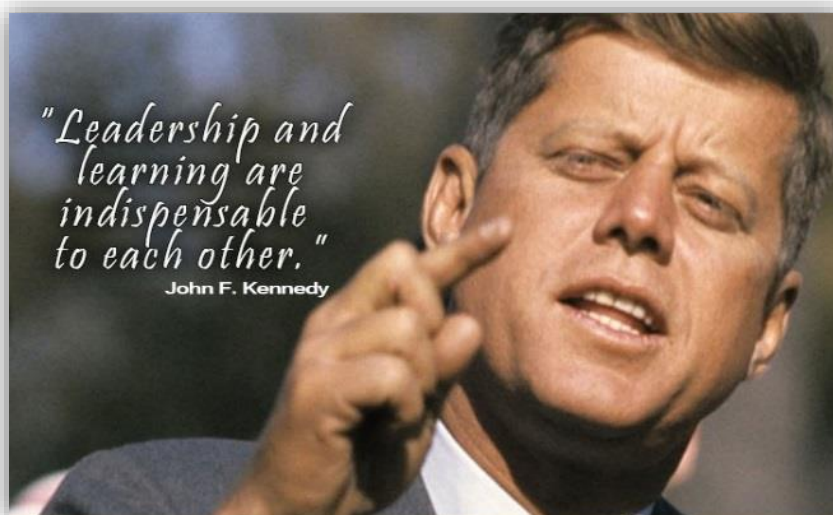
COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Sexual Harassment Prevention</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Spread Too Thin: Life in the Sandwich Generation</u></a>	Wednesday, January 31	9:00 am – 10:00 am	Cigna EAP Representative
<a href="#"><u>Sticks and Stones...Understanding Bullying Today</u></a>	Wednesday, October 11	9:00 am – 11:00 am	Cigna EAP Representative
<a href="#"><u>Stress in Customer Service Roles &amp; Managing Workplace Stress</u></a>	Wednesday, October 4 Wednesday, February 14	2:00 pm – 4:00 pm 9:00 am – 11:00 am	Cigna EAP Representative
<a href="#"><u>TCDRS Overview</u></a>	Wednesday, November 15 (2 sessions)	1:00 pm – 2:00 pm & 3:00 pm – 4:00 pm	Carlos Martinez, TCDRS Representative
<a href="#"><u>Telephone Skills Training for Local Government Employees</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Ten Principles for Conflict Resolution</u></a>	Tuesday, February 13	1:00 pm – 4:00 pm	Jim Nutter
<a href="#"><u>Ten Tools for Giving Presentations</u></a>	Thursday, November 16 Friday, January 5	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	Jim Nutter

# Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>The Glass is Half Full! (Shifting Perception to Achieve Results)</u></a>	Tuesday, October 24	1:00 pm – 4:00 pm	Margaret Johnson
<a href="#"><u>Time Management Through SMART Goals</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Tips for More Effective Time Management</u></a> <i>Available through Distance Learning</i>	Thursday, February 8	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>Under Construction – Punctuation Booster (Virtual Learning)</u></a>	Thursday, November 2	9:00 am – 11:00 am	Tawnya Mitchell
<a href="#"><u>What's My Role? – Team Roles and Dynamics</u></a> <i>Available through Distance Learning</i>	Thursday, October 19	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>What's My Role? – Team Roles and Dynamics (Virtual Learning)</u></a>	Thursday, January 18	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>What Were You Thinking?</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>What Were You Thinking – Communication Nation</u></a>	Available Online		SGR Learning Management System

## Professional Development Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>What Were You Thinking – Office Behavior</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>What Were You Thinking – Social Media Fail</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Working Together: Diversity in the Workplace</u></a>	Wednesday, November 29 Wednesday, February 28	9:00 am – 10:00 am 2:00 pm – 3:00 pm	Cigna EAP Representative
<a href="#"><u>Workplace Harassment Prevention</u></a>	Available Online		SGR Learning Management System



# Management/Supervisors Track

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Advanced FMLA and ADA</u></a>	Thursday, January 25	1:30 pm – 4:30 pm	Alexis Knapp
<a href="#"><u>Americans with Disabilities Act</u></a>	Tuesday, October 17	1:30 pm – 4:30 pm	Alexis Knapp
<a href="#"><u>Basic FMLA</u></a>	Thursday, December 7	1:30 pm – 4:30 pm	Alexis Knapp
<a href="#"><u>Behavioral Based Interviewing</u></a>	Friday, November 3 Friday, February 9	9:00 am – 12:00 pm 9:00 am – 12:00 pm	Bianca Malveaux & Caroline Davila
<a href="#"><u>Coaching for Excellence</u></a>	Thursday, November 9	1:00 pm – 4:00 pm	Margaret Johnson
<a href="#"><u>Coaching Skills for Managers</u></a>	Wednesday, October 25 Thursday, February 1	1:30 pm – 4:30 pm 9:00 am – 12:00 pm	Tawnya Mitchell
<a href="#"><u>Conducting Effective Workplace Investigations</u></a>	Tuesday, November 14	9:00 am – 12:00 pm	Eileen Begle
<a href="#"><u>Creating a Candid Culture in the Workplace</u></a>	Thursday, October 12	1:30 pm – 4:30 pm	Eileen Begle
<a href="#"><u>Developing Your Coaching and Performance Management Skills</u></a>	Monday, November 6 Tuesday, January 18	1:00 pm – 4:00 pm 1:00 pm – 4:00 pm	Walt Natemeyer

## **Management/Supervisors Track (continued)**

<b>COURSE</b>	<b>DATE</b>	<b>TIME</b>	<b>INSTRUCTOR</b>
<a href="#"><u>Difficult Discussions – Maintaining Control and Achieving Positive Outcomes</u></a>	Monday, November 20 Thursday, January 4	1:00 pm – 4:00 pm 9:00 am – 12:00 pm	<i>Tawnya Mitchell</i>
<a href="#"><u>Discovering and Working with Your Strengths and Talents</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Effective Communication Skills and Strategies</u></a>	Wednesday, October 18 Tuesday, February 20	2:00 pm – 4:00 pm 2:00 pm – 4:00 pm	<i>Cigna EAP Representative</i>
<a href="#"><u>Employee Performance Appraisals that Motivate</u></a>	Tuesday, December 12	1:00 pm – 4:00 pm	<i>Amy Castro</i>
<a href="#"><u>Employees and Health Issues</u></a>	Tuesday, October 24	9:00 am – 12:00 pm	<i>Eileen Begle</i>
<a href="#"><u>Fair Labor Standards Act: Exempt or Non-Exempt?</u></a>	Thursday, November 9	9:00 am – 11:00 am	<i>Alexis Knapp</i>
<a href="#"><u>FMLA Compliance Guidelines for Supervisors</u></a>	Available Online		<i>SGR Learning Management System</i>
<a href="#"><u>Harassment Awareness and Prevention</u></a>	Thursday, January 4	1:30 pm – 3:30 pm	<i>Alexis Knapp</i>
<a href="#"><u>Highly Effective Meetings</u></a>	Thursday, November 2 Thursday, February 15	9:00 am – 11:00 am 9:00 am – 11:00 am	<i>Jim Nutter</i>

## Management/Supervisors Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>HIPAA Compliance Training for Supervisors</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Integrating Your Community and Social Media</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Learning to Lead</u></a>	Tuesday, November 7 Wednesday, December 6	9:00 am – 12:00 pm 9:00 am – 12:00 pm	Eileen Begle
<a href="#"><u>Leveraging the Power of Employee Engagement</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Managing Across the Generations</u></a> <i>Available through Distance Learning</i>	Thursday, October 12 Thursday, January 11	9:00 am – 11:00 am 1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>Managing and Resolving Conflict in the Workplace</u></a>	Friday, November 17	9:00 am – 12:00 pm	Richard Lewis
<a href="#"><u>Managing in the New Normal: Future-Proof Your Organization</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Managing Performance – Key Conversations</u></a>	Tuesday, November 7 Wednesday, January 31	1:00 pm – 4:00 pm 1:30 pm – 4:30 pm	Tawnya Mitchell
<a href="#"><u>Office Politics for Managers (Virtual Learning)</u></a>	Thursday, December 14	1:30 pm – 3:00 pm	Amy Castro

