



HRA Fall 2009 Training & Development Opportunities



HRA is pleased to announce the following training and development opportunities.

For course descriptions and online registration information for these and other programs, access the HRA Web site at <http://www.hra.iupui.edu> and click the "Training and Org. Development" link. You may also contact the HRA Training and Organization Development section at hratrng@iupui.edu or 274-4438 with any questions.

October

Monday, Oct. 26: (9:00-noon) (UL 1126): **Time & Priority Management:** You have as much time as you're going to get. The solution isn't the need for more time or to work harder. It's effectively managing your time by managing events, setting goals, and prioritizing. The more effective you are at managing time means the more effective you'll be at managing people. This session will examine strategies for increasing productivity, controlling your schedule, and eliminating time wasters and distractions. (Facilitated by Bridget Working, Training & Organization Development Consultant, Training & Organization Development, HRA). (S)

Tuesday, Oct. 27: (9:00-noon) (UL 1126): **Overcoming the Five Dysfunctions of a Team:** This workshop is based on the popular book The Five Dysfunctions of a Team, by Patrick Lencioni. In this workshop, we will distinguish the difference between a team and a group of people working together. Lencioni says, "Building an effective, cohesive team is extremely hard. But it is also simple."

In this workshop, we will:

- View a video which describes the five dysfunctions
- Learn to recognize the five dysfunctions when they show up in our teams
- Practice exercises which help us overcome the dysfunctions
- Propose and evaluate steps we can take to improve our teams

(Facilitated by Marilyn H. Kuhn, Sr. Consultant, Training & Organization Development, HRA)
(S)

***Note:** There is a fee of \$18.00 for this workshop for which you will receive a copy of The Five Dysfunctions of a Team by Patrick Lencioni. **You must register by October 13.** There will be no refunds after October 13, but you may send a substitute.*

Thursday, Oct. 29: (9:00-noon) (UL 1116): **Student Employment 101:** Are you new to hiring and supervising students? If so, this workshop is perfect for you! This beginner's guide provides all the information you need to get started with student employees. Included in the workshop will be discussions about how to write a job description and find students, what

motivates students, what jobs students are looking for, how to interview to hire the right student, and much more. We will also explain the guidelines and processes for hiring a student and discuss the requirements for Federal Work-Study. But, most of all – bring your own questions and together we will learn from mistakes and successes. (Facilitated by Judy Carley, Student Employment Consultant, HRA)

November

*Monday, Nov. 2: (9:00-noon) (UL 1126): **Collegiality:*** Delivering excellent customer service starts with collegiality among team members. This workshop will cover the basics of what comprises collegial and civil work environments and how you can positively contribute to teamwork. We will explore how to overcome barriers for working together, including positive confrontation. These concepts will be applied during the second part of the workshop, which will cover customer service expectations and how your work style influences service delivery. (Facilitated by Daniel B. Griffith, Manager, Training & Organization Development, HRA)

*Tuesday, Nov. 3: (1:00 - 3:00) (UL 1116): **Intro to Project Management (How to Manage Projects Before They Manage You!):*** In this introductory workshop to project management, participants will learn what a project is and how one can effectively manage one. We'll define key terms, analyze resources and apply models to manage a project effectively and to complete it on time, within budget and with high standards. (Presented by Marilyn Kuhn, Sr. Consultant, Training & Organization Development, HRA)

*Wednesday, Nov. 4: (9:00-noon) (UL 1126): **Can This Process Be Saved? (Accelerated Improvement Process):*** This workshop focuses on a technique to efficiently improve your work processes. We will define what a process is (a series of steps that accepts inputs and results in a product or service), recognize when a process needs improving, examine tools for successful improvement, and discover how we can make significant improvements to a process in less time. (Facilitated by Marilyn Kuhn, Sr. Consultant, Training & Organization Development, HRA) (S)

*Friday, Nov. 6 and Friday, Nov. 20: (8:30-5:00) (UN 542 North): **Crucial Conversations: Tools for Talking When Stakes Are High®:*** Whenever you're not getting the results you're looking for, there's a good chance that a crucial conversation is keeping you stuck. Whether it's a problem with micro-inequities, a breakdown in team function or communication, difficulties in raising sensitive issues, or a strained relationship - whatever the issue - if you can't talk honestly you can expect poor results. Attend this powerful two-day workshop and you will learn how to: Catch problems early and resolve disagreements candidly and respectfully - even in the face of micro-inequities, arguments and misunderstandings, maximize input from people closest to the work (even those who have difficulty sharing information), express the best ideas in a way that builds acceptance rather than resistance - including challenging the way things are currently being done, make better decisions and then take more committed action.

