INTRODUCTION

Training and Development at Auburn University

This guide announces and describes the training and development courses to be offered during academic year 2011-2012, explains how the programs work, and details the process of registration for courses. A separate "Schedule of Courses" will be released at the beginning of each academic period to announce the specific dates, times, and locations of the courses, described in this guide, which will be offered during that particular term. Both the "Schedule" and Guide are available on the Human Resource Development web site: http://www.auburn.edu/administration/human_resources/hrd/index.html

The interest of the University is best served through the acquisition and development of skilled and highly trained employees who have a clear understanding of the requirements of their jobs, the best methods of performing them, and the importance of their roles in relation to the goals and objectives of their organizational element; department; college, school, or major activity; and the University. While career development and job skills acquisition after employment are the joint responsibility of the employee and the employing unit, the University is obligated to provide **a program of training and development which improves organizational effectiveness and productivity by enhancing the skills, knowledge, abilities, and competencies brought to the position by the employee and necessary for work-related success, individual growth, career development, and organizational improvement**. The University will provide such training and development programs, and they are described in this Guide.

Human Resources Development (HRD), a section of the Department of Human Resources, is the activity which coordinates programs to provide courses which train and develop employees of the University through improvement of the skills, knowledge, abilities, and competencies necessary for individual and organizational efficiency and productivity as well as personal career growth. Those interested in the HRD courses described in this Guide should consult with their supervisors about career development and registration for courses.

Also described in this Guide are programs offered by the **Biggio Center** (courses that promote professional growth and development for faculty, graduate teaching assistants, and administrative and professional staff in the knowledge, techniques, and skills related to teaching and learning), the **Instructional Media Group** (courses that respond to faculty needs in developing and maintaining high levels of teaching effectiveness through the intelligent and relevant use of educational technology), and **Risk Management and Safety** (courses on various safety, health and environmental topics including Biological Safety, Fire Safety, Hazardous Materials and Waste Management, Lab Safety, Occupational Safety, and Defensive Driving).

Auburn University
Equal Opportunity, Affirmative Action Employer

Academic Year 2011-2012
Training & Development Calendar

2011 Fall Semester

Aug. 15-26	Registration for Fall*
Aug. 17	Academic Fall Semester begins
Aug. 24	Training and Development classes begin
Aug. 26	Close of Registration*
Sept. 5	Labor Day Holiday
Nov. 21-25	Thanksgiving Holidays
Dec. 2	Academic classes end
Dec. 9	Final day for Training and Development classes

2012 Spring Semester

Jan. 9-20	Registration for Spring*
Jan. 9	Academic Spring Semester begins
Jan. 16	Martin Luther King, Jr. Holiday
Jan. 20	Close of Registration*
Jan. 24	Training & Development classes begin
March 12-16	Spring Break
April 25	Academic classes end
May 4	Final day for Training & Development classes

2012 Summer Term

May 7- 18	Registration for Summer Term*
May 18	Close of Registration*
May 22	Training & Development classes begin
May 28	Memorial Day Holiday
July 4	Independence Day Holiday
Aug 10	Final day for Training & Development classes

*Please note that late registration will be allowed for most classes, but many classes have a limited seating capacity and may fill up and not be available if you wait beyond the registration period

CONTENTS

Calendar for Training and Development, Academic Year 2011-2012……………….…ii

General Information……………………………………………………..............iv-v

Academic Year 2011-2012 Course Offerings by Activity

Human Resource Development

I. General Professional Development
- A. Universal Performance Dimensions………………………………….. 1-8
  - 1. Teamwork……………………………………….................1-3
  - 2. Organizational Commitment………………………………….. 3-5
  - 3. Customer/Stakeholder Focus……………………………..... 5
  - 4. Diversity Commitment……………………………….…… 6
  - 5. Maintaining a Safe and Secure Work Environment………….. 7-8
- B. Job Specific Competencies…………………………………………9-20
  - 1. Effective Supervision……………………………………… 9-16
    - a. Leadership Development…………………………... 9-12
    - b. Legal Foundations………………………………….. 13-14
    - c. Obtaining the Right Person for the Job……………… 14-15
    - d. Performance Management Skills & Techniques………15-16
    - e. Training…………………………………..……… 16
  - 2. Effective Communication……………………………………. 17
    - a. Listening……………………………………………17
    - b. Oral Communication……………………………… 17
    - c. Written Communication………………….……………17
  - 3. Problem Solving ………………………………………………18
  - 4. Results Orientation………………………………………… 18-19
  - 5. Innovation………………………………………………….. 20

II. University Office Administration Professional Development......................... 21-28
- A. Office Management………………………………………………...21-23
- B. Other University Office Admin Professional Development.………… 24-26
- C. University Administrative Systems……………………………………27-28

III. Information Technology 28-30
- A. Desktop Applications 28-30
- B. Basic Computer Skills……………………………….................30

IV. Personal Growth / Work-Life... 31-37

Biggio Center…………………………………………………………...... 38

Risk Management and Safety…...39-40

Instructional Multimedia Group…………………..……………………......41

Challenge Course……………………………………………………………… 41

Online Training………………..……………………………………………........42

Leadership Development Process……………………………......................... 43

Customer Service Certificate Program…………………………………………... 44

Development Plan for a New University Supervisor…………………………..…….. 45-46

Improving Productivity………………………………………………………… 47

Teamwork Development Plan…..……………………………………………….. 48-50

Development Planning……... 51-54

General Information

Eligibility

All regular employees, staff and faculty, are eligible to register for the Human Resource Development (HRD) training and development courses described in this Guide. Temporary, student, and affiliated employees are not eligible for the courses. See the individual listings for the Biggio Center, Instructional Media Group, and Risk Management and Safety for their eligibility requirements.

Registration

The Registration Process

1. Obtain a copy of the current, separate "Schedule of Courses" (also available on the HRD web site).
2. Go to the HRD website (http://www.auburn.edu/administration/human_resources/hrd/index.html) and click on "A-Train"
3. You will be taken to an A-Train sign-in screen: Use your Auburn User Name (for example, deerypd) as the "User ID" and your Auburn domain password as the "password". This should get you into A-Train. If you have password problems, call the A-Train help line at 844-1622 for assistance.
4. Once you have followed the registration instructions and requested the desired courses, A-Train will automatically send emails through your supervisor to HRD registering you for the desired courses; all communication will be via email.

Prior to the beginning of the academic year, HRD publishes this Training and Development Guide, for that academic year, which describes all the course offerings for that period. At the beginning of each specific academic period, HRD will publish a separate "Schedule of Courses" listing the specific dates, times, and locations of all the course offerings for that term. The Guide and "Schedule" will announce the registration period for that academic period; usually the first two to three weeks of the term.

You may register for courses by using our online registration system known as A-Train. The A-Train site and instructions for using it are located at the HRD website: http://www.auburn.edu/administration/human_resources/hrd/index.html

Using the online A-Train system and relying on the dates, times, and locations in the "Schedule," you should **register for each and every class that you wish to take** during the registration period for the entire training term. The A-Train system will automatically notify your supervisor and send an email registering you for the course once the supervisor has approved.

If you do not have access to a computer, you may register by completing a Registration Form, found either in the separately published "Schedule of Courses" for a particular academic term or at the HRD web site. Once you are successfully registered for a class using the Registration Form, HRD will send you an email confirming that you have been registered.

The Guide, "Schedule," and Registration Form are available at the Human Resource Development's web site noted above. Normally the "Schedule" will be distributed and placed on the web page the week before the registration period. Please note that late registration will be allowed for most classes, but **many classes have a limited seating capacity and may fill up and not be available if you wait beyond the registration period.**

Some courses, particularly those which we contract through outside sources, will require that you pay in advance for the class. These courses are identified in the "Schedule" and Guide as "fee" courses.

Both the Training and Development Guide and the "Schedule of Courses" will be published in a paper form and placed on the Human Resources section of the University Website. The publication and placement on the Web will be publicized. For Biggio Center's, Instructional Media Group's, and Risk Management and Safety's course schedules, check their University Web pages.

Notification of Class Attendance

Once you are successfully registered for a class, A-Train will send you an email confirming that you have been registered.

If you register for a class and have not received a confirmation of attendance or a notification that the class is filled or canceled within seven working days of the scheduled date of the class, you should contact HRD to determine your status. **HRD reserves the right to limit enrollment in classes based on class size, facilities, course content or focus, and curriculum requirements, where appropriate.**

Waiting Lists

Because of room size or instructor-imposed class limits, **we may not be able to register everyone for a class and, instead, must place registrants on a waiting list**. If we do so, **we will notify you that you are on a waiting list**. We will then take all available steps to find a class seat for those on the list.

If those steps do not result in individuals on a waiting list attending the desired course during the term of registration, we will carry you over to the next term and give you first priority for attending that course if the course is offered the next term. We will notify you that we have registered you for that class in the next term from the waiting list and give you the option of attending that session.

Cancellation of Registration/Attendance

If you are unable to attend a class for which you have been registered, you may cancel your enrollment in A-Train by going to your training history and click on "cancel" for that class or inform HRD (844-7363) as soon as possible, but at least two work days in advance, if possible, so that the necessary accommodations can be made. Do not substitute another person if you are unable to attend. Many classes have limited seating; <u>and they have waiting lists</u>. Only HRD can provide a substitute to attend a class.

CODES:

- **Continuing Education Units (CEU's)**
  Many of the General Professional Development courses are eligible for the award of Continuing Education Units (CEU's). The number of units per course is included with the course description in this <u>Guide</u>.The Office of Outreach Information is the central records activity of CEU credit for these General Professional Development courses. To obtain a transcript listing CEU credits for the training and development courses which you have completed, contact the Office of Outreach Information (844-4730) or visit their web page at <www.auburn.edu/outreach/oipc.html>. You may also obtain a "CEU Transcript Order Form," for submission to Outreach Information, from Human Resource Development.
- **Course available through video conferencing (VC)**
  Some of our courses are available via video conferencing for those employees off campus. Contact Kelli Henderson (<u>hendekc@auburn.edu</u> or 4-7939) for information on how to register to attend remotely.
- **Fee associated with a course (F)**
  If there is a fee for a course, the code will be in the description of the course.

A Developmental Plan

At the back of this booklet are instructions on initiating a developmental plan and a form that we recommend be used to plan your training and development objectives for the coming year. As the form shows, the courses described in this <u>Guide</u> are only one part of a total development plan. We suggest that you copy this form and complete it with your supervisor. Developmental plans received in Human Resources as part of the performance evaluation process will be forwarded to Human Resource Development so that we may factor the information found there into our needs assessment.

HUMAN RESOURCE DEVELOPMENT

The objective of Human Resource Development is to provide programs which orient, train, and develop the employees of the University by improving the skills, knowledge, abilities, and competencies necessary for individual and organizational efficiency and productivity as well as personal career growth. Courses are offered on general professional development, office administration professional development, information technology, and personal growth courses.

I. GENERAL PROFESSIONAL DEVELOPMENT

These courses provide individual employees the opportunities to improve so that the University, in turn, improves its ability to offer education, research, and outreach. Thus while the first focus of this category of training and development is on individuals engaging in a pattern of courses, the ultimate goal in offering these courses is to improve our work environment.

For ease in planning developmental goals and objectives, these General Professional Development Courses are grouped into ten categories which support all five "Universal Performance Dimensions" and five of the "Job Specific Competencies" of the University's Performance Management Process.

A. UNIVERSAL PERFORMANCE DIMENSIONS

1. Teamwork

(Establish and maintain respectful, cooperative, and productive working relationships with co-workers, team members, supervisors, and other members of the University community.)

Conflict Management at Work (ER345)
Addresses how to manage the conflict in the workplace which can make work more difficult, strain work relationships, and create frustration and stress. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (3-hour program). **CEU .3**

The Management of Change (Thinking Outside the Lines) (MG101)
Teaches how to prepare for and manage large-scale change by being able to think beyond the current situation, understanding the change process, learning to assess when an organization is ready for change, knowing how to communicate a change, and being aware of the adjustments to make after a change. Presented by Dr. William Sauser, Professor, Department of Management, College of Business (3-hour program). **CEU .3**

Delegation: Creating the Climate for Teamwork (MG201)
A leader cannot accomplish everything alone; that is why we have teams. But how does the leader know which team members can be delegated the authority to act and contribute effectively to the team effort? Who can be entrusted with the information and opportunity to

stand in for the leader? This seminar will discuss these issues and others and address how a leader can help set the appropriate climate for delegation to be successful, determine the proper balance between tight control and complete release, and recognize the variables that affect individual delegation decisions. Presented by Dr. Jimmy Lawrence, Director of Corporate Relations, College of Business (2-hour program). **CEU .2**

New **The Secrets of Effective Teams (MG301)**
The workshop reviews the practices of great teams and helps leaders realize how to use individual talents to create an effective team. It will review the psychology behind teams and how leaders can achieve better results through exercises and proven techniques. Presented by Dr. William Sauser, Professor, Department of Management, College of Business (3-hour program). **CEU .3**

Motivation (MG380)
Supervisors have always searched for ways to motivate their employees, but in an environment where supervisors often have little control over salaries and promotion, what is a person to do? This workshop examines numerous keys to motivating employees. Participants will begin to understand how to gain commitment and loyalty; to encourage creativity; and to instill pride in one's best efforts. Workshop participants will learn how to create the right environment; understand the need of equity; recognize that each person is different; and learn the value of high expectations. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (3-hour program). **CEU .3**

Interpersonal Communication Skills (HR560)
Teaches the interpersonal communication skills which help to minimize group conflict, build group commitment, motivate others to productive action, give criticism and use praise to produce positive results, make profitable trade-offs, develop credibility based on trust and respect, implement goals and objectives without undue pressure, work with difficult people, generate enthusiasm and support for ideas and proposals, recognize and celebrate diversity in the team effort, and generally improve the people part of activities. Participants will learn verbal and nonverbal techniques, begin to recognize their impact on others, use skillful questioning techniques that clarify confusion, learn how to give and receive feedback, and develop interpersonal competence. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (3-hour program). **CEU .3**

Communicating with Difficult People (HR600)
Learn how to assess difficult people and manage conflict without sacrificing your self-respect: Participants will learn how to remain focused, respond positively to negative people, and communicate more effectively with all types of problem personalities. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (3-hour program). **CEU .3**

Cooperative Negotiation Strategy (MG310)
The Cooperative Negotiating Strategy (CNS) is a form of problem-solving that seeks, through a sharing of information and perspectives, to find common interests between two parties that can form the basis for a collaborative solution, discovery, or development process. Cooperative negotiations provide leaders with tools and ideas for solving complex problems cooperatively in today's diverse, complicated working environments. Participants will learn the

concepts and tools of the Cooperative Negotiating Strategy (CNS) to include the following: Conflict management preferences (attendees will take a CD-ROM based survey prior to class); American cultural influences on conflict management preferences; the elements of the CNS; rational decision-making; and the application of active listening and critical thinking. CNS negotiating simulation and paper based exercises will be used to reinforce the learning. Presented by Faculty of the US Air Force Negotiations Center of Excellence (4-hour program).

