

Professional Development Curricula and Resource Guide

For Michigan Court Employees



May 2009

PROFESSIONAL DEVELOPMENT CURRICULA AND RESOURCE GUIDE

This guide is designed as a resource for Michigan's court employees who want to develop their own professional development road map. It is also a resource for supervisors who wish to guide their direct reports along a professional development road map.

The guide may be used as a partner with the annual performance evaluation, during which the job performance of an employee is rated on a variety of job-related competencies. If an employee receives a rating lower than he or she prefers, the employee can refer to a curriculum of resources listed by competency in this guide. Each resource has a learning level identified to signify the complexity of the concepts introduced in the resource. Learning levels range from I – III. Utilizing the resources listed can lead to improved job performance along a specific competency.

The Professional Development Curricula and Resource Guide will provide:

- An overview of common behavior-based competencies often used in performance evaluations.
- A definition of each competency.
- A behaviorally anchored rating scale associated with each competency.
- A competency specific curriculum of resources designed to strengthen one's job performance in the desired competency.

BEHAVIOR-BASED COMPETENCIES AND EVALUATION SCALE

In 2005 a committee of leaders from the Michigan Supreme Court (MSC) and Michigan Court of Appeals (COA) established a job performance expectations criterion known as the *Behavior-Based Competencies and Evaluation Scale*. There are ten competencies that represent the knowledge, skills, and motivation of workers that are directly tied to job performance.

The ten competencies are:

- Active Learning
- Adaptability
- Communication
- Constituent Service
- Decision Making
- Interpersonal Skills
- Knowledge and Job Skills
- Management and Leadership
- Personal Initiative
- Professionalism

The MSC/COA committee identified “behaviorally anchored rating scales” that correspond with each competency. These scales delineate the characteristics of employees performing at each level: Needs Improvement (NI), Meets Expectations (ME), and High Performing (HP). When evaluating oneself or direct reports, employees can refer to this scale to determine growth opportunities.

In 2008 a committee of MSC/COA employees researched and identified resources to support a professional development curriculum for each competency. The only resources listed that have a minor cost associated with them are educational programs offered through the State of Michigan – Civil Service Division.

ACTIVE LEARNING

Definition: The ability to identify new areas for learning; to engage in the learning process through reading, writing, discussing, problem solving, analyzing, and evaluating; and to use newly gained knowledge and skill on the job.

When evaluating goals that were set for yourself or others, utilize the table below to determine the level at which performance expectations are being achieved.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> ■ Does not actively participate in learning opportunities. ■ Does not value training; prefers to use old routines to complete tasks. ■ Makes no effort to remain current with relevant technical knowledge. 	<ul style="list-style-type: none"> ■ Actively participates in learning opportunities through personal attendance or self-directed study, using learned skills to achieve goals, and accepting and applying alternative methods to improve work performance. ■ Stays current with relevant technical knowledge. ■ Shares learned information, techniques, and processes with others to benefit the team. 	<ul style="list-style-type: none"> ■ Researches learning opportunities for self and team. ■ Voluntarily and actively participates in learning opportunities to develop and achieve team objectives. ■ Explores other avenues to broaden scope of knowledge to benefit the team. ■ Works to eliminate barriers to cooperative learning. ■ Develops and adapts learned skills as knowledge base grows.

ACTIVE LEARNING CURRICULUM

Reading books and articles, attending training sessions, completing web-based training (WBT) modules, and networking with your peers are great ways to increase proficiency in a particular competency. Review the list below to determine the most relevant professional development resources to the competency areas you would like to improve. To get the most out of these resources, schedule meetings with your supervisor and/or peers to discuss the insights you gleaned from the materials. Apply your insights to improve your job performance.

Title	Location	Description	Learning Level	Media Type	Length	Notes
Achieving Excellence	MJI Resource Library	Learn all you need to know to make the most of your potential at work, from setting goals to developing the determination, energy, and skills required to achieve them. This book not only shows you how to network effectively and make the most of your time, but also provides practical techniques for improving your memory, sharpening mental agility, thinking creatively, and reducing stress. Power tips help you to overcome every obstacle in the quest to fulfill your ambitions and achieve success in the workplace.	I	Book	69 pages	
Achieving Personal Goals	QuicKnowledge	Upon completion of this training you will learn: Tips to help you define your goals. How to identify key goal areas. Methods to maintain your focus. Guidelines to make sure results are in your control. Techniques for measuring results. You will also learn: Smart techniques to help you follow through on your plans. Ways to find your own pace. Methods for building on past successes. Guidance to help you stay on track.	I	WBT	30 - 45 minutes	

ACTIVE LEARNING CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Intrinsic Motivation at Work: Building Energy and Commitment	MJI Resource Library	Grounded in solid research, Intrinsic Motivation at Work provides a diagnostic framework for addressing the issue of intrinsic motivation and details essential ways to build it. Mr. Thomas describes four intrinsic rewards that make work energizing and fulfilling for today's employees: meaningfulness, ability to choose, sense of competence and a sense of progress.	II	Book	134 pages	
On-The-Job Training Model	Downloadable Resource	Use this process to design your own on-the-job training model for department specific tasks.	I	Article	7 pages	
Positive Thinking	MJI Resource Library	Learn how to be positive, create optimism, and develop the feel good factor so you can overcome negativity and fulfill your potential. This book shows you how to evaluate your positivity and then transform your approach to living through rethinking negative beliefs, optimizing self-esteem, and creating an environment, routine, and lifestyle that constantly enhance your mood. Focus points help you apply new mental and emotional strategies for affirmative thinking so you can live a confident and fulfilled life.	I	Book	69 pages	
Teamwork: The Team Member Handbook	MJI Resource Library	This short book issues the 16 guidelines for turning any group into a tightly-knit, high-powered team capable of achieving outstanding results. Job satisfaction climbs as performance improves. Jobs become more secure because good results protect the people who create them. It pays to play on a winning team.	I	Book	40 pages	

