REPORT TO THE LEGISLATURE
Pursuant to P.A. 166 of 2020
Section 318
Professional Development
for Custody Supervisors
and First Time Managers

Sec. 318. From the funds appropriated in part 1, the department shall submit a report about programs that offer professional development and training opportunities for all levels of custody supervisors and first line managers. The report shall include an overview of existing departmental programs, as well as a review of programs available in other organizations and states that serve similar purposes that may be adopted in part or in full to enhance departmental training. The department shall provide the required report by April 1 to the senate and house appropriations subcommittees on corrections, the senate and house fiscal agencies, the legislative corrections ombudsman, and the state budget office.

All employees complete annual mandatory In-service training required by the Michigan Department of Corrections Annual Training Plan. The Michigan Corrections Officer Training Council approves all Public Act 415 curriculum targeting Corrections Officers and Supervisors. In addition to the mandatory training the Michigan Department of Corrections offers multiple Professional Development and New Supervisor Training Opportunities. In 2020 these programs were not offered because of COVID-19, however, in 2021 these programs will start to be offered in a virtual capacity until it is safe to return to in-person training.

Existing Department of Corrections Professional Development Programs for Custody Supervisors and First Line Managers

Supervisors & Managers Leadership Training

This is a 40-hour program and is available for all levels of supervisors and managers excluding custody sergeants. Newly promoted first line supervisors who have not previously attended this program are required to attend. (e.g. Accountant Mgr-1, Admin Tech Supv-2, ARUS, Corrections Shift Supervisor-2, Departmental Mgr-1, Departmental Sup-1, Departmental Sup-2, Departmental Sup-3, Dietician-Nutritionist Mgr-1, Financial Mgr-1, Groundskeeper Sup-2, Industries Sup-1, Librarian Mgr-1, Medical Record Exam Sup-1, Office Sup-1, Office Sup-2, Parole Probation Mgr-2, Physical Plant Sup-1, Power Plant Sup-1, Practical Nurse Sup-1, Registered Nurse Mgr-1, Registered Nurse Mgr-2, School Principal -2, Secretary Sup-1, Storekeeper Sup-1, Storekeeper Sup-2.)

The curriculum includes the following:

1. Communications: Encouraging Performance, Coaching and Training-   4 hours
This program will specifically address level of engagement of our employees and include specific tools by which our leaders will improve staff engagement. It will examine work habits of employees, the reasons why employees perform well, the reasons why they perform poorly, and what we as leaders can do to maximize the performance of our employees. The importance of talking to employees about their performance (feedback) and helping employees improve their performance (coaching and training) is stressed. This Module will also include Motivational Interviewing communication strategies.

2. Communications: Managing Difficult People - 4 hours
Participants identify steps in handling complaints dealing with difficult and/or angry people in our workplace. There is considerable self-examination included in this program with an emphasis on being proactive in controlling your own frustration and anger in each situation. There are specific steps covered in dealing successfully with angry or frustrated individuals.

3. (The) Dynamics of Leadership - 6 hours
This program is based upon the Situational Leadership Model developed by Kenneth Blanchard and Associates (authors of the One Minute Manager series). This model emphasizes the need for supervisors to diagnose employee needs properly and to be flexible in their leadership style. We administer the Leadership Behavioral Analysis II instrument as part of this program. Participants routinely learn through the scoring of the LBA II that as an organization and as individual leaders we need to improve our direction and delegating when dealing with our subordinates.

4. Discriminatory Harassment Responsibilities for Supervisors- 2 hours
This module covers how the responsibilities of a supervisor are different than those of the general employee. The role of the supervisor in preventing and stopping harassment is defined in this course with specific emphases on duties and responsibilities for reporting, preventing and intervention of harassment.

5. Intro. and Transition from Line Staff to Supervisor and Fundamentals of Supervision- 4 hours
This segment consists of welcoming the participants, having them introduce each other, learning their expectations for the program, communicating the rules and expectations of the program, and over-viewing the program content. This program also defines the role of a supervisor, identifies issues faced by supervisors, investigates the situational nature of supervision and the factors which affect it, and considers principles and practices of supervision, including such potential problem areas as harassment, motivation, control, empowerment, staffing, and delegation. The expectations of all Civil Service supervisors are also overviewed in this module.

6. Basic Labor Relations Training - 4 hours
The participants in this program will receive an overview of labor relations in state government. Additionally, specific guidelines for correcting performance problems, employee discipline, and employee grievances will be discussed. This course is instructed by a representative of the Labor Relations office or The Office of The State Employer.

