Course Catalog

Course Name	Description
7 Habits for Managers (OD Only)	The "Industrial Age" approach to management focused on controlling employee behavior. In contrast, today's "Knowledge Worker Age" demands a different approach: to unleash the full potential of employees and empower them to make their best contributions. This Intensive, application-oriented learning experience utilizes a set of tools to help managers meet today's management challenges, including conflict resolution, prioritization, performance management, accountability and trust, execution, collaboration, and employee development. It's a unique, new approach to management development that helps your management team move from getting good results to attaining great and enduring results. Based on 7 Habits of Highly Effective People. Participants are eligible in receiving 14 hours of IACET CEU credit or 17 NASBA CPE credits upon completing this course.
7 Habits of Highly Effective People	Individual strengths and personal effort drive effective organizations. The 7 Habits of Highly Effective People training helps your organization achieve sustained, superior results by focusing on improving the effectiveness of individuals and leaders. Participants gain hands-on experience, applying timeless principles that yield greater productivity, improved communication, strengthened relationships, increased influence, and laser-like focus on critical priorities. Participants learn how to: take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration, and apply principles for achieving a balanced life. Participants are eligible in receiving 14 hours of IACET CEU credit or 17 NASBA CPE credits upon completing this course.
Adobe Acrobat Professional XI Fundamentals	This course is for individuals with little or no experience using Adobe® Acrobat®, but who need to create and share PDF files and PDF Portfolios. Students may have experience using office productivity applications, such as a word processor or spreadsheet program, but with little or no experience using a robust database.
Adobe Professional Acrobat XI Advanced: Creating PDF Forms	In this course, you will use Adobe® Acrobat® Pro to convert technical documents to PDF files, enhance and control PDF content accessibility, customize PDF documents for interactive use online, and prepare PDFs for commercial printing. This course is designed for users who want to employ the advanced productivity and creative features of Acrobat X Pro.
Building a Successful Partnership with your Supervisor	Learn how to work with your supervisor toward mutually agreed-upon goals that are in the best interests of you, your supervisor, and your organization. Participants will learn how building a strong relationship with their supervisor to increase effectiveness and improve work life.

Career Essentials Series	You own your career; the organization owns the jobs. Learn how to plan and develop your career goals to best meet your own personal development objectives and how to be an essential part of the organization. This course involves an on-line prerequisite that should be completed before the initial in-person session. By registering for the first session, you register for the series. Day One: Self-Assessment & Career Planning Day Two: The Power of Personal Brand & Interviewing for Advantage.
Coaching for Managers	The best management are great coaches. Are you one? Coaching helps you to develop, inspire, and motivate employees to better assist each other and the communities served, clients and customers. The Coaching for Managers course will assist attendees in acquiring foundational coaching skills to help you better support those they lead and their peers. In addition to developing coaching skills, we will provide you with the structure and resources necessary to build the confidence required to adopt a coaching-oriented leadership style. This course involves an on-line prerequisite that should be completed before the in-person class.
Communicating & Relating: Breaking Down Barriers in the Workplace (DiSC)	DiSC is a model of human behavior that helps people understand "why they do what they do." The DiSC looks at four primary dimensions (Dominance, influencing, Steadiness, and Conscientiousness) that make up the DiSC model and interact with other factors to describe the typical behavioral styles of individuals. This course is intended to help you understand behavioral tendencies, appreciate how behavior affects others, develop strategies for improving relationships and productivity, and respect, appreciate and values differences.
Communicating Effectively	Communication skills are the foundation of effectiveness at work. With an emphasis on professional and clear communication, this one-day class will help you improve your oral communication skills, increase your ability to understand and be understood with more influence. Improve your listening skills, assertiveness and nonverbal communications.
Conflict Management	Conflict seems inevitable, especially in the workplace. No matter how well we normally get along with the people we work with, occasionally conflicts will occur. What are the sources of conflict and how do we respond to conflict? Is conflict ever constructive? This workshop will examine the nature of conflict, the different ways you handle conflict, and methods to cope with conflict.
Contemporary Business Writing	This popular two-day course – formerly known as Professional Writing Skills – has been updated to offer a streamlined writing planning process, modern formatting techniques, and the essential grammar and punctuation rules you need to follow. This is one of our most popular business writing courses; we designed it for businesspeople who need to get their points across clearly and quickly. Through exercises, activities, and teamwork, participants learn practical, job-relevant, techniques.