ACTIVE LEARNING CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
The 7 Habits of Highly Effective People	MJI Resource Library	Author Stephen Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, honesty, and human dignity - principles that give us the security to adapt to change, and the wisdom and power to take advantage of the opportunities that change creates.	I	Book	319 pages	
The 8th Habit	MJI Resource Library	Covey's new book will transform the way we think about ourselves and our purpose in life, about our organizations, and about humankind. Just as "The 7 Habits of Highly Effective People" helped us focus on effectiveness, "The 8th Habit" shows us the way to greatness. Includes a companion DVD of short films.	II	Book	382 pages	
The 8th Habit Personal Workbook: Strategies to Take you from Effectiveness to Greatness	MJI Resource Library	In order to thrive in what Covey calls the new Knowledge Worker Age, we need to build on and move beyond effectiveness - to greatness. Accessing the higher reaches of human genius and motivation in today's reality requires a whole new habit. The questionnaires, tests, self-assessments, and other exercises in this workbook provide a hands-on approach to developing the mind-set, skill-set and tool-set for achieving greatness in the Knowledge Worker Age.	II	Book	241 pages	

ADAPTABILITY

Definition: The ability to accommodate or adjust to changes in organizational structure, processes, or requirements.

When evaluating goals that were set for yourself or others, utilize the table below to determine the level at which performance expectations are being achieved.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> ■ Circumvents complying with new requirements or work situations; challenges new work procedures. ■ Consistently complains about change but takes no initiative to understand why the change is necessary. ■ Grudgingly accommodates unexpected requests or refers the requests to others. ■ Appears to have difficulty understanding or retaining changes in procedure; has to be repeatedly reminded of changes. 	<ul style="list-style-type: none"> ■ Exhibits willingness to comply with change; takes change in stride. ■ Carries out instructions for implementing new tasks or procedures. ■ Attempts to understand changes in work tasks, situations, and environment and reasons for changes. Sets goals and priorities to accomplish changes. ■ Maintains quality of work when change occurs. ■ Accommodates unexpected requests for information in a timely manner. ■ Approaches change with a positive attitude. 	<ul style="list-style-type: none"> ■ Anticipates change and overcomes resulting obstacles by developing solutions to problems arising from the change. ■ Understands the need for change and embraces new work procedures; actively seeks information regarding new work situations. ■ Envisions the end results of changes and follows through to ensure that changes are properly integrated and performed. ■ Suggests change when it can improve success in attaining objectives. ■ Promotes acceptance of change. Takes steps to adjust to change for self and others. Views change as an opportunity for learning or growth and focuses on the benefits. Sets a strong example for others.

ADAPTABILITY CURRICULUM

Reading books and articles, attending training sessions, completing web-based training (WBT) modules, and networking with your peers are great ways to increase proficiency in a particular competency. Review the list below to determine the most relevant professional development resources to the competency areas you would like to improve. To get the most out of these resources, schedule meetings with your supervisor and/or peers to discuss the insights you gleaned from the materials. Apply your insights to improve your job performance.

Title	Location	Description	Learning Level	Media Type	Length	Notes
Change Management	MJI Resource Library	This booklet emphasizes the tactical side of change management by introducing a six-phase change management model. The model illustrates that change can be forward or backward, depending on what is going on in the organization.	II	Book	16 pages	
Intercultural Business Etiquette	QuicKnowledge	As contact around the globe becomes quicker and easier, one thing is certain: the ability to adapt to people from other cultures and to communicate effectively with them is a skill few can afford to neglect. Upon completion of this unit you will learn: Techniques to communicate with sensitivity; Ways to succeed in global business; and How to socialize confidently with international associates.	III	WBT	30 minutes	

ADAPTABILITY CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Managing Change	QuickKnowledge	Effective leaders understand the importance of managing change in an organization. Upon completing this course you will learn: Tips on how to specifically define the goals you want to reach; Techniques to prepare you for potential problems; The phases of change and how to guide people through them; How to deal with concerns; Suggestions to help you resolve your own adaptation to change; Suggestions for rebuilding trust; and Methods to monitor and assess progress.	I	WBT	30 - 45 minutes	
Managing Change and Transition	Civil Service Course	<p>This class includes interactive activities as well as videos designed to help you understand your reactions to change. You will discover coping skills to help you better deal with your professional and personal life in our ever-changing environment. You will also learn to be aware of ways others manage change and transition.</p> <p>As a result of attending this course you will learn to:</p> <ol style="list-style-type: none"> 1. Identify the stages in the change process. 2. Examine the effects of change on individuals, teams, and organizations. 3. Learn strategies to help you and others deal with change. 4. Learn how attitude plays a part in our ability to cope with change. 5. Share ideas for handling challenging change situations. 	I	Class	3.5 hours	