7. Qualities of a Leader - 4 hours
It is the goal of this course to help supervisors recognize, develop, and refine the personal characteristics needed to be a truly effective leader, the kind people want to follow. To accomplish this objective, the 21 characteristics or traits of a leader are described, illustrated, and discussed.

8. Leadership, Employee Engagement and Cultural Change- 4 hours
We will examine the Department's Strategic Plan as part of this module. This program also emphasizes the importance and value of not just holding staff accountable but ensuring that we are viewed as competent and trustworthy leaders. The importance of ensuring that all our staff are engaged and that they feel valued and perform to their optimum level. We contrast workplace cultures in this program and recognize the leadership value for us in creating a more positive culture.

Basic Investigator Training – 24 hours
This course exposes our Sergeants, Supervisors and Managers to their responsibility if they were to be assigned by the appointing authority to conduct an administrative investigation. This course covers the employee handbook work rules, and the types of behavior which would be violations of the rules. The **basics** of asking questions, conducting an interview, gathering evidence, documentation of statements, and preparing an investigative report are explored using a variety of activities and methods Some Discriminatory Harassment and PREA investigation information will be covered as part of this program.

SERGEANTS LEADERSHIP TRAINING

Each of the sessions will total 64 hours and include all the curriculum detailed above for Supervisors and will add 28 hours of specialized curriculum for Sergeants identified below.

The curriculum will include the following:

Ethics and Professionalism - 4 hours
This course looks at the high costs of unethical behavior and the responsibility of supervisors to be professional in their behavior. The effects of subculture (group) pressures fear of consequences, and personal values on individual ethical choices are evaluated. Professional codes of ethics are examined, including the MDOC ethics policy. Likely ethical dilemmas supervisors will confront are explored through group discussion of case illustrations.

CFA Day – 8 hours
We will examine the Department's Strategic Plan as part of this module. This program also involves the managers (or designees) from the major program areas in CFA presenting an overview of their area to the Sergeants. This may include but is not limited to; CFA Administration, property management, transportation, emergency management, classification, performance audit, reentry, education, and records/time management. It is anticipated that there will be ample time allotted for participant questions. The result will be a better connection between CFA Central Office staff and those making decisions within our correctional facilities. PREA information will also be covered as part of this program.

Overtime Equalization and Shift Staffing - 4 hours
The focus of this program is the overtime equalization process. The overtime equalization list, its construction, overtime reporting, shift/RDO assignments, common problems, and closing assignments are reviewed. Using the contract, participants address several case incident situations.

Conclusion and Implementation -4 hours
As a final wrap up, we will review the entire program for skills and lessons learned. We will specifically address how the new tools learned will be actively employed in the workplace. Staff engagement and motivation will be paramount in the final wrap up discussion.

Existing Michigan Department of Civil Service Commission Training & Professional Development Programs for Custody Supervisors and First Line Managers

The MDCSC through the State of Michigan Learning Center, currently offers three courses totaling 13.25 hours for the professional development if supervisors and managers.

6 Critical Practices for Leading a Team- 6 hours
This virtual course is scheduled in 3 segments of 2 hours each and is instructor led. This course equips first-level leaders with the essential skills and tools to get work done with and through other people. The program is ideal for new first-level leaders who need to transition successfully from individual contributors to leaders of others. What will participants learn to do? Explore the critical mindset shifts that will maximize success as a leader of others. Increase engagement of team members by conducting regular 1-on-1s, deepen understanding of team member issues, and help them solve problems for themselves. Create clarity about team goals and results: delegate responsibility to team member while providing the right level of support. Give Feedback to develop team member confidence and competence; improve your own performance by seeking feedback from others. Identify specific actions to help team members navigate and accelerate through change and achieve better performance. Use weekly planning to focus on the most important priorities and strengthen your ability to be an effective leader by applying the 5 Energy Drivers.

Leadership Foundations for Emerging Leaders – 7 hours
This virtual workshop prepares emerging leaders to take on significant roles and responsibilities in the future. Participants gain skills to improve trust and influence with peers and superiors, link their work to a clear and compelling team purpose, implement a system for executing on critical priorities, and leverage the talents of peers and co-workers to achieve unprecedented results. This leadership development workshop is ideal for high-potential individual contributors, project leaders, and informal leaders. With an introduction to the 4 Imperatives of Great Leaders, participants acquire knowledge and skills to help them make a greater contribution as they grow with the organization. NOTE: This course is an abbreviated version of the 3-day Great Leaders, Great Teams, Great Results program. You will not want to register for this class if you have taken the 3-day program. This course teaches behaviors related to the competencies of Aligning Performance for Success, Customer Focus, Developing a Successful Team, and Building Strategic Working Relationships.

