

## Executive Academy: (Department Heads Only)

### ★ Dealing With The Media

**Location:** Crown Center, Ballroom  
**October 16, 2012 11:00 am - 12:00 pm**

#### **REGISTRATION DEADLINE (None Required)**

*This session will take place during the regularly scheduled Department Head meeting. Learn how to prepare for media interviews and field reporters' questions on and off camera. Public Information Director Sally Shutt will give you tips on "Dealing with the Media."*

### ★ What to Expect During an EEOC Investigation

**Location:** Courthouse Room 119  
**December 6, 2012**  
**9:00 am - 11:00 am or 2:00 pm - 4:00 pm**

#### **REGISTRATON DEADLINE: November 26, 2012**

*When an employee or job applicant files a discrimination charge against an employer, it can be costly, even when the employer is not found guilty.*

#### **Participants will learn:**

1. What to do when you receive notice that as EEOC Charge has been filed against you or the department;
2. How the County investigates the allegations of the charge and formulates its position statement in response to the Charge;
3. How charges are resolved through mediation, investigation, conciliation, trial or settlement.

*The Assistant County Attorney, Phyllis Jones will guide you*

## Supervisor Track:

### ★ Coaching & Feedback

**Location:** Headquarters Library Pate Room  
**September 4, 6, 26, or 27, 2012**  
**9:00 am - 12:00 pm or 1:00 pm - 4:00 pm**

**REGISTRATION DEADLINE: August 27, 2012**

*All of us want to improve and help others improve. One of the tools that aids in this improvement is coaching. There are many useful techniques and guidelines for giving and receiving feedback. Since feedback is learned, we need to understand more than just the "how to's" - we need to go underneath the techniques, and behind the guidelines and go to the source.*

#### **Participants will learn:**

- Techniques for Giving Positive and Constructive Feedback
- How the Two are Similar.
- Know when to use The Feather and When to use the Hammer

*Fred Starling, HR Trainer and Brian Manning, Deputy Library Director will provide a session of hands-on coaching & feedback skills to participants.*

### ★ Recruitment, Selection & Interviewing Skills

**Location:** DSS Conference Room B  
**August 2, 2012 8:00 am - 12:00 pm or 1:00 pm - 4:00 pm**  
**or**  
**October 4, 2012 8:00 am - 12:00 pm or 1:00 pm - 4:00 pm**

#### **REGISTRATION DEADLINE:**

**July 23, 2012**  
**September 27, 2012**

*This training session is provided to give supervisors the step by step process when recruiting and selecting employees. Learn the interviewing skills necessary for selecting the right candidate for the job. Laura Blackley and the HR Recruitment staff will give you the information and tips for recruiting, interviewing and selecting the best qualified candidate.*

### ★ Workers Compensation & Drug Testing

**Location:** DSS Conference Room B  
**September 25, 2012**  
**8:30 am - 10:00 am, or 10:30 am - 12:00 pm,**  
**or 1:00 pm - 2:30 pm or 3:00 pm - 4:30 pm**

#### **REGISTRATION DEADLINE: September 18, 2012**

*Worker's Compensation and Drug Testing go hand in hand. In this session you will learn the process of what to do when an employee is hurt on the job and the steps in getting the drug test done. Our Worker's Compensation Specialist, Patsy Lucas will give you the do's and the don't's when an employee is injured on the job.*

## Newly Hired or Promoted Supervisor Track:

### ★ Making The Transition to Formal Leadership

**Location: DSS Conference Room B**  
**July 26, 2012 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm**  
**or August 9, 2012 9:00 am - 12:00 pm or 1:00 pm - 4:00 pm**

**REGISTRATION DEADLINE:**  
**July 19, 2012 and August 2, 2102**

*Moving from co-worker to supervisor is not an easy transition.*

**Objectives of this course:**

- Define Leadership
- Explore traits exhibited by leaders
- Examine the difference between formal and informal leadership
- Describe empowerment
- Explain the Decision Making Continuum
- Identify problems encountered when making the move to formal leadership
- Tips on what to avoid as one makes the transition.

