

# Professional Development Clinics Certification Program (PDC)

**For Professionals, Supervisors, and  
Managers**

***Special offering for  
Miami-Dade County Municipalities***

Presented by:  
Miami-Dade County  
Human Resources Department  
Training & Development Unit



## OVERVIEW

As part of strengthening the County's human capital development, Miami-Dade County's Human Resources is proud to offer an exciting opportunity for Municipal supervisors and managers to become certified through its **Professional Development Clinics (PDC)** certification program.

Each clinic, lasting 2.5 - 7 hours, is developed around 16 leadership competencies and core principles of active adult learning. Participants are immersed in the subject matter through a series of group and individual activities that significantly increase understanding, retention, and the ability to apply core knowledge and concepts.

## OBJECTIVES

Upon completion of this certificate program, participants are able to implement and use core management practices and learn to:

- accomplish more through effective management tools, such as motivation, delegation, and employee recognition,
- become more effective by building on conflict management skills, problem solving, and building highly effective teams,
- polish leadership skills by learning the current leadership principles in the workplace and conducting proper documentation to assess employee performance,
- build team effectiveness, conducting the management/professional performance appraisal, and applying best practices in conducting an effective meeting.

## CERTIFICATION REQUIREMENTS

Qualified employees can earn this **PDC** certificate by attending any **five** of the twelve offered clinics.

## HOURS & LOCATION

When registering, Miami-Dade County's Human Resources Department staff will confirm the clinic times. Most clinics begin at 9:30 a.m. or 2:00 p.m. Most clinics are offered at the Stephen P. Clark Center, 111 NW First Street, 18<sup>th</sup> floor, room 18-A or 18-B.

Municipalities requiring on-site Professional Development Clinics or special accommodations should contact Miami-Dade County's Human Resources Department at 305-375-3713 or 305-375-2473.

## BENEFITS OF CERTIFICATION

Upon completion of the program, participants are awarded a Certificate of Achievement.

Participants learn lasting, transferable skills relating to core aspects of management, leadership, delegation, problem solving, conflict resolution, recognition and evaluation, team building, employee motivation and documenting for results.

*Some of the Professional Development Clinics qualify for PHR and SPHR CEU recertification hours through the Human Resources Certification Institute (HRCI). All of the Professional Development Clinics qualify for PE PDH recertification hours through the Florida Board of Professional Engineers (FBOPE).*

*The Professional Development Clinics received the 2009 NACo (National Association of Counties) award for employee development/training program.*

## SCHEDULES/FEES/PAYMENT

Quarterly schedules and application are available at Miami-Dade County's Human Resources Department web site: <http://www.miamidade.gov/hr>.

*The cost for each clinic is \$150.00 and a check should be made payable to the Board of County Commissioners.*

## APPLICATION PROCESS

Space is limited and is filled on a first-come, first-served basis. Before attending any clinic, attendees should complete an enrollment form and receive confirmation from Miami-Dade County's Human Resources Department. The enrollment form is on the last page of this document and is also available through the Miami-Dade County's Human Resources Department web site: [http://www.miamidade.gov/hr/training\\_courses.asp](http://www.miamidade.gov/hr/training_courses.asp)

## CANCELLATIONS AND NO SHOW POLICY

Cancellations must be made within 48 hours of the clinic start time. Municipalities will be charged for participants who do not give timely cancellation notice, fail to cancel, or do not attend the clinic.

## EMPLOYEES WITH SPECIAL ACCOMMODATION REQUESTS

Contact Miami-Dade County's Human Resources Department at 375-3713 for any required special accommodation.

## CLINIC OFFERINGS

### ***Leadership: Developing the Leader within You (LEAD – 7 hours)***

This 7 hour clinic provides a methodology to enhance your leadership capabilities. Topics covered include: Four Categories of Leaders, Influence, Priorities, Integrity, Creating Positive Change, Problem Solving, Attitude, People, Vision, Self-Discipline, and Staff Development. Self-Assessments and Case Studies are provided to further engage participants in learning excellent examples of leadership behavior.

### ***The Secret Behind Motivation & Delegation (MODE – 2.5 hours)***

This 2.5 hour clinic provides a basic understanding of how to properly motivate employees and delegate work in an effective manner. Topics covered for Motivation include: Purpose, Principles & Learning, Secret of Motivation, Common Goals & Desires, Common Myths, Basic Principles to Remember, Steps You Can Take. Topics covered for Delegation include: Definition, Why Delegate, Why We Don't Delegate, Trust and Delegation, The "Hand-Off", Effective Delegation, Proper Delegation, Tasks Not To Delegate, Steps of Successful Delegation, and Levels of Delegation. A Case Study on Motivation is provided to further engage participants in learning how to deal with motivational issues.