CPR/ First Aid/ AED	Participants in this training will learn about injury and illness assessment, bleeding control and shock management, environmental emergencies, and first aid or response methods to treat injuries related to burns, the head, fractures, strains, poisoning, convulsions and others. Participants will also be trained in Cardiopulmonary Resuscitation (CPR) and the Automated External Defibrillator (AED) device and how it is used to treat sudden cardiac arrest. Receive a CPR/AED/First Aid certification valid for two years.
Critical Conversations	Critical Conversations provides skills and practice to open and advance topics that have high stakes and emotions or could feel outright risky. Learn to approach challenging situations with confidence, positivity and practicality. This session will help you create unity and commitment through dialogue that will generate opportunities for learning, innovative brainstorming and making high-quality decisions while encouraging alignment at any level of an organization.
Developing and Delivering Effective Presentations	This Write It Well hands-on, small-group presentation skills course helps participants master several skills necessary for planning an effective presentation including developing a presentation outline, slides and using effective language to communicate objectives. The emphasis of the course is on content delivery and practicing techniques that engage the audience and project confidence. The course includes recording, practice, and one-on-one coaching from the instructor.
Developing Effective Proposals and Work Plans	This course offers a writing planning process to develop a winning strategy for your next proposal. We'll focus on organization, format, language, and mechanics. Once your proposal has been accepted, follow Write It Well's tips for writing clear and effective workplans – the detailed accounting of how you're going to accomplish the specific task or projects described in your proposal - and tips for how you will improve its outcomes.
Developing Effective Teams	Participants will explore how groups evolve into teams, gain an understanding of group dynamics, and understand the role of the team lead by assessing your leadership style. We will take a deep dive into Patrick Lencioni's five dysfunctions of teams, providing insight into access your team, and the tools needed to encourage a successful team.
Developing the Leader in You Series	One night you go to bed and wake up the next morning, responsible for others and/or projects. Are you prepared? Most people aren't prepared – it looks easy, but you have no idea! This series is specifically for those aspiring and emerging leaders interested in preparing their toolkit for a future in leadership and those who understand that leadership exist at all levels in an organization. Over six weeks, you will learn and develop your leadership abilities from where you are currently by expanding your emotional intelligence, self-reflection, peer coaching techniques, effective feedback, branding, followership, communication and conflict styles and your motivation to lead.

Diversity & Inclusion	This session will provide you with a basic understanding and working knowledge of diversity and inclusion (D&I) as an organizational strategy. The session will include discussion about how D&I can improve organizational performance, current EEO laws, the countywide discrimination complaints/processes, and best practices. Situational exercises and case studies will cover the impact of employment laws and D&I in promoting employee engagement, creating a diverse, productive workforce and provide appropriate responses to harassment and discrimination complaints.
Effective Customer Service in the Public Sector	Customer service is crucial for all organizations, especially in the public sector where people and the greater good are our focus. Providing a foundation for civic engagement begins with understanding who your customers are and establishing a customer focus in how to meet their needs. This class is designed for employees at all levels to develop effective relationships with internal and external customers and understanding how one's role supports the mission and values of Alameda County, including when handling difficult customer situations.
Effective E-mail	We're drowning in email messages that are too long, difficult to understand, and unclear. This 90-minute webinar will help you get results from your email by following a simple planning process, formatting your messages so they are professional and easy to read, and establishing and maintaining a professional image by choosing the right words and avoiding common grammar and punctuation errors.
Effective Listening Skills	This one-day class will help you improve your communication skills in the vital area of listening. Effective listening habits improve relationships at work, provide the opportunity to learn and have a positive impact on productivity. Listening is a very powerful tool, but it is rarely taught in school. Listening skills help in many work environments, including problem solving, meetings, to help customers and others stay calm during disagreements, when speaking to someone with a language barrier and to help people think through options.
Emotional Intelligence (EQ)	In this session, we will explore the unique intersection of the Head & Heart through Behavioral Emotional Intelligence (BEQ). BEQ focuses on how effectively people work with others. Studies have shown that emotional intelligence competencies account for the difference between star performers and average performers, particularly in positions of leadership. Using BEQ is an approach that shows how behaviors can be used to put emotional intelligence into action. It identifies skills that can be learned and developed, turning an interesting concept into a powerful workplace advantage.
Finances for Non-Financial Managers Part II	This is a continuation of Part I and will review concepts from the first training and go into more depth on issues related to budgeting positions, contracting, audits and sources of revenue. This training has a focus on County budgets but will be applicable to many public sector and private agencies.