The cost for this life-changing opportunity is \$250.00, which covers your registration, the *Crucial Conversations* book, a Participant Toolkit, an audio DC companion, and morning and afternoon break service. You will also be given access to a web-based follow-up tool after the workshop to help you apply the principles you have learned. Lunch is on your own.

Registration deadline is October 21 and no refunds will be given after October 21 but you may send a substitute. Unless you are paying by personal check (phone 274-4438 to get registered), please provide your department billing account number when requested. Personal checks are payable to "Indiana University." Seating is limited to 15 participants.
(Presented by Daniel B. Griffith, Manager, Training & Organization Development, HRA)

Monday, Nov. 9: (9:00-noon) (UL 1126): **Ground Rules for Proper and Civil Dialogue:**

Whether meeting one-on-one, in staff meetings, or in groups, we often struggle to communicate in ways that will be heard without causing defensiveness. In the worst case, some people become blatantly accusatory. Conversely, when confronted by individuals who fail to engage in civil dialogue, we often don't know how to respond without becoming angry, reacting negatively, or simply shutting down.

Some basic ground rules can help us govern our conversations so that proper, civil dialogue is possible. In this workshop, we will learn how to:

- Enter dialogue with respect and positive intent
- Separate facts from opinions, and issues from people
- Speak with credibility and evaluate the credibility of others and their messages
- Challenge unsubstantiated assertions and accusations
- Avoid labels, politically correct language, and other forms of "misdirection"
- Confront "violators" and offer constructive criticism in ways that foster increased understanding

Tuesday, Nov. 10 and Tuesday, Nov. 17: (8:30-12:30 each day) (UL 1126): **Campus wide Compliance Training Sessions**

The IUPUI Compliance Training program consists of two four-hour modules, and includes the following topics:

Session 1: Tuesday, Nov. 10 - Fair Labor Standards Act (FLSA); Affirmative Action and Equal Employment Opportunity (AA/EEO); Sexual Harassment (SH)

Session 2: Tuesday, Nov. 17 - Family Medical Leave Act (FMLA); Americans with Disabilities Act (ADA); Worker's Compensation (WC).

All supervisors, including staff and faculty with supervisory authority for employees, are strongly encouraged to participate in this training.

Thursday, Nov. 12: (9:00 - noon) (UN 372): **Interviewing and Hiring:** This workshop focuses on the interviewing and selection process, including appropriate and legal inquiries to make, selection criteria and methodology, tips on selling the job to the ideal candidate, reference checks, negligent hiring/retention issues, and liability. (Facilitated by Marcia Combs, Employment Consultant, HRA and LaVonne Jones, Employment Consultant, HRA) (S)

Monday, Nov. 16: (9:00 – noon) (UL 1126): **Dealing With the Bully In Your Work Life:** We may snicker at the ridiculous antics of the Dilbert cartoon strip, but anyone who has lived

through workplace bullying knows that it's no laughing matter. Workplace bullying affects the individual on a psychological, physical and social level not to mention the negative effects it has on the workplace as a whole. In this action-oriented workshop you will learn to; identify types of office bullies; handle the bullying coming from your colleagues, your boss, or the staff that you supervise; use assertive communication techniques; and take action and put an end to the bully factor! (Facilitated by Daniel B. Griffith, Manager, Training & Organization Development, HRA and Neelam Chand, Employee Relations Consultant, HRA) (G)

Tuesday, Nov. 17: (2:30 - 5:00) (UL 2115E): **Work/Life Balance: Key to Effective**

Engagement: As an effective manager, you seek to engage your employees so that they can be effective and productive and so that you can retain your good people. IUPUI Work/Life can be your partner in this. Come learn about the business case for work/life and how to integrate aspects (flexible work schedules, life education, wellness, etc.) of work/life into the workings of your department.

Given the difficult economic times, it becomes increasingly important to be creative in looking for ways to engage your employees and retain/improve morale. Maybe knowledge about work/life would be a good tool to add to your manager's toolbox. (S)

Wednesday, Nov. 18: (9:00-noon) (UL 1126): **Student Employment 201:** This is an intermediate workshop designed for supervisors that have some experience in supervising students, and yet are looking for strategies and tactics for improvement. Included in this workshop will be the basics of supervision; orientation, training and professional development; communication; encouragement and motivation; coaching your student to identify and develop their skills; and how to handle difficult situations. Most of all - bring your own questions and difficult situations and together we will learn from mistakes and successes. (Facilitated by Judy Carley, Student Employment Consultant, HRA) (S)

