City University Course Catalog

“Improving your work, your life, and your community”

FY 2016 - 2017
Course Catalog Legend

Each course in the catalog may be delivered in a variety of ways at different intervals throughout the year. The course catalog legend is designed to explain the delivery methods, facilitators and frequency of each course.

City University Instructor (C/U): These courses are taught by a City University instructor or a current employee of the City of Dallas who has been approved by City University.

Center for Performance Excellence (CPE): These courses are taught by a Center for Performance Excellence instructor or a current employee of the City of Dallas who has been approved by the Center for Performance Excellence.

e-Learning (E/L): The courses offered in e-Learning format are available through the City-approved learning management system. Each employee must have an active account in the LMS to take e-Learning courses. Courses are available 24/7 for employees to take at their convenience. The courses can also be retaken as often as desired.

Instructor Led (I/L): Instructor-led courses are facilitated by a City of Dallas employee or a City-approved third-party trainer. Courses are offered to the entire City and registration is on a first come, first served basis.

Office of Emergency Management (OEM): These courses are taught by an Office of Emergency Management instructor or a current employee of the City of Dallas who has been approved by the Office of Emergency Management.

On Demand (O/D): On-Demand training is a service provided by City University which allows departments to request specialized training for their groups of 20 or more. City University trainers will host on-site classes within the departments for special events, to address training gaps, or to improve the morale and skills of a team. The On-demand classes can be tailored to a particular need or to address a performance concern of the requesting department.

Quarterly (Q)**: Courses are offered at least once per quarter. Additional classes may be added based on demand.

Semi-Annually (S/A)**: Courses are offered at least twice per year. Additional classes may be added based on demand.

Vendor Led (V): Courses are taught by City of Dallas-approved third party vendors.

Webinar (W): Webinar classes are instructor-led courses offered over the internet. Participants will be given a link to a channel and will be able to watch the course live on their laptop, PC, tablet, or smartphone. Webinar may also refer to a pre-recorded course uploaded into the LMS.

**Any scheduled class with less than 10 registered participants will be canceled.
Core Competencies

The US Office of Personnel Management describes a core competency as “a measurable pattern of knowledge, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify what a person needs to do to perform their job successfully. City University has created a suggested core competencies list for City of Dallas job categories based on job descriptions, career paths, and performance evaluation requirements.

This general list is not all inclusive; departments may have additional requirements or technical competencies for their individual employees. The competencies below should be used as a guideline and further expanded by each departments based on specialized tasks and duties.

The outlined core competencies per employee group and descriptions are listed below:

**Administrative**
- Accountability
- Communication Skills – Oral
- Communication Skills – Written
- Conflict Management
- Critical Thinking
- Customer Service
- Decision-Making
- Environmental Management and Stewardship
- Integrity and Honesty
- Interpersonal Skills
- Leadership
- Problem-Solving
- Resilience
- Self-Management
- Stakeholder Management
- Stress Tolerance
- Teamwork

**Operations**
- Accountability
- Conflict Management
- Conscientiousness
- Critical Thinking
- Environmental Management and Stewardship
- Integrity & Honesty
- Interpersonal Skills
- Leadership
- Problem Solving
- Resilience
- Self-Management
- Stress Tolerance
- Teamwork
Field

- Accountability
- Conflict Management
- Conscientiousness
- Environmental Management and Stewardship
- Integrity & Honesty
- Leadership
- Resilience
- Self-Management
- Stress Tolerance
- Teamwork

Technical/Professional

- Accountability
- Communication – Oral
- Communication – Written
- Conscientiousness
- Conflict Management
- Critical Thinking
- Customer Service
- Environmental Management and Stewardship
- Innovation
- Integrity & Honesty
- Interpersonal skills
- Leadership
- Resilience
- Problem Solving
- Self-Management
- Stress Management
- Teamwork

