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| ***The MAPS*** Group Management  and  Personnel Services  102 Lochwood West Drive  Cary, NC 27518  phone  (919) 233-3914  email  bveazey@themapsgroup.com  [themapsgroup.com](../../../AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/TD1Q5V3R/themapsgroup.com)  A consulting group  specializing in  Human Resource Management |  | Employee/Supervisory/Management Development Program *Sessions focus on skills, knowledges, and information specifically oriented toward managers and supervisors in a local government setting. Sessions use a combination of lecture, group activities, self-assessment instruments, role plays, case studies and other hands-on training tools. Topics may be added or deleted as desired. Participants receive a notebook with training materials and handouts to keep.*  **Legal Issues in Local Government Personnel and Supervision.** This section covers protected classes, ADA, FLSA, FMLA, sexual harassment prevention, and other general issues that can create organizational and personal liability for supervisors in hiring, promotion, discipline, dismissal, compensation, leave administration, and other personnel actions. The session is conducted using an interactive approach that is understandable and interesting for first line through management levels of supervision. (1 to 2 half-day sessions)  **The Supervisor/Manager=s Leadership Role.** This session covers the role of leader in inspiring high performance and developing self-managed employees. The result is that close supervision is no longer necessary (empowerment) freeing the supervisor for developing, communicating, and creating a shared vision of excellence. The session also covers how to develop an effective team. Styles of Management Inventory, LPI and other leadership instruments may be used in this session. (1 to 2 half day sessions)  **Understanding Human Personality.** Learn how we are different and similar, how to appreciate differences and how to work effectively to build on these differences in teams or relationships. This session covers the Meyers Briggs Type Inventory and its practical application to the work place. (1 half day session)  **Understanding Human Behavior.** This session examines patterns in which we communicate and engage in problem solving utilizing transactional analysis and the drama triangle. It teaches methods of identifying ineffective patterns of interactions and how to avoid them. ( 1 - 2 half day sessions)  **Coaching Employees for Performance Improvement.** This session covers how to give feedback in a way that employees find helpful rather than creating defensiveness. The session is designed to develop supervisory skills in coaching and feedback so they do not delay or avoid addressing performance issues. These techniques are also applicable to the performance evaluation program and/or the disciplinary process. (1 half day session)  **Making Effective Hiring Decisions.** This session covers the hiring process from start to finish including how to do a job analysis that identifies the knowledges, skills, and abilities, desired; how to write a job announcement and the importance of this step; various strategies and their appropriate and inappropriate use, such as interviews, job sample tests, assessment centers, supplemental application forms, etc.; how to review applications and select candidates for interview; how to write interview questions and specific do's and don'ts for structured interviewing; the importance of the reference check and strategies for it; and the importance of the probationary period. (1 to 2 half-day sessions) |

**Managing Multiple Generation.** This session provides an understanding of how the cultural and historic activities while we are growing up significantly impact our values and expectations, the importance of working effectively with multiple generations in the workforce, how different generations are motivated by different things, and how to work together effectively.

**Using Your Discipline, Dismissal, and Grievance Procedures.** This session covers effective use of discipline as a positive factor rather than as punishment, treating employees like adults rather than children so they behave as adults. The session also covers how to write a warning, conduct a pre-dismissal conference and write a dismissal letter, and effective grievance procedure administration. The Coaching session is recommended as a prerequisite to this session. (1 to 2 half-day sessions)

**Motivation.** Learn what motivates and de-motivates humans in the work place and what a supervisor can do to influence an employee's motivation positively. Learn what the phrase "boss watching means" and how to use this knowledge as a supervisor to positively influence employees. This session also explores how the assumptions supervisors make about people at work influence their actions leading to positive or negative results. This classic of supervisory knowledge covers Maslow's hierarchy of needs, Hertzberg's motivational system, self-fulfilling prophesy, and McGregor's Theory X and Theory Y among other basics. (1 - 2 half day sessions)

**Conflict Resolution Skills**. Learn how to diagnose and choose an effective strategy for preventing and resolving conflict and specific communications skills for use in personal, team, and/or employee communication and conflict resolution, facilitating meetings, or to improve one on one communications. (1 to 2 half day sessions)

**Diversity in the Workplace.** This session focuses on understanding others, sensitivity to and appreciation of differences, and seeing things from the perspective of others. Topics include gender, racial, cultural, religious and other diversity issues. The topic can be provided for managers and supervisors and/or for employees (1 to 2 half-day session)

**Conducting Effective Performance Evaluation Conferences.** This topic covers how to plan and conduct a performance evaluation conference that employees and supervisors can feel good about. The focus is on two-way open communication designed to bring about a meeting of the minds on what an employee is doing well, what he or she can improve upon, and where he or she stands in terms of overall performance. This session builds on the communications, conflict resolution, motivations, and coaching sessions to bring these skills together for performance review. Therefore, these courses are considered prerequisites. (1 to 2 half day sessions)

**Preventing Workplace Harassment for Employees.** This session takes approximately 1.5 hours and can be provided in groups of up to 50 at a time.

For most topics, we recommend groups of no more than 30 to allow for group discussions, small group work and quality interactions. We will work with you to design the course best suited to your needs.