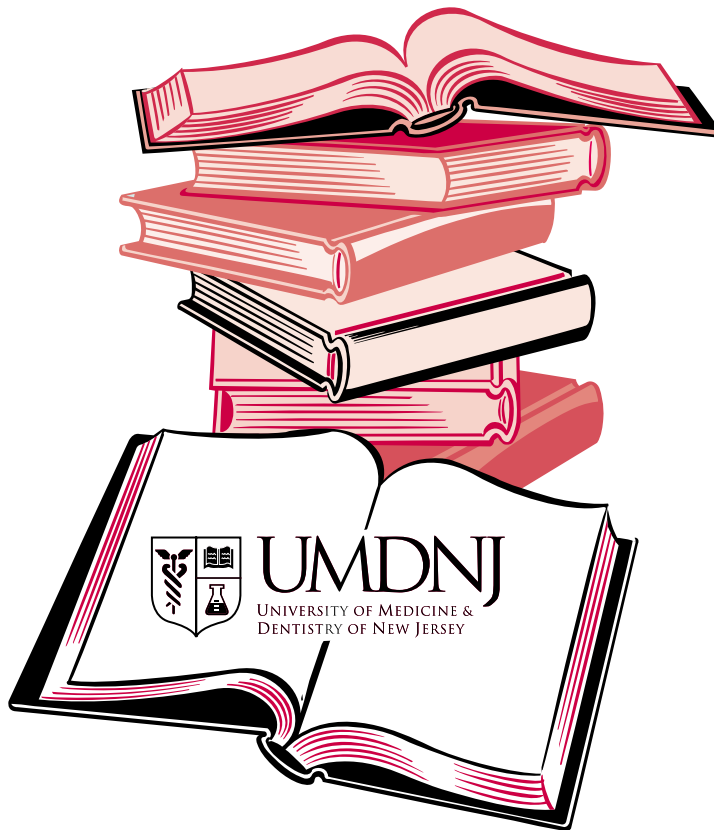


Department of Human Resources
Office of Training and
Organizational Development

SERVICES AND COURSE DESCRIPTIONS



REVISED, JUNE, 2005

A Message from the Director

The University of Medicine and Dentistry of New Jersey's greatest resource and greatest investment are its people.

The Department of Human Resources is committed to supporting the continued growth and development of all UMDNJ staff, faculty, and administrators. One of the ways in which the Department of Human Resources fulfills this commitment is through the services offered by our Office of Training and Organizational Development.

Throughout the year the Office of Training and Organizational Development offers a wide range of management and professional development courses. Every effort is made to provide quality programs which are based on the expressed needs of the University family. In response to these needs, course offerings are continually expanded and updated.

You are urged to review this catalog, encourage your staff to register for appropriate courses to enhance their individual development, and register for courses which are specific to your needs. We hope you and your staff take advantage of this educational opportunity.

A handwritten signature in cursive script that reads "Lorraine Little Bell".

*Lorraine Little Bell, Director
Training and Organizational Development*

**TRAINING AND ORGANIZATIONAL
DEVELOPMENT STAFF**

**Director, Training and
Organizational Development** *Lorraine Little Bell*

**Management
Development Specialist** *Karen Reisch*

**Organizational
Development Specialist** *Jackie LaPiedra*

**Principal Training and
Development Specialist** *Verna Lewis*

**Training and
Development Specialist** *Angela Adekola*

Training Resources Coordinator *Teri Hyatt*

Secretary *Debbie Pepsin*

*For more information about Training and Organizational Development programs on all
campuses call (732) 235-9500 or access the HR website at www.umdj.edu/hrweb/.*

TABLE OF CONTENTS

Table of Contents	5
Training Program Index	6
About the Office of Training and Organizational Development	7
About Our Services	8
Why Develop Staff - Reinforcing the Training	9-10
About the UMDNJ Corporate Training Center	11
Passport to Effective Interpersonal Communication	12
Management Development Course Descriptions	13-21
Conducting the Performance Appraisal Meeting	14
Counseling Staff for Improved Performance	14
Customer Service: <i>Role of the Manager</i>	15
Effective Manager: <i>UMDNJ's Management Development Program</i>	15
Facilitating Change	16
Interviewing for the Best Candidate	16
Labor Relations for Supervisors and Managers	17
Leadership and Emotional Intelligence	17
Managing Difficult Situations with Staff	18
Managing Teams	18
New Manager/Supervisor Orientation to Human Resources	19
Orienting the New Employee to your Department	19
Quality Supervision: <i>UMDNJ's Supervisory Development Program</i>	20
Strategies for Motivating and Retaining Staff	20
UMDNJ's Performance Appraisal Tools	21
Professional Development Course Descriptions	23-39
Assertive Communication Skills	24
Balancing Work and Home Life	24
Beyond Listening Skills	25
Business Writing	25
Career Planning and Exploration	26
Creative Problem Solving	26
Customer Service: <i>Skills for Staff</i>	27
Dealing with Change	27
Feedback with Finesse	28
Grants and Contracts Administration	28
Handling Difficult People	29
Influencing Others to Get What You Want	29
Listening Skills	30
Making Meetings Work	30
Managing Your Emotions	31
Negotiating Skills	31
Presentations With Impact	32
Professional Credibility	32
Professional Telephone Techniques	33
Project Management Fundamentals	33
Purchasing Goods and Services at UMDNJ	34
Report and Proposal Writing	34
Resolving Conflict in Professional Relationships	35
Strategies for Achieving Career Goals	35
Stress Management	36
T.E.A.M. Effectiveness: <i>Together Everyone Accomplishes More</i>	36
Team of Two	37
Time Management	37
Training 101: <i>Essential Skills for New Trainers</i>	38
What is Your EQ? <i>An Introduction to Emotional Intelligence</i>	38
Yes, You Can Get Organized!	39
How to Recommend Someone for a UMDNJ Training Program	41
Course Registration Forms	43-45