Understanding Diversity for Managers – 0.25 hours
Organizations that embrace diversity and inclusion are better able to serve a diverse population, and managers and supervisors are in the best position to affect the success of diversity and inclusion programs. Managers are involved in recruiting, hiring, promoting, work assignments, team selections and many other important duties. The inclusion of diverse talent positively influences productivity, innovation, service, employee retention, and employee morale. Managers need a diverse staff to serve the needs of the rapidly changing citizen populations. Without this diversity in their workplace, organizations are destined to be ineffective. This training answers the following important questions: What is diversity? Why is diversity important? How can managers embrace diversity? How can managers and supervisors influence a successful diversity and inclusion program?

In addition to the above listed courses targeting our New Supervisors and Managers the MDOC offers access to 58 National Institute of Corrections courses to assist in professional growth and development.

The National Institute of Corrections provides **58 Management courses** totaling 64 hours for first line and all levels of managers and supervisors, both custody and non-custody.

Assessing Your Organization's Risks –

Risk is a fact of life for businesses and one that will never just go away. But before you can start managing risk, you need to be able to assess a risk – as well as its probability – to create a strategic plan that will enable you to avoid or mitigate its potential negative impact. In this course, you will learn some common techniques for assessing risk, including opportunity assessment, and threat assessment using FMEA – failure mode and effects analysis.
Duration: 0.25

Being a Fair and Caring Manager –

As a manager, you will wear many different hats as you deal with a variety of people. Because you will encounter many personalities, emotions, and practices, it is important to learn how to be fair and caring when managing others. In this course, you will explore the many facets of treating others with fairness, including how to apply standards fairly. You will also learn how to demonstrate fairness in your communication, decision making, and personal skills such as listening, sharing, and showing concern to your direct reports.
Duration: 0.5

Being an Effective Manager When Times Are Tough –

Most companies will eventually face tough times, and it's during these times that your role as a manager is vital. The employees you manage will depend on your leadership to help see them through and shying away from tough conversations may only make the situation worse. In this course, you will learn specific strategies for weathering difficult times, including ways to reduce costs, how to hold difficult conversations with employees and secure their support, and what alternatives to consider before laying off staff. For when there is no other choice, you will learn how best to plan and implement staff reductions, and how to deliver the difficult message. You will also learn about opportunities you can use to strengthen your organization during difficult times.
Duration: 0.25

Business Execution: Crafting a Business Strategy that Executes –

This course covers the criteria for creating an executable strategy. It helps you to develop a strategy by demonstrating how to evaluate strategic initiatives and then prioritize, assign accountability, and translate those initiatives into short-term actionable targets. The course also shows you how to direct your organization's strategy by appropriately allocating resources to make those actions a reality. And it focuses on how to create a strategy that's planned, integrated, measurable, and supportable.
Duration: 1

Business Execution: Linking Strategy to People and Operations –
This course offers techniques for effectively communicating a common understanding of the mission, values, and vision that drives your strategy. You'll learn how to cascade balanced scorecard objectives to help employees understand how department strategy and their personal work connect to organizational goals. The course also explains the importance of incentives to achieve objectives and of evaluating organizational competencies to develop employees who can execute your organizational strategy.
Estimated duration: 1 hour.

Business Execution: Understanding the Fundamentals –
This course will review the drivers of business execution and the fundamental concepts that companies need to pay attention to in order to realize their plans. The course looks at the leadership behaviors that foster actionable strategy, as well as the value of selecting the right people for the right roles. It also considers how to create and manage a 'get it done' culture.
Estimated duration: 1 hour.

Creating and Maintaining a Positive Work Environment –
This course introduces some best practices for creating a positive work environment. Specifically, you will learn the benefits to establishing it, its characteristics, and some concrete steps you can take to create one. You will also explore how to maintain this atmosphere by learning how to recognize the signs and impact of negativity and how to take corrective action. Finally, you will be able to practice through a simulated scenario how to maintain a positive work environment with your employees.
Estimated duration: 1 hour.

Cross-functional Team Fundamentals –
This course provides a fundamental understanding of what cross-functional teams are. It also details the advantages of using such teams and explains the kinds of situations where they are most or least appropriate.
Estimated duration: 1 hour.