Meeting Skills (MG510)
Explains the basic drills and disciplines for chairing meetings which will enable the participants to make meetings more productive, satisfying, shorter, and appropriate to the necessities of the organization; also addresses how to handle the meeting's participants, get more out of those present, and arrive at sound decisions acceptable to everyone. Presented by Dr. Jimmy Lawrence, Director of Corporate Relations, College of Business (4-hour program). **CEU .4**

2. Organizational Commitment

(Demonstrate a productive work style that is compliant with University and department policies and procedures in support of established goals and objectives.)

Strategic Planning (MG115) - VC
Explains the phases of strategic or comprehensive planning, the critical planning questions, the link between strategic and operational plans, critical planning review points, the profile of a successful planning team, organizational barriers to planning, and the key elements of plan statements; participants will learn how to create plans that support mission statements, set up successful planning teams, translate mission statements into goals and objectives, recognize and overcome organizational barriers to planning, and discover why plans fail or succeed. Formerly called Comprehensive Planning. Presented by Dr. William Sauser, Professor, Department of Management, College of Business (3-hour program). **CEU .3** *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

The University's Planning Process (MG116)
Explains the University's planning process and describes the current strategic plan (2-hour program).

Professional Ethics (MG120) - VC
The introductory portion of the University's Personnel Policies and Procedures Manual contains a statement that could be termed an "employment value proposition." That portion of the Manual states that "The University desires to have in its employ reasonably content, industrious people who will serve courteously and efficiently. In return, the University endeavors to provide working conditions based upon fair and equitable standards." This proposition implies a balance between how the employee works and what the University provides. Maintaining this balance of "serving" and being treated fairly and equitably on the part of both parties may present ethical issues. This workshop will address the ethical tensions that may arise in sustaining that balance by addressing such questions as the following: What ethical issues do we face as we go about our day-to-day work within Auburn

University? How do we make appropriate choices when faced with an ethical issue? How can we maintain a strong culture for professional ethics within the University? Using a combination of guided discussion, case studies, and review of professional ethics issues we all face in the University environment, this workshop will address these topics and more. Come prepared with thoughts and questions to discuss. Presented by Dr. William Sauser Professor, Department of Management, College of Business (3-hour program). **CEU .3** *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

EFFECTIVE USE OF UNIVERSITY RESOURCES:

The Managers/Supervisors Workshop (MG502) - VC
Conducted along with the course How to Supervise, this workshop provides the practical application side of supervision at the University by explaining the policies and procedures applicable to creating a position, hiring the right person for that position, complying with the affirmative action/equal employment opportunity/disability rules, and maintaining good employee relations with the person hired to fill the position. Conducted by a panel of experts from Human Resources, Affirmative Action/Equal Employment Opportunity, Safety, and other areas as necessary. Prerequisite: MG501, How to Supervise (8-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Protecting the University / Risk Management (MR100) - VC
Learn how to minimize financial hardships for the University by better understanding the risk management process and its connection to strategic planning. Presented by Mr. Michael Smith, Assistant Director, Risk Management and Safety (2-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Sound Fiscal Planning and Management (MR120) - VC
Explains financial management at AU: the Business Office organization, fund accounting, financial reporting, the budget process, financial systems, and the participants' involvement in these processes and procedures. Presented by Ms. Marcie Smith, Assistant Vice President for Business & Finance (6-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Systems Management (MR130)
Explains the current systems on campus and the different uses of each tool. This course will be a general management overview of the functions of the Unified Digital campus and will include Banner, Luminis, Blackboard, e-print, Xtender/BDMS, Workflow, and others. Presented by Ms. Karen Chastonay, University Information System Director (2-hour program).

New **Managing the Risks Associated with Occupational Fraud (MR500)**
This session will take a fast paced look into the world of fraud looking at current trends in fraud, the environment where fraud occurs, the characteristics of perpetrators of fraud, common “red flags” and much more. The session specifically focuses on the higher education environment so you benefit from the lessons other institutions have learned in confronting fraud and will leave better prepared to proactively manage this unique and unfortunate risk all institutions face. Presented by Mr. Kevin Robinson, CIA, CFE, CCEP, Executive Director of Internal Auditing (3-hour program).

3. Customer/Stakeholder Focus

(Demonstrate concern for satisfying one’s external and/or internal customers/stakeholders.)

Media Relations for Academic Professionals (MR200)
Auburn faculty and administrators are often called upon by reporters to provide insight, analysis, background or informed reaction to issues that will receive media coverage. This seminar will better prepare academic professionals for encounters with news media, explain what to do when a reporter calls, provide tips for a successful interview, explain terms such as "off the record" and more. The seminar will feature mock interviews, group discussion and real world experiences in media relations. Presented by the staff of the Office of Communications and Marketing (2-hour program).

Building and Sustaining a Service Culture (TW100)
Participants learn and practice the behavioral skills (handling difficult situations, interpersonal communication, telephone and voice mail communication, continuous learning, and teamwork) needed to build and sustain excellence in a service culture. Presented by Ms. Kelli Henderson, HR Development Specialist (7-hour program). **CEU .7**

Train the Trainer for Building and Sustaining a Service Culture (TW101)
Learn how to present the Building and Sustaining a Service Culture course, TW100. Participants will receive, as needed, general instruction on how to present training and specific suggestions on the presentation of TW100. Course materials will be supplied to all participants. To arrange for this workshop, contact the Human Resource Development office (844-7939).

Effective Telephone Communication Skills (TW200)
Participants will build on their customer service skills while on the telephone and learn effective techniques for interacting with and serving others. More specifically, participants will learn the importance of listening, tone of voice, body language, active listening, and the effect of one’s attitude for communication. Presented by Ms. Kelli Henderson, HR Development Specialist (2-hour program). **CEU .2**

4. Diversity Commitment

(Seek to recognize, understand, and respond effectively to similarities and differences in people and make better decisions based on that understanding. Recognize and respond to the needs of various groups in the workplace and stakeholders/customers base so as to improve working relationships, productivity, and stakeholder/customer satisfaction.)

Diversity in the Workplace: Learning and Practicing Cultural Competence (MG530)
Diversity in the workplace is frequently, and mistakenly, viewed as a legally mandated program in the same vein as Affirmative Action (AA) and/or Equal Employment Opportunity (EEO). By equating diversity with organizational "cultural competence," this workshop helps participants distinguish how diversity differs from AA and EEO; realize the importance and impact that diversity has on overall productivity and workplace success; understand what it means to be able to recognize and respond effectively to the similarities and differences in people and to make better decisions based on that understanding; and learn and practice an approach to achieving a "cultural competence" that celebrates diversity in the workplace. Presented by Lisa Brantly, Outreach Programs Administrator, The Center for Governmental Services (4-hour program). **CEU .4**

Understanding the Impact of Four Generations in the Workplace (MG540) - VC
Traditionalists, Baby Boomers, Generation X, and Generations Y–for the first time, the American workforce is composed of four generations. This situation, when complicated by the large numbers of the Baby Boomer generation nearing retirement age, has created a new set of workplace dynamics affecting the numbers available to join the workforce, the skills necessary for organizations to be competitive in a knowledge-based economy, and, potentially, the smooth operation of the workplace environment. To begin to understand how to effectively use the strengths, skills, and perspectives of a multi-generational workforce, participants will learn in this introductory seminar who the four generations are and the people, places, events, and things that have shaped them; what the impact of four generations is on the labor force; how we can plan for that impact; and, most importantly, how we can employ the multi-generational workforce productively. This course is a prerequisite for Generations: M.E.E.T. for Respect in the Workplace (MG550). Presented by Patrick Deery, Director of Human Resource Development (2-hour program). **CEU .2** *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Generations: M.E.E.T. for Respect in the Workplace (MG550)
Using realistic workplace situations, this program shows participants how to recognize, respond to, and resolve differences involving generational issues that can impact productivity, teamwork, and customer/stakeholder satisfaction. Participants will learn how to recognize and understand generational issues in the workplace, identify those situations where generational issues frequently occur, determine how these issues are affecting important relationships, minimize the negative impact of such differences, and increase the opportunities for individual, team, and organizational success. Understanding the Impact of Four Generations in the Workplace (MG540) is a prerequisite for this course. Facilitated by Patrick Deery, Director of Human Resource Development (4-hour program). **CEU .4**

5. Maintaining a Safe and Secure Work Environment

(Committed to maintaining a safe, secure, and non-threatening work environment.)

New **Drugs, Alcohol, and the Workplace: Information for Employees (HL400)**
This is the online introduction to the University's Drug and Alcohol Testing Program policy. The video introduces the University's Designated Employer Representative and briefly explains the program: the categories of employees subject to the testing; prohibited employee conduct ; the circumstances under which an employee can be tested; the impact of substance abuse on the workplace; the procedures used by testing authorities to detect the presence of alcohol or drugs, protect employees, and ensure the integrity of the testing procedures, safeguard the validity of the test results, and ensure that the results are attributed to the correct employee; the requirement that employees submit to alcohol and drug testing; the types of testing employees are subject to; the effect of a refusal to test; and the consequences for employees found to have participated in prohibited conduct. Employees can view the video by visiting the Human Resources' web page and clicking on the "Drug and Alcohol Testing Program: Employee Training" link. This is a 1-hour and 10 minute video.

New **Drugs, Alcohol, and the Workplace: Training for Supervisors (HL410)**
This is the online training for University supervisors on their role in the University's Drug and Alcohol Testing Program policy. Supervisors will learn the impact of substance abuse on the workplace; the signs of drug and alcohol abuse; what constitutes "reasonable suspicion" that an employee is using drugs or alcohol in the workplace; and the University processes and procedures for reasonable suspicion, post-accident, pre-employment, and random testing. Supervisors can view the video by visiting the Human Resources' web page and clicking on the "Drug and Alcohol Testing Program: Training for Supervisors" link. This is a 1- hour 45 minute video.

New **Sharpening Reasonable Suspicion Skills (HL420)**
This workshop provides University supervisors the opportunity to sharpen their ability to recognize employees who may be using drugs or alcohol in the workplace in contradiction of the University's Drug and Alcohol Testing Program policy. Using a variety of classroom techniques, a facilitator from the University's partner in the testing arena, Employer's Drug Program Management, will assist supervisors with learning how to better identify what constitutes "reasonable suspicion" that an employee is using drugs and alcohol in the workplace (2-hour program).

Affirmative Action/Equal Employment Opportunity for Managers/Supervisors (MR140) - VC
Participants will learn the employment policies and practices governing affirmative action, equal employment opportunity, disabilities, and sexual harassment; and the effective communication skills which help employees both to get the job done and feel worthy and valued. Using a case-study approach, this seminar will detail participant's responsibilities and guide them to the best approaches and actions in order to comply with the current rules and regulations and the use of best interpersonal communications skills to improve working relationships. Presented by Ms. Michelle Martin, AA/EEO Specialist (3-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Preventing Unlawful Harassment: Your Rights and Responsibilities as an AU Employee (MR150)
Learn about your role in preventing and eliminating workplace harassment. This seminar will help you understand what workplace harassment is, what the general elements of a harassment claim are, how you can prevent harassment, and what corrective actions you should take in the event of harassment claims. Presented by Ms. Michelle Martin, AA/EEO Specialist (2-hour program).

Employees of Concern (MR250) - VC
What would or should you do if you received a threatening or inappropriate email; a fight broke out in your workplace; a colleague told you that she feared for her safety; you noticed bizarre behavior on the part of a colleague or customer; or you felt uncomfortable when an employee or visitor made inappropriate comments that were discriminatory or sexual in nature? These and other potentially threatening and emergency scenarios will be addressed in this seminar that will identify employee behaviors that are considered inappropriate for the workplace and provide guidance on how to address and/or report such behavior. Additionally, participants will review possible referral services, learn of available security and safety resources, and explore specific University policies and procedures applicable to such situations. Presented by Ms. Linda Maxwell-Evans, Employee Relations Director, Human Resources (2-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Recognizing and Helping Students in Distress (MR300)
A student is considered to be in distress if he or she is experiencing a psychological or emotional crisis that often needs immediate help and intervention. A serious or emotional crises could be such things as suicidal or homicidal thoughts or impulses; hearing voices or otherwise mis-perceiving reality; having experienced a sexual or physical assault; or an overwhelming loss, such as a death in the family. This seminar will explain the characteristics of students in distress, appropriate ways to intervene with such students, referral sources for these students, safety resources, and University policies and procedures affecting them. Presented by Dr. Doug Hankes, Student Counseling Services Director (2-hour program).

New **Students with Disabilities in Higher Education: Developing Good Policies and Procedures (MR350)**
With the advent of the Americans with Disabilities Act, the number of students with disabilities has notably increased at Auburn University. This growth in enrollment of students with disabilities at all institutions has brought with it a significant number of legal proceedings regarding accommodations and accessibility. This workshop will give a brief history of disability legislation, explain the legal requirements for accommodating students, and outline ways to reframe our approach to working with students with disabilities. The workshop will also cover technology that can be used to assist students, faculty, and staff with disabilities. Presented by Mr. Tracy Donald, Director of the Program for Students with a Disability (2-hour program).

B. JOB SPECIFIC COMPETENCIES

1. Effective Supervision

(Training, coaching, delegating and developing capabilities of others; evaluating people and performance; disciplining and counseling, building positive relationships.)

LEADERSHIP DEVELOPMENT:

How to Be a Supervisor (MG401)
This course explains the process of transitioning to a supervisor's role through creating a team atmosphere, effective techniques for handling difficult situations, and ways to improve communication within the organizational element being supervised. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (3-hour program). **CEU .3**

How to Supervise (MG501)
Explains the role of a supervisor, supervisory techniques for achieving exceptional customer service, how to create a team atmosphere, effective techniques for handling difficult situations, and ways to improve communication within the organization (6-hour program). **CEU .6**

The 7 Habits of Highly Effective People Signature Program (LD100) - F
Presents a principle-centered approach to improving effectiveness; develops leadership, communication, teamwork, cooperation, and personal and professional effectiveness through preparing personal mission statements, practicing win-win communications, improving teamwork, planning priorities, working better with others, and implementing a plan of personal renewal. Conducted by a Franklin Covey Trained Facilitator (5 – four hour sessions). *Course fee - $115.00.* **CEU 2.0**

Begin with the End in Mind: A 7 Habits Renewal Program (LD102)
For those who have completed the 7 Habits workshop, this two-hour renewal program will review the key concepts from Habit 2, Begin with the End in Mind; allow you to re-evaluate your personal mission statement; consider steps to begin with the end in mind in situations of personal conflict; demonstrate how you can initiate an action plan for personal conflict; and show you how you can develop an action plan for personal development. The prerequisite for this program is completion of the 7 Habits of Highly Effective People (LD100). Presented by Dr. Maria Witte, Assistant Professor, Department of Educational Foundations, Leadership, and Technology (2-hour program).