*Fred Starling, HR Analyst I (Trainer) will give you the tips you need as you transition into formal leadership.*

### ★ Drug Awareness Training

**Location: DSS Conference Room B**  
**October 9 or October 16, 2012**

**REGISTRATION DEADLINE:**  
**October 2, 2012**  
**October 10, 2012**

*The Drug Free Workplace Policy requires that all County Supervisors receive Drug Awareness Training.*

**Participants will:**

- Be informed about Cumberland County's Drug Free Workplace Policy.
- Learn signs and symptoms of substance abuse in the workplace.
- Learn how to make a supervisory referral to the County's Employee Assistance Program.

*Darlene Weaver, EAP Counselor and Phyllis Jones, Assistant County Attorney will provide a wealth of knowledge on Drug Awareness and the Employee Assistance Program.*

### ★ EEOI Institute - Required For All Supervisors and Managers Subject to the State Personnel Act

**(SPA: DSS MH AND HEALTH)**  
**Location: DSS Conference Room B**  
**November 15, 2012 8:00 am - 4:00 pm , AND**  
**November 16, 2012 8:00 am - 12:00 pm**  
**Participant must sit in on both days**

**REGISTRATION DEADLINE: November 9, 2012**

*House Bill 959 requires managers and supervisors employed by the state to attend equal employment opportunity training within their first year of appointment or promotion.*

**The Objectives:**

- Assist managers/supervisors in obtaining knowledge about the theories of discrimination, employment laws and the concepts and principles of equal employment opportunity.
- Expose managers/supervisors to workplace equity and fairness issues;
- Create awareness of the effects of stereotyping and prejudice in employee-related management decisions

*Patania L. Eiland, HR Training Manager & Fred Starling, HR Trainer (Both State Certified) will present this wealth of information as required by State Law for supervisors subject to SPA.*

## Employee Track:

### ★ Workplace Violence "Employee Awareness"

**Location: DSS Conference Room B**  
**August 28 or August 30, 2012**  
**9:00 am - 12:00 pm or 1:00 pm - 4:00 pm**

**REGISTRATION DEADLINE: August 21, 2012**

*A number of different actions in the work environment can trigger or cause workplace violence. It may even be the result of non-work-related situations such as domestic violence or "road rage." Workplace violence can be inflicted by an abusive employee, a manager, supervisor, co-worker, customer, family member, or even a stranger. Whatever the cause or whoever the perpetrator, workplace violence is not to be accepted or tolerated. Employees will learn how to recognize the warning signs and how to prevent workplace violence at the employee's level of responsibility.*  
*Trainer: Fred Starling*

### ★ Ethics in the Workplace "Working Together"

**DSS Conference Room B**  
**November 6 or November 7, 2012**  
**9:00 am - 2:00 pm or 1:00 pm - 4:00 pm**

**REGISTRATION DEADLINE: October, 29, 2012**

*In this session participants will get a better understanding how working together affects the workplace. You will learn to define the responsibilities and accountability of all employees and how ethics plays a part in the County meeting the goals of our Strategic Plan. Trainer: Fred Starling*

# Personal Growth Track:

The following Microsoft Computer Courses are offered for County Employees thanks to our Public Library Staff. The dates and times are listed and all courses will be 2 hours. There is a limit of 10 persons per class and the Registration Deadline is on a first come first serve basis. ALL CLASSES WILL BE HELD AT THE HEADQUARTERS LIBRARY, 300 Maiden Lane. ALL Classes are hands-on; questions are encouraged! Trainers: Public Library Staff – Tiffany Hayes, Coordinator