Focus Your Priorities: 5 Choices for Extraordinary Productivity	The "5 Choices" Covey program provides guiding principles on how to focus your time and energy on your work & home life's most important objectives. When we deliberately pay attention to the most important things amidst the distractions, we can har-ness the opportunities and technologies available today and soar to creative and innovative heights. This time and life management course will produce a measurable increase in productivity and an inner sense of fulfillment and accomplishment by helping you to make the right choices as you plan your day, week and life. Participants are eligible in receiving 6 hours of IACET CEU credit or 7 NASBA CPE credits upon completion.
Grammar Fundamentals	Business writers don't need to be grammar experts, but we do need to project a consistently professional image. In this two-day course, participants review key grammar and punctuation rules that are necessary to maintain credibility in today's competitive business world. Through games, examples, and practice exercises, readers learn to identify and correct errors and awkward constructions in their own writing.
How & Why I-Engage: An Approach to Promoting Employee Engagement	Studies have shown that employees that are highly engaged are 480% more committed to helping their organizations succeed than those non-engaged. The difference is motivation and engagement! This session will teach you HOW engagement drives productivity and team morale. The WHY of this course will provide you an understanding of what you can do to increase employee engagement thereby improving accountability, alignment and the culture. I-Engage is employee engagement from the perspective of the employee: that sustained, discretionary, above-and-beyond commitment and energy they have in their work, for their team, and for the organization.
Introduction to Tableau	The creation of data-backed visualizations is a key way data scientist, or any professional, can explore, analyze, and report insights and trends from data. Tableau® software is designed for this purpose. Tableau was built to connect to a wide range of data sources and allows users to quickly create visualizations of connected data to gain insights, show trends, and create reports. Tableau's data connection capabilities and visualization features go far beyond those that can be found in spreadsheets, allowing users to create compelling and Interactive worksheets, dashboards, and stories that bring data to life and turn data into thoughtful action. In this course, you will visualize data with Tableau.
Labor Relations	Achieve a better understanding of the basic principles and practices of labor relations including preparing and organizing for bargaining, learning how to write important contract clauses, and enforcing and administering the collective bargaining agreement. This all-day session will cover your role as a supervisor/manager. You will learn how to be an effective manager working with represented employees and apply your understanding of labor relations to your job.

Leading with Trust	Trust-related problems put the skids on productivity, divert resources, squander opportunities, and chip away at an organization's reputation. On the other hand, those who make building trust an explicit goal can elevate trust to a strategic advantage—accelerating growth, enhancing innovation, improving collaboration and execution. Leading with Trust is a highly interactive workshop that engages leaders in the real work of identifying and closing trust gaps that exist in your team. Participants are eligible to receive six (6) hours of IACET continuing education units (CEU) or seven (7) NASBA CPE upon completion of this course.
Making the Transition to Leadership: From Buddy to Boss	The transition from peer to a leadership role is one of the most significant and challenging career steps. New leaders face new expectations, changing lateral relationships, added responsibilities, and the need to develop additional knowledge and skills especially, around difficult conversations and providing feedback. Research shows that at least 75% of all managers and leaders have not successfully made the transition. Participants will explore the challenges faced by new leaders and learn key skills needed to successfully make the transition into leading former peers.
Managing within Disability Laws and Leaves	There have been significant changes in disability related employment law over the past several years. Specifically, more types of employee absences are protected by the recently amended Family Medical Leave Act, more employees are covered. Understanding and managing these laws and leaves is critical. This interactive workshop provides a comprehensive overview of Federal and State Disability laws and leave provisions, and related County policies and procedures. It will also provide you with a wealth of information on resources and how to manage a variety of disability leaves and provisions, including Family Medical Leave Act, California Family Rights Act, Pregnancy Disability Leave, Maternity & Child Bonding Leave, and much more.
Meeting and Facilitation Skills	Do you want to shorten meetings and boost the effectiveness of the time you spend in them? This Meeting and Facilitation Skills course provides practical techniques to keep meeting participants focused on clear objectives, and to help team members more clearly grasp communication techniques that help everyone realize shared goals.
Microsoft Access 2016 Fundamentals	This course is designed for students who wish to learn the basic operations of the Microsoft Access database program to perform their day-to-day responsibilities, and who want to use the application to be more productive in their work. It provides the fundamental knowledge and techniques needed to use more complex Access features such as maintaining databases and using programming techniques that enhance Access application.
Microsoft Excel 2016 Advanced	Upon successful completion of this course, participants will be able to perform advanced data analysis, collaborate on workbooks with other users, and automate workbook functionality. Explore techniques for working with multiple worksheets and workbooks, use Lookup functions and formula auditing, share and protect workbooks and learn to automate workbook functionality.