First Things First: A 7 Habits Renewal Program (LD103)
For those who have completed the 7 Habits workshop, this 3-hour renewal program will review the key concepts from Habit 3, Put First Things First; suggest ways to improve your P/PC Balance within your Circle of Influence; recommend strategies for concentrating on the important as opposed to the urgent things in your life (how to focus on Quadrant II); and discuss processes to help you plan weekly and implement daily based on your mission, roles, goals, and priorities. The prerequisite for this program is the completion of the 7 Habits of Highly Effective People (LD100). Presented by Dr. Bob Smith, Retired Professor and Head, Pharmacy Practice (3-hour program).

7 Habits for Managers (LD150) - F
Presents a principle-centered approach focused on the management applications of the 7 Habits to improve the manager's ability to take initiative, resolve conflicts, and unleash the talents and passions of teams. Learn how to become a resourceful, effective manager who can manage yourself as well as to lead others. Participants are encouraged to enroll in The 7 Habits of Highly Effective People Signature Program in conjunction with the 7 Habits for Managers workshop. Presented by Ms. Kelli Henderson, HR Development Specialist (Conducted in 4-half day sessions). *Course fee - $150.00.* **CEU 1.4**

FOCUS: Achieving Your Highest Priorities (LD250) - F
This Franklin Covey designed workshop teaches participants how to execute their critical priorities, increase their value to their organization, and enjoy greater job satisfaction. Participants will learn how to identify and focus on their top priorities, reduce stress by recognizing and eliminating low-priority activities, stay focused every day through effective use of a planning system, apply a goal-setting process that gets results, gain control of the competing demands on their time–email, voice mail, meetings, and interruptions, and achieve balance and renewal in their lives to avoid burnout and cycles of frustration. Participants should bring their current planning system to the workshop. Presented by Ms. Hope Stockton, Executive Director, Blue Ridge Conference and Learning Institute (1-day program). *Course fee - $45.00.*
CEU .8

The CHOICE ™ Seminar (LD300) - F
We often hear the phrase "thinking outside the box" used to suggest that we can solve problems if we can somehow think beyond the restrictions that led us to those problems. Before we start looking for a way out, perhaps a better approach is to ask ourselves how we got into the box in the first place. That's exactly what this seminar does: based on the book *Leadership and Self-Deception: Getting out of the Box*, this two-day seminar examines the personal and organizational implications of self-deception, the ways that we create problems for ourselves by getting into the box, and solutions to those problems. Presented by Dr. Bob Smith, Retired Professor and Head, Pharmacy Practice (7-hour program). *Course fee - $60.00.* **CEU .7**

Introduction to Organizational Leadership (LD400)
This seminar introduces non-supervisors or employees new to supervisory positions to the Leadership Development Process–a three-stage, multi-course program intended to provide prospective or new leaders with an individualized leadership development curriculum based on an assessment of each participant's leadership style. This introduction to the process will explain what leadership is, detail evolving approaches to leadership, and discuss the practical implications of leadership for supervisors and managers. After participating in the introduction, those desiring to learn more about the full Leadership Development Process will be directed to an assessment instrument for and an orientation to their behavioral style preferences and implications for leadership success; this assessment instrument will then aid participants in designing a complete leadership development curriculum. Presented by Mr. Pat Deery, Director, Human Resource Development (3-hour program). **CEU .3**

Teamwork and Leadership Profiles: The Myers Briggs Type Inventory (LD450) - F
This seminar allows participants to learn their personality type and its application in the workplace. Understanding one's Myers Briggs Type Indicator (MBTI) results provides a tool to better understanding oneself and others; aids in learning to appreciate others and individual differences; and suggests more effective ways to approach problems and increase productivity. In addition to discovering their own MBTI, participants will learn how individual types contribute to the organization and teamwork; and help make up a person's leadership style, a preferred learning style, problem-solving approaches, and preferred work environments. Additionally, participants will become more aware of potential pitfalls for their types and receive suggestions for ways to be more effective in their work. Presented by Ms. Phyllis Bickers, Career Counselor, Auburn University Career Center (3-hour program). *Course fee - $30.00.*

The Emotionally Intelligent Leader (LD500) - F
Emotional intelligence (EQ) has been the subject of intense research over the last decade to the extent that many researchers see EQ as the single best predictor of leadership success and, more broadly, success in life. EQ is a distinct combination of emotional, personal and interpersonal skills and competencies that influence our overall capability to cope with the demands and pressures of life. The Bar-On Emotional Quotient Inventory (EQ-i), created by Dr. Reuven Bar-On, is the first scientifically developed and validated measure of emotional intelligence. Bar-On's EQ-i is based on over 20 years of research and has been tested on over 110,000 people worldwide. This seminar will explain the significance of EQ and provide participants the opportunity to take the EQ-i assessment and have a one-on-one session to review their results. Presented by Kelli Henderson, Human Resource Development (2-hour program). *Course fee - $45.00.*

Improving Leadership Performance: The Psychology of Supervisory Activities and Leadership Skills (LD550) - F
In this course, participants will learn how to apply to their supervisory and leadership activities relevant findings from the field of psychology research and theory. Prior to the class meeting, each participant will complete an online personality assessment instrument that yields a personalized Coaching Report for Leaders (CRL). The CRL assesses one's current leadership behaviors and offers suggestions for growth in specific leadership characteristics and core performance areas. Participants will also gain applicable insights from the subfield of behavior modification (regarding reinforcement and punishment) and from the subfield of social psychology (regarding conformity, group processes, team-building, and conflict resolution). Presented by Dr. Thomas Maple, Coordinator of Student Services, Harrison School of Pharmacy (4-hour program). *Course fee - $50.00.*

The Leadership Challenge® Workshop (LD600) - F
This program covers the Five Practices of Exemplary Leadership®, developed by authors and researchers Jim Kouzes and Barry Posner. In a highly interactive, experience-based approach, participants learn how to Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. Participants will also complete a Learning Practices Inventory (LPI) and a 360 evaluation before coming to the session. Presented by a Certified Facilitator (4-half day sessions). *Course fee – $150.00.* **CEU 1.4**

StrengthsQuest ™(LD650) - F
This seminar allows participants to learn their strengths and their application in the workplace. Prior to the session, each participant will complete an online StrengthsQuest™ assessment. StrengthsQuest gives participants the opportunity to develop strengths by building on their greatest talents—the way in which they most naturally think, feel, and behave as unique individuals. With StrengthsQuest, participants can discover their greatest natural talents and maximize their potential for strengths by building on their talents rather than focusing on their weaknesses. Presented by Ms. Nancy Bernard, Auburn University Career Center (3-hour program). *Course Fee - $35.00.*

Leadership: Great Leaders, Great Teams, Great Results (LD700) - F
The leadership style that succeeded in the Industrial Age of the twentieth century just won't work with the Knowledge Age worker of the twenty-first century who sees herself as a whole person having unique contributions to make to move the organization forward. Gone are the days of the "carrot and stick" management approach; replaced by the need for a leadership style that engages the Knowledge Age worker's mind, spirit, body, and heart. This Franklin-Covey program promises to teach leaders how to manage the knowledge each worker brings to the table through the development of the "Four Imperatives of Great Leaders" in the Knowledge Age: Inspire trust, clarify purpose, align systems, and unleash talent. Additionally, participants will take away from the session a vision of what it means to be a great leader; a radically new paradigm for leading; a powerful framework for solving chronic leadership problems; practical skills and tools immediately available for use; and a specific process and data-based action plan to help with the transition to a twenty-first century leadership methodology. Presented by a Certified Facilitator (5 half day sessions). *Course Fee - $150.00.* **CEU 2.0**

THE LEGAL FOUNDATIONS OF SUPERVISING UNIVERSITY EMPLOYEES - VC:
A series of ten courses detailing the legal responsibilities of supervisors for employment decisions in the university environment. Successful completion of the series will allow a supervisor to receive a certificate of Human Resource Supervisory Legal Competency. Each course has a test. In order to receive certification, participants must take and pass all ten tests. The introductory test is a pre-test and will be used as a benchmark as you complete the series. Although the introductory course must be taken first, the remaining nine courses may be taken in any sequence. *This series of courses is offered via video conferencing for those employees off campus. Please contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Introduction to the Series (LG100) - VC
Presented by the Assistant Vice President for Human Resources, this three-hour program summarizes the employment legal requirements and issues that face the individual supervisor; explains how Human Resources is organized to assist the supervisor with these legal requirements and issues; and presents an overview of the other nine courses in the series.

Conducting Legally Effective Interviews (LG120) - VC
Presented by the Director of Employment, this one and one-half hour course provides the supervisor the interview questions that can and cannot be asked; addresses other potential interview problem areas; and suggests ways of handling legally difficult interviewing situations.

Preventing and Managing Absenteeism (LG140) - VC
Presented by the Director of Employee Relations, this one and one-half hour program details the steps the supervisor should take to prevent absenteeism-related problems and the legal issues to be aware of when dealing with attendance issues.

Employee Discipline and Poor Conduct (LG160) - VC
Presented by the Director of Employee Relations, this one and one-half hour program explains how the supervisor can distinguish between misconduct and poor performance; suggests when discipline is necessary; advises supervisors how and why to apply discipline fairly and equally; and establishes the need for supervisors to document the disciplinary steps taken. The goal is to show the supervisor how to change unacceptable behavior and not punish the employee.

Preventing Sexual Harassment (LG180) - VC
Presented by an Affirmative Action/Equal Employment Opportunity Compliance Administrator, this two-hour program defines sexual harassment, specifies examples of behavior that fits this definition, and relates what supervisors must do with allegations of sexual harassment.

The Fair Labor Standards Act (FLSA) (LG200) - VC
Presented by the Director of Compensation and Classification, this two-hour program explains how FLSA works, which employees of the University are affected, how the exempt and non-exempt categories are determined, and what the consequences are of not following the law.

Privacy Rules and HIPAA (LG220) - VC
Presented by the Director of HR Records, this one and one-half hour program details the types of confidential information covered by the law, explains how the law affects supervisors' dealings with employees, and advises supervisors how to accomplish those actions without committing a privacy violation.

The Family Medical Leave Act (FMLA) (LG240) - VC
Presented by the Director of HR Records, this one and one-half hour program explains who is eligible for FMLA, what employees must do to become eligible, when and how employees must notify the supervisor, and what rights employees have under the law.

Understanding the Americans with Disabilities Act (ADA) (LG260) - VC
Presented by an Affirmative Action/Equal Employment Opportunity Compliance Administrator, this one and one-half hour program explains who is covered by ADA, the rights of employees and applicants, how ADA impacts supervisors in hiring and job performance, and the process of accommodating an individual with a disability.

Returning an Employee To Acceptable Job Performance (LG280) - VC
Presented by the Director of Employee Relations, this is a one and one-half hour program that explains the supervisor's and Human Resources' involvement in assisting, when possible, with the return to acceptable job performance of employees whose job status has been adversely affected by a mental or physical medical condition.

OBTAINING THE RIGHT PERSON FOR THE JOB:

How to Interview (MG180) - VC
Participants will learn how to plan pre-employment interviews, the applicable federal and state laws governing such interviews, sound procedures to expect during pre-employment screening and interviewing, the University's employment process, and the interviewer's role in it. Using the latest written guidance from the College and University Personnel Association for Human Resources, participants will also learn what information is fair game, what is not, and how to avoid unnecessary liability. Presented by Ms. Angela Erlandson, Director, Human Resource Employment (3-hour program). *This course is offered via video conferencing for those employees off campus, Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

The Search Committee Process: Hiring Selections Made Easier (MG280) - VC
In university settings, we often use committees to screen and evaluate an applicant pool and, then, select a candidate from the pool for a position. This seminar can help make that process more efficient and effective by detailing the guidance and resources that link the hiring process to committee activities and explaining the legal requirements and issues associated with the process. Administrators who direct the activities of search committees and faculty and staff who serve on them will learn how to lay the groundwork for the search, form and charge a committee, screen applicants, interview applicants, perform background checks, and make recommendations. Participants will be provided a tool kit with guidance, resources, reference materials, and practical how-to steps that

will make the entire search committee process more efficient and effective. Presented by Ms. Leanne Fuller, Human Resources Manager, College of Agriculture and AAES, and Ms. Kelley Taylor, Director, AA/EEO (3-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

PERFORMANCE MANAGEMENT SKILLS AND TECHNIQUES:

Auburn University's Performance Management Process (PM100) - VC
This workshop explains the University's Performance Management Process. Supervisors who will be evaluating employees using the process will learn the *background* of the process; the *principles* (planning, measuring, developing, providing feedback, and appraising performance) that are the foundations of the process; and the *forms and processes* that will be used in support of the process and its principles. Presented by Mr. Patrick Deery, Director of Human Resource Development (4-hour program). *This course is offered via video conferencing for those employees off campus. Contact Kelli Henderson (hendekc@auburn.edu or 4-7939) for information on how to register to attend remotely.*

Coaching (MG520)
To assist University supervisors with coaching and feedback activities with the University's new Performance Management Process, this course will distinguish among coaching, counseling and mentoring; recommend ways that supervisors can develop the listening, probing and assertiveness skills which promote successful teams; and suggest how to harness competitiveness, to be demanding tactfully, to empower, to be supportive but not smothering, to build confidence and self-esteem, and to create the right conditions to coach. Presented by Dr. Joe Sumners, Director, Economic and Community Development Institute (3-hour program). **CEU .3**

The Principles of Performance Management: Planning, Measurement, Feedback, and Evaluation (PM110)
For any Performance Management Process to be truly effective, supervisors need to know how to 1) plan performance objectives and goals, 2) measure success in meeting those goals, 3) provide feedback to their employees and 4) provide evaluation and coaching toward performance improvement. This workshop will help participants better understand how these principles interact with employee development and, thus, more fully understand how to implement the University's performance management process. Through involvement and participation, supervisors will learn how to better determine and explain expected levels of performance; how to provide both positive and negative feedback; and how to become more effective coaches of their employees. Participants should leave the workshop more confident in their abilities to coach and develop their subordinates. Presented by Dr. Charlotte Sutton, Associate Professor, Department of Management, College of Business (4-hour program). **CEU .4**

Establishing and Explaining Performance Expectations (PM120)
This is a skills and techniques seminar supporting the planning, measuring, developing, providing feedback, and appraising performance principles of the University's Performance Management Process. In this seminar, supervisors will learn how to develop and explain performance expectations for employees under their supervision;

that is how and when to develop clear performance criteria and standards that are related to the job and how to communicate those criteria and standards to the employee. This skill of developing and articulating performance expectations will be tied to the other performance management principles, with particular emphasis on the relationship to planning, developing, and appraising. Presented by Mr. Chuck Gerards, Director, Compensation and Classification (3-hour program).