### ***Creative Problem Solving Strategies (PROB – 2.5 hours)***

This 2.5 hour clinic provides proven techniques to solve problems in a creative and constructive manner. Topics covered include: 20 Problem Solving Tips and 50 Problem Solving Strategies listed by 9 Types. A Case Study on Problem Solving is provided to further engage participants in learning how to problem solve a critical situation.

### ***Making Meetings Work (MMW - 2.5 hours)***

This 2.5 hour clinic is designed to help people, who schedule or run meetings, affect better results. Participants learn to write an effective agenda, ensure participation, and create effective buy-in techniques. The six-step topics include: choosing to hold a meeting, constructing an agenda, selecting meeting participants, managing the meeting, closing the meeting, and keeping up the momentum.

### ***Conflict Management Relations (CMR – 2.5 hours)***

This 2.5 hour clinic provides the fundamentals and roadmap to handle conflict the management way. Topics include: how to identify and handle the most common types of difficult people, what motivates difficult behavior, why people may be resistant to new ideas and opinions, how to be a catalyst for change in difficult behavior, effective resolution mindset, importance of sight, sound, and words, and which behaviors are the healthiest style that lead to success.

### ***Management/Professional Performance Appraisal (MPPA – 2.5 hours)***

This 2.5 hour clinic provides employees the training they need to conduct performance evaluations and to develop future goals and objectives that they will be evaluated on. Topics covered include: The concept of Results Oriented Government, the value of the Vision Statement, Mission Statement, and Guiding Principles. An overview of the County's Strategic Plan, Departmental Business Plan, and Components of a Business Plan are reviewed. How to develop individual goals and objectives is discussed and an in-depth review of the Management/Professional Performance Appraisal instrument and its process flow. How employees will be measured on the MPPA instrument, ownership, and accountability that employees have in meeting their department's goals and objectives are reviewed and the available resources to implement this process.

### ***Highly Effective Teams (HET – 2.5 hours)***

This 2.5 hour clinic provides a roadmap in building highly effective teams. Topics include: The culture of teamwork, 6 keys to a winning team, elements of teamwork, characteristics of an effective and ineffective team, trouble signs, results oriented government and teamwork, and a recipe for successful implementation of teamwork.

### ***Documenting For Results (DOC – 2.5 hours)***

This 2.5 hour clinic outlines the importance of documenting employee performance and how to do it effectively. The FOSA (Facts, Objectives, Solutions, Actions) methodology is used as the basis for documenting performance-related issues. Topics also include writing an effective Record of Counseling, a Disciplinary Action Report, and a Commendation Letter. Case studies are used to reinforce effective writing based on solid, factual documentation in the areas of discipline and recognition.

### ***Employee Recognition (RECG – 2.5 hours)***

This 2.5 hour clinic provides a foundation on the importance of recognizing employees. Topics covered include: 4 types of employee recognition, closing the employee recognition gap, 7 principles for successful employee recognition, the power of positive employee recognition, 5 tips for effective employee recognition, avoiding employee recognition traps, how leaders make people feel important through rewards and recognition, and the County's recognition programs. A sample of an employee recognition survey handout will be provided.

### ***Developing Performance Measures (DPM – 2.5 hours)***

This 2.5 hour clinic provides a starting point in the development of performance measures. Topics covered include a review of Miami-Dade County's Strategic Planning Model, Vision Statement, Mission Statement, Guiding Principles and Strategic Themes. Additional topics that are covered include the Strategic Area Goals, Outcomes and Strategies, Objectives, Action Plans, Processes and Actions. The linking of Performance Measures, Types of Performance Measures, Strategic Alignment, Strategic Management Framework, and Planning process complete the course agenda for this clinic. A class activity on developing performance measures for the employee's department is provided to further engage participants in learning how what they do tie into their department's business plan.

### ***Managing Multi-Generational Employees (MGE – 3.5 hours)***

This 3.5 hour clinic provides a better understanding and appreciation of age diversity. The major focus is to learn practical ideas on how to attract, motivate, and keep great employees of all age groups. Learn to understand the unique needs and wants of each generation and how best to leverage them into a well-rounded, productive workforce. Case studies supplement the material covered in the clinic.