TRAINING PROGRAM INDEX

<i>This guide is provided by the Office of Training and Organizational Development to assist in the development of you and your staff. Programs are recommended for each staff category: management, supervisory, professional and support staff.</i>	Prerequisite	Management	Supervisory	Professional	Support
Assertive Communication Skills		X	X	X	X
Balancing Work and Home Life		X	X	X	X
Beyond Listening Skills		X	X	X	X
Business Writing		X	X	X	X
Career Planning and Exploration		X	X	X	X
Conducting the Performance Appraisal Meeting		X	X		
Counseling Staff for Improved Performance		X	X		
Creative Problem Solving		X	X	X	X
Customer Service: <i>Role of the Manager</i>		X	X		
Customer Service: <i>Skills for Staff</i>				X	X
Dealing with Change					
Effective Manager: <i>UMDNJ's Management Development Program</i>		X			
Facilitating Change		X	X		
Feedback with Finesse		X	X	X	X
Grants and Contracts		X	X	X	X
Handling Difficult People		X	X	X	X
Influencing Others to Get What You Want		X	X	X	X
Interviewing for the Best Candidate		X	X		
Labor Relations for Supervisors and Managers		X	X		
Leadership and Emotional Intelligence		X	X		
Listening Skills		X	X	X	X
Making Meetings Work		X	X	X	X
Managing Difficult Situations with Staff		X	X		
Managing Teams		X	X		
Managing Your Emotions		X	X	X	X
Negotiating Skills		X	X	X	X
New Manager/Supervisor Orientation to Human Resources		X	X		
Orienting the New Employee to your Department		X	X		
Presentations with Impact		X	X	X	
Professional Credibility		X	X	X	X
Professional Telephone Techniques		X	X		X
Project Management Fundamentals		X	X	X	X
Purchasing Goods and Services at UMDNJ		X	X	X	X
Quality Supervision: <i>UMDNJ's Supervisory Development Program</i>			X		
Report and Proposal Writing		X	X	X	
Resolving Conflict in Professional Relationships		X	X	X	X
Strategies for Achieving Career Goals		X	X	X	X
Strategies for Motivating and Retaining Staff		X	X		
Stress Management		X	X	X	X
T.E.A.M. Effectiveness: <i>Together Everyone Accomplishes More</i>		X	X	X	X
Team of Two		X	X	X	X
Time Management		X	X	X	X
Training 101: <i>Essential Skills for New Trainers</i>					
UMDNJ's Performance Appraisal Tools		X	X	X	
What's Your EQ? <i>Intro to Emotional Intelligence</i>		X	X	X	X
Yes, You Can Get Organized!		X	X	X	X

ABOUT THE OFFICE OF TRAINING AND ORGANIZATIONAL DEVELOPMENT

The Office of Training and Organizational Development in the Department of Human Resources was established to serve the business needs of the UMDNJ community by providing staff, faculty, management, departments and units with the skills and knowledge that promote continuous learning, professional growth, and enhanced job performance.

MISSION STATEMENT

Our mission is to maximize human resource potential by aligning educational, developmental, and organizational consulting services with the strategic objectives of UMDNJ.

This is accomplished by developing and maintaining strong, working partnerships at all levels of UMDNJ; playing an active role to assist units/schools in achieving their business objectives; employing appropriate methodologies to ensure value-added competency development experiences; and developing and delivering customer-based performance improvement programs.

VISION: To position The Office of Training and Organizational Development as an organizational performance improvement function utilizing an internal consulting approach.

VALUES: High quality; customer-focused; value-added services; long term partnerships.

MOTTO: “Just in time, just right, just enough.”

ABOUT OUR SERVICES...

To accomplish our mission the Office of Training and Organizational Development provides a variety of consulting, education, training, and organizational development services.

Training and Education

We design and deliver *staff development programs* in response to the expressed needs of the UMDNJ community. These programs are offered to all university employees and are announced in the Course Catalog and the UMDNJ/HR web page.

Customized training is available by request from the department administrator or manager and designed specific to the needs of the unit, department or intact work team.

All of our training and education programs include lectures based on the latest information available on the topic, structured experiences, small group discussions, behavioral modeling, feedback, audiovisual and printed materials. Our programs vary in length from two hours to multiple days.

Organizational Development and Consulting

Organizational development is the process by which individuals and departments learn to solve problems mutually, work together, and adapt to changing environments in order to increase productivity and improve the quality of work life.

The purpose of organizational development efforts is to increase the effectiveness of a system, in our case, a University department or the University as a whole, through planned interventions based on behavioral science.

Some of the organizational development interventions we have provided to the University include: needs assessment, team building, intergroup problem-solving; organizational change; goal-setting and planning; building a service culture; performance improvement and consulting.

Consulting services are also provided to assist individuals with training and performance improvement applications.

To discuss customized educational training programs, or consultation and organizational development services for your department, division, office, or team, contact:

Lorraine Little Bell
Director, Training and Organizational Development
(732) 235-9500

UMDNJ's Career Training and Advancement Center (CTAC)

In the fall of 2002, UMDNJ launched the Career Training and Advancement Center sponsored by The Department of Human Resources. The goal of the Center is to invest in our future, by providing career training and development services that will assist our employees with building skills and competencies needed to advance their careers at UMDNJ.

Career Advancement Training and Certification Programs

The University offers a variety of job training and educational programs to our employees in entry-level positions interested in building career opportunities in health care fields where staff shortages exist. The primary objectives of the Center are to build employee pride and retention and improve the education, skills and earning potential of our current workforce.

A variety of training and certification programs are offered based on available funding. They have been conducted by Essex and Middlesex County Colleges, and the National Healthcareer Association after hours, either on-site or at a location close to one of our major campuses. The programs we have been offered based on projected staffing needs include: *English as a Second Language, Spanish for Health Care Workers, Medical Coding and Certified Medical Administrative Assistant*. A clinical track pilot program is also being developed through the National Healthcareer Association on the Newark campus. Please note that while opportunities to enroll in these programs are limited, we are looking to expand future offerings as we seek additional funding sources. Announcements will be made as new programs become available.

Additional CTAC Services Offered to All UMDNJ Employees

In addition to the wide array of professional courses we offer, a number of career management programs and services are available to all our employees that will give them the tools necessary to successfully navigate their careers in a rapidly changing workplace. They include:

- Career Development Training Programs:
 - Career Planning and Exploration (6 hours)*
 - Creating a Resume and Cover Letter (3 hours)*
 - Interviewing Techniques (3 hours)*
 - Professional Credibility (4 hours)*
 - Strategies for Achieving Career Goals (6 hours)*
- Career Counseling

WHY DEVELOP STAFF?

Staff development is important, and necessary, for the individual staff member, for the manager, and for the University.

Productivity

Success in meeting departmental goals through the productivity of the department or unit depends on the skills and the knowledge of the staff. Whenever skills can be developed or improved, there is a payback in improved results and performance.

Staff Career Development

Staff are more and more concerned about their individual development and growth. With the knowledge of staff's work skills and abilities, guidance and assistance in their development can be given. Incorporating developmental goals into total work objectives will result in substantial impact on staff development.

Staff Motivation

The concern for your staff's current and future career development can and will have an impact on motivational attitudes as well. Assisting staff with the preparation and implementation of career development objectives may be the single most important activity a manager engages in to gain staff commitment and sustain a high level of motivation.