TRAINING:

Train the Trainer: The Adult Learner (TR100)
This workshop introduces the concepts of adult learning and explains their implication for the preparation, delivery, and evaluation of training programs. Participants will learn how to prepare for and present both formal and informal training in consideration of the unique nature of an adult audience. This course is a prerequisite for TR200, "Train the Trainer: On the Job Training" and TR300, "Train the Trainer: The Preparation and Delivery of Classroom Training." Presented by Patrick Deery, Director, Human Resource Development (3-hour program). **CEU .3**

Train the Trainer: On the Job Training (TR200)
Participants will learn how to create a structured training program for specific job-related tasks. This course shows participants how to identify critical tasks, develop an OJT training curriculum, create and use job aids, deliver the training program, and evaluate the program's effectiveness. The prerequisite for this course is "Train the Trainer: The Adult Learner" (TR100). Presented by Ms. Kelli Henderson, Human Resource Development Specialist (4-hour program). **CEU .4**

Train the Trainer: The Preparation and Delivery of Classroom Training (TR300)
Given that the decision to train and the purpose for training have already been decided, this course teaches participants how to prepare and deliver the classroom training session. Specifically, the course teaches how to prepare workable training objectives, convert them to lesson plans, support plans with appropriate audiovisual aids, prepare the classroom, deliver the material, control the classroom environment, handle difficult situations, assess learning, and evaluate the program. The prerequisite for this course is "Train the Trainer: The Adult Learner" (TR100). Presented by Patrick Deery, Director, Human Resource Development (4-hour program). **CEU .4**

Train the Trainer Workshop (TR400)
Bring your partially completed or completed training project to this session and work with certified training and development specialists to complete the project or to polish the material and move from satisfactory to superior. Need an icebreaker? Not sure what audio-visual aids to use? Concerned about overdoing the PowerPoint? Let us help you with these decisions. Facilitated by Kelli Henderson and Patrick Deery, Human Resource Development (2-hour program).

2. Effective Communication

(Ensures information is effectively exchanged with others.)

LISTENING:

Effective Listening (HR920)
Overviews the forgotten half of effective communication; discusses the myths and barriers to effective listening; teaches how communication can go wrong, how each participant can assess his or her own listening style, whether styles are aids or hindrances to good communication, and what is the responsiveness element of communication. Presented by Dr. Margaret Fitch-Hauser, Department Head, Department of Communication and Journalism (3-hour program). **CEU .3**

ORAL COMMUNICATION:

Making Oral Presentations with Confidence and Skill (HR910)
Trains participants in the skill of preparing and delivering formal and informal oral communications by explaining how to deal with nervousness and anxiousness, how to prepare for the presentation (analysis of audience and situation as well as how to rehearse), how to organize a clear presentation, how to deliver the presentation to inform or persuade, and what visual aids will benefit the presentation. Presented by Dr. Margaret Fitch-Hauser, Department Head, Department of Communication and Journalism (3-hour program). **CEU .3**

WRITTEN COMMUNICATION:

Basic Language and Writing Skills (HR410)
Refreshes participants in the basics of grammar (parts of speech, punctuation, mechanics, phrases, clauses, and sentence patterns and types) and usage (verb tenses, subject and verb agreement, pronoun case and agreement, and the correct handling of modifiers) essential for writing and speaking correct, standard English. Presented by Mr. Patrick Deery, Director, Human Resource Development (10 hour program, consisting of ten one-hour sessions once a week for ten weeks). **CEU 1**

Drafting, Editing, and Revising (HR420)
For those responsible for the preparation of a piece of correspondence (memo, letter, or report), this class helps to develop competence in editing those communications for organization, format, tone, and style. Presented by Mr. George Littleton, Instructor, English Department (2-hour program). **CEU .2**

Writing in Organizations (HR295)
Teaches what can go wrong in business communications and how to improve writing in the business environment through recognizing and avoiding the difficulties in organization, style, and grammar which often plague reports, letters, and memos; also presents a concept of the sound approach to preparing, organizing, and writing a good business communication. Presented by Mr. Patrick Deery, Director, Human Resource Development (4-hour program). **CEU .4**

3. Problem Solving

(Identifies and solves problems with effective solutions.)

Problem Solving (PS101) – F

Participants will learn the problem solving methods and skills to clearly define problems, discover root causes and provide solutions to a current problem/issue from within their own work environment. This is a two-part course: The first half is training and practice with a problem solving system. Participants are exposed to and gain/refine experience with process flows, Pareto charts, root cause analysis tools (fishbone diagram and 5-why tools), and the A-3 one-page "story" of a problem. Participants will learn and apply these tools in a live simulation. The second half of the class has participants work on an actual problem they currently have in their work environment. The instructor facilitates participants as they walk their specific or group issue through the entire problem-solving system. Presented by the staff of the Auburn Technical Assistance Center (8-hour program). *Course Fee - $195.00.* **CEU .8**

Cooperative Negotiation Strategy (MG310)

The Cooperative Negotiating Strategy (CNS) is a form of problem-solving that seeks, through a sharing of information and perspectives, to find common interests between two parties that can form the basis for a collaborative solution, discovery, or development process. Cooperative negotiations provide leaders with tools and ideas for solving complex problems cooperatively in today's diverse, complicated working environments. Participants will learn the concepts and tools of the Cooperative Negotiating Strategy (CNS) to include the following: Conflict management preferences (attendees will take a CD-ROM based survey prior to class); American cultural influences on conflict management preferences; the elements of the CNS; rational decision-making; and the application of active listening and critical thinking. CNS negotiating simulation and paper based exercises will be used to reinforce the learning. Presented by Faculty of the US Air Force Negotiations Center of Excellence (4-hour program).

4. Results Orientation

(Ensures that one's own and/or others' work and information are complete and accurate; focuses on desired results of one's own or one's units work.)

Lean Office (LO101) - F

Lean is a systematic, continuous improvement process for eliminating and/or reducing waste and non-value-added activities from a process. In a *Lean* environment, administrative functions also need to be efficient and free of waste and non-value-added activities. This workshop in Lean Office will allow participants to gain hands-on experience in creating the Lean environment via a live simulation in a traditional office environment. This course teaches methods that can reduce paperwork process time up to 80%; improve on-time performance up to 90%; reduce work process up to 90%; reduce errors up to 50%; and reduce floor space consumption up to 75%. In the simulation, class participants take on roles such as customers, managers, sales department, and other workers. The simulation exercises are then alternated with class time during which participants learn *Lean* definitions and techniques. Participants then apply these principles to the office environment using typical office equipment, supplies, forms, and procedures. By the end of this workshop, each participant will have gained a practical understanding of how *Lean* continuous improvement techniques can be applied to the office to eliminate waste, gain more capacity from existing operations, and enhance an organization's ability to compete. This course is a prerequisite for the rest of the series – LO102, LO103 and LO104. Presented by the staff of Auburn Technical Assistance Center (8 hour program of classroom and live simulation training). *Course Fee - $195.00.* **CEU .8**

The 5S System (LO102) - F
Participants learn how to implement the 5S System (Sort, Set-in-Order, Shine, Standardize, Sustain) to accelerate product and service flow and to achieve and sustain a clean, safe and organized workplace. The **5S** System is a series of activities designed to improve workplace organization and standardization. By simply implementing 5S improvements in an organization, up to a 30% immediate efficiency improvement can be achieved. The System benefits an organization by improving quality; achieving work standardization; improving safety; reducing storage, inventory, office machine down-time, and "bottlenecks"; and boosting employee morale. LO101 is a prerequisite for this course. Presented by the staff of Auburn Technical Assistance Center (4 hour session). *Couse Fee - $195.00.* **CEU .4**

Value Stream Mapping (LO103) - F
Value Stream Mapping is a tool used to create a material and information flow map of a product or processes. This powerful tool allows organizations to map the flow of products and/or documentation flow from the back door as raw material, through all process steps, and out as invoices and receivables (finished product). Participants in this workshop begin the Value Stream journey with the current state map, showing where the organization is, then plan the Lean journey with a future state map, showing where the organization is going and how it is going to get there. Based on the Value Stream Map, participants will learn how to streamline work processes, thereby cutting lead times and reducing operating costs. LO101 and LO102 are prerequisites of this session. Presented by the staff of Auburn Technical Assistance Center (4 hour program). *Course Fee - $195.00.* **CEU .4**

Kaizen Blitz (LO104) - F
This workshop how to involve a workforce in the pursuit of eliminating wastes. A Kaizen Blitz is an intensive, focused approach to Process Improvement. Kaizen means "continuous improvement" and Blitz means "lightning fast." During the Kaizen Blitz event, participants use *Lean* techniques, team empowerment, brainstorming and problem solving to rapidly make improvements to a specific area or process. The Kaizen event provides immediate tangible results and motivation for ongoing continuous improvements. This continuous improvement methodology combines Lean tools such as the 5S's of Workplace Organization and Standardization, Cells, Pull/Kanban, Setup Reduction and Workload Balancing. Each tool incorporates team empowerment, brainstorming and problem solving to rapidly make improvements to a specific product or portions of your processes. This is a hands-on course that takes place at the actual work location (department, school/college, etc.). LO101, LO102 and LO103 are prerequisites of this session. Facilitated by the Staff of Auburn Technical Assistance Center. *Course Fee - $195.00.*

5. Innovation

(Develops, sponsors, or supports the introduction of new and improved methods, products, procedures, or technologies)

Innovation in the Workplace (CI100)
Managers and supervisors are not only expected to execute the mission of their organization well but they should also be looking for ways to improve processes, procedures, and policies essential to mission execution; that is, innovation and creativity should be at the heart of every endeavor, a parallel activity to execution. Unfortunately, the mind-shift needed to innovate and create is not easily achieved in the whirling activities of day-to-day operations. What is the way of thinking and examining that allows supervisors and managers to see the world differently, find the detail in what they see, know how to improve what they have observed (i.e., change the status quo), and articulate that innovation or creation?

The answer to that question is contained in the successful creations and innovations of artists and scientists. To begin an examination of creativity and innovation, participants will first examine the “Free Radicals of Innovation,” a four-hour training program which explains what creativity is and offers solid, tested solutions and how-to examples of creativity and innovation. This single block of study will be supplemented by a seminar with a successful writer, painter, and scientist who will illustrate their creative processes and, thus, attempt to answer the question posed above. The writers, painters, and scientists will be drawn from the University community. Formerly called “The Art of Creative Inquiry”. **CEU .4**

II. UNIVERSITY OFFICE ADMINISTRATION – PROFESSIONAL DEVELOPMENT

These courses provide all those engaged in University administration with a detailed understanding of the processes, procedures, and systems which compose the administrative network of the University.

A. Office Management

The following briefly describes the courses offered for the Office Administration job family. These courses train the employees in that job family, primarily the employees in the academic offices of the University, in specific job matters. ***Only employees in this job family are eligible to take these courses****. On a limited, space-available basis, other employees outside the job family may be allowed in these classes. More detailed course descriptions are presented to the members of the job family when they take OM 600, the General Program Orientation.*

General Funds Management, Financial Reporting, and Budget Operations (OM100)
Explains the basics of financial management at Auburn University by covering the organizational structure in the Business Office, fund accounting, financial reporting, the budget process and the financial systems. Presented by Ms. Marcie Smith, Assistant Vice President, Business and Finance (3-hour program).

Payroll and Benefits (OM120)
Overviews the fringe benefits available to full time employees and allows administrative personnel to become more knowledgeable about Auburn University's benefits when communicating with current, new or prospective employees. Presented by Ms. Elizabeth McCormick, Assistant Director, Payroll & Benefits (2-hour program).

Student Financial Services Operations (OM130)
Explains the processing of funds at the University: Preparing collection reports, accounts receivable charge forms, and identification forms; the financial policies and procedures governing the acceptance of funds; reporting and collecting accounts receivables; and computer access to accounts. Presented by Ms. Linda Ledbetter, Coordinator, Cashiering, Student Financial Services (2-hour program).

Procurement and Payment Services (OM150)
Presents an overview of the procurement and payment processes including discussion of the spending, travel and purchasing card policies and information on the state bid law, independent contractor status and applicable tax issues. Presented by Ms. Shawn Asmuth, Executive Director, Procurement and Payment Services (3-hour program).

Contracts & Grants - Accounting (OM180)
Explains federal regulations and University financial policies and procedures governing the use of extramural funds to include budgets, Personnel Action Forms (PAF's), effort reporting (PAR's), expenditure transfer, cost sharing, financial reporting, and terms associated with Contracts and Grants Accounting. Presented by Mr. Larry Hankins, Assistant Director, Contracts & Grants Accounting (3-hour program).

Contracts & Grants - Administration (OM200)
Explains the basics of proposal preparation and submission; introduces the sponsored project budgeting process; defines the terms and conditions of grants and contracts and their applicability to the University; and details the responsibilities of various University individuals and offices in regard to sponsored project activity and the University. Presented by Mr. Tony Ventimiglia, Contracts & Grants Administrator (3-hour program).

Property Control (OM220)
Explains the University's policies and procedures for property services and accountability. Presented by Mr. John Asmuth, Director, Property Services (2-hour program).

Student Development and Support (OM240)
Provides an overview of the programs and services that are available to assist graduate and undergraduate students with opportunities for intellectual, ethical, personal and leadership development; career development; and assistance for admissions, records, and scholarships. Presented by representatives from the VP of Student Affairs Office, Enrollment Management, and the Auburn University Career Center (2-hour program).

Human Resources - Employment (OM260)
Overviews the employment process at Auburn University, with emphasis on process and the documentation required to initiate job searches and extend offers of employment. Presented by Ms. Angela Erlandson, Director, Employment Services, Human Resources (3-hour program).

Human Resources - Compensation (OM280)
Covers current policies, procedures and suggestions for management of job positions and salaries to include terms and definitions, job descriptions and titles, job evaluation (grade assignment), adding a new position and reclassifying current positions, pay structure (grades and ranges) and salary decision; also covers overtime pay, Fair Labor Standards Act provision for exempt and non-exempt employees, employee group assignments, and records maintenance. Provides examples of forms to be used. Presented by Mr. Trey Lightner, Compensation & Classification Specialist, Human Resources (3-hour program).

Human Resources - Employee Relations (OM300)
Overviews the Employee Recognition and Spirit of Excellence award program, the Employee Assistance Program, employee conduct and job rules, progressive disciplinary procedures, grievance procedures, and miscellaneous related actions. Presented by Ms. Linda Maxwell-Evans, Employee Relations Director, Human Resources (2-hour program).

