

Course Offering Booklet 2020

University of Maryland Baltimore
School of Social Work
Skill Development & Training

Course Offering Booklet

This booklet was prepared by the Family Welfare Research & Training Group, School of Social Work, University of Maryland Baltimore under contract to and with the support of its long time partner, the Family Investment Administration, Maryland Department of Human Resources.

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Background and Purpose

Skill Development & Training was formed in the fall of 1996 to complement the research component of the group. This gave the Family Welfare Research & Training Group (FWR&TG) the ability to assist staff by offering training that addressed needs found during research activities.

The team specializes in workforce support through design, development and delivery of training for Maryland's Family Investment workers. Under contract with FIA and DHR, Skill Development & Training designs, develops and delivers staff support training for local agency front-line workers who serve customers receiving Welfare-to-Work Assistance. Training topics and course development for FIA include supervisor training, courtesy training, communication skills, interviewing skills and assessment skills. Training targets the FIA staff in the entire state, including Baltimore City and its satellite offices.

We provide a support resource to the Family Investment Administrations of DHR and, ultimately but indirectly, serve the families and children of Maryland.

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Skill Development & Training Mission

**As part of the Family Welfare Research & Training Group
(FWR&TG),**

... To Support those engaged in the delivery of Human Services Programs, and raise the professional standards of program delivery by providing courses and workshops which address policies and procedures, skills, strategies and techniques for staff, managers and supervisors.

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Customization

Any of the courses listed in this booklet may be customized to best meet the needs of your office or department. An entire training day/course or a module may be modified to include specific issues that are of interest to the staff in your location.

We welcome requests for training delivery, as well as, requests to develop training on topics of interest to supervisors, managers and staff.

Note: In addition to the courses listed in this booklet, we have many simulations and training exercises that focus on subjects including Teamwork, Leadership, Supervision and Communication. These can be used to enhance the training experience and provide more opportunities for interactivity during a session.

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Importance and Benefits

Proper and timely training is important to an organization in several ways. Customer trust and cooperation is based on how they feel about the agency and its staff. The perception of well trained, professional staff provides a level of comfort and lends credibility to an operation. Think of the contrast in comfort levels between two doctors, one who has some measure *above* the necessary training and education and one who's training is *below* standards.

Training promotes esteem and a sense of accomplishment in staff. People who are competent in their work may feel more confident and look more professional to customers and co-workers.

Training, especially procedural and skill-type instruction, may help a department reduce mistakes, save time and reach or surpass organizational goals and incentives.

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Course List

The following courses are ready to deliver and available to local and state Family Investment staff. Sessions can be delivered regionally or on-site and may be tailored to meet special training requirements. Suggested class size (for most topics) for on-site delivery is a minimum of 10 and a maximum of 25 people. If more than 25 persons are interested in a session and there are enough people (at least 10) to warrant a second session, we will arrange with the requestor to deliver additional offerings of the course. Multiple sessions may also be arranged to allow local office flexibility with scheduling and coverage.

For more information or to request a course outline, please contact Alfred Guy, Skill Development & Training, at the School of Social Work at (410) 706-4390.

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Assessment Skills Training

This three-day course focuses on the ongoing assessment requirements for all Temporary Cash Assistance (TCA) cases and provides guidance on the 60-month time limit policies. The first part of the course addresses the 60-month time limit policy and exemption provisions. Because purposeful assessment is key to overcoming self-sufficiency obstacles, the session continues with assessment-focused training on the conduct of customer interviews, recognizing disabilities as well as experiential learning on effective problem solving and use of resources. Participants have the opportunity to practice using effective interviewing and problem solving skills in an integrated fashion.

Program Length: Three Days

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

Self-Evaluation

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Basic Train-the-Trainer

This one-day course is designed to prepare participants to better plan and deliver information to small groups. It will be helpful to anyone who trains or is interested in training others on an occasional basis.

Attendees will define training and the trainer's role, list the characteristics of adult learners, identify and prepare learning objectives, prepare a training outline (lesson plan), select and develop activities, visual aids and handouts and identify the important elements of presenting. They will complete portions of a training outline (lesson plan), prepare supporting training materials and deliver a portion of a training module using the lesson plan and developed training materials.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

Self-Evaluation

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Business Writing: Writing Your Business

A one-day course addressing the need for clear, concise and effective writing skills. Designed for adults across professions who engage in every kind of writing from memoranda and proposals to letters, reports and narratives.

