

Learning and Development Guide



Chesapeake
VIRGINIA

Department of Human Resources

revised 03/2018

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* ***For Supervisory Employees ONLY***

Welcome!

The Human Resources Learning and Development Guide, is your resource for information regarding courses provided by the Human Resources Department to employees of the City of Chesapeake. Our commitment to support a continuous learning environment remains unchanged, and the courses offered are designed to assist you in enhancing your skills, both personally and professionally.



City of Chesapeake

Department of Human Resources

Human Resources Department Goals

- Foster a team environment that encourages diversity of thought, experience and background and celebrate participation and partnership in all our endeavors
- Encourage communication by soliciting the input of others and strive for transparency and inclusiveness
- Support departments' efforts to attract and retain a high performing, diverse workforce
- Promote and enhance the City's total rewards package to provide maximum cost effectiveness and benefit
- Support departments' workforce development to position the City in preparation for retirements and the inherent loss of institutional knowledge
- Promote wellness outreach efforts that encourage and educate on physical, mental, and financial health to maximize individual and organizational potential

Human Resources Department Core Principles

- We are responsible for adding value to the organization we serve. We accept **professional responsibility** for our individual decisions and actions. We are also advocates for the profession by engaging in activities that enhance its credibility and value.
- We are committed to **professional development** and strive to meet the highest standards of competence and commit to strength our competencies on a continuous basis.
- We contribute to the ethical success of our organization. We are expected to exhibit individual **ethical leadership** as a role model for maintaining the highest standards of ethical conduct.
- We are ethically responsible for promoting and fostering **fairness and justice** for all employees and the organization.
- We must maintain a high level of **trust** with our stakeholders. We must protect the interests of our stakeholders as well as our professional integrity and should not engage in activities that create an actual, apparent, or potential conflict of interest (**no conflicts of interest**).
- We consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision making (**use of information**).

REGISTRATION INFORMATION

HOW TO REGISTER:

1. Employees can add the HR - Training Calendar to their shared Calendars in Outlook.
2. Employee selects appropriate training program and session and completes the Training Request form (the form can be found on CityPoint under "HR Resources—H.R. Training-Training Documents"). Supervisor approves request and submits form to the Departmental Training Coordinator.
3. Departmental Training Coordinator reviews requests for appropriateness and adherence to class requirements.
4. Departmental Training Coordinator registers the employee for classes by notifying hrtraining@cityofchesapeake.net
5. Two weeks prior to the date of the course, Human Resources will confirm the registration with Training Coordinators, who will send out registration reminders to their employees.
6. Employees should notify HR and their Training Coordinator when they are unable to attend the class as soon as possible.

SUPERVISORS: Please review the entire guide and compare each employee's knowledge, skills and abilities with the programs offered.

TRAINING COORDINATORS: Please ensure that **only** supervisors are registered for the Effective Supervisor Training (EST).

Non-supervisors can register for the **Managing for Customer Service Excellence** and it will serve as an elective for them. It will be a required course for all Managers and Supervisors hired, promoted or entering the Supervisor Certificate Program after **April 1, 2017**.

Unless otherwise noted, all courses will be held in the
**Human Resources Training Room,
4th Floor City Hall**

SUPERVISORY CERTIFICATE PROGRAM

To ensure that all supervisors receive essential supervisory training, successful completion of the Supervisory Certificate Program is a requirement of all current and newly promoted/hired supervisors within the **first six months** in their new role. Effective Supervisory Training is a four day workshop **for supervisors only**. Enrollment is required within the first three months of assuming supervisory responsibilities.

PROGRAM GUIDELINES

- Courses may be taken in any order. Qualifying courses taken prior to enrollment in the program will meet the requirement.
- Follow the registration process on Page 7 for each course.
- You must enroll in the program by providing a completed "Intent Form" to your Department Training Coordinator who will track course completion.
- Supervisory Certificate Program Intent forms are available on CityPoint—HR Resources—H.R. Training Forms.)
- Official transcripts are maintained in Human Resources.
- Training Coordinators can contact hrtraining@cityofchesapeake.net to request a "Certificate of Completion" once they have verified the employee has completed the required courses and at least 2 elective courses.
- Human Resources will review the employee's HR official transcript to confirm completion of the program prior to sending the Certificate. Requests received by the 15th of a month will be processed and Certificates sent to the department by the end of the month. Requests received after the 15th, will be processed by the end of the following month.

