Civilian Human Resources Office, Workforce Development Unit
Annual Training Needs Survey Fiscal Year 2020

Course Descriptions

CATEGORY: MANAGEMENT AND SUPERVISION

Course:	**Supporting Professional Growth in Organization**
Length:	1-2 day
Target Audience:	Recommended for managers and supervisors
Description:	Professional development and career transitions create a more highly engaged workforce. You will learn strategies for helping employees develop new skills that will give them opportunities for career growth. You will get an overview of tools used to assess natural abilities, skills, motivators, and work-style preferences. Using this information, you will practice assisting employees in developing their career strategies and writing individual development plans (IDPs).

Course:	**Supervising Employee Performance**
Length:	2-3 days
Target Audience:	Recommended for managers and supervisors
Description:	Supervisors play a challenging and pivotal role in organizations—not only do they manage the day-to-day work of their team, but they also manage their team members' performance and success. Effective supervisors use performance management best practices to meet the needs of their organization and support the growth of individual employees. You will learn supervisory skills such as providing feedback, diagnosing performance issues, and coaching, and will have opportunities to practice these skills through role-play activities, self-assessments, and case studies.

Course:	**Fostering Accountability, Adaptability, and Resilience**
Length:	2-3 days
Target Audience:	Recommended for managers and supervisors
Description:	Organizations are in a constant state of flux, which can create uncertain, complex, and ambiguous workplace environments. To thrive—even in times of change and uncertainty—leaders must demonstrate accountability, adaptability, and resilience (AAR). While AAR may seem like innate traits, they can be learned through a methodical approach that allows you to practice self-awareness and proactivity. By participating in activities, discussions, and self-assessments, you will develop the AAR skills to perform your role effectively and meet organizational goals

Course:	**Managing Diversity in the Workplace**
Length:	1 day
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: Designed to enhance understanding about qualities and characteristics that are helpful and beneficial when establishing and maintaining a workforce that acknowledges and values diversity. Increase knowledge and awareness related to attitudes, behaviors, norms, and values that can facilitate or block the development of authentic, supportive, and productive relations within workplace, between co-workers and customers.

Course:	**Myers-Briggs Training**
Length:	4 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors with knowledge by trained professionals and is the most widely used personality assessment of its kind. It is based on well-researched and validated personality theory with proven applications in a variety of fields, including organizational development, management consulting, personal

coaching for executives and managers, leadership development and team building, and counseling for individuals and families. The four-day workshop is highly interactive and provides many opportunities for attendees to practice using the instrument and interpreting results in a variety of situations.

Course:	**Mentoring**
Length:	1 day
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: Learn how to most effectively use a robust mentoring program and how much it can aid you in your professional development.

(1) Integrity/Honesty
(2) Vision
(3) Developing Others

Course:	**Effective Planning and Goal Setting**
Length:	3 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: Having managers, supervisors and team leaders effectively communicate performance expectations to employees is vital if your organization places an emphasis on accountability. This course will teach attendees how to engage in performance conversations in a way that will result in a clear understanding of expectations, increased employee performance and higher employee satisfaction. Conduct formal performance reviews

Upon completion of this course attendees will also be able to:
(1) Create a clear understanding of expectations using various communication styles
(2) Create a written performance plan to guide conversation pertaining to performance
(3) Take a hands on approach to monitoring employee performance
(4) Deliver performance-based feedback
(5) Engage in difficult performance-based conversations
(6) Discover personal perceptions that may hinder the effectiveness performance-
(7) Show recognition and express appreciation for outstanding performance

Course:	**How to Get Full Performance Out of Your Employees**
Length:	1 day
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: This workshop will help participants gain a thorough knowledge of the organization and mission; how to get employees to perform at full level

(1) Productivity Improvement
(2) Effective communication

Course:	**Leading Across the Generations**
Length:	2 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: This workshop will help participants gain a thorough knowledge of the organization and mission; reduce the gap between actual and future performance; know when and how to capitalize on existing opportunities; apply effective problem solving techniques; develop the power of influence; understand and grow five bases of social power