Developing and Deploying Strategic Plans –
This course explores the concepts of strategic planning models, business environmental analysis, and strategic plan deployment. It is aligned with the Quality Management Division of the American Society for Quality- s Certification Handbook and is designed to assist learners in preparation for the ASQ Certified Manager of Quality/Organizational Excellence certification exam.
Estimated duration: 2.5 hours.

Effectively Directing and Delegating as a Manager –

Understanding the essential responsibilities you have when directing and delegating to others, and the practices you should employ in order to meet those responsibilities, will lead to you fulfilling your duties and realizing the potential of your entire team. This course provides information on the key proficiencies of managing people, such as setting direction and establishing clear objectives and goals for your direct reports. It discusses the importance of organizing, as well as communicating for clarity and direction. It also covers the best practices for planning delegation and the techniques you need to carry through with delegation. Finally, the course details the importance of monitoring delegated tasks to ensure employees are on the right track.

Duration: 0.5

Facing Challenges as a First-time Manager –

New course! High expectations are often placed on a new manager. Along with these expectations comes the pressure to prove you are capable of being the boss and managing people effectively. When managing for the first time, establishing credibility early and building new working relationships can go a long way in helping you succeed in adjusting to your new responsibilities. This course describes ways to manage former colleagues effectively and establish credibility as a first-time manager. You will also learn how to balance conflicting expectations as a new leader.

Estimated duration: 0.5 hours.

Facing the Management Challenges of Difficult Behavior and Diverse Teams –

As a manager, it can be daunting to find yourself in charge of a diverse group, comprised of different age ranges, backgrounds, and experiences. It is inevitable that you will encounter difficulties. Effectively handling conflict, whether it is team conflict or difficult employee behavior, is essential to productivity and requires developing conflict management skills. This course covers useful techniques and processes for conflict resolution. You will learn methods for resolving conflict when dealing with an employee's difficult behavior. You will also learn ways of effectively managing team conflict and understanding and dealing with conflict in the workplace.

Duration: 0.5

First Steps for Turning Around a Performance Problem –

This course identifies the benefits of dealing with minor performance problems and explains how to communicate with employees about performance discrepancies. It also demonstrates how you can help employees resolve situational problems in the workplace. And it shows how to put in place corrective measures for performance problems that are the result of the employee's unwillingness or inability to perform.

Estimated duration: 1 hour.

First Time Manager: Meeting Expectations –

This course covers how to meet organizational expectations as a first-time manager, as well as how to balance conflicting expectations of peers, direct reports, and management. It also describes how to establish a productive relationship with your new boss.
Estimated duration: 1 hour.

Fundamentals of Organizational Behavior for the Individual –

This course defines organizational behavior and identifies the variables and characteristics that influence an individual's attitudes and perceptions in the workplace, and how these can affect performance. And it shows how you can improve the attitudes, perceptions, and behaviors of employees at an individual level within your organization.
Estimated duration: 1 hour.

Fundamentals of Organizational Learning –

This course introduces the concept of organizational learning, and its benefits to individual employees as well as the organization as a whole. It examines the role of training, knowledge management, and technology in facilitating organizational learning, and stresses the pivotal role of the learning culture. By exploring the essential elements and indicators of a pro-learning culture, the course prepares you to assess your current workplace and determine how conducive it is to learning.
Estimated duration: 1 hour.

Fundamentals of Organizations – Groups –

In addition to explaining the characteristics of successful groups, this course provides guidance on how to address employee resistance to collaboration, priority conflict problems within groups, and various other conflicts within groups.
Estimated duration: 1 hour.

Handling Difficult Conversations Effectively –

The most effective managers know that, when faced with difficult conversations, the ultimate goal is to produce positive outcomes. While they can represent an emotional confrontation, these discussions can also be meaningful and constructive. This course identifies the common challenges of difficult conversations and explores the strategies that can be used to handle them. Challenges can include a subject who is not willing to engage in conversation or who looks to place the blame on you. By using various strategies and techniques to overcome these challenges, you can keep the conversation on track, manage your emotions, and progress the conversation to produce positive outcomes.
Duration: 1

Having a Difficult Conversation –

Having a difficult conversation can be an uncomfortable experience that causes anxiety for even the most experienced managers. When properly carried out, however, what threatens to be an emotional confrontation can be a meaningful and constructive experience. It's up to the manager to turn a difficult encounter into a positive experience. However, this requires a good understanding of the methods that can be used to commence the conversation and keep it on track. This course explains the methods that can be used to have successful difficult conversations. These methods include sticking to an agenda, stimulating open dialogue, and connecting with the subject. It also explores how you can learn from the experience and share perspectives, find mutual understanding, and work with the subject to design an action plan.
Duration: 1

