

**Workplace Harassment Prevention and Barriers to Diversity & Inclusion-** Outlines the Monroe County policy on providing a work environment free from misconduct and unlawful discrimination and harassment, including sexual harassment. Barriers, such as stereotyping and disrespectful behaviors that prevent inclusion, and covers inappropriate behavior ranging from misconduct to Hostile Environment related to all EEOC/NYS protected groups will be discussed as well.

**Workplace Ethics:** This course reviews the Monroe County Code of Ethics; Acceptable and unacceptable behaviors, workplace and public service rules and ethics. We review the presentations given to new employees so that supervisors can better answer questions and reinforce the beliefs of Monroe County.

**Workplace Violence-Prevention, Managing Conflict & Investigation:** This course will examine the supervisor's role in maintaining a safe and secure work environment for subordinates; identifying potentially problematic situations; educating subordinates on reporting suspicious behavior and the effective completion of WPV investigations.



Monroe County Human Resources  
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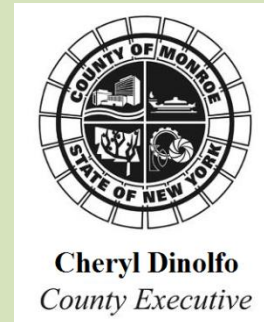
***“Like any skill, being a good supervisor takes practice, commitment and the right attitude. Whether you are moving from peer to supervisor for the first time, or if you have many years of experience managing a workforce, training helps hone your supervisory skills and develop leadership qualities. I hope you are able to take advantage of our revamped training offerings to earn a Leadership Certification, or just take a few classes on an a-la-carte basis for self-improvement. As always, your feedback is important as we continue to improve our processes.”***

**-Brayton McK. Connard, SPHR  
Human Resources Director**

**The Monroe County Leadership Academy  
is brought to you by the Department of  
Human Resources**

# **MONROE COUNTY LEADERSHIP ACADEMY 2019-2020**

*Providing continuing  
education and training for  
County employees.*



**Cheryl Dinolfo**  
County Executive

***"I strive to encourage Monroe County employees to be the best public servants possible. By helping to instill leadership skills in our dedicated workforce, we help our employees to be leaders and role models for not only their peers, but for the whole community."***

**- Cheryl Dinolfo  
County Executive**

For further information, please visit the Monroe County Intranet  
or  
<http://www.monroecounty.gov/hr-leadershipacademyreg>

**The Leadership Academy is a customized training and education program for the development of management skills. The Academy is designed for all Monroe County supervisors, both new and experienced, who desire to gain proficiency in directing County employees, with the goal of enhancing existing skills and providing additional tools for effective management.**

**LEADERSHIP CERTIFICATE:**

All are welcome to attend any of the courses provided. However, in order to receive a Leadership Certificate, employees must complete **all** courses.

**COURSES:**

**Absence Management:** The course will examine WC, FMLA, ADA, "Safety Sensitive" positions; drug and alcohol testing; managing suspected drug and alcohol abuse; overview of Strong Occ. Med. services; managing employees with life-threatening illnesses: cancer, HIV, AIDS, hepatitis, etc. confidentiality and HIPAA considerations, as well as Civil Service Laws Sections 71, 72 and 73.

**Budget Process/Finance:** From model to adoption, with a focus on monitoring tools, capital budget, CIP Process and borrowing needs. A review of internal audits and controls will also be addressed.

**Civil Service- Everything You Need To Know:**

This course is designed to provide supervisors with an overview of the civil service merit system. Topics will include the Civil Service Commission, civil service classifications, exam process, establishment of eligible lists and the appointment process.

**Communication Skills for Supervisors:** An overview of elective techniques for verbal, written & electronic communications. Materials to be presented include: interpersonal communication styles, communication techniques for problem solving, listening & speaking skills, dos and don'ts of e-mail, and constructing effective memos.

**Controller's Process/Purchasing:** A review of Accounts Payable & Receivable process; policies on travel, mileage, and petty cash. Focus on purchasing order process, RFP/RFQs, and contract/vendor compliance.

**Disability Rights- Rights and Responsibilities:**

A review of federal and state disability laws, and supervisory responsibility to comply with the rights of individuals with disabilities. Discriminatory practices will be reviewed. Supervisors are given the chance to

ask questions and discuss problematic areas, and they are given the tools to handle problems and maintain compliance in their area regarding their employees and customers with disabilities.

**Discipline, Discharge and the Grievance Process:** An overview of the discipline and termination process within a unionized workforce. It will address when and why discipline should be imposed, how to determine the appropriate level of discipline and how to conduct investigatory interviews. In addition this course will familiarize participants with the grievance and arbitration process, including impact of performance evaluations, past practice and just and sufficient cause.

**EAP Tools for Supervisors:** A brief overview of EAP Services, identifying patterns of behavior that may be problematic. It will also discuss the importance of documentation and how to document. It will review how EAP can help, EAP's role, the supervisor's role, and the employee's role.

**Human Resource Management for Supervisors:**

Open to both newly promoted and current supervisors; attendees will be provided with essential information to assist them in effectively managing their staff. Additionally, current County policies, Employment Law and Collective Bargaining Agreements will be reviewed to assist supervisors in properly managing their staff.

**Interviewing Skills:** This course discusses how to identify needed personnel resources, how to effectively recruit, screen candidates, and prepare for the interview. Participants will examine how to maintain control of the interview and also how to end the interview at the appropriate time. Sample interview questions and follow-up actions for after the interviews are discussed.

**Leadership Skills:** Focusing on current literature on leadership skills including tools for participants to identify their leadership traits. Discussion of the differences between leadership and management, and resources to assist participants in identifying the circumstances in which leadership or management is most effective.

**Overview of County Personnel Policies:**

Providing an overview of county departments and functions; use of county vehicles, weather emergencies, dress code, mileage, holidays, vacations, confidentiality, as well as the Tuition Assistance program, and the development and negotiation of policies.

**Performance Management and Employee Evaluations:**

This course will study the fundamental tools for managing employee performance - establishing employee expectations for performance, implementing standards to measure performance. It will also teach supervisor on how to conduct performance evaluations; facilitating better working relationships, contributing to professional development and providing a historical record of performance.

**Workers' Compensation & Workplace Injuries**

**Investigations:** This course focuses on reporting and filing claims, light duty programs, contesting claims, managing abuse, fraud, accident reporting and the supervisor's role in the investigation, how WC pay is administered, the role of the 3<sup>rd</sup> Party Administrator; when an Independent Medical Exam (IME) is needed, and the role of the WC Board.