Supervisors & Managers

- Accountability
- Change Management
- Communication – Oral
- Communication – Written
- Conscientiousness
- Conflict Management
- Critical Thinking
- Customer Service
- Developing Others
- Environmental Management and Stewardship
- Innovation
- Integrity & Honesty
- Interpersonal skills
- Leadership
- Resilience
• Performance Management
• Planning and Evaluation
• Problem Solving
• Self-Management
• Stakeholder Management
• Strategic Thinking
• Stress Management
• Team Building
• Vision

Executives
• Accountability
• Change Management
• Communication – Oral
• Conscientiousness
• Conflict Management
• Critical Thinking
• Customer Service
• Developing Others
• Environmental Management and Stewardship
• Innovation
• Integrity & Honesty
• Interpersonal skills
• Leadership
• Resilience
• Performance Management
• Planning and Evaluation
• Problem Solving
• Self-Management
• Stakeholder Management
• Strategic Thinking
• Stress Management
• Team Building
• Vision
Core Competencies Descriptions

**Accountability**: Holds self and other accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

**Change Management**: Knowledge of the change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.

**Conflict Management**: Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative impact.

**Communication – Oral**: Expresses information to individuals or groups effectively; taking into account the audience and nature of the information; make clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

**Communication – Written**: Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, which may include technical material appropriate for the intended audience.

**Conscientiousness**: Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.

**Critical Thinking**: Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or unavailable.

**Customer Service**: Works with customers to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; know about available products and services; is committed to providing quality products and services.

**Decision Making**: Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

**Developing Others**: Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

**Environmental Management and Stewardship**: Environmental stewardship is the act of preservation and conservation of our natural and built environment through direct action and advocacy. The classes in this category provide information on methods the attendee can employ to help reverse, restore, and avoid environmental degradation.

**Influencing and Negotiating**: Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
**Integrity and Honesty:** Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understand the impact of violating these standards on an organization, self, and others; is trustworthy.

**Interpersonal Skills:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

**Leadership:** Influences, motivates, and challenges all others; adapts leadership styles to a variety of situations.

**Performance Management:** Knowledge of the principles and methods for evaluating program or organizational performance using financial and nonfinancial measures, including identification of evaluation factors, metrics, and outcomes.

**Planning and Evaluating:** Organizes work, sets priorities, and determines resource requirements; determines short or long term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

**Problem Solving:** Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives; and to make recommendations.

**Quality Management:** Focuses on processes created to ensure procedures, products, and services are consistent. It includes quality planning, quality assurance, quality control, and quality improvement.

**Resilience:** Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

**Self-Management:** Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

**Stakeholder Management:** Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome, positive or negative.

**Strategic Thinking:** Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

**Stress Tolerance:** Deals calmly and effectively with high stress situation such as tight deadlines, hostile individuals, emergency situations, and dangerous situations.

**Team Building & Teamwork:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
**Vision:** Understands where the organization is headed and how to make a contribution; takes a longer-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

**Available Courses**

**Accountability**

**Accountability: How Goals Help Supervisors Manage Employees More Effectively (Q - E/L, I/L, O/D – C/U)**

This course focuses on the importance of setting goals to guide and develop employee performance. Participants will examine the criteria for effective performance goals and learn the steps in the goal-setting and review process. This information can help participants strengthen the performance appraisal process as well as supervise and motivate employees more successfully.

**Change Management**

**Dealing With Workplace Change: What Employees Need to Know (Q - E/L, I/L, O/D – C/U, V)**

Change, especially rapid, stressful change, can be challenging and difficult for the most resilient employee. But, change can bring opportunities for growth and positive transformation. This program introduces a healthy process for navigating workplace change. Program highlights include helping participants understand and respond constructively to change in the workplace, understanding the emotional phases that accompany the process of change and develop strategies to make change more rewarding.

**Managing Change for Employees (Q - E/L, I/L, O/D – C/U)**

Change, especially rapid, stressful change, can be challenging and difficult for the most resilient employee. But, change can bring opportunities for growth and positive transformation. This program introduces a healthy process for navigating workplace change. Program highlights include helping participants understand and respond constructively to change in the workplace, understanding the emotional phases that accompany the process of change and develop strategies to make change more rewarding.