How to Manage Difficult Conversations –

For managers, difficult conversations can be immensely stressful. Handled the wrong way, this kind of conversation can also damage your work relationships and leave you feeling unsure of your abilities. However, with the right preparation and mindset, you can make sure that you communicate difficult news with tact and diplomacy. In this course, you will learn some basic guidelines about when and where to initiate difficult conversations, and useful steps for managing the associated stress. You will learn how to prepare for a difficult conversation using a four-step process, so that you are confident and can make the conversation as constructive and diplomatic as possible. Finally, you will learn how to demonstrate that you have the right mindset when communicating bad news to an employee.
Duration: 0.25

Identifying Risks in Your Organization –

Risk is an inevitable aspect of any business. As a manager, it is important that you mitigate or avoid the potential impact of a risk if it comes to pass, to ensure the long-term survival of your organization. This course focuses on the first step in managing risk, identifying risks to your organization. You will explore the difference between internal and external risks, and how some risks may present a strategic opportunity. You will also learn how to use some techniques that can help you identify risks and calculate the probability that they will occur, including root cause identification, the Delphi technique, and brainstorming sessions.
Duration: 0.25

Leadership Essentials: Motivating Employees –

This course provides you with an understanding of why motivating strategies are important as a leader. It also provides you with practical techniques for encouraging motivation among employees in your organization. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Maintaining a Cohesive Multigenerational Workforce –

To manage a multigenerational team, you need to understand the diversity of your employees and apply various strategies to divert conflict between them. If you tap into the potential of this multigeneration diversity, you will create a more productive, collaborative, and innovative work environment. In this course, you will learn about differences in approaches to work and communication between the main demographic generations: Baby Boomer, Gen X, and Millennial, also known as Gen Y. You will also learn strategies to manage your team in a way that ensures team members of each generation feel included, respected, and supported. Additionally, you will learn how to implement a mentoring program that takes advantage of the varying experiences and perspectives of multigenerational employees.
Duration: 0.25

Management Essentials: Confronting Difficult Employee Behavior –

As a manager, you will inevitably encounter direct reports who exhibit difficult behavior, which can disrupt entire teams and departments. It is your job to confront difficult behavior as early as possible to minimize the disruption. Whether they are blatant or less obvious, behavioral problems need to be addressed before they affect morale and productivity. If you ignore them, they will eventually affect your team, your company, and possibly even your career. Confronting behavioral problems as they arise can quickly get things back on track and can lead to a more positive work environment for all. This course introduces best practices for confronting your direct reports about their difficult behavior. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Management Essentials: Delegating –

This course covers the best practices for planning delegation, including deciding what specific tasks to delegate, and identifying who you should delegate tasks to. Additionally, the course provides techniques for carrying through delegation, including providing your direct report with all the information they require to carry out the task. Finally, the course covers the importance of monitoring delegated tasks, including checking in and getting feedback on the task's you delegate. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Management Essentials: Developing Your Direct Reports

This course provides an overview of the importance and benefits of developing your direct reports as a manager, and tactical strategies for doing so. Specifically, this involves an examination of the steps required to assess the development needs of your employees by differentiating individual requirements. Also covered is the importance and methods for creating a development plan with your employees based on their individual requirements, and ways to support the development plan by creating opportunities for practice and growth in skills and abilities. Finally, this course introduces ways to continue supporting employees through follow up and monitoring, and ongoing and timely feedback. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Management Essentials: Directing Others –

This course provides information on the key proficiencies you require to effectively direct others. Specifically, the steps for setting direction and establishing clear objectives and goals with your direct reports are explored. The importance of organizing, including organizing resources, is discussed. Finally, communicating for clarity and direction, including listening skills, barriers to effective communication, and tips for overcoming communication barriers are covered. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Management Essentials: Managing a Diverse Team –

The population as a whole is becoming ever more diverse. Naturally, these societal changes are mirrored in the workplace. The most forward-looking organizations recognize the importance of managing a diverse workforce effectively. In turn, those managers who have the skills to lead a diverse team successfully are highly valued. This course describes what diversity is, including its benefits. It also covers how to prepare to manage a diverse team by understanding key diversity issues and setting ground rules. Finally, it delineates techniques for managing a diverse team. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Management Essentials: Treating Your Direct Reports Fairly –