ADAPTABILITY CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Managing Interpersonal Differences	QuicKnowledge	Managing interpersonal differences isn't always easy. Sometimes the tension is visible in the form of backbiting, rivalry, bickering, and resentment. Other times it takes the form of a subtle undercurrent of anger. Pain and emotional scars, wasted time and energy, and waning morale are too often the only products of such situations. This course helps you anticipate and prevent destructive conflict, deal with disagreement before it erupts into conflict, use differences as a springboard to creative problem seeking and solving, and manage disagreement with more skill and assurance.	II	WBT	30 - 45 minutes	
Unpacking Personal Adaptability at Work	Downloadable Resource	Adaptability is a key competency for career success. In this article, the authors examine how individual adaptability is associated with the accrual of human capital, the organization of the work environment, and the characteristics of individuals. They find that a number of factors are particularly strongly related to personal adaptability: gender, employability, education, and management support. By understanding the variety of factors that are intrinsic to individuals, those that can be developed within individuals, and work environment design, it seems possible to foster the development of personal adaptability in the workplace.	III	Article	20 pages	

ADAPTABILITY CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life	MJI Resource Library	This short book is a simple parable that reveals profound truths about change. It is an amusing and enlightening story of four characters who live in a "maze" and look for "cheese" to nourish them and make them happy.	I	Book	95 pages	
Workplace Coach: Change is coming - you need to change with it	Downloadable Resource	<p>How do you react to change? Your answer may affect your career -- more than you might believe.</p> <p>"Resilient" individuals are recognized for their ability to absorb change more effectively than their less resilient counterparts; they adapt to change positively, keeping their composure, without the change negatively affecting their emotional, mental or physical well-being -- or of those around them. Less resilient individuals tend to react with fight (emotional outbursts, passive/aggressive behavior or sabotaging the change effort) or flight ("I hit the job boards the day I heard the news.").</p>	I	Article	2 pages	

COMMUNICATION

Definition: The ability to convey information and persuade others orally, in writing, and through other media. The ability to listen attentively to others' comments, thoughts, and ideas.

When evaluating goals that were set for yourself or others, utilize the table below to determine the level at which performance expectations are being achieved.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> ■ Has difficulty persuading others. ■ When speaking, sounds uncertain, mumbles, and is unprepared and unorganized. ■ Uses jargon, acronyms, or terms the listener is unlikely to understand. ■ Does not listen well. ■ Writing is unorganized, unclear, or contains grammatical errors; requires a significant number of modifications or corrections. ■ Chooses an inappropriate method of communication for the situation (e.g., uses email when direct contact is more appropriate). ■ Does not consistently follow instructions (written or oral). ■ Responds negatively, impatiently, or inflexibly when dealing with problem situations. 	<ul style="list-style-type: none"> ■ Communication is persuasive and inspires confidence. ■ Maintains composure in argument; is assertive but courteous. ■ Speaking voice is clear and well modulated. ■ Listeners readily understand content of oral communication. ■ Fully understands material being presented or discussed; answers questions and objections effectively. ■ Writing is logical, clear, comprehensible, and uses correct grammar, vocabulary, and style; few changes or revisions are necessary. ■ Follows instructions, both written and oral. ■ Recognizes and appropriately acknowledges nonverbal signals in interactions with others. 	<ul style="list-style-type: none"> ■ Oral communication is articulate and concise; clearly conveys complex information; handles objections skillfully and effectively. ■ Presentations target key messages to the listener; maintains excellent eye contact and body language throughout presentation. ■ Writing effectively interprets complex information and thoughtfully expresses viewpoints, analyses, or conclusions. ■ Uses persuasive analogies, stories, or graphics to aid understanding; uses facts and data to support information and substantiate findings. ■ Uses active listening techniques; acknowledges what others have expressed; and provides appropriate response.

COMMUNICATION CURRICULUM

Reading books and articles, attending training sessions, completing web-based training (WBT) modules, and networking with your peers are great ways to increase proficiency in a particular competency. Review the list below to determine the most relevant professional development resources to the competency areas you would like to improve. To get the most out of these resources, schedule meetings with your supervisor and/or peers to discuss the insights you gleaned from the materials. Apply your insights to improve your job performance.