REQUIRED COURSES:	ELECTIVE COURSES:
Ethics in Action	<i>You must take two (2) elective courses</i>
FISH! Philosophy—online (only if orientation prior to 5/17/04)	The Art of Communication
Learning to Lead**	Managing Challenging Attitudes
Workplace Violence Prevention	Conflict Management
Myers-Briggs Type Indicator	Managing Diversity: 4 Generations in the Workplace
Effective Supervisory Training (Supervisors only)	Change Management: How to Handle Change
Managing for Customer Service Excellence <i>For Supervisors/Managers*</i>	Interviewing Skills for Supervisors

***Replaces "Introduction to Supervisor Skills" and "Coaching Skills for Supervisors"; if these courses were taken previously, employees do not need Learning to Lead. If employees took just one of either "Introduction to Supervisor Skills" or "Coaching Skills for Supervisors", they must still take this course. If supervisors completed "Coaching Skills for Supervisors", they do not need to complete this course.*

** Note: Managing for Customer Service Excellence will be a requirement for all Supervisors & Managers hired or entering the program after April 1, 2017, it may be taken by non supervisors but will count as an elective for them.*

CHANGE MANAGEMENT: HOW TO HANDLE CHANGE



Overview:

Studies show that change efforts are more successful when they are implemented by the people they impact most. Regardless of authority or position, the ability to champion change has become a key factor in professional and organizational performance.

How to Handle Change is a combination self-assessment and training workshop that evaluates our ability to deal with change and then identifies five positive strategies for coping with change. If we are the ones implementing change, use of presented strategies in implementing the change can enhance the success of the change.

Expected Learning Outcomes:

At the end of this training session, participants will learn to:

- Evaluate typical attitudes toward change
- Recognize the signals of change-related stress
- Understand the four parts of the change cycle
- Apply positive strategies for coping with change

Who Should Attend:

Open to all City employees. This session is an elective for the Supervisory Certificate Program.



Overview:

Click is the City's web-based applicant tracking and employment system. Human Resources' staff will provide one-on-one or group training to new supervisors or any supervisor who may need a refresher course. Topics covered in this tutorial include setting up a user account, creating a job requisition, navigating the on-line hiring process, and tips to gain the optimal benefit from this virtual employment system.

Who Should Attend

New hiring supervisors and those needing a refresher course. This training is available upon request. Please contact your Human Resources Specialist.

CONFLICT MANAGEMENT



Overview:

There are many dysfunctional ways of dealing with conflict but why not learn more productive ways to address conflict that will lead to more enjoyable work and personal relationships. This class will help you identify some critical steps to deal with conflict personally. In addition, employees who supervise or manage others can learn some productive steps to help team members work through conflicts by setting expectations or “ground rules” when working through differences.

Expected Learning Outcomes:

At the end of this three-hour workshop, you will be able to:

- Understand the common ways most individuals deal with conflict,
- Recognize the need to face conflict rather than avoid it,
- Recognize the positive aspects and results conflict can lead to and
- Identify productive communication techniques to manage conflicts.

Who Should Attend:

City employees who supervise others or those employees enrolled in the Supervisory Certificate Program.

EFFECTIVE SUPERVISORY TRAINING



Overview:

This three & a half day workshop focuses on policies and procedures that all City Supervisors and Managers need to be familiar with. Some of the topics that are covered over several days include:

- Leadership
- Equal Employment Opportunity (EEO)
- Harassment
- Discipline/Grievance
- Americans with Disabilities Act (ADA)
- Family and Medical Leave Act (FMLA)
- Recruitment and Selection
- Payroll—Kronos
- Performance Management
- Risk Management/Workers' Compensation
- Fair Labor Standards Act (FLSA)
- Communication
- Procurement
- Supervisory Feedback

Expected Learning Outcomes:

- Review relevant City Administrative Regulations
- Understand how the law governs EEO, ADA, FMLA, FLSA and Harassment
- Recognize your role and responsibility as it relates to the law and City policies
- Discuss Human Resources Best Practices

Who Should Attend

This course is for supervisors only and enrollment in the Supervisory Certificate Program is a requirement for all current and newly promoted/hired supervisors within the first six months of assuming their supervisory responsibilities. **Supervisors MUST attend all sessions to receive a certificate of completion.**

Lead workers and employees who are NOT supervisors but wish to complete the Supervisory Certificate Program should register for “Introduction to Supervisory Skills.”