Participants will review the principles of readability, practice organizing information, and expressing their thoughts clearly, selecting appropriate style and format for the intended reader, and editing their writing to create professional documents.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

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Case Management Module One: The Steps

This module of the Case Management Training Series defines case management as a process of five sequentially related steps and looks at the relevant activities associated with each step. The three major categories of a customer's service needs are introduced and discussed. Attendees examine the guiding principles of effective case management and the direct and indirect service roles, supporting behaviors, and skill sets of an effective case manager. Using a participant workbook, attendees will complete individual and partner exercises and will participate in open class discussions.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

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Case Management Module Two: Building the Worker-Client Bridge

This second module of the Case Management Training Series takes a step away from the technical aspects of managing a case and emphasizes interpersonal relations. It asks participants to define and discuss several topics related to establishing a working relationship with customers. We will discuss the importance of attitude, awareness of differences, both cultural and otherwise, and building rapport and trust. Attendees will participate in group discussions, practical exercises, case studies and games, all related to the above topics. Participants will, after watching a video presentation, relate some of the concepts found in the video to their workplace. This session is designed to be both energizing, through the use of practical and dynamic exercises, and introspective, with opportunities for self-evaluation and silent individual thought.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

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Case Management Module Three: Goal Setting & Mentoring

This third module of the Case Management Training Series looks at two important aspects of effective case management: customer goal setting, fundamental to development of a customer's individual service plan, and the mentoring role of the case manager in that goal setting and plan development process. Goal setting principles to be discussed include the areas for developing life goals, the relationship of values, personal skills and attributes to establishing realistic goals and the importance of benefits analysis for successful goal achievement. Attendees, practicing individual goal setting, will examine their values, write SMART goals, recognize the benefits of their goals and identify the skills and attributes needed to accomplish their goals. After goal setting practice and discussions of goal setting principles, participants will look at mentoring as it relates to customer goal setting and personal development and growth. Participants will discuss reasons why people don't set goals, will look at goal setting from the customer's perspective, and will be introduced to the process for facilitating customer-focused goal setting and incorporating those goals into a customer's individual service plan.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Practical Exercises

Self-Evaluation

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Case Management Module Four: Negotiation Skills

The fourth module of the Case Management Training Series focuses on the skill of negotiation, which is important in relationships with customers, coworkers and supervisors. The ability to express points of view, preferences, opinions and wants is essential to the effectiveness of case managers, other workers and people, in general. Participants will review the stages of negotiation and the characteristics of a good negotiation, discuss the importance of considering the motivations of others, practice various interpersonal skills and discuss the use of those skills in relation to negotiation.

Program Length: One Day

Mini-Lecture

Class Discussion

Practical Exercises

Self-Evaluation

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Case Management Module Five: Determining and Setting Service Priorities

The fifth module in the Case Management Training Series, looks at the important aspect of recognizing and prioritizing customer needs for action and mitigation. Unresolved serious customer issues are, or can become, difficult barriers which delay or prevent the move toward independence.

Each Family Investment jurisdiction has unique resources, services, activities and vendors available for referral. This course presents various tools, methods and thought processes to assist case managers in recognizing the most difficult problems and deciding which take precedence in the referral/handling process to neutralize or lessen impact on customer progress.

Attendees will participate in individual and group exercises and practical case studies. This session is designed to improve skills in application of logic, impact assessment, and prioritizing of customer needs and problems.

Program Length: One-half Day (3 ½ Hours)

Mini-Lecture

Individual and Class Discussion

Individual and Small Group Exercises

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Case Management Module Six: Decision-Making

The sixth module of the Case Management Training Series covers decision making, using a scientific method. This method consists of several detailed steps, that when followed in sequence, allows one to effectively focus on the issue at hand. This method also provides the information and tools necessary to build the skills that are important in making good decisions. Participants will review and discuss the complete scientific method (SM-14) of creative decision making, discuss the short formula (SM-4) for decision making, review and practice different types of decision making, including voting, consensus and decision by authority. Classes will also practice decision making and critical thinking with the support of simulations and scenarios.