REINFORCING THE TRAINING AND DEVELOPMENT ACTIVITIES

The following methods should be used to ensure long-term progress:

- *Before scheduling staff* to attend any developmental activity, discuss the reasons for attendance and mutual expectations. Highlight all needs, based on the individual performance evaluation and career development objectives.
- *Immediately after the training activity*, meet with the staff member to discuss the program content, his/her reactions to the program, and what the staff member feels he/she gained from it.
- *Provide the opportunity* for your staff to present to other department members a summary of the ideas or techniques learned in the training program.
- *The application of the training* is critical to maintaining any newly-learned skill. Immediately following the training, assign future work projects which will use the skill or knowledge gained in the program.
- *Provide recognition and feedback* when your staff uses the newly-learned skills or when it is evident that improvements in their performance have resulted from what was learned in the program.

ABOUT THE UMDNJ CORPORATE TRAINING CENTER (CTC) ...

The UMDNJ Corporate Training Center was opened in the Spring of 1989 to serve the training and organizational development needs of the UMDNJ faculty and staff. It was designed to maximize learning at the corporate level through the appropriate transfer of knowledge with a minimum of distractions.

The CTC is a comfortable, attractive, learning environment, located away from the “normal work site” to facilitate maximum learning.

The UMDNJ Corporate Training Center is located in the Liberty Plaza Building at 335 George Street, Suite 1200, New Brunswick, New Jersey, and is easily accessible from all areas of New Jersey by the New Jersey Turnpike.

The Corporate Training Center has two training rooms: Training Room A is capable of hosting training sessions of up to 30 individuals, while Training Room B can host up to 20. It is possible to join both rooms to accommodate up to 50 individuals for a training session or up to 100 for a lecture. A Training Library and the offices for the Training and Organizational Development staff are also located in the center.

Although our courses are taught on all the campuses, managers and supervisors are urged to encourage staff to take advantage of programs conducted in the CTC even though for some departments the CTC may involve a commute.

The Management Development Program, “The Effective Manager,” is conducted exclusively in the CTC.

PASSPORT TO EFFECTIVE INTERPERSONAL COMMUNICATION

The Passport to Effective Interpersonal Communication is a certificate program established to support the developmental needs of UMDNJ's managers, supervisors, faculty and staff. The certificate coursework includes five core courses and four advanced course topics.

Core courses include:

- What is Your EQ? An Introduction to Emotional Intelligence
- Listening Skills
- Feedback with Finesse
- Assertive Communication Skills
- Influencing Others to Get What You Want

Advanced courses include:

- Resolving Conflict
- Negotiating Skills
- Handling Difficult People
- Managing Your Emotions

While there are no prerequisites, it is recommended that the courses be taken in order whenever possible.

Those interested in earning a certificate can obtain a "Passport" from the course instructor. The instructor will initial the passports at the end of each session. Upon completion of all nine courses, the participant will submit the completed passport to the Office of Training and Organizational Development. A special certificate designed for this program will be sent to the participant with a copy to the immediate supervisor.

**MANAGEMENT
DEVELOPMENT
COURSES**

CONDUCTING THE PERFORMANCE APPRAISAL MEETING

FOCUS Participants learn and practice techniques that effectively deal with a range of potentially awkward situations that may occur during the appraisal meeting. The class concentrates on structuring the appraisal meeting to maximize employee/supervisor communication in a manner that is mutually beneficial.

MAJOR TOPICS

- Preparing for the appraisal meeting
- Creating the right environment
- Managing the meeting “invisibly”
- Using praise as a motivational tool
- Using self-appraisal to discuss sensitive issues
- Handling sub-standard performance

FORMAT This course uses role-plays and video models to supplement instructor lecturates and group discussions.

LENGTH 3 hours

AUDIENCE Managers, supervisors, and administrators who are responsible for evaluating staff at all levels.

COUNSELING STAFF FOR IMPROVED PERFORMANCE

FOCUS This course, which is targeted for managers and supervisors, addresses the often difficult responsibility of confronting employee behaviors that interfere with job performance. It emphasizes specific counseling techniques for communicating your expectations and offers an opportunity to practice conducting effective performance discussions with staff.

MAJOR TOPICS

- Setting and communicating performance expectations
- Overcoming fear of giving constructive feedback
- Taking corrective action and documentation procedures
- Focusing performance discussions to increase commitment
- Understanding the intent and process of progressive discipline
- Preparing and delivering disciplinary action

FORMAT This course takes a hands-on approach to skill development through the use of case studies, role-plays, group discussions, and mini-lectures.

LENGTH 1 day

AUDIENCE Managers, supervisors and administrators.

CUSTOMER SERVICE: THE ROLE OF THE MANAGER

FOCUS This course covers the major responsibilities and activities of the manager or supervisor in establishing and maintaining “First-Rate” customer service within departments of UMDNJ.

MAJOR TOPICS

- Identifying customer needs and expectations
- Developing a service concept
- Setting standards for service performance
- Motivating staff to achieve customer service goals
- Identifying and removing obstacles that hinder “First-Rate” customer service
- Developing departmental goals for establishing and maintaining “First-Rate” customer service

FORMAT This course uses discussions, video, practical exercises, group activities, and simulations.

LENGTH 1 day

AUDIENCE Managers, supervisors, and administrators responsible for department and units that provide service internally and/or externally.

THE EFFECTIVE MANAGER: UMDNJ’S MANAGEMENT DEVELOPMENT PROGRAM*

FOCUS The Effective Manager is a development program targeted to both new (either to the role of manager or to the University) and experienced managers. This customized program is designed to provide new and middle-level managers with up-to-date knowledge of managerial theories, models, approaches, and skills.

MAJOR TOPICS

- Discussing the need for managers to be leaders
- Examining effective leadership practices that align with organizational culture
- Analyzing 360 degree feedback on leadership behaviors and identifying opportunities for development
- Experiencing the impact of goal-setting and planning on the achievement of positive results
- Creating performance expectations and utilizing effective coaching strategies to achieve desired goals
- Discussing how to develop employees to attain superior performance
- Experimenting with techniques for effectively leading change
- Developing an action plan for implementing new skills on the job

FORMAT This course uses personal assessment inventories, feedback data, small group activities, case studies, simulations, videos, lectures, and guest speakers.

LENGTH 4 days

AUDIENCE Managers and administrators.

•This program is mandatory for all newly-hired and newly-promoted managers and other select administrators.

FACILITATING CHANGE

FOCUS Most managers dedicate significant resources to addressing the behavioral aspects associated with a change process. Unfortunately, the same level of attention is not always given to the psychological and social impacts of organizational change. The key lies in managers placing themselves in the position of those affected by the change. Managers have full control over the manner in which change is introduced and implemented, and over how many, and how effectively, questions about unknown futures are answered.

MAJOR TOPICS

- Understanding the dynamics of change
- Creating readiness for change
- Overcoming staff resistance to change
- Managing the transition
- Sustaining momentum; reinforcing new behaviors
- Creating future capacity for change

FORMAT This course uses lecturettes, self-assessment activities, experiential exercises, small group activities, discussion, and video.

