Learning Opportunity

Pinellas County Human Resources
Helping U Succeed

2017 Consortium Training Catalog

www.pinellascounty.org/hr/training

All classes are open to Pinellas County employees.
Many classes are open to non-County employees who are part of the Pinellas County Training Consortium.

Class List – by Name (alphabetical)

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Class dates and times are subject to change.

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Class List - by Topic

Business Skills
- A Kick in the Attitude
- Budget 101
- Emotional Intelligence
- Goal Setting, Planning & Organizing
- Grants 101
- The Happiness Advantage
- Meeting Management: The Art of Making Meetings Work
- Myers-Briggs Type Indicator
- Problem Solving / Decision Making
- Project Management
- Team Building
- Time Management
- True Colors

Career Development
- Career Development Forum
- Sharpening Your Professional Image
- Tips for Getting the Job You Want

Change Management
- Change Is Not An Event, It's A Process
- Managing Change
- When Change Happens, Adjust Your Sail
- Who Put a Lizard in my Lasagna?

Communication
- Business Writing
- Communicate This!
- Dealing With Difficult People
- Effective Listening
- Power of Future Conversations
- Powerful Public Speaking Skills
- What to Do When Conflict Happens

Computer Skills
- Microsoft Excel 2013 Core Essentials
- Microsoft Outlook 2013 Core Essentials

Customer Service
- Customer Responsiveness
- Give 'Em The Pickle

Diversity
- Keeping Up With the Multigenerational Workplace
- Workplace Diversity

Leadership
- Accountability That Works
- Certified Public Manager Program (CPM)
- Changing Environment & Future Trends in Leadership Development
- Effective Leadership
- Five Dysfunctions of a Team
- Five Questions Every Leader Must Ask
- Grievance & Disciplinary Procedures
- Intro to Supervision for Non-Supervisors
- Leader's Guide To Delegating
- Leading With Persuasion
- Performance Management
- Supervisory & Management Competencies Series

New Employee Orientation
1 - Setting Sail (Human Resources info)
2 - Muster Drill (Safety and Risk Management)
3 - Freestyle Cruising (Retirement, Wellness)

OPUS Training
- Annual Physical Inventory
- Basic OPUS Review
- Department AP Processing
- Department AR Processing (Receipts with Invoices)
- Department AR Processing (Receipts without Invoices/Misc Receipts)
- Department Fixed Asset Processing
- Department General Ledger (GL) Processing
- Department Projects Financial Mgt: New User
- Department Projects Financial Mgt: Project Inquiry
- Department Projects Financial Mgt: Refresher
- iExpense – Pcard Training
- iExpense – Travel Training
- Miscellaneous Template Training
- Self Service Time Entry
- Self Service Time Entry – Managers

Records Management
- Managing Electronic Records 1.0
- Office Recycling & Records Management: What You Need to Know
- Records Management 1.0
- Records Management 2.0
- Records Management - Why It Matters

Retirement
- Getting Ready for Retirement
- Passport to Retirement

A Kick in the Attitude

A New Attitude Series Part I

3.5 hours

Sam Glenn, motivational keynote speakers, says, “Humor is the Gateway to a better attitude. If you just lighten up…even a little, it can do wonders for your attitude.”

How would you like to enjoy learning while you are laughing? Participants who attend will learn how four key principles can lead you to a happier and more positive work environment – and life. Take back your enthusiasm, focus, sense of humor, and resilience. Discover how life gets better when we get better.

A Kick in the Attitude is Part one of the three part series, A New Attitude. The classes are individual classes. Taking all three is recommended, but not required. Part two is Who Put A Lizard in My Lasagna? Part three is When Change Happens, Adjust Your Sail.

Presented by: Pinellas County Training Consortium.

Intended Audience: All Consortium members

Learning Objectives:

- Learn fresh and inspiring new ways of adapting to and coping with change
- Discover innovative ideas to solving old problems
- Gain valuable insight into how your attitude shapes your interactions and relationships with everyone from co-workers and customers to family and friends

W	***1/25/17***	***12:30-4:00***	***Sheriff’s Office Ulmerton Rd***
W	***9/20/17***	***8:30-12:00***	***Sheriff’s Office Ulmerton Rd***

OPEN TO CONSORTIUM

Instructor(s)
Vilma Monteros
Patti Samuels

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A Leader's Guide To Delegating

3.5 hours

Shared trust is a simple but central aspect of delegation. But when delegating a task, trust typically suffers or flourishes based on the skills of the person doing the delegating. This program can fill the gap many managers feel when it comes to delegation by presenting a simple but thorough 5-step process that will achieve success for the manager, the delegate, and the organization.

Presented by: Pinellas County Training Consortium.

Intended Audience: All Consortium members currently holding a leadership position.

Recommended for all supervisors.

Learning Objectives:

- Recognize the positive impact effective delegation can have on you, your organization, and those you work with.
- Understand the importance of clearly communicating your expectations.
- Learn and practice a 5-step process that enhances your delegation skills and creates opportunities for your employees to succeed.

Th	***4/20/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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Accountability That Works

3.5 hours

This innovative training program will provide everyone in your organization with the tools they need for a greater sense of empowerment and increased productivity. Participants will learn to view accountability as an ongoing process for achieving personal effectiveness.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Learn how to ensure that every task has a clearly defined owner and agreement
- Empower yourself to keep agreements
- Hold others accountable
- Be accountable without being defensive
- Learn from mistakes
- Understand the importance of clearly communicating your expectations.

W	***3/15/17***	***8:30-12:00***	***Studio B***
W	***9/13/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Catherine Eichner

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Annual Physical Inventory

2.5 hours

This course will increase awareness of state and local requirements governing the asset inventory process and physical safeguarding of County owned assets, provide information about inventory policies, procedures and forms, highlight recent processing changes and provide hands on training necessary to prepare departmental inventory reports.

Presented by: Pinellas County Training Consortium

Intended Audience: Fixed Asset Custodians, Record Keepers and Inventory Contacts.

Learning Objectives:

- Discover the requirements and objectives of the annual physical inventory
- Understand the roles and responsibilities of everyone involved in the inventory process
- Evaluate the forms necessary to deal with issues that arise during the inventory process
- Learn to prepare the departmental inventory report
- Locate online training resources, reference materials and documents.

TBA	**TBA**	**TBA**	**TBA**

Open to UPS employees only

Instructor(s)
Cecelia Coley
Daniel Coughenour
Anne Lawler

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Basic OPUS Review-A Journey from Encumbrances to Cancellations 4 hours This class is a condensed version of the Procure to Pay workshops held in previous years. The review will include how to find an individual's or Department's Standard Purchase Orders, how to research Purchase Orders, change orders, cancellations and encumbrances. **Presented by:** Pinellas County Training Consortium **Intended Audience:**		**Learning Objectives:** ❑ TBA TBA TBA TBA

Open to UPS employees only

Instructor(s)
Karen Isak

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Budget 101

2.0 hours

The BCC strategic plan includes a strategy to "Be responsible stewards of the public's resources." This training course is designed to help managers and directors understand how they can effectively contribute to the County's success in this area.

Managers and directors of BCC departments and agencies are hired for their skills in managing specific operations that include a variety of resources including personnel and equipment. Managing a budget requires another set of tools and the training to understand how to use them effectively.

This introductory course will provide an overview of the Pinellas County budget, stakeholder roles, rules governing the County budget, how and why the County adopts its annual budget, the process for developing the budget, reports, and resources available for additional assistance.

Presented by: Pinellas County Office of Management & Budget

Intended Audience: Managers and directors of BCC departments and agencies.
[STRONGLY RECOMMENDED FOR ALL STAFF RESPONSIBLE FOR MANAGING ALL OR PART OF THEIR DEPARTMENT'S BUDGET.]

Learning Objectives:

- Understand the Pinellas County Budget
- Construction of the Budget and Why
- How Budget is Formulated and Managed
- Stakeholder Roles
- Resources Available for Reporting and Support

W	***12/7/16***	***1:00-3:00***	***Communications – Studio B***
W	***2/1/17***	***9:00-11:30***	***Communications – Studio B***
W	***4/5/17***	***1:00-3:30***	***Communications – Studio B***
W	***6/7/17***	***1:00-3:30***	***Communications – Studio B***
W	***8/2/17***	***9:00-11:30***	***Communications – Studio B***
W	***10/4/17***	***9:00-11:30***	***Communications – Studio B***
W	***12/6/17***	***1:00-3:30***	***Communications – Studio B***

OPEN TO BCC DEPARTMENTS

Instructor(s)
Bill Berger
Cecilia McCorkell
Veronica Ettel
Jason Rivera
Linda Benoit
Joshua Harmon-Schaefer

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Business Writing

NEW

4.0 hours

Writing clearly is an important communication skill. A poorly written document or email conveys a lack of professionalism and can lead to miscommunication or slow the productivity of a team or organization.

Keys to writing success include: Know your purpose, understand your audience, create messages that are clear and concise, get the mechanics right and match communication mode and message.