Microsoft Excel 2016 Dashboards	This course is designed for students who already have foundational knowledge and skills in Excel 2016 and who wish to begin taking advantage of some of the higher-level functionality in Excel to summarize table data in Excel by using functions, charts, and pivot tables and display those elements in a dashboard format.
Microsoft Excel 2016 Fundamentals	In this course, learn how to best enter and organize data, perform calculations with simple functions, work with multiple worksheets format the appearance of your data and cells, and build charts and customize how Excel behaves to more closely meet your needs.
Microsoft Excel 2016 Intermediate	This course builds upon the foundational knowledge presented in the Microsoft Excel 2016 Fundamentals course and will help further your knowledge in creating advanced workbooks and worksheets that can further help your ability to analyze massive amounts of data, extract actionable information from it, and pre-sent that information to decision makers. In this course, participants will work with functions, lists, analyze data and charts.
Microsoft Excel 2016/2013: Bring Your Own Spreadsheets	In this hands-on working lab session, participants will bring in work-related excel data and spreadsheets, and explore enhanced tips and tricks to improve the process of tracking and managing your Excel Data and spreadsheets.
Microsoft Excel 2016: Data Analysis with Pivot Tables	This course is designed for experienced Excel users who are seeking to advance their data analysis capabilities by using PivotTables. Participants will learn to harness the power of advanced PivotTable features and create Pivot Charts by importing multiple data sources into a single Excel workbook, create calculated columns and measures using formulas and then further analyze the data to support timely business decisions.
Microsoft Excel 2016: Forecasting Data	This advanced course is for participants that have large and complex Excel data, and juggling numerous variables and values to analyze or even anticipate different business scenarios. In this course, you'll learn the skills you need to make the best use of the Excel features that support advanced planning, scheduling, forecasting, and other types of data analysis.
Microsoft Office Teams	When you have a place to create and make decisions as a team, there's no limit to how much you can achieve. Microsoft Office Teams bridges a shared workspace where you can chat, meet, share files, and work with business apps and meet with teams of 10 or 10,000; leaving the ability to innovate remarkable. Learn how to host audio, video, and web conferences within Microsoft Office Teams.
Microsoft Outlook 2016 Fundamentals	Email has become one of the most widely used methods of personal and business communication. In most organizations, large or small, email is the preferred form of communicating information amongst employees. As email grows in popularity and use, this course will provide you with the basic skills you need to enhance how you manage your email communications, contact information, calendar events, tasks, and much more.

Microsoft Outlook 2016 Intermediate	In this course, participants will explore features within Microsoft Outlook to customize command sets, configure mail accounts, perform advanced searches, apply filters to intercept mail and control spam, create rules to automate many management tasks, work with calendars and contacts, manage tasks, protect data with archiving and data files, as well as share and delegate access to your workspaces.
Microsoft Project 2016 Basic	This course is designed to familiarize you with the basic features and functions of Microsoft Project Professional 2016. Upon successful completion of this course, students will be able to create and engage in basic management of a project. Learn key concepts of creating a new project plan, managing the time in a project plan, the tasks and resources and being able to share the project plan with a team.
Microsoft Publisher 2016	In this course you will learn basic operations of producing greeting cards, certificates, newsletters, and other printed publications. Publisher offers a large selection of "building blocks" that can be dragged into your documents, helping you to create page elements such as calendars, newsletter sidebars, and borders.
Microsoft SharePoint Foundation 2016: Basic	Microsoft SharePoint 2016 is a platform specifically designed to facilitate collaboration, allowing people to use familiar applications and Web based tools to create, access, store, and track documents and data in a central location. In this course, you will learn about and use a SharePoint Team Site to access, store, and share information and documents. Furthermore, effective use of new social networking capabilities will allow you to identify, track and advance issues and topics most important to you and collaborate with colleagues more effectively.
Microsoft Word 2016 Advanced	Learn how to use Microsoft Office Word 2016 in collaboration with complex documents and manage how the documents are accessed and distributed. Learn how to revise, manage, and secure your business documents, add reference marks and notes.
Microsoft Word 2016 Fundamentals	This introductory course is designed to help you learn how to create, format, share, and print a wide variety of documents in Word 2016. Participants will create new documents from templates and scratch, format text and pages, work with headers and footers, use themes and styles, add multimedia, and more.
Microsoft Word 2016 Intermediate	This course is designed for students who wish to use Microsoft Word to create and modify complex documents and use tools to further customize those documents and automate tedious task such as preparing letters to send to multiple recipients.
Navigating within a Civil Service System	This class will offer an overview of the Civil Service System, how it works and how to navigate through it. This knowledge is critical to the hiring, re-classification, promotion, and related processes. Learn how to do it right the first time.