Title	Location	Description	Learning Level	Media Type	Length	Notes
10 Steps to Successful Business Writing	MJI Resource Library	Whether you are an executive or someone who struggled with high school grammar, you can propel your writing ability to a higher level with this short, practical guide.	II	Book	186 pages	
Appreciating Personality Differences	QuickKnowledge	Ever wonder why some people act the way they do? You may sometimes think, "The world would be a much better place if everyone were more like me." But, in fact, it's each person's unique style that creates a more complete workplace! That's why it's important to identify both your own personality style and the differing styles of others. Understanding these style differences will enable you to adapt to others and create a more harmonious work environment.	I	WBT	30 minutes	
Basics of Effective Communication	QuickKnowledge	Learn the Basics of Effective Communication and you can be on your way to having greater confidence in your ability to make sure that your messages are understood.	I	WBT	30 minutes	
Business Writing Basics	QuickKnowledge	Complete this web-based training to learn: How to master the mechanics of writing. Methods for refining your style. How to apply your new skills to various business challenges.	I	WBT	30 minutes	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Coaching and Feedback	MJI Resource Library	The coaching process is central to performance management. Coaching refers to the managerial activity that creates, by communication alone, the climate, environment, and context that empowers individuals and teams to generate results. This booklet covers the coaching process and its most important component, feedback.	II	Book	12 pages	
Communicate Clearly	MJI Resource Library	Learn all you need to know about successful communication, from interpreting body language to writing letters, optimizing meetings, and speaking on the telephone. This book shows you how to hold an audience when making presentations and how to take notes or compile reports, and it also provides practical techniques for you to try in different settings. Power tips help you handle real-life situations and develop the first-class communication skills that are the key to a productive and informed workplace.	I	Book	69 pages	
Communication Breakthrough to Understanding	Civil Service Course	Communication is essential for successful business and personal interactions. You communicate with others everyday in various situations. However, you may not stop to analyze the difference in communication styles. This program will allow you to analyze your personality type using the Myers-Briggs Type Indicator (MBTI) and gain powerful insights into your communication style and the communication styles of others. Understanding the normal differences in how people communicate will increase your effectiveness as an employee, team member, manager or supervisor.	I	Class	3.5 Hours	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Control That Email!	MJI Resource Library	This booklet will help you manage your email more effectively and efficiently.	I	Book	16 pages	
Developing Assertiveness	QuickKnowledge	Assertiveness is one of the basic skills required to communicate effectively. Being assertive allows you to express your opinions and ideas confidentially and to accept confrontation as a positive way to strengthen relationship.	I	WBT	30 - 45 minutes	
Effective Listening	MJI Resource Library	A short booklet that reinforces the value of listening skills. Listening with full attention and commitment leads to greater productivity, smoother relationships, collaboration, sharing, and innovation.	II	Book	16 pages	
Grammar Girl Online Tips	Grammar Tips Link	Grammar Girl provides short, friendly tips to improve your writing. Covering the grammar rules and word choice guidelines that can confound even the best writers, Grammar Girl makes complex grammar questions simple with memory tricks to help you recall and apply those troublesome grammar rules. Whether English is your first language or second language, Grammar Girl's punctuation, style, and business tips will make you a better and more successful writer. Mignon Fogarty is the creator and host of Grammar Girl. Grammar Girl is a Quick and Dirty Tips podcast.	I	Podcast	Minutes per podcast	
Guide to Grammar and Writing Assistance	Grammar Assistance Link	Use this link for immediate answers to your grammar questions.	I	WBT		

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Having the Tough Conversations	Civil Service Course	There are conversations we wish that we could avoid. Unfortunately, we do avoid most of them. We avoid difficult conversations for many reasons---we hope the problem (or person) will eventually go away, we don't know what to say or how to say it well, and we're afraid that if we say something we might make matters worse. So the relationship suffers, and we suffer as well. This program will provide an "inside out approach" to engaging in tough conversations. It will focus on the importance of first examining your motives for having the conversation and separating the person from the problem.	I	Class	5.5 hours	
How to Conduct Productive Meetings	MJI Resource Library	This book is designed to provide practical tools and advice for anyone planning or facilitating a meeting. The author offers solid and timely advice to ensure that a meeting is necessary, the presentation is professional and effective, participants contribute in constructive ways, and the outcome is measurable.	II	Book	140 pages	
How to Resolve Conflict	MJI Resource Library	Workplace conflict can be triggered by a lack of information, miscommunication among employees, change in the workplace environment, or differing values. How an organization reacts to conflict can result in either a destructive or constructive result. This booklet presents a step-by-step approach to applying sound principles of conflict resolution to most situations.	II	Book	16 pages	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
How to Say It at Work: Putting Yourself Across with Power Words, Phrases, Body Language, and Communication Secrets	MJI Resource Library	This book will help you avoid the common verbal and nonverbal pitfalls that can derail an otherwise promising career. Learn to overcome hostility, unfairness, and indifference.	II	Book	381 pages	
How to Say It for Women: Communicating with Confidence and Power Using the Language of Success	MJI Resource Library	In the workplace, language is power. Too often women in leadership positions fail to harness that power successfully. Instead, they adopt a language of weakness that undermines their authority and effectiveness. Or they adopt the power language of men, and encounter resistance even as they sacrifice their femininity and integrity.	II	Book	285 pages	
How to Win Friends and Influence People	MJI Resource Library	For more than sixty years the rock-solid, time tested advice offered in this book has carried thousands of people up the ladder of success in their business and personal lives.	I	Book	248 pages	
Intercultural Business Etiquette	QuickKnowledge	As contact around the globe becomes quicker and easier, one thing is certain: the ability to adapt to people from other cultures and to communicate effectively with them is a skill few can afford to neglect. Upon completion of this unit you will learn: Techniques to communicate with sensitivity. Ways to succeed in global business. How to socialize confidently with international associates.	III	WBT	30 minutes	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Introduction to Emotional Intelligence	Civil Service Course	Emotions have never been completely accepted in the workplace. Most of us have been conditioned to leave our emotions at home, believing that to be effective we need to base all our personal and team strategies and decisions only upon cold, logical, intelligence. But what if we could view emotions in a different way, as another type of intelligence? An intelligence that if we could learn to develop it, could increase our ability to collaborate better with our team members, have a higher level of influence, increase our productivity, effectiveness, and personal satisfaction? This introductory course to Emotional Intelligence (EI) provides an overview of the five key EI competencies, and provides the opportunity to practice using your emotions more effectively.	I	Class	3.5 Hours	
Keys to Effective Listening	QuicKnowledge	Everyone appreciates a good listener. When was the last time you were complimented for your listening skills? Even though listening is a crucial part of successful communication, most of us have no formal training on what it really takes to be an effective listener. Becoming a better listener will have benefits that can be felt in all areas of your personal and professional life.	I	WBT	30 - 45 minutes	
Leading Effective Meetings	QuicKnowledge	Upon completion of this online tutorial the user will learn: The importance of meeting preparation. The art of effectively conducting and leading meetings. Smart techniques to determine your meeting's results.	II	WBT	30 minutes	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Meetings that Work	MJI Resource Library	This booklet will show you a simple, three-step process to eliminate unproductive meetings and to get more value out of the meetings you do have.	II	Book	16 pages	
Personnel Issues at About.com	About.com	This website provides articles on a wide range of professional topics. Whether you work in human resources, manage people, or are simply looking to develop yourself professionally, this website has something for you. You can also subscribe to a weekly newsletter.	I	Web Article		
Presentation Skills	QuickKnowledge	When you gain an understanding of how to prepare a presentation, you can feel comfortable speaking in public and give presentations with confidence. You will learn: How to plan an effective presentation. Strategies for connecting with your audience. Techniques for delivering a professional presentation.	II	WBT	30 minutes	
Resolving Conflict	Civil Service Course	Difference of opinion can quickly escalate into an out-and-out battle. In the workplace, it's the leader's role to recognize the signs of conflict and then to quickly choose the appropriate level of involvement to help resolve the issue. This course teaches leaders to recognize that a conflict is escalating and minimize damage by using the most appropriate resolution tactic regardless of which stage a conflict is in. Leaders also learn the true cost of conflict to an organization and techniques for handling even the most challenging conflict-related discussions effectively.	I	Class	3.5 Hours	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Retaining Valuable Employees	QuicKnowledge	This course will show you how to keep your top talent by demonstrating: How to communicate respect in the way you structure your work environment. Methods for communicating the value of an employee's work. Skills for active listening. Ways to recognize and eliminate personal biases. Ways to recognize employee achievements. How to reward employees effectively.	I	WBT	30 - 45 minutes	
Send: The Essential Guide to E-mail for Office and Home	MJI Resource Library	Easy to read, authoritative book provides guidance on e-mail etiquette.	I	Book	247 pages	
Successful Negotiation	QuicKnowledge	Negotiation is a fundamental personal skill, and, fortunately, one that can be learned. The skill of negotiation is used regularly in business, community activities, and personal relationships. Everyone needs to know how to negotiate. This course will introduce you to techniques and insights that can be applied in any situation where negotiation is required. Mastering the skill of effective negotiation will save you money, save you time, enhance your professional success, and help you get more of what you want out of life.	III	WBT	30 - 45 minutes	
Telephone Etiquette Guide	Downloadable Resource	Download and print this guide to learn the basics of telephone etiquette.	I	Article	5 pages	