In addition, participants will discuss considerations and issues that relate directly to the workplace and view and discuss The Abilene Paradox and how it applies to real situations, in and out of the office.

Program Length: One Day

Mini-Lecture

Class Discussion

Practical Exercises, Individual and Group

Self-Evaluation

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Case Management Module Seven: Case Documentation

The seventh module of the Case Management Training Series focuses on standardized, quality case documentation (case narratives) as an essential component of a case record. Case documentation ensures that case management and case decisions are based on good information and information recall, provides documentary evidence of case interaction and/or communication with or on behalf of the customer and tells the chronological story of the customer's experiences and outcomes. It forms the basis for the agency's and the caseworker's professional involvement with the customer. During this session, participants will review the objectives and benefits of case narratives; discuss the elements of quality case narratives and complete activities and exercises that require them to write case narratives using scripted case events. They will review and have the opportunity to apply the rules of grammar, sentence structure and punctuation as they relate to factual, clear, concise, descriptive writing. Within the practice of case management, the timely preparation and maintenance of quality case documentation is yet another essential skill of effective casework.

Program Length: One Half Day
Mini-Lecture
Class Discussion
Practical Exercises

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Case Management Module Eight: Managing the Child-Only Case

The eighth and final module of the Case Management Training Series focuses on child-only cases, which account for over one-third of the active TCA caseload. Case managers must be able to recognize these unique cases, discern the needs of both child and caretaker, and provide guidance and services to protect the child and assist the caretaker.

Children in these cases are often referred to as the *invisible customers*. Frequently living with non-parental caregivers, many have in the past been victims of abuse, abandonment, parental death or incarceration. Some have emotional or physical problems. They tend to be older than the average traditional TCA child member, and may remain in our system until reaching the age of majority. Non-parental caregivers in child-only cases are often older and thrust into their new role suddenly. Grandparents and other relatives perform a valuable service, but must navigate uncharted waters in seeking resources and assistance.

Participants will receive an overview of case structure, review formal and informal child-only case types, examine the origins of non-traditional cases, and discuss utilization of resources and services

Program Length: One Half Day

Mini-Lecture

Individual and Class Discussion

Practical Exercises

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Courtesy Training

A day-long session that focuses on the essentials of effective customer service: courtesy/sensitivity, communication skills, professionalism and teamwork. Attendees will view FISH! The Video, with its four themes of Play, Make Their Day, Be There, and Choose Your Attitude.

Complete exercises related to the video presentation, and participate in group discussions, practical exercises, case studies and special activities, all related to the topic of customer service.

Program Length: One Day

Video

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

Self-Evaluation

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Energy and Teams

A half day session that focuses on the stages of group development and their importance in team activities. Participants will define “group,” “team” and “energy” and discuss how that energy can be used to improve team work and team results. We will also discuss the ideas from a video presentation and relate them to team work. Class will also participate in group discussions, practical exercises, case studies and self, as well as, group evaluations.

Program Length: One Half Day

Video

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

Self-Evaluation

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Interviewing Skills: The Right Balance

The one-day course is designed to give workers (whether "new" or experienced) the basics (tools) of interviewing: types of questions and probes, interview structure, verbal and non-verbal clues and much more. The necessary balance between building rapport and information gathering is stressed. The Assessment Process is discussed to show the link between thorough information gathering and successful attainment of independence. How to interact successfully with various customer "types" is included in the course. Handouts, exercises, group activities, and practice interviews are included to reinforce learning.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

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It's Time for Personal Effectiveness

The focus of this course is time management, or more specifically, the management of daily activities in relation to the time in each day. Attendees will identify and define concepts related to time management, complete a time management matrix and discuss and review the use of various “time saving” tools. All participants will receive practical planning tools (handouts).

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

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Policy and Skills Training Team

Stress: Reduction and Management

Attendees will define terms related to stress and identify personal stressors. They will discuss and practice stress reduction activities and relaxation skills, complete a self-evaluation of lifestyle and develop a personal stress-management plan. Participants will leave the training with a Desk Guide containing instructions for the exercises introduced during the session along with other activities that will enable them to practice.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

Musical Presentation

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Bouncing Back From Stress

The goal of the Bouncing Back from Stress training is to assist in managing day-to-day stress in a way that nurtures physical and emotional needs.