Participants will learn techniques to improve spelling, grammar, sentence structure and punctuation. They will also learn the Golden Rule of Email.

Presented by: St. Petersburg College

Intended Audience: All employees who regularly communicate via email.

Learning Objectives:

- Improve written communications by applying the Five Keys to Writing Success
- Use a three-step process to improve writing
- Apply bests practices to use email more efficiently
- Decrease writing errors by gaining better awareness of common spelling and grammar issues in business writing
- Improve the quality of writing by consistently using techniques to enhance clarity

TBA	***TBA***	***TBA***	***TBA***

Open to UPS employees only

Instructor(s)
St Petersburg College

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Career Development Forum

15 hours

This ongoing workshop provides general information and tips on how to enhance your career opportunities. You will have numerous opportunities to interact with County supervisors and managers willing to share their experience and expertise and perhaps serve as mentors. Anyone signing up for this program must commit to attending all five sessions. The Forum covers such topics as:

- How to Develop Skills for Getting Along and Moving Ahead
- Organizational Communications and Politics (including Networking)
- Taking Personal Responsibility for Your Success.

Presented by: The Pinellas County Human Resources Department

Intended Audience: All Pinellas County employees.

W	***3/8/17***	***8:30-11:30***	***Studio B***
W	***4/12/17***	***8:30-11:30***	***Studio B***
W	***6/14/17***	***8:30-11:30***	***Studio B***
W	***8/9/17***	***8:30-11:30***	***Studio B***
W	***10/11/17***	***8:30-11:30***	***Studio B***

Open to UPS employees only

Instructor(s)
Jim Valliere

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Certified Public Manager Program (CPM)

Courses in this program are offered throughout the year by the Florida Center for Public Management, Florida State University (FSU). Pinellas County employees holding management or management staff positions may be nominated by department directors to participate in this program. The CPM Program is a nationally-recognized management development program for public managers, supervisors and management staff. A supervisory position is defined as one that requires direction and supervision of more than one other employee. A management staff position is defined as one which, while not requiring direction and supervision of others, directly serves management by providing high-level technical or professional experience.

More than 20 states and the federal government participate in the CPM Consortium, which accredits programs and establishes the requirements for the CPM designation. The CPM certification is a professional designation, not an academic one. The curriculum consists of eight 4-day courses (called Levels). In addition to the classes, participants must also complete three reading assignments, three applied projects in the work place, and two open-book comprehensive examinations outside the classroom. All out-of-class requirements must be completed before proceeding to the next level. Florida State University awards three college credits, either at the graduate or under-graduate level once four CPM levels have been satisfactorily completed.

Information about the CPM can also be found on the Internet at www.fcpm.fsu.edu.

Presented by: Florida Center for Public Management , Florida State University

Intended audience: Pinellas County employees holding management/staff positions who are nominated by their department director.

Consortium members are also eligible. Consortium members must contact Training & Development at 464-3796 for additional information.

Level 1	Focuses on management of individual performance, with topics such as personal styles, leadership, delegation, motivation, goal-setting, performance feedback, and coaching and counseling.
Level 2	Expands the focus to teams. Topics include group dynamics, conflict, team leadership, problem-solving, decision-making, and process improvement.
Level 3	Emphasizes productivity, productivity evaluation, organizational communication, and project management.
Level 4	Deals with such complex issues as power and influence, ethics and organizational change.
Level 5	Examines societal change and its impact on public management; topics include social change, planning and budgeting, organizational design and organizational dynamics.
Level 6	Teaches the systems approach to management. Topics include systems analysis, modeling, and systems applications.
Level 7	Is an in-depth seminar on public policy, during which participants develop their own policy arguments and critiques.
Level 8	Is a management development seminar featuring contemporary issues affecting public management and government in general. The final day is the closing banquet and public graduation ceremony.

Registration Information:
Once they are approved for participation, nominees register directly with the school offering the class. Once each level is satisfactorily completed, nominees are eligible for reimbursement. Call Carol Strickland, 464-3796 for more information. Also see the Human Resources Department website on the Internet for a link to CPM information specific to Pinellas County Government employees:

www.pinellascounty.org/hr/training/pdf/Certified-Public-Manager.pdf

L7	Tu-F	1/31-2/3/17	8:30-4:30	EpiCenter
L1	Tu-F	2/7-2/10/17	8:30-4:30	EpiCenter
L7	Tu-F	2/14-2/17/17	8:30-4:30	EpiCenter
L2	M-Th	5/22-5/25/17	8:30-4:30	Swisher 211
L3	Tu-F	9/12-9/15/17	8:30-4:30	EpiCenter

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Consortium members will be charged for attending this class.

For more information, please contact Carol Strickland, Pinellas County Human Resources: training@pinellascounty.org

Instructor(s)
Outside vendor FSU

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Change Is Not An Event, It's A Process

3.5 hours

This highly interactive workshop will provide Directors, Managers and Supervisors with a framework for managing change. You will identify how to prepare yourself and your team for change. By becoming informed and well networked, you will be able to evaluate the changes underway within your organization and coach your employees through the changes with confidence and authority.

Presented by: Pinellas Training Consortium

Intended Audience: Directors, Managers and Supervisors of the UPS

Recommended for: A refresher for experienced Directors, Managers and Supervisors of the Unified Personnel System

Learning Objectives:

- Identify why change management is a core competency for all employees in a leadership role
- Talk effectively with your employees about change
- Coach your team through difficult transitions
- Explore a highly researched model to help individual employees through change
- Pinpoint techniques for managing resistance to change

W	***5/10/17***	***8:30-12:00***	***Studio B***
TBA	***TBA***	***TBA***	***TBA***

OPEN TO UPS Employees Only

Instructor(s)
Joan Read

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The Changing Environment & Future Trends in Leadership Development

3.5 hours

The environment of today's workplace is growing increasingly complex, and for many, that complexity is overwhelming their capacity to cope. Much of the stress that leaders experience today has less to do with workload and more to do with the tension of trying to make sense of an environment that has become too complex for their current stage of development. Do you recognize any of these conditions in your own organization? The question becomes how to ensure our leaders are equipped to deal with an increasingly volatile, uncertain, complex and ambiguous workplace. The skills needed for leadership have changed, but the methods used to develop those skills have not. How do we develop leaders with new methods so they can succeed in the changing environment? Join us in this highly interactive, creative, and innovative leadership workshop. You will enjoy short video clips, small and large group activities, and sharing of new ideas.

Presented by: Pinellas Training Consortium

Intended Audience: All employees of the Pinellas Training Consortium at every level

Learning Objectives:

- Define Four Trends for the Future of Leadership Development
  1. Horizontal and Vertical Development
  2. Individual Development Ownership
  3. Collaborative Leadership
  4. Innovative leadership
- Describe how these Four Trends address the current leadership challenges
- Compare and contrast horizontal and vertical development
- Identify ways to apply the Four Trends in developing our leaders
- Complete an action plan to apply these Trends to your organizational and individual leadership development

W	*2/15/17*	*8:30-12:00*	*Studio B*
Tu	*7/18/17*	*8:30-12:00*	*Studio B*
W	*9/27/17*	*8:30-12:00*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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Communicate This!

3.5 hours

Have you ever encountered someone you just couldn't seem to communicate with effectively? Well, now is your opportunity to not only learn why this happens, but how to change it. This course is designed to help participants communicate more effectively with anyone, both at work and in their personal lives, simply by understanding four styles of communication.

Presented by: Pinellas Training Consortium Sheriff's Office.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Tips and examples on how to determine a person's communication behavior/style
- Techniques on how to effectively communicate with each type
- Suggestions on how to be Flex*able* in your own style
- Introduction to the *Platinum Rule*

Th	***3/23/17***	***8:30-12:00***	***Sheriff's Office***
Th	***6/22/17***	***8:30-12:00***	***Sheriff's Office***
Th	***9/21/17***	***8:30-12:00***	***Sheriff's Office***

OPEN TO CONSORTIUM

Instructor(s)
Vestina Crayton

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Office & Administrative Skills Program

Customer Responsiveness

7 hours

You are often the first person who has contact with your customers. How you respond to and interact with customers creates positive defining moments. Learn how to consistently provide customer satisfaction in this highly interactive and activity based program.

Presented by: Pinellas County Training Consortium.

Intended Audience: All clerical and administrative support staff of Pinellas Training Consortium.

Learning Objectives:

- Flexibility/adapting to change
- How to be a team player
- Presenting a positive public image
- Responding to irate customers & clients
- Organizational skills (incl. multi-tasking)
- Balancing internal work priorities

Tu	***7/25/17***	***8:30-4:30***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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Dealing With Difficult People

3.5 hours

How can you keep your cool while others are losing theirs? This seminar offers techniques for a practical approach to dealing with anyone who expresses anger or aggressiveness.

