To register for any training class, contact your Human Resources Specialist.
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LEARNING & DEVELOPMENT PHILOSOPHY

Training and Development within the City of San Antonio is focused on creating and delivering the most impactful opportunities for employees to reach career potential. There are several core development principles that serve as the foundation for all learning. Across the City of San Antonio, we:

- Leverage current job assignments as the primary source of employee development.
- Offer supplemental opportunities to learn Professional, Managerial, Leadership, Trade, Technical and Language skills through City-wide course offerings.
- Measure capabilities and develop employees based on City-wide standards (Core Values).
- Provide annual development plans throughout an employee’s career.
- Share feedback regularly and recognize and reinforce performance standards.
2016-2017 TRAINING CATALOG OVERVIEW

Each fiscal year, the Training Division of Human Resources reviews City-wide course offerings to determine which most align with City needs as voiced by employees and their supervisors. This year, new courses are being offered in the Professional, and Managerial and Technical areas. As always, employee development discussions and supervisor approval are required before an employee is registered for any courses.

Below are a few highlights of new courses being offered in the current 2016-2017 fiscal year.

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<th>GED – preparation</th>
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<td>Computer Technology Development Course Series</td>
<td>Adobe Fundamentals</td>
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<td>Access I, II</td>
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<td>EXCEL I, II, III</td>
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<td>SAP Basic Navigation</td>
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<td>Problem Solving and Decision Making</td>
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<td>Business Writing (with a Focus on Grammar)</td>
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<td>Time Management</td>
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<td>Supervisor Development Course Series</td>
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<td>Supervisor Excellence (SET) I, II, III, IV</td>
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<td>Understanding Team Dynamics &amp; Stages</td>
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<td>Danger Zones</td>
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<td>Delegating Effectively</td>
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To register for any training class, contact your Human Resources Specialist.
REGISTRATION PROCESS, LOCATIONS, AND PARKING

Course Availability

While this catalog shows all courses for FY17, courses are only available for registration 90 days prior to the course. Each month, a new 90-day cycle is set.

Registration Process

Employees are required to obtain supervisor approval prior to working with the Department HR Specialist to register for a course. Please see your Employee Relations team member to register for a course. Employees are required to have supervisor approval prior to registering.

Course Cancellation

If you are unable to attend a course, please contact your Employee Relations team member as soon as possible. This will allow employees on the waiting list to attend.

Course Duration

Courses can range from two hours to 40 hours (five days @ eight hours/day). Courses lasting eight hours or more will break for a one hour lunch period. If a course ends earlier than scheduled (e.g., short of 8 hours, or short of an afternoon) or is offered at a different schedule than your normal start and end time, discuss directly with your supervisor on how this should be handled and recorded. In some instances you will be required to return to your work location.

Course Locations

Training is offered at a number of sites across the City. At times, training dates and/or sites are changed (based on the number of registered employees and the size of training space needed). Location and course confirmation will be provided a few days prior to the session to registered participants. The back of this catalog provides maps to various locations used for training.

Parking

Most sites provide ample and free parking. Parking information will be provided with your course confirmation.
CPR/AED/First Aid Awareness (3.5 Hours)

Summary:
CPR/AED/First Aid Awareness training and certification. The tools provided in a CPR class can have far reaching implications and result in lives being saved. Statistically, the more rapidly CPR is initiated, the greater the chance of survival. Did you know most cardiac and breathing emergencies occur in the home with family members present? What if someone you loved suffered cardiac arrest in front of your very eyes? Would you have the knowledge and training needed to perform CPR that might save their lives?

Learning Objective:
By the end of this training, participants will be able administer CPR, understand basic first aid, and receive certification.

Note: This course teaches CPR. However, “certification” is not provided.

Location: Willie Velazquez Learning Center, 1302 N. Zarzamora, San Antonio, TX 78207
Time: 1—4:30 p.m.

Dates

- Oct. 6, 2016
- Dec. 8, 2016
- Jan. 11, 2017
- Feb. 22, 2017
- Mar. 28, 2017
- Apr. 11, 2017
- Jun. 14, 2017
- Jul. 20, 2017

To register for any training class, contact your Human Resources Specialist.
To register for any training class, contact your Human Resources Specialist.
To register for any training class, contact your Human Resources Specialist.

Commercial Driver’s License Permit Prep (32 Hours)

Summary: This program will prepare individuals to pass the required tests in securing a Texas Commercial Driver’s License (CDL) permit. The program includes classroom instruction to cover information on General Knowledge, Air Brakes and Pre-trip inspection. Participants will be provided the Texas Commercial Driver Handbook as a guide in preparing for the examinations along with CDL Test Practice Questions in advance of taking the examination. Each student will be responsible for registering and paying for the written CDL prep exam at a local DPS office.

Learning Objectives: At the completion of the training, students will have received the necessary preparation to test and pass the Texas CDL permit examination.

Teaching Methodology: The program includes classroom instruction, computer-based practice exams and independent study.

Location: St. Philips College, 1801 Martin Luther King Dr., San Antonio, TX 78203

Time: 7:30 a.m. — 4:30 p.m.

Dates

Oct. 17-20, 2016
Feb., 20-23, 2017
Jun. 19-22, 2017
To register for any training class, contact your Human Resources Specialist.

**Summary:**
The course provides instruction in four content areas — Math, Reasoning through Language Arts, Social Studies, Science and critical thinking skills — participants need to succeed in passing the GED exam.

**Learning Objectives:**
Participants will:
- Receive a three-hour basic computer intensive course for familiarity on the computer-based GED exam (learning mouse clicks and word processing skills).
- Learn the use of tools embedded in testing software.
- Understand individual strengths and areas to focus on through a pre-assessment.
- Create an individualized learning plan on areas targeted for improvement.
- Receive face-to-face instruction (instructor lead and active learning).
- Have access to a full Tutoring lab, with simulated exams.
- Receive a post-assessment to determine readiness for exam.
- Be given assistance with registration for the actual GED exam.
- Acquire knowledge for test-taking tips, strategies, and study skills.
- Will pass post-test in all five areas with a 150 score or better.