COMMUNICATION CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Top 10 Ideas of What Employees Want from Work	Downloadable Resource	Every person has different reasons for working. The reasons for working are as individual as the person. But, we all work because we obtain something that we need from work. The something obtained from work impacts morale, employee motivation, and the quality of life. To create positive employee motivation, treat employees as if they matter - because employees matter. These ideas will help you fulfill what people want from work and create employee motivation.	II	Web Article		
Writing Effective Email	QuickKnowledge	The Internet has presented us with a whole new medium of communication—e-mail. This new medium has some tremendous advantages over older, more traditional forms of communication. But it also has its pitfalls. Mastering writing for this new medium will broaden your ability to convey your ideas successfully to others, enhancing your success in business and in life. This course will show you the way.	I	WBT	30 minutes	
Writing Skills	MJI Resource Library	Learn how to write confidently and get your message across in any medium, from formal letters to reports and emails. Writing Skills explains why good writing skills are essential in the business world today. It shows you the principal techniques you will need, how to develop your own personal style, and how to choose the right approach for individual situations. The book also provides you with model texts for everyday use. Power tips give you the tools to deal with real-life situations and develop first-class writing skills that are guaranteed to bring you excellent results.	I	Book	69 pages	

CONSTITUENT SERVICE

Definition: The ability to work cooperatively and professionally with others (both internally and externally), maintain a focus on providing quality service, and seek feedback to fully understand needs and improve services.

When evaluating goals that were set for yourself or others, utilize the table below to determine the level at which performance expectations are being achieved.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> ■ Occasionally fails to meet constituent expectations. ■ Occasionally fails to demonstrate respect for constituent responsibilities and deadlines. ■ Occasionally fails to communicate with constituents or keep them informed of important deadlines or work requirements. ■ Demonstrates unwillingness to meet special (but reasonable) constituent demands. ■ Demonstrates a lack of interest in or commitment to providing quality customer service. 	<ul style="list-style-type: none"> ■ Understands and meets constituent expectations. ■ Responds to constituent requests and deadlines in a timely and appropriate manner. ■ Keeps constituents informed when appropriate. ■ Actively seeks information about aspects of the constituents' business situation in order to identify and meet their needs. ■ Usually exercises good judgment in interacting with a frustrated or angry constituent. 	<ul style="list-style-type: none"> ■ Consistently exceeds constituent expectations. ■ Prevents deadline problems by engaging in discussions with constituents to better understand their needs and improve services. ■ When deadlines can't be met, provides alternatives to help meet constituent needs. ■ Demonstrates an in-depth understanding of constituents' business or personal situation and uses this to provide high quality constituent service. ■ Demonstrates patience and understanding when assisting constituents; gives constituents full attention and respect and strives to meet their needs; successfully manages difficult constituents and their service issues.

CONSTITUENT SERVICE CURRICULUM

Reading books and articles, attending training sessions, completing web-based training (WBT) modules, and networking with your peers are great ways to increase proficiency in a particular competency. Review the list below to determine the most relevant professional development resources to the competency areas you would like to improve. To get the most out of these resources, schedule meetings with your supervisor and/or peers to discuss the insights you gleaned from the materials. Apply your insights to improve your job performance.