Presented by: Pinellas County Training Consortium

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Identify basic contributors that cause people to be difficult
- Identify communication techniques for dealing with difficult people
- Identify practical suggestions for dealing with difficult people

Tu	***11/1/16***	***8:30-12:00***	***Annex 429***
Tu	***3/7/17***	***8:30-12:00***	***Utilities***
Tu	***7/11/17***	***8:30-12:00***	***Annex 429***
Tu	***11/7/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Jerome Jordan

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Department AP Processing 3.5 hours **Presented by:** Pinellas County Training Consortium **Intended Audience:** UPS employees		**Learning Objectives:** ❑ *TBA* *TBA* *TBA* *TBA*

Open to UPS employees only

Instructor(s)
Kathleen Abbarno
Marna Egyed
Tina Kunst
Anne Lawler

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Department AR Processing (Receipts with Invoices) 4 hours Oracle Receivables will allow the County to centralize its payment processing, streamline invoicing, receipt, and customer deduction processing, and at the same time improve its cash flow accounting and its strategic information. For example, from a single screen, the County's Receivables staff will be able to manage every aspect of a payment process across multiple departments, instantaneously being notified of actions needed to initiate or correct the payment process. Receivables will manage the County's invoicing needs, and provide instant access to current customer account information and collection task scheduling. **Presented by:** Pinellas County Training Consortium **Intended Audience:** Department Accounts Receivable User, Department Accounts Receivable Reviewer/Approver		**Learning Objectives:** ❑ ***TBA*** ***TBA*** ***TBA*** ***TBA***

Open to UPS employees only

Instructor(s)
Patricia Hockers
Maria Perry
Cassie Tierney

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Department AR Processing (Receipts without Invoices/Misc Receipts) 2 hours Oracle Receivables will allow the County to centralize its payment processing, streamline invoicing, receipt, and customer deduction processing, and at the same time improve its cash flow accounting and its strategic information. For example, from a single screen, the County's Receivables staff will be able to manage every aspect of a payment process across multiple departments, instantaneously being notified of actions needed to initiate or correct the payment process. Receivables will manage the County's invoicing needs, and provide instant access to current customer account information and collection task scheduling. **Presented by:** Pinellas County Training Consortium **Intended Audience:** Department Accounts Receivable User, Department Accounts Receivable Reviewer/Approver		**Learning Objectives:** ❑ ***TBA*** ***TBA*** ***TBA*** ***TBa***

Open to UPS employees only

Instructor(s)
Patricia Hockers
Maria Perry
Cassie Tierney

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Department Fixed Asset Processing

3.5 hours

This course will increase awareness of state and local requirements governing asset financial record keeping and physical safeguarding of County owned assets, provide information about relevant policies and procedures, discuss recent processing changes and demonstrate Oracle Fixed Assets module functions.

Presented by: Pinellas County Training Consortium

Intended Audience: Fixed Asset Custodians and Record Keepers

Learning Objectives:

- Discuss major process changes since conversion to Oracle R12
- Unlock the mystery of "Intangible" assets
- Determine how to identify "intangible Personal Property"
- Prepare to submit an asset addition request
- Learn asset record maintenance and asset transfers
- Analyze the roles and responsibilities in the annual physical inventory process
- Evaluate the templates and forms necessary to complete capital asset transactions
- Locate online training resources, reference materials and documents

TBA	***TBA***	***TBA***	***TBA***

OPEN TO UPS Employees Only

Instructor(s)

Cecelia Coley
Daniel Coughenour
Anne Lawler

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Department General Ledger (GL) Processing

3.5 hours

Learn ways to query data and balances real time in Oracle General Ledger (GL). You will also learn how to drilldown on transactions to the sub ledgers. Learn about the various reports available to monitor your budget, encumbrances and expenditures. Also how to run the PIN Customer General Ledger Detail standard report.

Presented by: Pinellas County Training Consortium

Intended Audience: Dept GL Inquirer, Dept GL User, Dept GL Reviewer, Finance GL Accountant, Finance GL Journal User, Finance GL Journal Review, OMB GL User, OMB GL Review, OMB GL Approver

Learning Objectives:

- Perform oracle Finance General Ledger functions
- Budget maintenance
- Month/year end closing
- Reporting as it relates to end-user departments

TBA	***TBA***	***TBA***	***TBA***

OPEN TO UPS Employees Only

Instructor(s)

Patricia Athanson
Garry Brandt
Maria Perry
Cristina Strenko

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Department Projects Financial Management: New User 6 hours **Presented by:** Pinellas County Training Consortium **Intended Audience:**		**Learning Objectives:** *TBA* *TBA* *TBA* *TBA*

OPEN TO UPS Employees Only

Instructor(s)

Linda Benoit
Jacqueline Trainer

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Department Projects Financial Management: Project Inquiry 3 hours **Presented by:** Pinellas County Training Consortium **Intended Audience:**		**Learning Objectives:** TBA TBA TBA TBA

OPEN TO UPS Employees Only

Instructor(s)

Linda Benoit
Jacqueline Trainer

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Department Projects Financial Management: Refresher 3 hours **Presented by:** Pinellas County Training Consortium **Intended Audience:**		**Learning Objectives:** *TBA* *TBA* *TBA* *TBA*

OPEN TO UPS Employees Only

Instructor(s)

Linda Benoit
Jacqueline Trainer

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Effective Leadership

7 hours

This course is designed for non-supervisory personnel who would like to develop their leadership skills. You will explore ways you can increase your level of initiative and become a more independent contributor to your organization.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Participants will discuss characteristics of effective leaders
- Discover ways to improve your flexibility, problem-solving skills, acceptance of responsibility
- Increase your ability to prioritize workload and decision-making
- Explore ways you can increase your level of initiative

W	***11/2/16***	***8:30-4:30***	***Studio B***
W	***5/24/17***	***8:30-4:30***	***Studio B***
W	***11/1/17***	***8:30-4:30***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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Effective Listening

3.5 hours

This workshop provides a valuable tool in better communication techniques — the ability to listen more effectively.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Learn to identify barriers to good listening skills
- Learn to look beyond the words we hear to the meaning behind them
- Practice active listening skills

Tu	*11/1/16*	*8:30-12:00*	*Studio B*
Th	*6/1/17*	*8:30-12:00*	*Studio B*
W	*8/16/17*	*8:30-12:00*	*Studio B*
Tu	*11/7/17*	*8:30-12:00*	*Utilities*

CEU Certified

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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Emotional Intelligence

3.5 hours

Most of us were taught to leave our emotions at home when we go to work, but in reality, that's impossible. Even more importantly, that's counter-productive. Organizations that know this, and apply Emotional Intelligence (EI) principles, come out ahead in employee morale, creativity, energy and productivity.

Participants will gain a solid basic knowledge of the EI competencies, learn how to build on their existing strengths and develop key leadership skills. They will also identify and practice a structured step-by-step approach to developing the emotional competencies in which they need to improve to bring more satisfaction and success to their work, whatever their industry or field, and to their personal lives as well.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Taps into the power of emotions
- Improves team performance
- Shows how to manage negative emotions

Th	*2/16/17*	*1:00-4:30*	*Studio B*
W	*5/10/17*	*1:00-4:30*	*Studio B*
W	*9/13/17*	*1:00-4:30*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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Five Dysfunctions of a Team

3.5 hours

This workshop, based on the book of the same name, explores the five dysfunctional behaviors that plague most teams. Teamwork may seem simple, but in practice it is difficult. The common problems that teams encounter are: (1) absence of trust (2) fear of conflict (3) lack of commitment (4) avoidance of accountability (5) inattention to results. Learn how to overcome these obstacles and build an effective team. Also, you will be able to apply proven strategies to build a high-performing team during this interactive workshop.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Define the 5 dysfunctions of a team
- Analyze the root cause of each of the dysfunctions
- Deduce solutions for overcoming the dysfunctions
- Evaluate your own team and create a plan for developing a high-performing team

Th	***4/13/17***	***8:30-12:00***	***Studio B***
Th	***9/28/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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Five Questions Every Leader Must Ask

7 hours

The Framework for Leadership uses a set of highly effective questions to shift a group's focus from a problem orientation to one of solutions and success.

The five questions in the Framework can be applied to almost every management challenge: improving teamwork, resolving conflicts, encouraging performance improvement, solving problems, managing projects, and much more.

Presented by: Pinellas County Training Consortium.

Intended Audience: All Consortium members currently holding a leadership position.

Recommended for all supervisors.

Learning Objectives:

- Change the emphasis from a backward-focused mindset of "what went wrong" to a "Forward Focus" that expands possibilities, solutions, and achievement
- Utilize a 5-step questioning process, apply the knowledge gained from the answers received and build on each question to create a successful outcome
- Create a buy-in, establish accountability, and build trust within teams
- Apply the Framework for Leadership to a wide range of management challenges

W	***10/26/16***	***8:30-4;30***	***Studio B***
W	***3/22/17***	***8:30-4:30***	***Studio B***
W	***9/20/17***	***8:30-4:30***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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New Employee Orientation

Freestyle Cruising – New Employee Orientation – Class 3

4 hours

This course is designed to provide you with in depth details on the retirement and wellness components of your employment with Pinellas County. Emphasis will be on the selection of the Florida Retirement System (FRS) retirement plan that is best for you and how to enroll in and use your own contributions to a retirement account to compliment the FRS benefit. Additionally, we will learn how the County's robust Wellness Program impacts our lives at work and beyond.