**Managing Change for Managers (Q - E/L, I/L, O/D – C/U, V)**

Supervisors face a double challenge during workplace transition. As employees they’re affected by the changes, and as supervisors they must lead their personnel through the transition. This seminar is designed to support supervisors in the midst of a changing work environment. It also will introduce the skills needed to assist employees in managing the process. Program highlights include examining the mix that contributes to positive morale and how that mix is affected during transitions, identifying managerial transition strategies appropriate for specific situations and developing strategies to ease transitions for their employees and for themselves.
Communication – Oral

**Communicating Between All Ages in the Workplace (Q - I/L, O/D – C/U)**
Having multiple generations within a work unit can often cause communication to break down. Communication preference varies from generation to generation. This course will help participants communicate effectively across all generations currently in the workplace.

**Effective Communication (Q - E/L, I/L, O/D – C/U, V)**
Communication is a given. It’s also the heart and soul of our professional and personal interactions. Depending upon our skill level, the way we communicate can open doors to productive relationships, a good working climate and opportunities — or it can slam those same doors shut. This training program will give participants a chance to apply skills that are to good communication. And, they will learn about factors that positively influence communication — as well as those that may create barriers.

**Effective Meetings for Managers (Q - I/L, O/D – C/U)**
At some point, most employees will have to facilitate or attend a meeting. Meetings can be time-consuming and distract you from other important work. Poorly conducted meetings often serve little purpose and waste valuable resources. This training session discusses ways to plan and conduct effective meetings as well as how to effectively participate in a meeting.

Communication – Written

**Business Writing (Q – I/L, E/L – C/U, CPE)**
The ability to write effectively is a skill everyone needs to possess, no matter what your job. Even if you are called only to write the occasional email or memo, being able to express yourself clearly, accurately, and professionally in writing is an important skill. This training will focus on important writing techniques that can help you make the most of your business communications.

**Email Best Practices (E/L)**
The ability to write effectively is a skill everyone needs to possess, no matter what your job. Even if you are called only to write the occasional email or memo, being able to express yourself clearly, accurately, and professionally in writing is an important skill. This training will focus on important writing techniques that can help you make the most of your business communications.

Conflict Management

**Conflict Resolution and Consensus Building (Q - I/L, O/D – C/U, V)**
Management experts estimate that most supervisors and managers spend as much as a quarter or more of their valuable work time managing conflicts. When you know to resolve workplace conflicts effectively, you can save time and turn potentially destructive situations into positive, productive opportunities for growth and development with your work group. This course teaches participants techniques to resolve conflicts successfully and build consensus among employees.

**Conflict Resolution for Employees (Q - I/L, O/D – C/U, V)**
Conflict is a normal part of life. Employees need to be able to manage and resolve conflicts successfully to achieve the best outcome for you and for those with whom you are in conflict. This
course teaches participants to identify causes of conflict, recognize the effects of conflict, communicate effectively to manage conflict, and resolve conflicts successfully.

Conscientiousness

Professional Behavior (Q - E/L, I/L, O/D – C/U, V)
You career success depends on conducting yourself in a professional manner at all times. This course teaches participants how to recognize the impact of your behavior, how to maintain professional relationships, and how to act properly in all work situations.

Critical Thinking

Think RED (Thinking) (Q- I/L, CPE): This one-day workshop introduces thinking skills using the RED model. The course also incorporates three thinking tools.

Customer Service

3 R’s of Service (Q- I/L, CPE): The four-hour customer service training program defines Respectful, Responsive, and Resourceful customer service. This course provides strategies and tools for practical application of the three R’s.

Decision Making

Effective Decision-Making (Q - E/L, I/L, O/D – C/U)
The decisions you make affect productivity, quality, customer service, morale, and more. The course teaches participants the importance of making good decisions on the job, how to understand the decision making process, and techniques to make more effective decisions, even under pressure.

