About CPS HR Consulting

CPS HR Consulting is a self-supporting public agency providing a full range of integrated HR solutions to government and nonprofit clients across the country. Our strategic approach to increasing the effectiveness of human resources results in improved organizational performance for our clients. We have a deep expertise and unmatched perspective in guiding our clients in the areas of organizational strategy, recruitment and selection, classification and compensation, and training and development. For more information visit: www.cpshr.us.

Integrated Talent Management Strategy

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Emerging Leaders Program
HR Academy
Integrated Leadership Development Program (ILDP)
Risk Management Practitioner’s Program
CPS HR Writing Program
CPS HR Career Development Series

Individual assessment and a series of training classes

**Categories:** Personal Development Skills

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**ELEVATIONS CAREER ASSESSMENT**

**Step 1. INDIVIDUAL ASSESSMENT**

Are you an Innovator, Liberator, Facilitator or Organizer?

Find out by taking Elevations for Organizations, a 30 minute online career assessment. You will learn your career-related values, skills, interests and personality preferences.

Armed with this information you can better assess your career development options within your current job and as you plan for your next move.

The Elevations Assessment gives you the following:

- Integrates your profile and provides developmental tips
- Access to visit your assessment and update your preferences as needed
- Instructional guide on how to find mentors and conduct informational interviews
- Action-planning steps

The assessment is followed by two half days of in-depth discovery about yourself and how to work with others to move your career forward.

**Step 2. ASSESSMENT RESULTS**

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### Building on Your Natural Strengths (.5-day course)

This workshop will focus on the key components of your natural abilities and preferences. Prior to the workshop, you will complete an online career assessment called Elevations. It will offer a self-discovery platform for your career success. You will find out how to manage the inevitable ups and downs of your career while building credibility and self-confidence. You will leave this workshop with:

- An understanding of how courage is the key to your career success
- Renewed appreciation and respect for your natural talents
- Insights regarding your work style preferences and the preferences of others
- Strategies to communicate with others most efficiently and effectively
- Methods to enhance your career satisfaction through your values

### Enriching Your Career Satisfaction (.5-day course)

Growing your career and maximizing your potential can be a complex challenge. In this workshop you will learn how to enrich your satisfaction in your current position and envision options for your future. You will identify the specific skills you enjoy using and develop strategies to expand the utilization of your key skills. You will leave this workshop with:

- An expanded understanding of your career mobility options
- Specific definitions for the skills you enjoy using
- Methods to increase your skill-based satisfaction
- Clarity regarding your career interests and how they fit into your future
- A time bound, prioritized action plan that can be the basis for both your career planning and your individual development plan

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TRAINING CENTER | Register online for courses at [www.cpshr.us](http://www.cpshr.us)
Step 3. SKILLS TRAINING

**Tips to Promote Within the State Of California (.5-day course)**

In this half-day session, participants will discuss and examine career management terms and strategies with the goal of preparing themselves for promotional opportunities. You will discuss career disrupters and learn how to avoid them. Participants will also learn how to effectively read job descriptions, and the value of networking to advance your career.

**LEARNING OBJECTIVES**

- Identify workforce development opportunities, training and development assignments, and transfer opportunities available to state employees
- Define the importance of training classes, career ladders, promotional exams eligibility lists, lateral transfers, and training and development for career development
- Evaluate the opportunities involved in actively participating in intra-state government associations and professional groups
- Distinguish between career disrupters and activities that should help promote your career
- Analyze the value of volunteering for assignments or extra work
- Recognize the value in establishing a network for success and discuss how you might accomplish this task

**Classification Exploration – (.5-day course)**

Join us for this informative class where you can explore career opportunities within and outside of your current job classification. In this half day session, participants will learn about the different classifications used throughout the State of California, and how to spot career opportunities within the system.

**LEARNING OBJECTIVES**

- Understand the different classifications within the State of California
- Explore career opportunities within the classification system
- Understand the difference between clerical, technical, analytical, lead and supervisory experience

**Developing Your Individual Development Plan (IDP) (.5-day course)**

This half-day class provides the participant with practical and useful information that they may not receive formally and therefore usually learn by trial and error. The class will help provide valuable information for participants about the successful management of their career using the IDP.

The instructor will discuss and examine the value of the IDP for career development and upward mobility. You will explore key terms and concepts such as: upward mobility, job-required, job-related and career development courses and the importance of IDP’s and annual employee evaluations. Participants will learn how to complete an IDP and even more importantly, discuss the contents and how to accomplish the plan with their supervisor.

**LEARNING OBJECTIVES**

- Understand the value of the IDP for career development and upward mobility
- Explain the terms and concepts surrounding upward mobility, job-required, job-related and career development and how they help an employee manage their career
- Learn how to complete an IDP
- Practice discussing your IDP with your supervisor/manager
**How to Successfully Complete the Standard State Application and Statement of Qualification (.5-day course)**

This class provides the participant with practical and useful information for completing a Standard State Application and Statement of Qualification. Hands-on experience with constructive feedback is a key part of the course as you gain confidence in highlighting your skills and experience. Master the ability to emphasize and communicate what you have to offer when applying for a new job using Form 678.

**LEARNING OBJECTIVES**

- Review the key components of the Standard State Application
- Practice completing a Standard State Application and receive constructive feedback from the instructor and other participants
- Learn to highlight your experiences and education that fit the job you are applying for
- Discuss tips to improve your application
- Practice writing portions of a Statement of Qualifications

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**Effective Résumé Writing (.5-day course)**

This course is designed for anyone needing a résumé for an upcoming interview, an informational interview or just to have on hand should an opportunity arise. It will help you create a market-driven resume as part of your larger career communication strategy that will distinguish you from the competition.

**LEARNING OBJECTIVES**

- Discover the advantages of an effective career communications strategy and the dangers of a poor one
- Create a market-driven résumé that sets you apart from the crowd
- Identify your professional accomplishments and articulate them in a way that gets management’s attention
- Rework these principles into your résumé
- Outline the steps to create an ASCII résumé and tips for online posting
- Draft a reference page that will lead your references and hiring managers to talk about what you want them to talk about
- Compare and contrast cover letter formats for effectiveness

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**Interviewing Skills for Success (.5-day course)**

Once your application gets you in the door, the interview is the best opportunity to communicate how you are the best fit for the job opportunity. How you communicate about yourself can make all of the difference in landing your next job. In this half-day workshop, participants will prepare for different interview formats, gain a better understanding of how to answer interview questions, and learn how to make a good impression.

**LEARNING OBJECTIVES**

- Review interview formats and how to prepare for them
- Learn how to answer questions confidently and effectively
- Outline the do’s and don’ts of making a positive impression
- Practice for state interviews
- Seek out new learning experiences

**WHO SHOULD ATTEND:** Anyone interested in promoting or making a lateral career move

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**COMPETENCIES**

- Learning
- Professional and Personal Development
- Professional Confidence
BASIC SUPERVISION

Basic Supervision for Local Government
Up to an 8-day program

Categories: Supervisory Skill Development

Supervision for Local Government is designed exclusively for supervisors working in cities, counties and special districts with less than one year of experience.

This three-part course is designed for supervisors to acquire the necessary information, skills and techniques they need to:
• Supervise, motivate, and direct staff
• Adhere to compliance laws and regulations
• Efficiently and effectively manage publicly funded programs
• Promote positive change within their communities
• Improve leadership practices within their department

PART I (3 DAYS)
Introduction to the public sector
The role of the supervisor in the public sector
Leadership in customer service civil service and ethics funding resources
Purchasing and contracting monitoring and evaluating

PART II (2 DAYS)
Employment laws
Employment laws relating to persons with disabilities
Sexual harassment prevention workplace safety
Workers’ compensation state disability insurance
Employee benefits and leaves

PART III (3 DAYS)
Performance evaluation analyzing the performance gap
Performance intervention strategies
Progressive discipline documenting discipline
Coaching, mentoring and motivating employees

WHO SHOULD ATTEND: Supervisors who have been in a supervisory position for 12 months or less, who have recently joined a new department, or who need a refresher

COMPETENCIES
Building Trust and Accountability
Creating Organizational Transformation
Fostering a Team Environment
Maximizing Performance Results
Promoting a High Performance Culture
Basic Supervision for State Supervisors – Part 1

5-day program

**Categories:** Mandated Training, Supervisory Skill Development

This program is part of the 80-hour mandated training for newly appointed State supervisors. Making the transition to first-time supervisor can be challenging. A new skill set is needed to adapt to new roles and responsibilities.

In an interactive group format, newly appointed supervisors learn about their changing roles and responsibilities, effective leadership skills and leadership competencies, how to share their organization’s vision and mission, core communication and coaching skills, and the nuts and bolts of managing employee performance. Students will also take away tangible tools that can be used on the job immediately and be given the opportunity within class exercises to network and strategize with other new supervisors.

Additionally, students will be given a learning application guide which provides opportunities to directly apply course work back on the job through questions, activities and food for thought to maximize benefits of the training experience through the state competency framework.

This program, combined with Part 2 (#409B), meets requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is strongly recommended (but not required) that #409A be taken first. These courses have been designed to be completed in sequence.

**TOPICS**

- Role of the Supervisor
- CalHR Statewide Leadership Model
- Leadership
- Personality Assessment
- Emotional Intelligence
- Motivation
- Communication Skills
- Managing Conflict
- Team Building
- Coaching Skills
- Attention Management
- Managing Change
- Performance Management
- Progressive Discipline

**WHO SHOULD ATTEND:** Supervisors who have been in this position for 12 months or less, who have recently joined a new department, or who need a refresher

**COMPETENCIES**

- Building Trust and Accountability
- Creating Organizational Transformation
- Fostering a Team Environment
- Maximizing Performance Results
- Promoting a High Performance Culture
CPS HR Leadership Suite

Basic Supervision for State Supervisors – Part 2

5-day program

Categories: Mandated Training, Supervisory Skill Development

This program is part of the 80-hour mandated training for newly appointed State supervisors.

Making the transition to first-time supervisor can be challenging. A new skill set is needed to adapt to new roles and responsibilities.

In an interactive group format, newly appointed supervisors build upon learnings in Part 1 with additional tools and skills. Part 2 addresses many of the day-to-day aspects of hiring and managing staff including writing effective duty statements, interviewing and hiring, onboarding and staff development. Part 2 also covers many aspects of managing a diverse workforce and ensuring a harassment-free workplace. Students will take away tangible tools that can be used on the job immediately and be given the opportunity within class exercises to network and strategize with other new supervisors. Additionally, the Sexual Harassment Prevention module meets the requirements of AB 1825 and AB 2053 for training on these topics.

Students will be given a learning application guide which provides opportunities to directly apply course work back on the job through questions, activities and food for thought to maximize benefits of the training experience through the state competency framework.

This program combined with Part I (#409A), meets requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is strongly recommended (but not required) that #409A be taken first.

TOPICS

- Problem Solving
- Decision-Making
- Lean Process Improvement
- Duty Statements
- Hiring
- Onboarding
- Ethics, Integrity and Credibility
- Discrimination Free Workplace
- Sexual Harassment Prevention
- Work Life Balance
- Case Study Exercise
- Strategic Focus and Thinking
- Labor Relations
- FMLA

WHO SHOULD ATTEND: Supervisors who have been in this position for 12 months or less, who have recently joined a new department, or who need a refresher

COMPETENCIES

Building Trust and Accountability
Creating Organizational Transformation
Fostering a Team Environment
Maximizing Performance Results
Promoting a High Performance Culture
CPS HR LEADERSHIP ACADEMY

Leadership Academy for the Public-Sector Manager

5-day program

Categories: Leadership Skills, Managerial Skills Development

This course fulfills the 40-hour mandated training for newly appointed managers to State service.

The Public-Sector Manager Leadership Academy is structured as a five-day (40-hour) workshop. Grounded in adult learning best practices, the framework for the program is in guided inquiry and problem solving with a focus on self-discovery, self-directed learning, collaboration, and teamwork. The program incorporates in-person classroom instruction and facilitation, case studies and scenarios, online resources and collaboration, the application of techniques and strategies to professional practice and a capstone project.

A key element of the five-day program is that cohort participants learn from one another and form a network to communicate and share best practices following the five-day training.

The program meets the requirements of Government Code 19995.4(d) for 40-hours of state-mandated training for newly appointed managers.

The five-days of manager training is comprised of:

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**DAY 1: Leading in a Complex Environment**

Day 1 of the program explores the tools leaders need to fully understand their management and leadership responsibility and how to use their unique role to drive results.