**Location:** Palo Alto College, 1400 W. Villaret Blvd., San Antonio, TX 78224
**Time:** 6 p.m. to 8 p.m., Mondays, Tuesdays, and Wednesdays for 8 weeks.

**Dates**
- Apr. 10, 2017 to May 31, 2017
- Jul. 10, 2017 to Aug. 30, 2017
SAP Basic Navigation (4 Hours)

**Summary:**
This course will provide students with basic knowledge of SAP and the SAP GUI. The course provides the tools to execute various transactions from differing modules of SAP.

**Learning Objectives:**
By the end of this training, participants will be able to:
- Define SAP
- Log On and Off SAP
- Identify Common Screen Elements of SAP
- Navigate SAP
- Enter Data in SAP
- Get Help in SAP

**Location:** Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205

**Time:** Choose between a morning or afternoon session.

**Dates**

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<thead>
<tr>
<th>8 a.m.-12 p.m.</th>
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<tr>
<td>Sep. 16, 2016</td>
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<td>Nov. 18, 2016</td>
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<td>Jul. 14, 2017</td>
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<td>Sep. 15, 2017</td>
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To register for any training class, contact your Human Resources Specialist.
COMPUTER/TECHNOLOGY DEVELOPMENT COURSE SERIES

SAEPS SHOPPER (8 Hours)

Summary:
San Antonio eProcurement System (SAePS) uses a number of tools to improve our current system. Supplier Relations Management (SRM) is one of the tools. This course prepares the employee to fulfill the role of Shopper. It provides hands-on experience with SRM and relates this experience to the new business processes of purchasing from existing contracts, and requisitioning non-sourced needs.

Learning Objectives:
By training completion, participants will be able to:
- Provide an Understanding of the Self-Service procurement process.
- Create various types Shopping Carts (SC).
- Correct errors in rejected carts and reordering.
- Perform Confirmation to indicate receiving SC items.
- Execute returns of damaged or defective items.
- Create Shopping Team to allow selected shoppers access to your SC.

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: Two half-days, 8 a.m. to 12 noon

Dates
Dec. 7-8, 2016
Feb. 22-23, 2017
May 24-25, 2017
Aug. 9 –10, 2017
SAEPS APPROVER (2 Hours)

Summary:
This course prepares the employee to fulfill the role of Shopping Cart (SC) Approver. It provides hands-on experience with Supplier Relations Management (SRM) and relates this experience to the new business processes of purchasing from existing contracts and requisitioning non-sourced needs.

Learning Objectives:
By the end of this training, participants will be able to:
- Understand the SC Approver role
- Develop and Review all Items on the Approver Checklist
- Locate Follow-on Document Status;
- Approve or Reject (with comment) a shopping cart
- Create Approver team to manage SC while away

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 10 a.m.

Dates
Mar. 30, 2017
Jun. 29, 2017
Sep. 14, 2017
SAEP REFRESHER & NEW CATALOG MANAGEMENT (VROOZI) (3 HOURS)

Summary:
San Antonio e-Procurement System uses a number of tools to improve our current system. Supplier Relations Management (SRM) is one of the tools. This course is a refresher and information session of upcoming changes for those who currently hold the Shopper role. It offers information regarding the new Catalog Management Tool and reviews common user errors.

Learning Objectives:
By completion, participants will:
• Name the shopping cart and delivery address settings
• Manage account assignments and free text shopping carts
• Understand the Vroozi-punch out catalog management system
• Understand workflow management
• Know how to delete a shopping cart
• Learn how to confirm and produce a goods receipt

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: Choice of a.m. or p.m.

Dates

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<th>9 a.m.—12</th>
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To register for any training class, contact your Human Resources Specialist.
SAEPS SHOPPER (FOLLOW UP) 2 Hours

Summary:
This course revisits the role of Shopper. It provides hands-on experience, provides time for questions based on employee experiences, and more.

Learning Objectives:
Participants will:

- Broaden experience
- Build confidence
- Practice

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 10 a.m. to 12 noon

Dates
Mar. 30, 2017
Jun. 29, 2017
Sep. 14, 2017

To register for any training class, contact your Human Resources Specialist.
Adobe Fundamentals (8 Hours)

Summary:
Adobe Acrobat enables business professionals to reliably create, combine, and control Adobe PDF documents for easy, more secure distribution, collaboration, and data collection. This class will enable you to prepare and edit PDF documents, as well as add the interactive features which have made Acrobat so successful in the business environment today.

Learning Objectives:
By the end of this training, participants will be able to:
- Create Adobe PDF Files, Reduce File Size, Enhance and Editing PDF Documents
- Combine Files in PDF Portfolios, Add Signatures and Security
- Work with Forms in Acrobat, Use Legal Features
- Use Acrobat in Professional Printing
- Create bookmarks and links to jump places in a PDF file
- Streamline the document review process with collaborative rand mark-up tools
- Set up transparency, spot colors, and other settings for printed PDFs

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates
Mar. 29, 2017
Microsoft Access 2010 Level 1 (8 Hours)

Summary:
Microsoft Access 2010 Level 1 is designed for learning basic Access skills in an instructor-led format. It provides a solid foundation in basic Access skills.

Learning Objectives:
By the end of this training, participants will be able to:
- Define Access Databases, Identify Elements of the Access Window
- Open a Database & Identify Features of Database Window
- Use the Navigation Pane, Work with Tables
- Add Records and Format a Table Datasheet Layout
- Retrieve Data – Sorting Records, Sorting Records Using Multiple Fields, Locating and Deleting Records Using Table Datasheets and Filtering Records
- Create a Blank Database; Create Database Objects
- Create a New Database Using a Template, Create a Table from an Excel Worksheet
- Create and Generate Reports, Create Tables Using Table Design View
- Append Records to a Database Table, Create and Test Queries
- Create Forms and Reports Using Wizards
- Managing Databases and Database Objects, Modify Table Structures
- Set Lookup Fields Using the Lookup Wizard; set properties
- Analyze and Document a Database

Location:  Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates

Dec. 15, 2016
Feb. 8, 2017
Apr. 12, 2017
Jun. 14, 2017

To register for any training class, contact your Human Resources Specialist.
Microsoft Access 2010 Level 2 (8 Hours)

Summary:
Prerequisite: Access 2010 Level 1 or equivalent experience with all topics covered in Access 2007 Level 1. Microsoft Access 2010 Level 2 is designed for learning intermediate Access skills in an instructor-led format.