This course focuses on what fairness means in the relationship between managers and their direct reports. It discusses the benefits of treating employees fairly. It also covers areas where showing fairness is most essential - for example, when dealing with different groups and individuals, when distributing information, and when applying standards. Finally, this course provides techniques that you can use to demonstrate fairness while managing your direct reports. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Managing Attitudes during Difficult Times –

This course explains how stress manifests itself in employees when companies are going through challenging times, and it teaches techniques for reducing such stress. It also shows you how to develop a motivational style of leadership to maximize employee performance and reduce demotivating workplace behaviors. Finally, it gives you a chance to practice strategies for supporting employees through tough times.
Duration: 1

Managing for Cross-functionality –

Working on a team with employees from different departments can be a huge challenge. These types of teams often consist of people with different talents, goals, and communication styles. Therefore effective cross-functional management is so important. This involves managing teams in a way that bridges the functional silos that constrain your organization. Managing for cross-functionality also means using team leadership skills to support collaboration and teamwork between different departments. This course defines organizational cross-functionality and its benefits. It helps you develop techniques to support a cross-functional strategy throughout your organization. And it shows you how different types of knowledge management systems can play a role in implementing that strategy.
Duration: 0.25

Managing for Rapid Change and Uncertainty –

In an ever-changing business environment, organizations globally are faced with the challenges of having to reinvent themselves or face failure. This course examines the factors driving organizational change and shows how you can use a change management strategy to mitigate any potentially negative impact in your organization. It helps you prepare yourself and your team to meet the challenge of change and uncertainty. It also enables you to secure everyone's support while you are implementing change. And it gives you guidelines on how to embed the changes once they have been implemented.
Duration: 1

Managing Motivation during Organizational Change –

A key challenge for managers is motivating and engaging employees during times of organizational change. To survive and grow in volatile markets, organizations must embrace change; they have to innovate and adapt. However, because change involves uncertainty, it is stressful, and it can impact employee motivation and productivity – just at a time when an organization needs everyone to pull together and give their best efforts. In this course, you will learn change management techniques to help you recognize and manage employee stress, as well as your own stress, during periods of change. You will also learn about common reactions to change, and strategies for managing change to enable you to engage, motivate, and support employees.
Duration: 0.25

Managing Multigenerational Employees –

Many influences have shaped the lives and work experiences of various generations, namely the Baby Boomer, Gen X, Millennial (or Gen Y), and Gen Z generations. Because each generation has its own distinct attitudes, priorities, needs, and work habits, managers can get the best from a multigenerational workforce by using strategies that recognize the differences. In this course, you will learn about the best practices and successful techniques for managing these multigenerational employees in the workplace. You will also explore methods for overcoming multigeneration challenges such as ageism and stereotypes to ensure that all employees feel respected and can make a positive contribution to your organization.
Duration: 0.25

Managing the Dismissal of an Employee –

This course covers how to prepare for the termination interview by forming your approach and creating a structure for the interview. It also provides you with guidelines to follow when conducting a termination interview and outlines the types of follow-up responsibilities that might be required.
Duration: 1

Preparing for a Difficult Conversation –

For managers, approaching a difficult conversation – whether it's with a direct report, colleague, or manager – can provoke feelings of anxiety and discomfort. What may initially appear to be an emotionally charged conversation can, however, prove to be a fruitful and meaningful discussion. Managers can turn what normally represents a difficult encounter into a positive experience. This requires a solid understanding of what constitutes a difficult conversation and a firm grasp of how to prepare for it. This course introduces the essentials of difficult conversations, including an explanation of what they are and why they are difficult, how to manage the stress commonly associated with them, and how to prepare for and deal with them.
Duration: 1

Preparing for Organizational Change –

In this course you will learn the importance of being prepared for organizational change when it comes. This course covers essential skills for handling organizational change, including a willingness to take risks, having an openness to the unknown, and being able to manage yourself through change. Finally, this course details the importance and best practices of building self-motivation, which is a key to being prepared for organizational change. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.
Duration: 1

Preparing to Dismiss an Employee –

This course covers the benefits of being properly prepared when dealing with employee dismissals. It also provides the steps to help you dismiss an employee properly. The steps include providing clear expectations, giving warnings, making the final decision, and preparing a termination letter.
Duration: 1

Preventing Problem Performance –

This course explores how you can prevent problems using performance management activities such as communicating expectations and motivating for good performance. It also covers performance monitoring techniques, including employee self-monitoring, and shows you how to communicate about performance with your employees to achieve the best results.
Duration: 3