LENGTH 1 day

AUDIENCE Managers, supervisors and administrators responsible for leading change initiatives in their departments.

INTERVIEWING FOR THE BEST CANDIDATE

FOCUS Participants explore how to plan, conduct, and evaluate selection interviews, and gather the information needed to make the right hiring decision.

MAJOR TOPICS

- Preparing for the interview via a five step process
- Identifying the components of an effective interview
- Developing behavioral interview questions to elicit specific skills
- Examining legal and illegal pre-employment questions
- Evaluating a candidate's qualifications through the resume review and effective questioning techniques
- Learning to screen candidates for a customer-focused orientation
- Reviewing the hiring process at UMDNJ

FORMAT This course uses discussions, video, role-plays, and practice exercises.

LENGTH 4 hours

AUDIENCE Managers, supervisors and administrators involved in making hiring decisions.

LABOR RELATIONS FOR SUPERVISORS AND MANAGERS

FOCUS This course covers the basic elements of the University's labor relations program, including discipline and grievance handling.

MAJOR TOPICS

- Understanding the collective bargaining process
- Understanding the grievance-arbitration mechanism
- Recognizing the significance of the probationary period
- Recognizing the relationship between the evaluation process and the disciplinary process
- Recognizing the responsibility of the supervisor or manager for initiating disciplinary action
- Understanding University and Human Resources policies impacting on the disciplinary process [e.g. absence control, progressive discipline]
- Understanding various forms of staff conduct and appropriate management response

FORMAT This course uses a combination of discussion and lecture

LENGTH 4 hours

AUDIENCE Managers, supervisors, and administrators who deal with unionized staff on a regular basis.

LEADERSHIP AND EMOTIONAL INTELLIGENCE

FOCUS Regardless of our current job position or title, each of us is ultimately responsible for being the chief executive officer of our own life and work. In this light, every day we make, or fail to make, executive decisions that have immediate as well as far-reaching consequences. In addition, a growing number of us are being asked to serve as leaders in one form or another in the workplace and to meet expectations that are getting higher all the time. The purpose of this course is to raise and explore some potentially useful questions about developing and applying emotional intelligence in work and life.

MAJOR TOPICS

- Making the business case for emotional intelligence
- Assessing your emotional intelligence
- Understanding the role of emotional intelligence in leadership
- Putting emotional intelligence in action

FORMAT This course uses interactive exercises, group discussion, assessment tools, and video to supplement instructor lectures.

LENGTH 3 hours

AUDIENCE Managers, supervisors, and administrators.

MANAGING DIFFICULT SITUATIONS WITH STAFF

FOCUS This video-based course focuses on twelve different manager-employee interactions for analysis. The situations pose the types of problems supervisors and managers encounter on a regular basis: absenteeism, employee performance, motivation, grievance handling, substance abuse, work assignments, troubled employees, staffing, sexual harassment, goal setting, discipline, conflict resolution, to name a few. Participants identify key management issues and develop appropriate responses to each situation.

MAJOR TOPICS

- Reviewing video vignettes of manager-employee interactions
- Discussing management's perspective in each interaction
- Identifying key issues in each of the twelve difficult situations
- Developing responses to the immediate problem
- Evaluating the most effective management response in each situation

FORMAT This course uses video-based manager-employee interactions, small group discussions, and lecturettes.

LENGTH 1 day

AUDIENCE Managers, supervisors.

MANAGING TEAMS

FOCUS Participants identify and explore the issues and competencies required to effectively maximize team performance in a business environment which increasingly depends on teams as key units for decision making and learning.

MAJOR TOPICS

- Recognizing the environmental changes that lead to the need for work efforts
- Discussing the stages of team development
- Identifying key components of effective teams as compared to work groups
- Assessing individual team facilitator style
- Exploring techniques for building effective teams

FORMAT This course uses lecturettes, self-assessment, experiential and small group activities, and class discussion.

LENGTH 1 day

AUDIENCE Managers, supervisors, and administrators responsible for implementing self-directed teams in the workplace.

NEW MANAGER/SUPERVISOR ORIENTATION TO HUMAN RESOURCES

FOCUS This one-day program is designed to provide an in-depth understanding of the Human Resources function within the University and to supply essential information concerning the structure, policies, and procedures of the Department.

MAJOR TOPICS

- Human Resources structure
- Review of key HR policies
- Explanation of the hiring process including management's responsibilities
- UMDNJ's performance appraisal systems
- Review of benefits for unionized staff
- Examination and discussion of union contracts

FORMAT This course uses lecturates, group discussion, case studies and experiential exercises for an interactive approach to learning.

LENGTH 1 day

AUDIENCE Managers, supervisors, and administrators.

•This program is mandatory for all newly-hired and newly-promoted managers, supervisors, and administrators.

ORIENTING THE NEW EMPLOYEE TO YOUR DEPARTMENT

FOCUS Many of us can recall the first few days after starting a new job. Unfortunately for some, those experiences have not been positive. This three-hour course explores ways that supervisors and managers can best prepare employees for their new positions and make them feel like valued members of the department.

MAJOR TOPICS

- Discuss the role of the supervisor when orienting a new employee to the department
- Explain the benefits of creating a comprehensive employee orientation plan
- Provide an overview of the UMDNJ New Hire Orientation Program
- Identify a variety of resources and tools available to familiarize the new employee with the University
- Review best practices for orienting new staff (e.g., mentoring programs)
- Discuss JCAHO department orientation requirements

FORMAT This course uses a combination of group discussion, lecture, video, tools and practical exercises.

LENGTH 3 hours

AUDIENCE Managers, supervisors, and administrators responsible for hiring and orienting new employees.

QUALITY SUPERVISION: UMDNJ'S SUPERVISORY DEVELOPMENT PROGRAM*

FOCUS Quality Supervision is a supervisory development program which is targeted to both new (either to the supervisory position or to the University) and experienced supervisors. This program is designed to provide front-line supervisors with the tools and techniques essential to the establishment and maintenance of quality supervision.

MAJOR TOPICS

- Identifying 10 roles that supervisors assume
- Examining different leadership and management styles
- Exploring motivational techniques for you and your staff
- Practicing effective verbal and non-verbal communication
- Learning strategies to effectively correct staff behavior
- Managing performance using coaching and counseling
- Defining delegation by participating in a delegation task
- Developing a plan for dealing with difficult people
- Experiencing effective time management and planning through an interactive activity

FORMAT This course uses personal assessment inventories, small group activities, case studies, simulations, videos, lectures, and guest speakers.

LENGTH 4 days

AUDIENCE Any staff member in a front-line supervisory position.