Learning Objectives:
By the end of this training, participants will be able to:
- Design a Relational Database, Normalize Data, Examine and Edit Database Objects
- Create a Split Form, Work with Relationships – Identify Relationship Types, Create and Modify Relationships, Edit Relationship and Print Relationships
- Identify Object Dependencies, Design a Query using Multiple Tables
- Set Query Data and Sort a Query and Limit Results
- Perform Calculation in Queries, Create Special Types of Queries
- Create Forms – Examine Form Design View and Identify Layout View Elements
- Modify Form Controls, Modify Form Layout, Create Multiple Item Forms
- Print Forms, Identify Report Design View Elements
- Create a Report in Design View, Modify a Report in Design View
- Perform Report Calculations, Create Labels using the Label Wizard
- Print Reports – Set Report Print Layout & Control Page Breaks

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates

Jan. 18, 2017
Apr. 26, 2017
Jun. 28, 2017
Microsoft Excel 2010 Level 1 Basics (8 Hours)

Summary:
Microsoft Excel 2010 Level 1 Basics is designed for learning basic Excel skills.

Learning Objectives:
By the end of this training, participants will be able to:
- Explore Excel; Use Worksheets and Workbooks, Navigate in a Worksheet
- Work with Tabs and Ribbons, Enter Data in Excel, Work with Numbers
- Understand Save Concepts, Edit, View and Print Worksheet
- Work with Cut, Copy, and Paste, Use Auto Features
- Work with basic Formulas and Functions, Use AutoSum, Create Basic Formulas
- Use Cell References in Formulas, Modify and Copy Formulas, Display Formulas
- Use the Function Wizard

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates

Oct. 19, 2016  Mar. 1, 2017
Nov. 2, 2016  Apr. 5, 2017
Dec. 1, 2016  May 3, 2017
Feb. 1, 2017  Jul. 12, 2017
Microsoft Excel 2010 Level 2 Intermediate (8 Hours)

Summary:
Prerequisite: Excel 2010 Level 1 or equivalent experience with all topics covered in Excel 2010 Level 1. Microsoft Excel 2010 Level 2 Intermediate is designed for learning intermediate Excel skills.

Learning Objectives:
By the end of this training, participants will be able to:
- Manage Worksheets, Create Charts in Excel, Move and Size Embedded Charts
- Modify Existing Charts, Sort Worksheet Data, Use Flexible Worksheet Views
- Manage Multiple-Sheet Workbooks, Understand how to Link Cells and Formulas
- Copy Worksheets, Create Hyperlinks
- Print Multiple-Sheet Workbooks,
- Protect Workbooks and Worksheets

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates
Oct. 12, 2016  Mar. 8, 2017
Nov. 16, 2016  Apr. 19, 2017
Dec. 7, 2016  May 10, 2017
Jan. 25, 2017  Jun. 21, 2017
Feb. 15, 2017  Jul. 19, 2017
Microsoft Excel 2010 Level 3 Advanced (8 Hours)

Summary:
Prerequisite: Excel 2010 Level 2 or equivalent experience w/ all topics. Course is for advanced participants that have excellent working knowledge of Level 1 and Level 2 Excel 2010. Topics include PivotTables and macros, financial functions, data analysis auditing and more.

Learning Objectives:
Participants will:
- Convert a Range to a Table and Format Table, understand Formulas with Structured References, Use Enhanced Sort and Filtering, Understand and Format PivotTables
- Change PivotTable Fields, Filter the Display of Data Items, Edit PivotTable Calculations, Create Pivot Charts, Change Macro Security, Record Macros
- Understand working with Tables, Create Financial Functions – PMT and FV Functions
- Use goal Seek, Solver, Scenario, Manager and the Analysis ToolPak
- Introduce Lookup Functions – VLOOKUP, Create Formulas with the IF Function
- Create Formulas Using Criteria IF Functions – SUMIF and COUNTIFS Functions
- Work with Grouped Worksheets, Work with Conditional Formatting
- Use Data Tables – One-Variable and Two-Variable Data

Location: Riverview Tower, 111 Soledad, 9th Floor, San Antonio, TX 78205
Time: 8 a.m. — 5 p.m.

Dates
Dec. 14, 2016
Mar. 22, 2017
May 17, 2017
Jul. 26, 2017
Introduction to MS Project (8 Hours)

Summary:
Microsoft Office Project 2010 is a tool specific to project management that assists in managing complex and detailed projects. It is most helpful in assessing costs, resources required, time elements and more to help ensure a successfully planned project. In this course, you will create and modify a project plan.

Learning Objectives:
By the end of this training, participants will be able to:
• Create a project plan containing tasks
• Organize these tasks in a work breakdown structure containing task relationships
• Create and assign resources
• Finalize the project to implement the project plan

Note: Participants should ensure department support for the MS Project software.

Teaching Methodology: Instructor-led format, tell, show, do. Practice with accompanying workbook exercises which can be reviewed again back on the job.

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148
Time: 8 a.m. — 5 p.m.

Dates
Oct. 6, 2016
Mar. 3, 2017

To register for any training class, contact your Human Resources Specialist.
Intermediate MS Project (8 Hours)

Summary:
Microsoft Office Project 2010 Level 2 is the second course in the Microsoft Project 2010 series. In Microsoft Project 2010 Level 1, you used your project management skills to create a complete project plan. The plans need to be updated and modified regularly to keep the project moving on track. This course will build upon the knowledge gained, and give you the opportunity to work with a project plan once it reaches the project implementation phase.

Learning Objectives:
By the end of this training, participants will be able to:
• Exchange project plan data with other applications
• Update project plans
• Create visual reports
• Reuse project plan information

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148
Time: 8 a.m. — 5 p.m.

Dates
Feb. 16, 2017
May 4, 2017
SharePoint 2010, Level I
(8 Hours)

Summary
This course is designed for individuals who will need to access information on a Microsoft SharePoint team site or for individuals who may need to create and manage a team site.