## **Management/Supervisors Track (continued)**

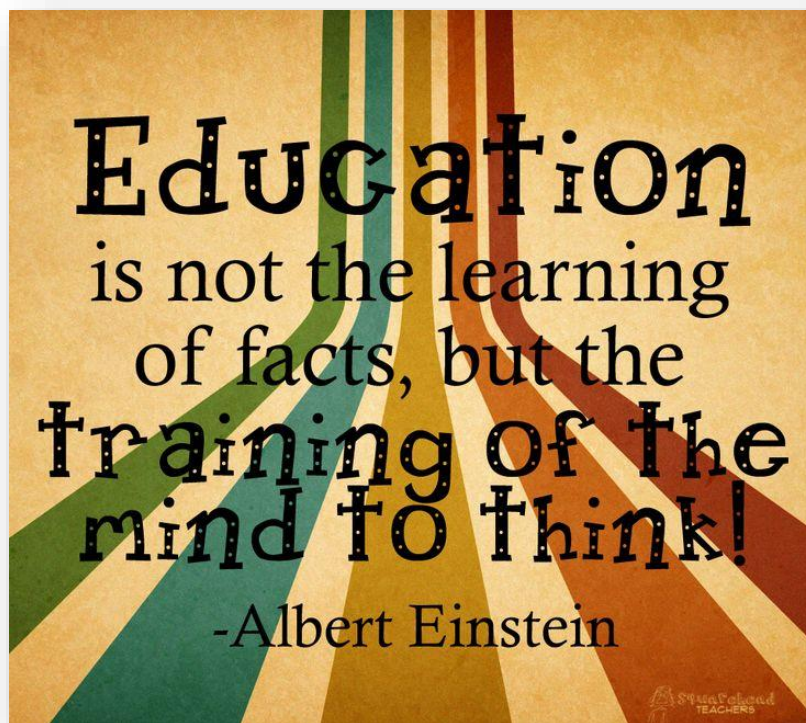
<b>COURSE</b>	<b>DATE</b>	<b>TIME</b>	<b>INSTRUCTOR</b>
<a href="#"><u>Peer Today, Boss Tomorrow – Making a Successful Transition</u></a>	Tuesday, January 16	9:00 am – 12:00 pm	Amy Castro
<a href="#"><u>Stress Management: Manager and Employee Stress</u></a>	Tuesday, February 13	9:00 am – 11:00 am	Cigna EAP Representative
<a href="#"><u>Supervisory Practice Lesson 1 – Traits and Responsibilities</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Supervisory Practice Lesson 2 – Supervisor as Teacher</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Supervisory Practice Lesson 3 – Supervisor as Motivator</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Supervisory Practice Lesson 4 – Supervisor as Troubleshooter</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Supervisory Practice Lesson 5 – Supervisor as Inspector</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Supervisory Practice Lesson 6 – Practical Scenarios</u></a>	Available Online		SGR Learning Management System

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## Management/Supervisors Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Talking to Employees About Sensitive Subjects</u></a>	Thursday, February 22	2:00 pm – 3:00 pm	<i>Cigna EAP Representative</i>
<a href="#"><u>Ten Things Every Supervisor Should Know</u></a>	Tuesday, February 6	1:30 pm – 4:30 pm	<i>Eileen Begle</i>

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## Leadership Track

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Building Team and Organizational Excellence</u></a>	Tuesday, December 5	1:00 pm – 4:00 pm	Walt Natemeyer
<a href="#"><u>Change Management: Secrets to Creating Real Change</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Coaching Through Difficult Situations</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Creating a Culture of Trust</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Employee Morale: Seven Essential Leadership Strategies to Boost Employee Performance</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Five Leadership Principles to Create the Ultimate Customer Experience for Citizens</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>How Am I Doing? – Leadership Style and Effective Leadership</u></a> <i>Available through Distance Learning</i>	Tuesday, October 3	1:00 pm – 3:00 pm	Tawnya Mitchell
<a href="#"><u>How Am I Doing? – Leadership Style and Effective Leadership (Virtual Learning)</u></a>	Thursday, January 18	9:00 am – 11:00 am	Tawnya Mitchell

## Leadership Track *(continued)*

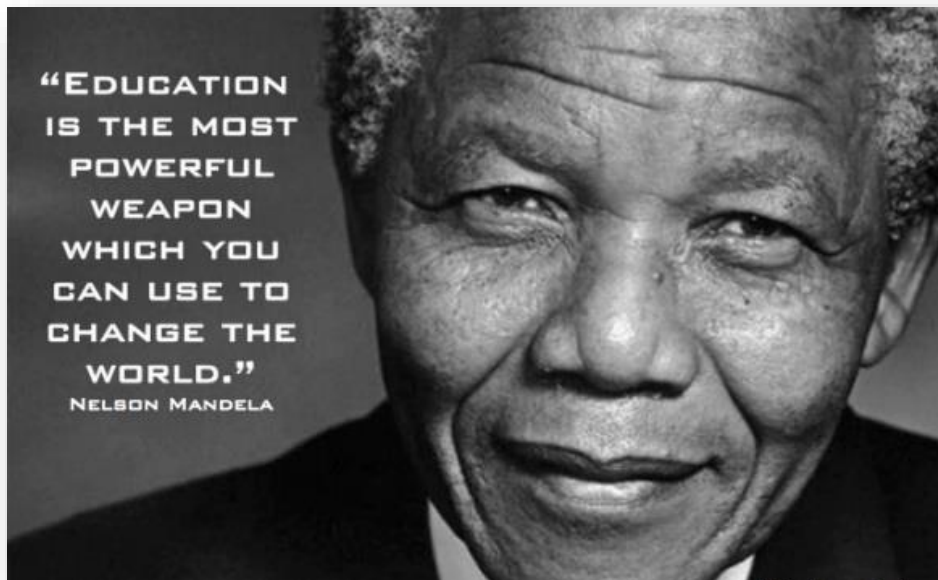
COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Introduction to Lean Management in Government</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Lead Like Your Life Depends On It</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Leadership and Culture – Leveraging Diversity for Success: So, How Much Do You Know?</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Leading Employees to High Performance</u></a>	Tuesday, December 5	9:00 am – 12:00 pm	Walt Natemeyer
<a href="#"><u>Managing Change</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Mindful Leadership</u></a>	Thursday, February 15	2:00 pm – 3:00 pm	Cigna EAP Representative
<a href="#"><u>Strategic Planning: Creating Strategy for Powerful Results</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Strategic Planning Process</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Team Development for Leaders</u></a>	Available Online		SGR Learning Management System

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## Leadership Track (continued)

COURSE	DATE	TIME	INSTRUCTOR
<a href="#"><u>Ten Principles to Building a Leadership Culture</u></a>	Tuesday, November 7	9:00 am – 12:00 pm	Jim Nutter
<a href="#"><u>Understanding Human Behavior</u></a>	Thursday, January 18	9:00 am – 12:00 pm	Walt Natemeyer
<a href="#"><u>What Were You Thinking – Be a Leader, Not a Boss</u></a>	Available Online		SGR Learning Management System
<a href="#"><u>Women in Leadership</u></a>	Tuesday, October 31	1:00 pm – 4:00 pm	Amy Castro

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# New Employee Orientation

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**PLEASE NOTE:  
REGISTRATION IS REQUIRED TO GUARANTEE ADEQUATE SPACE AND  
MATERIALS.**

**LOCATION: 1310 PRAIRIE, 2<sup>ND</sup> FLOOR TRAINING ROOM**

DATES		
<b>October 18<sup>th</sup></b>	<b>November 15<sup>th</sup></b>	<b>December 20<sup>th</sup></b>
<b>January 17<sup>th</sup></b>	<b>February 21<sup>st</sup></b>	

All new employees are welcome to one of these sessions. Learn about your health care, payroll, retirement benefits, your rights and responsibilities as an employee, career development programs, and other Harris County services.



**Call 713-274-5425 for further information.**

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# Retirement Seminars

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**REGISTRATION FOR A RETIREMENT SEMINAR IS **BY INVITATION ONLY**. IF YOU HAVE ALREADY ATTENDED A RETIREMENT SEMINAR, YOU MAY REGISTER FOR ANOTHER ONE, BUT ATTENDANCE IS ON YOUR OWN TIME.**

**8:00 AM – 4:00 PM**

DATE	LOCATION	ADDRESS
<b>November 30, 2017</b> <i>(registration period: 10/16 – 11/16)</i>	<a href="#"><u>Trini Mendenhall</u></a> <a href="#"><u>Community Center</u></a>	1414 Wirt Road Houston, Texas 77055

Learn about your TCDRS account, post-retirement benefits and insurance, health and wellness issues, social security, wills and probate, the required forms and process, and other services for future retirees.



**Call 713-274-5425 for further information.**

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# **The Career Development Library**

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**WANT TO LEARN AT YOUR OWN PACE AND IN YOUR OWN SPACE?  
THESE MATERIALS ON A VARIETY OF RELEVANT SUBJECTS MAY BE FOR  
YOU. CHECK OUT MATERIAL FOR TWO WEEKS AT A TIME.  
FOR MORE INFORMATION, PLEASE CALL HR & RM AT (713) 274-5435.**

## **Communication and Writing Topics**

- Better Business Writing (text)
- Clear Writing (text)
- Communication Booster Shots: Prescription for Healthy Communications (CD/DVD)
- Fat Free Writing (text)
- *How to Say Anything to Anyone* (text)
- The Building Blocks of Business Writing (text)
- Thinking on Your Feet (text)
- Winning at Human Relations (text)
- Writing Effective E-Mail (text)
- Writing Fitness (text)
- Writing that Sells (text)

## **Compliance Topics**

- A Guide to Successful Employment Practices (text)
- FMLA (DVD)
- HR How To: Discipline (text)
- HR How To: Recruiting and Hiring (text)
- It's About Respect (CD/DVD)
- Open Government Training Resources (CD/DVD)
- Preventing Workplace Violence (text)