Leverage the differences between generations in work force

Course:	**Management Power Tools**
Length:	2 days
Target Audience:	Recommended for managers and supervisors

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Description:	The purpose of this course is to provide managers and supervisors: This workshop will help participants gain a thorough knowledge of the organization and mission; reduce the gap between actual and future performance; know when and how to capitalize on existing opportunities; apply effective problem solving techniques; develop the power of influence; understand and grow five bases of social power

(1) Problem Solving
(2) Interpersonal Skills
(3) Oral Communications

Course:	**Emotional Intelligence for Leaders**
Length:	2 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: Attendees will learn how to work more collaboratively with others, with less stress and frustration. Gain solid techniques for resolving conflicts more quickly and easily, or better still, head them off at the pass. And learn how to project confidence and communicate with finesse so attendees will be seen as a capable, caring leader

(1) Emotional Intelligence (EI) and the Self-Aware Leader
(2) EI & Building Solid Work Relationships
(3) EI & Staffing: Finding and Keeping Good People
(4) EI & Employee Motivation and Development
(5) The EI Advantage: Dealing With Difficult Employees & Underachievers
(6) EI & Handling Conflict, Crisis, and Change
(7) EI & Your Continuing Growth as a Leader

Course:	**Supervising Multiple Projects and People**
Length:	1 day
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors: this class will equip leaders with helpful tools that will enable them to increase their own productivity and efficiency and lead their subordinates, project teams, and colleagues to do the same— with a sharp focus on clear goals, assignments, schedules, and deadlines.

(3) Productivity Improvement
(4) Effective communication

Course:	**Coaching and Counseling for Increased Performance for Managers and Supervisors**
Length:	2 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to provide managers and supervisors with knowledge and advanced skills training in the areas of coaching and counseling. Specific coaching and counseling techniques should be practiced in workplace simulations. Upon completion of this course, participants should be able to:

(1) Recognize personal strengths and weaknesses and those of their personnel
(2) Demonstrate effective listening and giving of positive feedback
(3) Recognize the significance of positive coaching and counseling techniques
(4) Demonstrate effective coaching and counseling skills
(5) Establish a non-threatening, positive work environment
(6) Evaluate, motivate and utilize each team member effectively
(7) Promote a win-win situation in the workplace

Course:	**Conflict Resolution for Managers and Supervisors**
Length:	2 days
Target Audience:	Recommended for managers and supervisors
Description:	The purpose of this course is to assist managers and supervisors in developing and improving their skill level for evaluating and resolving conflict within their work

environment. Various philosophies regarding recognizing and resolving conflict will also be discussed. Upon completion of this course, participants should be able to:
(1) Recognize the signs of potential conflict situations
(2) Learn techniques that prevent conflicts from occurring
(3) Set realistic goals to establish strong communications in a fair, non-hostile work environment
(4) Recognize communication barriers such as body language, both positive and negative
(5) Establish a work environment that promotes employee success
(6) Prevent problems that damage employees' morale and performance

Course:	**Effective Team Building**
Length:	2 days
Target Audience:	Recommended for managers, team leaders and team members
Description:	The purpose of this course is to provide supervisors, team leaders, team members, and work groups with information to build and facilitate successful teams. Upon completion of this course, participants should be able to:

(1) Identify the characteristics of high-performing teams
(2) Practice skills for effective listening
(3) Appreciate and optimize differences in behavioral styles
(4) Evaluate team performance
(5) Facilitate difficult team conflict
(6) Apply problem solving techniques and decision making processes in groups

Course:	**How to Conduct a Successful Employee Performance Review**
Length:	1 day
Target Audience:	Recommended for managers, supervisors and military personnel supervising civilians
Description:	The purpose of this course is to provide participants with various methods and techniques that will help conduct successful performance reviews. Upon completion of this course, participants should be able to:

(1) Analyze job requirements and determine training needs for the position and the employee
(2) Identify problems and obstacles to improve performance
(3) Apply techniques to move from input/output measurements to outcome measurements
(4) Perform interim progress reviews and establish action plans for next review period