Developing Others

Attendance Management (S/A - E/L, I/L, O/D – C/U)
In this program, participants are provided with a brief overview of stress basics as well as practical suggestions for coping with stressful situations, especially as they occur in the workplace. The concept of stress hardiness is addressed as a focus for healthy stress management. The program provides tools that help reduce levels of employee stress and help better understand personal and organizational aspects of stress.

Environmental Management and Stewardship

Clean Water Act (Q – I/L – OEM)
The objective of the Clean Water Act (CWA) is to restore and maintain the chemical, physical, and biological integrity of the nation’s waters by preventing point and non-point pollution sources, providing assistance to publicly owned treatment works for the improvement of wastewater treatment, and maintaining the integrity of wetlands. This course includes a general introduction to the Clean Water Act (CWA) and the City’s involvement. This is a regulatory class.
Stormwater Checklist (Q – I/L – OEM)
The Storm Water daily pollution prevention checklist demonstrates the City’s commitment to environmental stewardship and assists with tracking daily monitoring activities. This class will cover pollution prevention, compliance with regulations and continual improvement of our operations. This is a regulatory class.

Municipal Setting Designation (Q – I/L – OEM)
An MSD is an official state designation given to a property that certifies that designated groundwater is not used as potable water and is used when groundwater beneath the property is contaminated and exceeds protective concentration levels for drinking water. This course will discuss HB 3152 and City Ordinance 26001 that supports the state MSD certification. The course will focus on the process of obtaining a MSD and how it is applicable for use on City-owned property. This is a Stewardship class.

Phase I & II Environmental Site Assessments (Q – I/L – OEM)
Phase I & II ESAs, also known as All Appropriate Inquiry (AAI), are required investigations and reports prepared for real estate transactions. The ESAs identify potential or existing environmental contamination liabilities that may prevent the intended future use of the property. This course will discuss ASTM Standards E1527-005 and E1903-97 (reapproved 2002) and will focus on EPA requirements necessary to obtain environmental liability protections and the City process of completing AAI prior to the acquisition of all properties. This is a Stewardship class.

Influencing & Negotiating

Negotiation Skills (Q - I/L, O/D – C/U)
Negotiation is something we use all the time in your works as well as your personal life. Whether you are aware of it or not, you spend a good portion of your day negotiating. This course will help participants identify the purpose of negotiation and recognize the importance of having good negotiation skills. Participants will also learn to negotiate effectively with a variety of people in the workplace to achieve goals and reach mutually beneficial agreements.

Innovation

Critical Thinking (I/L, CPE)
Critical thinking is defined by skillfully analyzing, assessing, and reconstructing a particular problem or issue. Thinking improves the quality of our thought processes and problem-solving abilities. This course helps participants learn to identify the purpose of thinking, how to analyze and assess their thought process, and evaluate the end result.

Lean Six Sigma Blue Belt (I/L, CPE): Lean Six Sigma is a problem solving methodology that improves overall organizational performance. The Blue Belt training teaches the basics of Lean Six Sigma methodology and concepts to recognize waste and variation in processes. The Blue Belt training prepares attendees to serve as a team members in Black or Green Belt level projects.

Lean Six Sigma Yellow Belt (I/L, CPE): Lean Six Sigma is a problem solving methodology that improves overall organizational performance. The Yellow Belt training teaches attendees to identify potential projects to be defined. Attendees will receive basics Lean Training for “just-do-it” type projects such as 5S and Visual Management. The training also includes instruction in the Lean Six Sigma methodology. Yellow Belt training teaches attendees to define a project and make suggestions as to which projects should move forward for Master Back Belt consideration.
Lean Six Sigma Green Belt (I/L, CPE): Lean Six Sigma is a problem solving methodology designed to improve organizational performance. The Green Belt training prepares attendees to lead project teams in significant reduction and elimination of defects, process waste, and out-of-control processes resulting in higher performance standards. The training includes instruction in the Lean Six Sigma methodology. Green Belt training teaches attendees to assist a Black Belt in project implementation. Green Belts will be assigned individual improvement projects to complete. The assigned project will fall within the scope of their normal job duties.