## **Employee Development**

- Balancing Home & Career (text)
- Concentration! (text)
- Create Your Own Future (text)
- Doubling Your Productivity (CD/DVD)
- How to Master Your Time (CD/DVD)
- How to Negotiate with Confidence (text)
- Influence: The Formula for Success (text)
- Managing Anger (text)
- Managing Stress for Mental Fitness (text)
- Overcoming Anxiety (text)
- Personal Time Management (CD/DVD)
- Stress that Motivates (text)
- The Great American Debt Opportunity (text)
- The Continuously Improving Self (text)
- The Oz Principle: Getting Results Through Individual and Organizational Accountability (text)
- The Miracle of Self-Discipline (CD/DVD)
- The Psychology of Achievement (CD/DVD)
- The Science of Positive Focus (CD/DVD)
- The Science of Self-Confidence (CD/DVD)
- The Ultimate Goals Program (CD/DVD)
- Time Management for Results (CD/DVD)
- Time Power (text)
- TQM – 50 Ways to Make It Work for You (text)
- Understanding Organizational Change (text)
- Unlock Your Potential (CD/DVD)
- Village of 100; 3<sup>rd</sup> Edition (CD/DVD)

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# The Career Development Library (continued)

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**CHECK OUT MATERIAL FOR TWO WEEKS AT A TIME.  
FOR MORE INFORMATION, PLEASE CALL HR & RM AT (713) 274-5435.**

## Essential Office Skills

- 50 One-Minute Tips to Better Communication (text)
- Giving and Receiving Feedback (text)
- Office Management (text)
- Professionalism in the Office (text)
- *The Good, The Bad & The Ugly (Customer Service Stories) (text)*  
By: Nancy Friedman
- Working Together (text)

## Leadership

- *Classics of Organizational Behavior (text)*  
By: Walt Natemeyer and Paul Hersey
- *Developing High Performance Teams (text)*  
By: Walt Natemeyer
- *Fierce Conversations (text)*  
By: Susan Scott
- *First Among Equals: How to Manage a Group of Professionals (text)*  
By: Patrick J. McKenna and David H. Maister
- *Five Levels of Leadership (text)*  
By: John C. Maxwell
- *It's Our Ship, The No-Nonsense Guide to Leadership (text)*  
By: Captain D. Michael Abrashoff
- Leadership Made Simple (text)
- Learning to Lead (text)

## Leadership (continued)

- Office Politics (text)
- *The 21 Most Powerful Minutes in a Leader's Day (text)*
- *The Strategist (text)*  
By: Cynthia A. Montgomery, Harvard Business School
- Understanding Leadership Competencies (text)
- *You Don't Need a TITLE to be a Leader (text)*  
By: Mark Sanborn

## Management

- Achieving Consensus (text)
- Behavior Based Interviewing (text)
- Effective Performance Appraisals (text)
- Finance for Non-Financial Managers (text)
- *Fish! A Remarkable Way to Boost Morale and Improve Results (text)*  
By: Lundin, Paul, and Christensen
- Handling the Difficult Employee (text)
- Managing Disagreement Constructively (text)
- *Managing Employee Performance (text)*  
By: Tom Watson and William F. Hawkins
- Managing Performance (text & CD)
- Managing Upwards (text)
- *Powerful Performance Appraisals (text)*  
By: Karen McKirchy
- Retaining Employees (text)
- The Wall Street MBA – Your Personal Crash Course in Corporate Finance (text)

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# The Career Development Library *(continued)*

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**CHECK OUT MATERIAL FOR TWO WEEKS AT A TIME.  
FOR MORE INFORMATION, PLEASE CALL HR & RM AT (713) 274-5435.**

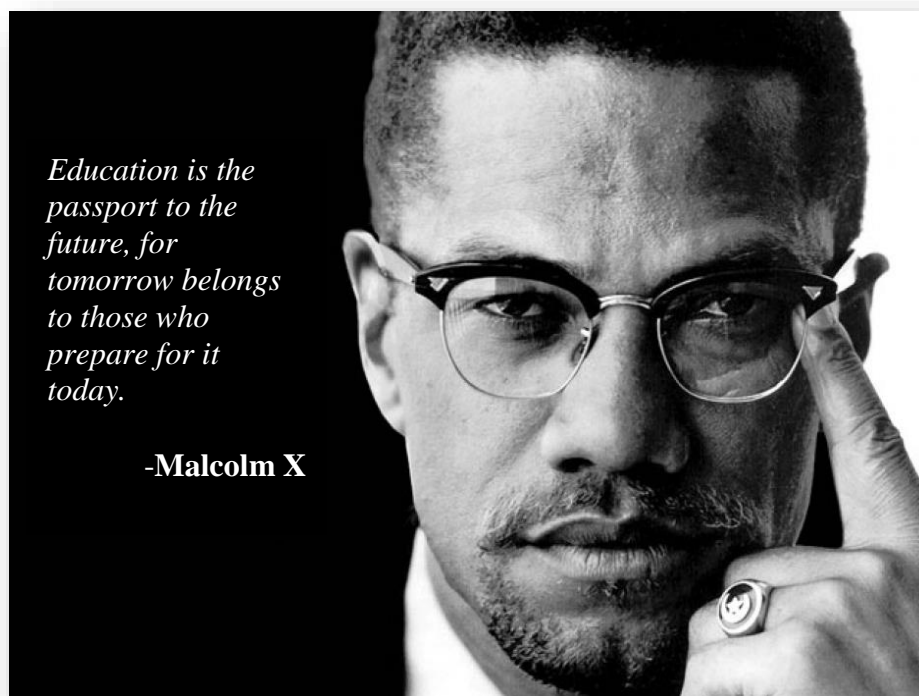
## **Supervision**

- Delegating and Supervising (CD/DVD)
- Discussing Performance (text & CD)
- Dynamics of Diversity (text)
- Effective Recruiting Strategies (text)
- Excellence in Supervision (text)
- Quality Interviewing (text)
- Successful Negotiation (text)
- Supervisor's HR Desk Reference (book)
- The Fifty-Minute Supervisor (text)
- The New Supervisor (text)

## **Train the Trainer**

- 50 One-Minute Tips for Trainers (text)
- Delivering Effective Training Sessions (text)
- Effective Presentation Skills (text)
- Sales Training Basics (text)
- Technical Presentation Skills (text)

**To borrow any of the resources above, please call 713-274-5435.**



*Education is the  
passport to the  
future, for  
tomorrow belongs  
to those who  
prepare for it  
today.*

**-Malcolm X**

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

## **\*Advanced FMLA and ADA**

*(Instructor: Alexis Knapp)*

The Family & Medical Leave Act and Americans with Disabilities Act are both very complex laws. Supervisors and managers who have taken Basic FMLA (or already have a good working knowledge of FMLA) will benefit from this interactive class. Come prepared to engage in lively discussions! We will compare and contrast the protections under both laws; discover the reasons why designating FMLA is crucial; identify legal strategies for dealing with potentially abusive situations; and practice recognizing ADA and FMLA issues in the workplace and developing appropriate responses to them. Dealing with employee health issues is never easy. It takes compassion. But it also takes confidence to know that what you say and do is allowed under the law. This class will give you that confidence! You will have plenty of opportunities to ask questions and discuss possible solutions to current issues you may be facing.

## **\*Americans with Disabilities Act**

*(Instructor: Alexis Knapp)*

Americans with Disabilities Act (ADA) is a complex law. If you have not had this training recently, you should attend one of these classes because the ADA has changed significantly since it was enacted. Supervisors and managers need to know what their obligations are to employees with disabilities. Come prepared to engage in lively discussions! We will define what is and what is not a “disability” under the Act, identify when reasonable accommodations are legally required, analyze how to determine whether a requested accommodation is reasonable, compare and contrast the protections under the ADA and the FMLA, explore legal strategies for dealing with potentially abusive situations, and practice recognizing ADA and FMLA issues in the workplace and developing appropriate responses to them.

## **Assertiveness and Self-Confidence** **NEW**

*(Instructor: Amy Castro)*

Self-confidence and assertiveness are two skills that are crucial for success in life. Assertiveness skills provide opportunities and benefits to you in your professional and personal life. Learn what assertiveness and self-confidence means and how to develop those feelings. As a result, you will develop the skill of being direct, caring, and know how to overcome conflict before it begins.

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

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## **\*Basic FMLA**

*(Instructor: Alexis Knapp)*

Part of your responsibility as a supervisor is to recognize situations that may qualify for protection under the Family & Medical Leave Act (FMLA) to ensure that the County complies with the law. In this interactive session, we will identify the FMLA qualifying events; define the three major FMLA protections; distinguish the protections provided by FMLA from those provided under Americans with Disabilities Act (ADA); and discover the reasons why designating FMLA is so important. You will have plenty of opportunities to ask questions and discuss possible solutions to any FMLA issues you may be facing.

## **\*Behavioral Based Interviewing**

*(Instructor: Bianca Malveaux & Caroline Davila)*

This class will cover the basics of behavioral interviewing, including developing more effective interview questions. The method is based on the knowledge that past behaviors are the best predictor of future behaviors, even (especially!) in the workplace.

## **Bridging the Gaps: Generations Working Together**

**NEW**

*(Instructor: Cigna EAP Representative)*

Understand the value of knowing how and why generations differ. Explore the factors that shape each generation and expand your understanding of generational styles at work. Gain insight on how to work well with other generations.

## **\*Building Team and Organizational Excellence**

*(Instructor: Walt Natemeyer)*

Learn how to examine and assess your teams' effectiveness and identify opportunities for improvement. Analyze video cases to develop a "passion for excellence" and review key organizational factors.

## **Button Pushers – Dealing with Difficult Situations**

*(Instructor: Tawnya Mitchell)*

Identify the top five "button pushing" situations and discuss why situations often escalate conflict rather than resolve it. Learn appropriate non-escalating interventions and practice techniques with peer critique and discussion.