Title	Location	Description	Learning Level	Media Type	Length	Notes
At Your Service: The Ten Commandments of Great Customer Service!	Downloadable Resource	Short article containing practical customer service tips including listening to the customer, identifying and anticipating the customer's needs, giving more than the customer expects, knowing how to apologize to the customer when necessary, and treating employees/internal customers well.	I	Article	2 pages	
Building Strong Customer Relationships	QuickKnowledge	This online course through QuickKnowledge provides tips on getting to know your customers (whether internal or external) and developing a customer focus, techniques to implement a customer service program, and tips on maintaining a customer friendly culture.	I	WBT	40 minutes	

CONSTITUENT SERVICE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Customer Service 101: Basic Lessons To Be Your Best	MJI Resource Library	Easy to read, short chapters with bullet points covering topics such as basic courtesies, ethics, attitude, appearance, listening, handling objections, going the extra mile for the customer, telephone contact, face-to-face contact, and the difficult customer.	I	Book	52 pages	
Customer Service Begins at Home	Civil Service Training	<p>This workshop will present some basic concepts about the importance of attitude (yours) and its impact on relationships and how they affect customer service. Nowadays, good customer service must be displayed to both internal and external customers.</p> <p>Workshop participants will be able to:</p> <ol style="list-style-type: none"> 1. Identify the role of clear communication in customer service. 2. Discuss how attitude affects customer service. 3. Describe the impact of "relationships" on internal and external customers. 4. Distinguish between "listening to" and "hearing" the customer. 	I	Class	3 hours	

CONSTITUENT SERVICE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Customer Service in the Courts: Responding to the Cry for Justice	Downloadable Resource	Referenced on the National Association for Court Management's Top Court Manager articles, this article talks about the need to apply customer service principles to the public sector and, specifically, to the court system. It also stresses identifying internal customers to allow court employees to contribute more effectively to the process and to better serve external customers.	II	Article	5 pages	
DDI: Skills for Successful Workplace Interactions	Civil Service Training	<p>This course presents the basics on how to work well together, reduce wasted time, lessen conflict, and influence interactions in a positive way.</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Choose the most effective way to interact with others in order to reduce wasted time and miscommunication. 2. Get what you need from others. 3. Make sure you give people what they need from your interactions. 4. Maintain strong working relationships and reduce misunderstandings and conflicts. 	I	Class	3 hours	

PERSONAL INITIATIVE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Interviewing Skills for Job Candidates	QuicKnowledge	What you will learn in this module: Tips to help you understand your strengths and weaknesses. How to research the organization/position. Tools to help you prepare for what the interviewer might ask. How to promote your best image. Techniques for how to follow up after the interview.	I	WBT	30 - 45 minutes	
Intrinsic Motivation at Work: Building Energy and Commitment	MJI Resource Library	Grounded in solid research, <i>Intrinsic Motivation at Work</i> provides a diagnostic framework for addressing the issue of intrinsic motivation and details essential ways to build it. Mr. Thomas describes four intrinsic rewards that make work energizing and fulfilling for today's employees: meaningfulness, ability to choose, sense of competence and a sense of progress.	II	Book	134 pages	
Leadership Skills for Women	QuicKnowledge	More and more companies are in need of strong and confident woman leaders. In order to be prepared to fill this need, you must first develop yourself. This course will show you how to use your unique talents, plus your feminine strengths, to become the best leader possible, both on the job and in your personal life. It will help you understand how you, as a woman, can use your unique abilities to lead your team effectively as well as ways to empower yourself both personally and professionally.	I	WBT	30 - 45 minutes	

PERSONAL INITIATIVE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Managing Your Boss	MJI Resource Library	Learn why you need to manage your boss and how you can make this important relationship work for you. This book explains how to create trust in order to increase your influence, take control of your work, and demonstrate your abilities. Practical techniques show you how to help your boss develop your skills and promote you in the workplace, while power tips show how to manage conflict and difficult relationships.	I	Book	69 pages	
Maximizing Performance	MJI Resource Library	<i>Maximizing Performance</i> shows you how to excel in working relationships, and has all of the building blocks for achieving top performance. Power tips help you to deal with real-life situations and develop skills to overcome many challenges.	I	Book	69 pages	
Mind Tools	Internet	Subscribe to this e-newsletter to enhance your essential career skills in areas such as leadership, problem-solving, time management, stress management, decision-making, project management, communication skills, and memory improvement. Some resources through this website are free while other require a paid subscription.	II	Web Article		
Online Writing Lab (OWL)	Internet	This online tool provides links to resources for workplace writers and people writing during the job search process.	I	WBT		

PERSONAL INITIATIVE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
PBP Executive Summaries	Internet	Subscribe to a free email newsletter compiled by the top business writers in their fields. The PBP Executive Summaries help readers succeed by providing a steady source of practical, actionable ideas that keep them current on critical developments in their job functions. It gives them the news they need to stay at the top of their game.	I	Web Article		
Personnel Issues at About.com	Internet	This website provides articles on a wide range of professional topics. Whether you work in human resources, manage people, or are simply looking to develop yourself professionally, this website has something for you. You can also subscribe to a weekly newsletter.	I	Web Article		
Positive Thinking	MJI Resource Library	Learn how to be positive, create optimism, and develop the feel good factor so you can overcome negativity and fulfill your potential. This book shows you how to evaluate your positivity and then transform your approach to living through rethinking negative beliefs, optimizing self-esteem, and creating an environment, routine, and lifestyle that constantly enhance your mood. Focus points help you apply new mental and emotional strategies for affirmative thinking so you can live a confident and fulfilled life.	I	Book	69 pages	