The learning objectives for the training focus on helping participants:

- Recognize their stressors and signs of stress
- Identify and use techniques to lessen their levels of stress
- Develop an individualized action plan for managing stress

Program Length: One Half Day

Mini-Lecture

Class Discussion

Practical Exercises

Group Exercises

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Take Five: Stress Reduction at Work

Sitting at a desk, using a computer, interacting with co-workers and customers during the workday can all be stress producers. Take Five training is about building personal stress management breaks into the workday. It is about encouraging physical and mental well-being by energizing with personal stress reduction exercises. Take Five encourages attendees to be aware of their body and their stress level and to learn to give themselves mini five- to ten-minute stress breaks.

During this half day of training, attendees will discuss the costs of chronic stress and the benefits of stress management. They will be introduced to the four (4) stress management competencies: Source Management, Relaxation, Thought, and Planning & Analysis. Each participant will complete a personal Stress Management Inventory that measures how strong their stress management skills are in each of the competency areas. Throughout the training, attendees will be introduced to and practice stress reduction exercises that fall in the competency areas of Relaxation and Thought. Participants will leave the training with a booklet containing activities that will enable them to practice stress reduction.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Personal Stress Management Inventory

Practical Stress Reduction Exercises

Take Five: Stress Reduction at Work Activity Desk Guide

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Supervisor Training Series, Topic 1: What is the Challenge of Leadership?

The Challenge of Leadership is the first class in a series of eight. The audience is managers, supervisors and those who may fill those positions in the near future. We begin brainstorming a list of the workplace responsibilities of supervisors and staff. Next, we'll discuss the similarities and differences in responsibilities. We will also consider and discuss the transition from staff member to supervisor, and its dynamics, which include a mindset of acceptance. The necessary skill sets for successful leadership come from two distinct areas, Work-Related Skills and Personal Skills. We will have a brief introduction to each of them.

The end of the training will involve discussions and activities related to the dynamics of leadership. To accomplish this, we will take the following path.

- Accomplishing work through others - *Supervising*
- Efficient & productive work through others - *Managing*
- Accomplishing the above, while building and promoting positive relationships, within the workplace - *Leading*

Program Length: One Day

Mini-Lecture

Video Presentations (2)

Class Discussion

Practical Exercises

Small Group Exercises

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**Supervisor Training Series, Topic 2: Listening and Communicating
as a Leader**

This is the second course in the series of eight. The audience is managers, supervisors and those who will take on that responsibility in the near future. The necessary skill sets for successful leadership come from two distinct areas, Work-Related Skills and Personal Skills. During this one-day training, participants will continue to build upon these skills and the definition of leading introduced in Topic 1. *Leading is building and promoting positive relationships in the workplace.* We begin by defining credibility and character and how they relate to effectively listening and communicating as a leader. We will define leadership listening as a step toward earning credibility. Participants will be introduced to the continuous cycle of leadership communication, and will relate it to six primary categories of leadership messages: vision/mission, calls for change, expectations/motivation, delegation, performance feedback and recognition. Effective leader communication requires attention to message content and also to message delivery. Participants will be introduced to verbal, written and electronic methods of message delivery and will discuss when they are most appropriate and effective.

Program Length: One Day

Mini-Lecture

Class Discussion

Practical Exercises

Partner Exercises

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Supervisor Training Series, Topic 3: Vision and Planning

Course provides supervisors with guidance and planning skills related to ‘seeing’ the organization’s goals in the constantly changing FIA landscape. Techniques and benefits of developing a holistic view of the work environment, understanding the roles of customers, workers and supervision in the provision of services, are covered. Recognition (vision) of the process, and awareness and appreciation of worker talents and skills provides the planning tools necessary in reaching stated goals. The adage “the right tool for the right job,” describes the planning for, and implementation of work flow. The vision and plan for reaching the goal should then be shared with the team.

Course teaches supervisors and leaders the value of having forward vision (envisioning) in recognizing their work life goals and personal life goals.