**This program is mandatory for all newly-hired and newly-promoted supervisors.*

STRATEGIES FOR MOTIVATING AND RETAINING STAFF

FOCUS Many people assume that money is the mainstay of motivation. But in truth, the desire to accomplish extraordinary things is linked to a basic human need. We all want to be respected for who we are and recognized for the things we do. While many leaders know this from experience, few know how to best act on it.

MAJOR TOPICS

- Identify factors which contribute to motivation
- Learn about the seven essentials to encouraging the heart
- Consider factors in job satisfaction
- Discuss traditional and non-traditional incentives to achieving success
- Learn the five leadership practices and 10 leadership commitments

FORMAT This course uses lecture, practical exercises, video and questions and answers.

LENGTH 3 hours

AUDIENCE Managers, supervisors and administrators.

UMDNJ'S PERFORMANCE APPRAISAL TOOLS

FOCUS Participants will examine the management performance appraisal process and review the criteria-based and the non-criteria-based forms currently used within the University. Emphasis will be placed on how to complete the forms and effectively utilize the tools to evaluate staff and support performance goals.

MAJOR TOPICS

- Defining expected performance levels for staff
- Writing clear, realistic performance standards
- Examining the rating guidelines
- Setting performance and project goals for continued development
- Communicating performance standards and expectations to staff
- Reviewing samples of completed forms and the evaluation procedure from start to finish

FORMAT This course uses a combination of lecture and discussion.

LENGTH 3 hours

AUDIENCE Managers, supervisors, and administrators who are responsible for evaluating staff at all levels.

PROFESSIONAL DEVELOPMENT COURSES

ASSERTIVE COMMUNICATIONS SKILLS

FOCUS What do you think of when you hear the word “assertiveness?” Many people think of someone adamantly standing their ground, pushing for their own way, refusing to give an inch. Others think of someone who is generally pleasant but stubborn on certain issues. Most people do not understand what “assertive behavior” really is. This course will help you to develop positive assertiveness — a natural style that is direct, honest, and respectful while interacting with others.

MAJOR TOPICS

- Understanding the three basic behavior styles
- Assessing your own style
- Developing assertive language
- Recognizing body language signals
- Sending assertive messages
- Confronting issues/ problems assertively

FORMAT This course uses a combination of experiential exercises, assessment instruments, and lecturettes.

LENGTH 1 day

AUDIENCE All managers, supervisors, faculty and staff

BALANCING WORK AND HOME LIFE

FOCUS This course addresses the difficulty that people sometimes experience in attempting to maintain balance in their lives when the demands of work and home compete with each other. Participants in this course identify the sources of imbalance in their lives and learn strategies for managing conflicting roles more effectively.

MAJOR TOPICS

- Defining the kind of balance you seek between work and home
- Identifying internal and external factors that create conflict between personal and professional roles
- Creating a vision of how life can be lived with greater enjoyment
- Recognizing the benefits to self and others when life is in balance
- Learning strategies for managing competing demands between home and work
- Developing a personal plan of action for change

FORMAT This course includes mini-lectures, small and large group discussions, experiential exercises, and self-assessments.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff.

BEYOND LISTENING SKILLS

FOCUS This course is designed to guide you through a journey of self-discovery about how you approach listening. To help you understand how you listen, you will use a self-reporting instrument, the Personal Listening Profile, which is designed to assess your most natural Listening Approach. It gives you a personalized view of how you most naturally listen while identifying other Listening Approaches. You will gain an understanding of when using these various Listening Approaches will enable you to communicate more effectively.

MAJOR TOPICS

- Understand the importance of effective listening skills.
- Determine which “communication killers” are hampering your listening effectiveness.
- Describe the five different Listening Approaches, including the focus, motivation, and behavioral indicators of each approach.
- Identify your natural Listening Approach.
- Identify appropriate uses of each of the five Listening Approaches.
- Review and practice techniques that will enhance your listening skills.

FORMAT This course uses an assessment instrument, group discussions, exercises and lecturettes.

LENGTH One day

AUDIENCE Managers, supervisors, faculty, and staff.

BUSINESS WRITING

FOCUS Does writing a routine e-mail or memo take up too much of your time? Are you concerned about making sure that your on-the-job writing “sounds” right? This program focuses on key writing skills that will improve your ability to draft and proof e-mails, memos and letters.

MAJOR TOPICS

- Breaking the “I know what I want to say, but I don’t know how to say it” syndrome
- Getting started: new techniques for getting the first few words on paper
- Presenting your ideas in an e-mail or memo
- Making letters look and sound professional
- Examining the five most frequently made errors in grammar, punctuation, and usage
- Discussing words that are often confused (*principle/principal, accept/except, loose/lose, lead/led, who’s/whose, etc.*)

FORMAT This course uses individual and team exercises, lecture and discussion. You are invited to bring a sample of your own correspondence to class.

Each participant will receive a copy of *Action Grammar*, a grammar book written by the instructor.

LENGTH 1 day

AUDIENCE Professional and support staff who write and edit memos, letters, and other business correspondence.

CAREER PLANNING AND EXPLORATION

FOCUS Using a structured model, participants gain a more complete understanding of the requirements for realistic decision-making and planning as they begin to prepare a career plan.

MAJOR TOPICS

- Learning the steps involved in the career planning process
- Assessing personal skills, values, interests, and experiences related to the participants' careers
- Practicing ways for utilizing key resources and relevant material in the career planning process
- Examining University policy as it relates to internal career mobility
- Creating a personal career development plan
- Developing strategies to overcome personal obstacles in achieving career goals

FORMAT This course uses a hands-on approach to understanding career development through the use of discussions, experiential exercises, self-assessment activities, and lecturettes.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff.

CREATIVE PROBLEM SOLVING

FOCUS Participants learn the skills and methods for obtaining creative solutions to problems.

MAJOR TOPICS

- Defining problem solving
- Discussing problem solving versus decision making
- Examining various problem-solving styles
- Applying the problem-solving process to case studies and situations on the job
- Exploring creativity and problem resolution
- Utilizing force field analysis to get the best result

FORMAT This course uses the participative approach through exercises and discussions.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff whose responsibilities require interaction at the departmental or interdepartmental level.

CUSTOMER SERVICE: SKILLS FOR STAFF

FOCUS Participants learn how to provide service to internal as well as external customers. Special attention is given to understanding the necessity for a customer-oriented service culture, developing various strategies to support it and exploring methods of service recovery.

MAJOR TOPICS

- Discussing how customers assess service quality
- Examining the components of internal and external customer service
- Learning a six-step process for resolving customer problems
- Determining where service improvements can be made within your unit of department
- Reviewing the telephone skills essential to providing professional service

FORMAT This course uses discussions, case studies, video models, role-playing, and other group activities.