Wednesday, Nov. 18: (1:00 – 4:00) (UN 542): **Policies and Pay Practices:** This workshop is designed for individuals who are involved in the preparation of the department payroll. Specific topics include completion of the Payroll Voucher, computation of overtime, and guidelines for compensatory time, shift differential, and premium pay. (Facilitated by Juletta Toliver, Financial Services Manager and Debbie McCullough, Compensation Consultant, HRA) (G)

Thursday, Nov. 19: (9:00 - noon) (UN 372 North): **Attendance Issues and Time-Off Policies:** This session covers the University's paid-time-off policies, their interpretation, and common attendance-related problems associated with these policies. The focus is on time-off policies for biweekly-paid staff, but the policies for monthly-paid staff are also summarized. This session also covers common myths about time-off policies, the supervisor's rights and responsibilities, handling absentee and related problems effectively, and using progressive discipline. (Presented by: Neelam Chand, HR Consultant, HRA). (S)

Monday, Nov. 23: (1:00–4:00) (UL 1116): **Situational Leadership:** Is there one best style of leadership? This workshop looks at various leadership styles, helps you assess your own personal style, and teaches you how to develop and use backup leadership styles at appropriate times. Participants will further examine what makes a good supervisor by looking at the role of the

supervisor in today's effective organization. (Facilitated by Bridget S. Working, Consultant, Training & Organization Development, HRA) (S)

Tuesday, Nov. 24: (10:00–noon) (UN 372 North): **Tackling Performance Problems Before Discipline Becomes Necessary:** This workshop takes a proactive approach to addressing performance problems before an employee's performance deteriorates to the point of necessitating progressive discipline. Topics include identifying and analyzing performance problems, preparing and conducting a performance improvement discussion, and completing the performance improvement plan documents. (Facilitated by Theresa S. Martin, Manager, Employee Relations & Benefits, HRA and Neelam Chand, HR Consultant, HRA) (S)

December

Wednesday, Dec. 9: (9:00 – noon) (Union Bldg. Roof Lounge, 6th floor south): **Advanced Interviewing and Hiring:** This workshop focuses on the interviewing and selection process specifically & developing and scoring behavioral interviews. We will discuss results of poor interviewing, reviewing job descriptions, developing behavioral interview questions, developing scoring based on objective criteria, and evaluating and selecting final candidates. (Facilitated by Teresa M. Shearer, Employment Consultant, HRA) (S)

Thursday, Dec. 10: (9:00 – noon) (UL 0106): **Student Employment 301:** This is an advanced workshop designed for supervisors that have extensive experience in supervising students. You will learn how to engage your student employees in developing their SkillsBridge language through the identification of meaningful connections between academic work, current on-campus employment and skills needed after graduation to pursue their chosen career. You will receive a week-by-week guide with what types of interactions you should be having with your students to keep the process meaningful and the process flowing. You will also receive tools to use: personal development plan, O*Net Online with KSAs, PULs, Skills Inventory and skills documentation, Interest Profiler, Work Values, reflections, evaluation and tracking methods and tools. (Facilitated by Judy Carley, Student Employment Consultant, HRA) (S)

Tuesday, Wednesday & Thursday, December 15, 16 & 17 and Tuesday & Wednesday, January 5 & 6, 2010: (8:30-5:00) (CE 306, 307, 309, 310 & 409): **IUPUI Mediation Training:** The IUPUI Office of Equal Opportunity and IUPUI Human Resources Administration are offering mediation training to interested individuals within the IUPUI community. This training is designed to provide skills to mediate small disputes and communication challenges between and among individuals and small groups. It will be particularly beneficial to individuals whose roles within the IUPUI community may require assisting others in their departments, work units or schools to resolve disputes, or who are called upon to interact with various administrative offices for support in addressing such matters.

Key learning objectives and activities for the program include:

- Demonstration and overview of the mediation process
- Review and practice of the step-by-step process for conducting mediation
- Role-plays to provide practice in conducting a mediation session
- Discussion of the role, responsibilities and characteristics of a mediator

- The mediator's relationship with administrative offices (OEO, HRA, Dean of Students, etc.)

- Exploration and practice of more complex conflict situations and mediation challenges (Days 4 and 5)

The program will consist of five full days of training. Participants are strongly encouraged to adjust their schedules to be able to attend all five full days of training. No refunds or fee adjustments will be made for participants who attend the December three-day session only and do not attend the follow-up two-day session.

Co-sponsored by IUPUI Office of Equal Opportunity & Human Resources Administration

NOTE: A \$125 fee covers all 5 days