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# Course Descriptions

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## **CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

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### **Button Pushers – Dealing with Difficult Situations – Virtual Learning** **NEW**

*(Instructor: Tawnya Mitchell)*

Identify the top five “button pushing” situations and discuss why situations often escalate conflict rather than resolve it. Learn appropriate non-escalating interventions and practice techniques with peer critique and discussion.

*Note: This is a virtual learning class you can complete from the convenience of your own workspace. You will need internet and speakers to interact with the instructor. You will also receive emails with instructions and link information at least two days prior to the class. Participation/attendance will be taken throughout the class and certificates will be distributed through inter-office.*

### **Change Your Attitude – Change Your Life**

*(Instructor: Jim Nutter)*

Learn how our attitudes impact every aspect of our lives, and recognize that our attitudes are choices we can make. Also, learn how to change bad attitudes to those that are more empowering and helpful, how to create a team with a stronger positive attitude, and how to translate your attitudes into actions.

### **\*Coaching for Excellence**

*(Instructor: Margaret Johnson)*

Learn strategies to inspire commitment, build new competencies, and promote persistence to make sure changes and learning last. Also, identify how to effectively implement change in the environment to reward learning and remove barriers.

### **\*Coaching Skills for Managers** **NEW**

*(Instructor: Tawnya Mitchell)*

The most powerfully motivating condition people experience at work is making progress at something that is personally meaningful. Regular communication around development and having coaching conversations is essential. Equip yourself with basic coaching principles and practice coaching conversations. Learn the difference between coaching and supervising and identify the positive ways of informal and formal coaching with the way it influences employee performance. Identify and define the GROW and the OSKAR model for coaching employees. Apply the principles of coaching and models learned through practicing conversations and develop a coaching plan for immediate implementation.

### **Communicate Your Way Through Change**

*(Instructor: Susanne Gaddis)*

Learn why some changes are easier to make than others. Discover your unique “change style” and learn how to implement specific strategies to successfully navigate change. Learn techniques for introducing new ideas into existing cultures and learn how to avoid common “fight strategies” that keep you stuck. Define and recognize common emotions experienced during change along with the four levels of communication needed.

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

**\*Conducting Effective Workplace Investigations** **NEW**

*(Instructor: Eileen Begle)*

Sometimes the difference between winning and losing in an employment law case is a good internal investigation. A good investigation is thorough, timely, reliable, and conducted with competence and integrity. This class will give you step-by-step approach for conducting a solid investigation; examples of witness statements and a final investigation report based on a hypothetical situation; and form letters to send to parties notifying them about the investigation results.

**Conflict or Cooperation**

*(Instructor: Tawnya Mitchell)*

Increase your awareness of conflict provoking behaviors that may exist and gain understanding on how to replace them with cooperative behavior. Participants will role play and discuss the top 12 defusing tactics, as well as identify the difference between conflict avoidance and conflict resolution.

**Conquering Compassion Fatigue & Giving to Yourself** **NEW**

*(Instructor: Cigna EAP Representative)*

Define compassion fatigue and its causes; recognize the signs of compassion fatigue. Learn techniques to prevent and manage compassion fatigue and explore ways to support yourself and your colleagues. Also, examine the obstacles to giving to yourself and understand the benefits. Explore the relationship between giving to yourself and giving to others and discover new ways to give to yourself!

**Construction Zone – Effective Business Writing Guidelines** **NEW**

*(Instructor: Tawnya Mitchell)*

Business relationships and professional images are often damaged because of ineffective written communication. This session focuses on the principles of effective writing and the basic structure of concise yet clear and correct business communication. Learn to identify the purpose of each document and the task requested of the reader; arrange information in a clear, coherent sequence; and demonstrate the ability to compose clear and concise sentences. Practice using correct punctuation and grammar and explore ways to revise sentence and paragraph length without sacrificing clarity or substance. Also, practice composing effective emails that incorporate accurate grammar and structure as well as appropriate tone.

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

## **Construction Zone – Microsoft Word Tips Booster (Virtual Learning)** **NEW**

*(Instructor: Tawnya Mitchell)*

Identify formatting and editing tools, learn how to use tools to improve business writing, and practice tips and techniques.

*Note: This is a virtual learning class you can complete from the convenience of your own workspace. You will need internet and speakers to interact with the instructor. You will also receive emails with instructions and link information at least two days prior to the class. Participation/attendance will be taken throughout the class and certificates will be distributed through inter-office.*

## **\*Creating a Candid Culture in the Workplace** **NEW**

*(Instructor: Eileen Begle)*

If we can create a culture where “feedback” isn’t synonymous with “bad news” or “you’re in trouble,” and where we give and receive feedback that is timely, quick, and specific to one issue at time, then we will all be more likely to give feedback AND be less defensive when we receive it. It is, after all, intended for our success – which leads to organizational success. In this class, we will define “feedback,” distinguish feedback from gossip, and learn eight very specific steps for providing *effective* feedback.

## **Deadly Emotions: How to Handle Your Emotions Before They Have a Handle on You**

*(Instructor: Susanne Gaddis)*

Learn tips and techniques to better understand and be able to effectively express your emotions before they have a handle on you. Understand the physiological changes that occur with enhanced emotions and learn the difference between primary and mixed emotions. Explore how to increase your emotional vocabulary and understand the importance of choosing the best person, time, and place to express your feelings.

## **Dealing with Difficult People**

*(Instructor: Amy Castro)*

Identify the most common types of difficult personalities and learn verbal and non-verbal techniques to effectively interact with those difficult people. Learn listening skills to survive a face-to-face or telephone conversation with a difficult person. Review tips and techniques for conflict resolution and ways to defuse confrontational situation.

## **Dealing with Difficult People & Workplace Conflict** **NEW**

*(Instructor: Cigna EAP Representative)*

Learn how to differentiate between “difficult people” and “difficult situations” and understand why a person might be considered difficult. Learn how to take control of the one person you can control—yourself! Discover techniques for dealing with difficult behaviors. Also, discuss conflict and how it happens in the workplace. Explore different approaches to conflict resolution and when they can be used. Learn strategies for conflict resolution and the benefits of constructive conflict.

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# Course Descriptions

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## **CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

### **\*Developing Your Coaching and Performance Management Skills**

*(Instructor: Walt Natemeyer)*

Learn how to clarify goals and expectations, conduct performance reviews, give positive feedback, and resolve performance problems. You will also conduct a performance management simulation to build performance evaluation and leadership selection skills.

### **\*Difficult Discussions – Maintaining Control and Achieving Positive Outcomes** **NEW**

*(Instructor: Tawnya Mitchell)*

Sometimes we are stuck and are unable to problem-solve, collaborate, or deescalate a situation. This is often the result of conversations that we are avoiding. Learn how to establish safety when a conversation turns difficult, and obtain tools that will help you hold the right conversations at the right time. Define the element of and types of difficult discussions and identify signs that indicate emotional safety is at risk. Learn how to apply strategies and communication models to restore safety for both parties and to maintain rational dialogue. Recognize and practice seeking mutual respect and mutually beneficial outcomes and practice communication skills learned through scenario based role plays.

### **Diversity Awareness**

**NEW**

*(Instructor: Tawnya Mitchell)*

Today more than ever before, we engage with a variety of cultures. Understanding the cultural dimensions that exist in every culture will assist us in understanding behaviors and adapting our communication style to increase the effectiveness of our interactions. Define and identify the six cultural dimensions found in the research of Geert Hofstede and provide ways to apply information about the dimensions to specific business interactions. Explore how differences in perceptions of the cultural dimensions may occur and how they can manifest in business interactions. Discuss and develop personal plans to adjust behaviors to accommodate differences in the workplace.

### **Diversity Awareness (Virtual Learning)** **NEW**

*(Instructor: Tawnya Mitchell)*

Today more than ever before, we engage with a variety of cultures. Understanding the cultural dimensions that exist in every culture will assist us in understanding behaviors and adapting our communication style to increase the effectiveness of our interactions. Define and identify the six cultural dimensions found in the research of Geert Hofstede and provide ways to apply information about the dimensions to specific business interactions. Explore how differences in perceptions of the cultural dimensions may occur and how they can manifest in business interactions. Discuss and develop personal plans to adjust behaviors to accommodate differences in the workplace.

*Note: This is a virtual learning class you can complete from the convenience of your own workspace. You will need internet and speakers to interact with the instructor. You will also receive emails with instructions and link information at least two days prior to the class. Participation/attendance will be taken throughout the class and certificates will be distributed through inter-office.*

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

## **\*Effective Communication Skills & Strategies**

**NEW**

*(Instructor: Cigna EAP Representative)*

Discuss what it means to be a mindful leader and review the benefits of leading with authenticity.

Explore how to cultivate self-awareness and compassion and learn the skills to build your ability to be mindful in a leadership role.

## **Effective Conflict Resolution**

*(Instructor: Walt Natemeyer)*

Various types of conflict within an organization will be discussed. An intergroup conflict simulation will provide an opportunity to explore a variety of conflict resolution approaches. Assess your own conflict management style and learn approaches to develop beneficial resolutions and win-win outcomes.

## **Effective Time Management**

**NEW**

*(Instructor: Cigna EAP Representative)*

Identify barriers to effective time management and understand the consequences of how we allocate our time. Learn how to prioritize and discuss techniques for managing personal and professional time more effectively.