Learning Objectives
By the completion of the training the participants will be able to:

- Use, create, and edit content in a team site.
- Create and perform basic management of a team site using SharePoint Foundation 2010.

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148
Time: 8 a.m. — 5 p.m.

Dates
Dec. 14, 2016
Apr. 10, 2017

To register for any training class, contact your Human Resources Specialist.
SharePoint 2010, Level II
(8 Hours)

Summary
This course is designed for individual contributors or departmental staff in a variety of job roles, such as administrative assistants, functional or operations managers, with basic SharePoint skills, and who have the responsibility for managing SharePoint sites as an enabling technology within their workgroups, not necessarily IT tech professionals.

Learning Objectives
By the completion of the training the participants will be able to:

- Manage site collections and site components as a site collection administrator and as a site administrator.

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148
Time: 8 a.m. — 5 p.m.

Dates
Jan. 17, 2017
Jun. 5, 2017

To register for any training class, contact your Human Resources Specialist.
Innovation / Process Improvements (8 Hours)

Summary:
This course provides the tools for individuals to better identify efficiencies and process improvements in existing business services and structures.

Learning Objectives:
By the end of this training, participants will be able to:
- Understand the process improvement life cycle.
- Implement an effective process improvement infrastructure.
- Be an effective process group team lead or member and understand what is required for a group to work well.
- Understand a systems-level view of how process improvement is planned and implemented using a capability maturity model.
- Know what knowledge and skills are important for process improvement and how they can be applied.
- Apply a toolkit of relevant process improvement tools and techniques within the organization.
- Gain confidence in their ability to perform their role in the process group.

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Nov. 3, 2016
Apr. 6, 2017
Workflow Analysis (8 Hours)

Summary:
The training is designed to provide individuals with information on how to efficiently solve a problem, create a “best practice,” improve quality and service and reduce expenses for the organization. Individuals will experience a true workflow analysis by establishing and analyzing case studies and creating a workflow process that includes: knowing the main categories of planning, technology, the different types of analysis, and problem solution building. Upon completion of this training, individuals will truly have an understanding of root cause analysis, problem solving methods to reduce cost and wasted productivity, the importance of group performance, and how to implement the analyzed situation and/or process.

Learning Objectives:
By the end of this training, participants will have learned:
- Various techniques on performing workflow analysis.
- To provide background information for appropriate use of data.
- To enable a continuous process of improvement.
- To increase opportunities to cut costs.
- To support organizational goals for increased responsiveness to your customers.

Course Outcomes:
Individuals will be able to:
- Create a workflow chart.
- Create a Fishbone Diagram.
- Establish analysis ground rules.
- Establish flow charts accordingly per department, unit and/or division.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Feb. 1, 2017
Jun. 9, 2017
Problem-Solving — Six Thinking Hats (16 Hours)

Summary:
Six Thinking Hats is a simple, effective parallel thinking process that helps people be more productive, focused, and mindfully involved.

Learning Objectives:
By the end of this training, participants will be able to:
- Separate thinking into six clear functions and roles. Each thinking role is identified with a colored symbolic "thinking hat."
- Easily focus or redirect thoughts, the conversation, or meetings.
- Maximize productive collaboration and minimize counterproductive interaction/behavior
- Use Parallel Thinking as a group or team to generate more, better ideas and solutions
- View problems from new and unusual angles
- Stimulate innovation by generating more and better ideas quickly

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Jan. 4-5, 2017  Apr. 5-6, 2017  Jul. 19-20, 2017

To register for any training class, contact your Human Resources Specialist.
Owning the Customer Experience (8 Hours)

Summary:
This course will help foster an organizational culture that promotes employee ownership and accountability for all customer service interactions.

Learning Objectives:
By the end of this training, participants will be able to:
- Acknowledge ownership of the customer experience
- Understand how to handle inquiries and/or complaints
- Learn to promote a positive interaction
- Learn how to handle doubts, objections and misunderstandings
- Acquire and practice new tools and techniques
- Learn the ABC’s of Customer Service

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates

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<tr>
<td>Nov. 17, 2016</td>
<td>Mar. 23, 2017</td>
<td>Jul. 27, 2017</td>
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Conflict Management (8 Hours)

Summary:
All of us experience conflict. At times we lose sight of the fact that conflict is normal. Since we can’t prevent conflict, the most important thing is to learn how to handle or manage it in productive ways. What is critical for resolving conflict is developing an understanding of, and a trust in, shared goals. It requires openness, discipline, and creativity. Showing respect for other people and not blaming them enables people to work toward mutual benefit.

Learning Objectives:
By the end of this training, participants will be able to:
- Understand what conflict is and how it can escalate.
- Recognize the five most common conflict resolution styles and when to use them.
- Increase positive information flow through non-verbal and verbal communication skills.
- Develop effective techniques for intervention strategies.
- Strengthen staff trust and morale.
- Become more confident with skills to manage conflicts and enhance productivity and performance.

Location:  Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates

Diplomacy and Tact (8 Hours)

Summary:
Learning to communicate with diplomacy, tact, and credibility is important in a business environment. This course focuses on techniques for communicating with tact and sensitivity for varying audiences and situations.

Learning Objectives:
By the end of this training, participants will be able to:
- Communicate with diplomacy, tact, and credibility that positively impacts the image others have of you.
- Match one’s communication style with the communication style of others.
- Leverage good communication skills.
- Remove roadblocks to effective communication.
- Use the visual, verbal, and vocal components of communication.
- Leverage the “Know-Feel-Do” model of communicating.
- Reduce/eliminate barriers and obstacles to effective listening.
- Use good listening skills to build and improve one’s image and ability to communicate with diplomacy, tact, and credibility.
- Practice listening skills and receive feedback on ways to be a better listener.
- Handle difficult situations with diplomacy, tact, and credibility.
- Create an action plan to utilize communication skills of diplomacy, tact, and credibility at work.
- Determine what to communicate and at what audience level.