**LEARNING OBJECTIVES**

- Anticipate change
- Articulate a future state
- Engage stakeholders in understanding and working with goals and results
- Proactively effect organizational culture
- Apply emotional intelligence to high-stakes interpersonal interactions
- Cultivate and build trust
- Assess consequences and rewards of delegation

**DAY 2: Leadership Communications**

Day 2 focuses on the importance of communications in achieving organizational goals. The emphasis is on how leaders can use communication and collaboration skills to achieve results.

**LEARNING OBJECTIVES**

- Navigate high-stakes interactions
- Learn from failures and successes
- Create and sustain a culture of transparency
- Deliver impactful messages on goals and results
- Improve workplace outcomes through a culture of collaboration
- Recognize the value of synergy

**DAY 3: Building, Managing and Leading High Performance (and Performing Teams)**

Day 3 examines a leader’s core responsibility – accomplishing results through others. The focus is on understanding the strategic management of people and how to establish and maintain a high-performing workforce.

**LEARNING OBJECTIVES**

- Place performance within organizational context
- Use workforce planning to ensure on-going results
- Foster a culture of continuous learning
- Adopt awareness of cognitive bias to maximize the value of a diverse team
- Clearly define team results tied to organizational success
- Create an environment that supports collective accountability
- Measure team performance and adjust to improve success

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CPS HR Leadership Suite

DAY 4: Strategic Thinking, Vision, Values and Leadership

Day 4 emphasizes the importance of the organization's mission and leaders help to create and drive results toward achieving that mission.

LEARNING OBJECTIVES

• Recognize opportunities
• Engage colleagues in seeing the ‘big picture’
• Tie accomplishments to mission and connect to daily work
• Learn to create buy-in from all levels
• Create an environment and organizational culture that encourages and promotes creativity, innovation and out-of-the-box problem-solving

DAY 5: Leading Organizational Change

Day 5 examines how to be effective by successfully leading planned and unplanned organizational change efforts and to track results to ensure goals are achieved.

LEARNING OBJECTIVES

• Plan effectively for change
• Implement and execute change plans
• Identify, understand, and handle resistance to change
• Cultivate commitment to the change process and promote buy-in and involvement
• Manage teams successfully during the change process
• Identify barriers and facilitators to make change effective
• Develop key performance indicators (KPIs) to measure organizational performance and evaluate the success or effectiveness of the department/agency

WHO SHOULD ATTEND: Managers who have been in the position for 12 months or less, who have recently joined a new department or who need a refresher

COMPETENCIES

Building Trust and Accountability
Change Leadership
Communication
Creating Organizational Transformation
Developing Others
Ethics and Integrity
Influencing Others
Results Orientation
Vision and Strategic Thinking
CPS HR Leadership Suite

CPS HR LEADERSHIP LANES

2.5-day courses

The CPS leadership course series has been designed to meet the California state mandate for 20-hours of required continuing professional education for leaders at all levels in state service. Each course is 2½ days (20-hour) focused on a specific topic. CPS’s leadership series includes:

- Coaching and Mentoring for Leaders
- Emotional Intelligence and Leadership
- Leadership and Collaborative Teams
- Managing People and Projects
- Operational Excellence and Continuous Improvement
- Power and Influence in Organizations

Coaching and Mentoring for Leaders

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development, Supervisory Skill Development, Team Development Skills

Today coaching is becoming a “go to” competency within organizations for development and growth. Coaching and mentoring processes are often confused with each other. There are clear and appropriate times to use either coaching or mentoring. During this program, we will create clarity between multiple “development” competencies. Coaching is a process that enables learning and development to occur and performance to improve at anytime and anyplace.

Coaching helps to lay the foundation for improving the relationship between managers and the people they support and depend on. It recognizes the importance of clear agreements in all interactions and provides a context to create the safe environment essential for a manager and employee to engage in open and honest dialogue and communications.

LEARNING OUTCOMES:

- Define coaching, mentoring, training and counseling
- Identify and develop core coaching and mentoring competencies
- Creating opportunities for coaching and mentoring
- How to leverage questioning for development and growth
- Creates an environment to overcome barriers to success
- Demonstrate workplace coaching and mentoring conversations
- Practice coaching conversations
- Focused listening
- Powerful questions
- Agreed action
- Feedback and follow up
- Establish a partnership agreement for goal attainment
- Create an action plan for further development and growth

WHO SHOULD ATTEND: Supervisors, managers and leaders

Emotional Intelligence and Leadership

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Personal Development Skills, Relationship & Behavior Development,

Emotional Intelligence describes the ability to monitor one’s own and other people’s emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behavior.
For leaders, it also provides great insight on how emotions influence motivation and performance. In this course, leaders will explore the concepts of emotional intelligence and mindfulness, how they interrelate, and how to apply this knowledge to focus on executing their mission, and deliver business results. You will learn what emotional intelligence is, work on developing your “EQ”, and apply emotional intelligence principles and practices to leadership and management situations.

LEARNING OUTCOMES

• Assess your emotional intelligence
• Assess how your EQ and leadership impacts the performance of individuals and the organization
• Apply mindfulness and emotional intelligence practices to your leadership behavior(s)
• Practice communications, verbal and non-verbal, and articulate the importance in establishing a climate of trust, transparency, and inter-dependence
• Apply an “Ability-Based” EQ model to assess your self-awareness, self-management, and social awareness towards a workplace leadership challenge
• Create an action plan for workplace application

WHO SHOULD ATTEND: Supervisors, managers and leaders

COMPETENCIES

Empathy
Interpersonal Skills
Maximizing Performance Results
Relationship-Building
Self-Awareness
Team Leadership

Leadership and Collaborative Teams

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development, Supervisory Skill Development, Team Development Skills

High performance and collaborative teams actively engage in working through issues and problem-solving together. Often teams are created on the fly to work and solve a specific issue or challenge. Collaborative teams need engagement with strong problem solving, decision-making, collaboration and conflict resolutions skills to be effective.

In this course, participants will build and enhance their skills and competencies as leaders to promote teamwork, collaboration and participation, open and responsive communications, as well as critical thinking and proactive problem resolution to improve organizational performance and achieve business results.

LEARNING OUTCOMES

• Learn the characteristics of stages of team development
• Identify and overcome challenges in team collaboration
• Communicate and interact effectively with others
• Identify areas you might improve to become a more effective team leader
• Create an environment to include the 7 elements of engagement
• Establish a team ethos and culture
• Practice and encourage collaboration to resolve conflict
• Release team creativity
• Adapting to change
• Leverage tried and true tools for problem solving

WHO SHOULD ATTEND: Supervisors, managers and leaders

COMPETENCIES

Collaboration
Communication
Empowering Others
Team Leadership
Managing People and Projects

2.5-day course

Categories: Analytical Skills, Communication Skills, Leadership Skills, Managerial Skills Development, Team Development Skills

I have heard many project managers say if they didn’t have to deal with people they could get the project done. Engaging your stakeholders (all people involved with the project) is the foundation for effectively managing projects. Neglecting to empower stakeholders will lead to project failure. Use leadership principles and open communications to successfully complete any project. As the business world grows and resources become more competitive within organizations, you will discover the necessity of managing multiple projects and people to achieve buy-in and commitment starts with how well you work with people within the context of projects.

LEARNING OUTCOMES

• Discuss project management fundamentals, terms and constraints
• Explore the distinction between managing people and projects
• Discuss how to develop a high performing project team with defined roles
• Define a project by using key documents to create clarity for project and team success
• Develop a project plan with team members
• Execute the project planning elements, resources, and tools to ensure project is completed within time, budget, and at the level of quality requested
• Create an after-training action plan to ensure continued development

WHO SHOULD ATTEND: Supervisors, managers and leaders

COMPETENCIES

Analytical Thinking
Planning and Organizing
Team Leadership

Operational Excellence and Continuous Improvement

2.5-day course

Categories: Analytical Skills, Leadership Skills, Managerial Skills Development, Supervisory Skill Development, Team Development Skills

This 20-hour workshop presents the leadership skills, values and actions that are necessary for leaders to design and implement excellence in organizational systems, and to create a work environment of continuous improvement and innovation. It will also help leaders to self-assess and learn, so that they can create an empowered and engaged workforce. It presents an overview of Lean Process and System management, so that leaders can recognize the capability and maturity of current work systems, and will know how to foster and facilitate Lean practices in the future. It will also help them to assess the compatibility of their work systems within the larger organization, and to identify those areas most conducive to positive change.

LEARNING OBJECTIVES

• Identify the meaning of excellence in work, including its drivers and inhibitors.
• Creating vision and worker commitment.
• Provide an understanding of how leaders can benefit from an empowered and engaged workforce, and how to achieve it.
• Provide a self-assessment on individual skills necessary to support excellence, and gaps.
• Building an environment where employees are encouraged to ask questions, and where the organization can benefit from those questions
• Using questioning technique to obtain interest, participation, and consensus.
• Using decision-making skills in a consensus environment.
• Develop and use relevant process metrics in problem solving and process management
• Understand the unifying theory of work management and the primary areas of control for standardization of processes and systems.
• How to initiate and provide leadership for Lean process and system improvement teams
• How to measure the capability and maturity of processes and systems
Power and Influence in Organizations

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development Skills

Power is a force that can be used for both individual and organizational gain. Public sector leaders must be able to understand and use power ethically and reflectively to build cooperative relationships and meet public interests. In this class, participants will explore how public sector leaders use power and influence to achieve organizational goals and promote organizational change. Discussion topics will include sources of power, effective and appropriate methods of influence, organizational culture, ethics, and communication strategies. Participants will also identify and analyze the material resources and budgets that represent an important source of power in their organizations.

LEARNING OUTCOMES

• Define power and influence
• Appreciate how essential power and influence are for organizational success
• Identify how power influences organizational culture
• Apply diagnostic skills to assess your own ‘power base’ and analyze how power is distributed within your organization and across the larger political landscape
• Strengthen and communicate a powerful vision/purpose for your organization
• Assess how your personal qualities and practices generate power
• Learn and practice strategies for building and exercising power and influence effectively and ethically
• Anticipate moves that others will make
• Develop effective working relationships within and outside of your organization
• Analyze some of the challenges and pitfalls associated with power and influence
• Identify resources that provide power and influence to achieve your organization’s vision
• Develop a social networking strategy that supports your organization’s vision
• Identify communication techniques to influence groups and promote your organization and its work in a variety of contexts
• Empower emerging leaders in your organization
CPS HR Mentoring Program

Categories: Communication Skills, Leadership Skills, Relationship & Behavior Development Skills

The CPS HR Mentoring Series is a two-part program designed to provide participants with the foundation to launch, manage and evaluate the effectiveness of a mentoring program within their organization and to be able to work with mentors and mentees to ensure a good match and positive and productive mentoring experience.

Course 1: Mentoring Skills for Mentors (and Mentees) .5- to 1-day course

Mentoring is a vehicle for preserving and passing on important knowledge to a mentee (apprentice or protégé). The mentor takes an active interest in the mentee's growth and supports his or her learning and professional development. Through mentoring, an experienced and knowledgeable employee engages with a new or inexperienced who wishes to be mentored in a certain area. The mentoring arrangement can be informal or formal and should provide freedom for the paired partners to manage the mentor-mentee relationship.

Mentoring is a valuable tool for positively influencing employee commitment because it sends the message that the organization is interested in employee career growth and development, and that the employee can make valuable contributions to achieving organizational goals and objectives. A mentoring program multiplies human resource effectiveness by spreading the knowledge needed to “get the job done” within the organization among a larger employee base and is an excellent method for eliminating knowledge silos.

LEARNING OBJECTIVES

• Undertake and carry out the mentor's roles and responsibilities
• Understand and shape the mentee's roles, responsibilities and expectations
• Develop and apply a mentoring agreement with your mentee
• Develop and engage in a development discussion with your mentee
• Apply key communication and interaction skills in your relationship with mentees
• Meet your mentoring goals and handle challenges associated with the mentoring relationship

WHO SHOULD ATTEND: Individuals involved in an existing mentoring program as a mentor or those interested in becoming a mentor

Course 2: Launching and Managing a Mentoring Program .5- to 1-day course

The course will outline how to launch, implement and run a mentorship program. This will include establishing the program length, guidelines for evaluating success, program oversight and program management. Participants will also examine potential barriers to success and discuss strategies to overcome hurdles. In addition, participants will come away with a “toolkit” of forms and templates that can be used to manage a mentoring program.