### ***Engaging Employees in Changing Times (EECT – 2.5 hours)***

This 2.5 hour clinic provides a better understanding on how to have an effective employee engagement strategy. The major focus is to engage, enable, and motivate employees during changing times. Learn best practices on employee engagement from national surveys and questionnaires including the top drivers of engagement. Self-assessments supplement the material covered in the clinic.

# MIAMI-DADE COUNTY HUMAN RESOURCES DEPARTMENT

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Miami, FL 33128

Telephone: (305) 375-3713 \* Fax: (305) 375-3063

E-mail: [delneum@miamidade.gov](mailto:delneum@miamidade.gov)

## PROFESSIONAL DEVELOPMENT CLINICS (PDC) MUNICIPAL EMPLOYEES

1. Incomplete applications will be returned to the applicant.
2. Applications should be e-mailed to [delneum@miamidade.gov](mailto:delneum@miamidade.gov).
3. (2) Business days advance notice is required to cancel a clinic.
4. Applicants who arrive 15 minutes or later to class will be asked to reschedule the class.
5. Make checks payable to the Board of County Commissioners.

Clinics will be held in the Stephen P. Clark Center, Room 18-A or 18-B (18<sup>th</sup> floor)  
There will be a sign near the west elevators on the 18<sup>th</sup> floor assigning room locations.

<p>_____ Last Name                  First Name                  M.I.</p> <hr/> <p style="text-align: center;">Municipality</p> <hr/> <p style="text-align: center;">Work Address</p> <hr/> <p>Cellular, Work phone number or E-mail</p> <hr/> <p style="text-align: center;">Current Job Title</p>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 10%;"><u>CLINICS</u></th> <th style="text-align: left; width: 70%;"><u>DATE</u></th> </tr> </thead> <tbody> <tr><td>1. ___ CMR    Conflict Management Resolution</td><td>_____</td></tr> <tr><td>2. ___ DOC    Documenting for Results</td><td>_____</td></tr> <tr><td>3. ___ DPM    Developing Performance Measures</td><td>_____</td></tr> <tr><td>4. ___ EECT    Engaging Employees in Changing Times</td><td>_____</td></tr> <tr><td>5. ___ EPA    Employee Performance Appraisal</td><td>_____</td></tr> <tr><td>6. ___ HET    Highly Effective Teams</td><td>_____</td></tr> <tr><td>7. ___ LEAD    Leadership</td><td>_____</td></tr> <tr><td>8. ___ MGE    Managing Multi-Generational Employees</td><td>_____</td></tr> <tr><td>9. ___ MMW    Making Meetings Work</td><td>_____</td></tr> <tr><td>10. ___ MODE    Motivation and Delegation</td><td>_____</td></tr> <tr><td>11. ___ PROB    Creative Problem Solving Strategies</td><td>_____</td></tr> <tr><td>12. ___ RECG    Employee Recognition</td><td>_____</td></tr> </tbody> </table> <p style="text-align: center; font-weight: bold; margin-top: 10px;">\$150.00 per person per Clinic</p> <hr/> <p style="text-align: center;">Immediate Supervisor's Name</p> <p style="text-align: center;">(         ) _____</p> <p style="text-align: center;">Phone Number</p> <hr/> <p style="text-align: center; font-weight: bold;"><u>Cancellation and No Show Policy</u></p> <ul style="list-style-type: none"> <li>You must notify this office (2) business days in advance of a scheduled clinic if you need to cancel or reschedule your reservation.</li> <li>Attendees will be charged \$ 50.00 per clinic if a proper cancellation is not made.</li> </ul>	<u>CLINICS</u>	<u>DATE</u>	1. ___ CMR    Conflict Management Resolution	_____	2. ___ DOC    Documenting for Results	_____	3. ___ DPM    Developing Performance Measures	_____	4. ___ EECT    Engaging Employees in Changing Times	_____	5. ___ EPA    Employee Performance Appraisal	_____	6. ___ HET    Highly Effective Teams	_____	7. ___ LEAD    Leadership	_____	8. ___ MGE    Managing Multi-Generational Employees	_____	9. ___ MMW    Making Meetings Work	_____	10. ___ MODE    Motivation and Delegation	_____	11. ___ PROB    Creative Problem Solving Strategies	_____	12. ___ RECG    Employee Recognition	_____
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