Office Ergonomics	This training has been designed for employees who work at computers. This program will help you learn to prevent injuries and improve efficiency on and off the job, assess your own workstation, and make simple adjustments to improve your safety and comfort.
Peer Coaching Lab	You don't have to be a supervisor to coach. Many of us coach others on a regular basis, our colleagues, clients, etc. Coaching is giving people support and encouragement, so they can solve problems on their own, take risks, make decisions, and tackle new challenges. In this half-day course, you will learn to be more aware of daily coaching opportunities and develop skills to coach effectively.
Performance Management I: Planning for Performance	Good performance starts with clear goals, making sure that people understand what they are being asked to do and what good performance looks like. Through discussion and role play, managers and supervisors will be better able to set appropriate performance goals, provide on-going coaching and feedback, and ensure optimal performance from motivated employees.
Performance Management II: Discipline and Documentation	Managing an employees' performance is a critical task for supervisors. Ideally, regularly scheduled performance evaluations serve to formalize ongoing contacts, restate expectations and document employee performance over time. A consistent system of documenting and communicating performance issues facilitates a successful foundation for discipline if and when it becomes necessary. This workshop provides information and tools to improve supervisors' effectiveness in documenting each of the performance management components.
Political Astuteness	Achieve optimal program goals and results. If you want to be more successful and position yourself for development and growth opportunities – you need to take this class. Participants will learn what political astuteness is, what value it has to them personally and professionally, and how to develop and apply it, daily.
PowerBI Introduction	This course is designed to provide participants with a fundamental understanding of the capabilities of Power BI. Students will discover how to quickly gather, cleanse and transform data with just a few clicks. Participants will create visualizations and incorporate them into dashboards that can provide up to the minute reporting. At the end of this course, participants will have a solid understanding of the skills required to use Power BI.
PowerBI Intermediate	This advanced course is designed for participants with an understanding of the core capabilities of Power BI. Participants will explore mastery techniques with all the dash-boarding and reporting features of Microsoft Power BI, combine data from multiple sources, create and publish reports across multiple platforms.

Presentation Skills using Microsoft PowerPoint	This course is intended for students who have a foundational working knowledge of PowerPoint 2013, who wish to learn the essentials to delivering an effective presentation with Microsoft PowerPoint as a key tool. Participants will explore key concepts to modify the PowerPoint environment, customize design templates, add SmartArt to a presentation, work with media and animations and collaborate on a presentation.
Preventing and Responding to Sexual Harassment and Abusive Conduct	The goal of this training is to assist managers in better understanding sexual harassment in the workplace, including federal and state laws, County policy, the consequences of harassment, how to prevent sexual harassment, how to handle sexual harassment claims, and how to maintain a respectful workplace. This training meets the requirements for California AB 1825 — sexual harassment, and AB 2053 — abusive conduct. For CAO Line Staff and all new Managers, Supervisors and Leads within first six months of joining leadership with the County.
Project Essentials for the Unofficial Project Manager	Today's knowledge workers have quietly slipped into the role of the unofficial project manager. Stakeholders, scope creep, no formal training, and a lack of process all combine to raise the probability of project failure costing organizations time, money, and employee morale. This one-day work session will help participants consistently complete projects successfully by teaching them to implement a disciplined process to execute projects and to master informal authority. The skills of "informal authority" are more important than ever before, so team members are inspired to contribute to project success! Participants are eligible to receive 6 hours of IACET CEU credit or 7 NASBA CPE credits upon completing this course from Franklin Covey a Registered Education Provider (REP) of the Project Management Institute (PMI).
Project Management Bootcamp	The Project Management Boot Camp is designed to introduce students to the fundamental concepts of project planning and management while learning to use Microsoft Project to track the activities of projects. You will identify the features and attributes of a project, determine the actions involved in scope planning and understand the components of time management. Students will engage in activities to plan and focus on a project, defining outcomes of the project. Throughout the class, students will learn how to use Microsoft Project to create and manage tasks, work with the critical path, use baselines, track progress and evaluate data. Focusing on the generally accepted practices of project management recognized by the Project Management Institute, Inc. (PMI), this course offers you a standards-based approach to successful project management across application areas and industries. Prerequisites: Students do not have to have project management background but exposure to MS Excel or other Windows-based software is very important.