Integrity & Honesty

Business Ethics (S/A - E/L, I/L, O/D – C/U)
Ethical conduct by all employees is essential for an organization to succeed and prosper. The City of Dallas requires all employees to act ethically at all time on the job. This training course helps participants recognize the importance of business ethics, understand the requirements of the law and our ethics policy, identify ethical problems on the job, and make ethical decisions. This course is presented by the Office of Ethics and Diversity

Diversity in the Workplace (S/A - E/L, I/L, O/D – C/U)
This dynamic class presented by the Office of Ethics and Diversity focuses on understanding the value of our differences and maintaining ethical behavior in the workplace. Participants will be given valuable tools and strategies to help them understand their role in ethical behavior. Participants will also step through several scenarios to give examples of to do - and what not to do - in an ethical and diverse environment.

Interpersonal Skills

Confident Supervisor: Difficult Conversations (Q - E/L, I/L, O/D – C/U)
Managing a difficult conversation is a necessary part of any supervisors core functions. The goal of this course is to empower supervisors to be in control of a difficult conversation at all stages. Participants will learn how to prepare for a difficult conversation, establish, speak persuasively, maintaining body language, and stay in control.

Leadership Skills

Coaching for Employee Performance (Q - E/L, I/L, O/D – C/U, V)
One of the main duties of a manager is to coach employees. Coaching can motivate, encourage, and promote better performance when used properly. This course is for any manager or supervisor who is looking to improve their coaching abilities.

Crash Course in Leadership Skills (Q - E/L, I/L, O/D – C/U)
Leadership skills are important whether you are a leader of one or many. This course provides quick tips on how to hone your leadership skills.

Delegation Techniques (Q - E/L, I/L, O/D – C/U)
In order to be effective, supervisors must be able to delegate. Delegation is a key component of leadership. This course teaches participants the value of delegation. In this course, participants will learn the delegation process, understand the value of giving and receiving feedback, and learn ways to prevent delegation failure.
Leadership Skills for New Supervisors (Q - E/L, I/L, O/D – C/U)
Leadership is an essential skill for all supervisors and managers, especially if you are new to the job. Truly successful supervisors do not “boss” their employees, they lead them. This course discussed what it means to be an effective leader and provides participants with the information needed to develop first-class leadership skills.

Motivating Employees (Q - E/L, I/L, O/D – C/U)
All employees, including high performers, need motivation. The line between being engaged and disengaged can be easily crossed by employees who are not motivated properly. This course helps managers and supervisors learn ways to motivate employees.

Reducing Turnover and Increasing Retention (Q - E/L, I/L, O/D – C/U)
Employees are a valuable resource for any organization. Being able to reduce turnover and increase retention not only helps to preserve this resource, it also saves money and time. This course will help supervisors and managers learn ways to keep employees engaged and motivated to remain employed with the organization.

Performance Management

How to Take the Edge Off Giving Feedback (Q - I/L, O/D – C/U)
The objective of this course is to teach participants how to give constructive feedback. It sounds easier than it is. Some techniques to be reviewed include the reasons to give someone feedback and why we avoid it. Additionally, participants will learn an effective feedback model and how to avoid value judgments.

Performance Appraisals (S/A - E/L, I/L – C/U)
Performance appraisals are a valuable workplace tools for a number of reasons. Performance appraisals inform employees of how they are doing and how they can improve the quality of their performance. When properly conducted, performance appraisals are also motivational and help employees grow and develop. This course will teach participants the benefits of performance appraisals, how to set motivational performance goals, plan effectively and avoid discrimination pitfalls.