Human Resources - Performance Development (OM320)
Presents the policies and procedures for the administration of the performance development program at AU; includes the basic information such as the forms used for the probationary period and the annual planning and review process and the timing of both sets of forms. Presented by Ms. Kelli Henderson, Human Resource Development Specialist (2-hour program).

Human Resources - Leave (OM340)
Overviews Auburn University's leave policies and procedures to include the rights and responsibilities of employees and supervisors with respect to annual, sick and other forms of

paid and unpaid leave. Presented by Mr. Mike Hill, Director, HR Records (3-hour program).

Facilities Management (OM380)
Learn about the “city within a city”; how Facilities’ professional, technical, and skilled staff provides an appropriate physical environment to support the University in such areas as the planning and designing of new buildings, renovations, maintenance and custodial care, recycling and solid waste disposal, the traffic report, and mail services. Presented by Mr. Rick Traylor, Human Resources Manager, Facilities Division (2-hour program).

Telecommunications (OM400)
Overviews the services provided by Telecommunications and how to request these services and their use. Presented by Ms. Melissa Long, Manager, Voice Telecommunications (2-hour program).

University Information and Procedures (OM460)
Overviews the University’s organizational structure and provides advice on general University office efficiency and effectiveness. Presented by Ms. Lynne Hammond, Assistant Vice-President, Human Resources (2-hour program).

General Program Orientation (OM600)
Overviews the Office Management job family and the formal training required for advancement and program promotion within the family. This course is limited only to members of the Office Management Job Family. Presented by Mr. Trey Lightner, Compensation & Classification Specialist, Human Resources (2-hour program).

B. Other University Office Administration Professional Development

On-Course with Student Employment (OA100)
This seminar explains the most efficient process to hire a student employee by making the distinction between work study and student employment, detailing student employment eligibility requirements, providing an overview of the paperwork process for hiring a student employee, and addressing effective recruitment methods. Presented by Ms. Meaghan Weir, Student Employment Manager, Auburn University Career Center (2-hour program). **Who should attend:** Managers/supervisors/employees who hire, interview or supervise student employees.

The Student Employee Supervisors' Workshop (OA110)
This interactive workshop will give you the keys to success as a student employee supervisor. Each step of the employment process is outlined starting with conducting effective interviews. Methods concerning selecting the best candidate; orientation and training of new student employees; daily supervising; performance review; resolving disciplinary issues; and rewarding and recognizing outstanding work will be discussed. The workshop also covers information regarding useful on-campus resources pertaining to student employment. Presented by Ms. Meaghan Weir, Student Employment Manager, Auburn University Career Center (4-hour program).

How to Hire a Foreign National (OA200)
Participants will learn the correct procedures for recruiting and hiring Foreign Nationals for staff, faculty, and student employment by gaining an understanding of such terms as "prevailing wage," "pending permanent residency," and "resident alien." Additionally, they will learn how work authorization documents, alien employment forms, and treaty agreements for taxes impact the hiring process. With an understanding of these terms and processes, participants will be better able to follow the University procedures that allow compliance with the Department of Labor, State Department, Homeland Security, and IRS regulations. This course is designed for employees who are involved in the day to day processing of the paperwork and Banner input for foreign nationals. Presented by Sue Ann Balch, Assistant Director of Compliance, International Education (3-hour program).

Immigration Law and AU Procedures 101 (OA210)
Participants will be given the basic history of immigration laws, current proposed changes, and AU policies and procedures. This course is intented for employees who are on search committees, hire students, and invite Exchange Visitors. Presented by Sue Ann Balch, Assistant Director of Compliance, International Education (3-hour program).

Refining Your Office Skills: A Series of Seminars
This series of courses is designed to help office professionals—those who keep the office organized and running smoothly and work with much of the valuable data that the University needs to flourish—polish or further develop their skills.

Professionalism – Strategies for Advancement (OS100)
This seminar provides participants the tools that will enable them to adapt to change; work more effectively and efficiently; and improve themselves personally and professionally. The topics that will be addressed include methods of organization, how to plan and prioritize, ways to increase performance, how to work with others, and strategies for advancement. Participants will also receive advice on professional imaging, dress, and behavior in social settings (2-hour program). Presented by Ms. Brinda Lisano and Ms. Lori Bush. **CEU .2**

Managing HR Records (OS110)
This course covers the fundamentals of managing human resource-related records, printed as well as electronic, in the departmental setting. Participants will learn about official versus working records, retention periods, special requirements for FMLA and other medical records and privacy issues affecting records. Also covered will be e-records, imaging, e-discovery and litigation holds, as well as mandatory employee access to records. Presented by Mr. Michael Hill, Director, HR Information (2-hour program).

Taking Minutes (OS120)
This course equips participants with ideas for successful preparation, listening, analysis, and note-making and introduces them to the principles of clear, effective writing. Participants will identify a method of note-taking that suits their preferred style; learn how to select the important and relevant points from a discussion; recognize what are the agreed and accepted conventions for the format of minutes; and learn how to clearly and concisely produce an accurate set of minutes (2-hour program). **CEU .2**

FMLA and AU Procedures (OS130)
This course covers the basics of the Family and Medical Leave Act (FMLA), and how to complete and process the required documents for leave for an employee's or family member's serious health condition, or military family leave. Also covered are the notices which the employer is required to give to the employee requesting leave at various points in the process. Presented by Michael Hill, Director of HR Records Management (2-hour program).

Electronic Filing: Windows File Management (OS140)
This course will show participants how to use Windows My Computer and Windows Explorer to help manage computer data files. Participants will learn how to search for files, create new folders; delete, rename, and sort files and folders; and learn more basic Windows topics. Additionally, they will learn how Windows sets up default folders and where applications save files by default. Time will also be allotted for a question and answer session for basic Windows questions. Presented by Ms. Marian Goolsby, Office of Information Technology (2-hour program).

Email Etiquette (OS160)
Participants will learn techniques for writing more effective and useful emails. Advice will be given on when to use email and when another form of communication might be more helpful; how to format different types of email; and what legal issues to avoid when using email. The do's and don'ts of writing effective emails will also be covered. Presented by Ms. Kelli Henderson, Human Resources Development Specialist III (2-hour program). **CEU .2**

Office Equipment (OS180)
This course will show participants how to use the latest office equipment, such as copy machines and faxes. It will also discuss how to prepare a document for printing to send to CopyCat. Presented by Ms. Glenda Miley, Manager, CopyCat (2-hour program).

Systems Overview (OS200)
This course will provide a high level overview of the administrative systems on campus so that participants can learn their general function and connections: The program will discuss AU Access Finance and Employee Services content; Banner Admin and Self-Service Banner to include financial data, HR/Payroll data and Student data; Employee Self Service, to include benefits and pay stubs; and the ePrint report repository. Presented by Mr. Michael Miller, Director, Information Systems Support (2-hour program).

Drafting, Editing, and Revising (HR420)
For those responsible for the preparation of a piece of correspondence (memo, letter, or report), this class helps to develop competence in editing those communications for organization, format, tone, and style. Presented by Mr. George Littleton, Instructor, English Department (2-hour program). **CEU .2**

Writing in Organizations (HR295)
Teaches what can go wrong in business communications and how to improve writing in the business environment through recognizing and avoiding the difficulties in organization, style, and grammar which often plague reports, letters, and memos; also presents a concept of the sound approach to preparing, organizing, and writing a good business communication. Presented by Mr. Patrick Deery, Director, Human Resource Development (4-hour program). **CEU .4**

Building and Sustaining a Service Culture (TW100)
Participants learn and practice the behavioral skills (handling difficult situations, interpersonal communication, telephone and voice mail communication, continuous learning, and teamwork) needed to build and sustain excellence in a service culture. Presented by Ms. Kelli Henderson, Human Resources Development Specialist (7-hour program). **CEU .7**

Effective Telephone Communication Skills (TW200)
Participants will build on their customer service skills while on the telephone and learn effective techniques for interacting with and serving others. More specifically, participants will learn the importance of listening, tone of voice, body language, active listening, and the effect of one's attitude for communication. Presented by Ms. Kelli Henderson, HR Development Specialist (2-hour program). **CEU .2**

C. University Administrative Systems

Customizing Your AU Access Portal Experience (CT120)
Explore the AU Access portal, the front-door to Banner. This course will answer questions such as "What is a portal?" "What can I do here?" and "What is a single sign-on?" Participants will learn about navigating in a portal and how to customize the content of AU Access to suit individual needs and interests, and what items in AU Access can be customized and how to do it. Presented by Ms. Marian Goolsby, Office of Information Technology (2-hour program).

Introduction to The Banner Admin Financial System (CT200)
Learn how forms in the Banner Finance System provide access to the University's financial data. Specifically, participants will learn the definition of FOAPAL and how to look up information such as fund codes, fund types and balances; how to search the system for vendors, vouchers and payments against those vouchers; and how to look up fixed assets in the system. Presented by Felicia Roberson, Information Technology Specialist IV (3-hour program). **Who should attend:** New employees who will use Banner Admin who have not previously been trained on the system and are responsible for submitting financial information in Banner. A valid DUC global ID and password are required for the class. No later than **one week** in advance of the class, attendees should contact their computing coordinator to verify their Banner accounts status.

Introduction to Self Service Banner (SSB) Financial System (CT201)
Learn how the queries in the Banner Finance System provide access to the University's financial Data. Banner Finance provides the means to check balances and the status of the Organization as well as transactions booked against that Organization. This class will explain how to view the screens and provide additional tips on using the system. Presented by Felicia Roberson, Information Technology Specialist IV (3-hour program). **Who should attend:** Employees who have not been previously trained on the system and are responsible for providing financial information to those in their unit. A valid DUC global user ID and password for Banner Finance System are required. At least **one week** in advance of the class, attendees should contact their computing coordinator and request Banner access.

Banner Finance – Contracts and Grants Accounting (CT210)
Participants will learn the definition of grants and how forms in the Banner Finance System provide access to the University's Contracts and Grants Research Module: For example, how to look up information on grants such as locating grants by organization, PI, or agency; how to find the indirect cost rate and final report/invoice due date; and how to run reports on the Grant Ledger. Presented by Felicia Roberson, Information Technology Specialist IV (4-hour program).

Reading Budget Balances in Banner and Other Related Budget Information (CT250)
This course is designed for new employees who will be using Banner Finance in their departments and for current AU Banner Finance users as a refresher course. The course will show tips and tricks on reading available balances as well as comparing balances to the general ledger. Other topics discussed include budget transfers and approval of documents. Presented by Kathy Bugg, Senior Accountant, Budget Services (5 hour program).

The Banner Human Resource System: Personnel and Payroll (CT300)
This workshop focuses on the functions and operations of the on-line Human Resource System. Taught by Beverly Hughes, Payroll & Benefits and Mary Turner, Human Resources (8-hour program). **Who should attend:** Employees who have not been previously trained on the system and are responsible for providing Human Resources information to those in their unit.

The Banner Human Resource System: Problem / Solution (CT301)
This workshop focuses on solving problems with changes to funding, leave, overpayments, and PAF's due to transfers, terminations, etc. We will answer any questions you might have concerning the Banner HR system. Taught by Beverly Hughes, Payroll & Benefits and Mary Turner, Human Resources (4-hour program). **Who should attend:** Employees who are having difficulty in processing PAF's and preparing payrolls.

III. INFORMATION TECHNOLOGY

Described below are the computer courses which train the skills necessary for understanding the information technology programs used to support the University's activities. The Systems courses are described above in the "University Office Administrative Systems" section of this Guide.

A. Desktop Applications

*Courses in the specific **desktop programs** listed below have a fee associated with them. The fee will be specified in the "Schedule." All classes will be taught by a certified instructor. For on-line training opportunities in over 30 desktop applications contact Human Resource Development (Kelli Henderson at 4-7939 or hendekc@auburn.edu), or visit this web address: http://www.auburn.edu/administration/human_resources/hrd/aulmnk.htm
Additionally, the Instructional Media Group offers, on an as-needed basis, a variety of short courses for faculty; for more information see their section in this Guide or visit their web site at* <http://www.auburn.edu/img>.

Introduction to Microsoft Word 2010 (PC905) - F
This course provides an introduction to Word. The student will work with the Office Assistant, learn basic document skills and text editing, check spelling and grammar. The student will also learn how to work with document views (2-day program). *Course fee - $90.00.* **Who should attend**: Anyone who uses Word on the job and has an understanding of Windows.

Intermediate Microsoft Word 2010 (PC906) - F
This course covers using styles and section breaks; working with tables, columns, graphics, the mail merge helper and more. It also covers creating an index and a table of contents (2-day program). *Course fee - $90.00.* **Who should attend**: Anyone who has taken Introduction to Word or has equivalent knowledge.

Advanced Microsoft Word 2010 (PC907) - F
This course will cover advanced topics such as using footnotes and endnotes, using macros,

using templates and wizards, customizing preferences, importing Excel spreadsheets, working with lists, and more (2-day program). *Course fee - $100.00.* **Who should attend:** Anyone who has taken Word Intermediate or has equivalent knowledge.

What's New in Microsoft Word 2010 (PC908)
Explore some of the new features and changes that Microsoft has implemented in its newest version of Word. Presented by Ms. Marian Goolsby, Office of Information Technology (2 1/2 hour program). **Who should attend:** Previous experience using a word processor is desirable.

Mail Merge in Microsoft Word 2010 (PC910)
Learn how to use the mail merge function in Word 2007. Presented by Ms. Marian Goolsby, Office of Information Technology (2 1/2 hour program).

Working with Headers, Footers, Numbers, and Lists in Microsoft Word 2010 (PC912)
Learn the ins and outs of page numbering, how to work with headers and footers, and lists in Word 2007. Other specific topics may be included as time allows. Presented by Ms. Marian Goolsby, Office of Information Technology (2 1/2 hour program).

Microsoft Word 2010: Ruler, Tabs, and Columns (PC914)
This Word class focuses on ways to use the ruler, how to create and work with custom tabs, and how to work with the columns feature. Presented by Ms. Marian Goolsby, OIT (2 1/2 hour program).

New **Introduction to Microsoft Access 2010 (PC920) - F**
This course provides the skills needed to design advanced queries, action queries, advanced query wizards, and database features. The students will learn control manipulation on forms and reports, advanced form and report design techniques, as well as basic charting. Upon completion of this course, the student will have the knowledge needed to retrieve and manipulate data in an Access database (2-day program). Course fee - $90.00. **Who should attend:** Anyone who has taken Introduction to Access and has an understanding of Windows.

New **Intermediate Microsoft Access 2010 (PC921) - F**
This course provides the skills needed to design advanced queries, action queries, advanced query wizards and database features. The students will learn to manipulate controls on forms and reports, advanced form and report design techniques, as well as basic charting. Upon completion of this course the student will have knowledge needed to retrieve and manipulate data in an Access database (2-day program). *Course fee - $90.00.* **Who should attend:** Anyone who has taken Introduction to Access and has an understanding of Windows.