Presented by: Pinellas County Training Consortium.

Intended Audience: Strongly recommended for all new employees of the Unified Personnel System.

Learning Objectives:

- FRS representative speaks on the differences, advantages and disadvantages of the pension and investment plan.
- Deferred Compensation representative will highlight the ease of using the optional contribution into our own retirement account to decrease your taxable income now and increase your retirement income.
- Wellness Coordinator will speak on the activities included in the program and the benefits of participation.

W	***1/18/17***	***8:30-12:00***	***Magnolia Room***
W	***4/12/17***	***8:30-12:00***	***Magnolia Room***
W	***7/26/17***	***8:30-12:00***	***Magnolia Room***
W	***9/27/17***	***8:30-12:00***	***Magnolia Room***

Open to UPS employees only

Instructor(s)
Sue Keim
Melissa Reyes

back to Class List

Getting Ready for Retirement

4 hours

A retirement benefit is part of your total compensation package. Come learn how you can use this benefit with Social Security and your personal savings to create a comfortable retirement.

Key Topics:

- Florida Retirement System
  - Pension Plan
  - DROP
  - Investment Plan
- Social Security
- Deferred Compensation
  - Maximizing savings
  - Investments
  - Distributions
- Retiree Insurance
  - Medical
  - Dental
  - Life

The Florida Retirement System (FRS) offers a choice of a defined benefit pension plan or defined contribution investment plan. Focus will be on how the respective benefits are determined and what employees can do to maximize their retirement income. Details will also be provided on DROP, an optional program for those in the FRS pension plan which can produce a nest egg of tax deferred retirement income.

A retired Social Security representative will explain the Social Security program and provide answers to your questions.

Finally, the staff of Human Resources will present information on Deferred Compensation, your retirement medical, dental and life insurance plans, the availability and cost of coverage.

Employees who wish more advanced and detailed information about investment strategies for retirement should consider taking Passport to Retirement.

Presented by: The Pinellas County Human Resources Department

Intended Audience: All Pinellas County employees within 10 years of retirement.

Proposed

Tu	*1/24/17*	*8:00-12:00*	*ERB*
W	*3/1/17*	*8:00-12:00*	*CJC 2nd floor room 2330*
Th	**5/18/17**	**8:00-12:00**	**EpiCenter Room 1-451**
Tu	*7/11/17*	*8:00-12:00*	*Utilities 4th Flr*
W	*10/4/17*	*8:00-12:00*	*Magnolia Room*

Open to UPS employees only

Instructor(s)
Sue Keim
Sandi Townsend

back to Class List

Give 'Em The Pickle

3.5 hours

This introductory course in customer service teaches the concept of internal and external customers and the skills required to help relate to others who depend on your customer service.

- **Service** - Make serving others your #1 priority. Be proud of what you do and how you do it.
- **Attitude** - Choose your attitude. How you think about your customers is how you will treat them.
- **Consistency** - Set high standards, and stick to them. Customers return because they liked the service last time.
- **Teamwork** - Make your teammates look good. In the end, it all ends up in front of the customer!

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Explains how to show appreciation to customers
- Builds customer loyalty
- Leads to satisfied customers

W	*11/2/16*	*1:00-4:30*	*Annex 429*
W	*1/25/17*	*1:00-4:30*	*Studio B*
Tu	*4/18/17*	*1:00-4:30*	*Studio B*
Th	*7/20/17*	*1:00-4:30*	*Studio B*
Tu	*10/24/17*	*1:00-4:30*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Tim Closterman

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Goal Setting, Planning & Organizing 3.5 hours Learn how to become more successful and efficient through effective techniques for establishing goals, objectives, and action plans for yourself and those who report to you. Learn how to effectively plan, prioritize, and organize your work and tasks so you can accomplish more important things in your workday. **Presented by:** Pinellas County Training Consortium **Intended Audience:** All employees of the Pinellas Training Consortium. Recommended for Supervisors		**Learning Objectives:** ❑ Establish goals and action plans that reflect the priorities of your organization and are supported by staff members ❑ Identify methods for organizing your time and your work in a more efficient and effective manner ***W*** | ***4/19/17*** | ***8:30-12:00*** | ***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Gene Pressoir

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Grants 101

6.5 hours

Overview of the Grants Management Process for Pinellas County BCC Departments.

Presented by: Pinellas County Grants Center of Excellence Team

Intended Audience: All employees of the BCC Departments who work with grants or may be in the future.

Learning Objectives:

- Understand Pinellas County Grant Process
- Develop awareness of federal grant regulations (Super Circular)
- How to construct a grant application
- Understand how grants are managed
- Understand Stakeholder roles
- Learn about available resources

Th	***10/27/16***	***8:30-12:00***	***Utilities 4th Floor***
TBA	***TBA***	***TBA***	***TBA***

Open to UPS employees only

Instructor(s)
Emily Magyar
Keri Vizandiou
Fredricka Jones
Katherine Burbridge
Tammy Allen
Mary Scott Hardwick

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Grievance & Disciplinary Procedures

3.5 hours

This 3.5 hour course provides participants with an understanding of Pinellas County's disciplinary and grievance procedures and policies. Small group activities involving case studies will be part of the course.

Presented by: Pinellas County Human Resources Department.

Intended Audience: All Pinellas County employees.

Recommended for all supervisors.

Learning Objectives:

- The course will cover Rule 6 (Discipline), including standard ranges of disciplinary actions
- Rule 7 (the grievance procedure)
- Topics on coaching and counseling, performance appraisal and problem solving
- Helpful advice on documenting performance problems

Th	***7/27/17***	***8:30-12:00***	***Studio B***

Open to UPS employees only

Instructor(s)
Jim Valliere

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The Happiness Advantage

(Replaces Managing Workplace Stress)

NEW

3.5 hours

Do you feel you could be happier and more productive at work? We've all been told that if we work hard, we'll be successful. If we're successful, then we'll be happy. What if that formula is wrong? Imagine if the opposite were true and happiness is the secret to success – at work and home.

This training is based on Shawn Achor's book *Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work*

Presented by: Pinellas County Training Consortium

Intended Audience: All employees of Pinellas Training Consortium

Learning Objectives:

- Review the seven principles of positive psychology
- List and recognize symptoms and behaviors related to stress
- Outline ways to use stress as fuel for positive change
- Develop a personal action plan with goals to achieve a positive mindset

Tu	***4/11/17***	***8:30-12:00***	***Sheriff's Office Ulmerton Rd***
W	***8/9/17***	***8:30-12:00***	***Sheriff's Office Ulmerton Rd***

OPEN TO CONSORTIUM

Instructor(s)
Vilma Monteros

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Introduction to Supervision for Non-Supervisors

7 hours

This course provides an overview of the general skills, knowledge and aptitudes supervisors must master to be effective. You will explore the variety of situations first-line supervisors experience on a daily basis and examine the challenges of managing work through others. Find out if supervision is right for you!

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of Pinellas Training Consortium interested in becoming supervisors.

Learning Objectives:

- Discover the skills and aptitudes needed to be a good supervisor
- Learn about the rewards and sacrifices of supervision
- Explore various situations that supervisors face
- Decide if supervision is right for you!

W	*11/16/16*	*8:30-4:30*	*Studio B*
W	*3/29/17*	*8:30-4:30*	*Studio B*
W	*7/12/17*	*8:30-4:30*	*Studio B*
Tu	*11/14/17*	*8:30-4:30*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Kimberly Nicholls
Joanie Read

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iExpense – Pcard Training 3.5 hours **Presented by:** Pinellas County Training Consortium. **Intended Audience:** All employees of UPS that utilize the Pcard.		**Learning Objectives:** ❑ TBA TBA TBA TBA

Open to UPS employees only

Instructor(s):
Anne Lawler
Phil Marshall
Tonya Wright

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iExpense – Travel Training 3.5 hours This course will review the County's Travel Expense policy, including what is eligible for reimbursement, required approvals and documentation. You will be provided hands-on training in the preparation and submission of travel expense reimbursements in iExpense. **Presented by:** Pinellas County Training Consortium. **Intended Audience:** Pinellas County officers and employees who travel out of town that include overnight stays or employees who prepare expense reports for others who travel.		**Learning Objectives:** ❑ ***TBA*** ***TBA*** ***TBA*** ***TBA***

Open to UPS employees only

Instructor(s):
Phil Marshall
Patricia Wallace

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Keeping Up With the Multigenerational Workplace

1.5 hours

NEW

Organizations that utilize the different perspectives, skills, and strengths of a multigenerational workforce will enhance creativity and productivity and decrease conflict. This insightful workshop provides participants with the skills and knowledge necessary to acknowledge generational issues and take action in ways that boost productivity and encourage mutual respect. The end result is an environment where people want to come to work and stay.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of Pinellas Training Consortium

Learning Objectives:

- Build awareness and understanding of the different generations in the workplace to manage more effectively
- Identify defining characteristics of the four generations represented in the workplace and how to prepare for a new incoming generation
- Recognize issues and situations that may be influenced by generational difference
- Apply practical tips for working, managing, and communicating respectfully in a multigenerational workplace

Th	*3/30/17*	*8:30-12:00*	*Studio B*
Th	*10/12/17*	*8:30-12:00*	*Studio B*

Open to UPS employees only

Instructor(s):
Kevin Connelly

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Leading With Persuasion

3.5 hours

Have you ever had a really good idea, but nobody would listen to you? In this interactive workshop you will learn how to persuade others about your good idea. You will become skilled at communicating your idea to others through the power of positive persuasion. At the end of the workshop you will be able to lead with persuasion by following the three essential steps: preparation, presentation and response.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of Pinellas Training Consortium in or seeking a supervisory role.