Course:	**Introduction to Management Analysis**
Length:	4 days
Target Audience:	Recommended for new management and program analysts
Description:	The purpose of this course is to provide participants with a solid understanding of the fundamental elements of management analysis techniques. The course is designed to teach participants a wide variety of skills and concepts. Participants will gain a sense of confidence by becoming aware of the management process and analysis role. Upon completion of this course, participants should be able to:

(1) Apply the fundamentals of planning and preparing a management analysis study
(2) Utilize various data gathering methods
(3) Identify problems and causal model
(4) Use fact gathering techniques such as observing, interviewing, and sampling
(5) Incorporate descriptive statistics such as charts, graphs, frequency distribution, averages, and standard deviation to routine progress reports

Course: **Introduction to Supervision**
Length: 4 days
Target Audience: Required for new government supervisors with less than one (1) year experience and highly recommended for seasoned supervisors to attend this course as a refresher.
Description: The purpose of this course is to provide first-time supervisors with the knowledge and skills required to transition successfully into a supervisory role. This course is designed to teach participants how to become a credible, respected supervisor with the use of practical exercises and class involvement. Upon completion of this course, participants should be able to:

(1) Describe the significant and varied responsibilities of a supervisor
(2) Describe the skills of planning, delegating, monitoring, and evaluating
(3) Recognize how leadership, management and communication skills must be combined for effectiveness
(4) Recognize the diversity in people and utilize their differences as assets
(5) Listen effectively and provide constructive feedback

Course: **Labor Relations for Supervisors and Managers**
Length: 3 days
Target Audience: Recommended for civilian and military supervisors and managers from activities with Bargaining Units
Description: The purpose of this course is to provide an overview of Labor Relations in the Federal sector. Upon completion of this course, participants should be able to:

(1) Identify basic Labor Relation concepts
(2) Understand the rights of each party
(3) Recognize situations where employees are entitled to Union Representation
(4) Identify unfair Labor Practices
(5) Understand contract administration
(6) Comprehend grievance procedures
(7) Identify the steps in the Arbitration process

Course: **Problem Solving Skills Workshop**
Length: 2 days
Target Audience: Recommended for all employees
The purpose of this course is to provide participants with a systematic approach to problem solving. Emphasis will be placed on the importance of properly diagnosing problems using a variety of tools. Upon completion of this course, participants should be able to:
Description   (1) Describe a problem analysis model
(2) Identify barriers to effective problem solving
(3) Explain methods of data collections
(4) Apply creative problem solving techniques

Course: **Project Management**
Length: 2 days
Target Audience: Recommended for individuals responsible for managing or administration of a project.
Description: The purpose of this course is to prepare participants to oversee a project using a step by step process. Upon completion of this course, participants should be able to:

(1) Identify the steps in running a project
(2) Define objectives for a project
(3) Plan and schedule a project
(4) Set up a project tracking system

Course and Level: **Rehabilitate or Remove Employees with Conduct Issues**
Length: 2 days
Target Audience: Recommended for managers and supervisors

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Description: The purpose of this course is to provide managers and supervisors with knowledge of official government regulations to deal effectively with employee conduct issues. Appropriate steps to be taken for absenteeism, fighting, and other conduct problems will be covered. Emphasis will be placed on steps for rehabilitating or removing employees with conduct issues. Class activities will include lecture, group exercises and cases studies. Upon completion of this course, participants should be able to:
(1) Distinguish between performance and conduct problems
(2) Identify management responsibilities for subordinate conduct
(3) Identify corrective actions/remedies appropriate to misconduct
(4) Evaluate pertinent factors to select an appropriate remedy
(5) Apply appropriate uses of disciplinary and non-disciplinary action