LEARNING OBJECTIVES

• Define the objective(s) of a mentoring program
• Create a structure to launch and implement a mentoring program
• Outline eligibility requirements to ensure that both mentor and mentee have a positive experience
• Identify barriers to success and strategies for overcoming hurdles
• Outline elements critical to success
• Select measures to assess program effectiveness

WHO SHOULD ATTEND: Individuals involved in managing an existing mentoring program or those interested in setting up and launching a new mentoring program

COMPETENCIES

<table>
<thead>
<tr>
<th>Communication</th>
<th>Mentoring</th>
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TRAINING CENTER | Register online for courses at www.cpshr.us
Emerging Leaders Program

1.5-day program

Categories: Leadership Skills, Supervisory Skill Development

Session 1: Qualities of Leadership (.5-day course)

What is a leader in today’s workplace? What kind of leader do you want to be? This session uncovers the various types and levels of leadership. Characteristics that make up an authentic leader are developed through a highly interactive exercise. The qualities of leaders, managers, supervisors, mentors and coaches are defined in terms of their purpose and value to the organization. Participants learn about leadership styles – including a hint at their own unique style — and how those styles are reflected in the way leaders communicate. A set of powerful communication tools is introduced in this session to be used throughout the program.

LEARNING OBJECTIVES

• Understand the various levels and types of leadership
• Identify characteristics that create an authentic leader
• Gain clarity on purpose and value of various types of leaders in an organization
• Discover and apply leadership and communication styles
• Learn and practice effective communication tools

Session 2: Roles & Responsibility of Leadership (.5-day course)

It is critical for leaders to possess strong communication and presentation skills. Leaders need social skills and compassion and are faced with bridging generations, cultures and language barriers. They are coping with change. Budgets must be understood and respected. Leaders need to manage meetings, facilitate discussions and invite others into their decision making. They need to create and implement strategies. This session addresses some of these primary drivers of leadership so participants begin to further develop the type of leader they want to be. Participants will identify the specific roles of a leader and when each is appropriate. They will learn and practice key techniques for creating and delivering effective presentations. They will gain skills and knowledge in managing and facilitating meetings and they will plan and experience a strategic planning process.

LEARNING OBJECTIVES

• Understand and appreciate the various roles and responsibilities of a leader
• Learn when to be an assertive, strong leader and when to step back
• Discover and practice proven techniques for creating effective presentations, including ways to overcome the stress of presenting
• Identify various types, purpose and elements to ensure an effectively run meeting
• Learn and practice various facilitation tips and techniques
• Experience the process of creating and facilitating a strategic planning session
Session 3: Inspirational Leadership (.5-day course)

Our complex workplace is faced with pervasive changes, ever-evolving technology and diversity in people and services. A good leader recognizes human capital as the most important asset on an organization. Knowing how to effectively inspire people is a leader’s top priority. This session uncovers the human aspects of a workplace that a leader must embrace. These include bridging gaps in generational, gender, and cultural diversity. It addresses the link between inclusion and innovation. Participants will learn methods to meet the need for employee recognition and engagement. Participants will develop processes to build collaborative teams. They will understand the importance and value of creating and maintaining trust. In a culminating activity to the series, participants will identify ways they can inspire others from their individual identity as a leader.

LEARNING OBJECTIVES

• Understand the human aspects that permeate the workplace, regardless of task, and a leader’s responsibility to handle them
• Discover the value and richness of diversity, the link between inclusion and innovation
• Learn methods to elicit employee engagement and self-motivation
• Identify elements of conflict and measures to resolve them
• Brainstorm processes to tear down silos and create collaborative teams
• Understand the value of trust and discover behaviors and actions that generate trust
• Create a platform for inspiring others from an individual identity as a leader
• Celebrate success and completion of Emerging Leaders Series

WHO SHOULD ATTEND: Leads or people looking to be promoted to a lead or supervisory position

COMPETENCIES

Adaptability
Communication
Fostering Diversity
Initiative
Professional and Personal Development
Resilience
Self-Awareness
HR Academy

**Categories:** HR Practices, Policies & Compliance

HR Academy is designed for local government, school district, and special district public-sector HR professionals who need to have a well-rounded grasp of a number of different HR disciplines. This program offers a total of 6.0 CEU credits through California State University, Sacramento - College of Continuing Education and a certificate for completing all six courses within three years. These one-day and two-day classes provide core basics as well as some specialized education (such as transition to the public sector). The six classes include fundamentals of HR, Job Analysis, Classification and Compensation, Exam Development and Administration, Recruitment, and Employee Relations. State employees with a desire for a greater understanding of general HR practices are encouraged to attend, but should be cautioned that the focus is not on state government processes and procedures.

**The Certificate Program**

Courses are offered individually, but students who complete all six courses in the series within a three year period will earn a CPS HR-CSUS HR Academy Certificate. All classes earn continuing education units from CSUS College of Continuing Education. Each full day of class earns .7 CEU.

Members of International Public Management Association – Human Resources (IPMA-HR) receive a discount on the course price. You will be asked for your IPMA-HR Chapter affiliation upon registration.

**Who Should Attend:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

There are six courses included in the certificate program.

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**Classification and Compensation**

*2-day course*

This course designed to provide instruction on the philosophy, methodologies and tools used to conduct classification and compensation studies in the public sector.

**LEARNING OBJECTIVES**

- Classification and salary structure development and maintenance
- Pay philosophy and how it is used in decision making
- Steps to conduct a job analysis for classification purposes
- Job evaluation methodologies
- Pros and cons of general vs. specialized classifications
- How to write a classification specification
- Designing total compensation survey instruments and labor markets
- Identifying appropriate labor market for pay comparisons
- Overview of point factor pay methodologies
- Communicating classification and pay findings

**COMPETENCIES**

- Analytical Thinking
- Customer Focus
- Ethics and Integrity
- Workforce Management

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**Employee Relations**

*1-day course*

Employee Relations is a one-day course designed to provide an overview of basic labor law right of employees, unions, and management. We will address the grievance process, the negotiation process, common elements of a Memorandum of Understanding (MOU), and many other issues relating to employee relations.

**LEARNING OBJECTIVES**

- Basic labor laws and employee rights
- Overview of the discipline process
- Union rights vs. employer’s rights
- Common elements of an MOU
Exam Development and Administration

2-day course

The two-day Exam Development and Administration course explores the value and benefit of effective selection. It is expected that students have attended the Job Analysis class of the Human Resource Academy. Consequently, there is only a refresher on job analysis for selection purposes. This class allows students to learn and practice the development of structured oral examination questions and rating guides, written exam questions, job simulation and performance exercises as well as training and experience evaluation. The course provides an overview of other less frequently used testing instruments, such as assessment centers, biodata and psychological tests. Participants discuss exam administration issues, and instructors provide handy checklists of issues to consider when administering an exam. The course also covers the importance of providing a thorough orientation for structured oral exam panel members. Students practice by designing an oral panel orientation.

LEARNING OBJECTIVES

• The value and cost benefit of employment testing
• Exam types and their appropriate uses
• How to develop oral, written, training and experience, and job simulation exams
• Administering oral exams, including training oral board members
• Resources available for exam development
• Using a written exam item analysis to make decisions
• Setting pass-points
• Exam administration, confidentiality and security
• On-line testing

Fundamentals of Human Resources

1.5-day course

Fundamentals of Human Resources is a 1-1/2-day course designed to provide an overview and context for the unique aspects of public sector HR. Students will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization’s goals while also supporting public sector merit principles, ethics and culture. On the second day of the course an employment law attorney provides an overview of relevant laws.

LEARNING OBJECTIVES

• Overview of the sub-disciplines of HR and their inter-relationships
• The many roles of an HR professional
• Public sector culture, politics and ethics
• HR as a partner in promoting organizational goals
• HR technologies and their uses
• Public sector employment laws and regulations

Note: The second day of this class will end by 12:30 p.m.

Job Analysis

1-day course

This one-day course defines the job analysis, when it is appropriate to conduct one, why it is needed and the required elements. Students will practice in class how to prepare for and conduct a defensible job analysis.

LEARNING OBJECTIVES

• Job Analysis: What is it? Why do it? And how to do it?
• Various job analysis methodologies – both abbreviated and extensive
• Use of job analysis data for selection, classification, compensation, performance planning, training development plans and more

**COMPETENCIES**

Analytical Thinking
Customer Focus
Workforce Management

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**Recruitment & Selection**

*1-day course*

Recruitment & Selection is a one-day course designed to provide participants with tools and guidelines for improved recruitment. Recruitment should be planned as part of exam development. If not attended to, they can derail the best examinations.

**LEARNING OBJECTIVES**

• Selection Planning
• Scoring Models
• Developing a recruitment plan
• Improving your organization’s image
• Working with job experts to identify great recruiting sources
• Creative recruitment techniques for hard-to-recruit-for positions
• Reducing large candidate pools
• Evaluating effectiveness of recruiting techniques
• Retaining talent

**COMPETENCIES**

Analytical Thinking
Customer Focus
Workforce Management
Integrated Leadership Development Program (ILDP)

7-day program

**Categories:** Communication Skills, Leadership Skills, Managerial Skills Development, Team Development Skills

The Integrated Leadership Development Program (ILDP) is a unique multi-component approach to leadership development, providing the participant with opportunities for assessment and feedback, reflection, coaching and skill development.

The ILDP is designed around a clear set of leadership competencies that act as the common thread through each of the components. With the leader as the focal point, the program provides three distinct development opportunities.

1. **360° ASSESSMENT**

   Beginning the program with this powerful tool, participants rate their own skills and behaviors and gain meaningful feedback about how others perceive those skills and behaviors. Feedback comes from co-workers at all levels. The results serve as a baseline for the remainder of the program.

2. **COACHING**

   Throughout the program, one-on-one personal coaches help the participant develop selected areas of focus. The program includes three coaching sessions: one immediately following the 360° Assessment, one midway through classroom training, and one at the completion of training. Additional coaching sessions are available upon request.

3. **TRAINING**

   Participants complete a highly interactive six-day training program titled Leading Strategically. This classroom-based training integrates leadership theories and practices within five topic areas relating to the competencies. The topics are Leading Self, Leading People, Leading Change, Leading Performance and Leading Systems.

**Who Should Attend:** Middle management, especially those responsible for strategic planning and policy setting, managing large-scale projects or programs, and setting direction for the organization, projects and teams

<table>
<thead>
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<th>COMPETENCIES</th>
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<tbody>
<tr>
<td>Building Coalitions (Executive)</td>
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<td>Building Trust and Accountability</td>
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<tr>
<td>Creating Organizational Transformation</td>
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<td>Fostering a Team Environment</td>
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<tr>
<td>Maximizing Performance Results</td>
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<td>Promoting a High Performance Culture</td>
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**Session 1**

2-day course

**Introduction**

During this half-day introduction, participants learn about the program, its components and its desired outcomes. Day One also establishes a safe, positive learning environment designed to foster a cohesive learning group. Participants create action plans to plot their journey through the leadership program.

**LEADING SELF (Dependability, Self Management)**

Returning for a full day, participants learn how one’s self, values and personal leadership style affect performance. Leading Self teaches how to inspire others through the effective use of introspection, influence and motivation.
Integrated Leadership Development Program (ILDP)

Session 2
2-day course

**LEADING PEOPLE (Conflict Management, Effective Communication, Fostering Teamwork)**
Today’s leaders achieve extraordinary organizational performance by fostering collaboration. Leading People helps participants understand the value of shared leadership and empowering those they lead.

**LEADING CHANGE (Change Management, Creativity & Innovation)**
In Leading Change, participants discover solutions for initiating and managing organizational change and growth. Explore the dynamics of constant change in the workplace and develop strategies to help their organizations embrace change and foster innovation.

Session 3
2-day course

**LEADING SYSTEMS (Building Partnerships, Problem Solving & Decision-Making, Strategic Thinking)**
In Leading Systems, participants learn the importance of taking a holistic view of their organizations for better problem-solving and decision-making. This one-day lesson demonstrates how components within a system interact and the implications of those relationships.

**LEADING PERFORMANCE (Establishing Performance & Goals, Gathering Diagnostic Information, Performance Management)**
In Leading Performance, participants explore tools for diagnosing and supporting progress toward their organization’s strategic goals, one of the keys to effective leadership in today’s increasingly leaner, competitive and fast-paced business environment.

Session 4
1-day course

**PROGRAM CAPSTONE ACTIVITY AND GRADUATION**
The final half-day training includes individual and group activities designed to reinforce participants’ learning and retention. Exercises focus on innovative and creative ways to apply key learnings, theories and practices to improve performance in each participant’s organization. The program concludes with a celebratory and networking luncheon.
Risk Management Practitioner’s Program

5-day program

Categories: HR Practices, Policies & Compliance, Risk Management

This five-day in-person certificate program provides the essential building blocks to establish, develop and embed Risk Management as a business process in your public sector organization. These in-person workshops provide participants with a comprehensive grounding in the practical application of Risk Management practices for the (primarily self-insured) public entity that will ultimately reduce costs. The program is specifically designed for Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization. The program consists of the following five days of critical content and application:

Course 1: Overview of Public Sector Exposures & Risk Management

This workshop is designed to help practitioners manage their organization’s risk and exposure by teaching the basic laws, principles and applications of Risk Management.