Learning Objectives:

- Describe the importance of persuasion in the workplace.
- Demonstrate how to prepare for persuasion by recognizing their own value, focusing on a single idea, supporting their idea with evidence and anticipating objections.
- Present your idea with confidence by establishing creditability, being direct and logical and showing conviction.
- Respond to emotional issues and objections by talking to people one-on-one, using active listening skills and compromising.

Th	***2/23/17***	***8:30-12:00***	***Studio B***
Tu	***8/1/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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Managing Change

3.5 hours

This seminar examines why people resist change and provides ways to minimize the trauma caused by change.

Presented by: Pinellas County Training Consortium

Intended Audience: All employees of the Pinellas Training Consortium

Recommended for all supervisors.

Learning Objectives:

- Learn a six-step approach to implementing change
- Understand why resistance to change exists
- Understand how conflict is often a part of managing change

TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

OPEN TO CONSORTIUM

Instructor(s)
Meagan Decker

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Managing Electronic Records

3.5 hours

This course is designed to assist participants with managing electronic records from emails to shared drive documents in accordance with the Florida Public Records Laws.

Presented by: Pinellas County Training Consortium

Intended Audience:
BOCC Department
CCC Departments

Learning Objectives:

- Understand the legal requirements for electronic records
- Learn how to organize and control electronic records based on their historical, administrative, legal and fiscal value
- Evaluate electronic records and apply the appropriate retention schedule for proper retention and final disposition

Th	***11/17/16***	***8:30-12:00***	***Swisher 211***
Th	***3/16/17***	***8:30-12:00***	***Swisher 211***
Th	***6/15/17***	***8:30-12:00***	***Annex 429***
Th	***11/16/17***	***1:00-4:30***	***Swisher 211***

OPEN TO CONSORTIUM

Instructor(s)
Michele Koehler

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Meeting Management: The Art of Making Meetings Work

3.5 hours

The meeting that drones on and on; the meeting where everyone sits fiddling with his or her smartphone; or the meeting where almost everyone in the room is wondering the same thing: Why am I even here?

Meetings fill an increasing number of hours in the workday, and yet most employees consider them as a waste of time.

But there are ways to run effective, efficient meetings that leave everyone feeling energized and excited about their work. Want to learn more come and join us.

This workshop will be concerned with small work meetings: with groups that have a job to do requiring the energy, commitment and talents of those who participate.

Members of such a group want to get some kind of result out of their time together whether solving problems, brainstorming or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

You will explore the key characteristics of the best and worst of meetings and we will share tips for leading a most successful meeting.

Presented by: Pinellas County Training Consortium

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Understand the value of meetings as a management tool
- Recognize the critical planning step that makes meeting time more effective
- Identify process tools that can help create an open and safe forum for discussion
- Develop and practice techniques for handling counterproductive behaviors

W	***5/17/17***	***8:30 – 12:00***	***Studio B, Communications Building***
W	***11/8/17***	***8:30 – 12:00***	***Studio B, Communications Building***

OPEN TO CONSORTIUM

Instructor(s)

Audrey Savas

Microsoft Excel 2013 Core Essentials

3.5 hours

Attend a 3 ½ hour hands on learning experience that covers all the core essentials of Microsoft Excel 2013. Topics covered include the new Flash Fill feature, using formulas and functions, inserting PivotTables and PivotCharts, and customizing the Excel 2013 interface.

** Basic proficiency with computer keyboarding and mouse skills is required. Need assistance with these skills prior to class? Visit GCF LearnFree for hands on tutorials. **

Presented by: Pinellas County Human Resources

Intended Audience:
All UPS Employees

A maximum of 14 students will be accommodated per class.

Learning Objectives:

- Define all parts of a workbook along with creating, opening, and saving workbooks
- Identify ways to enter, select and delete data, and use undo, redo, cut, copy and paste functions
- Discuss how to insert rows and columns, merge and split cells, use Paste Special, find and replace, and hide and unhide cells
- Establish ways to use Excel's Basic and Timesaving tools to create basic and advanced formulas and functions, sort and filter data, and use AutoFill, Flash Fill, AutoSum, AutoComplete and AutoCalculate
- Execute methods to format text, data, and workbooks including adding borders, fill and style, adjusting size, alignment and text direction of cells, and formatting data as a table
- Apply techniques to chart data including creating sparklines, inserting PivotTables or PivotCharts, and using Slicers
- Review methods to view, print and share workbooks
- Recognize how to customize the Excel Ribbon by discussing how to change ribbon display options, customize the Quick Access toolbar, and reset the Ribbon

Th	***12/7/16***	***8:30-12:00***	***Annex 138***

OPEN TO UPS Employees Only

Instructor(s)
Kat Black
Kevin Connelly

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Microsoft Outlook 2013 Core Essentials

3.5 hours

Attend a 3 ½ hour hands-on learning experience that covers all the core essentials of Microsoft Outlook 2013.

Explore ways to manage mail, calendar and people. Determine methods to organize your mailbox. Learn skills to get the most out of your Outlook.

** Basic proficiency with computer keyboarding and mouse skills is required. Need assistance with these skills prior to class? Visit GCF LearnFree for hands on tutorials. **

Presented by: Pinellas County Human Resources

Intended Audience:
All UPS Employees

A maximum of 14 students will be accommodated per class.

Learning Objectives:

- Define all parts of Outlook along with how to use the Folder Pane, Peeks, and the notification icon
- Identify ways to open, reply to, forward, and delete messages
- Discuss how to create a new message, format text, attach files or items, and send a message
- Establish ways to make the most of your Outlook calendar including how to find and open the calendar, create appointments and meetings, and change the calendar view
- Review techniques to create a new People contact, mark a contact as a favorite, change the contact view, and create a new contact group
- Execute methods to organize your Outlook mailbox including creating folders, moving items into folders, categorizing items, utilizing the search and filter tools, and managing junk mail
- Apply techniques to read and work with conversations including turning them on and off, cleaning up folders and conversations, and ignoring conversations
- Practice using Quick Steps, creating new Quick Steps, and deleting and resetting Quick Steps
- Recognize how to customize the Outlook Ribbon by discussing how to change ribbon display options, customize the Quick Access toolbar, and reset the Ribbon

Th	***12/8/16***	***8:30-12:00***	***Annex 138***

OPEN TO UPS Employees Only

Instructor(s)
Kat Black
Kevin Connelly

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Miscellaneous Template Training 2 hours **Presented by:** Pinellas County Training Consortium. **Intended Audience:** All employees of the UPS that authorize invoices for payment		**Learning Objectives:** ❑ TBA TBA TBA TBA

Open to UPS employees only

Instructor(s):
Daniel Coughenour
Anne Lawler

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New Employee Orientation

Muster Drill – New Employee Orientation - Class 2

3.5 hours

For new hires to Pinellas County Government.

Presented by: Pinellas County Risk Management

Intended Audience: Required for all new Pinellas County employees.

Call 464-3796 if you have any questions.

Topics include:

- Safety Orientation
- Right to Know Law
- County Self-Insurance
- Safety & Loss Control
- Workers' Compensation
- General and Office Safety
- Driver Awareness

M	*11/21/16*	*8:30-12:00*	*Magnolia Rm*
M	*12/19/16*	*8:30-12:00*	*Magnolia Rm*
Tu	*1/17/17*	*8:30-12:00*	*Magnolia Rm*
Tu	*2/21/17*	*8:30-12:00*	*Magnolia Rm*
M	*3/20/17*	*8:30-12:00*	*Magnolia Rm*
M	*4/17/17*	*8:30-12:00*	*Magnolia Rm*
M	*5/15/17*	*8:30-12:00*	*Magnolia Rm*
M	*6/19/17*	*8:30-12:00*	*Magnolia Rm*
M	*7/17/17*	*8:30-12:00*	*Magnolia Rm*
M	*8/21/17*	*8:30-12:00*	*Magnolia Rm*
M	*9/18/17*	*8:30-12:00*	*Magnolia Rm*
M	*10/16/17*	*8:30-12:00*	*Magnolia Rm*
M	*11/20/17*	*8:30-12:00*	*Magnolia Rm*
M	*12/18/17*	*8:30-12:00*	*Magnolia Rm*

Open to UPS employees only

Instructor(s):
James Abaka
David Mangicaro

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Myers-Briggs Type Indicator

3.5 hours

Myers-Briggs Type Indicator – or MBTI is a self-report questionnaire designed to identify valuable differences between personal styles various individuals use. MBTI results help us identify our unique gifts and personal styles and enhance self-understanding of our own motivations, natural strengths, and potential areas for growth. Understanding the variety of personal styles also helps us appreciate people who differ from us.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Teams are encouraged to attend together.