PERSONAL INITIATIVE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Succeeding as a Supervisor	QuicKnowledge	For the new supervisor, this module will teach you: Techniques for garnering employee support for the organization's mission and goals. Tips for effective prioritizing. Methods for assessing whether you can meet a deadline. Skills for giving coaching feedback that inspires enthusiasm for improvement. Techniques for sharpening your listening skills. A system for empowering employees to function independently. Why and how to make your boss look good. How to "sell" innovative ideas to management.	I	WBT	45 - 60 minutes	
Succeeding as an Administrative Assistant	QuicKnowledge	Administrative Assistant—it's an exciting career with endless opportunities. The assistant manages multiple roles including assistant to the manager, office supervisor, and information provider. As an administrative assistant, you face growing challenges as you provide support to people within your company and to the customer. This course will help you step up to the challenge and teach you ways to effectively support your manager and your staff and maintain control of office operations.	I	WBT	45 - 60 minutes	
Teamwork: The Team Member Handbook	MJI Resource Library	This short book issues the 16 guidelines for turning any group into a tightly-knit, high-powered team capable of achieving outstanding results. Job satisfaction climbs as performance improves. Jobs become more secure because good results protect the people who create them. It pays to play on a winning team.	I	Book	40 pages	

PERSONAL INITIATIVE CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
The 7 Habits of Highly Effective People	MJI Resource Library	Author Stephen Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, honesty, and human dignity - principles that give us the security to adapt to change, and the wisdom and power to take advantage of the opportunities that change creates.	I	Book	319 pages	
The 8th Habit	MJI Resource Library	Covey's new book will transform the way we think about ourselves and our purpose in life, about our organizations, and about humankind. Just as <i>The 7 Habits of Highly Effective People</i> helped us focus on effectiveness, <i>The 8th Habit</i> shows us the way to greatness. Includes a companion DVD of short films.	II	Book	382 pages	
The 8th Habit Personal Workbook: Strategies to Take you from Effectiveness to Greatness	MJI Resource Library	In order to thrive in what Covey calls the new Knowledge Worker Age, we need to build on and move beyond effectiveness - to greatness. Accessing the higher reaches of human genius and motivation in today's reality requires a whole new habit. The questionnaires, tests, self-assessments, and other exercises in this workbook provide a hands-on approach to developing the mind-set, skill-set and tool-set for achieving greatness in the Knowledge Worker Age.	II	Book	241 pages	

PROFESSIONALISM

Definition: The ability to act with dignity, integrity, and honesty; to adhere to ethical standards and comply with organizational policies and rules, written or unwritten, pertaining to dress, speech, and demeanor; to treat others with respect and civility regardless of status or personal differences; and to demonstrate responsibility and commitment, following through on his or her word.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> ■ Does not accept responsibility for his or her decisions or mistakes but instead may blame others. ■ Fails to treat others with respect (e.g., does not answer or return calls, does not forward calls to the appropriate individual). ■ Purposely repeats inaccurate information. ■ Engages in hostile, aggressive, or rude behavior. ■ Does not maintain constituent or department confidentiality. ■ Fails to comply with organizational policies and procedures. ■ Does not remove himself or herself from conflicts of interest or recognize conflicting positions of constituents. ■ Does not represent the organization well (e.g. dresses inappropriately, uses inappropriate language, fails to maintain personal hygiene). ■ Takes or recommends actions for personal reasons rather than proper professional reasons. 	<ul style="list-style-type: none"> ■ Accepts responsibility for own actions even when the outcome is not desirable. ■ Follows through on commitments. ■ Maintains confidential information about others; plans ahead to limit risks or breaches. ■ Is aware of implications of actions and considers them prior to taking action; identifies, handles, or refers potential ethical or highly sensitive issues and informs supervisor. ■ Treats others with respect; remains objective and nonjudgmental. ■ Displays civility and professional integrity at all times regardless of others' actions (including rude or unprofessional conduct). ■ Represents the organization with integrity; demonstrates sound judgment; considers the impact of legal advice and actions on office, constituent agency, and others. ■ Complies with organizational policies and procedures. ■ Identifies and manages conflicts of interest among agencies or among legal positions of multiple constituents. ■ Represents the organization well (e.g. dresses appropriately, uses appropriate language, and maintains personal hygiene). 	<ul style="list-style-type: none"> ■ Acts in accordance with the highest professional and ethical standards even under adverse conditions. ■ Always maintains a constructive and open dialogue, even when working with angry or very difficult persons. ■ Consistently makes a dedicated effort to understand the legitimate interests of all constituents, maintaining objectivity and reaching fair and equitable agreements. ■ Counsels others and takes action to ensure compliance with professional and ethical standards and organizational policies and procedures.

PROFESSIONALISM CURRICULUM

Reading books and articles, attending training sessions, completing web-based training (WBT) modules, and networking with your peers are great ways to increase proficiency in a particular competency. Review the list below to determine the most relevant professional development resources to the competency areas you would like to improve. To get the most out of these resources, schedule meetings with your supervisor and/or peers to discuss the insights you gleaned from the materials. Apply your insights to improve your job performance.