Also provided are the planning and action steps to be used in the attainment of beneficial change envisioned by supervision to improve a practice and process. A presentation segment provides methodology for a short presentation of a proposed change, its benefits, change process, departments involved, cost, etc.

Program Length: One Day

Mini-Lecture

Class Discussion

Practical Exercises

Partner Exercises

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Supervisor Training Series, Topic 4: Followers – Strength in Talents`

Strength in Talents is the fourth course in the series. The audience is managers, supervisors and those who will take on that responsibility in the near future. The successful leader is a talent manager. Talent management is a key contributor to employee engagement. A leader's talent management mind set means being aware of, being interested in, believing in and valuing the uniqueness and contributions of each and every follower. During this half-day of training, participants will define talent management and learn why it is an essential component of effective leadership and of employee engagement. We begin by defining talent and how it differs from skills and knowledge. Participants will be introduced to one approach to identifying talent types in the workplace and will discuss why and how the management of those talent types can benefit both the organization and the individual employees. Engaged employees are attracted to, involved in, and enthusiastic about their work. Engaged employees give their best to the attainment of organizational goals. Acknowledging and identifying your followers' strength in talents can help make employees want to give their best.

Program Length: Half-Day

Mini-Lecture

Class Discussion

Practical Exercises

Take Home Workbook

Laminated Pocket Card

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Supervisor Training Series, Topic 5: The 3 “Ws & the H” of Delegation

Delegation is the fifth course in the series. The audience is managers, supervisors and those who will take on that responsibility in the near future. Delegation skills are a core component of good leadership. Effective leaders know that delegation is more than just a time management tool, and when done skillfully, it can benefit both the individual and the organization. During this half-day of training, participants are introduced to the What, When, Why and How of delegation, and learn that it is an essential part of leadership and employee development. We begin by defining delegation, as giving meaningful assignments to staff, with the intention of giving responsibility and authority to complete the assignments and provide accountability during the process. The basics of communication, trust and ongoing interaction are incorporated into the five-step How of delegation: Planning, Assigning, Tracking, Supporting and Evaluating. Delegation can be a catalyst for relationship building, trust and job satisfaction. When done correctly, it can have a positive effect on motivation.

Program Length: Half-Day

Mini-Lecture

Class Discussion

Practical Exercises

Take Home Workbook

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Supervisor Training Series, Topic 6: Motivation & Work

This course will address the general acknowledgment that motivation refers to forces that push the individual to try to satisfy or fulfill basic needs or wants. It is also known that one individual cannot motivate another. However, individuals can provide the environment, relationship and situations that make it possible for people to feel motivated.

We will discuss the differences between coercion, control, influence and motivation. This program is designed to enable supervisors to identify the factors that affect employee performance in the workplace and those that influence the employees' own internal needs. We will discuss the external and internal factors that motivate, review the major theories of employee motivation and apply these theories to the workplace, and review the skills that encourage the achievement of both organizational and employee goals.

Program Length: One Half Day

Mini-Lecture

Slide Presentation

Video Presentation

Class Discussion

Practical Exercises

Small Group Exercises

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**Supervisor Training Series, Topic 7: Recognizing Life and Work ~
The Balance**

Our managerial teams are a valuable resource, spending many hours each workday guiding the provision of services to customers. And for the rest of each day our managers and supervisors go home to their personal lives. Personal lives and work lives are not so separate, but overlap and influence each other in many ways. Quality of life is usually not determined by just personal life or just work life, but is a result of the work and personal lives combined. There is often a direct correlation between a person's degree of job satisfaction and personal life contentment.

This course helps managers look for ways to:

Find the balance within her/his life and work

Recognize what we bring to work each day/what we take home

Learn how to care for and about self

Understand effects of "all work, no play"

Appreciate the gift of work

Acknowledge/act on employees' need for workplace appreciation

Care for the Team ~ Helping others find balance

Program Length: One Half Day

Mini-Lecture

Video Presentation

Class Discussion

Practical Exercises

Small Group Exercises

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Supervisor Training Series, Topic 8: Promoting the *Team* in Team Work

Each of our supervisory personnel most often manage a group of employees (case managers, specialists, etc.) tasked with the business of providing services to our FIC customers. The individual supervisor is responsible, in part, for ensuring that the group completes their part of the customer service function, and if appropriate, routes the case into the next FIC process. Each supervisor individually has one or more areas of expertise. Imagine the power of harnessing the combined skills of the supervisor team to find solutions, clear up roadblocks, and chart process improvement! This course is about your actual team of supervisors, who can effectively combine their talents, opinions and ideas to problem-solve and address issues which arise in day-to-day operations.