LEARNING OBJECTIVES

- Often-unique loss exposures of public entities
- Consequences of ineffective Risk Management
- The history of Risk Management (both traditional and Enterprise Risk Management) in the public sector
- Technical and behavioral competencies needed to manage risk in organizations
- Pros and cons of different methods of Risk Management
- Tools to conduct effective root cause analyses when evaluating risk
- Interpreting and reviewing Certificates of Insurance
- The basic concepts of laws and regulations that impact the Risk Management profession, such as Public Records Act Requests, the Brown Act, and the Health Insurance Portability and Accountability Act (HIPAA)

Course 2: Insurance Administration, Review & Risk Transfer

This workshop will help you learn about the complex and sometimes confusing world of insurance to protect your organization and manage risk. The workshop will also help you successfully administer your organization’s insurance and self-insurance programs.

LEARNING OBJECTIVES

- Risk transfer - insurance, self-insurance and pooling
- Deductibles, self-insured retentions and letters of credit
- Relationships with insurance brokers
- Contractual language that could lessen or increase risk
- Ancillary services, loss control and safety training
- Insurance program placement and annual renewals (Request for Proposals (RFPs), Request for Qualifications (RFQs) and the “insurance services” exception to public contracting requirements)
- Loss runs and actuarial studies
- Ensuring risk transfer and complying with contract terms using Certificates of Insurance
- Procurement and individual agency insurance requirements - verifying, reducing or waiving

COMPETENCIES

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity

Course 3: Property & Liability Claims, Safety & Loss Control

All public entities suffer losses eventually. Insurance pays for them, but it does not prevent them. In this workshop, you will learn to identify and evaluate your agency’s particular loss exposures while implementing sound loss control measures. In addition, this workshop will help you manage first-party property and third-party liability claims.

You will learn about the California Tort Claims Act and how to navigate its practical application
Risk Management Practitioner’s Program

LEARNING OBJECTIVES

• Torts - intentional acts, negligence and strict liability
• California’s Government Claims Act
• Current trends and evolving risks, including cyber liability
• Third-party administrators and insurance claims adjusters
• Claims investigation
• The civil litigation process
• Defense counsel (in-house and outside)
• Litigation management - defense counsel and claims examiners
• Settlement authority
• Closed session and the elected board
• Politics and Reputational Risk in public entities
• Safety training, compliance and Cal/OSHA
• Record keeping, reporting and regular notices
• Public access to property
• Fleet management
• Safety technology
• The structure and form of the workers’ compensation and employers’ liability policies, as well as penalties for illegally uninsured employers
• Principles of claims investigation, including: acceptance, delay and investigation, or denial; the use of “sub rosa” or surveillance
• The principle of “AOE/COE” - arising out of Employment/ Course of Employment
• HIPAA basics and what medical information can be shared
• Temporary disability, salary continuation and coordination of benefits including Labor Code section 4850 (Public safety/law enforcement employees) and relevant provisions of the California Education Code
• Affirmative defenses for employers
• Working with injured employees in a union environment
• Litigation management
• Settlements - compromise and release versus stipulations with future medical and findings and awards
• Medicare set-asides (MSAs) - impact on settlements and potential employer liability
• Getting your money back - apportionment, contribution and subrogation
• Managing workers’ compensation “tail” exposures - permanently closing long-term claim liabilities

Course 4: Workers’ Compensation

This workshop will help you understand the purpose, history and legal framework of Workers’ Compensation. You will learn how to effectively administer standard workers’ compensation and employer’s liability policies within your agency. This includes claims administration issues such as record keeping, reserving and various audits, including state, independent, excess and employer audits.

LEARNING OBJECTIVES

• Key benefits available to injured workers, along with the core concept of “exclusive remedy”
• California-specific laws and regulations, including the Labor Code, the Code of Regulations, and important administrative players: the Administrative Director, the Workers Compensation Appeals Board (WCAB) and Workers’ Compensation Judges
• The employer’s duty to secure compensation insurance and the various forms of permissible insurance, including self-insurance and pooling

COMPETENCIES

Analytical Skills

Communication

Decision-Making

Ethics and Integrity
Course 5: Disability Management & Early Return to Work

This workshop teaches about both “industrial” (work-related) and non-industrial injuries and explores the similarities and distinctions between “temporary modified duty” and “reasonable accommodations.” Participants learn about the relevant state and federal legal frameworks and explore the intersection between medical limitations and workplace disabilities, as well as the benefits of maintaining an effective Early Return-to-Work (ERTW) program. Specific information includes federal and state laws and regulations, employer and third-party programs, employment practices law, prevention and wellness programs, vocational programs and administrative case management practices. The class includes case studies as well as practice scenarios.

**LEARNING OBJECTIVES**

- Industrial vs. non-industrial injuries
- “Temporary modified duty” vs. “reasonable accommodation”
- Overview: the legal framework
- Medical limitations vs. disabilities
- Workers’ Compensation: early return-to-work
- The interactive process - American Disabilities Act (ADA) and Fair Employment and Housing (FEHA)
- Alternative job placements
- Separation from employment
- Systems and record keeping
- Responding to California Department of Fair Employment and Housing (DFEH) and Federal Equal Employment Opportunity Commission (EEOC) complaints
- Coordination of leave administration, including the Federal Family Medical and Leave Act (FMLA), California Family Rights Act (CFRA), and local union/contractual provisions
- Ancillary Workers’ Compensation discrimination liability: Labor Code 132a claims

**Who should attend:** Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization

**COMPETENCIES**

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity
CPS HR Writing Program

Categories: Communication Skills, Writing Skills

The CPS HR writing series is a full complement of writing courses and workshops designed to build your skill, competency and confidence in writing. Four foundational courses provide the core writing skills you need for success. Specialized courses allow you to choose a track to enhance and extend your skills within your profession.

FOUNDATIONAL COURSES

- Foundations of Effective Writing
- Foundations of Grammar and Punctuation
- Framework for Effective Writing
- Grammar Intensive

SPECIALIZED COURSES

- Applied Professional Writing Workshop
- Policy and Procedure Writing
- Technical Writing
- Writing Skills for Analysts

FOUNDATIONAL COURSES

❯ Foundations of Effective Writing

1-day course

What’s the difference between passive and active voice? Is it affect or effect? How should I begin? What will be my tone? Do you ever feel as though your business writing skills would benefit from a good refresher course? Having effective communication skills at work is essential for creating clear, professional, emails, letters, summaries or reports in a timely manner. Once your business writing skills begin to improve, you will feel more confident whenever you must write to colleagues and clients. Foundations of Effective Writing is an intensive one-day training workshop that will offer valuable information and fun group activities to build the foundation for successful business writing.

LEARNING OBJECTIVES

- Identify and practice the five elements of effective writing
- Learn the importance of an effective writing process
- Know how to use plain language: clear, concise, organized
- Understand how a well-defined purpose serves as a compass for any writing task.
- Write to meet the needs of both their agency and their readers.
- Identify the appropriate tone for business writing
- Practice good writing style and usage
- Review basic grammar rules and common spelling errors

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Written Communication

Foundations of Grammar and Punctuation

1-day course

Is your grammar handbook collecting dust on your shelf? Why do so many writers guess at the “rules” rather than look them up? Could it be those frightening grammar terms, such as antecedent, dependent clause, and subjunctive mood? And does the question mark go inside the closing quotation or outside? Whether you write or review documents, you will be more confident once you know the rules that govern grammar and punctuation. In this one-day class, we will review the basics of grammar, with a focus on sentence structure and syntax. As we identify and correct common grammar and punctuation errors, you will become informed drafters, making changes to your own documents as well as to those of others, not because “it sounds better,” but because you know the rules.

LEARNING OBJECTIVES

- Review the nuts and bolts of sentence structure
- Review correct use of commas, semicolons, colons, and dashes
FOUNDATIONAL COURSES

- Identify and correct the run-on, comma splice, and fragment error
- Review rules of subject-verb agreement
- Review rules of pronoun-antecedent agreement
- Discuss common grammar myths, such as beginning sentences with “because,” ending sentences with prepositions, and splitting infinitives

WHO SHOULD ATTEND: Anyone needing a refresher on the application of grammar and punctuation rules

COMPETENCIES
Written Communication

Grammar Intensive
2-day course

Grammar is the window-dressing of our document—it’s what makes our writing “look good.” More specifically, if our writing lacks proper grammar, it reflects poorly on us and our work. If we’re sloppy with our word choice or incorrect in our punctuation use, readers may never get past that to read our analysis.

This two-day class will discuss why grammar matters and the appropriate use of common punctuation marks, even tackling the question of how many spaces go after a period…and why. All participants will receive a Gregg Reference Manual (a $90 value) and practice using it. We will examine a variety of business documents samples, looking for grammatical errors and ways to improve them. Additionally, we will also learn guidelines for commonly asked grammar questions like how to treat numbers in writing and how to punctuate bulleted lists.

LEARNING OBJECTIVES

- Distinguish between grammar rules and style choices
- Use common punctuation marks appropriately
- Navigate the Gregg Reference manual for their own writing improvement
- Practice applying grammar and usage standards to sample documents
- Apply rules for using numbers in writing

WHO SHOULD ATTEND: Anyone who needs a refresher on the application of grammar and punctuation

COMPETENCIES
Written Communication

Framework for Effective Writing
1-day course

Emails, reports, forms, and letters: so much paperwork, too little time!

This class is for you if you’d like all your business correspondence to be professionally written but in less time. Through a combination of direct instruction, group activities and individual exercises, this class is designed for the busy professional who wants to learn specific writing strategies for quickly creating easy-to-read documents.

LEARNING OBJECTIVES

- Identify and practice organizing techniques: brainstorming, outlines, paragraph structure, graphics, formatting emails, letters and reports
- Know how to use plain language: clear, concise, specific
- Identify the appropriate tone for business writing
- Sending the “bad news” message in an acceptable manner
- Practice good writing style and usage

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES
Written Communication
SPECIALIZED COURSES

Applied Professional Writing Workshop
2-day course

Do you want to take your business writing to the next level? Would you like to have your writing evaluated by a neutral person outside of your organization? Are you looking for some one-on-one coaching from a writing professional?

This two-day writing workshop will provide you with one day of writing instruction and short exercises, followed by a day of intensive writing practice, coupled with peer evaluations and a 15-minute private coaching session with the instructor.

Limited to 20 participants per session.

LEARNING OBJECTIVES

• Go beyond writing basics, digging into deeper concepts (like strategies for imposing logical flow)
• Evaluate several business writing examples, including memos, reports, and emails, then practice drafting similar documents
• Discuss professional email best practices (like having a clear call to action)
• Develop a checklist of common business writing pitfalls and how to avoid them
• Learn how to best conduct a peer review (or supervisor’s review) of colleagues’ documents and how to give effective, meaningful feedback—without re-writing the document
• Get a one-on-one private coaching session with the instructor, reviewing a document they wrote

WHO SHOULD ATTEND: Anyone who would like to improve their writing

Policy and Procedure Writing
1-day course

Categories: Analytical Skills, Writing Skills

This course will prepare managers, supervisors, and analysts to plan and organize highly effective work systems through policy, procedure, and task development. Participants will learn and practice policy and procedure writing skills, and to apply them in their workplace.

Course materials include templates for development of policy, procedure, and task descriptions in the future, and a textbook as a continuing framework for their development.

Note: Attendees are asked to bring a policy/procedure they are working on, with, or that is currently under their review, for classroom discussion and analysis.

LEARNING OBJECTIVES

• Learn the organizational theory behind policy and procedure
• Identify attributes of bad versus good policy and procedure
• Learn and use best practices
• Understand key components and attributes
• Learn to use active and direct writing style
• Practice policy and procedure development
• Understand how to manage an effective system of policy and procedure

WHO SHOULD ATTEND: Anyone tasked with writing policies and procedures

COMPETENCIES

Written Communication
SPECIALIZED COURSES

**Technical Writing**

*2-day course*

In this 2-day workshop, you will assess your current technical writing skills and learn specific techniques to improve your style. Emphasis is on organization and appropriate choice of language for documents such as study reports, environmental reports, memos, standard operating procedures, email, and other technical messages.