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Dec. 16, 2016
Jun. 8, 2017
Emotional Intelligence
(8 Hours)

Summary:
Learn to relate well with others, improve relationships, accomplish more through encouragement and persuasion, excel at inspiring and leading others, and becoming more self-aware. Recognize one's own and other people's emotions, how to discriminate between different feelings and label them appropriately, and use emotional information to guide thinking and behavior.

Learning Objectives:
By the end of this training, participants will be able to:
- Become aware of how emotion can drive behavior.
- Learn techniques for assessing emotion and feelings.
- Discover ways or recognizing when one’s own emotion is clouding effective communication with others.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates
Dec. 2, 2016
May 26, 2017

To register for any training class, contact your Human Resources Specialist.
Understanding Team Dynamics and Stages (16 Hours)

Summary:
For most of us, teamwork is a part of everyday life. Having a strong team will benefit any organization and will lead to more successes than not.

This course will encourage participants to explore the different aspects of a team, as well as ways to become a top-notch team performer. Participants will learn the details and concepts of what makes up a team, and what factors make a successful team and/or team member.

Learning Objectives:
By the end of this training, participants will be able to:
• Explain the stages of team development (Tuckman model) and how to support a team toward maximum productivity and fun.
• List the three types of teams.
• Describe the role of an effective team leader and/or team member.
• Learn team decision making approaches and the advantages/disadvantages of each.
• Learn various team assessment tools.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Nov. 9-10, 2016    Feb. 21-22, 2017    May 3-4, 2017

To register for any training class, contact your Human Resources Specialist.
Interpersonal Skills
(8 Hours)

Summary:
We've all met that dynamic, charismatic person that just has a way with others, and has a way of being remembered. This course will help participants work towards being that unforgettable person by providing communication skills, negotiation techniques, tips on making an impact, and advice on networking and starting conversations. They will also identify the skills needed in starting a conversation, moving a conversation along, and progressing to higher levels of conversation.

Learning Objectives:
By the end of this training, participants will be able to:
- Understand the difference between hearing and listening.
- Learn ways to improve the verbal skills of asking questions and communicating with power.
- Understand what is ‘non-verbal communication’ and how it can enhance interpersonal relationships.
- Identify the skills needed in starting a conversation.
- Identify ways of creating a powerful introduction, remembering names, and managing situations when you’ve forgotten someone’s name.
- Understand how seeing the other side can improve skills in influencing other people.
- Understand how the use of facts and emotions can help bring people to your side.
- Identify ways of sharing one’s opinions constructively.

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates

Nov. 8, 2016
May 9, 2017
To register for any training class, contact your Human Resources Specialist.
Change Management  
(8 Hours)

Summary:
The focus is on implementing lasting change within an organization to promote healthy workplace relationships and build a world class culture. Participants will have a deeper understanding of the psychology of change, types of change, barriers to change, and to execute change.

Learning Objectives:
By the end of this training, participants will be able to:
- Understand the psychology of change
- Understand the difference between decision making based on emotions, intellect and heart
- Make a case for change
- Contrast incremental versus radical change
- Understanding a new proven change model
- Develop a change mindset
- Execute and sustain change

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Dec. 13, 2016
Jun. 13, 2017
Project Management Essentials (16 Hours)

Summary:
Participants will learn about the project management framework as prescribed by the Project Management Institute (PMI). The course instruction is based on the Project Management Body of Knowledge (PMBOK), and is an excellent prep course for PMI’s Certified Associate in Project Management (CAPM) credential. The focus is on learning fundamental project management theory, terminology, and testing strategies. The instruction approach is interactive, including instructor-led, learning team case studies, and web-based quizzes. Participants who successfully complete this class may consider the 5-day Project Management Professional (PMP) prep course. Project Management Essentials includes the following sections: Modern Project Management, Understanding Project Stakeholders, Performing Risk Management, Managing Project Teams, and Certifications & Education.

Learning Objectives:
By the end of this training, participants will be able to:
- Identify project’s tasks and resources.
- Order tasks using the Work Breakdown Structure.
- Schedule tasks effectively
- Use basic planning tools such as a Gantt chart, PERT diagram, and network diagram.
- Prepare a project budget. Modify the project budget and schedule to meet targets.
- Identify and manage risks.
- Prepare a final project plan.
- Execute and terminate a project. Develop and manage a change control process.

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148
Time: 8 a.m. — 5 p.m.

Dates
- Oct. 24-25, 2016
- Jan. 12-13, 2017
- Apr. 13-14, 2017
- Jul. 12-13, 2017

To register for any training class, contact your Human Resources Specialist.
Preparing for the PMP Exam (40 Hours)

Summary:
The ability as a project manager to demonstrate best practices in project management—both on the job and through professional certification—is becoming the standard to compete in today's fast-paced and highly technical workplace. The course focuses on preparing the participant for the certification exam by reviewing five process groups and nine knowledge areas as described in the Project Management Body of Knowledge, Fourth Edition (PMBOK).  Note: participants are expected to have a working knowledge of the concepts, having attended the PM Essentials course.

Learning Objectives:
By the end of this training, participants will have learned:
• Five process groups (Initiating, Planning, Executing, Monitoring & Controlling, and Closing).
• The PMI application process.
• Test-taking skills to prepare for the PMP exam.
• To leverage PMP in the marketplace.

Note:
To register for this course, participants will need to provide a copy of notice from PMI that they have successfully completed the application. To review the application process visit: https://www.pmi.org/certifications/process.

Participants will also need to provide a supervisor approval form. Please contact your HR Specialist or Training for a copy of the approval form. Both must be submitted to Training prior to registration.

Location: Northeast Lakeview College, 1201 Kitty Hawk Rd., Universal City, TX 78148

Time: 8 a.m. — 5 p.m.

Dates

Feb. 16, 17, 22, 23, 24, 2017

Jul. 19, 20, 25, 26, 27, 2017

To register for any training class, contact your Human Resources Specialist.
Intro to Business Writing, Grammar Focus (8 Hours)

Summary
This course is ideal for one who needs to brush up on some of the basics to become a better communicator. It will focus on pronoun types, adjectives and adverbs, and the proper use of colons and semi-colons.