New **Advanced Microsoft Access 2010 (PC922) - F**
This course covers advanced topics such as using ActiveX Controls, working with Indexes, creating and using macros, and more (2-day program). *Course fee - $90.00.*
Who should attend: Anyone who has taken Access Intermediate.

New **Microsoft Excel 2010: Laying the Foundation (PC930) - F**
Master the basics of Excel workbooks. Learn to edit with moving, copying and deleting. Give your worksheets visual appeal with formatting. Gain a solid understanding of formulas and functions. End printing surprises once and for all (2-day program). *Course fee - $90.00.*

Microsoft Excel 2010: Building Proficiency (PC931) - F
Learn the secrets of improving worksheet accuracy and efficiency with validation, auditing and naming ranges. End duplication of effort with templates and Paste Special Options. Build exciting charts. Link and Embed for dynamic worksheets. Prerequisite is Excel 2010: Laying the Foundation or Excel Introduction 2007 (2-day program). *Course fee - $90.00.*

Microsoft Excel 2010: Power User (PC932) - F
Unlock the power of Excel with functions. Build effectiveness with pivot tables and scenarios. Automate activities with Macros to save time and improve efficiency. Prerequisite is Excel 2010: Laying the Foundation or Excel Introduction 2007 (2-day program). *Course fee - $90.00.*

Introduction to Microsoft PowerPoint 2010 (PC940) - F
This course provides an introduction to PowerPoint and the techniques for enhancing a presentation. It includes exercises on exploring PowerPoint, using basic presentation skills, and formatting presentation text, bullets, and numbers. Students will learn how to use the outline tab, edit and proof text, use graphic images and drawing objects, and use Slide Sorter and Slide Show views (2-day program). *Course fee - $90.00.*

Intermediate Microsoft PowerPoint 2010 (PC941) - F
This course builds on the skills developed in Introduction to PowerPoint 2010 to create effective presentations using charts, tables, graphics, and photos. Students will learn to work with SmartArt as well as to apply special effects. They will learn how to share work with others, and they'll discover advanced chart techniques and how to customize slideshows and handouts. (2-day program). *Course fee - $90.00.*

Introduction to Microsoft Outlook 2010 (PC970)
This course covers the basic skills necessary for using Outlook. Topics covered include sending messages, setting rules, calendars, manipulating texts and files, organizing mail, customizing Outlook, and scheduling (4-hour program). *Course fee covered by the Department of Information Technology*

Introduction to SharePoint: Working with Lists and Libraries (PC980) – F
In this session, users will become familiar with the different types of list and libraries available in SharePoint and explore the basic features available for each type. Discussions will include navigating and manipulating documents/spreadsheets/etc, editing a Wiki, as well as posting to a blog in SharePoint (3-hour program). *Course fee - $25.00.*

B. Basic Computer Skills

Basic Computer Skills (PC200) - F
In this class for beginners, participants will learn basic computer terms, keyboard functions, mouse actions, and the basic Windows concepts. Hands-on-experience using Windows icons, menus, windows, and dialog boxes will be provided. Participants will create, edit, and print documents using WordPad, the word processing program included with Windows, as well as learning the basics of Paint, the Windows graphics program. Presented by Evelyn Bond (3-three hour sessions). *Course fee - $25*. **Who should attend:** University employees who need but lack basic keyboarding and computer skills.

IV. PERSONAL GROWTH / WORK-LIFE

Because we recognize that real people are employed by the University, we offer personal developmental programs which address issues that impact the lives of those who work here. These "work-life" programs present topics which are tangential to the University's missions, goals, and objectives but are essential to the wholeness and welfare of the people who are expected to accomplish the University's missions, goals, and objectives.

Learn to Read (ER101)
In cooperation with the Lee County Literacy Coalition, the University offers employees the opportunity to improve their ability to read and write during their regular work day. Interested employees or their supervisors need only contact the Human Resource Development office (844-7939) to arrange for a personal tutor.

R.A.D. - Self-Defense for Women (ER310)
Rape Aggression Defense—a three-night, certified, self-defense class open to all women—provides an opportunity to learn hands-on basic defense techniques and risk reduction strategies that will help participants improve their chances of escaping a threatening situation. The class will include options to use for a means of escape—not techniques to stand and fight—and cover landscape and lighting choices at home, safety tips for travel and parking areas, and a wide variety of other helpful self-defense tips. Certified Rape Aggression Defense instructors from Safe Harbor and community law enforcement agencies will conduct the course. Those interested may register either by calling Safe Harbor at 844-6334, emailing Andrea Bartels at bartead@auburn.edu, or going online at www.auburn.edu/safeharbor. There is a fee of $10 for the class to cover the cost of course materials and a t-shirt.

Care Options for our Parents in the 60+ Population (ER330)
Today, thanks in a large part to advances in the field of medicine, people are living longer, healthier lives. Along with the joys of sharing life with our extended family, comes the decision of how to care for them in later life. Jackie Pinkard from the Area Agency on Aging will present options for caring for elderly family members ranging from assistance with meals to long term nursing and teaching (2-hour program).

Legal Issues Affecting Today's 60+ Population (ER331)
Along with the joys of sharing life with your extended family comes the decision of how to care for them in later life. A key element of this care may be the legal issues we face. Jan Neal, partner with the Davis & Neal law firm in Opelika, will address the legal concerns of families faced with aging parents. Issues such as power of attorney, Medicare and Medicaid, and estate preservation. There will be plenty of time for questions and answers on other issues (2-hour program).

Basic Estate Planning: Do I Really Need a Will? (ER360)
Have you considered the problems you might encounter if you fail to plan for the disposition of your estate? Who will care for your minor children? How will your money be managed? What will happen to your property? Learn the answers to these questions and hear more about basic estate planning. In this session, participants will learn what constitutes a valid will and what should be included in that will; begin to understand how powers of attorney can help manage

money; and receive the latest advice on living wills and health care proxies. Presented by Attorney Robert A. Tufts, Associate Professor, School of Forestry (2-hour program).

Parenting Adolescents (ER370)
Learn how to communicate with your teenage children in a way that conveys where you stand on issues while still understanding your children's perspective; gain insights into how to negotiate with teenagers and reach positive outcomes for all; and discover ways of helping your children develop confidence in their own decision making, discover that you're there to support them, and realize that you are there to help them develop (2-hour program).

Balancing Work and Family (ER375)
This seminar will focus on the changes that have taken place in terms of sharing home and family work in a time that both adult partners are employed. The topics on how household labor was divided, how it currently is divided, and what can be done to improve the strain of juggling work, family, and housework. Presented by Dr. Scott Ketring, Professor of Marriage and Family Therapy, Human Development and Family Studies (2-hour program).

Understanding and Stopping Domestic Violence (ER380)
This seminar will focus on domestic violence and its effects on the workplace. Learn the definition of domestic violence, why people hit, characteristics of perpetrators, violence and spirituality, and what can be done about domestic violence. Presented by Golden Jenkins, Marriage and Family Therapist and Pastoral Counselor; also founder and director of the Corrective Action Program (2-hour program).

MANAGING YOUR FINANCES DURING TOUGH ECONOMIC TIMES SERIES:

Money for Your Children's Education (ER351)
For University employees who have children preparing to go to college in the *next couple of years*, this presentation will explain the state and federal financial assistance programs that are available. Particular emphasis will be placed on Alabama's Prepaid Affordable College Tuition program for residents and University specific programs for dependents. Presented by Mike Reynolds, Director of Student Financial Services (2-hour program).

Buy Now, Pay Later: Surviving in an Age of Debt (FM300)
It is easy to fall into a whirlpool of debt without a consistent effort to avoid it. Credit cards and "easy" financing have enabled many Americans to "buy now" and pay, pay, and pay later. In this workshop, Roger Knauff from the Consumer Credit Counseling Service of Alabama, Inc. will discuss the management of debt. In particular, he will address how to establish credit and maintain good credit and what to do if your credit has gone bad. In addition, Roger will focus a portion of his presentation on how to take appropriate steps to obtain a sound mortgage and how to avoid losing your home due to financial difficulties (2-hour program).

Buying a Home: The Right Time, the Right Steps (FM305)
Are you thinking that this is would be a good time to purchase a home, but wondering how you will finance the purchase. Are you posing such questions as these: What mortgage is best for my financial situation? Should I work with a realtor? How do I purchase a "For Sale by Owner"? What is "affordable housing" all about? All of these

areas of potential home ownership will be considered in this course as well as credit considerations, loss mitigation, and refinancing a home loan. There will be a thorough look at the process one goes though during a purchase, from shopping for a home to closing. The session will be facilitated by Todd White, from the City of Auburn's Housing and Community Development, and Roger Royal, from the Auburn University Federal Credit Union (2-hour program).

Principles of Retirement Planning (FM400)
Many of us spend more time planning our vacation than in planning our retirement. This program will assist in correcting this by outlining the principles of retirement planning and explaining the potential sources of retirement income. The program will explain available retirement income sources and how 403B tax deferred programs can help supplement individual financial foundations during retirement. Learn how to prepare for this very important part of your financial future well in advance of that retirement date. Presented by a financial consultant from one of the University's 403B providers (2-hour program).

New **Social Security Overview (FM450)**
An educational seminar for individuals to learn more about Social Security benefits and how Social Security and personal retirement savings will fit into the total retirement picture. This educational seminar will discuss the impacts of Social Security in the current economic climate as well as discussions of when and how to sign up for Social Security benefits. All age groups are encouraged to participate. Presented by Kylle McKenney, a representative from the Social Security Administration in Montgomery and hosted by Cindy Haynes and Brian Ledbetter, the Auburn University VALIC representatives (2-hour program).

Building and Maintaining Personal Financial Credit (FM500)
This course will teach participants how to build, maintain, and protect their credit score. Specifically, we will cover what lenders look for, the 5 Cs of credit, how to watch credit reports to avoid becoming a victim of identity theft. Time will also be spent on how participants can use their credit wisely by knowing their limits, the best ways to borrow, and charges and fees to avoid.

Savings and Investment Basics (FM510)
In this session, participants will learn the importance of saving money. The program will explain financial goal setting (short, mid, and long term) and options for saving for each of the goals. Specific emphasis will also be placed on saving money for children’s education and various options that are available. Presented by Ms. Amanda Harrelson, Instructor, Department of Finance (2-hour program).

Budget Bailout: Expert Advice for Hard Times (FM550)
This workshop will show participants how to develop and follow a spending plan for their family. The focus will be on the participants’ goals and making sure every dollar spent has a purpose so participants can go from the negative to actually saving money. Presented by Ms. Amanda Harrelson, Instructor, Department of Finance (2-hour program).

Self-Preparing Your Annual Tax Return (FM600)
Many individuals choose to have their tax returns prepared by tax firms or an accountant. For basic returns which may take 15-30 minutes to prepare, individuals may be charged $100-$200 dollars to file. By enrolling in this class, participants will learn the benefits of preparing their own taxes, the items needed to prepare returns, some recommendations for items that will make tax return preparation easier, and tips to know when to consult a professional. Presented by Mr. Sam Deal, CPA CFE, Accountant III, Department of Clinical Sciences (1 hour program).

Annual Tax Return Preparation: Forms and Basic Schedules (FM610)
IRS forms can be confusing to people who are unfamiliar with the forms. Which ones are necessary to file? Which boxes must be completed? This course will give an overview of the most common tax forms and when they are required to be filed. The course will cover some of the more common tax credits that individuals may be entitled to; and will briefly review how to amend previous year's tax returns if an error was made and how to receive a refund if a credit/deduction was missed by a previous tax preparer. Presented by Mr. Sam Deal, CPA CFE, Accountant III, Department of Clinical Sciences (3 hour program).

Annual Tax Return Preparation: Practice Tax Returns (FM620)
This class will focus on preparing practice returns using Forms 1040-EZ, 1040-A, and the regular 1040. Because the form 1040 can be filed by any taxpayer and can apply to everybody, the majority of time will be spent working on this form and the common schedules. Presented by Mr. Sam Deal, CPA CFE, Accountant III, Department of Clinical Sciences (3 hour program).

THE HEALTHY EMPLOYEE (HL) SERIES:

Herbal Medicine (HL261)
There has been a tremendous increase in the use of herbal drugs for healing and health maintenance following 1994 Federal legislation permitting the use of such products as nutritional supplements. Herbal drugs may be as effective as prescription drugs and offer the advantages of being less dangerous, producing fewer harmful side effects, costing less, and not requiring a prescription to purchase. Their disadvantages are the limited assurance of purity, potency, and effectiveness. This seminar will provide information on the more useful herbal drugs and guidelines for selecting the most effective products. Participants will be provided time to ask questions on any aspect of herbal drugs and their use. (2-hour program).

Physical Fitness (HL262)
Learn the guidelines for physical activity, the health benefits of physical activity, ways to enhance physical fitness with exercise, and practical recommendations for better fitness health (2-hour program)

Nutrition and Lifestyle in the Prevention and Treatment of High Blood Pressure (HL263)
This seminar explains the key aspects of the new dietary guidelines and how to alter one's diet to meet them. Participants will learn how to read nutrition labels and use that information to better their health (2-hour program).

Fitness & Recreational Services (HL264)
Learn what health, wellness, and fitness activities are available to employees through Recreational Services. The presentation will also emphasize the benefits of a healthy lifestyle and the advantages of developing a personal, lifetime wellness and fitness program. Presented by Bill Jackson, Recreational Services (2-hour program).

Freedom from Smoking (HL265)
For those struggling to stop smoking, this program offers advice and assistance on the benefits of quitting tobacco, outlines the stages of change necessary to stop smoking, and provides information on The Harrison School of Pharmacy's Pharmaceutical Care Center's "Pack It Up" smoking cessation program. Interested employees can learn how the program works by participating in the introduction to "Pack It Up" in order to avoid the tobacco surcharge. Presented by Dr. Kimberly Braxton Lloyd, Pharm.D, Director, Auburn University Pharmaceutical Care Center (1-hour program).

Bones for Life: Preventing Osteoporosis (HL266)
Nearly 1.5 million women will experience a spine, hip, wrist or other fracture annually, and aging men are also at risk for such fractures. Maintaining bone health is one of the best methods for preventing fractures and osteoporosis. In this seminar, participants will learn who is at risk for fractures and bone loss and the best methods for optimizing bone health, maximizing bone strength and preventing bone loss with age. Presented by Dr. Pamela Stamm, Associate Professor, Department of Pharmacy Practice (2-hour program).

Diabetes 101 (HL267)
Nearly 18 million people in the United States have diabetes, an often devastating disease necessitating multiple lifestyle changes and requiring multiple medications. Participants in this seminar will learn about the underlying causes of diabetes, ways to prevent it, and methods for controlling it. Presented by Dr. Pamela Stamm, Associate Professor, Department of Pharmacy Practice (2-hour program).