ETHICS IN ACTION



Overview:

Ethics are the moral principles that govern our behavior and guide us through making decisions, both great and small. While it would make life easier if all our decisions were “cut and dried”, the truth is that the situations we face are not always that easy. And, in this increasingly diverse world in which we live, we may find that our standards of conduct and what we consider to be right and wrong, may well be different from that of our co-worker. In this two and a half hour workshop we will discuss how culture, family values and environment influence our code of ethics.

Through group discussion and exercises we will practice making ethical decisions that are based on appropriate job-related scenarios. It is important to recognize that in this session, opinions and values will differ and that confidentiality and respect are paramount. Come prepared to be open to other people’s point of view and engage in an open, honest discussion of how we can apply our code of ethics in our jobs while always adhering to the City’s policies.

Expected Learning Outcomes:

At the end of this workshop participants will be able to:

- Discuss how culture and environment help form our code of ethics
- Identify the five approaches to determining if a choice we make is ethical
- Recognize the three types of decision-based thinking
- Understand the importance of City policies and the need to apply them to your decision making

Who Should Attend:

Recommended for all City employees. This session is required for the Supervisory Certificate Program.

FISH!



Overview:

Seattle's world famous Pike Place Fish Market is an otherwise ordinary fish market that is extraordinarily successful. The work is hard and the hours are long, yet these employees make a personal choice to bring amazing passion, playfulness, commitment and a positive attitude to work every day. This program is based on the philosophy these employees subscribe to and one we want to nurture in the City of Chesapeake.

This 15-minute video is presented to all new hires at New Employee Orientation. It is also available online at CityPoint on the Human Resources Department Page ->Links.

Expected Learning Outcomes:

- Identify the four principles of the Fish Philosophy
- Explain the four Fish principles: Be There; Play; Make Their Day; and Choose Your Attitude
- Apply the four principles, as appropriate, while serving your customers
- Understand the importance of providing excellent customer service to the citizens of Chesapeake

Who Should Attend

Recommended for all City employees. This course is a requirement for the Supervisory Certificate Program for any employees who **attended New Employee Orientation prior to May 17, 2004.**

This class is available online only. Please contact your department Training Coordinator for more information.

**BE THERE → PLAY
MAKE THEIR DAY
CHOOSE YOUR ATTITUDE**

MANAGING DIVERSITY: FOUR GENERATIONS IN THE WORKPLACE



Overview:

For the first time in history the world's workforce is comprised of four generations (soon to be five) : Traditionalists (born 1925-1945); Baby Boomers (born 1946 – 1964); Generation X (born 1965 – 1980); and Generation Y or Millennials (born 1981 – 2000).

In this two and a half hour workshop we will discuss how the different generations perceive the world and their place in it; identify how the difference in attitudes, values and preferences for communicating affect work relationships; and appreciate how, if managed well, those differences can bring synergy to a work team.

This is a fun class that helps us identify how our assumptions can lead us to conclusions that don't have any real basis in another person's actions.

Expected Learning Outcomes:

- Identify the four generations and the qualities attributed to each,
- Discuss how to use the differences between generations to strengthen a team,
- Understand the differing perspectives of each generation and how different communication approaches benefit a team and
- Recognize that despite differences, there are many commonalities among the generations.

Who Should Attend

Open to all City employees. This course is an elective towards the Supervisory Certificate Program.

INTERVIEWING SKILLS FOR SUPERVISORS



Overview:

As a City supervisor, you are responsible for hiring the best people to fill positions. When a bad hiring decision is made, it costs the City lost time and productivity. Additionally, navigating the interview process can be tricky if supervisors are not familiar with employment laws and best practices.

This three-hour workshop builds on the basics of interviewing provided in the Effective Supervisory Training. We will review the basics of the City's application process. Relevant employment laws will be discussed and the City's selection process will be detailed. Role play and group exercises will allow you to practice creating appropriate questions to be asked during the interview. Panel selection and preparation will also be discussed.

Expected Learning Outcomes:

- Understand how the recruitment process works via the City's online application system
- Recognize what qualities to look for while reviewing applications
- Apply best practices during the interview process
- Demonstrate knowledge of relevant employment laws

Who Should Attend

Recommended for all City supervisors and employees who routinely serve on interview panels.

LEARNING TO LEAD



Overview:

Transitioning into a position of leadership requires a unique set of skills. In this workshop, participants will discuss four key skills necessary to become a successful supervisor, as well as five competencies that will prepare them to be effective coaches. Through facilitation and class discussion we will identify and review these skills:

- Being First
- Being Fair
- Being Firm
- Being Flexible
- Building rapport
- Observing and analyzing
- Questioning and listening
- Providing feedback
- Facilitating learning

Group exercises and an individual self-assessment will give participants the opportunity to expand their understanding of these skills in an open and risk-free environment.