Risk Management 101: Safety, Workers' Compensation and Employee Wellness	This session will introduce you to the County's risk management programs in the areas of safety and loss control, workers' compensation, and employee wellness. Through a combination of theory, practice and case studies, managers and supervisors enrolled in this course will learn how to better utilize existing County resources that include loss prevention training, risk assessments, fit-ness and nutrition, stress management and resiliency, work-life balance, and the employee assistance program (EAP). Participants will receive an EAP Manager Orientation that provides an overview of EAP services, a step-by-step walkthrough of the management referral process, and communication tips and techniques to use when making formal and informal employee referrals to EAP. Further, participants will learn effective safety and health strategies to avoid or reduce employee injury and illness and what to expect when an injury occurs.
Strengths Based Leadership	What is the path to becoming a great leader? It starts with understanding your strengths. Great leaders have a deep knowledge of their own strengths and develop the strengths of their followers. Discover how you can leave a positive leadership legacy and inspire your followers in Strengths-Based Leadership. This course involves an on-line prerequisite that must be completed before the in-person class.
StrengthsFinder	Did you know that people who use their strengths daily are six times more likely to be engaged, satisfied, and productive on the job and less likely to experience stress or anxiety? In this half-day class, you will use the StrengthsFinder assessment to dis-cover your natural talents and special interests. Through reflection, discussions, and group activities, you will begin to under-stand how to articulate and apply your unique value in a way that is deeper than the stereotypical phrases we often use to de-scribe ourselves. This course involves an on-line prerequisite that should be completed before this session.
Supervisor (SDP) & Team-Lead (TLDP) Development Program	This comprehensive series trains current supervisors on essential skills and competencies covering the following dimensions of effective supervision: Strategic Thinking, Political and Business Acumen, Civic Engagement, Organizational Planning, Coaching, and Accountability.
Transition to Office 365*	This course is designed for students who already have foundational knowledge of Microsoft Office 2013/2016. It serves as an introduction to the basic functional uses of Microsoft Portal 365. You'll discover how the cloud will allow you to access documents outside of your office network and how collaborating with colleagues has never been easier.
Understanding and Coping with Change	Whether it's upsizing, downsizing, relocation, new processes, or a complete reorganization; organizational change is inevitable. It is important to not just survive organizational change, but thrive in it, and empower yourself to take control and recognize new opportunities. In this workshop, you will learn the essential skills needed to handle change. These skills include a willing-ness to take risks, having an openness to the unknown, and being able to manage yourself through change.

Writing at Work	This fast-moving workshop offers best practices for writing memos, meeting notes, reports, email, and other documents. It's a modern refresher for seasoned administrators and managers who want to sharpen their writing skills. If you're looking for an in-depth grammar and punctuation review or a slower pace, please consider the two-day Contemporary Business Writing or Grammar Fundamentals courses.
Writing Effective Grant Proposals: The Basics	Grants give you a chance to tell the story of your human services program to new audiences. Learn how to communicate succinctly to federal, state, and foundation funders about your program from identifying the right grants to pursue, to developing strong, data-driven program plans, to crafting an effective proposal. This half-day, interactive course will teach you the basic skills you need to get started planning and writing effective grant proposals.
Writing Performance Reviews the SMART Way	One of the most important jobs managers have is to make sure their employees achieve results. Clear, ongoing communications – including written performance documentation – is crucial to this process. Write It Well has designed this workshop to help people write objectives and reviews that meet the SMART criteria. Participants use the exercises and activities in the workbook Writing Performance Reviews: A Write It Well Guide as a catalyst for making the review process meaningful and helpful for managers and employees.