Discussion Points/Activities

What does 'Team' stand for, as in Teamwork

Team applications:

- Promoting Team Cohesion
- Working Relationships
- Non-Mgt Resources

Video and Discussion – “Life & Work ~ A Manager’s Search for Meaning”

Program Length: One Half Day

Mini-Lecture

Video Presentation

Class Discussion

Practical Exercises

Small Group Exercises

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Teams & Teamwork: Fundamentals

The first of six half-day courses, 'Fundamentals' addresses Trust, Conflict, Commitment, Accountability and Results.

Trust, allows team members to be real, and genuinely open with each other about their mistakes and weaknesses. 'Conflict' is the mechanism in which trusting teams fully and honestly debate issues, disagreeing with and challenging one another, hearing all opinions and viewpoints, and putting the important, and often times, difficult issues on the table for discussion.

Commitment: When team members are able to fully air their views, to feel that their opinions and knowledge are valued, and to understand the perspectives of other teammates, they are very likely to support and be fully committed to the decisions of the group.

When team members are fully bought into the decisions of the group, there can be true Accountability. Accountability creates an environment that leads to the fifth fundamental, Results. In the case of a leadership team, team members' focus in on organizational results and the collective needs of the team; not on their specific department or even their individual needs (such as ego, career, recognition or reward).

Participants will review the definition of team, discuss team dynamics related to placement of people, and assess the need for teams in the workplace.

Participants will also have the opportunity to assess their knowledge of fundamental team concepts, with the use of an interactive slide presentation.

Program Length: One Half Day

Mini-Lecture

Slide Presentation

Class Discussion

Practical Exercises and Small Group Exercises

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Teams & Teamwork: Communication

This half-day course addresses the various forms and styles of communication encountered and needed in the successful operation of an organization.

Communication in and between our varied workgroups and systems can and does take many forms: face-to-face, electronic, printed media, etc. Our customers present a constantly changing landscape. Managing and coordinating all of this requires multi-faceted communication.

Utilizing lecture, simulations and group activities, we'll explore:

- Presenting/implementing upper management directives
- The "Who's Running This Ship" scenario
- COMMUNICATING within and across management levels.
- In-house employee team formation
- Training delivery to group, or office
- Communication *Style*, "attitude", methodology, and medium
- Letter forms: general, specific situation, system generated
- 'Memo' to workgroup
- The Football Huddle: Classic Communication

Program Length: One Half Day

Mini-Lectures

Class Discussion

Practical Exercises

Small Group Exercises

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Teams & Teamwork: Strategies

This course covers the thoughts and strategies to help a team establish an identity, develop successfully and become productive.

Participants will learn the types of personalities and styles individuals bring to a team. Small group discussions will focus on what the team is trying to accomplish or produce, what resources are available to the team and the expectations of leaders and managers.

The session allows for the review of the stages of team development and will focus on how to be successful as a team, regardless of what stage the team is in.

Participants will practice making team decisions, observe team interactions during projects and discuss plans to improve team effectiveness.

Program Length: One Half Day

Mini-Lecture

Slide Presentation

Class Discussion

Practical Exercises

Small Group Exercises

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Teams & Teamwork: Productivity

The fourth course addresses the issue of Productivity within teams. Customer situations vary in number and complexity; case worker interviewing techniques vary in 'efficiency', as do interview duration and worker experience level. Overall, however, the several factors often used to evaluate performance (productivity) are average number of customers seen, error rate in narrations, and possibly assessment of services provided.

Productivity can be measured by:

- * average number of customers seen per work period
- * error rates per month
- * customer "waiting time"
- * etc.

This course will touch on these additional issues:

- Timely coverage of training
- Work flow bottlenecks between and within departments.