## **Ego Boosters vs Ego Busters: Positive Words and Actions that Engage and Inspire**

*(Instructor: Susanne Gaddis)*

Take an in-depth look at your behavior, actions, and your reactions to help understand the impact you have upon others. By showing how positive words and actions bring about positive results, you will learn how small changes in your communication can have a big impact on effectiveness, productivity, and performance. Focus on 50 ways to say "good for you", learn to utilize active-constructive responses, and gain techniques for support and cooperation. Achieve the positivity you need to create a healthy culture of communication at work.

## **Emotional Intelligence**

*(Instructor: Jim Nutter)*

Learn what EQ is and how it differs from IQ, and why developing EQ is so important for every aspect of our lives. Learn how to develop and raise your EQ and become more self-aware and better manage yourself, your moods, and your words. Become more aware of others and learn how to effectively connect with them.

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# Course Descriptions

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**CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

*Topics and presenters are subject to change or cancellation without notice.*

**\*Employee Performance Appraisals that Motivate** **NEW**

*(Instructor: Amy Castro)*

Identify documentation needs and techniques to be used throughout the year and understand the employee appraisal timeline. Learn verbal and nonverbal techniques for conducting the interview in a positive way, and prepare for and conduct a performance review meeting. Identify common appraisal pitfalls and learn how to avoid them.

**\*Employees and Health Issues** **NEW**

*(Instructor: Eileen Begle)*

When an employee's performance in the work place is affected by health issues, supervisors must know what to do. It does not matter whether it is the employee's health or a family member's health that is affecting the work. This class explores why it is crucial for supervisors to understand their rights and responsibilities in these delicate circumstances. You will learn what you can and should say about the situation as well as what you must NOT say. You have more rights than you think you do!

**Ethics Training**

*(Instructor: Eileen Begle)*

Harris County is committed to providing its services without the influence or even the *appearance* of influence of our own private interests. Learn what the four pillars of the County's Statement of Ethics are and how they relate to your job every day.

**Exceptional Customer Service** **NEW**

*(Instructor: Cigna EAP Representative)*

Explore the meaning of exceptional customer service and learn how to make the customer's experience exceptional. Discuss strategies for what to do when there is a problem and review tips for managing stress and preventing burnout.

**\*Fair Labor Standards Act: Exempt or Non-Exempt?**

*(Instructor: Alexis Knapp)*

If you are responsible for classifying positions as exempt or non-exempt under the Fair Labor Standards Act, this class is an absolute must. We will identify the four major exemptions under the FLSA and the multi-factor tests used for classifying positions. You will also learn best practices for getting it right!

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# Course Descriptions

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### **First Impressions Count: Presenting a Professional Image (Virtual Learning)** **NEW**

*(Instructor: Amy Castro)*

Research shows that within the first 30 seconds of interaction, people form first and lasting impressions of others, that include beliefs about their intelligence, friendliness, competence, and more. Creating a positive and professional image is not just about how you look, it is about everything you say, do, and appear to be. Gain some insight into how you may be seen by others, how to create a positive lasting impression in the first 30 seconds of interaction, focus on how to convey positive messages using words and body language, and learn how to focus a conversation in a way that leaves a favorable impression with others.

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### **\*From Procrastinating to Producing** **NEW**

*(Instructor: Jim Nutter)*

Gain practical tools that will enable you to become a recovering procrastinator. Learn the basic skills procrastinators must master: why we procrastinate, the different types of procrastination, and the cycle of procrastination. Identify your excuses for procrastination and the path from procrastinating to producing.

### **Generational Differences (Virtual Learning)** **NEW**

*(Instructor: Tawnya Mitchell)*

There are four different generations working side by side in America and each has a set of characteristics and preferences. Define and identify the four generations in the current workplace and explore the behavioral characteristics and preferences of each generation. Identify how differences in generational preferences may arise in business interactions and discuss and develop personal plans to adjust behaviors to accommodate differences.

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# Course Descriptions

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### **Generational Issues in the Workplace**

*(Instructor: Richard Lewis)*

Discuss how age differences impact leading and managing in complex organizations. Age cohort influences on culture, work styles, professional orientation, and social etiquette is examined. Generational issues that negatively affect organizations are identified and discussed. Techniques and strategies that enhance the ability of leaders to successfully manage and motivate individuals from various age groups are presented.

### **Harassment Awareness and Prevention for Employees**

*(Instructor: Eileen Begle)*

Harris County is committed to providing a work place free of harassment. In this interactive session, we will identify all of the legally protected characteristics; describe what is and what is not illegal harassment; explore cultural influences that affect our behavior at work; and discuss the relevant County policies.

### **\*Harassment Awareness and Prevention**

*(Instructor: Alexis Knapp)*

Part of your responsibility as a supervisor is to prevent illegal harassment in the workplace. You have to recognize harassment to be able to do that! In this interactive session, we will identify all of the legally protected characteristics; discuss what is and what is not illegal harassment; explore cultural influences that affect our behavior at work; and recognize your role in preventing harassment. After conquering that information, we will analyze the steps to take if you receive a report of harassment. You will have plenty of opportunities to ask questions, role play, and discuss possible solutions to hypothetical situations.

### **\*Highly Effective Meetings**

*(Instructor: Jim Nutter)*

A meeting is a powerful and essential tool in the workplace. For that reason, it is important that it is highly effective. Learn to create, prepare for, and execute a highly effective meeting successfully. This class will touch on key components for a successful and functional meeting, such as: purpose, productivity, participation, time, and accountability. You will leave with the confidence to implement these key tips to achieve positive and effective meetings!

### **\*How Am I Doing? – Leadership Style and Effective Leadership**

*(Instructor: Tawnya Mitchell)*

Learn and identify your leadership style to help improve your performance and become an effective leader. Learn to assess and adjust your own actions, interpret the behavior of others, and improve your ability to win hearts and minds in any situation calling for effective leadership. Discover how to minimize style trouble spots and learn how to "flex" personal style to interact most effectively with others.

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# Course Descriptions

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## **CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

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### **\*How Am I Doing? – Leadership Style and Effective Leadership (Virtual Learning)** **NEW**

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### **How to Avoid Foot –in-Mouth Syndrome...Communicating Your Way Through Conflict**

*(Instructor: Susanne Gaddis)*

Whether conflict arises with your co-workers, your customers or within yourself, conflict is inevitable. How equipped are you to recognize the signs that tension is building? Learn practical tools and proven techniques to help you successfully navigate through conflict and communicate in a persuasive, non-abrasive way. Recognize and avoid your own defense mechanisms and learn how to manage and properly express emotions to communicate effectively during high-stress situations.

### **Improving Customer Service** **NEW**

*(Instructor: Jim Nutter)*

One of the most important things you can do to improve relationships with your customers is improve your customer service. Learn why customer service is so important and sometimes very challenging. Learn what to do with challenging situations and gain tips on how to resolve them.

### **Increasing Communication Effectiveness**

*(Instructor: Walt Natemeyer)*

Effective leadership requires good two-way communication. Examine the responsibilities of the "sender" and the "receiver". Learn how to build listening skills, manage meetings effectively, and resolve conflict productively. Analyze and assess your communication and interpersonal style.

### **Invest in Your Debt – Failsafe Financial Planning**

*(Instructor: Tom Watson)*

Learn to eliminate personal debt quickly by using a unique debt elimination strategy. Discover ways to save 10-30% of income monthly and ways to turn debt into savings. Learn to have less stress on and off the job without having to worry about money problems and become more productive without sacrificing your quality of life.

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# Course Descriptions

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## **CLASSES WITH AN ASTERISK \* ARE OPEN TO MANAGERS/SUPERVISORS ONLY.**

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### **Keeping Your Cool in Difficult Situations (Virtual Learning)** **NEW**

*(Instructor: Amy Castro)*

In today's stressful world, with demanding customers, difficult coworkers, and more work to do than sometimes feels humanly possible, it can be extra challenging to keep your cool when things heat up. Learn why emotions go from zero to 60 so fast, identify "hot buttons," and learn how to avoid letting others push you. Walk away with specific tools and techniques for keeping emotions in check when situations get challenging.

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### **\*Leading Employees to High Performance**

*(Instructor: Walt Natemeyer)*

Examine and review the process of leadership and the characteristics of effective leaders. Learn directive and supportive behavior, how to assess employees' readiness levels, and how to use situational leadership to avoid over-leading and under-leading. Assess your own leadership style and develop ways to fit the needs of your employees.

### **\*Learning to Lead**

*(Instructor: Eileen Begle)*

Engaged employees are happier and more productive than employees who are not engaged! Come find out ways to increase engagement! Learn to build relationships by setting expectations and steps to giving oral feedback. Also, learn what At Will Employment really means. We will also examine Ten Skills of Great Leaders and a review of major employment laws.

### **Learning to Listen**

*(Instructor: Tawnya Mitchell)*

Learn how to focus and explore the visible and invisible aspects of effective listening behavior. Assess your personal listening skills in three dimensions. Learn what traits and behaviors are needed for both physically and mentally listening to maximize your strengths and improve your weaknesses. Understand common barriers to stay focused, capture the message, and help the speaker.

### **Maintaining Incredible Focus and Concentration** **NEW**

*(Instructor: Margaret Johnson)*

Examine why it is so hard to focus and learn ways to better manage distractions. Learn how to improve your ability to find insights to help solve problems and practice mental and practical exercises to improve your focus and concentration to increase productivity.