Learning Objectives:
By the end of this training, participants will be able to:
• Use pronouns correctly.
• Identify the difference between adverbs and adjectives.
• Define grammatical rules that govern the use of special punctuation marks
• Identify and correct misplaced and dangling modifiers.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates
Oct. 19, 2016
Jan. 17, 2017
Apr. 4, 2017
Jul. 12, 2017

To register for any training class, contact your Human Resources Specialist.
Intermediate Business Writing (8 Hours)

Summary:
The way you communicate your idea may mean the difference between success and failure. Whatever your communication need – Business Writing Intermediate is the course to help you!

Learning Objectives:
By the end of this training, participants will be able to:
- Use the seven traits of effective writing.
- Use deductive or inductive logic when developing ideas.
- Organize and use the three part structure.
- Learn differences between direct and indirect organization.
- Understand voice in writing – formal, conversational, and informal.
- Use appropriate pronouns when developing “your attitude.”
- Select fresh, precise words and avoid slang and clichés.
- Write clearly and concisely – eliminate wordiness.
- Use words that identify people fairly.
- Understand the use of transitions to avoid choppy sentences.
- Energize sentences - understand nominalizations, expletives and passive voice.
- Understand parallel structure to write succinct sentences.
- Identify and correct unclear wording and faulty sentences.
- Understand the use of commas and how to avoid mechanical errors with simple rules to remember.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates
Oct. 26, 2016
Jan. 24, 2017
Apr. 18, 2017
Jul. 26, 2017

To register for any training class, contact your Human Resources Specialist.
Grant Writing (16 Hours)

Summary:
An experienced grant writer will share experience in how to research and write winning proposals that get funded.

Learning Objectives:
By the end of this training, participants will be able to:
- Utilize the proposal format used by the vast majority of public foundations.
- Write a cover sheet, narrative, background page, and stakeholder and third-party evaluation plan.
- Understand the criteria funders use to determine whether grant proposal gets funded or rejected.
- Become more comfortable at ferreting out corporate, foundation, and government grant makers.
- Tailor responses to information found in the peer review criteria.
- Use significant finishing touches that can give your project the edge over others.
- Know the best type of paper to use, buzzwords to include, which fonts work best, and the kinds of graphics to include.
- Use a variety of formatting techniques that will make proposals more competitive.
- Understand the importance of obtaining community and political support before submitting a proposal to any government agency.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Dec. 8-9, 2016
To register for any training class, contact your Human Resources Specialist.
Presentation Skills (16 Hours)

Summary:
Learn to speak effectively and deliver presentations skillfully. In this course, one will learn the importance of process, planning, and the do’s and don’ts of effective speaking. The session includes hands-on practice.

Learning Objectives:
By the end of this training, participants will be able to:
- Overcome fear and convey composure
- Improve speaking and presentation skills

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Dec. 8-9, 2016
Jun. 22-23, 2017

To register for any training class, contact your Human Resources Specialist.
PROFESSIONAL DEVELOPMENT COURSE SERIES

Time Management: Work Smarter, Not Harder
(8 Hours)

Summary:
Learn strategies to take more control of your projects and your workday. Overcome distractions, learn how to prioritize and overcome procrastination. The goal of this workshop is to present participants with time management tools that will help increase effectiveness and productivity. This interactive session provides experience in how to utilize and capitalize time effectively.

Learning Objectives:
By the end of this training, participants will be able to:
- Use effective time management techniques.
- Establish and prioritize a to-do-list and activity log.
- Overcome barriers to effective time management.
- Learn techniques to limit interruptions.
- Learn to overcome procrastination.
- Organize paperwork and work space.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Oct. 6, 2016
Jan. 26, 2017
Apr. 20, 2017
Jul. 27, 2017

To register for any training class, contact your Human Resources Specialist.
PROFESSIONAL DEVELOPMENT COURSE SERIES

How to Stay Calm Under Pressure
(8 Hours)

Summary

It may seem obvious, but staying calm under pressure is a major factor when it comes to our performance at work. Managing stress is vital for success in that it keeps us alert, and is also a major factor when it comes determining psychological well being.

Successful people recognize how to utilize stress to their advantage, and usually share a set of behaviors that allow them to navigate challenging situations and heavy work-loads effectively.

Learning Objectives

By the completion of the training the participants will be able to:

- Understand and demonstrate techniques for managing stress.
- Leverage nervous energy toward increased productivity.
- Recognize and eliminate counter-productive behavior.
- Select from a number of effective self-control techniques.

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates

Oct. 13, 2016
Mar. 23, 2017

To register for any training class, contact your Human Resources Specialist.
PROFESSIONAL DEVELOPMENT COURSE SERIES

Mediation
(8 Hours)

Summary:
This course will provide you with an interactive approach to negotiations. The skills you acquire will help you in your role as mediator and negotiator as well as in your day-to-day responsibilities. You will be encouraged to focus on interests rather than positions, so you can develop relationships of mutual trust, fairness and respect for one another. This is a common-sense approach based upon developing a balanced and lasting partnership to solve workplace problems. You will learn and practice effective communication skills, problem-solving and consensus building, with the intention of turning face-to-face confrontation into side-by-side problem solving.

Learning Objectives

By the completion of the training the participants will be able to:
• Understand the benefits of good negotiating skills that take the interests of both parties into consideration.
• Have an increased ability to negotiate more effectively by turning face to face confrontation into side-by-side problem solving.
• Recognize that creating win-win solutions are the only sustainable solutions there are.
• Identify those techniques that will be most effective in stressful negotiation situations.
• Develop skills that take the interests of both parties into consideration.

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Jan. 19, 2017
Feb. 9, 2017
Mar. 9, 2017

To register for any training class, contact your Human Resources Specialist.
PROFESSIONAL DEVELOPMENT COURSE SERIES

Train-the-Trainer
(24 Hours)

Summary
This two-day course is designed to support City employees who have a passion to teach and share knowledge with other City employees about City internal training programs such as Orientation, Cash Handling, SAeP and more.

Once the class is completed, interested participants will present a portion of a City class for evaluation. If selected, individuals will be further trained and begin receiving a monthly stipend for teaching other employees. Participants agree to train twice per quarter, for a total of 16 hours each quarter.