## ★ MS PowerPoint 2012 for County Staff:

July 26, 2012	9:00 am - 11:00 am
August 23, 2012	9:00 am - 11:00 am
September 19, 2012	2:00 pm - 4:00 pm
October 24, 2012	2:00 pm - 4:00 pm
November 15, 2012	11:00 am - 1:00 pm
December 5, 2012	11:00 am - 1:00 pm

### ***In this class, students will:***

- *Create, save, and open a PowerPoint file.*
- *Learn the parts of the PowerPoint screen*
- *Create new slides and add text and graphics*
- *Add transitions and animations to a slide show*
- *Set up and view the slide show*
- *Select the print set-up options to print slides*

## ★ MS Word 2010:

July 25, 2012	9:00 am - 11:00 am
August 22, 2012	2:00 pm - 4:00 pm
September 17, 2012	9:00 am - 11:00 am
October 17, 2012	2:00 pm - 4:00 pm
November 15, 2012	9:00 am - 11:00 am
December 5, 2012	9:00 am - 11:00 am

### ***In this class, students will:***

- *Become familiar with the basic functions and structure of MS Word 2010.*
- *Create a new document , save it and open a saved document.*
- *Select and format text using the Font, Paragraph, and Style functions.*
- *Insert items into the document (including tables, charts, and/or header and footer).*
- *Change the page layout.*
- *Print Preview a document and select printing options.*

## ★ MS Excel 2010 for County Staff:

July 31, 2012	9:00 am - 11:00 am
August 29, 2012	2:00 pm - 4:00 pm
September 20, 2012	9:00 am - 11:00 am
October 31, 2012	2:00 pm - 4:00 pm
November 15, 2012	2:00 pm - 4:00 pm
December 5, 2012	2:00 pm - 4:00 pm

### ***In this class, students will:***

- *Create, save, and open an Excel spreadsheet.*
- *Learn the parts of the Excel screen.*
- *Enter content and format cells.*
- *Practice basic formulas.*
- *Insert and format a chart.*
- *Print Preview and set print options for the spreadsheet.*

## ★ Critical Thinking

### **DSS Conference Room B**

**October 10 or 24, 2012**

**9:00 am - 12:00 pm or 2:00 pm - 5:00 pm**

### **REGISTRATION DEADLINE: October 5, 2012**

*Critical Thinkiing Training immediately raises the overall performance and leadership of an individual and organization. It helps you think more clearly about problems, decisions, ideas, goals, strategies and situations... and clearer thinking yields better results. Brian Manning will give tips on Critical Thinking.*



# Ethics In The Workplace

Workplace Ethics is a subject that we have all heard of. In fact, the subject of Ethics in general is something that most people are familiar with. And, what is commonly understood about ethics is there are ethics and then there are workplace ethics. What most people don't realize, however, is that there is no such thing as workplace ethics; ethics are the same, (or, should be) whether in the workplace or in personal life.

**WHAT IT'S ABOUT**-Ethics are about making choices that may not always feel good or seem like they benefit you but are the "right" choices to make. They are the choices that are examples of "model citizens" and examples of the golden rules. We've all heard the golden rules: Don't hurt, don't steal, don't lie, or one of the most famous: "Do unto others as you would have done to you." These are not just catchy phrases; these are words of wisdom that any productive member of society should strive to live by.

In our personal lives, most people try to do exactly that. Ethics are thought of by many people as something that is related to the private side of life and not to the business side. In many businesses, having ethics is frowned upon or

thought of as a negative subject. This is because business is usually about doing what's best for number one, not about what's really the right thing to do. You probably are already feeling uneasy just reading this.



**A GOOD EXAMPLE**-Take ENRON, for example. Were the actions of ENRON's CEO's a good example of ethics? No. But, what they WERE was a CLASSIC example of was two things: One, those actions displayed how ethics were not used in any way. Two, their actions painted a grim and realistic picture of what can happen when ethics are neglected. Had ethics been considered in the first place by the leaders of the company, there would have been no scandal. If ethics were used on a daily basis in every company, there would never be scandals.