Planning

Organizing and Planning for Success (Q - E/L, I/L, O/D – C/U)
Organizing and planning are two of the most important things you can do if you want to be more efficient and more successful in your job. By simply organizing yourself, your work, your time, and your workstation, you can improve your job performance and take a big step towards achieving your career goals.

Project Management (Q – I/L – C/U)
This course is designed to develop skills in effective project planning to ensure quality management, effective resource allocation, and risk analysis with a focus on deliverables and milestones. Participants will learn to identify success factors, track projects, and control deadlines.

Time Management for Employees (Q - E/L, I/L, O/D – C/U, V)
This course is designed to help participants make better use of their time. Effective use of time means you can accomplish more with less effort. This training effort will focus on practical techniques and information that you can start using right away to gain more control over your work schedule.
Time Management for Management (Q - E/L, I/L, O/D – C/U, V)
This course is designed to help participants make better use of their time. Effective use of time means that you can accomplish more with less effort. This training effort will focus on practical techniques and information that you can use to start using right away to gain more control over your work schedule.

Problem Solving

Problem Solving for Employees (Q - E/L, I/L, O/D – C/U)
Problems are the part of any job; you can't avoid them. The best you can do is recognize them and try to solve them before they cause more problems. Participants will learn to recognize the importance of problem solving, understand the positive impact of input, identify problem-solving steps, and use effective problem solving techniques.

Problem Solving for Supervisors (Q - E/L, I/L, O/D – C/U)
Problems are a fact of your daily work life; you can't avoid them. The way you are able to handle problems will have a direct effect on your effectiveness as a supervisor or manager. The best thing to do is recognize them and try to solve them before they cause more problems. Participants in this course will learn to identify problems and develop effective solutions. The problem-solving methods learned in this course can help you identify and resolve work problems more quickly and effectively.

Quality Management

ISO 9001:2008 Awareness (I/L, CPE): This course provides a general overview of the fundamentals of ISO 9001 and the benefits of a quality management system. Participants will be taught to ask to right questions, how to prepare for an internal audit, and how to manage the registration process.

ISO 9001 Internal Auditing (I/L, CPE): This course provides information for the user to understand the ISO 9001:2008 elements required to perform internal auditing within a Quality Management System. A copy of the ISO 9001:2008 standard is provided in the training. Participants will learn the roles and responsibilities of the auditor and how to apply ISO 9001 definitions, concepts, and guidelines. By the end of class, participants should be able to recognize the principles, practices, and types of audits, conduct all phases of an internal audit, and prepare and present effective reports.

NCR/CAPA (Non-Conformance Corrective/Preventative Action) (I/L, CPE): This course assists the user in determining non-conformances and identifying corrective or preventative actions to correct the issue. Participants will learn the process approach to PDCA, how to identify a non-conformance, the difference between a corrective and preventative action, and how to document corrective and preventative actions.

Process Mapping – Document Writing (I/L, CPE): This course provides training on process map development and how to document information in the Quality Management System. Participants will learn to identify processes, collect data for process mapping, recognize opportunities and problem areas within existing processes, design and document quality processes that meet the needs of the organization, improve process performance, and meet the ISO 9001 process mapping requirements.
**Transitioning to ISO 9001:2015 (I/L, CPE):** This course provides information for the user to understand the required changes to meet the 9001:2015 standard. Participants will learn key changes in ISO 9001:2015, revisions needed in the current QMS program, how to determine interested parties and their requirements, and how to determine departmental risks and opportunities. Participants will also learn approaches to implement the amended requirements of ISO 9001:2015, revised documentation requirements, and how to identify likes between context, interested parties, risks, opportunities, and the processes within departmental QMS.

**Self-Management**

**Enhancing Professional Development (Q - E/L, I/L, O/D – C/U)**
This course is designed to help participants understand the importance of professional development. Participants will learn how to take an active role in their own development and understand the importance of the self-appraisal process. Participants will also learn how to assess their current skill set and be given tools to reduce barriers to career advancement.