**LEARNING OBJECTIVES**

- Profile your audience
- Structure idea flow with clear, concise sentences & paragraphs
- Compose & revise technical rough drafts
- Match message format to purpose
- Self-check the finished product
- Organize your key points by “content mapping”
- Focus on the “why”
- Choose the appropriate tone and language style
- Reduce editing time
- Add interest to your technical writing
- Control your communication costs
- Policy and Procedure Writing

**WHO SHOULD ATTEND:** Engineers, scientists, planners, administrators or other professionals who write or edit technical reports

**COMPETENCIES**

- Thoroughness
- Written Communication

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**Writing Skills for Analysts**

*1-day course*

Writing Skills for Analysts equips those in government to write reports for management, such as problem-solving reports, justifications, and proposals. You will begin by analyzing an analytical report and end by drafting your own analytical reports based on case scenarios. In between, you will learn the steps to creating an effective analytical report. You will also discuss guidelines to help us avoid costly mistakes when writing business reports. You will leave the class with a new understanding of the analytical process and be equipped with a work plan for writing the analytical report.

**LEARNING OBJECTIVES**

- Learn the types of analytical reports required on the job
- Define the purpose and readers of the analytical report
- Create a work plan for tackling the analytical report
- Learn three approaches to building a case
- Understand how to present information with the reader in mind, using several organizational techniques

**WHO SHOULD ATTEND:** Anyone who writes analytical reports, justifications, or persuasive documents

**COMPETENCIES**

- Analytical Thinking
- Written Communication
Alphabetical Individual
Course Listing
AB 1234: Local Agency Ethics

.5-day course

**Categories:** HR Practices, Policies & Compliance

**LEARNING OBJECTIVES**

- Review ethics laws required by AB 1234, including those related to: transparency in government, fair process and due process, and gifts, compensation and financial concerns
- Examine the role of ethics in the workplace to help develop a strategy for ethics within your agency

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Ethics and Integrity
- Workforce Management

Accountability in the Workplace

1-day course

**Categories:** Leadership Skills, Managerial Skills Development, Supervisory Skills Development, Team Development Skills

A glance at recent headlines reveals that organizations often succeed – or fail – as a result of individual accountability. There is a pervasive and urgent need to help people recognize and accept responsibility for their actions and the impact on business results. In this one-day workshop participants explore how to overcome the “blame game” and other obstacles that hinder individual accountability and ultimately performance and productivity. Participants learn positive, proactive techniques to move individuals from a victim mindset to acknowledging reality to achieving and owning successful results.

**LEARNING OBJECTIVES**

- Recognize the fear factors associated with accountability
- Identify the behaviors that enable individual accountability
- Learn how to create an environment that supports collective accountability
- Practice and apply tools that engender responsibility and ownership for outcomes

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Conflict Management
- Developing Others
- Interpersonal Skills
Addressing Performance Problems – Discipline and Documentation

1-day course

Categories: HR Practices, Policies & Compliance, Supervisory Skills Development

If you supervise people, this course is a must! While supervisors hope that they won’t need to address performance problems, they need to know what to do when the time comes. This course provides a safe, confidential environment to learn what to do when performance problems occur. This course will teach managers how to identify performance problems and hold employees accountable to performance standards. It will also give supervisors tools and practice on how to have difficult conversations with employees and how to effectively coach employees to improved performance. Supervisors will also learn about the disciplinary process and documenting performance that will withstand legal scrutiny.

LEARNING OBJECTIVES

• Understand the progressive discipline process
• Learn how to set tangible performance expectations
• Practice difficult performance discussions
• Practice writing documentation of performance issues

WHO SHOULD ATTEND: Supervisors

COMPETENCIES

Developing Others

Results Orientation

Analytical Staff-Work (Introduction to)

2-day course

Categories: Analytical Skills, Communication Skills, Writing Skills

If you are a new analyst or are considering a career as analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government services.

LEARNING OBJECTIVES

• Identify the role of the staff analyst in State service and contrast it with the role of the manager
• List the seven steps of systematic analysis
• Recognize different types of data and their application
• Design a data collection survey
• Apply a spreadsheet methodology to diagnose a problem

WHO SHOULD ATTEND: Analysts of all levels

COMPETENCIES

Analytical Thinking
Anger Management Techniques

**1-day course**

**Categories:** Personal Development Skills, Relationship & Behavior Development Skills

This one-day workshop is for all employees who wish to improve their working or personal relationships and reduce their own or another’s anger and anxiety.

During this class, you will identify the specific root causes of anger, and be provided with the tools and understanding to either reduce or eliminate these internalized resentments. Anger is a natural emotion, but hurt feelings or continuing resentments must be controlled or directed to less dangerous avenues. This class may also prove valuable to those who either manage or have a relationship with persons who seemingly are incapable of controlling their tempers.

**LEARNING OBJECTIVES**

- Identify each of the nine styles of anger
- Identify a specific demonstrated style of anger – either our own or another’s style – and set a plan of action to reduce the effects of that anger
- Recognize the four-step pattern of anger and how to alter/change that pattern
- Diagnose how anger and anxiety damages our physical and mental well being
- Overcome the harmful effects of stress, anxiety and anger
- Learn to relax and laugh again – fully enjoy your life, your workplace and yourself
- Recognize cultural, gender and age differences in handling anger

**WHO SHOULD ATTEND:** All staff members who wish to improve working relationships

**COMPETENCIES**

Conflict Management
Interpersonal Skills
Stress Management

Applied Professional Writing Workshop

**2-day course**

**Categories:** Communication Skills, Writing Skills

Do you want to take your business writing to the next level? Would you like to have your writing evaluated by a neutral person outside of your organization? Are you looking for some one-on-one coaching from a writing professional?

This two-day writing workshop will provide you with one day of writing instruction and short exercises, followed by a day of intensive writing practice, coupled with peer evaluations and a 15-minute private coaching session with the instructor.

Limited to 20 participants per session.

**LEARNING OBJECTIVES**

- Go beyond writing basics, digging into deeper concepts (like strategies for imposing logical flow)
- Evaluate several business writing examples, including memos, reports, and emails, then practice drafting similar documents
- Discuss professional email best practices (like having a clear call to action)
- Develop a checklist of common business writing pitfalls and how to avoid them
- Learn how to best conduct a peer review (or supervisor’s review) of colleagues’ documents and how to give effective, meaningful feedback—without re-writing the document
- Get a one-on-one private coaching session with the instructor, reviewing a document they wrote

**WHO SHOULD ATTEND:** Anyone who would like to improve their writing

**COMPETENCIES**

Written Communication
Applying Analytical Skills

3-day course (divided into Part I and Part II)

Categories: Analytical Skills, Communication Skills, Writing Skills

This is your opportunity to make sense of the overwhelming amount of data you are inundated with daily so that you can make the best recommendation for your department, division or unit. This three-day workshop begins with Part I which includes a two-day classroom training session and is followed by 3-5 weeks of on-the-job application. Participants then return to the classroom for Part II, a one-day discussion and presentation of results. This workshop includes interactive learning combined with discussion, lecture and a short application project.

The two-day classroom training session includes:

- How do I know a problem exists?
- How do I describe an issue or state the problem?
- What are abductive, deductive and inductive reasoning?
- How do I select the proper methodology for collecting my data?
- Which analytical tools and data displays are most effective?
- What are common government report formats? How do I choose the proper one for my results?
- How do I utilize my presentation, written paper and PowerPoint to justify my findings?

Then participants are given a few weeks (~3-5) to apply their skills to a real departmental problem with management input and support.

In the one-day classroom follow-up session, the analyst will:

- Provide the instructor with a short written paper
- Present a summary of findings to the class using PowerPoint
- Receive constructive feedback on their paper, presentation and PowerPoint

LEARNING OBJECTIVES

- Improve your analytical skills
- Organize information from multiple sources
- Identify issues that are essential for understanding the problem
- Create a data collection plan
- Evaluate data and deal with information gaps
- Prepare a conclusion to a recommendations paper
- Create and deliver a brief presentation that gets buy-in

WHO SHOULD ATTEND: Analysts at all levels

COMPETENCIES

Analytical Thinking
Basic Supervision for Local Government

Up to an 8-day program

Categories: Supervisory Skill Development

Supervision for Local Government is designed exclusively for supervisors working in cities, counties and special districts with less than one year of experience.

This three-part course is designed for supervisors to acquire the necessary information, skills and techniques they need to:

• Supervise, motivate and direct staff
• Adhere to compliance laws and regulations
• Efficiently and effectively manage publicly funded programs
• Promote positive change within their communities
• Improve leadership practices within their department

PART I (3 DAYS)
Introduction to the public sector
The role of the supervisor in the public sector
Leadership in customer service civil service and ethical funding resources
Purchasing and contracting monitoring and evaluating

PART II (2 DAYS)
Employment laws
Employment laws relating to persons with disabilities
Sexual harassment prevention workplace safety
Workers’ compensation state disability insurance
Employee benefits and leaves

PART III (3 DAYS)
Performance evaluation analyzing the performance gap
Performance intervention strategies
Progressive discipline documenting discipline
Coaching, mentoring and motivating employees

WHO SHOULD ATTEND: Supervisors who have been in a supervisory position for 12 months or less, who have recently joined a new department, or who need a refresher

COMPETENCIES
Building Trust and Accountability
Creating Organizational Transformation
Fostering a Team Environment
Maximizing Performance Results
Promoting a High Performance Culture
Basic Supervision for State Supervisors – Part 1

5-day program

**Categories:** Mandated Training, Supervisory Skill Development

This course is part of the 80-hour mandated training for newly appointed State supervisors.

Making the transition to first-time supervisor can be challenging. A new skill set is needed to adapt to new roles and responsibilities.

In an interactive group format, newly appointed supervisors learn about their changing roles and responsibilities, effective leadership skills and leadership competencies, how to share their organization’s vision and mission, core communication and coaching skills, and the nuts and bolts of managing employee performance. Students will also take away tangible tools that can be used on the job immediately and be given the opportunity within class exercises to network and strategize with other new supervisors.

Additionally, students will be given a learning application guide which provides opportunities to directly apply course work back on the job through questions, activities and food for thought to maximize benefits of the training experience through the state competency framework.

This program, combined with Part 2 (#409B), meets requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is strongly recommended (but not required) that #409A be taken first. These courses have been designed to be completed in sequence.

### TOPICS

- Role of the Supervisor
- CalHR Statewide Leadership Model
- Leadership
- Personality Assessment
- Emotional Intelligence
- Motivation
- Communication Skills
- Managing Conflict
- Team Building
- Coaching Skills
- Attention Management
- Managing Change
- Performance Management
- Progressive Discipline

**WHO SHOULD ATTEND:** Supervisors who have been in this position for 12 months or less, who have recently joined a new department, or who need a refresher

### COMPETENCIES

- Building Trust and Accountability
- Creating Organizational Transformation
- Fostering a Team Environment
- Maximizing Performance Results
- Promoting a High Performance Culture
Basic Supervision for State Supervisors – Part 2

5-day program

Categories: Mandated Training, Supervisory Skill Development

This course is part of the 80-hour mandated training for newly appointed State supervisors.

Making the transition to first-time supervisor can be challenging. A new skill set is needed to adapt to new roles and responsibilities.

In an interactive group format, newly appointed supervisors build upon learnings in Part 1 with additional tools and skills. Part 2 addresses many of the day-to-day aspects of hiring and managing staff including writing effective duty statements, interviewing and hiring, onboarding and staff development. Part 2 also covers many aspects of managing a diverse workforce and ensuring a harassment-free workplace. Students will take away tangible tools that can be used on the job immediately and be given the opportunity within class exercises to network and strategize with other new supervisors. Additionally, the Sexual Harassment Prevention module meets the requirements of AB 1825 and AB 2053 for training on these topics.

Students will be given a learning application guide which provides opportunities to directly apply course work back on the job through questions, activities and food for thought to maximize benefits of the training experience through the state competency framework.

This program combined with Part 1 (#409A), meets requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is strongly recommended (but not required) that #409A be taken first.

TOPICS

• Problem Solving
• Decision-Making
• Lean Process Improvement
• Duty Statements
• Hiring
• Onboarding
• Ethics, Integrity and Credibility
• Discrimination Free Workplace
• Sexual Harassment Prevention
• Work Life Balance
• Case Study Exercise
• Strategic Focus and Thinking
• Labor Relations
• Family Medical and Leave Act

WHO SHOULD ATTEND: Supervisors who have been in this position for 12 months or less, who have recently joined a new department or who need a refresher

COMPETENCIES

Building Trust and Accountability
Creating Organizational Transformation
Fostering a Team Environment
Maximizing Performance Results
Promoting a High Performance Culture
Budget Change Proposal Overview

1-day course

Categories: Math & Budgeting Skills

This workshop provides you with an overview of the budget change proposal (BCP) process and offers discussions, exercises and simulated situations.

LEARNING OBJECTIVES

• Track the process for the preparation and approval of BCPs
• Prepare material for BCPs including problem statements, objectives, workload computations and justifications
• Develop and analyze BCPs
• Avoid the major pitfalls in writing BCPs

WHO SHOULD ATTEND: This course is designed for persons who prepare, review or administer budget change proposals (BCPs), or those who are preparing themselves for these roles

COMPETENCIES

Analytical Thinking
Decision-Making
Diagnostic Information Gathering
Written Communication

Budget Process Overview

1-day course

Categories: Math & Budgeting Skills

The workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions and simulated situations.