LENGTH 1 day

AUDIENCE Professionals and support staff who are involved in providing service of any kind to other UMDNJ faculty and staff.

DEALING WITH CHANGE

FOCUS The challenge of change is before all of us and the message is quite clear: change or be left behind. To survive the demands of a changing world and succeed means we've got to change. Simply changing isn't good enough, however. We've got to change by design, not by default. This course will show us how.

MAJOR TOPICS

- Assessing your capacity to change
- Understanding the reasons for change and focusing on the benefits
- Anticipating the impact of change
- Transforming resistance into support
- Building more adaptive personal skills

FORMAT This course uses video, self-assessment instruments, lecturettes, skill-building activities, and group discussions.

LENGTH 1 day

AUDIENCE Managers, supervisors and staff interested in developing skills for becoming change agents.

FEEDBACK WITH FINESSE

FOCUS How often do we think, feel, or know something about others in the workplace that we don't share because we are afraid of possibly damaging the relationship? Learning to constructively give and receive reinforcing and developmental feedback will allow all of us to work better together. This program defines feedback, provides a model to give and receive feedback, and allows participants to practice using the model.

MAJOR TOPICS

- Why feedback is critical to success at work
- Understanding the elements of effective, as well as ineffective feedback
- Overcoming the obstacles inherent in giving developmental feedback
- How to solicit open and honest feedback regarding our own performance

FORMAT This course uses lecturettes, interactive practice exercises, role-plays and group discussions.

LENGTH 4 hours

AUDIENCE Managers, supervisors, faculty and staff who seek skills enhancement to support more effective communication on and off the job.

GRANTS AND CONTRACTS ADMINISTRATION

FOCUS Participants gain an understanding of Grants and Contracts procedures at UMDNJ. The "Life Cycle" process of grants/contracts is discussed.

MAJOR TOPICS

- Grant proposal and application process
- Grant award and account establishment
- Budget transaction statement
- Allowable and unallowable cost
- Financial reporting requirements
- Grant/contract closeout

FORMAT This course uses lecture, practical exercises, and questions and answers.

LENGTH 3 hours

AUDIENCE Managers, supervisors, administrators and principal investigators who are responsible for grants and contracts.

HANDLING DIFFICULT PEOPLE

FOCUS There are people with whom we interact who are pleasant, easy to get along with, honest, reliable and willing to listen to a different point of view. Then there are those people who are argumentative, moody, aggressive, and just plain obnoxious. This course will provide you with proven techniques and strategies for creating better relationships with the people who exhibit difficult behavior - at work or in your personal life.

MAJOR TOPICS

- Defining and identifying types of difficult people
- Examining the reasons people are difficult
- Exploring alternative styles of behavior
- Learning and practicing techniques for handling the most commonly encountered types of difficult behavior

FORMAT This course uses a combination of self-assessment instruments, lecture, practical interactive exercises, and group discussions.

LENGTH 4 hours

AUDIENCE Faculty, managers, supervisors and staff.

INFLUENCING OTHERS TO GET WHAT YOU WANT

FOCUS This course presents basic strategies for achieving influence in your daily interactions. As workplace environments become increasingly demanding, the benefits of developing influencing skills become more and more apparent. Enhancing your ability to facilitate other people's decisions can be a key to your own personal success.

MAJOR TOPICS

- Understanding how influence works in today's organizational structures
- How to recognize and effectively use various influence styles
- Sources of resistance to your influence and how to overcome them
- Building rapport and respect in your interpersonal communications
- How to formulate a personal influence action plan

FORMAT This course uses self-assessment tools, lecturettes, interactive exercises and group discussions.

LENGTH 4 hours

AUDIENCE Managers, supervisors, faculty and staff who want to improve their influencing skills.

LISTENING SKILLS

FOCUS Effective listening skills are a vital part of the communication process. Participants will learn how to improve their skills through examining listening barriers and by practicing listening in a variety of communication situations.

MAJOR TOPICS

- Understanding the difference between hearing (passive), listening (active), and empathic listening
- Identifying the characteristics of an effective listener
- Assessing your own strengths and weaknesses as a listener
- Practicing a variety of skills and techniques to enhance your listening ability

FORMAT This course uses assessments, lecturettes, group exercises, role play, and video.

LENGTH 1 day

AUDIENCE Managers, supervisors, faculty and staff.

MAKING MEETINGS WORK

FOCUS Meetings, meetings, meetings!!! What would it be worth to have fewer, more effective meetings that result in action? This seminar explores the factors that make meetings work as well as what makes them fail. Participants will learn the functions of meetings and when, how and why to hold them for maximum productivity.

MAJOR TOPICS

- What to do before, during and after a meeting
- How to prepare an agenda
- Eliminating distractions and time wasters that throw meetings off schedule
- Increasing participation from meeting attendees
- Managing attendees with problem personalities
- Evaluating meeting effectiveness

FORMAT Group discussions, lecturettes, interactive exercises and reproducible forms and checklists are used to aid in the future application of the techniques covered in this class.

LENGTH 3 hours

AUDIENCE Managers, supervisors, team leaders and anyone who conducts meetings of any kind.

MANAGING YOUR EMOTIONS

FOCUS Everyone experiences strong emotions from time to time - including anger. How those emotions are expressed can have a positive or negative effect on our ability to remain productive and focused. Professional relationships can be maintained even in difficult times when we learn effective techniques for managing our reactions.

MAJOR TOPICS

- Understanding the emotional intelligence framework as a foundation to managing anger
- Assessing competence in managing strong reactions
- Learning and practicing techniques for maintaining control over ourselves - emotionally and behaviorally

FORMAT This course uses assessment tools, case studies, role-plays, video and interactive group discussion.

LENGTH 4 hours

AUDIENCE Administrators, managers, supervisors, faculty and staff.

NEGOTIATING SKILLS

FOCUS This course focuses on the process of managing conflict and advances the problem-solving approach to satisfying the interests of both parties. It emphasizes specific techniques and useful phrases for moving the process of negotiating forward so that wise agreements are reached efficiently without damaging the relationship between the parties.

MAJOR TOPICS

- Assessing your negotiating style
- Differentiating between positions and interests in a conflict situation
- Generating creative options for mutual gain
- Using independent standards to reconcile conflicting interests while avoiding a contest of wills and the need for one side to back down
- Disentangling people problems from the substance of the negotiation
- Determining when it makes sense to walk away from a negotiation and when it does not
- Organizing the process to move steadily toward closure

FORMAT This course uses lecturettes, role-plays, self-assessment instruments, and group discussion.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff who negotiate on behalf of UMDNJ.

PRESENTATIONS WITH IMPACT

FOCUS This two-day course has been designed to equip the participant with proven techniques and skills for reducing anxiety and successfully delivering presentations with impact. Whether your typical presentation involves large group speaking, meeting facilitation, or selling ideas and services, the course will provide you with a comprehensive overview of what it takes to make an impact on your audience.