Course: **Step up to Leadership in the 21st Century**
Length: 1 day
Target Audience: Recommended for new managers, supervisors, team leads, workload coordinators and others in a leadership role
Description: The purpose of this course is to provide participants with the tools and techniques of successful leadership in the 21st Century. Upon completion of this course, participants should be able to:
(1) Identify their own leadership style and incorporate the qualities of outstanding leaders into their own style
(2) Coach others to reach their potential and use empowerment to foster creativity
(3) Listen actively to hear the real message and communicate clearly and powerfully without sounding like a dictator
(4) Create an environment that elicits trust, confidence, cooperation, and commitment
(5) Resolve conflicts quickly before they affect the whole group
(6) Give difficult feedback without creating resentment and use the performance review as a tool for positive change

Course: **Winning Approaches to Resolving Performance and Conduct Problems**
Length: 2 days
Target Audience: Recommended for managers and supervisors
Description: The purpose of this course is to help participants recognize and comprehend human behavior as it relates to work performance. Managers and supervisors are afforded an opportunity to examine their individual approaches to resolving performance and conduct problems. Note that this is not a course on procedures. Upon completion of this course, participants should be able to:
(1) Describe the components of a performance problem and a conduct problem
(2) Identify negative behavior trends
(3) Describe effective motivational techniques
(4) Apply techniques to create a "win-win" situation during conflict

CATEGORY: QUALITY OF WORKLIFE/ORIENTATION

Course: **Early/Career Benefits and Retirement Planning (FERS)**
Length: 2 Days
Target Audience: Recommended for Department of Navy civilian employees that are new and employees within the first 10-15 years of employment enrolled in the Federal Employee Retirement System (FERS).
Description: The purpose of this course is to meet the informational and planning needs of employees covered under the Federal Employee Retirement System (FERS). Participants will receive information that will help to develop a realistic plan for retirement. Upon completion of this course, participants should be able to:
(1) Identify key elements of the FERS system

(2) Identify the various financial, tax, legal, and estate issues that affect benefits
(3) Describe how the Thrift Savings Plan (TSP) works
(4) Develop systematic plans for meeting long-range retirement goals

Course:	**How to Remember Just About Anything**
Length:	1 day
Target Audience:	Recommended for all employees

The purpose of this course is to help participants learn how to increase their memory capacity and increase/improve their concentration. Upon completion of this course, participants should be able to:
(1) Describe the techniques that will aid in increasing memory capacity
(2) Describe the techniques that will aid in increasing/improving concentration
(3) Describe the process of long and short-term memory
(4) Apply the appropriate memory technique(s)/tools to retain and recall names, facts, figures, telephone numbers, sequences, lists, passwords, text, speeches, stories, jokes and events from your past
(5) Use pegging to recall lists and stacking to remember a speech

Course:	**Pre-Retirement Planning (CSRS)**
Length:	3 Days
Target Audience:	Recommended for Department of Navy civilian employees enrolled in the Civil Service Retirement System (CSRS) who are within ten (10) years of retirement
Description:	The purpose of the course is to provide Federal employees who are enrolled in the Civil Service Retirement System (CSRS) with concrete information they need as they consider their retirement. Upon completion of this course, participants should be able to:

(1) Identify key elements of the Civil Service Retirement System (CSRS)
(2) Perform basic retirement income computations
(3) Describe the impact of Social Security and Medicare
(4) Identify the various financial, tax, legal and estate issues that affect benefits
(5) Describe how the Thrift Savings Plan (TSP) works and when TSP withdrawals are permitted
(6) Identify retired military issues that affect annuities
(7) Apply laws that affect survivor elections, leave/health benefits and life insurance
(8) Define relocation issues that may impact retirement
(9) Describe the impact of CSRS offset

Course:	**Pre-Retirement Planning (FERS)**
Length:	3 Days
Target Audience:	Recommended for Department of Navy civilian employees enrolled in the Federal Employee Retirement System (FERS) who are within ten (10) years of retirement
Description:	The purpose of this course is to provide Federal employees who are enrolled in the Federal Employees Retirement System (FERS) with concrete information they need as they consider their retirement. Upon completion of this course, participants should be able to:

(1) Identify key elements of the Federal Employees Retirement System (FERS)
(2) Perform basic retirement income computations
(3) Describe the impact of Social Security and Medicare
(4) Identify the various financial, tax, legal and estate issues that affect benefits
(5) describe how the Thrift Savings Plan (TSP) works and when TSP withdrawals are permitted
(6) Identify retired military issues that affect annuities
(7) Apply laws that affect survivor elections, leave/health benefits and life insurance
(8) Define relocation issues that may impact retirement

Course:	**Relieve Stress Improve Job Performance**
Length:	1 day
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to explain stress management techniques they can develop and use to improve job performance. Upon completion of this course, participants should be able to:

(1) Define types of stress
(2) Recognize/define the stages of stress
(3) Understand the effects of stress upon mind and body
(4) Identify the symptoms of stress in self and others
(5) Apply effective stress management techniques
(6) Understand methods to use in job-related, real-time stressful situations

Course:	**Thrift Savings Plan for Pre-Retirees**
Length:	4-hours
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to provide an explanation of the variety of options available to retirees who have participated in the Federal Thrift Savings Plan program. Upon completion of this course, participants should be able to:

(1) Understand the impact of outstanding loans and in-service withdrawals
(2) Identify the four TSP withdrawal options including advantages and disadvantages of each option
(3) Recognize the spousal entitlements and beneficiary forms
(4) Understand the investment characteristics of the five TSP funds
(5) Describe the increased flexibility offered by income tax laws

Course:	**Working Smarter, Not Harder**
Length:	2 days
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to provide participants with the knowledge and skills to plan, organize, and complete tasks. Specific techniques to distinguish between the true priorities in one's work will be discussed. Upon completion of this course, participants should be able to:

(1) Identify how time is spent
(2) Determine what issues are central or priority
(3) Resolve inner conflicts when faced with competing demands
(4) Describe crisis management
(5) Delegate projects effectively
(6) Manage interruptions efficiently
(7) Decide what issues are urgent, important and "those that can wait"

CATEGORY: BUDGETING/FINANCIAL MANAGEMENT

Course:	**Federal Budgeting for Non-Budget Personnel**
Length:	3 days
Target Audience:	Recommended for all non-budget personnel whose goal is to work with a federal budget
Description:	The purpose of this course is to provide participants with the basic concepts and techniques for developing a budget in the federal system. Participants will receive a clear overview of the budget cycle, basic sources of funds, types of appropriations and types of costs. Upon completion of this course, participants should be able to:

(1) Describe fiscal and budgeting terms
(2) Utilize analysis techniques for estimating costs
(3) Define the various funding issues including one-year appropriations, both program

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and object class projects.
(4) Construct operating budgets for supervisors
(5) Estimate salaries, travel and contract costs for staff personnel
(6) Demonstrate ability to assume increased budget responsibilities

Course:	**Introduction to Federal Budgeting**
Length:	3 days
Target Audience:	Recommended for financial staff, managers, administrative personnel responsible for fund control and preparation of operating budgets
Description:	The purpose of this course is to provide participants with an overall understanding of the principles and procedures involved in the federal budget process. It covers budget terms, roles, accounting concepts, and provides case experience in object class identification, full-time equivalents (FTE), program review and analysis, writing budget justifications, and mid-year reviews. Emphasis is placed on the practical knowledge needed in field offices and introduces the necessary background to attend subsequent advance budgeting courses: Upon completion of this course, participants should be able to:

(1) Understand the federal budget process
(2) Describe budgeting terminology and techniques
(3) Identify basic and pertinent factors in developing a budget
(4) Prepare budget projections

Course:	**Navy Working Capital Fund Workshop**
Length:	2 days
Target Audience:	Recommended for supervisors, managers, entry and mid-level finance employees
Description:	The purpose of this course is to provide participants knowledge of the Federal Working Capital Fund (WCF) as a Federal resource management system. The course describes the utilization of a revolving fund concept in designing a business-like enterprise to operate within the Federal Government environment. Upon completion of this course, participants should be able to:

(1) Define the Working Capital Fund concepts
(2) Utilize Working Capital Fund budgeting
(3) Identify stabilized rate concepts and guidelines
(4) Analyze financial statements
(5) Describe cost accounting concepts
(6) Use the accrual validation process

CATEGORY: COMMUNICATION SKILLS (Written/Verbal)

Course:	**Conducting an Effective Meeting**
Length:	**2** days
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to discover ways to establish effective, high energy meetings. The course addresses communication skills, interpersonal/team skills, and team building. Upon completion of this course, participants should be able to:

(1) Evaluate the need for a meeting
(2) Plan for a meeting
(3) Prepare an agenda
(4) Understand roles of meeting attendees
(5) Identify ways to increase participation
(6) Develop steps for tracking decisions

Course:	**Conflict Resolution for Employees**
Length:	2 days
Target Audience:	Recommended for all employees

Description:	The purpose of this course is to provide employees with skills for managing and resolving conflict in a positive and assertive manner. Upon completion of this course, participants should be able to:

(1) Identify and resolve conflict in a variety of situations
(2) Control tense situations
(3) Use proven conflict resolution approaches

Course:	**Customer Service**
Length:	1 day
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to provide knowledge and skills necessary to create and maintain a high level of customer service. Upon completion of this course, participants should be able to:

(1) Understand the importance of professional interactions with customers
(2) Identify internal and external customers
(3) Facilitate better communication
(4) Manage telephone calls in a pleasant, courteous manner
(5) Apply skills to effectively handle problem situations
(6) Anticipate customer concerns

Course:	**Dealing with Negativity in the Workplace**
Length:	1 day
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to help participants cope with individuals and situations causing negative energy in the workplace environment and maintain a positive state of mind. Upon completion of this course, participants should be able to:

(1) Recognize root causes and characteristics of negativity
(2) Identify ways that organizations and co-workers can respond to negative behaviors
(3) Practice the latest methods and techniques for combating negativity
(4) Recognize and practice assertive communication skills

Course:	**Dynamic Interviewing Techniques**
Length:	1 day
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to provide participants with the dynamics of a powerful interview. The course will address key elements for a successful interview. Specific interviewing techniques will be practiced in interview simulations. Upon completion of this course, participants should be able to:

(1) Prepare for the interview
(2) Determine appropriate interview attire
(3) Understand the importance of conveying a personal profile to the interviewer
(4) Understand the importance of conveying a professional profile to the interviewer
(5) Identify various types of interviews
(6) Plan the right questions to ask during an interview
(7) Describe the importance of post-interview follow-up

Course:	**Effective Presentations**
Length:	3 days
Target Audience:	Recommended for all employees who may be required to make a presentation
Description:	The purpose of this course is to teach participants presentation techniques that can be used for preparing and delivering presentations. Included in this instruction are structured speaking opportunities followed by feedback that focuses on both vocal and physical behaviors while speaking. Specific presentation skills will be practiced in presentation simulations. Upon completion of this course, participants should be able to:

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(1) Deliver a presentation with confidence and ease
(2) Convey important information and at the same time increase audience receptivity
(3) Use techniques to field difficult questions

Course:	**English Grammar Review**
Length:	2 days
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to upgrade the grammar skills of participants whose goal is to improve their writing and speaking skills as they seek to make themselves more marketable in the work organization. The course will focus on the most common grammatical mistakes, improve word choice through vocabulary development, and apply practical grammar rules. Upon completion of this course, participants should be able to:

(1) Correctly apply grammar principles to their writing
(2) Locate and cite rules that govern spelling correctness
(3) Promote standardized grammar rules in government writing
(4) Use the active voice
(5) Write with brevity

Course:	**Instructor Training**
Length:	4 days
Target Audience:	Recommended for all employees who conduct training
Description:	The purpose of this intensive four-day course is to provide opportunities for participants to learn and practice techniques to prepare and present effective training sessions. A significant learning tool for participants in the course will be videotaping short presentations. Upon completion of this course, participants should be able to:

(1) Assess training needs
(2) Understand adult learning theories and how they can be applied
(3) Define observable and measurable instructional objectives
(4) Plan, organize and develop materials
(5) Develop lesson plans and course timelines
(6) Incorporate effective course activities, exercises, and audio-visual aids
(7) Ask questions that promote learning and respond to difficult questions
(8) Use classroom management to maintain control
(9) Prepare and deliver a short subject incorporating activities, exercises, and/or audio-visual aids
(10) Evaluate training effectiveness

Course:	**Navy Correspondence Manual and Contemporary Navy Writing**
Length:	2 days
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to assist employees using the latest Navy Correspondence Manual and to provide employees with a practical and contemporary application of Navy writing standards. Participants will be provided with the standards and procedures used when preparing all types of Navy correspondence. Upon completion of this course, participants should be able to:

(1) Understand the Navy's official policy, procedures, and guidance in preparation of naval correspondence
(2) Identify source documents to aid in preparing naval correspondence
(3) Understand correct format for both internal and external correspondence including business letters
(4) Write clearly, concisely, and coherently
(5) Use organized, active, and natural writing techniques
(6) Address the specific needs of the recipient
(7) Edit for clarity, conciseness and emphasis
(8) Adjust tone and word choice in writing

Course:	**Technical and Report Writing**
Length:	2 days
Target Audience:	Recommended for employees who have a requirement to write technical papers and reports. The course is geared primarily to employees who are new to writing technical papers or reports or for experienced employees who may need to refresh their skills
Description:	The purpose of this course is to assist participants in building precision and clarity into reports, instructions, work statements and other technical material. It will offer practice in organizing, formatting, and writing to suit a stated objective with a targeted audience. Upon completion of this course, participants should be able to:

(1) Plan, draft, revise, and edit technical material
(2) Develop technical writing techniques that conveys information clearly
(3) Organize data efficiently for reader's benefit
(4) Understand the role of sentence syntax in the presentation of technical material
(5) Produce a final document that will be clearly comprehended and useful to the reader

Course:	**Writing Skills Workshop**
Length:	3 days
Target Audience:	Recommended for all employees
Description:	The purpose of this course is to upgrade participants' skills in writing and editing reports, memos, and proposals. It will also consist of both learning the principles of clear expression through writing, and practice in applying these principles to the work situation. Upon completion of this course, participants should be able to:

(1) Present quality written correspondence
(2) Choose words for conciseness and precision
(3) Write so that multiple audience types receive the intended message
(4) Reduce costly revisions because of errors in writing
(5) Plan, revise, and edit memos, reports, and proposals
(6) Choose sentence structure that will communicate ideas clearly

Course:	**Lead, Don't Manage, There's a Difference**
Length:	2 days
Target Audience:	Recommended for all supervisory team lead employees
Description	(1) The person most influential in the motivation level of team members is the supervisor or team leader followed by co-workers, support personnel, higher management, and the organization itself, i.e. structure, policies, and systems. This workshop teaches managers how to become leaders who influence, motivate and inspire action--that seemingly elusive skill that does NOT come naturally to most people.

(2) Strategies and techniques for influencing people, process and performance in today's fast-paced work environments will be taught, practiced, and learned in this workshop. The right management practices and approach to management can help anyone who works with and through others to accomplish common goals.   This workshop will help improve communication, increase productivity, promote self-awareness and acceptance of differences, enhance individual and team performance, and reduce conflict.

(3) Influence leadership can absolutely help improve the quality of a manager's life--if you learn HOW to lead. Leadership makes the job of managing people, process, and performance rewarding and fulfilling. When you become a leader, half the effort involved in managing others is eliminated altogether. Unfortunately, there's more mythology, misdirection, and academic nonsense about leadership than about most business subjects. This workshop debunks the concept of leadership. It will show you exactly how to be an influential leader and why it is so important to inspire & motive action. This program focuses on tactics that work immediately to get managers the benefits that only leaders enjoy. This workshop motivates managers to become the leaders they have always wanted to be but didn't know how to be.

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