Martha Stewart comes to mind when speaking of ethics. Again, there is a feeling of uneasiness when dealing with this topic. But,

why is it like that? Ethics are supposed to improve our lives and invoke good feelings. Perhaps the reason ethics is such a sore subject is because they are so often poorly used, if used at all.

*Article Source: <http://EzineArticles.com/12475>*

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## Workplace Violence:

### Dealing With Bullies in the Workplace

By Joyce E. A. Russell

An estimated 14 million Americans are being bullied at work, according to Gary and Ruth Namie's 2011 book on workplace bullying, with women targeted more often. In firms around the world, bullying is recognized as a significant health and safety issue and one of the most common causes of workplace related stress, psychological injury, or even suicide. It is particularly problematic during tough economic times when abused employees feel they don't have the option to leave their firms.

There are varying definitions of bullying. In a 2005 article on "Workplace Bullying and Harassment," by Hadyn Olsen, it is defined as "unwanted and unwarranted behavior that a person finds offensive, intimidating or humiliating and is repeated so that it has a detrimental effect upon a person's dignity, safety and well-being."

While bullying might constitute harassing behaviors, it may not be based on a person's gender or race, but rather on the bully's abuse of power. As Olsen noted, some people are situational bullies and engage in shouting, verbal abuse, intimidation, tantrums, vicious gossip, sabotage and aggression. Others are chronic bullies who are always picking on someone because of their own dysfunctions — maybe they are deceitful and manipulative, lack empathy or are addicted to power.

# Judgment vs. Feedback

by Marnie Green

Part of a manager's job is to give feedback to employees to help them meet and exceed expectations for performance. It should be easy, right? Just share your perspectives with the employee and they will improve, grow, and develop. As easy as this concept sounds, most managers struggle with giving feedback that is constructive, productive, and received the way it was intended.

Why is feedback so hard to give? One reason is because managers often don't really give feedback; they make judgments. Let's draw a distinction between judgment and feedback. Judgments include opinions or conclusions. Feedback is a presentation of the facts. Here are some other distinctions:

## **Judgment**

Opinion  
Conclusions  
Conceptual  
Emotion-driven  
Provided for the benefit of the giver  
Intended to influence change

## **Feedback**

Factual  
Evidence  
Concrete  
Free of emotional influence  
Provided for the benefit of the receiver  
Intended to influence growth



Often, when we intend to provide helpful feedback it is heard as if we are passing judgment. And, when a judgment is lobbed, resistance usually results. An essential principle of a Painless Performance Conversation is to recognize this important difference. Here are some examples:

**Judgment:** "You didn't prepare enough for that important presentation."

**Feedback:** "There were critical details and statistics that were not included in your presentation. For example..."

**Judgment:** "You are not carrying your weight in the office."

**Feedback:** "You have completed three case files this week. Your peers are completing an average of six case files per week."

**Judgment:** "You did a great job today! Nice work!"

**Feedback:** "Your ideas for solving the Jones complaint were innovative and effective. You gave the customer several options, all of which were appropriate given the situation."

**Judgment:** "Many of your assignments are not getting done thoroughly."

**Feedback:** "This month there were four projects that were not submitted by the deadline that we agreed upon."

Feedback is the tool great managers use to encourage self-assessment and accountability. It takes some thought but the results are more meaningful to the employee and more productive for the manager. The last time you gave an employee feedback, was it really feedback or was it judgment?

*Marnie E. Green is Principal Consultant of the Management Education Group, Inc. and is a leading expert in the management of public sector employees. Her book, Painless Performance Evaluations, is used worldwide by federal, state, and local government leaders. Contact Green at: Phone: 480-705-9394; Email: [mgreen@managementeducationgroup.com](mailto:mgreen@managementeducationgroup.com) or Web site: <http://www.managementeducationgroup.com>*