LEARNING OBJECTIVES

• Understand the role of budgets in conducting state programs
• Describe the three stages of budgeting: a) Development; b) Enactment; and c) Administration
• Understand the numbers and language in the Governor’s Budget and Appropriations Act
• Understand the differences among budgeting styles
• Understand constitutional and statutory provisions related to the budget process
• Track departmental budget preparation, its approval and administration

WHO SHOULD ATTEND: This course is designed for people who prepare, review or administer budgets or who are preparing themselves for these roles

COMPETENCIES

Analytical Thinking
Decision-Making
Diagnostic Information Gathering
Forward-Thinking
Organizational Awareness
Building High Performance Teams

2-day course

**Categories:** Leadership Skills, Relationship & Behavior Development Skills

Team leaders need to know the basic concepts of building and maintaining an effective team. Effective teams produce at higher levels with better quality. Building High Performance Teams will demonstrate the power of teams and show team leaders how to use accountability and responsibility to improve their team’s measurable performance.

**LEARNING OBJECTIVES**

- Understand teams, the dynamics of team development and the principles and practices of team building
- Develop a high performance team
- Develop and maintain team goals, expectations and ground rules
- Establish and clarify team roles and responsibilities
- Foster and promote collaboration and trust among team members
- Empower team members and motivate them to develop buy-in and ownership
- Manage the behavior of “difficult” people on your team
- Develop and maintain team commitment to goals and objectives

**WHO SHOULD ATTEND:** Team leaders or those recently promoted to supervisory positions

**COMPETENCIES**

- Conflict Management
- Developing Others
- Empowering Others

Changing Organizational Habits

1-day course

**Categories:** Personal Development Skills, Relationship & Behavioral Development Skills

Habitual behavior, whether from an individual or an entire organization, can be the biggest hindrance to positive organizational progress. In this class, participants will be introduced to the latest understanding of how habits are formed through the lens of organizational development and behavioral psychology. Participants will learn to employ a variety of techniques to address, prevent, and change bad habits, both for their workplaces and for themselves.

**LEARNING OBJECTIVES**

- Understand and recognize conscious behavior from habitual behavior
- Identify the pros and cons of logical versus emotional behavioral cues
- Demonstrate the abilities and limitations of affecting change through willpower
- Address environmental influences that reinforce bad habits
- Develop an action plan to change significant habitual behaviors
- Apply learned techniques to a wide variety of personal and professional habits

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Adaptability
- Change Leadership
- Flexibility
- Organizational Awareness
- Resilience
- Self-Awareness
**Classification and Compensation**

*2-day course*

**Categories:** HR Practices, Policies & Compliance

The course is designed to provide instruction on the philosophy, methodologies and tools used to conduct classification and compensation studies in the public sector.

**LEARNING OBJECTIVES**

- Classification and salary structure development and maintenance
- Pay philosophy and how it is used in decision making
- Steps to conduct a job analysis for classification purposes
- Job evaluation methodologies
- Pros and cons of general versus specialized classifications
- How to write a classification specification
- Designing total compensation survey instruments and labor markets
- Identifying appropriate labor market for pay comparisons
- Overview of point factor pay methodologies
- Communicating classification and pay findings

**WHO SHOULD ATTEND:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

**COMPETENCIES**

Analytical Thinking
Customer Focus
Ethics and Integrity
Workforce Management

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**Classification and Compensation for the State of California**

*2-day course*

**Categories:** HR Practices, Policies & Compliance

This two-day interactive workshop is for departmental human resources/personnel professional staff performing work-related to the administration of the state's classification and pay program. It will provide an overview of the state's classification program and the roles of the various parties.

**LEARNING OBJECTIVES**

- Distinguish between the roles of the State Personnel Board, Department of Personnel Administration, State Controller’s Office, departments and departmental personnel officers and other players such as the unions
- Identify the types of classes used in the state classification plan and components of the classification specification
- Identify the essential elements of effective duty statements
- Determine the proper classification for a set of duties using the allocation factors
- Describe factors needed to assess an out-of-class situation
- Write effective position allocation requests
- Explain the factors which cause the classification plan to change
- Review of the various pay mechanisms
- Determine resources available to classification and pay staff

**WHO SHOULD ATTEND:** HR professionals

**COMPETENCIES**

Analytical Thinking
Customer Focus
Ethics and Integrity
Workforce Management
Classification Exploration

.5-day course

**Categories:** Personal Development Skills

Join us for this informative class where you can explore career opportunities within and outside of your current job classification. In this half-day session, participants will learn about the different classifications used throughout the State of California, and how to spot career opportunities within the system.

**LEARNING OBJECTIVES**

- Understand the different classifications within the State of California
- Explore career opportunities within the classification system
- Understand the difference between clerical, technical, analytical, lead and supervisory experience

**WHO SHOULD ATTEND:** Anyone interested in promoting or making a lateral career move

**COMPETENCIES**

- Learning Professional Confidence
- Professional and Personal Development

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Coaching and Mentoring for Leaders

2.5-day course

**Categories:** Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development, Supervisory Skill Development, Team Development Skills

Today coaching is becoming a “go to” competency within organizations for development and growth. Coaching and mentoring processes are often confused with each other. There are clear and appropriate times to use either coaching or mentoring. During this program, we will create clarity between multiple development competencies. Coaching is a process that enables learning and development to occur and performance to improve at anytime and anyplace.

Coaching helps to lay the foundation for improving the relationship between managers and the people they support and depend on. It recognizes the importance of clear agreements in all interactions and provides a context to create the safe environment essential for a manager and employee to engage in open and honest dialogue and communications.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

**LEARNING OBJECTIVES**

- Define coaching, mentoring, training and counseling
- Identify and develop core coaching and mentoring competencies
- Creating opportunities for coaching and mentoring
- How to leverage questioning for development and growth
- Create an environment to overcome barriers to success
- Demonstrate workplace coaching and mentoring conversations
- Practice coaching conversations
  - Focused listening
  - Powerful questions
  - Agreed action
  - Feedback and follow up
- Establish a partnership agreement for goal attainment
- Create an action plan for further development and growth

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

- Communication
- Developing Others
- Mentoring

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Coaching and Skill Transfer Workshop

1-day course

Categories: Leadership Skills, Managerial Skills Development, Math & Budgeting Skills, Relationship & Behavior Development Skills, Supervisory Skill Development

This workshop is intended for supervisors, managers and leadpersons who need to guide and teach staff through brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information, knowledge and skill transfer, variations in learning styles and specific methods of effectively coaching individuals to use new skills and knowledge.

LEARNING OBJECTIVES

• Understand and apply the principles of effective coaching
• Assess your own coaching skills
• Identify coaching opportunities and needs
• Apply the necessary steps in the coaching process
• Successfully transfer skills to others

WHO SHOULD ATTEND: Supervisors, managers and leadpersons

COMPETENCIES

Developing Others
Empowering Others
Interpersonal Skills

Coaching as a Management Tool

1-day course

Categories: Communication Skills, Managerial Skills, Relationship & Behavioral Skills Supervisory Skill Development

This session looks at a shift in approach to managing employees that lends itself more to coaching than traditional top-down management. Technology and workplace changes have given employees more autonomy and freedom to be selective about priorities. The prominence of knowledge workers requires a different style of managing than the command-and-control regimen of the past.

At its core, coaching revolves around asking questions that help people discover the answers that are right for them. It stretches employees’ thinking so they can be more creative in their decision-making, solve problems on their own, and enjoy more clarity and innovation. This session affords managers and supervisors a new approach and specific tools to engage and elicit high performance from employees.

LEARNING OBJECTIVES

• Identify candidates who would most benefit from coaching
• Discover methods to begin that process
• Understand when to manage, when to coach and why
• Learn the four key foundational elements of successful coaching
• Discover ways to establish and maintain trust in coaching relationships
• Learn and practice key communication tools essential to coaching
• Identify next steps and action plans

WHO SHOULD ATTEND: Supervisors or managers

COMPETENCIES

Communication
Resilience
Results Orientation
Team Leadership
Workforce Management
Coaching Within the Workplace

1-day course

**Categories:** Communication Skills, Managerial Skills Development, Relationship & Behavior Development Skills, Supervisory Skill Development

The three keys to successful leadership is knowing your people, getting results and establishing a positive work environment. Coaching is the leadership competency that creates development and growth within all three keys. Coaching is a process that enables learning and development to occur and performance to improve. To be a successful coaching-manager, it requires understanding of the coaching process, developing core coaching competencies, choosing to become an extraordinary listener with powerful questions that move people into higher levels of performance and overcomes barriers of successful outcomes.

**LEARNING OBJECTIVES**

- Learn core coaching competencies
- Become a catalyst for development and growth
- Establish a partnership agreement
- Understand agreed upon accountability
- Practice coaching conversations
- Discover focused listening
- Ask powerful questions
- Learn and practice active coaching
- Perform an application activity

**WHO SHOULD ATTEND:** Managers, supervisors or lead workers

**COMPETENCIES**

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Collaboration Skills

1- or 2-day course

**Categories:** Managerial Skills Development, Team Development Skills

This course, intended for managers, supervisors and individuals in leadership positions, is designed to enhance skills and competencies that will promote teamwork, participation and employee involvement. The course focuses on teamwork, communication, leadership, conflict management and facilitation – skills that will improve your ability to create a collaborative and synergetic work environment.

**LEARNING OBJECTIVES**

- Promote team effort and team success
- Interact effectively with others and create an environment of open communication
- Identify your leadership style and strengths and learn to apply them effectively and with confidence
- Manage conflict constructively
- Facilitate meetings efficiently through effective group participation and involvement

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

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Commitment to Valuing Diversity

1-day course

Categories: Communication Skills, HR Practices, Policies & Compliance, Leadership Skills, Managerial Skills Development, Supervisory Skill Development

This one-day seminar focuses on best practices in achieving and valuing workforce diversity. The primary focus is on understanding and valuing employees' differences and developing a workforce that effectively interacts with one another. In addition, the course provides tools and techniques that help managers effectively lead people in a complex and diverse workplace.

LEARNING OBJECTIVES

• Define diversity from a broad range that meets the changing needs of the workforce
• Learn how to cultivate and foster a diverse workforce and recognize and value every individual's unique skills and perspectives
• Learn how managers can play a critical role in leading and implementing diversity processes in alignment with core organizational goals and objectives
• Examine and analyze the benefits as well as the challenges of diversity in the workplace
• Assess communication styles and identify critical managerial skills that enhance productivity and organizational effectiveness
• Learn and understand communication differences that enhance and nurture workplace relationships with peers, subordinates and supervisors
• Learn to establish legal, ethical and moral managerial boundaries that cultivate consistency and fairness in a diverse workforce
• Learn new techniques and develop a tool kit resource for dealing with difficult diversity issues

WHO SHOULD ATTEND: Appropriate for all levels

Competencies

Communication
Conflict Management
Fostering Diversity

Communicating Effectively

1-day course

Categories: Communication Skills, Personal Development Skills, Presentation, Instruction & Facilitation Skills, Relationship & Behavior Development Skills

Communication skills are the foundation of effectiveness at work. With an emphasis on professional and clear communication, this one-day class will help you improve your oral communication skills, increase your ability to understand and be understood and help you have more influence. Improve your listening skills, assertive skills and nonverbal communications in this class.

LEARNING OBJECTIVES

• Describe the communication process and why it breaks down
• Listen effectively to co-workers and customers
• Differentiate between assertive, aggressive and passive communication styles
• Assess the effects of different communication styles on the speaker and the listener
• Communicate more clearly by using appropriate non-verbal behavior
• Give and receive feedback effectively

WHO SHOULD ATTEND: Anyone who would like to or who needs to improve their communication skills at work

Competencies

Communication
Conflict Management
Interpersonal Skills
Communicating With Data

**1-day course**

**Categories:** Analytical Skills

Do you want to help your audience quickly grasp the message you want to send? This course will help you present numerical data to managers, decision makers or the general public so they can readily understand the data. You will learn concepts, conventions and mechanics behind the effective use of tables, charts and graphs and practice using them. This is not a course in statistics; rather it is a course in presenting clear and easy-to-understand tables, charts, and graphs.

Recommendation: Bring one or more examples of real data from your assignments to use for practice.