The "Fat" on Cholesterol (HL268)
Heart disease is the number one cause of death in the US, and abnormal cholesterol levels is one contributor to the risks of heart disease. Participants in this seminar will learn what levels of cholesterol are considered normal, the risk factors for heart attack and chest pain, and practical ways to reduce cholesterol, heart attacks, surgeries, and strokes through diet, exercise, and medications. Presented by Dr. Pamela Stamm, Associate Professor, Department of Pharmacy Practice (2-hour program).

Breathing Easier: Taking Control of Asthma and COPD (HL269)
When not controlled, asthma and COPD (Chronic bronchitis or emphysema) can reduce a person's ability to work and play. To counter these lung problems, participants will learn about the causes and triggers of asthma and COPD, how to reduce attacks, and how appropriate medication delivery and timing is essential. Tips on techniques for preventing and managing attacks will be discussed. Presented by Dr. Pamela Stamm, Associate Professor, Department of Pharmacy Practice (2-hour program).

Drug Awareness: Understanding Chemical Dependency (HL270)
Learn the facts about chemical dependency, areas of life affected by drugs and alcohol, and ways to recognize and address the problems of chemical dependency (2-hour program).

Stress Management (HL271)
Take control of stress to lead a healthier, more productive life at work and at home. Learn techniques that immediately reduce stress, increase productivity and improve life balance. Also, learn techniques for mitigating stress and coping with conflict, change, and deadline pressures. Presented by Dr. Thomas Maple, Coordinator of Student Services, Harrison School of Pharmacy (3-hour program).

Decreasing the Cost of Your Medications (HL272)
Learn ways to lower the amount you pay at the pharmacy for the drugs you take. This session will discuss strategies for decreasing the out of pocket cost of your medications. Presented by Dr. Kimberly Braxton Lloyd, Pharm.D, Director, Auburn University Pharmaceutical Care Center (2-hour program).

And We'll Have Fun, Fun, Fun: Family Vacations (HL300)
Family vacations can provide a life-time of fond memories. However, if vacations aren't planned well, they can be all but fun. Where to go, how to prepare, how long to stay, and how much money to spend? If these questions aren't answered "correctly," vacations are likely to be frustrating and very disappointing. At this workshop, vacation experts will provide ideas, tips, and suggestions that will help you and your family get your money's worth out of your next family vacation. In particular, the presentation will emphasize one-day and weekend trips available in our area, as well as, week-long vacations to the places of your dreams (2-hour program).

Learning the Library Inside and Out (LB200)
The ways of locating information have changed dramatically with an increased use of electronic resources and the advent of the World Wide Web. The pace of change has been so rapid that many traditional library tools like the card catalog and printed indexes are obsolete; yet finding sources to solve the information problems of our work and home lives is as important as it ever was. You may be surprised to learn that the traditional library has kept pace with the Information Age. Reference librarians from the Ralph B. Draughon Library demonstrate how traditional libraries have remained players in the information business: You will learn how to use the resources available in the library to find practical and useful information easily and quickly in the University Libraries' collections and the millions of sources readily available on the World Wide Web. Presented by Lin Thornton, Outreach and Distance Education Librarian, RBD Library (2-hour program).

The Successful Interview & Effective Resume (MG300)
More effectively present yourself and your job history to a prospective employer within the University by learning what you need to do to prepare for the interview, how you should conduct yourself during the interview, and how your resume should look. You can be more successful if you know how to market yourself within the University's employment system. Taught by Mr. Tommy Waldrop and Mr. Chris Thompson, University Employment Specialists, Human Resources (2-hour program).

BIGGIO CENTER
FOR THE ENHANCEMENT OF TEACHING AND LEARNING

The mission of the Biggio Center is to promote professional growth and development for faculty, graduate teaching assistants, and administrative and professional staff in the knowledge, techniques, and skills related to teaching and learning. Additionally, the Center serves as a focal point for efforts to enhance the development of a campus culture that prizes evidence-based teaching, diversity, educational technology, and student centered learning.

Professional Development Seminars are open to the entire AU campus community and will be located in a room in the new Student Center. Please bring your own lunch. Beverages and cookies will be provided.

Seminars will follow this general format:

12:00 - 12:15	Lunch and Refreshments
12:15 - 1:00	Presentation
1:00 - 1:15	Questions, Answers, and Discussion
1:15 - 1:30	Informal Conversation and Community

Visit the Biggio Center's website at http://www.auburn.edu/academic/other/biggio/ to view their schedule and for more information.

RISK MANAGEMENT AND SAFETY

Auburn University Risk Management and Safety is committed to providing a safe education and work environment by working closely with University employees and other stakeholders to promote a safe and healthy environment for employees, students and visitors while the University conducts world class research, education, and outreach. Courses are offered on various safety, health and environmental topics including Biological Safety, Fire Safety, Hazardous Materials and Waste Management, Lab Safety, Occupational Safety, and Defensive Driving.

Waste Management Training (HM 100)
This course is intended for AU Faculty and Staff who may generate, or be responsible for managing chemical waste as part of their research or job function. Students will learn the procedures for managing chemical waste at Auburn University. To schedule a class call 844-4870.

Fire Extinguisher Safety (SA100)
Learn about the different types of fires and how to safely extinguish them while at work in laboratories, office buildings or in dormitories, fraternity houses or at home. To schedule a class call 844-4870.

Medical Waste Training (SA 175)
This course is intended for AU Faculty and Staff who may generate, or be responsible for managing biomedical waste as part of their research or job function. Students will learn the procedures for managing biomedical waste at Auburn University. To schedule a class call 844-4870.

Laboratory Safety Training (SA200)
This course covers general lab safety, biosafety, and waste management, including the use of protective equipment, safety procedures, chemical storage and proper disposal of laboratory waste. This class will satisfy the annual laboratory training requirements. To schedule a class call 844-4870.

Spill Prevention Countermeasure and Control (SA 310)
The course is designed for AU personnel responsible for inspection or maintenance of storage areas where oil and petroleum products are stored in containers larger than 55 gallons. Students will learn their roles and responsibilities under the AU Spill prevention Countermeasure and Control Plan. To schedule a class call 844-4870.

Erosion Control Training (SA 500)
This course is intended for AU Staff who may be responsible for overseeing the installation and maintenance of temporary erosion and sediment control devices on campus. Students will learn the regulatory responsibilities associated with erosion and sediment control and the applicability of the typical control measures used. To schedule a class call 844-4870.

Defensive Driving Training (SA700)
This online course is for faculty, staff, students and visitors who drive on University business. In addition to standard road rules and regulations content, the course offers practical strategies to reduce collision-related injuries, fatalities, and costs. It addresses the importance of attitude in preventing accidents, and reinforces the good driving skills students already have. The course also shows students the consequences of the choices they make behind the wheel, and puts defensive driving in a personal context. Registration information can be found at: http://www.auburn.edu/administration/rms/pdf/r_defensive-driving.pdf

Van Driver Training Class (SA750)
This online course is for faculty, staff, students and visitors who drive University 12 and 15 Passenger Vans. This course demonstrates how commercial vans are different from passenger cars and how to compensate for these differences when driving, backing, parking, etc. Please note that Defensive Driving Training (SA700) is a prerequisite to Van Driver Training. Registration information can be found at:
http://www.auburn.edu/administration/rms/pdf/r_van-safety.pdf

Shipping and Receiving Hazardous Materials Safety 2007 (SA 900)
This course is required for all AU personnel who may be responsible for receiving hazardous material shipments, including faculty, staff and students. This is an on-line course. Register through A-train.

INSTRUCTIONAL MULTIMEDIA GROUP

The Instructional Multimedia Group of the Office of Information Technology is a University-wide unit dedicated to enhancing education at Auburn University. IMG's mission is to respond to faculty needs in developing and maintaining high levels of teaching effectiveness through the intelligent and relevant use of educational technology. IMG accomplishes this mission by keeping clients aware of applications of educational technology; coordinating the use of available resources; assisting with the production and distribution of multimedia presentations; and providing workshops, seminars, and instructional support.

For information about services offered by the IMG, including workshops for faculty and staff, please visit their web site at http://www.auburn.edu/img .

THE CHALLENGE COURSE

Walk the Topsy Turvy. Swing on the Flying Squirrel. Scale the Dangle Duo. Cross the Wild Woosey. All of these adventures and more are available on the College of Agriculture's Challenge or "Ropes" Course located just north of the AU campus.

The Challenge Course is an activity designed to teach students, business associates and organization members good communication, leadership and teamwork skills as well as how to work together under stressful situations by illustrating the components of good leadership—cooperation, communication, faith and trust. The course, located on AU property north of Auburn, is available for use by employee groups. It can be reserved in conjunction with a picnic pavilion for all-day events, and seminars can be arranged, with the AU College of Business, to provide specialized training.

For more information on the AU Challenge Course, contact Laura Herring, program adviser at herrilm@auburn.edu.

ONLINE TRAINING

Auburn University has partnered with Element K, a leading provider of e-learning solutions geared to adult learners, to offer three “libraries” of on-line courses which provide users the flexibility of taking courses when they want and at their own pace. These Element K courses are learner-centered and allow participants to choose the mode of learning—instructor led or self-paced—that works best for them. For registration and additional information, please contact Kelli Henderson (844-7939 or hendekc@auburn.edu). For a detailed listing of the courses available in each library, visit:
http://www.auburn.edu/administration/human_resources/hrd/aulmnk.htm

Available Libraries:

Desktop Applications Course Collection

The Desktop Applications library includes desktop operating systems and general office applications courses (Microsoft Office, Windows, etc.). The Office Productivity Library offers interactive, self-paced tutorials and instructor-facilitated instruction. This library includes training for word processing, spreadsheets, databases and presentation tools.

Price: $159 per ID (valid for one year), which provides access to the courses and vlabs. It does not include the eReference material.

Business Professional Course Collection

The Business Professional Library provides a just-in-time reference tool for the hurried manager, supervisor, or employee. Similar to a set of business encyclopedias, the Business Fundamentals library covers many personal and professional topics including such topics as Assessing Performance, Time Management, Discharging Employees, Managing Projects, and Effective Meetings.

Price: $145 per ID (valid for one year), which provides access to the courses and vlabs. It does not include the eReference material.

IT Professional Course Collection

The IT Professional library includes the most comprehensive collection of information technology (IT) training to include the categories of Cisco, Design and Media, IIBA-CBAP Certification, IT Management, Networking and Operating Systems, Programming and Web Development, Project Management, and Security.

Price: $675 per ID (valid for one year), which provides access to the courses and vlabs. It does not include the eReference material.

THE LEADERSHIP DEVELOPMENT PROCESS

The Leadership Development Process provides an opportunity for non-supervisors who wish to move into a supervisory position or employees new to a supervisory position to assess their leadership potential and, based on that assessment, create an individual, personalized leadership development program. The Process is organized into three stages (see below) and offers assessment options, studies in differing leadership approaches, courses in leadership skill development, specialized tracks in resource management and people leadership, mentoring opportunities, and pre- and post-training 360 degree assessments.

To accomplish all this, the Process provides both a program of courses <u>and</u> a supporting administrative structure intended to assist participants with constructing a leadership development program tailored to their individual needs. There is no time limit on the Process. These are the stages in the process:

1. **StepUp** - The Transition to Leadership
In this stage of the process, the new or potential leader has the opportunity to determine his/her leadership style and study different approaches to leadership before deciding on an individual course of study and practice. We offer a broad range of courses that define leadership in various ways and suggest differing approaches to the topic.
2. **LeadStart** - Leadership Development
In this phase, participants will now begin to develop and hone their skills as leaders. This should be a period of study focusing on those skills that need strengthening. When the participant is ready to move from the introductory, transition phase, he or she contacts HRD to arrange for a leadership mentor. HRD will assist participants in selecting a current University leader who can best assist and advise the aspiring leader. In consultation with the mentor and HRD , participants will sketch out a curriculum of courses in leadership skills and decide if he or she will pursue specific courses in Resource Management and/or Managing People. Participants are expected to complete all of the Leadership Skills courses.
3. **Impact** - a Leadership Role
In this phase, the participant has an opportunity to practice the skills learned in the previous phase. At this point, the participant should be in a leadership role or, at least, have the opportunity to compete for a leadership role in which the skills learned in LeadStart can be practiced. Upon completion of the selected curriculum, the participant will be certified as a University leader, asked to serve as a mentor to future Process participants, and invited to become a board member of the Leadership Development Process Advisory Board—this group will help shape the future of leadership development at Auburn University. When the curriculum is complete and the participant has had at least six months in a leadership role, another 360 degree evaluation will be completed. Additionally, the mentor will be asked to continue to assist the Leadership Development participant.

For more information, a brochure can be found at:
<u>http://www.auburn.edu/administration/human_resources/hrd/leadership_dev_bro.pdf</u>

To sign up, fill out the Statement of Intent on the brochure and mail to
The Human Resource Development Office, Foy Hall

Customer Service Certificate Program
Customer Service Training Week – November 1-5, 2011

This training bundle includes training to help employees improve on their customer service skills. An employee demonstrates concern for satisfying one's external and/or internal customers by

- Being dedicated to meeting the expectations and requirements of internal and external customers
- Obtains first-hand customer information and uses it for improvements
- Establishes and maintains effective relationships with stakeholders/customers and gains their trust and respect

CUSTOMER SERVICE TRAINING

Building and Sustaining a Service Culture (TW100) - Participants learn and practice the behavioral skills (handling difficult situations, interpersonal communication, telephone and voice mail communication, continuous learning, and teamwork) needed to build and sustain excellence in a service culture.

Effective Telephone Communication Skills (TW200) - Participants will build on their customer service skills while on the telephone and learn effective techniques for interacting with and serving others. More specifically, participants will learn the importance of listening, tone of voice, body language, active listening, and the effect of one's attitude for communication.

Professionalism – Strategies for Advancement (OS100) - This seminar provides participants the tools that will enable them to adapt to change; work more effectively and efficiently; and improve themselves personally and professionally. The topics that will be addressed include methods of organization, how to plan and prioritize, ways to increase performance, how to work with others, and strategies for advancement. Participants will also receive advice on professional imaging, dress, and behavior in social settings.

COMMUNICATION SKILLS

Interpersonal Communication Skills (HR560) - Teaches the interpersonal communication skills which help to minimize group conflict, build group commitment, motivate others to productive action, give criticism and use praise to produce positive results, make profitable trade-offs, develop credibility based on trust and respect, implement goals and objectives without undue pressure, work with difficult people, generate enthusiasm and support for ideas and proposals, recognize and celebrate diversity in the team effort, and generally improve the people part of activities.

Communicating with Difficult People (HR600) - Learn how to assess difficult people and manage conflict without sacrificing your self-respect: Participants will learn how to remain focused, respond positively to negative people, and communicate more effectively with all types of problem personalities.