'Productivity' as discussed here, will encourage discovery of strategies to help teams increase efficiency and improve work flow.

Participants will discuss the types of personalities and styles individuals bring to a team. Small group discussions will focus on areas where productivity might be improved. Participants will practice making team decisions, observe team interactions during projects and discuss plans to improve team effectiveness.

Program Length: One Half Day

Mini-Lecture

Class Discussions

Practical Exercises

Small Group Exercises

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Teams & Teamwork: Roles

This course covers the roles and responsibilities of team members. Together, we will identify the various roles that exist in a team. Participants will have the opportunity to experience and assume some of these roles, and to observe the impact these roles have on the team process.

We will also discuss what happens when all the team roles are not filled and what courses of action may be taken to help ensure team success.

The session allows for individuals to develop an awareness of their own contributions to the team effort, as well as, the contributions of fellow team members.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Practical Exercises

Team Exercises

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Teams & Teamwork: Problem Solving

The Course explores the many contributions which can result when team members come together using their creativity and experience to provide direction in a vexing situation.

However, employees who are brought together to complete a task, or reorganization, are not going to automatically become a smoothly operating team. Accomplishing that may/will require time and effort.

This course presents a situation where the two 'Herald County FIC' Branches ('East' and 'West') are being combined into the new entity, the Herald Services Center.

Bringing the two branches together, (which have developed their own practices over the years) has not gone well. They need your help!!!
The WHO, WHAT, WHEN and HOW have to be worked out!

The session allows for individuals to develop an awareness of their own contributions to the team effort, as well as, the contributions of fellow team members.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Practical Exercises

Team Exercises

**University of Maryland Baltimore
School of Social Work**

Creative Problem Solving

During this session, attendees will have the following opportunities: To use new ways to discuss and consider the problems they face; Create a target for problem solving efforts; To practice problem-solving techniques and skills in implementing creative solutions.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

The Challenge of Change

During this session, attendees will have the following opportunities: To discuss their roles and responsibilities in managing change; develop strategies for coping with and managing change; identify ways to involve employees in the change process; Use a model to introduce change to employees.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Plan, Organize and Conduct Productive Meetings

Training Objectives: During this session, attendees will have the following opportunities: discuss and practice how to plan and conduct meetings to maximize participation and achieve desired outcomes; review the differences between task and interpersonal issues in a group; develop an action plan for using effective meeting practices and practice the use of same.

Program Length: One Half to One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Effective Delegation

Training Objectives: During this session, attendees will have the following opportunities: Assess themselves as delegators of responsibility; Discuss key delegation communication skills; learn eight important ingredients of effective delegation, and practice the use of same.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Strategic Planning

Training Objectives: During this session, attendees will have the following opportunities: use tools that break down a problem into manageable components; develop skills that planners use in reaching successful outcomes; create an internal barometer to determine if planning is on course or not.

Program Length: One Half Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Proactive Project Management

Training Objectives: During this session, attendees will have the following opportunities: Discuss and practice appropriate project management behaviors; List the critical components needed for successful project management; Review and use various formats and scheduling methods.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Conflict Resolution in Personal and Professional Relationships

Training Objectives:

Assess conflict-resolution styles; Identify misunderstandings in conflict situations;

Discuss how to view others objectively; Acquire skills in stating complaints and requesting change; Practice cooperative forms of negotiation; Discuss strategies for dealing with difficult people.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Breakthrough Learning - Learning to Learn in a Changing World

Training Objectives:

Become aware of intellectual strengths; Maximize one's preferred learning style and approach; Practice reading actively for understanding and recall; Apply techniques to learn and remember more effectively; Learn to lock in learning using practice, memory mapping and rest

Program Length: One Half to One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

**University of Maryland Baltimore
School of Social Work**

Effective Listening- Better Relationships and Improved Results

Training Objectives:

Discuss the benefits of improved listening; Learn the impact of behavior on effective listening; List and review the four levels of listening; Identify personal listening weaknesses; Practice improved listening skills.

This program is for anyone who has need for improved listening skills.

Program Length: One Day

Mini-Lecture

Class Discussion

Small Group Discussion

Practical Exercises

University of Maryland Baltimore
School of Social Work

Contact Us:

2019

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