Learning Objectives

By the completion of the training the participants will be able to:

- Demonstrate knowledge about how adults learn.
- Manage Group activities/exercises toward the intended result (clear instructions, intervention as needed, etc.).
- Effectively intervene/manage disruptive participant behavior (e.g., not paying attention, time management, etc.).
- Manage classroom administration (preparation, roster management, AV equipment, participant materials, etc.).
- Demonstrate effective presenter skills -- leading a City course, using a prepared presentation with Leader’s notes.
- Engage employees in group discussion.
- Leverage the power of open-ended questions, use of a trainer’s body language, and tone.
- Effectively close out and debrief key learning modules.
- Understand the requirements to train courses for the City.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. to 5 p.m.

Dates

Nov. 21, 2016 &
Nov. 29-30, 2016
Jun. 27-29, 2017

To register for any training class, contact your Human Resources Specialist.
Danger Zone - Hiring and Discrimination (2.5 Hours)

Summary:
_Discrimination_. In this course, supervisors will learn how to avoid danger zones and identify protected classes of employees. This course will discuss the Title VII anti-discrimination law and focus on regulations, strategies, policies and procedures that are designed to prevent discrimination.

_Hiring_. The hiring process can be the beginning of a mutually rewarding business relationship – or potential minefield. The course explores the steps a supervisor should take to avoid allegations of discrimination during the hiring process. This course will help supervisors make better choices and avoid potential problems down the road.

Learning Objectives:
By the end of this training, participants will:
- Know which questions are appropriate to ask an applicant and which questions are not.
- Know what to do when an applicant discloses that s/he has a medical condition.
- Know when a physical exam is appropriate.
- Recognize federally protected classes and applicable laws.

Location: SA Central Branch Library, 600 Soledad St., San Antonio, TX 78205
Time: 2 p.m. — 4:30 p.m.

Dates
- Nov. 14, 2016
- Feb. 14, 2017
- May 15, 2017
- Aug. 15, 2017

To register for any training class, contact your Human Resources Specialist.
SUPERVISOR DEVELOPMENT COURSE SERIES

Danger Zones - Harassment, Workplace Violence, Safety & Workers Compensation (4 Hours)

Summary:
Harassment. Harassment is a very serious issue in the workplace. In this course, supervisors will learn how to recognize various types of harassment when it occurs, address harassment complaints, and conduct investigations to avoid both employer and personal liability.

Workplace Violence. Each year, millions of workers are victims of workplace violence. It is something no one wants to think about but every employer must be prepared to face. In this course, supervisors will review universal processes and responsibilities in dealing with workplace violence.

Safety & Workers’ Compensation. Supervisors play a critical role in preventing expensive accidents and responding when employees are hurt at work. This course will discuss what supervisors should do when workplace accidents occur and how certain laws affect how supervisors should deal with injured employees.

Learning Objectives:
By the end of this training, participants will know how to:
- Recognize hostile work environment situations.
- Understand city policies and related laws regarding topics above.
- Understand how to respond to complaints and enforce city policies.
- Respond to a complaint of harassment in accordance with the City’s policy.

Location: SA Central Branch Library, 600 Soledad St., San Antonio, TX 78205
Time: 12:30 p.m. — 4:30 p.m.

Dates
Oct. 17, 2016
Jan. 17, 2017
Apr. 17, 2017
Jul. 11, 2017
Effective Delegation (8 Hours)

Summary:
This course will share delegation strategies that will empower direct reports with confidence while at the same time enable a supervisor to maximize productivity. Individuals will learn how to identify specific tasks, the right person and the proper time to assure the delegation process will be successful. By learning how to effectively delegate, participants will understand the importance of good communication, establishing responsibilities, recognition, reinforcement and rewarding performance.

Learning Objectives:
By the end of this training, participants will be able to:
- Define delegation to make sure it is effective.
- Understand the stages of delegation.
- Establish criteria in picking the right person for delegating.
- List specific work tasks that can be delegated and others that should not.
- Understand and work through resistance to delegate work.
- Use coaching techniques in delegating.
- Describe and demonstrate the “R-A-M-P-S” process for effective delegation.
- Delegate clearly without micromanaging.
- Understand the benefits of delegating to an individual and/or group.

Location: Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates
Dec. 13, 2016
Feb. 24, 2017
May 24, 2017

To register for any training class, contact your Human Resources Specialist.
Motivating Others (8 Hours)

Summary:
In this course, leaders learn how to proactively create an environment in which people are highly motivated to perform. Participants learn the three factors that affect the motivation of employees – focused work, interpersonal support, and individual value. As a result of this course, they will be able to determine which factor(s) is “low,” and emerge with both a plan of specific actions and the skills needed to build group and individual motivation.

Learning Objectives:
By training completion, participants will be able to:
- Learn how to discuss varying motivators with direct reports to learn what motivates among an array of diverse employees.
- Create an environment that allows individuals and work groups to achieve their full potential.
- Spark high levels of sustained energy in individuals and work groups.
- Improve work group results by helping people sustain their motivation.

Location: Workforce Center of Excellence, 203 Norton St., San Antonio, TX 78211.
Time: 8 a.m. — 5 p.m.

Dates
Oct. 25, 2016
Mar. 22, 2017
May 10, 2017
To register for any training class, contact your Human Resources Specialist.
Supervisor Excellence Training (SET)

Summary:
Are you a new supervisor? Or maybe you are a supervisor who would like to enhance your supervisory skills. If so, the City of San Antonio has created a training program just for YOU! SET is comprised of four separate modules. Each module is outlined below and on the following pages.

SET will continue until all COSA supervisors have completed all four modules, so sign up today.

Module One: Coaching and Discipline (8 hours)
Learn the balance of coaching employees for success and knowing when and how to manage performance issues.

Module Two: Performance Management (8 hours)
Learn the City’s philosophy and approach for ensuring clarity of work, goals, and pay for performance, as well as the process for managing Step and Professional performance forms.

Module Three: Recruitment, Selection and On-boarding (6 hours)
Learn roles and responsibilities between departments and HR, and tools for behavioral-based interviewing.