**LEARNING OBJECTIVES**

- Effectively discriminate between relevant and irrelevant data
- Visually organize information to get your point across
- Determine the best way to effectively present your data so it will be understood quickly
- Develop simple tables, charts and graphs for displaying data with clarity

**WHO SHOULD ATTEND:** Anyone who has to communicate information based on data

**COMPETENCIES**

- Analytical Thinking
- Applies Technology to Tasks
- Creative Thinking
- Thoroughness

Competency-Based Behavioral Interviewing

**1-day course**

**Categories:** HR Practices, Policies & Compliance, Supervisory Skill Development

More and more public sector organizations are experiencing the real benefits that result from abandoning traditional employee selection approaches in favor of competency-based behavioral interviews. Behavioral interviews – sometimes called performance-based interviews – are based on the premise that past behavior (or performance) is the best predictor of future behavior (or performance).

However, the real benefits of behavior-based interviewing can only be realized when those responsible for making hiring decisions have the skill and understanding to conduct behavioral interviews well.

This one-day course is designed for hiring supervisors and managers and HR professionals responsible for or doing recruitment and selection work.

**LEARNING OBJECTIVES**

- Understand why “traditional” interviewing styles often result in hiring the best “talkers” rather than the best “performers”
- Identify the competencies that will serve as your “shopping list” when making hiring decisions
- Describe the advantages of the behavior-based interview approach
- Practice how to design behavior-based interview questions
- Develop skills through classroom practice in the art of conducting the behavioral interview by asking the right follow-up probing questions
- Learn the best approach to scoring the behavior-based interview
- Identify “disqualifiers” that gone unnoticed result in “hiring disasters”

**WHO SHOULD ATTEND:** Anyone conducting interviews or involved in the selection process

**COMPETENCIES**

- Forward-Thinking
- Planning and Organizing
- Workforce Management
**Completed Staff Work**

**2-day course**

**Categories:** Analytical Skills

This course for analysts will prepare you to effectively recommend solutions to management problems. The completed staff work process results in an actual product that will require only the manager’s signature to implement recommendations.

Note: You should bring an example of a problem that you are working on or might work on in the future. It should be a problem that is expected to be resolved with a recommendation to your management. By working on a current work problem, you will be able to partially complete and receive feedback on your assignment.

**LEARNING OBJECTIVES**

- Identify a problem and write an effective problem statement
- Select valid resources and develop a work plan
- Sort, organize, and display data in support of your recommendation
- Prepare a priority matrix
- Use techniques of divergent and convergent thinking
- Analyze and evaluate alternatives
- Write a strong recommendation and implementation plan

**WHO SHOULD ATTEND:** Analysts at any level. Beginning analysts will find new tools and advanced analysts will sharpen their analytical skills.

**COMPETENCIES**

- Analytical Thinking
- Diagnostic Information Gathering
- Planning and Organizing
- Thoroughness

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**Conducting Effective Meetings**

**1-day course**

**Categories:** Communication Skills, Leadership Skills, Managerial Skills Development, Presentation, Instruction & Facilitation Skills, Supervisory Skill Development

This one-day class is for team leaders, supervisors, project managers and anyone else leading meetings at work. You will learn how to plan for meetings, how to start meetings, keep things going, clarify roles, facilitate and how to work with difficult attendees.

This class helps you make good use of meeting time, be clear about how decisions are being made and leave meetings knowing that time was used well.

**LEARNING OBJECTIVES**

- List the three criteria that define a successful meeting
- Prepare agendas for productive meeting focus
- Define the four roles of meeting attendees
- Describe the four decision-making styles in meetings
- Help meetings stay on track and moving ahead
- Deal with various participant problems in meetings

**WHO SHOULD ATTEND:** Team leaders, supervisors, project managers or meeting leaders

**COMPETENCIES**

- Communication
- Interpersonal Skills
- Planning and Organizing
Conflict Resolution

1-day course

**Categories:** Personal Development Skills, Presentation, Instruction & Facilitation Skills, Relationship & Behavior Development Skills

This one-day class will provide you with tools, techniques and practice in resolving work conflicts involving employees, co-workers, supervisors or customers. Strategies for win-win outcomes are emphasized in this interactive class, especially ways to guide a conflict from a competitive mode into a collaborative one. We use the Thomas-Kilmann Conflict Mode Instrument to get feedback on our own conflict styles.

**LEARNING OBJECTIVES**

- Identify the six sources of conflict in organizations
- Name the five styles of dealing with conflict
- Describe your own styles of coping with conflict
- Use each conflict style as appropriate
- Practice and encourage collaboration to resolve conflict

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Conflict Management
- Interpersonal Skills

Continuous Improvement

1-day course

**Categories:** Leadership Skills, Managerial Skills Development

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

**LEARNING OBJECTIVES**

- Define continuous improvement
- Identify your customers and what they want
- Use data to help solve problems
- Identify team processes and how they can help
- Use meetings effectively
- Understand your vision/mission
- Align policy and practice
- Deal with change and shifting paradigms

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Customer Focus
- Forward-Thinking
- Results Orientation
- Vision and Strategic Thinking
**Coping with Change**

1-day course

**Categories:** Personal Development Skills, Relationship & Behavior Development Skills, Supervisory Skill Development

Changes and change processes are regular and necessary phenomena in everyday life, both on and off the job. Change can be positive or negative, welcomed or resisted. The ability and methods of dealing and coping with change have become vital skills in today's workplace.

This one-day course was designed for non-managerial staff in organizational units undergoing both planned and unplanned change. The course was developed to help employees make change processes more manageable, less stressful and positive.

**LEARNING OBJECTIVES**

- Recognize the types and dynamics of change
- Identify negative and positive aspects of change
- Become familiar with the change adoption process
- Know staff and management expectations
- Understand the sources and dynamics of resistance to change
- Develop coping strategies
- Become aware of paradigms and paradigm shifts

**WHO SHOULD ATTEND:** This class is intended for staff level employees

**COMPETENCIES**

Change Leadership
Stress Management

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**Cost-Benefit Analysis Workshop**

1-day course

**Categories:** Math & Budgeting Skills

This workshop for analysts and managers introduces the rationale, format and uses of the basic cost-benefit analysis (CBA) model. You will learn when and how to use this resource allocation tool to augment your budgeting and cost-analysis skills. This course takes a hands-on, practical approach and assists you in applying CBA to a problem specific to your work setting. It will also provide you with direction for developing a CBA that can be submitted with a budget change proposal.

**LEARNING OBJECTIVES**

- List at least three instances when CBA is an appropriate tool for management decision making
- Enumerate the assumptions of CBA
- Discount a stream of cash flows, given a particular discount rate
- Explain the general model for a CBA problem
- Successfully apply and compute the CBA procedure for two different problems
- Distinguish between cost-benefit and cost-effectiveness analysis

**WHO SHOULD ATTEND:** Analysts, supervisors and managers

**COMPETENCIES**

Analytical Thinking
Decision-Making
Planning and Organizing
Resource Management
CPR and First Aid for Adults

5-hour course

**Categories:** Personal Development Skills

Medic First Aid Basic is an adult CPR and first aid training program designed for the occupational first aid provider. This program will help employers meet OSHA and other federal and state regulatory requirements for training employees in responding to and caring for medical emergencies.

**LEARNING OBJECTIVES**

- Assessment
- Personal safety
- Activating EMS
- Clearing and protecting the airway
- Ventilations
- Chest compressions
- One-rescuer CPR
- Control of bleeding
- Managing shock
- Foreign body airway obstruction
- Warning signs of illness
- Mechanism of injury
- Emotional impact of providing care
- Other first aid topics can be added as needed

Note: Please wear comfortable, casual clothing to the class. Inform the instructor if you have any physical limitations in performing CPR that need to be addressed. You will receive a completion card at the end of the class which is valid for two years.

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

Professional and Personal Development

Creating a Culture of Trust

1-day course

**Categories:** Leadership Skills, Managerial Skills Development, Supervisory Skill Development

Creating, nurturing and safeguarding trust may be the most important aspect of a work environment for manager and employee alike. In today’s workplace, employee and manager often work remotely, whether in the field, down the hall or in separate buildings altogether. Without mutual trust, work relationships suffer, communication breaks down, productivity slows and engagement on the job all but disappears.

This session sheds light on the value and importance of trust as an essential ingredient in the workplace. It provides a context for why trust has eroded and offers solutions, strategies and action plans that redirect to create and maintain relationships where a culture of trust can thrive.

**LEARNING OBJECTIVES**

- Learn the value and importance of trust in today’s workplace
- Understand the history and context that overlay our ability to trust at work
- Discover behaviors and actions that generate trust – and those that diminish it
- Develop strategies to be more transparent in the workplace
- Create a context for conversation between manager and employees that creates and nurtures trust and engagement for both
- Draft agreements for improving trusting relationships at work
- Create an action plan to cultivate a culture of trust in your workplace

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

Relationship-Building
Team Leadership
**Crisis Communication**

**1- or 2-day course**

**Categories:** Communication Skills, Leadership Skills, Managerial Skills Development

When a crisis occurs, immediate communication is needed. How well an agency, board, office or department conducts itself during a crisis depends largely on how well-prepared they are for it. Pre-planning is essential. Pre-planning may include: the identification of potential crises ahead of time, choosing members of the Crisis Communication Team, determining needed actions and who is responsible, developing standard communication messages for internal and external use, determining spokespeople, and creating contact lists.

The course will include information, worksheets, templates, videos, and small-group exercises.

**LEARNING OBJECTIVES**

- Identify the components of developing a crisis communication plan
- Draft a crisis communication plan
- Form a crisis communication team
- Define actions roles and responsibilities for team members
- Identify audiences and contacts for giving and receiving information
- Determine how often updates are needed and to which audiences
- Decide the best communication tools and timeline for communication
- Develop a protocol for an after-hours/weekend holiday crisis
- Conduct an assessment meeting after a crisis

**WHO SHOULD ATTEND:** Supervisors, managers and leaders.

**Critical Thinking**

**2-day course**

**Categories:** Analytical Skills

This popular course covers concepts and methods central to sound critical thinking. It provides skills useful to analysts during problem identification, identifying and evaluating alternatives and other steps in the problem solving process and should be a valuable assist to departments in these times of limited resources.

**LEARNING OBJECTIVES**

- Identify and evaluate critical thinking processes
- Identify and analyze the methods used in organizing thoughts
- Analyze issues and identify problems
- Understand types of problems
- Differentiate between problems and their causes
- Understand the difficulties associated with casual reasoning
- Demonstrate sound, rational reasoning and problem-solving

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Analytical Thinking
- Flexibility
Curriculum Design for Trainers

**1-day course**

**Categories:** Presentation, Instruction & Facilitation Skills, Writing Skills

This one-day class is for people who need to write training classes. Turn research, procedures, manuals and/or other information into an effective class. Learn what to outline and how to organize material for learners. Put together a clear design so any trainer can use it. Prior training experience is helpful.

Note: Please bring to class a computer with PowerPoint on it, a USB drive and material that you want to design and develop into a training module.

**LEARNING OBJECTIVES**

- Use needs analysis to achieve organizational goals
- Design behavioral training objectives based on established needs
- Define course, module, lesson and lesson plan
- Develop lesson plans for training modules
- Integrate exercises and other learning activities into lesson plans
- Write learning activities so other trainers can use them
- Coordinate lesson plans with handout materials

**WHO SHOULD ATTEND:** Anyone creating curriculum

**COMPETENCIES**

- Learning
- Planning and Organizing
- Written Communication

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Dealing With Difficult People

**1-day course**

**Categories:** Communication Skills, Personal Development Skills, Presentation, Instruction & Facilitation Skills, Relationship & Behavior Development Skills

This one-day workshop helps you deal with challenging personalities in the workplace. Emphasis is on maintaining a professional approach while coping with various problem behaviors, whether it is with customers, co-workers or even a supervisor. In this very interactive class, you will recognize specific difficult behaviors, and will have guidance for deciding what is appropriate to do about each.

You will also have the opportunity to discuss the costs of difficult behaviors, and what to do about them. You will leave this training having options and feeling more in control, rather than feeling frustrated, helpless or manipulated by difficult people.

**LEARNING OBJECTIVES**

- Describe the causes underlying difficult behaviors
- Identify common difficult behaviors
- Use appropriate coping behaviors for dealing with difficult people
- Identify difficult behaviors that you display
- Improve interactions with difficult people

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Conflict Management
- Interpersonal Skills
Developing and Motivating Productive Teams

1-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Supervisory Skill Development, Team Development Skills

Teams who collaborate effectively are essential in today’s complex and changing workplace. This course explores how supervisors, managers and team leaders can tap into team members’ values, motivation and engagement, creating an environment of trust and gaining buy-in for teams to work productively together.

Identify the causes for lack of teamwork and the techniques, strategies and changes in attitude that can strengthen the team’s drive and enthusiasm. Facilitation and coaching skills are taught and practiced for both individuals and teamed employees, aimed at developing their individual and collective excitement about working together.