MAJOR TOPICS

Day 1

- Establishing a baseline for improvement through videotape
- Establishing audience rapport through eye contact
- Using body language/gestures effectively
- Working with visual aids
- Handling questions
- Preparing the presentation

Day 2

- Videotaping individual fifteen-minute presentations
- Feedback and individual coaching

FORMAT This course uses a combination of video, experiential exercises, lecturette, and videotaped feedback.

LENGTH 2 days

AUDIENCE Managers, supervisors, faculty and professional staff who want to polish their presentation skills.

PROFESSIONAL CREDIBILITY

FOCUS This course examines the skills necessary to enhance communication and to present a professional image while working with all staff levels.

MAJOR TOPICS

- Demonstrate a better command of English grammar
- Pronounce words correctly
- Communicate professionally by emphasizing non-verbal behavior, word choices, and tone.
- Demonstrate professional communication in electronic correspondence (e-mail, voice-mail)
- Dress professionally as outlined in the UH Dress Code Policy

FORMAT This course provides a combination of lecturettes, exercises, self-assessment instruments, discussions, and group exercises.

LENGTH 4 hours

AUDIENCE Support staff, administrative staff

PROFESSIONAL TELEPHONE TECHNIQUES

FOCUS Participants will learn the importance of good telephone etiquette including voice quality, courtesy, complaint handling, efficient call transfers and pleasant call termination.

MAJOR TOPICS

- Providing first-rate customer service by telephone
- Creating and using a telephone signature
- How to hold, transfer and screen calls
- How to handle caller complaints
- Reviewing customer personalities and how to handle them
- Diffusing angry telephone calls
- Voice-mail etiquette
- Correct message transcription

FORMAT This course uses a combination of lecturettes, video, self assessment tools and exercises.

LENGTH 3 hours

AUDIENCE Receptionists, secretaries, administrative coordinators/assistants and any support staff and professional staff who have heavy telephone contact.

PROJECT MANAGEMENT FUNDAMENTALS

FOCUS This course is geared to managers and professional staff at all levels who are responsible for managing a project of some kind. Participants discover proven methods for planning, scheduling and controlling projects and learn some of the skills and tools necessary for handling the project from definition to successful close.

MAJOR TOPICS

- Defining the project and identifying the critical components needed for the job
- Developing realistic schedules and measurable objectives
- Organizing even the most complex project into manageable “chunks” of activity
- Reviewing several tools used in planning – Risk Assessment formulas, Program Evaluation and Review Techniques (PERT) and Gantt charts
- Establishing a monitoring system to achieve quality results, on-time and within budget
- Working with the human factors in project management including tips on selecting and motivating project team members

FORMAT This course uses lecture, skill-building activities, group discussions and practice exercises.

LENGTH 1 day

AUDIENCE Administrators, managers, supervisors, team leaders, faculty and staff who have had little or no formal training in project management.

PURCHASING GOODS AND SERVICES AT UMDNJ

FOCUS This introductory course is designed to familiarize participants with the basic steps required to efficiently secure goods and services at UMDNJ.

MAJOR TOPICS

- Overview of purchasing services
- Banner financial system
- Requisitions and Purchase Orders
- Special Vendor Program
- Requests for Proposal (RFP)
- Waiver of Bid Process

FORMAT This course uses lectures, and questions and answers.

LENGTH One 3-hour session

AUDIENCE Anyone responsible for initiating action and/or completing paperwork necessary to purchase goods and services.

REPORT AND PROPOSAL WRITING

FOCUS This program is designed for managers and individual contributors who prepare reports and proposals for upper management or external organizations.

MAJOR TOPICS

- Determining your communication strategy
- The difference between “tell” reports and “sell” reports
- Writing faster: moving efficiently through the five stages of report writing
- Methods for developing and organizing ideas
- Making key points stand out
- Blocking out the main sections of the report
- Direct vs. indirect methods of organization
- Creating links between major sections of the report
- Macro vs. micro editing
- Finishing touches - checking for proper use of white space and graphics

FORMAT This course uses a variety of new techniques, relevant business examples, and challenging exercises.

Each participant will also receive a copy of *Action Grammar*, the instructor’s book.

Participants are invited to bring a sample report or proposal to class.

LENGTH 1 day

AUDIENCE Managers, supervisors, and professionals who must author reports and proposals.

RESOLVING CONFLICT IN PROFESSIONAL RELATIONSHIPS

FOCUS The goal of this program is to bring participants to the awareness that relationships merit the investment in time and energy required for disagreements to be resolved in such a way that both parties feel like winners.

MAJOR TOPICS

- Understanding what you bring to the conflict situations you face
- Assessing your current conflict resolution skills
- Using specific skills in a variety of case studies and practice interactions

FORMAT This course uses assessments, lecturettes, group discussion, case studies and video for an interactive approach to learning.

LENGTH 1 day

AUDIENCE Managers, supervisors, faculty and staff.

STRATEGIES FOR ACHIEVING CAREER GOALS

FOCUS Participants identify factors that contribute to professional success, learn practical techniques for proactively implementing their career plans, and create personal action plans for achieving professional goals.

MAJOR TOPICS

- Discussing the need for adaptability and contingency planning in today's changing workplace
- Identifying and prioritizing factors that contribute to professional success within the organization
- Managing relationships with the boss and co-workers to maximize effectiveness
- Learning self-marketing strategies to increase visibility and create a professional image
- Preparing résumés and practicing effective interviewing techniques for internal positions
- Developing a personal action plan for overcoming obstacles in achieving professional goals

FORMAT This course uses role-plays, experiential exercises, self-assessment instruments, lecturettes, and group activities.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff who have identified specific career goals and are interested in learning techniques that will help them in achieving these goals.

STRESS MANAGEMENT

FOCUS Participants learn methods for managing their self-care which include techniques for coping with “stressors” that make work and life more difficult, and strategies for decreasing stress levels while increasing performance and decision-making ability.

MAJOR TOPICS

- Assessing current stress levels
- Understanding a six-dimensional model for viewing stress using a holistic approach
- Exploring the types of stress, their causes and effects
- Identifying sources of support for overcoming stress
- Evaluating present coping techniques and assessing their effectiveness
- Identifying specific action plans for stress management and self-renewal

FORMAT This course uses a hands-on approach to understanding stress using a combination of group discussions, experiential exercises, self-assessment activities, and video.

LENGTH 1 day

AUDIENCE Managers, supervisors, faculty and staff.

T.E.A.M. EFFECTIVENESS
TOGETHER EVERYONE
ACCOMPLISHES MORE

FOCUS Participants learn about the necessary fundamentals and behaviors that are required for them and their teams to become more productive.