Expected Learning Outcomes:

- Recognize and name the four skills necessary to lead successfully
- Describe the five skills necessary for effective coaching
- Discuss the benefits of coaching
- Understand the importance of effective communication for a supervisor
- Explain the techniques for demonstrating each skill

Who Should Attend:

Open to all City employees. It is required for the completion of the Supervisory Certificate Program.

MANAGING CHALLENGING ATTITUDES



**THIS CLASS IS MORE EFFECTIVE IF
"CONFLICT MANAGEMENT" IS TAKEN FIRST**

Overview:

Successfully addressing others we consider “challenging or difficult” requires skills that may not come naturally to all. In this 3 hour session, participants will learn how to effectively communicate and work with those who may be considered “challenging”. With an emphasis on using different approaches in applying problem solving skills and communication techniques specific to the situation and people involved, this class will enhance participants ability to face issues that they might otherwise tend to avoid.

Through class discussion, role play and videos, participants will take an active part in the learning process.

Expected Learning Outcomes:

- Describe the major types of challenging personalities
- Practice techniques to help deal with challenging personalities
- Understand the difference between defensive and supportive communication.
- Understand how your own style influences the reactions you get from others.

Who Should Attend

This course is open to all City employees. This course is an elective for the Supervisory Certificate Program and is most effective if the Conflict Management class is taken first (though it is not required).

MANAGING CUSTOMER SERVICE EXCELLENCE



For Supervisors and Managers

Overview:

No matter where you work within the City of Chesapeake, we all have customers. Whether these customers are members of the public, employees in another department, or co-workers, they all deserve the same respectful and courteous service. To successfully manage for “Customer Service Excellence”, supervisors and managers must ensure staff have the information, tools, skills and required resources to provide excellent customer service while observing City and Departmental policies and procedures.

Learn more about the City’s **Customer CARE Standards:**

- * Courteous — Making our customers feel welcome, appreciated and respected.
- * Attentive — Enhancing our ability to identify the needs and concerns of our customers.
- * Responsive — Acting upon our customers’ needs and providing follow-up in a timely manner.
- * Empowered — Possessing knowledge, resourcefulness & creativity to address customer needs.

Learn effective coaching techniques to develop employees’ skills to meet and exceed Customer expectations, and understand that providing excellent Customer Service is a requirement for all of us. Make sure your staff understand why customers get angry and arm them with the techniques to de-escalate tense situations and practice “service recovery” even when you can’t provide exactly what they believe a customer wants.

Identify opportunities to measure, report and improve Customer Service in your department. Provide support to staff who work with angry customers on a frequent basis.

Expected Learning Outcomes:

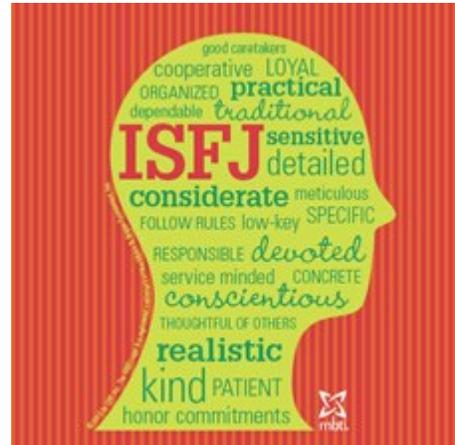
In this 3 hour course we review and practice through exercises:

- How to apply the City’s Customer CARE Standards, Values and Code of Ethics to serve others,
- Active listening and questioning techniques you can share with staff to make sure they understand expectations and what is meant by “Attentive” and “Responsive”.
- How you can empower your staff, and ensure they have the knowledge and ability to be prepared to address customer needs by providing alternative solutions.

Who Should Attend:

All City Supervisors and Managers hired or promoted after April 1, 2017 will be required to take this class. In addition anyone who coaches, counsels and develops employees will find it beneficial.

MYERS-BRIGGS TYPE INDICATOR (MBTI)



Overview:

The Myers-Briggs Type Indicator is a personality inventory that was developed by Katherine Briggs and Isabel Myers and is based on the theories of Dr. Carl Jung. The essence of the indicator is that much seemingly random variation in our behavior is quite orderly and consistent and can be predicted. MBTI explains how our behavior is due to inborn differences in the way we use our perception and judgment and how we are naturally inclined to deal with the world in a very specific way.