Title	Location	Description	Learning Level	Media Type	Length	Notes
10 Steps to Successful Business Writing	MJI Resource Library	Whether you are an executive or someone who struggled with high school grammar, you can propel your writing ability to a higher level with this short, practical guide.	II	Book	186 pages	
Administrative Guide	Downloadable Resource	Correspondence and report writing offer opportunities to communicate the Supreme Court's policies to the public, state agencies, and courts in a positive way. All correspondence and reports should provide helpful, courteous, and accurate information. Further, all employees should be mindful that anything that leaves the office may be quoted in a publication or otherwise circulated. A badly prepared document reflects poorly on both its author and the Court. This guide is provided for use by State Court Administrative Office employees in preparing correspondence, e-mails, and staff reports. It contains basic formatting instructions and examples.	I	Web Article	25 pages	

PROFESSIONALISM CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Appreciating Personality Differences	QuicKnowledge	Ever wonder why some people act the way they do? You may sometimes think, "The world would be a much better place if everyone were more like me." But, in fact, it's each person's unique style that creates a more complete workplace! That's why it's important to identify both your own personality style and the differing styles of others. Understanding these style differences will enable you to adapt to others and create a more harmonious work environment.	I	WBT	30 minutes	
Business Etiquette and Professionalism	QuicKnowledge	Although business professionals in the modern era often communicate via fax, e-mail and voice messages, the need for strong interpersonal skills remains as important as ever. Co-workers, clients and customers want to feel comfortable around you and see that you are courteous to others and experienced in the accepted social standards of the day. You should make business etiquette a priority.	I	WBT	30 - 45 minutes	
Business Writing Basics	QuicKnowledge	Complete this web-based training to learn: How to master the mechanics of writing. Methods for refining your style. How to apply your new skills to various business challenges.	I	WBT	30 minutes	

PROFESSIONALISM CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Control That Email!	MJI Resource Library	This booklet will help you manage your email more effectively and efficiently.	I	Book	16 pages	
Dale Carnegie's Golden Book	Downloadable Resource	This seven page booklet summarizes the principles in Carnegie's best seller "How to Win Friends and Influence People."	I	Article	7 pages	
DDI: Skills for Successful Workplace Interactions	Civil Service Training	<p>This course presents the basics on how to work well together, reduce wasted time, lessen conflict, and influence interactions in a positive way.</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Choose the most effective way to interact with others in order to reduce wasted time and miscommunication. 2. Get what you need from others. 3. Make sure you give people what they need from your interactions. 4. Maintain strong working relationships and reduce misunderstandings and conflicts. 	I	Class	3 hours	
Disability Etiquette - Tips on Interacting with People with Disabilities	MJI Resource Library	The National Organization on Disability reports that more than 49 million Americans have a disability. This booklet is for anyone, with or without a disability, who wants to interact more effectively with people with disabilities.	I	Book	51 pages	

PROFESSIONALISM CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time	MJI Resource Library	The legendary <i>Eat That Frog!</i> provides the 21 most effective methods for conquering procrastination and accomplishing more. This new edition is revised and updated throughout, and includes brand new information on how to keep technology from dominating our time.	II	Book	128 pages	
Effective Listening	MJI Resource Library	A short booklet that reinforces the value of listening skills. Listening with full attention and commitment leads to greater productivity, smoother relationships, collaboration, sharing, and innovation.	II	Book	16 pages	
Ethics in Business	QuicKnowledge	After completing this course you will have a practical working knowledge of how to: Follow basic ethical guidelines and use common sense. Recognize universal norms and values. Renew your commitment to ethical behavior. Reflect on your own ethical standards. Conduct an ethics self-assessment. Approach all situations ethically.	I	WBT	30 - 45 minutes	
Grammar Girl Online Tips	Internet	Grammar Girl provides short, friendly tips to improve your writing. Covering the grammar rules and word choice guidelines that can confound even the best writers, Grammar Girl makes complex grammar questions simple with memory tricks to help you recall and apply those troublesome grammar rules.	I	Podcast	Minutes per podcast	

PROFESSIONALISM CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Guide to Grammar and Writing Assistance	Internet	Use this link to get an immediate answer to your grammar questions.	I	WBT		
How to be Organized in Spite of Yourself	MJI Resource Library	Recognizing that just one organizational system is not for everyone, the authors have devised solutions that provide ten different systems to match ten basic personality types such as Perfectionist Plus, Hopper, Fence Sitter, Pack Rat, and Total Slob. Whatever a person's style, whatever their habits, this book contains a surefire remedy to keep them organized and coordinated.	II	Book	236 pages	
How to Conduct Productive Meetings	MJI Resource Library	This book is designed to provide practical tools and advice for anyone planning or facilitating a meeting. The author offers solid and timely advice to ensure that a meeting is necessary, the presentation is professional and effective, participants contribute in constructive ways, and the outcome is measurable.	II	Book	140 pages	
How to Handle Difficult People	MJI Resource Library	Explores the concept of "different" vs. "difficult" behavior, and how to deal with different personality traits.	I	Video Tape	45 - 60 minutes per tape	

PROFESSIONALISM CURRICULUM

Title	Location	Description	Learning Level	Media Type	Length	Notes
Writing Skills	MJI Resource Library	Learn how to write confidently and get your message across in any medium, from formal letters to reports and emails. <i>Writing Skills</i> explains why good writing skills are essential in the business world today. It shows you the principal techniques you will need, how to develop your own personal style, and how to choose the right approach for individual situations. The book also provides you with model texts for everyday use. Power tips give you the tools to deal with real-life situations and develop first-class writing skills that are guaranteed to bring you excellent results.	I	Book	69 pages	
Your Image is You	Downloadable Resource	Successful people believe their success is attributable to a pattern of mutually beneficial interpersonal relationships, as much as it is due to technical skills or business knowledge. Your communication and the image you present create the first impression - often the lasting impression - on the people you meet.	I	Web Article		