MAJOR TOPICS

- Identifying and utilizing communication skills that can help a team to move forward
- Exploring techniques to facilitate a team through a task
- Examining ways to prevent and to resolve team disagreements and conflicts
- Learning the strategies needed for building team consensus
- Experiencing observation methods for assessing team processes

FORMAT This course uses simulations and practical exercises to supplement instructor mini-lectures and group discussion.

LENGTH 1 day

AUDIENCE Managers, supervisors, faculty and staff who work in a team environment.

TEAM OF TWO

FOCUS Participants will learn ways to increase the effectiveness of their working partnership. This program recognizes one of our most valued groups of employees - the University support staff. We invite managers, administrators, executives, and their support staff member to attend this stimulating seminar which will explore ways to increase the effectiveness of this important working partnership.

MAJOR TOPICS

- Examining office stress
- Managing time problems
- Organizing yourself and each other
- Communicating needs and providing feedback
- Setting goals to maximize team effectiveness
- Exploring techniques for building effective teams

FORMAT This course uses a combination of mini-lectures, practical exercises, self-assessment instruments, discussions, and group activities.

LENGTH 1 day

AUDIENCE Team of Two only - secretaries / support staff and their supervisors.

TIME MANAGEMENT

FOCUS Participants learn to analyze their current use of time and develop skills to use their time more efficiently and effectively.

MAJOR TOPICS

- Assessing your current effectiveness in managing time
- Identifying personal time-wasters
- Establishing priorities and setting goals
- Handling interruptions
- Discussing procrastination and other barriers to meeting deadlines
- Managing computer files, software and e-mail for greater productivity
- Applying time management principles using an in-basket exercise
- Developing a personal time management strategy for implementation in the workplace

FORMAT This course uses lecture, group discussions exercises, case studies, and video.

LENGTH 1 day

AUDIENCE Managers, supervisors, faculty and staff who need to focus on time management.

TRAINING 101: ESSENTIAL SKILLS FOR NEW TRAINERS

FOCUS If your job requires you to train on an occasional basis, this course will help you to develop and conduct dynamic sessions for your target audience. Successfully communicating your training message means getting the basics: how to analyze training requirements; select the appropriate delivery methods and employ the most effective techniques. All these things, and more will be covered in this class.

MAJOR TOPICS

- Getting started with a training plan
- Creating the best learning environment by setting the proper climate
- Understanding and using adult learning principals in you training sessions
- Reviewing techniques that promote active participation
- Creating effective visual aids
- Discussing strategies for handling problem situations

FORMAT This course uses lecturettes, practical interactive exercises, small group activities, role-plays and group discussions.

LENGTH 1 day

AUDIENCE Managers, supervisors, and staff who are required to train on-the-job or want to enhance their training skills.

WHAT IS YOUR EQ? AN INTRODUCTION TO EMOTIONAL INTELLIGENCE

FOCUS Just what is emotional intelligence anyway? Often called EQ (Emotional-Intelligence Quotient), emotional intelligence refers to the array of personal-management and social skills that allow one to succeed in the workplace and life in general. EQ encompasses intuition, character, integrity, and motivation. It also includes good communication and relationship skills -- the focus of this course.

MAJOR TOPICS

- Defining emotional intelligence
- Assessing your emotional intelligence
- Understanding the fundamentals of EQ
- Putting EQ to work

FORMAT This course uses a combination of assessment tools, video, experiential activities, and lecturettes.

LENGTH 4 hours

AUDIENCE Managers, supervisors, faculty and staff.

•This course serves as a foundation for all other courses offered as part of the Interpersonal Communications Curriculum. While not mandatory, we would recommend that participants attend this class first.

YES, YOU CAN GET ORGANIZED!

FOCUS Personal organization requires us to learn how to maximize our time and talents to achieve our goals. Mastering this skill will make both our work and home lives easier. This program will provide some of the time-tested tools, tips and techniques to help you get started.

MAJOR TOPICS

- Understanding the benefits and key principles of getting organized
- Breaking through the mental blocks that may sabotage our efforts
- Examining methods, tips and techniques for handling clutter, excess paperwork and putting our personal problems areas in order
- Learning the 10 secrets of successfully conquering our personal organization challenges

FORMAT This course uses self-assessment activities, group discussion, lecture and learning tools including checklists.

LENGTH 3 hours

AUDIENCE All managers, supervisors, faculty and staff.

HOW TO RECOMMEND SOMEONE FOR A UMDNJ TRAINING PROGRAM

Registration Form

UMDNJ recognizes the importance of the supervisor's recommendation as that of the primary individual concerned with staff development. After the supervisor and staff member have agreed upon the appropriate course, the supervisor of the recommended individual should sign the registration form in the appropriate area and forward it to the Office of Training and Organizational Development.

If possible, a first and second choice of program dates should be indicated on the registration form. We cannot guarantee first choice selections.

COURSE REGISTRATION FORM

(This form may be duplicated)

For all courses, send via campus mail to:

Training and Organizational Development
Liberty Plaza, Suite 1200
New Brunswick, NJ

For questions, phone (732) 235-9500 Fax (732) 235-9509

Print Name _____

ID or SS# (last 4 digits) _____

Title _____

Department _____

Building _____ Room # _____ Campus _____

Telephone (Work) _____ E mail _____

Course Requested _____ Code # _____

(one per form)

Dates to Attend

1st Choice

2nd Choice

Supervisor referral

Employee request

_____ Title _____

Supervisor's Name (Print)

_____ Telephone _____

Supervisor's Signature (Required)

COURSE REGISTRATION FORM

(This form may be duplicated)

For all courses, send via campus mail to:

Training and Organizational Development
Liberty Plaza, Suite 1200
New Brunswick, NJ

For questions, phone (732) 235-9500 Fax (732) 235-9509

Print Name _____

ID or SS# (last 4 digits) _____

Title _____

Department _____

Building _____ Room # _____ Campus _____

Telephone (Work) _____ E mail _____

Course Requested _____ Code # _____

(one per form)

Dates to Attend

1st Choice

2nd Choice

Supervisor referral

Employee request

_____ Title _____

Supervisor's Name (Print)

_____ Telephone _____

Supervisor's Signature (Required)

*Training is offered to staff
without regard to race, color, ethnicity,
religion, gender, national origin,
sexual orientations, physical or
mental ability, age, or any other
categorization protected by law.*

*UMDNJ is an
Affirmative Action/Equal
Opportunity Employer*



UMDNJ
UNIVERSITY OF MEDICINE &
DENTISTRY OF NEW JERSEY

**Human Resources
Office of Training and Organizational Development**

Liberty Plaza 1200, New Brunswick
732-235-9500 Fax: 732-235-9509