Please note: Your results will be kept confidential unless you choose to share them with others.

Learning Objectives:

- Complete a self-assessment
- Participate in a number of experiential exercises
- Learn about your preferences by exploring activity that energizes you, how you take in information, how you make decisions, and how you live your life
- Increase your awareness of the differences in preference that exist and discover ways to communicate with those who are different than you

Th	***2/9/17***	***8:30-12:00***	***Studio B***
W	***6/28/17***	***8:30-12:00***	***Studio B***
Th	***10/19/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Consortium Members will be charged $28.00 for materials.

Instructor(s)
Joan Read

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NEW

Office Recycling and Records Management: What You Need to Know

1.5 hours

This class looks at refocusing on recycling within county buildings, as well as what is and is not a record, and how records should be managed.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- What can and cannot be recycled in your office space
- How do you know if something is a "record" and should be managed through Records Management?
- What types of paper, paper-type wastes and containers can be recycled?
- What is my role in recycling?
- Why is recycling important?
- How can I do more?

W	**3/1/17**	**3:00-4:30**	**Magnolia Room**

OPEN TO UPS Employees Only

Instructor(s)
Catherine Eichner
Michele Koehler

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Pre-Retirement Planning

Pre-retirement planning is not just for those on the verge of retiring. Successful retirement planning takes years of preparation and investment. If possible, you are encouraged to take the following courses at least five years before your planned retirement.

Passport to Retirement is offered in the evenings and includes a $30 course participation fee charged to participants ($25 if pre-paid). To pre-pay: Mail a check for $25 to Kahn Financial Group at 1700 McMullen Booth Rd. Suite A-5, Clearwater, FL 33759 (postmarked five days prior to class start date). Spouses are encouraged to attend and do so free of charge.

Passport to Retirement

6 hours

This 3-night seminar, **offered outside of official work time**, will introduce you to the concepts and practices that will help make your retirement comfortable and free from money worries.

You will receive a Retirement Planning Data form that will help you develop a written summary of your assets, income, social security and pension benefits, as well as The Passport to Retirement workbook to use as both course material and a future reference text. Participants also have available to them an optional, no obligation retirement planning consultation with the instructor after the class is completed.

Key Topics:

- Investments
- Asset protection
- Social security & Medicare
- Estate Planning

Learning Objectives:

- Provide a secure retirement for self/spouse with peace of mind
- How to generate a steady income
- Protect your assets from erosion
- Minimize income & estate taxes

Presented by: Kahn Financial Group

Intended audience: All employees of the Pinellas Training Consortium and their spouses.

There is a $30.00 course participation fee per employee ($25.00 if pre-paid five days prior to class start date). To pre-pay, mail a check for $25 to Kahn Financial Group at 1700 McMullen Booth Rd, Ste A-5, Clearwater FL 33759 (postmarked five days prior to class start date.) Spouses are encouraged to attend and do so free of charge.

TBA	TBA	6:30-8:30 PM	TBA
TBA	TBA	6:30-8:30 PM	TBA
TBA	TBA	6:30-8:30 PM	TBA

OPEN TO CONSORTIUM

Instructor(s)
David Kahn Financial Group

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Performance Management

3.5 hours

Performance happens every day. Through strategic performance management we create a work culture that encourages employees and teams to perform their best as we strive to improve the quality of life for the citizens of Pinellas County. Performance Management is a continuous, ongoing process that:

- Aligns the employees' and supervisors' goals with those of the appointing authorities
- Promotes ongoing dialogue between employees and supervisors
- Increases employees and team engagement by creating a sense of personal ownership and accountability for success
- Builds trust by using a system that is fair and transparent

Presented by: Pinellas County Training Consortium.

Intended Audience: Supervisors under the UPS

Learning Objectives:

- ❑ Understand the FACE of performance
- ❑ Gain confidence in having performance conversations with employees you supervise
- ❑ Demonstrate the ability to develop performance expectations for employees
- ❑ Develop and support a growth and development plan that supports employee performance

TBA	**TBA**	**TBA**	**TBA**

Open to UPS employees only

Instructor(s):
Meagan Decker

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Power of Future Conversations

3.5 hours

We've all heard the saying, "Talk is cheap." However, talk is the driving force behind change and growth that moves people and organizations. So, what are you talking about? In this interactive workshop learn how to stop having conversations that focus on the past and how to have conversations focused on the future. Future conversations are filled with radical improvements that help drive present action. At the end you will know how to consciously manage conversations – both speaking and listening – to create breakthroughs, energize team commitment and produce lasting change.

Presented by: Pinellas County Training Consortium.

Intended Audience: UPS & Consortium

Learning Objectives:

- ❑ Understand the importance of conversation at work and in your daily life.
- ❑ Distinguish between different kinds of conversations.
- ❑ Identify speech acts that take place in the past, present and future.
- ❑ Practice shifting conversations out of the past and into the realms of present and future.
- ❑ Employ skills to avoid the unspoken conversations that prevent positive change.
- ❑ Demonstrate how to listen effectively and affirmatively.
- ❑ Practice using conversation as a tool to create breakthroughs in your life.

W	***2/22/17***	***8:30-12:00***	***Studio B***
Th	***8/31/17***	***8:30-12:00***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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Powerful Public Speaking Skills

6 hours

NEW

As part of your job, do you need to present data, explain plans, provide support, train others, or generate enthusiasm for your projects and ideas?

If you answered "yes" to any of these, then you'll need good presentation skills. In some situations, you need to share information, and in others, you need to defend your position.

Sometimes you know the subject matter thoroughly, but other times the material is unfamiliar and you need to stretch your limits.

Join us in this interactive and participatory workshop to build your presentation skills. During **day one**, you will have a much better understanding of how to prepare presentations, and you'll know how to deliver them effectively. On **day two**, you will deliver a presentation with a group and receive peer feedback on how to get even better.

Presented by: Pinellas County Training Consortium.

Intended Audience: UPS & Consortium

Learning Objectives:

- Define and identify essential elements of effective presentations
- Formulate your strategy for an effective presentation
- Develop your structure for an upcoming speech
- Compose a plan for supporting your points
- Identify the best delivery style for your presentations
- Prepare for questions from the audience
- Practice using conversation as a tool to create breakthroughs in your life.

Tu & Tu	*4/11 & 4/18/17*	*8:30-11:30*	*Studio B*
Tu & Tu	*10/17 & 10/24/17*	*8:30-11:30*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Joanie Read
Tami Maloney

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Problem Solving / Decision Making

3.5 hours

This course is designed to assist participants in exploring the best practices for problem solving and decision making. It demonstrates how effective problem solving and decision making can benefit leaders, their employees and the entire organization.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Illustrate how to define problems by identifying the root cause
- Teach participants how problem solving and decision making work together
- Demonstrate how to solve problems and make decisions by following six essential steps including analyzing the problem, brainstorming solutions, making the best decisions, and following through by monitoring results
- Understand how to creatively solve problems through the use of various techniques
- Demonstrate the ability to evaluate solutions in order to choose the best idea that will yield measurable results

Th	***3/9/17***	***8:30-12:00***	***Swisher 211***
Th	***6/8/17***	***8:30-12:00***	***Swisher 211***
Th	***9/7/17***	***8:30-12:00***	***Swisher 211***

OPEN TO CONSORTIUM

Instructor(s)
Vestina Crayton

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Project Management

3.5 hours

Have you been asked to manage a project, or do you have tasks that could be made easier with some management insights? This seminar will help you to envision, plan, implement and evaluate a major project. These skills can also be used to successfully manage your regular work-load.

Presented by: Pinellas County Training Consortium

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Identify major and minor elements in project planning
- Prioritize tasks, schedule activities and resources
- Evaluate the process and the project

Th	***1/26/17***	***9:00-12:30***	***Studio B***
Th	***5/18/17***	***9:00-12:30***	***Studio B***
Th	***10/5/17***	***9:00-12:30***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Fred Borgianini

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Records Management 1.0

5 hours

This workshop includes a detailed overview of records management, highlights of the Florida Public Records Laws, a hands-on look into records retention schedules, and an in-depth overview of the Oracle Records Management System application. This training is required for new users of the Oracle Records Management System.

Presented by: Pinellas County Training Consortium

Intended Audience: Required for all new users of the Oracle Records Management System.