Recognizing and Diagnosing Problem Performance –

This course explains how you can remain alert to early warning signs of problems in your workplace. It enables you to determine the scope and urgency of problems when they occur. And it shows you how to diagnose root causes on your way to finding the best solution.
Duration: 1

Recruiting Talent –

This course explores two aspects of recruitment as one component of a sustainable talent management strategy: attracting the talent needed to meet the company's needs, and using innovative recruiting techniques to find the right people. Learners will explore how to consider the needs of the organization balanced against the expectations and needs of the potential employees who comprise the talent market. The talent market consists of a cross-section of potential employees that spans generations, cultures, languages, and even continents, each of which brings something different to the table and may expect or want something different in return. The course specifically focuses on how to appeal to these recruits by tapping into what is important to them in a job. It also prepares learners to establish and implement a recruitment strategy. Reflecting the most up-to-date recruitment information, this course provides foundational principles that learners can effectively put to work in their own organizations.
Duration: 2

Redefining Yourself after Organizational Change –

Organizational change is inevitable, so you need to be resilient and adapt to the new opportunities it presents. It is important to not just survive organizational change. With resilience, flexibility, and perseverance, you can thrive in it and propel your career forward. In this course, you will learn the importance of adapting to organizational change, as well as the essential skills needed to handle it. The course details the best practices of building self-motivation and introduces the idea of reframing as a coping method. You will learn to turn resistance to change into acceptance. Finally, this course covers the importance of capitalizing on the career opportunities presented by organizational change.
Duration: 0.25

Responding Effectively to Risks –

The third step to take when managing risk, once you've identified and assessed risks to your organization, is to deal with them appropriately. Some risks may have a higher probability of becoming a reality than others, while others may have more of a negative impact. You will need to treat each of these types of risks differently. This course covers how to create an effective strategy for responding to risk, such as risk exposure adjustment and contingency planning. It also outlines specific strategic plans for dealing with a risk that may be a threat or an opportunity.
Duration: 0.25

Retaining Top Performers –

This course provides strategies on how to motivate and reward top performers, including talent assessments, job redesign, and using appropriate recognition and compensation. Using these strategies is key to keeping your top performers from leaving. The course also provides tactics for motivating top performers with the aid of a self-assessment so that top performers receive appropriate opportunities, recognition, compensation, and levels of autonomy. It also provides managers with ways to recognize the natural talents of their top performers, thereby assigning tasks that will be the most satisfying to the employee. Finally, you will learn the principles of effective job redesign so that you can engage top performers in work they will find satisfying.

Duration: 1

Retaining Your Talent Pool –

This course provides you with an overview of employee retention strategies. Specifically, you will explore the elements of a high-retention organization and the procedure for implementing a successful retention strategy. This course also covers employee engagement, including identifying and enhancing engagement drivers, measuring engagement, and executing an engagement strategy.

Duration: 2

Staffing Analysis for Jails –

Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly...

Duration: 2

Talent Management: Acquiring Talent –

Attracting and selecting talented individuals is key to the success of any organization. Once you have defined what the 'right' talent is for your particular area, you need strategies and tactics for attracting, recruiting, and selecting talented people. Talented people are drawn to an organization for numerous reasons, including the organization's image or brand, effective recruitment and selection strategies, and career advancement opportunities. This course describes two approaches to talent acquisition – hiring internally and hiring from outside – and explains the best situations in which to use each. It provides examples of how to implement an effective talent recruiting strategy and outlines how to conduct interviews that result in the selection of talented individuals who fit in the organization. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

 Duration: 1

Talent Management: Basics –

Would you be able to define talent management if someone asked you what it was? And would you be able to explain why it should be a top priority for organizations? Talent management focuses on recruiting, hiring, developing, and retaining the right talent to drive an organization's performance. This course helps clarify talent management's key role in helping an organization perform at its peak. It introduces and defines talent management, describing key concepts related to it. It also points to why effectively managing talent is so important. In addition, this course identifies the key activities associated with talent management and describes the roles played by managers in implementing a talent management strategy. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Duration: 1

Talent Management: Developing and Engaging Talent –

Organizations depend on talented employees to help them achieve their goals. But without a talent management strategy focused on keeping these employees engaged, they may be sending out resumes rather than working to achieve those goals. Employee engagement and commitment are key success factors for any organization. This course describes how to begin building employee commitment with an effective onboarding process that creates a positive first impression. It also covers how to create individual development plans that prepare employees for higher levels of responsibility and keep them challenged. In addition, the course outlines ways to engage employees so they continue to deliver superior performance. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Duration: 1