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# Course Descriptions

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### **\*Managing Across the Generations** **NEW**

*(Instructor: Tawnya Mitchell)*

There are four different generations working side by side in America. Each generation has a set of characteristics and preferences. Each generation responds differently to authority and has a different set of motivators. Managing across the generations requires knowledge and agility. Define and identify the four generations in the current workplace and explore the perceptions of authority and chief motivators in each generation. Identify ways to flex communication and leadership styles to appeal to different generations and more effectively manage performance.

### **\*Managing and Resolving Conflict in the Workplace**

*(Instructor: Richard Lewis)*

Identify and understand conflict issues in the workplace. Learn to determine various types of conflict and how they occur and examine ways to resolve conflict effectively. Also, recognize the role of bullying and retaliation in the workplace and identify ways to reduce it.

### **\*Managing Performance – Key Conversations**

*(Instructor: Tawnya Mitchell)*

Addressing unsatisfactory performance as soon as it becomes apparent is crucial. It is important to be able to recognize the types of poor performance and understand which responses are likely to be most effective for each. Learn to appreciate the importance of gathering facts and data rather than rumors, assumptions, or guesswork. Learn positive and constructive methods for handling unacceptable performance, including tips on how to provide corrective feedback. Identify and practice key communication techniques.

### **\*Mindful Leadership** **NEW**

*(Instructor: Cigna EAP Representative)*

Discuss what it means to be a mindful leader and review the benefits of leading with authenticity. Explore how to cultivate self-awareness and compassion and learn the skills to build your ability to be mindful in a leadership role.

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# Course Descriptions

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### **Office Politics for Managers (Virtual Learning)** **NEW**

*(Instructor: Amy Castro)*

Working with different personalities, opinions, backgrounds, and values is a challenge in any environment. Learn to create and maintain relationships. Learn the importance of communicating and working with your peers in a way that is mutually beneficial. Understand the positive aspects and become a better team member to be more successful and productive.

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### **\*Peer Today, Boss Tomorrow – Making a Successful Transition**

*(Instructor: Amy Castro)*

Identify the challenges associated with transitioning from being a group's peer to being its supervisor. Analyze common reactions of others and practice conducting transition interviews. You will also recognize and plan how to overcome pitfalls of new peer-to-boss supervisors.

### **Personal Safety & Violence in the Workplace** **NEW**

*(Instructor: Cigna EAP Representative)*

Learn how to become a "tough target" for criminals and discover ways to increase awareness of potentially dangerous situations. Discuss strategies for minimizing risk at home, work, or while traveling, and know what to do if an attack is unavoidable or already underway. Also, understand the scope of workplace violence and learn to identify "red flags" or warning signs of potential violence. Know what to do when you observe such behaviors and explore ways to increase your sense of safety at work.

### **Personality Styles & Strategies for Working Together** **NEW**

*(Instructor: Cigna EAP Representative)*

Learn why understanding personality styles can be valuable and discover characteristics, strengths, and challenges of different styles. Understand the relationship between personality type and work style and explore strategies to improve style compatibility and team dynamics. Also, understand the barriers to constructive teamwork and learn skills for productive communication and conflict resolution. Explore the factors that make up an effective team and discover ways that you can contribute to making your team better.

### **Presenting Your Best Professional Image** **NEW**

*(Instructor: Cigna EAP Representative)*

Discover what makes up your professional image and learn tips to be more professional in your communication. Discuss how your work ethic shapes your image and understand the importance of workplace appearance.

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# Course Descriptions

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### **Projecting Professionalism**

*(Instructor: Tawnya Mitchell)*

Learn the importance of projecting a professional image through email, correspondence, and phone etiquette by understanding the impact of first impressions. Identify techniques to improve and polish speaking skills. Also, learn specific tips to improve professional image through dress, posture, poise, and body language, to match experience with expectations and performance.

### **Records Retention**

*(Instructor: Amy Samples)*

Records Retention education is necessary to ensure records are kept as long as legally and functionally required and that obsolete records are disposed of in an efficient, responsible, and controlled manner. This class will focus on the rules and management for Harris County records. It will provide a basic overview of Records Retention law; how to identify and classify records; how to access and read the retention schedules; how records should be stored; and how records should be disposed of.

### **Reliable Decision Making**

*(Instructor: Susanne Gaddis)*

Have you ever feared that your decision will be the wrong one? Learn how to make decisions that bring great results as well as great peace of mind. Recognize the three most commonly used decision-making techniques and learn how to utilize feedback when making those complex decisions. Gain tips and techniques for making proactive decisions from a position of strength rather than reactive decision from a position of weakness.

### **Spread Too Thin: Life in the Sandwich Generation** **NEW**

*(Instructor: Cigna EAP Representative)*

Explore elements that define the “sandwich” generation and understand unique challenges of this role. Learn strategies to reduce negative impact, identify importance and methods of self-care, and learn how to develop positive attitudes and approaches.

### **Sticks and Stones...Understanding Bullying Today** **NEW**

*(Instructor: Cigna EAP Representative)*

Understand what bullying is and the different forms it takes. Identify risk factors for becoming a target or becoming a bully and understand the impact of bullying in the workplace. Recognize possible warning signs of bullying and develop strategies and coping skills. Also, explore the role of the bystander and the bully.

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# Course Descriptions

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### **Stress in Customer Service & Managing Workplace Stress** **NEW**

*(Instructor: Cigna EAP Representative)*

Explore the sources of customer service stress and identify signs of too much stress. Discuss different stress coping strategies and learn tips for managing stress in a customer service role. Also, identify the source of your work stress and understand which stressors are under your control. Recognize the importance of balance and explore effective coping strategies. Learn strategies to manage your time and reduce stress.

### **\*Stress Management: Manager and Employee Stress** **NEW**

*(Instructor: Cigna EAP Representative)*

Explore sources and indicators of work stress and discuss strategies for managing them. Learn how to build your natural resilience and review your role in helping employees manage stress. Learn how to recognize signs of unhealthy stress and how to respond. Explore how to proactively reduce stress and promote resilience.

### **TCDRS Overview**

*(Instructor: Carlos Martinez, TCDRS Representative)*

Learn how Harris County's retirement plan works and get a jump on your retirement planning. Ask questions, learn about vesting and retirement eligibility, and the County's matching dollars. Learn the seven retirement payment options and how they work. *(The TCDRS representative will be available after each session for additional questions. This is solely a TCDRS overview. Harris County specific benefits (health insurance) will not be covered.)*

### **\*Talking to Employees About Sensitive Subjects** **NEW**

*(Instructor: Cigna EAP Representative)*

Define "sensitive" subjects and identify what can stand in the way of solutions. Learn guidelines for talking to employees about sensitive subjects.

### **Ten Principles for Conflict Resolutions** **NEW**

*(Instructor: Jim Nutter)*

As uncomfortable and draining as conflict can be, conflict in and itself isn't really the problem. What matters is how we actually handle the situation. We will explore the main types of conflict, different conflict styles, options for dealing with conflict, and the benefits of conflict resolution.

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# Course Descriptions

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### **\*Ten Principles to Building a Leadership Culture**

*(Instructor: Jim Nutter)*

**NEW**

The single greatest advantage any company can achieve is organizational health. Learn the importance of workplace culture and organizational health. Discover how it influences the way employees interact with each other and how an organization functions. Learn why culture is important in organizations. Define leadership culture and learn ways leaders and organizations create their desired leadership culture.

### **\*Ten Things Every Supervisor Should Know**

*(Instructor: Eileen Begle)*

Whether you have just been promoted or have been a supervisor for years, this class is a MUST! You will walk away with more confidence in dealing with tough issues like performance, attendance, and health-related matters. (Think ADA and FMLA!) We will start with the very basics and progress to detailed discussions of how to manage employee performance.

### **Ten Tools for Giving Presentations**

**NEW**

*(Instructor: Jim Nutter)*

Giving presentations is a way of living, loving, parenting, making a difference, and building a career. Effective presentations help to clarify the mission, build rapport and respect, and resolve differences. Learn how to tackle the fear of public speaking, as well as other helpful tools and tips.

### **The Glass is Half Full! (Shifting Perception to Achieve Results)**

*(Instructor: Margaret Johnson)*

Examine your thinking patterns and learn to look for opportunities rather than problems, strengths rather than weaknesses, and what can be done instead of what cannot. Identify those areas of negativity and change the way you see yourselves, others, and situations, while practicing practical applications.

### **Tips for More Effective Time Management**

**NEW**

*(Instructor: Tawnya Mitchell)*

Define and discuss ways technology and other distractions negatively impact our productivity. Identify ten habits of highly productive people. Also, learn ten time management tips to help increase productivity and promote work/life balance. Create a plan to integrate several productivity tips and time-management tips into everyday life.

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# Course Descriptions

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### **Under Construction – Punctuation Booster (Virtual Learning)** **NEW**

*(Instructor: Tawnya Mitchell)*

Define, recognize, and correctly use periods, commas, apostrophes, colons, semicolons, hyphens, and questions. You will complete a practice and post-test and learn tips and tools to enhance editing skills.

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### **\*Understanding Human Behavior**

*(Instructor: Walt Natemeyer)*

Analyze what motivates people and discuss how to avoid employee frustration. Topics to be explored include the performance equation, hierarchy of needs and achievement motivation, and values and human behavior.