BOCC Departments
CCC Departments

Learning Objectives:

- Learn the importance and benefits of records management
- Learn about the laws that govern the process
- Receive hands-on training on how to access and navigate the Records Management System, which will include how to store, retrieve and re-file inactive records

Th	*1/19/17*	*9:00-3:00*	*Annex 138*
Th	*4/20/17*	*9:00-3:00*	*Annex 138*
Th	*9/21/17*	*9:00-3:00*	*Annex 138*

There will be a break for lunch.

Open to UPS employees only

Instructor(s)
Michele Koehler

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Records Management 2.0

2.5 hours

This 2.5-hour class will walk you step-by-step through the requirements for a successful inventory and destruction process.

Presented by: Pinellas County Training Consortium

Intended Audience:

BOCC Departments
CCC Departments

Learning Objectives:

- Determine and assign the appropriate retention codes
- Assemble storage boxes giving attention to weight and retention times
- Review and complete inventory worksheets and destruction notices

Th	***2/16/17***	***9:00-11:30***	***Swisher 211***
Th	***5/18/17***	***2:00-4:30***	***Swisher 211***
Th	***10/19/17***	***9:00-11:30***	***Annex 429***

Open to UPS employees only

Instructor(s)
Michele Koehler

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Records Management: Why It Matters

1.5 hours

This presentation is intended as a high-level overview of the importance of records management and is designed to raise awareness of the local and global impacts of properly managing our records. A brief introduction to records retention schedules and the Florida Public Records Laws are included. For a more in-depth look at retention schedules, the processes that apply to records management, and the Oracle Records Management System, please sign-up for Records Management 1.0 through OPUS OLM Learner

Presented by: Pinellas County Training Consortium

Intended Audience:
Open to ALL employees under the BCC and CCC Departments

Learning Objectives:

- Understand the legal requirements for records management
- Understand your individual and departmental responsibility for proper records management
- Global impacts of records management

TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA

Open to UPS employees only

Instructor(s)
Michele Koehler

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Self Service Time Entry

2 hours

This class is an overview of the Oracle self service functions that effect your pay check: Time Entry, Direct Deposit, Changing Withholding, Updating personal information

Presented by: Pinellas County Training Consortium

Intended Audience:
Newer employees and employees wanting to expand their knowledge of the time entry process

Learning Objectives:

TBA	***TBA***	***TBA***	***TBA***

Open to UPS employees only

Instructor(s)
Jennifer Deller
Donna Morahan
Candice Roth-Grigsby

back to Class List

Self Service Time Entry – Managers 2 hours This class is an overview of the Oracle self service functions that effect your staff's time: Time Entry, Dashboard, Granting, Work List Access, Approving Time, Submitting Time for Employees, Running Reports **Presented by:** Pinellas County Training Consortium **Intended Audience:** Newer supervisors and supervisors wanting to expand their knowledge of the time entry process		**Learning Objectives:** *TBA* *TBA* *TBA* *TBA*

Open to UPS employees only

Instructor(s)
Jennifer Deller
Donna Morahan
Candice Roth-Grigsby

New Employee Orientation

Setting Sail – New Employee Orientation - Class 1

8 hours

For new hires to Pinellas County Government.

Presented by: Pinellas County Human Resources Department, Business Technology Services

Intended Audience: Required for all new Pinellas County employees.

Call 464-3796 if you have any questions.

Human Resources Topics covered include:

- Unified Personnel System
- Benefits (Medical, Dental, Life Insurance)
- Wellness Program
- Paid Time Off
- Retirement
- Diversity
- Organizational structure
- Ethics
- Human Resources policies
- Employee OPUS Self-Service

M	11/14/16	8:30-5:00	Annex 429
M	11/28/16	8:30-5:00	Annex 429
M	12/12/16	8:30-5:00	Annex 429
Tu	12/27/16	8:30-5:00	Canceled
M	1/9/17	8:30-5:00	Annex 429
M	1/23/17	8:30-5:00	Annex 429
M	2/13/17	8:30-5:00	Annex 429
M	2/27/17	8:30-5:00	Annex 429
M	3/13/17	8:30-5:00	Annex 429
M	3/27/17	8:30-5:00	Annex 429
M	4/10/17	8:30-5:00	Annex 429
M	4/24/17	8:30-5:00	Annex 429
M	5/8/17	8:30-5:00	Annex 429
M	5/22/17	8:30-5:00	Annex 429
M	6/12/17	8:30-5:00	Annex 429
M	6/26/17	8:30-5:00	Annex 429
M	7/10/17	8:30-5:00	Annex 429
M	7/24/17	8:30-5:00	Annex 429
M	8/14/17	8:30-5:00	Annex 429
M	8/28/17	8:30-5:00	Annex 429
M	9/11/17	8:30-5:00	Annex 429
M	9/25/17	8:30-5:00	Annex 429
M	10/9/17	8:30-5:00	Annex 429
M	10/23/17	8:30-5:00	Annex 429
M	11/13/17	8:30-5:00	Annex 429
M	11/27/17	8:30-5:00	Annex 429
M	12/11/17	8:30-5:00	Annex 429
Tu	12/26/17	8:30-5:00	Annex 429

Open to UPS employees only

Instructor(s)
Various HR facilitators

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Sharpening Your Professional Image

3.5 hours

Discover the essential elements that form the foundation for a professional image. Unlock your potential – develop a presence that goes beyond the visual package, encompassing not only your appearance, but your communication skills, your attitude, and your behavior. By recognizing and developing these skills, you can create a powerful impact on your career and achieve professional success.

Presented by: Pinellas County Training Consortium-Sheriff's Office.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Learn what's important to improve your professional image
- Discover how a positive self-image can enhance your self-esteem
- Realize your potential and ultimately achieve personal and career success

Tu	***3/28/17***	***8:30-12:00***	***Sheriff's Office Ulmerton Rd***
W	***9/27/17***	***8:30-12:00***	***Sheriff's Office Ulmerton Rd***

OPEN TO CONSORTIUM

Instructor(s)
Vilma Monteros

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Supervisory & Management Competencies Series

63 hours 9 Days

All new supervisors, whether promoted from within or hired externally are required to participate in the Supervisory and Management Competencies Series (SMCS). The topics, taught one day a week for 9 weeks, align leadership training with the County's performance competencies system. The SMCS modules are identified in the schedule below, portions of which are open to Consortium leaders.

Note - Most of these topics will also be available as a stand-alone course for experienced supervisors needing a refresher.

Presented by: Pinellas County Training Consortium.

Intended Audience: Required for all new supervisors, whether promoted from within or hired externally.

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SMCS date schedule: Studio B except where noted

Day	Series I	Series II	Series III
Day 1	*1/24/17*	*4/25/17*	*8/8/17*
Day 2	*1/31/17*	*5/9/17*	*8/15/17*
Day 3	*2/7/17*	*5/16/17*	*8/22/17*
Day 4	*2/14/17*	*5/23/17*	*8/29/17*
Day 5	*2/28/17*	*6/6/17*	*9/12/17*
Day 6	*3/7/17*	*6/13/17*	*9/19/17*
Day 7	*3/14/17*	*6/20/17*	*9/26/17*
Day 8	*3/21/17*	*6/27/17*	*10/3/17*
Day 9	*3/28/17*	*7/11/17*	*10/10/17*

Also recommended are Myers-Briggs Type Indicator (MBTI) and Emotional Intelligence. The two will be offered together after each series has been completed, dates to be announced.

See table on proceeding pages for topic detail

OPEN TO CONSORTIUM

Open to Consortium members only on days indicated in table on proceeding page.

Instructor(s)
Various County Instructors

Day and Start Time	Supervisory & Management Competencies Series Studio B	***Series I*** ***January 24 thru March 28***	***Series II*** ***April 25 thru July 11***	***Series III*** ***August 8 thru October 10***
Day 1	**(Open to Consortium)**	*1/24/17*	*4/25/17*	*8/8/17*
8:30	Effective Leadership Techniques			
1:00	Creating A Motivated Team			
Day 2	**(County Only)**	*1/31/17*	*5/9/17*	*8/15/17*
8:30	Overview of UPS			
9:30	Labor Laws, Rights & Responsibilities			
11:00	Employee Compensation			
1:00	TBD			
Day 3	**(Open to Consortium)**	**2/7/17 (See Below)*	*5/16/17*	*8/22/17*
8:30	Conflict Resolution			
1:00	Human Relations & Effective Communications			
Day 4	**(County Only)**	*2/14/17*	*5/23/17*	*8/29/17*
9:00	Recruiting, Interviewing, Selection & Onboarding			
Day 5	**(Open to Consortium)**	*2/28/17*	*6/6/17*	*9/12/17*
8:30	A Leader's Guide to Delegating			
1:00	Coaching and Counseling			
Day 6	**(County Only)**	*3/7/17*	*6/13/17*	*9/19/17*
8:30	Performance Management			
1:00	Grievances & Discipline			
Day 7	**(Open to Consortium)**	**3/14/17 (See Below)*	*6/20/17*	*9/26/17*
8:30	Management Ethics/ Workplace Diversity			
1:00	Keeping Up with the Multigenerational Workplace			
Day 8	**(County Only)**	*3/21/17*	*6/27/17*	*10/3/17*
8:30	EEO & Diversity Effectiveness			
1:00	EAP & FMLA			
Day 9	**(Open to Consortium)**	*3/28/17*	*7/11/17*	*10/10/17*
8:30	Safety & the Supervisor / Violence in the Workplace			
1:00	Change Management			

Conflict Resolution to be presented 3/14, Management Ethics/Workplace Diversity to be presented 2/7*, same time listed above.