**Goal Setting 101 (Q - E/L, I/L, O/D – CU, V)**
This class examines goal setting as a brain function. We’ll look at how the brain works, creating an awareness of the mental process, thus making it easier for us to create new habits in relation to goal setting. The topic includes discussions about road maps for goal setting and useful tools to help with goal setting.

**Stress Management**

**Stress Management (Q - E/L, I/L, O/D – C/U)**
In this program, participants are provided with a brief overview of stress basics as well as practical suggestions for coping with stressful situations, especially as they occur in the workplace. The concept of stress hardiness is addressed as a focus for healthy stress management. The program provides tools that help reduce levels of employee stress and help better understand personal and organizational aspects of stress.

**Team Building and Teamwork**

**Building Trust in the Workplace (Q - E/L, I/L, O/D – C/U)**
A team without trust cannot be called a team; it’s simply a group of people working together – often with disappointing results. Trust is necessary for information sharing, work distribution, and accountability. A team will never reach their full potential without a solid foundation of trust in place. This course teaches participants the importance of trust and being trustworthy, how to build trust within a team, and how to develop a cooperative, cohesive group.

**Success Without Borders: The Avoiding the Pitfalls of Working in Silos (Q - E/L, I/L, O/D – C/U)**
The “Silo Mentality” happens when certain departments or groups do not wish to share information with others in the same organization. This type of action is detrimental to trust and innovation within the organization. This course discusses ways to break the cycle of the Silo Mentality to develop a collaborative work environment. Participants will learn how to create a unified vision that benefits the organization as a whole by working towards achieving a common goal.
Team Building for Employees (Q - E/L, I/L, O/D – C/U)
Team can be an effective way to get important work done. They make use of the diverse skills, knowledge, and experience from team members to produce results that a single person working alone would be unable to achieve. This course helps participants understand the value of teamwork, identify the characteristics of an effective team, understand the qualities of a productive team member, and help build successful teams to achieve important goals.

Team Building for Managers (Q - E/L, I/L, O/D – C/U, V)
Managers will learn to identify the characteristics of effective teamwork, influence the work group function and recognize the signs of a team in trouble. This program will help participants form and maintain effective teams, and improve productivity and morale.

Working with Others to Get the Job Done (Q - E/L, I/L, O/D – C/U)
Working together is essential to any organization. Most people do not work in silos and the ability to work together for a common cause increases productivity, creativity, and overall morale. In this course, participants will learn to work collaboratively with people who have different priorities, viewpoints, and knowledge to achieve mutual goals.

Health and Wellness Courses
City University provides a well-rounded training program designed to improve not only your work, but also your life and your community. City University is committed to helping employees improve their personal lives by offering a host of health and wellness courses. These courses are designed to assist employees with challenges that may not be addressed during traditional training classes. Our current course offerings include:

- Balancing Work and Personal Life
- Beating Burnout
- Bridging the Gap: Generations Working Together
- Change and Challenges: Developing Your Personal Resilience
- Civility and Respect at Work
- Dealing with Difficult People
- Ending and Opportunities: The Power of Acceptance
- Finding Your Resilience
- Frugal But Fun: Making the Most of Your Money
- Less is More: Simplifying Your Life
- Mindfulness: Release the Stress
- Power of Initiative
- Presenting Your Best Professional Image
- Secrets of Happiness
- Stress in Customer Service Roles
- Stress and Our Perceptions
- Stress Relief: Train Your Brain
- Under Pressure: Managing Workplace Stress
- Unique You: Personality Styles at Work
- Why We Worry and What To Do About It
Supplemental Reading List

City University’s motto is, “Always Learning”. All employees should seek knowledge both within and outside of the classroom. The training team has assembled a list of suggested books for further exploration into the training topics offered. In addition to these readings, leadership articles can be found on the City University website.

- The 7 Habits of Highly Effective People by Stephen Covey**
- The Innovator’s Dilemma by Clayton Christensen**
- Delivering Happiness: A Path to Profits, Passion, and Purpose by Tony Hsieh**
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