### **What's My Role? – Team Roles and Dynamics**

*(Instructor: Tawnya Mitchell)*

Identify your personal team member style and develop the interpersonal skills needed for effective teamwork. Understand how to capitalize on style strengths and how to improve on trouble spots. Identify your fellow team members' styles to better understand their behavior, learn how to adapt it to improve interpersonal relationships, and develop rapport to become an effective team.

### **What's My Role? – Team Roles and Dynamics (Virtual Learning)** **NEW**

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**\*Women in Leadership**

**NEW**

*(Instructor: Amy Castro)*

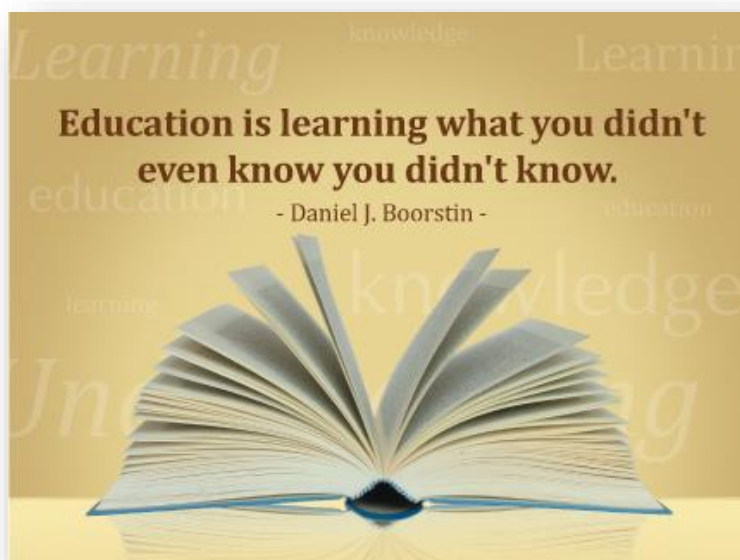
Women are fulfilling more and more leadership roles as we move into the future. However, opportunities for women to learn to be effective leaders are often limited. Understand the leadership gap, vital leadership traits, and learn how to overcome various barriers. Learn how women are changing the workforce, gain a new perspective, and identify what benefits can come from hiring and promoting women to higher positions. Recognize when you need to take lead on a situation and grab the reins with confidence.

**Working Together: Diversity in the Workplace**

**NEW**

*(Instructor: Cigna EAP Representative)*

Define cultural diversity and understand how cultural backgrounds affect responses to diversity. Discuss skills that are important in promoting an inclusive environment and create an action plan to become more inclusive.



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# SGR Learning Management System

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## **Anger and Stress Management**

With the pace of life so fast, it seems as if anger and stress can control our lives. It has been estimated that more than half of all doctor visits are due to anger or stress-related illnesses. When we do not have a healthy mechanism to deal with the frustrations in our lives, it can lead to serious health problems. If we take the time for purposeful and constructive action, the path that we take to deal with our anger and stress can actually be a positive one. Learn to communicate anger in healthy ways and implement effective stress management techniques.

## **Building a Respectful Workplace – Addressing Disrespect**

This module leads participants to list and apply the elements of a healthy approach to addressing disrespect.

## **Building a Respectful Workplace – Benefits of Respect**

This module leads participants to recognize the benefits of a respectful workplace that can be experienced by employees, supervisors, and the organization.

## **Building a Respectful Workplace – Common Threats to Respect**

This module leads participants to recognize the benefits of a respectful workplace that can be experienced by employees, supervisors, and the organization.

## **Building a Respectful Workplace – Defining Respect**

This module leads participants to define respect in realistic terms and acknowledge the influence of respect.

## **Change Management: Secrets to Creating Real Change**

Change is hard. And big change is overwhelming. Whether it is an unplanned change that is forced upon your organization (such as the economic crisis), or a planned change you are implementing (such as a culture change), you may face resistance and lack of motivation. Not only is this frustrating for everyone involved, but the changes that happen likely will not stick. Real, lasting change is possible and not so painful – if you are able to align people's rational and emotional systems. Learn the principles to apply to unplanned and planned change for better results and cooperation.

## **Coaching Through Difficult Situations**

Learn a process to coach others - particularly during difficult situations. This webcast shows how coaching can be used to address difficult situations, while creating a trusting climate for collaborative problem solving.

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## **Communication Processes: Effective Cycle of Communication**

Before we can communicate effectively, we must understand the basics of interpersonal communication. This course introduces participants to the components of an effective communication cycle. Participants will review the message, medium, feedback, inference, intention, and other components of an effective communication cycle.

## **Communication Processes: Overcoming Communication Barriers**

Learn to overcome barriers through effective communication.

## **Communication Processes: Supportive Conversations**

Healthy communication is critical for a thriving workplace. Many factors contribute to healthy communication, but one of the most powerful ways is for workplace conversations to be supportive. Learn to leverage the strength of supportive conversations to foster healthy relationships throughout an organization.

## **Crafting a Winning Transmittal Letter**

This course reviews "stand out from the crowd" email submission techniques, a successful transmittal letter crafting process, and transmittal letter spoilers to avoid. This course is necessary for the seasoned local government professional seeking to transition to a new job or advance his/her career.

## **Creating a Culture of Trust**

Without mutual trust, work relationships suffer. When work relationships suffer, communication breaks down, productivity slows, and engagement on the job all but disappears. It is clear that creating, nurturing, and safeguarding trust may be the most important aspect of a work environment for managers and employees alike. In today's workplace, employees and managers often work remotely, whether in the field, down the hall, or in separate buildings altogether. More than ever, trust provides an essential ingredient to effective communication. This webinar touches on the value of trust, how to frame a culture where trust can thrive, and offers tips and actions to earn and maintain trusting relationships at work.

## **Discovering and Working with Your Strengths and Talents**

Learn how focusing on your strengths or the strengths of your team can lead to peak performance and maximum job satisfaction.

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# **SGR Learning Management System (continued)**

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## **Embracing Diversity in the Workplace**

The U.S. workplace is more diverse than ever before. Diversity brings many benefits, but it also creates a responsibility for supervisors and employees to learn how to nurture and encourage healthy and vibrant interactions and teamwork in such a diverse environment. Embracing Diversity in the Workplace trains participants how to create a productive, synergistic environment.

## **Employee Morale: Seven Essential Leadership Strategies to Boost Employee Performance**

Local governments have faced tough financial times over the past few years, working harder with fewer resources and under more stress. At the same time, government employees have been taking a beating in public opinion, with a noticeable rise in public distrust. All this takes a toll on productivity and morale. Review ways to apply practical strategies so your leadership team can help people achieve higher goals of performance. You will discover how to unleash the power that lies within a very simple principle of human performance: people like to be recognized for doing their best.

## **Ethics: The Heart of Public Service**

Ethical behavior is the foundation of a successful organization. Participants review the basic rules of ethical conduct and learn how to utilize the HEART Ethical Decision Making Process<sup>®</sup>. The class also includes many practical applications and several worksheets, including Unethical Behaviors Public Sector Employees Should Avoid.

## **Extraordinary Customer Service**

As the pressure increases to keep citizens happy and local business growing and thriving, it is more important than ever that local government employees know how to deliver customer service at the highest level. This course provides a broad overview of customer service and dealing with both internal and external customers. It also covers making great first impressions, professional phone etiquette, using email professionally, being respectful and responsive to customers' needs, and interacting with difficult customers.

## **Five Leadership Principles to Create the Ultimate Customer Experience for Citizens**

Learn how to apply principles to create the ultimate customer experience. Learn how to achieve goals and look at real-world examples that demonstrate the lessons that can be learned by local government organizations.

## **FMLA Compliance Guidelines for Supervisors**

FMLA Compliance Guidelines for Supervisors provides a comprehensive overview of the Family and Medical Leave Act. In addition, the class familiarizes supervisors with the history of FMLA, reviews FMLA notice requirements, reviews the supervisor's role in FMLA compliance, and answers multiple FMLA frequently asked questions.

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## **HIPAA Compliance Training for Supervisors**

HIPAA Compliance for Supervisors reviews federal compliance guidelines for local government supervisors responsible for Health Insurance Portability and Accountability Act employee awareness, pattern, and practice.

## **Honing Your Emotional Intelligence: Introduction to Relationship Management**

In this module, you will learn the skills necessary to develop relationship management, a competency of emotional intelligence. You will explore your relationship-management competencies and learn practical strategies you can practice in order to develop your relationship management.

## **Honing Your Emotional Intelligence: Introduction to Self-Management**

Learn the principles of self-management, a competency of emotional intelligence. You will also explore strategies to improve your self-management and develop a plan for success.

## **Honing Your Emotional Intelligence: Introduction to Social Awareness**

In this module, you will learn the emotional intelligence competency, social awareness. You will also learn practical strategies to improve your social awareness and improve your interactions with others.

## **Honing Your Emotional Intelligence: Self-Awareness**

In this module, you will learn the fundamentals of emotional intelligence, the benefits of developing emotional intelligence, and plan strategies to improve your self-awareness.

## **Integrating Your Community and Social Media**

The nature of communication is rapidly changing. Take the guesswork out of using social media as a dynamic communication tool. Whether your organization is fully engaged in social media or just beginning, find out how to leverage the various social media applications to enhance your communication plan. You will discover why more and more local governments are turning to social media to engage their residents in two-way communication.