Understanding your own preferences and those of others can be helpful when working with a wide variety of personality types. The skills gained in this workshop will help you recognize why people think and act differently and how to not only deal with those personality differences but to use your understanding of the differences to communicate and work with others more effectively.

Expected Learning Outcomes:

At the end of this workshop participants will be able to:

- Understand the origins of the MBTI, its' validity and reliability
- Understand the basis of behavioral preferences and
- Explain the differences in the four preferences (E/I, S/N, T/F, P/J)

Who Should Attend

This session is a required course for the Supervisory Certificate Program. It is also open to all City employees.

NEW EMPLOYEE ORIENTATION



Overview:

All new full and part-time employees begin their employment with the City by attending New Employee Orientation. This offering allows the opportunity to welcome and inform new City employees about working for the City of Chesapeake. Topics covered include: the City's Mission, Customer Service, Harassment/Discrimination, City Policies and Benefits.

Part-time employees attend the first half of the day's session and full-time employees report back to the training room after lunch. Benefits available to employees are discussed during NEO. Assistance enrolling is available if needed.

New Employee Orientation (NEO) is typically held the first Monday of the month. In cases where Monday is a holiday, *check the Training Calendar for the NEO date.*

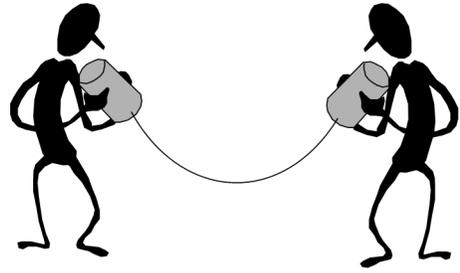
Orientation begins **promptly** at **8:00 a.m.** with a welcome address by the City Manager. Full time employees will remain until approximately 5:00 p.m., part time and seasonal employees will remain until approximately 12:30 p.m.

Who Should Attend

All new regular full-time, part-time and seasonal City employees are required to attend orientation.

**Employees are registered by their department's
payroll clerks**

THE ART OF COMMUNICATION



Overview:

Few skills are more important than communicating effectively. It is the foundation upon which we build relationships. The success of our professional careers and personal relationships often hinge on our ability to communicate well. Communication lays the groundwork to build mutually respectful relationships.

In this two and one half hour workshop, we will discuss the seven ways in which successful communication can break down. Through role play and group exercises we will discover how perception is formed and how it can alter reality; how choosing the appropriate communication method can be critical to how the information is received; and, how failing to share information causes frustration and an atmosphere of distrust.

Expected Learning Outcomes:

- Explain how perception alters reality
- Match the best communication method with the message
- List the steps to avoid defensive behavior
- Describe the benefits of sharing information
- Share ways to maintain confidentiality
- Identify the behaviors required to listen effectively

Who Should Attend

Open to all City employees. This course counts as an elective for the Supervisory Certificate Program.

WORKPLACE VIOLENCE PREVENTION



Overview:

The City of Chesapeake is committed to providing a safe environment for all City employees and citizens conducting business on City property. Unfortunately, incidents of aggression, anger, verbal and physical attacks in the workplace are increasing at alarming rates. This learning offering explores ways to identify causes of violent behavior and discuss what action can be taken to defuse a potential problem. The City's Workplace Violence Prevention Policy (A.R. 2.46) and Employee Assistance Program (EAP) and policy (A.R. 2.43) will also be discussed.

Expected Learning Outcomes:

- Become aware of the potential for workplace violence
- Identify potential risks and measures to prevent or reduce those risks
- Recognize the early warning signs of a potentially violent situation
- Recall how to record incidents of a violent incident
- Encourage others to report suspicious incidents, as indicated in the City's policy

Who Should Attend

Recommended for all City employees.

VRS PRE- RETIREMENT BENEFIT SEMINAR



Overview:

This pre-retirement seminar is presented by professionals from the Virginia Retirement System and City of Chesapeake.

Information that will be presented includes:

- Processing applications for retirement
- Different benefit payout option available
- Health Insurance continuation
- Life Insurance coverage
- Payment of Leave Balances

Participants will be given instructions on retirement processes, a review of benefits that are available to retirees and other relevant information concerning retirement benefits with VRS.

Learning Objectives:

- Understand the process to apply for your VRS retirement benefits
- Assess your retirement pay-out options
- Be aware of any payment of leave balance that may apply to you
- Prepare for your health care needs after retirement

Who Should Attend

Recommended for all City employees who are planning to retire within five years and are eligible to receive a VRS pension.

NOTE: This program is held in the Chesapeake Central Library Meeting Rooms.