Effective Listening (HR920) - Overviews the forgotten half of effective communication; discusses the myths and barriers to effective listening; teaches how communication can go wrong, how each participant can assess his or her own listening style, whether styles are aids or hindrances to good communication, and what is the responsiveness element of communication.

DEVELOPMENT PLAN FOR
A NEW UNIVERSITY SUPERVISOR

This is the recommended developmental plan for any administrator who will supervise Administrative-Professional (exempt) or University Staff (non-exempt) employees; more tailored plans can be developed by contacting the Director of Human Resource Development, Patrick Deery (844-4145 or deerypd@auburn.edu)

Who should use this plan

For the purposes of the development activities listed here, a Supervisor of Administrative Professional (AP) and University Staff (US) employees is designated, authorized, and accountable to act for the University and use independent judgment and be **directly involved** in decisions to interview, hire, promote or terminate an employee; initiate/approve personnel action forms; approve work schedules, leave/absences, and travel; assign and review work for quality and compliance; develop performance standards and periodically review individual performance and prepare reports; initiate disciplinary action; provide technical/administrative assistance and counsel; identify training and development needs and provide or arrange to meet them; and provide personal counsel and hear complaints.

The Plan

The plan is time-phased with recommendations for courses within the first six months of supervision, the first year, and then optional leadership development courses. Descriptions of all the numbered courses are available in the *Training and Development Guide* found at http://www.auburn.edu/administration/human_resources/hrd/guide.pdf:

Phase I – Immediate Need

Be engaged in or take these courses **within the first six months of becoming a supervisor:**
PM100, The Supervisor's Introduction to Performance Management
PM120, Establishing and Explaining Performance Expectations
"The Human Resource Legal Series":
  LG100, Introduction
  LG120, Legally Effective Interviews
  LG140, Preventing and Managing Absenteeism
  LG160, Employee Discipline and Poor Conduct
  LG180, Preventing Sexual Harassment
  LG200, The Fair Labor Standards Act
  LG220, Privacy Rules and HIPAA
  LG240, The Family Medical Leave Act
  LG260, Understanding the Americans with Disabilities Act
  LG280, Returning an Employee to Acceptable Job Performance
"The Supervisor's Orientation": If you have not received this CD-Rom set within your first three months, contact Patrick Deery (deerypd@auburn.edu) for assistance.
"Understanding Compensation and Classification": go to http://www.auburn.edu/administration/human_resources/compensation/ccp/training.htm to view this explanation of our system for classifying positions and paying for the work done.

Phase II – Managing University Resources

Begin to take these courses **within the first year** as a supervisor:

MG120, Professional Ethics
MG180, How to Interview
MG280, The Search Committee Process
MG502, The Manager's/Supervisor's Workshop
MG530, Diversity in the Workplace
MG540, Understanding the Impact of Four Generations in the Workplace
MR100, Protecting the University
MR120, Sound Fiscal Planning and Management
MR140, AA/EEO for Managers and Supervisors
MR200, Media Relations for Academic Professionals
MR250, Employees of Concern
MR300, Recognizing and Helping Students in Distress

Phase III – Leadership Development Opportunities

Engage in these leadership development, supervisory soft skills as time allows and as they fit your individual needs:

A. Supervision and Leadership

MG401, How to Be a Supervisor
MG502, How to Supervise
LD450, Teamwork and Leadership Profiles: The Myers Briggs Type Inventory
LD500, The Emotionally Intelligent Leader (The Emotional Intelligence Inventory EQi)
LD550, Improving Leadership Performance, The Psychology of Supervisory Activities and Leadership Skills (Coaching Report for Leaders)
LD100, The 7 Habits of Highly Effective People Signature Program
LD150, 7 Habits for Managers
LD250, FOCUS: Achieving Your Highest Priorities
LD300, The CHOICE Seminar
LD600, The Leadership Challenge Workshop

B. Communication

HR560, Interpersonal Communication Skills
HR600, Communicating with Difficult People
HR920, Effective Listening
MG510, Meeting Skills

C. Teamwork

ER345, Conflict Management at Work
MG101, The Management of Change
MG201, Delegation: Creating the Climate for Teamwork
MG380, Motivation
MG550, MEET for Respect in the Workplace

Registering for classes

All the courses can be located in and registered for in the online training management system A-Train located at https://atrains.auburn.edu/login.asp .

IMPROVING PRODUCTIVITY

In a time of decreasing resources and increasing demands on existing resources, we are all hard pressed to operate efficiently and effectively. Yet these are the very times that call for greater productivity from all employees: We need to use what we have wisely and to find better ways to do our work. Sometimes training can help us be more efficient and effective, to work smartly and to innovate wisely.

The following list of courses, by topic, is intended to provide that help in these difficult times:

DEALING WITH DIFFICULT CUSTOMERS/STAKEHOLDERS:
Conflict Management at Work (ER345)
Interpersonal Communication Skills (HR560)
Communicating with Difficult People (HR600)
Effective Listening (HR920)
Cooperative Negotiation Strategy (MG310)
Understanding the Impact of Four Generations in the Workplace (MG540)
Building and Sustaining a Service Culture (TW100)

EFFECTIVELY USING TECHNOLOGY:
Introduction to Outlook 2010 (PC970)
Sound Fiscal Planning and Management (MR120)
Systems Management (MR130)
Managing HR Records (OS110)

ELIMINATING AND/OR REDUCING WASTE:
Lean Office (LO101)

INNOVATION:
Innovation in the Workplace (CI100)

MANAGING CHANGE:
The Management of Change (MG101)

STRESS MANAGEMENT:
Stress Management (HL271)

TIME MANAGEMENT:
FOCUS: Achieving Your Highest Priorities (LD250)

TEAMWORK:
A DEVELOPMENTAL PLAN

For the purposes of this developmental plan "teamwork" is defined as the establishment and maintenance of respectful, cooperative, and productive working relationships with co-workers, team members, supervisors, and other member of the University community. This definition is drawn from the University's Performance Management Process where "teamwork" is one of the process's Universal Performance Dimensions.
Everyone works on teams whether or not we call them offices, departments, committees, or teams. These organizational elements have some common characteristics: They have co-workers and team members, require collaboration, and pursue a common purpose. Someone leads the team formally although there may be numerous informal leaders.

There are three different developmental suggestions that follow: Building Blocks for Effective Team Performance, Core Team Leadership Behavior Skills, and Stages of Team Development with suggested developmental activities for each.

A. Building Blocks for Effective Team Performance
The commonly recognized building blocks to achieving effective team performance are **respect, trust,** and **credibility**. For those who wish to increase the effectiveness of their team, we recommend that they take the team members through these three building blocks of development as outlined below; courses listed are Human Resource Development (HRD) offerings: Check the HRD *Training and Development Guide* for course descriptions and the current "Schedule of Courses" for when courses will be offered.

1. **Respect** – people take you seriously, seek your input, listen to you, and value your contributions
   Communication
   Communicating with Difficult People (HR600)
   Effective Meeting Skills (MG510)
   Interpersonal Communication Skills (HR560)
   Making Effective Oral Presentation (HR910)
   Train-the-Trainer: The Adult Learner (TR100); Classroom Presentations (TR300); OJT (TR200)
   Writing in Organizations (HR295)
   Delegation—Creating the Climate for Teamwork (MG201)
   Listening—Effective Listening (HR920)
   Motivation—(MG380)
2. **Trust** – your actions plus your words: The following courses explain how to inspire trust and the effect that trust has on teambuilding.
   7 Habits of Highly Effective People, Signature Program (LD100)
   The Management of Change (MG101)
   The Leadership Challenge (LD600)
   Leadership: Great Leaders, Great Teams, Great Results (LD700)
   The Emotionally Intelligent Leader (LD500)
   Teamwork and Leadership Profiles—The Myers- Briggs Type Inventory (LD450)
   StrengthQuest (LD650)

3. **Credibility –** the conviction that you have competence, sincerity, and integrity
   Professional Ethics (MG120)
   Technical Expertise: Individual development activities that improve one's capability to do the job
   7 Habits of Highly Effective People, Signature Series (LD100)
   Innovation (CI100)

B. Core Team Leadership Behaviors and Skills
Good team leaders have the following behaviors and skills (techniques/skills are followed by the courses that will help develop that technique/skill):

1. Employ a communication style that seeks to understand the other person's needs, position, and situation while simultaneously conveying respect and demonstrating openness and objectivity:
   7 Habits of Highly Effective People, Signature Series (LD100)
   7 Habits for Managers (LD150)
   The Leadership Challenge (LD600)
   Leadership: Great Leaders, Great Teams, Great Results (LD700)
   Diversity in the Workplace (MG530)
   Effective Listening (HR920)
   Interpersonal Communication Skills (HR560)

2. Demonstrate the ability to declare thought and perceptions clearly and credibly; are direct, honest, and objective without attacking, judging, threatening, or controlling others:
   Communicating with Difficult People (HR600)
   Conflict Management at Work (ER345)
   Making Oral Presentations with Confidence and Skill (HR910)
   Meeting Skills (MG510)
   Professional Ethics (MG120)
   Writing in Organizations (HR295)

3. Facilitate group learning and insight by employing the communication style described above and by conveying information objectively:
   Coaching (MG520)
   Delegation: Creating the Climate for Teamwork (MG201)
   Motivation (MG380)
   Train the Trainer Series: The Adult Learner (TR100); On the Job Training (TR200); and The Preparation and Delivery of Classroom Training (TR300)

4. Envision an inspiring future so as to fix for the team the ultimate destination toward which the team is striving and the goals that will help them arrive there:
   Establishing and Explaining Performance Expectations (PM120)
   The Management of Change (MG101)
   Strategic Planning (MG115)
   Understanding the Impact of Four Generations in the Workplace (MG530)
   Generations: M.E.E.T. for Respect in the Workplace (MG550)

5. Advocate action so as to move the team toward achieving the common goals.
   7 Habits of Highly Effective People, Signature Series (LD100)
   7 Habits for Managers (LD150)
   The Leadership Challenge (LD600)
   Leadership: Great Leaders, Great Teams, Great Results (LD700)
   Teamwork and Leadership Profiles: The Myers Briggs Type Inventory (LD450)
   The Emotionally Intelligent Leader (LD500)

C. Stages of Team Development

Team development normally passes through four stages:

1. Forming: The group explores and determines acceptable behaviors.
2. Storming: Members become active and influence team decisions.
3. Norming: The team identifies acceptable ways to interact as norms of acceptable behavior and operation are established.
4. Performing: Cohesion and collaboration produce effective performance and the attainment of team goals.

We suggest that teams first develop the three building block values by engaging in the recommended courses as a unit when and where possible. These programs will help teams through the first two stages of team development and into the third. To attain that fourth stage smoothly, teams should contact the Director of Human Resource Development Patrick Deery (334-844-4145 or deerypd@auburn.edu) for team building exercises and next steps.

Initiating a Developmental Plan

Resources:

For all the training and development available on campus, see the Professional Development Web site at http://www.auburn.edu/administration/human_resources/hrd/profdevl.html.

The Human Resource Development (HRD) *Training and Development Guide*: This is a place to begin to look for training and development opportunities available on campus since it contains a description of all the available HRD courses. The Professional Development courses in the *Training and Development Guide* are organized around the Performance Management Process's Universal Performance Dimensions and some of the Job Specific Competencies. The *Guide* also contains courses explaining the systems, processes, and procedures that the University uses to conduct its business; and information technology courses in the desktop applications supported by the University.

The Media Library of the Alabama Cooperative Extension System: This is a collection of audio and video tapes on a variety of subjects, housed in the Ralph Brown Draughon Library. These tapes are helpful for individual study in such areas as behavior and communication, customer service, management, motivation, personal growth, public speaking, and writing.

Instructional Media Group (IMG): IMG supports teaching effectiveness by raising awareness of educational technology. This activity conducts training on such subjects as Dreamweaver, Elements, Fireworks, PowerPoint, and Blackboard.

Specialized/Individual Training: If these resources do not offer the training on a specific topic, you may need to contact individual, functional offices to ask for special training for a single employee or small group of employees. In such cases, the HRD *Guide* can serve to point you in the direction of a particular activity that can conduct the training, or you can contact HRD to ask for assistance in locating such special training opportunities.

Other: More technical topics not covered by these resources or other activities on campus will likely require off-campus training and development by experts in the technical area. These resources may be known to you or can be located through a discussion with the employee.

Steps to take:

1. **Recognize real strengths and develop those first**: Don't be initially concerned with performance gaps or shortcomings; instead, look for the employee's strengths and how those can be developed. You or someone hired this person for some reason; devote initial development efforts to those strengths that impressed you or a previous supervisor.

2. **Identify gaps in performance**: Some gaps will be obvious; new employees will not know our systems, processes and procedures; as new technologies are introduced, training on them will be necessary. In other instances, employees may demonstrate a weakness or request training and development in a job duty, Universal Performance Dimension, or Job Specific Competency.

3. **Set SMART goals**: A SMART goal is **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**imely; keeping track of progress on the plan's activities will be easier if the developmental goals have these qualities.

4. **Improve follow through**: Don't just write the goals into the plan. Do follow up and check the progress of the employee. The following suggestions may help.

a. Be a coach: Throughout the performance year, check on progress in the plan, positively reinforce progress, and encourage advancement when it is not taking place. Be a coach that provides feedback on how the employee is progressing and makes corrections as necessary.

b. Consider a mentor: If there is someone in a similar role as this employee, someone outside the chain of supervision who could provide career advice, consider asking that person to serve as a mentor.

c. Set and monitor deadlines: Be sure to establish dates by which goals or elements of the plan should be accomplished, and monitor those dates through regular sessions with the employee. Follow-up is a key element of coaching.

Developmental Plan for

____

(Name of person)

During the coming rating period, I suggest that you work on developing these areas in the manner suggested.

		(List specific course or courses under these blocks)		
Universal Performance Dimensions	**OJT (On-the-Job training)**	**HRD Developmental Course(s)**	**Outside Course(s)**	**Other**
Teamwork				
Organizational Commitment				
Customer Focus				
Diversity Commitment				
Maintaining a Safe and Secure Work Environment				

Job Specific Competencies	**OJT (On-the-Job training)**	**HRD Developmental Course(s)**	**Outside Course(s)**	**Other**
Effective Supervision				
Technical Expertise				
Effective Communications				
Problem Solving				
Results Orientation				
Personal Credibility				
Self-Management				
Flexibility				
Decisiveness				
Innovation				

(List specific course or courses under these blocks)

Job Specific Duties	OJT (On-the-Job training)	HRD Developmental Course(s)	Outside Course(s)	Other

________________________________ ________________________________

(Supervisor) ***(Plan owner)***

Copy 1 - Plan Owner
Copy 2 – Supervisor
Copy 3 - Submit with Planning and Review Form