Talent Management: Planning –

Have you ever asked yourself how well your department or division manages talent? To determine this, you need to have a clear understanding of how your organization defines its workforce requirements and what processes are in place for attracting, developing, and retaining the right people. Then you can create a plan for meeting your talent needs that align with the overall goals of the organization. This course describes some of the challenges of managing talent, which you should keep in mind as you create your talent plan. It discusses how your talent needs are impacted by various factors in the organization. The course also describes the components of a talent plan – the road map for attracting and keeping the types of people your organization desires. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Duration: 1

Talent Management: Retaining Talent –

Retaining talented employees is a constant challenge for any organization. The costs of turnover can be high. That is why talent retention is a strategic issue requiring focus, time, and resources. This course highlights the importance and benefits of putting effort into retaining talented individuals. It also covers ways to determine the causes of talent departure and effectively manage talent retention by using strategies that foster job satisfaction. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Duration: 1

The Reality of Being a First-time Manager –

New course! The first-time manager often does not realize how much their new role differs from that of an individual contributor. They may have misconceptions about what being a new boss entails and be surprised to learn that the skills and methods required for success as an individual contributor and those needed for success as a new manager are very different. This course describes some of the myths about managing people and their corresponding truths to clarify what a new leader really does. It also points to the typical demands and constraints of a manager's job. Finally, it describes strategies for dealing with common mistakes when managing for the first time.

Estimate duration: 0.5 hour

Thinking Strategically as a Manager –

To resolve many of the threats and challenges that your organization will likely have to face, it's essential that you develop a business strategy that incorporates a clear vision, new ideas, and innovative solutions. This course explores the characteristics of strategic thinking, as well as the traits you need to plan and implement an effective strategy. It also covers how to develop your capacity for thinking strategically through creative thinking, being prepared to deal with complexity, and being aware of what is going on inside and outside your organization.

Duration: 0.5

Transformational Change Theory and Practice –

Upon completion of this course you will be able to: Describe the dynamics of change with people within the culture of a correctional system, organization and agency; Explain the eight stages for successfully leading change according to John P. Kotter's work on "Leading Change: Why Transformation Efforts Fail," and provide examples from your personal experience that reinforce or challenge each of these stages; Explain the seven "Fundamental Assumptions" underlying the Concern-Based Adoption Model to change; Describe the Stages of Concern in CBAM and create strategies to assist a person's progression through the stages when involved in a change effort; Explain the Diagnostic Tools of the Concerns-Based Adoption Model including the purpose and applications of each; Using various case study examples, apply the CBAM tools and construct an intervention taxonomy to address and manage a particular change effort; and Describe each element in Marvin Weisbord's Six Box Model for managing organizational culture, and discuss the interrelationship between each.

Estimated duration: 3 hours

Understanding Organizational Power and Politics –

Because people sometimes have a negative opinion of politics and politicians, you might to think that politics should be kept out of business organizations. However, organizations are sites where power and influence are exercised, so politics can't always be avoided. The real challenge is to leverage organizational politics in a positive way. This course defines politics in relation to power and influence, distinguishes between negative and positive politicking, and gives instruction on how to be a politically constructive leader in your organization. More specifically, it provides guidance on using positive political actions to promote a course of action and get the best from employees.
Duration: 1

Using Budgets for Management and Control –

This course explores budget variance analysis as a tool for controlling and managing business activities in an organization. It presents some examples of effective management during the budgetary planning and control process. It also discusses various types of budget variances and how to identify some of the common ones, using appropriate examples. And it explores variances, their underlying causes, and which ones are worth investigating using a budgeted income statement.
Duration: 1

Using Progressive Discipline to Correct Problem Performance –

This course establishes when it's appropriate to begin progressive discipline with an employee. It also demonstrates how to progress through the verbal and written warnings of the process, with guidelines for each stage.
Duration: 1

Using Strategic Thinking to Consider the Big Picture –

Big-picture thinking stretches beyond the short term and considers how an organization can succeed in the long term. By thinking strategically about a problem using the bigger picture, you can elevate your perspective and get a better idea of the forces at play within your organization. This course describes how systems thinking can help you become skillful at making sense out of opposites and contradictions and better understand cause and effect while managing your department according to the business strategy. It explains actions you can take to encourage creative thinking and come up with solutions that consider the bigger picture. You will also learn how understanding your organizational value chain can help you connect to the organization's strategy and implement it more effectively.
Duration: 0.5