OPEN TO CONSORTIUM only the days as indicated above.

UPS employees should register for an entire series only, not individual classes. If a UPS employee misses any classes in a Series they then can register for individual classes, as make-up classes, on date needed the next time the Series is offered. Consortium members are registered for the entire series though only attend the odd Days of training (Day 1, 3, 5, 7, 9). Also recommended are Myers-Briggs Type Indicator (MBTI) and Emotional Intelligence. The two will be offered together after each series has been completed, dates to be announced.

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Team Building

7 hours

Teams aren't just for baseball anymore. Come and learn what it takes to create and maintain a successful team at work!

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Identify the characteristics of a successful team
- Explore the "Stages of Team Development"
- Identify team members responsibilities in building and maintaining a high performing team
- Practice communication skills in team development

W	***11/30/16***	***8:30-4:30***	***Utilities 4th floor***
Th	***6/22/17***	***8:30-4:30***	***Studio B***
Tu	***12/5/17***	***8:30-4:30***	***Studio B***

OPEN TO CONSORTIUM

Instructor(s)
Joan Read

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Time Management

30 Ways To Make More Time

3.5 hours

Most people think they are efficient. But unless they know how to manage their time, it's unlikely they will ever be fully effective. Poor time management can also have an effect on their colleagues or the team they work with.

30 ways to make more time demonstrates that time management training can be applied to anyone within an organization. You will experience many different situations and various issues surrounding time management - showing both the right and the wrong ways of doing things.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Recommended for all supervisors.

Learning Objectives:

- Start the day correctly in order to be more productive
- Prioritize tasks by deciding which ones are important or urgent
- Handle meetings
- Use the phone or email more effectively
- Identify 'time robbers' and build the right defenses against them.

Th	*10/27/16*	*8:30-12:00*	*Annex 429*
Th	*1/19/17*	*8:30-12:00*	*Studio B*
Th	*7/13/17*	*8:30-12:00*	*Studio B*
Th	*11/2/17*	*8:30-12:00*	*Studio B*

OPEN TO CONSORTIUM

CEU Certified

Instructor(s)
Wayne Hamm, Pinellas County Health Dept

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Tips for Getting the Job You Want

3.5 hours

Have you ever had trouble creating a résumé or difficulty deciding what information to include on an application form? Have you ever been concerned or disappointed with your performance in a job interview? This workshop is designed to provide you with tips and suggestions to assist you in presenting yourself, your experience, and your abilities in positive ways to a selecting official.

While participation in this class in no way guarantees you will get the next job opening you seek, it can help you identify how to put your best foot forward and enhance your chances of selection.

Presented by: Pinellas County Human Resources Employment and Volunteer Services.

Intended Audience: All Pinellas County Employees.

TBA	**TBA**	**TBA**	**TBA**

Participants will be automatically waitlisted until adequate enrollment numbers are reached.

Open to UPS employees only

Instructor(s)
Meagan Decker

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True Colors

1.5 hours

Knowing our True Colors, and how to discover the True Colors of others, helps us recognize differences and similarities in communication styles, behaviors, and preferences and how to use this information to resolve conflicts, increase respect, and bring out the best in others. This workshop includes individual and group activities that are designed to create an atmosphere of learning and sharing.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Improve understanding of your own personality and the personalities of others
- Enhance effective communication personally and professionally
- Recognize and encourage potential in others
- Open doors to successful relationships in a climate for effective learning

Th	*1/26/17*	*8:30-10:00*	*Annex 429*
Th	*8/3/17*	*8:30-10:00*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Priscilla McFadden
Dawn Sarmiento

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What To Do When Conflict Happens

3.5 hours

This introductory workshop is designed to address “people problems” which confront workers every day. Upon completion, you will be able to identify sources of conflicts and follow procedures to resolve conflicts and interaction problems.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the Pinellas Training Consortium.

Learning Objectives:

- Identify sources of conflict
- Assess your own personal style in dealing with conflict
- Become familiar with a variety of methods for effectively managing conflict
- Learn about the use of specific techniques, such as mediation, in resolving conflict

Tu	*10/25/16*	*1:00-4:30*	*Studio B*
W	*3/1/17*	*8:30-12:00*	*Studio B*
W	*7/19/17*	*8:30-12:00*	*Studio B*
Th	*10/26/17*	*1:00–4:30*	*Studio B*

OPEN TO CONSORTIUM

Instructor(s)
Jim Valliere

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When Change Happens, Adjust Your Sail

A New Attitude Series Part III

4 hours

Think about being on a small boat in the middle of a storm. The boat is being rocked by winds and the stormy seas. How can you navigate through the storm and get back on your navigational path? One way to accomplish this is to adjust your sails and get out of the storm.

Participants will learn three valuable lessons in this powerful training session: 1) Don't panic, 2) It's Okay to Complain, but…, and 3) Stay Positive. Navigate through the Storm of Change – starting with your own positive attitude. You can learn how to deal with negative people, challenges, and the unexpected simply by tapping into your own resources – adjusting your sail – with a smile all the way!

When Change Happens, Adjust Your Sail is Part Three of the three part series, A New Attitude. The classes are individual classes. Taking all three is recommended, but not required. Part one is A Kick in the Attitude. Part two is Who Put A Lizard in My Lasagna?

Presented by: Pinellas County Training Consortium.

Intended Audience: All Consortium members

Learning Objectives:

- Learn fresh and inspiring new ways of adapting to and coping with change
- Discover innovative ideas to solving old problems
- Gain valuable insight into how your attitude shapes your interactions and relationships with everyone from co-workers and customers to family and friends

W	*3/22/17*	*12:30-4:00*	*Sheriff's Office Ulmerton Rd*
W	*11/29/17*	*8:30-12:00*	*Sheriff's Office Ulmerton Rd*

OPEN TO CONSORTIUM

Instructor(s)
Vilma Monteros
Patti Samuels

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Who Put A Lizard In My Lasagna?

A New Attitude Series Part II

4 hours

Do you know how to invite success into your life? Do you want to make your interactions with others more meaningful? Sam Glenn, motivational keynote speaker, says, "You showed up on this planet with amazing gifts and abilities; if you apply them right where you are now, you will begin to experience more of what you want. It's that simple."

This straightforward, valuable concept was born when Sam's mother put a plastic lizard in his lasagna as a joke. Learn from this life-changing event in Sam's life. Discover how to open doors to creativity, remember what's important, and go above and beyond – all while having fun! Use the best of what you have to create the best of what you want.

Who Put A Lizard In My Lasagna? is Part Two of the three part series, A New Attitude. The classes are individual classes. Taking all three is recommended, but not required. Part one is A Kick in the Attitude. Part three is When Change Happens, Adjust Your Sail.

Presented by: Pinellas County Training Consortium.

Intended Audience: All Consortium members

Learning Objectives:

- Learn fresh and inspiring new ways of adapting to and coping with change
- Discover innovative ideas to solving old problems
- Gain valuable insight into how your attitude shapes your interactions and relationships with everyone from co-workers and customers to family and friends

W	***2/22/17***	***12:30-4:00***	***Sheriff's Office Ulmerton Rd***
W	***10/18/17***	***8:30-12:00***	***Sheriff's Office Ulmerton Rd***

OPEN TO CONSORTIUM

Instructor(s)
Vilma Monteros
Patti Samuels

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Workplace Diversity

3.5 hours

Diversity is more than race, religion and gender; true diversity is appreciating all that makes us different from one another. In a diversified work environment, it is important to know not only what the differences are but how our behavior sometimes unconscious or unintended, can impact our relationships with others. This interactive workshop guides participants through identifying the many facets of diversity, how to translate an organizational commitment to diversity into behavioral terms.

Presented by: Pinellas County Training Consortium.

Intended Audience: All employees of the UPS and consortium

Learning Objectives:

- Summarize the importance and role diversity plays in Pinellas County Government, especially in relation to the County's Mission, Vision and Values.
- Describe how changing demographics within Pinellas County has impacted and will continue to impact the County's diversity.
- Raise greater awareness and sensitivity to Diversity issues that go beyond assumed categories.
- List the many facets of diversity that are at play within the workplace.
- Recognize how subtle or unintended behaviors and/or speech can create an unwelcoming working environment.

TBA	TBA	TBA	TBA

OPEN TO Consortium

Instructor
Meagan Decker

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