Module Four: Leave Management (8 hours)
Learn the intricacies of our attendance and leave policies; your responsibilities on how to manage the no-fault point system; and how to recognize and respond to various leave issues.

Teaching Methodology: Interactive, case study, practice

Location: Willie Velazquez Learning Center, 1302 N. Zarzamora, San Antonio, TX 78207
Time: 8 a.m. — 5 p.m.

Dates
See next page for dates.
## SUPERVISOR DEVELOPMENT COURSE SERIES

### Dates

#### Coaching & Discipline


#### Performance Management


#### Recruitment & Selection


#### Leave Management


To register for any training class, contact your Human Resources Specialist.
Situational Leadership®: Building Leaders (8 Hours)

Summary:
This workshop introduces participants to the Situational Leadership®. Developed by Dr. Paul Hersey at The Center for Leadership Studies, the Situational Leadership® Model is a powerful, yet flexible tool that leaders can leverage when making complex decisions involving direct reports exhibiting differing levels of ability and willingness.

Learning Objectives:
By training completion, participants will be able to:
- Identify the specific task for application of the Situational Leadership® process
- Accurately assess the Performance Readiness® Level of an individual
- Respond with the right leadership style and behaviors to meet the performance needs of the individual
- Communicate the leadership response more effectively
- Identify opportunities to improve in the application of Situational Leadership® through self-assessment and development planning

Location:  Northwest Vista College, 3535 N. Ellison Dr., San Antonio, TX 78251
Time: 8 a.m. — 5 p.m.

Dates

Nov. 4, 2016
Mar. 10, 2017
Jun. 2, 2017
Radical Leadership
(8 Hours)

Summary:
This is a course for managers focused on developing the attributes for world class leadership. Emphasis is on leadership models to include situational leadership 360° leadership, ethical leadership in order to achieve peak performance for any group, team, or organization. The course is interactive and consists of group discussions.

Learning Objectives:
By the end of this training, participants will:
- Define a leader
- Identify differences between managers and leaders
- List the characteristics of great leaders
- List the characteristics of a narcissistic leader
- Identify sources of leader authority
- Describe tenets of world class leadership
- Build a READ/ACT leadership model
- Learn situational leadership
- Understand 360° leadership
- Understand ethical leadership

Location: Alamo University Center, 8300 Pat Booker Rd, Live Oak, TX 78233
Time: 8 a.m. — 5 p.m.

Dates
Oct. 11, 2016
Mar. 21, 2017
SUPERVISOR DEVELOPMENT COURSE SERIES

Management Development Institute (16 Hours)

Summary: Managers will learn important leadership skills and principles for communication, motivation, prioritization and awareness of self and others. Additionally, one-on-one coaching is provided.

Learning Objectives: By the end of this training, participants will:
- Be familiar with strengths through the StrengthsFinder 2.0 Assessment.
- Understand Behavioral Types & Personality Style (DiSC Assessment).
- Be able to adapt Communication Style in the Workplace.
- Be able to identify Developmental & Performance needs.
- Develop skills with Strategy, Tactics, Values & Vision.

Note: This program’s participants are by determined by an application process. Please watch for the promotion period in October or contact your Employee Relations Business Partner for more information.

Location: Public Safety HQ (Fire Training Rm), 315 S. Santa Rosa Ave., San Antonio, TX 78207

Time: 8 a.m. — 5 p.m.

Dates

Jan. 20, 2017
Feb. 10, 2017
Mar. 3, 2017
Mar. 24, 2017
Apr. 7, 2017
Apr. 21, 2017
May 12, 2017
May 26, 2017

To register for any training class, contact your Human Resources Specialist.
Executive Leadership Program (24 Hours)

Summary:
Executives will learn important leadership skills and principles for leading departments to greater success.

Learning Objectives:
By training completion, participants will have acquired knowledge in:
- Flex Leadership Styles;
- Potential vs. Performance:
- Peter Principle;
- Multiple Generations in the Workforce;
- Change in Organizations; and
- Harvard’s Service to Success Chain.

Note: This program’s participants are selected by invitation.

Location: Public Safety HQ (Fire Training Rm), 315 S. Santa Rosa Ave., San Antonio, TX 78207
Time: 8 a.m. — 5 p.m.

Dates
Jan. 20, 2017
Feb. 10, 2017
Mar. 3, 2017
Mar. 24, 2017
Apr. 7, 2017
Apr. 21, 2017
May 12, 2017
May 26, 2017

To register for any training class, contact your Human Resources Specialist.
111 Soledad Street
San Antonio, TX 78205

› Get on I-35 N from Soledad St
  5 min (0.8 mi)

› Follow I-35 N to TX-218 E/Interstate 35 Frontage Rd
  in Live Oak. Take exit 171 from I-35 N
  14 min (14.0 mi)

› Continue on TX-218 E/Interstate 35 Frontage Rd.
  Drive to Pat Booker Rd
  2 min (1.2 mi)

Alamo University Center
8300 Pat Booker Road, Live Oak, TX 78233

To register for any training class, contact your Human Resources Specialist.
To register for any training class, contact your Human Resources Specialist.
DRIVING DIRECTIONS

FROM IH 35N
Exit 170B (Toepperwein Road); continue on Toepperwein to Kitty Hawk and turn left at the light. Follow Kitty Hawk to the first light (Old Cimarron Trail) and take a left.

Note: Once on Toepperwein, the first traffic light is an intersection of Judson and Toepperwein; veer left to remain on Toepperwein.

FROM IH 35S
Take exit 172 (Pat Booker Road). Follow signs for Universal City/Pat Booker Road and merge onto 1604 South. Exit Kitty Hawk; turn right at the light onto Kitty Hawk. Follow Kitty Hawk to the first light (Old Cimarron Trail) and take a right.

FROM 1604W (North)
Exit Kitty Hawk; take a left at the light onto Kitty Hawk. Follow Kitty Hawk to the first light (Old Cimarron Trail) and take a right.

FROM 1604 E (South)
Exit Kitty Hawk; take a right at the light onto Kitty Hawk. Follow Kitty Hawk to the first light (Old Cimarron Trail) and take a right.
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