## **Introduction to Business Writing Skills**

Learn to write clearly, concisely, and appropriately in a business context. This class is designed for those who prepare written presentations, letters, memos and emails and want to enhance their writing skills. The class includes grammar basics, exercises to enhance sentence structure, and overall improvement of written communication so that participants can convey their messages professionally.

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# **SGR Learning Management System (continued)**

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## **Introduction to Lean Management in Government**

Doing more with less has become a way of life for many local governments. However, using traditional techniques of simply working harder offers limited opportunity for substantial improvements. Traditional approaches often result in decline in service levels and employee morale. Learn principles to increase productivity by working smarter, not harder.

## **Lead Like Your Life Depends On it**

This one hour archived webcast focuses on how effective leadership WILL determine your organization's future success! Learn why applying "progressive people practices" is not simply a good idea, but absolutely vital to the longevity and stability of public agencies.

## **Leadership and Culture – Leveraging Diversity for Success: So, How Much Do You Know?**

Cultural understanding reduces frustration and improves communication. In this module, we conduct two exercises to analyze our current knowledge levels of the cultures that make up our workplaces and the communities that we serve. We do this in order to identify the gaps in our knowledge so that we can then address these gaps.

## **Learning the Language of Multiple Generations**

Now, more than any time in history, different generations with diverse outlooks are working together. Learn and understand the confusing differences between generations. In this course, participants overcome generational misconceptions and employ effective techniques for communicating with people of all ages, whether citizens or co-workers.

## **Leveraging the Power of Employee Engagement**

In this CPS HR Webcast, HR professionals and local government managers discuss various components of employee engagement. Questions asked and answered during the webcast include: What is employee engagement? Why does it matter? How do we know if our employees are engaged? How can we achieve high levels of employee engagement?

## **Local Government 101**

Substantial differences exist between operating in a private company and in the very high visibility and accountability of local government. Learn and understand the legal, cultural, and political environments of local government. This course provides an overview of the types of local governments and discusses forms of municipal government. Topics also covered include municipal revenue sources, the annual budget process, and strategies for a successful career in local government.

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## **Managing Change**

For any change initiative to be effective, the change process must be aggressively managed. This class instructs supervisors in the essential elements of change, including strategy, execution, and the all-important human element. An interactive approach is used to understand the dynamics of individual and organization-wide changes great and small. Gain a heightened awareness of adapting to fundamental change, while acquiring tools in understanding and guiding others through change.

## **Managing in the New Normal: Future-Proof Your Organization**

You have survived the economic recession, likely by changing how your local government does business, reducing spending, cutting budgets, and more. However, change continues to happen rapidly all around us, including new social, mobile, and cloud technologies that bring new opportunities, as well as challenges. How can you ensure your organization will survive in a world of relentless change, where what works today will not work tomorrow? In other words, how can you future-proof your organization? Review today's challenges that local governments face.

## **Mastering the Online Interview**

Learn the purpose of an online interview, recognize the tools needed to succeed, and identify how to set the stage in order to "stand out from the crowd." In addition, this course teaches participants how to prepare for an online interview and identifies common pitfalls to avoid.

## **Preventing Workplace Violence**

Violence of any sort has many roots. Typically, there are warning signs of workplace violence. During this course, we take a comprehensive look at workplace violence - how to prevent it on an individual and an organizational level, and how to respond if it does occur.

## **Pruning Negativity**

Negativity is a crushing, poisonous epidemic in the workplace that drains employees of energy and enthusiasm. Learn how to handle negativity within yourself, co-workers, and customers appropriately and effectively, as well as how to prevent negativity in the future.

## **Recognizing and Responding to Workplace Bullying**

All local government employees deserve a safe place to work. Workplace bullying is a threat to such an environment. This course is designed to help participants identify and address workplace bullying by defining, addressing, and preventing it.

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## **Red Flags Rule: Identity Theft Prevention**

Identity Theft is the fastest growing crime in the United States. Participants will identify various types of red flags, and detect, address, and respond appropriately to red flags. Also, learn how to prevent and mitigate identity theft by protecting sensitive customer information.

## **Sexual Harassment Prevention**

Sexual harassment and discrimination in the workplace are issues that cannot be ignored. This online session provides a comprehensive overview of sexual harassment prevention and includes a test to recognize harassment, principles to create a safe environment and mitigate risks, and discussion of actual workplace scenarios.

## **Strategic Planning - Creating Strategy for Powerful Results**

Before you take your leadership team into your next strategic planning session, make sure you understand the difference between good strategy and bad strategy. You and your staff may be surprised to learn that good strategy is rare. Most organizations think they have a strategy, but they do not. They have strategic goals, they have objectives, and they have buzzwords. Discover ways to have “good strategy.”

## **Strategic Planning Process**

Discover how to create a “High Performing” organization through a strategic planning process to achieve great strategic planning results.

## **Supervisory Practice Lesson 1 – Traits and Responsibilities**

Traits & Responsibilities is the first of six courses in the Supervisor Practices Series designed to help you better understand the roles and responsibilities of a supervisor in today's modern business world. This course leads you on a journey of self-discovery to understand how we feel about supervisory styles and our history working with supervisors.

## **Supervisory Practice Lesson 2 – Supervisor as Teacher**

Supervisor as Teacher is the second of six courses in the Supervisory Practices Series designed to help you better understand the roles and responsibilities of a supervisor in today's organizations. This course specifically discusses the role of Teacher.

## **Supervisory Practice Lesson 3 – Supervisor as Motivator**

Supervisor as Motivator is the third of six courses in the Supervisory Practices Series designed to help you better understand the roles and responsibilities of a supervisor in today's organizations. This course specifically discusses the role of Motivator.

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## **Supervisory Practice Lesson 4 – Supervisor as Troubleshooter**

Supervisor as Troubleshooter is the fourth of six courses in the Supervisory Practices Series designed to help you better understand the roles and responsibilities of a supervisor in today's organizations. This course specifically discusses the role of Troubleshooter.

## **Supervisory Practice Lesson 5 – Supervisor as Inspector**

Supervisor as Inspector is the fifth of six courses in the Supervisory Practices Series designed to help you better understand the roles and responsibilities of a supervisor in today's organizations. This course specifically discusses the role of Inspector.

## **Supervisory Practice Lesson 6 – Practical Scenarios**

Practical Scenarios is the sixth and final course in the Supervisory Practices Series. This course presents you with multiple different supervisory scenarios in which you will use the information you learned in the previous courses to determine what and where things went wrong.

## **Team Development for Leaders**

Learn the characteristics of the stages of team development. In addition, this class provides insights related to understanding current team dynamics, the challenges associated with various stages of development, and creating strategies to move team members through the developmental stages.

## **Telephone Skills Training for Local Government Employees**

In today's fast-paced culture, it is critical that employees who answer the telephone are equipped to represent their organizations professionally and courteously. They should also be able to successfully transfer calls, answer customer inquiries, and reduce rework that results from insufficient information gathering. Participants also review how to streamline processes and maximize respect and accountability while creating a customer centric culture and reputation for excellence.

## **Time Management Through SMART Goals**

It takes time to make timework for you. If you are truly going to make any difference in how you manage your time, you have to be prepared to make some changes. In rare cases, such changes may need to be radical. However, small shifts in time management today can lead to huge benefits over the long haul. Learn to make subtle shifts that can lead to those huge benefits. Equip your employees to manage their time more effectively by incorporating goals that are: Specific, Measurable, Attainable, Relevant, and Timed.

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## **What Were You Thinking?**

Take what once were presumed to be commonly shared behavioral standards could no longer for granted. This class uses humor to address inappropriate social behaviors and helps prepare the employee to respond appropriately to a variety of workplace situations and circumstances. By clearly articulating social and behavioral expectations, organizations increase the potential for an employee's success.

## **What Were You Thinking – Be a Leader, Not a Boss**

This course shines a spotlight on the behaviors and traits exhibited by shortsighted bosses versus true leaders. We take a look at management practices that limit a team's functionality and discourage teamwork amongst employees. Examine best practices including employee engagement, goal setting, and more. Your new knowledge is put to the test and you make decisions in various office scenarios to help determine where your strengths and weaknesses are.

## **What Were You Thinking – Communication Nation**

This course explores the varying types of communication that can lead to a dysfunctional workplace. We go through the do's and don'ts of communication by analyzing scenarios that cover oversharing, gossiping, being negative, sharing opinions, and sharing information that is just plain inappropriate. Certain manners of communication are explained on why they are not appropriate for the workplace and the possible consequences they may have.

## **What Were You Thinking – Office Behavior**

What Were You Thinking – Office Behavior investigates the various personalities we deal with in an office environment. We examine the behaviors of the Bully, the Yes Man, the Dumper, the Note Leaver and the Instigator. We share valuable tips on how to stop each of these personalities in their tracks, and take a look at other obnoxious office behavior as well. Then we explore a variety of office scenarios and discuss the best way to handle each of them. Finally, we share tips on how every employee can be a Rock Star with their own office behavior.

## **What Were You Thinking – Social Media Fail**

This module leads participants to recognize the need to carefully consider what they post on social media.

## **Workplace Harassment Prevention**

Workplace Harassment Prevention instructs participants to create a place of mutual respect for all employees. This class educates employees at all levels of responsibility on what the law says about sexual and other types of harassment and what constitutes harassment. It also helps define what is and is not appropriate personal behavior in a variety of specific situations and circumstances.

**Thank you for viewing the Course Catalog!**

**Please feel free to contact us  
if you have any questions**

**713-274-5419**

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