LEARNING OBJECTIVES

- Discover how changing demographics and technology have affected today’s workplace and how that impacts teams
- Engage in a process to elicit core values from managers and employees alike
- Discover how to shore up trust and dissolve the issues that can break down a team
- Gain insights into motivating your team using principles of “Motivation 2.0”
- Review facilitation skills and learn and practice basic coaching strategies for individuals and teams
- Understand the vital importance of nurturing team trust through transparency and “big picture” thinking
- Create action plans to generate empowered, motivated teams

WHO SHOULD ATTEND: Team leaders, supervisors and managers

Developing Professional Confidence

1-day course

Categories: Communication Skills, Personal Development Skills, Relationship & Behavior Development Skills, Supervisory Skill Development

This course is designed to help employees manage their communication style, maintain professional composure and increase their confidence in maximizing their job potential. The course offers steps to help build self-esteem, practice positive affirmations and improve personal and professional relationships.

LEARNING OBJECTIVES

- Distinguish the difference between assertion and aggression
- Understand the underlying principles and cultural distinctions that make people assertive or passive
- Examine four communication styles and practice “I statements”
- Practice essential assertiveness techniques and build self-confidence
- Learn to overcome verbal and non-verbal communication barriers to self-improvement and professional advancements
- Project an enhanced professional image and create a balance between personal and professional development

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Initiative
Learning
Professional and Personal Development
Professional Confidence
Developing Your Individual Development Plan (IDP)  

.5-day course

**Categories:** Personal Development Skills

This half-day class provides the participant with practical and useful information that they may not receive formally and therefore usually learn by trial and error. The class will help provide valuable information for participants about the successful management of their career using the IDP. The instructor will discuss and examine the value of the IDP for career development and upward mobility. You will explore key terms and concepts such as: upward mobility, job-required, job-related and career development courses and the importance of IDP’s and annual employee evaluations. Participants will learn how to complete an IDP and even more importantly, discuss the contents and how to accomplish the plan with their supervisor.

**LEARNING OBJECTIVES**

- Understand the value of the IDP for career development and upward mobility
- Explain the terms and concepts surrounding upward mobility, job-required, job-related and career development and how they help an employee manage their career
- Learn how to complete an IDP
- Practice discussing your IDP with your supervisor/manager

**WHO SHOULD ATTEND:** Anyone interested in promoting or making a lateral career move

**COMPETENCIES**

- Learning Professional Confidence
- Professional and Personal Development

Digital Citizenship  

1-day course

**Categories:** Communication Skills

Our Digital Citizenship course will give your participants the guidance needed in the ever-changing digital world. As our lives are lived more and more online, we all need to translate our social skills into the virtual world.

Digital Citizenship allows us to connect, collaborate, and share by using technology appropriately. Live and in person meetings are on the decline which makes it necessary to engage people digitally. Being a good digital citizen means you have a set of skills to work in the digital world.

**LEARNING OBJECTIVES**

- Advocate and practice safe, legal and responsible use of information and technology
- Exhibit a positive attitude toward using technology that supports collaboration, learning and productivity
- Demonstrate personal responsibility for lifelong learning
- Exhibit leadership for digital citizenship

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Applies Technology to Tasks
- Communication
- Ethics and Integrity
Disability Management and Early Return to Work

1-day course

Categories: HR Practices, Policies & Compliance, Risk Management

This workshop teaches about both “industrial” (work-related) and non-industrial injuries and explores the similarities and distinctions between “temporary modified duty” and “reasonable accommodations.” Participants learn about the relevant state and federal legal frameworks and explore the intersection between medical limitations and workplace disabilities, as well as the benefits of maintaining an effective Early Return–to–Work (ERTW) program. Specific information includes federal and state laws and regulations, employer and third-party programs, employment practices law, prevention and wellness programs, vocational programs and administrative case management practices. The class includes case studies as well as practice scenarios.

LEARNING OBJECTIVES

- Industrial vs. non-industrial injuries
- “Temporary Modified Duty” vs. “Reasonable Accommodation”
- Overview: the legal framework
- Medical limitations vs. disabilities
- Workers’ Compensation: early return-to-work
- The interactive process - Americans with Disabilities Act (ADA) and Fair Housing and Employment Act (FEHA)
- Alternative job placements
- Separation from employment
- Systems and record keeping
- Responding to California Department of Fair Employment and Housing (DFEH) and Federal Equal Employment Opportunity Commission (EEOC) complaints
- Coordination of leave administration, including the Federal Family Medical and Leave Act (FMLA), California Family Rights Act (CFRA), and local union/contractual provisions
- Ancillary Workers’ Compensation discrimination liability: Labor Code 132a claims

WHO SHOULD ATTEND: Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization.

COMPETENCIES

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity
Discovering and Working with Your Talents and Strengths

1-day course

Categories: Communication Skills, Personal Development Skills, Supervisory Skill Development, Team Development Skills

This class focuses on helping you learn when and how you are at your best: when your talents and strengths are engaged in your work and life. In class you will learn about the current research and practice of strengths-based work. You will take the Gallup StrengthsFinder™ assessment, and the class will give you a deeper understanding of your strengths and how to develop and use them for peak performance and maximum job satisfaction. The class includes group and individual exercises to help participants understand and practice bringing their strengths into their work environment every day.

LEARNING OBJECTIVES

- Discover your top five Signature Themes of talent, based on the StrengthsFinder™ assessment
- Become familiar with your full theme descriptions, insights report, and through these grow in awareness of your strengths
- Connect your Signature Themes, insight reports and action items to your specific work
- Participate in group exercises to explore your strengths and how they relate to others strengths in the workplace
- Gain understanding in bringing talents and strengths to a team environment
- Develop strategies to manage around, and not focus on, weaknesses

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Learning
Professional and Personal Development
Stress Management

E-Communications Workshop

1-day course

Categories: Writing Skills

As designed, most email is sent with little editing or structure - creating confusion and multiple problems. Fortunately or unfortunately, it becomes a permanent record – with your name or department’s name attached. This one-day, interactive workshop provides tools to help the participant create clear and informative e-messages by improving the planning, writing, and editing processes. Any staff who writes, sends or reads email and wishes to improve their professional image and communication skills or those who are overwhelmed by the sheer number of daily e-messages and would like to control, organize, and manage the volume should attend this class.

LEARNING OBJECTIVES

- Create powerful, attention grabbing subject lines and purpose statements - leave the KISS to last
- Determine an effective format: active, passive or reader focus
- Comfortably cross cultural and global boundaries without offending readers
- Instantly proofread for attitude or social embarrassment
- Use correct and specialized email punctuation, grammar, smileys, emoticons and acronyms
- Apply the Do’s and avoid the Do Not’s of email tone and approach – when to send, when not to send; to whom to send and to whom not to send email
- Manage your email load – create files, eliminate spam and email clutter: when to read, when best to respond

WHO SHOULD ATTEND: Any staff who writes, sends or reads email

COMPETENCIES

Written Communication
Effective Change Management

1-day course

**Categories:** Managerial Skills Development, Supervisory Skill Development

Designed for managers, this course focuses on two aspects of the change process: 1) initiation, planning and implementation in the workplace, and 2) management of the change process through effective interaction with individuals, teams and stakeholders.

**LEARNING OBJECTIVES**

- Plan effectively for change
- Implement and execute change plans
- Identify, understand and handle resistance to change
- Cultivate commitment to the change process and promote buy-in and involvement
- Manage teams successfully during the change process

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

Change Leadership
Influencing Others

Effective Listening

1-day course

**Categories:** Communication Skills, Personal Development Skills, Relationship & Behavior Development Skills

This one-day class will help you improve your communication skills in the vital area of listening. Effective listening habits improve relationships at work, provide the opportunity to learn and have a positive impact on productivity.

Listening is a very powerful tool, but it is rarely taught in school. Listening skills help in many work environments, including problem solving, meetings, to help customers and others stay calm during disagreements, when speaking to someone with a language barrier and to help people think through options.

**LEARNING OBJECTIVES**

- Distinguish among several different levels of listening
- Recognize and avoid poor listening habits
- Use a variety of effective listening skills
- Describe your preferred listening style(s)
- Display appropriate nonverbal listening behaviors

**WHO SHOULD ATTEND:** Appropriate for all staff members

**COMPETENCIES**

Communication
Interpersonal Skills
Effective Presentations

2-day course

**Categories:** Presentation, Instruction & Facilitation Skills

Speaking in front of an audience is rated the number one anxiety-causing experience for many people. In this course, you will learn how to overcome nervousness and fear and how to deliver an interesting, stimulating, and effective presentation. Utilizing video tools, you will learn and practice various techniques and methods, receive individualized coaching, and practice your existing and new skills in a supportive and encouraging environment.

**LEARNING OBJECTIVES**

- Use a consistently practical process to plan, organize, and deliver information to an audience
- Recognize and overcome your nervousness and apprehension; increase your confidence and comfort level
- Deliver interesting and memorable presentations
- Respond to audience questions in a professional and constructive manner
- Prepare and use visuals to enhance your message

**WHO SHOULD ATTEND:** Anyone who presents

**COMPETENCIES**

- Applies Technology to Tasks
- Communication
- Influencing Others
- Professional and Personal Development

Effective Résumé Writing

.5-day course

**Categories:** Personal Development Skills

This course is designed for anyone needing a résumé for an upcoming interview, an informational interview or just to have on hand should an opportunity arise. It will help you create a market-driven resume as part of your larger career communication strategy that will distinguish you from the competition.

**LEARNING OBJECTIVES**

- Discover the advantages of an effective career communications strategy and the dangers of a poor one
- Create a market-driven résumé that sets you apart from the crowd
- Identify your professional accomplishments and articulate them in a way that gets management’s attention
- Rework these principles into your résumé
- Outline the steps to create an ASCII résumé and tips for online posting
- Draft a reference page that will lead your references and hiring managers to talk about what you want them to talk about
- Compare and contrast cover letter formats for effectiveness

**WHO SHOULD ATTEND:** Individuals who need to write or update a résumé for an upcoming interview, an informational interview or just to have on hand should an opportunity arise

**COMPETENCIES**

- Learning
- Learning Professional Confidence
- Professional and Personal Development
- Written Communication
Emotional Intelligence describes the ability to understand one's own feelings. It also provides great insight on how emotion influences motivation and behavior. In this workshop participants will gain a better understanding of self-management and self-awareness. This in turn will give them better insight and control over their actions and emotions. With a greater understanding of emotions participants will experience a positive impact on their professional and personal lives.

**LEARNING OBJECTIVES**

- Define emotional intelligence
- Define the ability-based model of Emotional Intelligence
- Gain new skills in identifying emotions
- Learn a process for using and understanding emotions
- Understand associated verbal and nonverbal communication
- Use the concepts and techniques for application in the workplace

**WHO SHOULD ATTEND:** Supervisors and managers

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Emotional Intelligence and Leadership describes the ability to monitor one’s own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behavior. For leaders, it also provides great insight on how emotions influence motivation and performance. In this course, leaders will explore the concepts of emotional intelligence and mindfulness, how they inter-relate and how to apply this knowledge to focus on executing their mission, and deliver business results. You will learn what emotional intelligence is, work on developing your “EQ”, and apply emotional intelligence principles and practices to leadership and management situations.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

**LEARNING OBJECTIVES**

- Assess your emotional intelligence
- Assess how your EQ and leadership impacts the performance of individuals and the organization
- Apply mindfulness and emotional intelligence practices to your leadership behavior(s)
- Practice communications, verbal and non-verbal, and articulate the importance in establishing a climate of trust, transparency, and inter-dependence
- Apply an “Ability-Based” EQ model to assess your self-awareness, self-management, and social awareness towards a workplace leadership challenge
- Create an action plan for workplace application

**WHO SHOULD ATTEND:** Supervisors and managers
Employee Engagement

1-day course

**Categories:** Leadership Skills, Supervisory Skills Development

Employees are the most important assets in any organization. How they view the organization and ways in which they contribute cater to its effectiveness and overall professionalism. This course explores ways managers and supervisors might tap into the motivation of employees.

Causes for lack of engagement are exposed and techniques, strategies and changes in attitude to generate motivation, job-ownership and drive are explored. It addresses methods employees can use to self-motivate to re-engage in their own desired success as well as the organization’s mission. A process eliciting core values paves the way for a more engaged team and affords managers, supervisor and staff to perform at a higher level as a result of identifying these core values.

**LEARNING OBJECTIVES**

- Understand the three levels of engagement and how to recognize them
- Discover the causes for lack of engagement, “downshifting,” and distraction from purpose
- Learn and practice coaching and questioning strategies keyed to elicit knowledge about employees’ needs and desires
- Discover essential features of motivation that enliven individual employees and teams
- Engage in a process to elicit core values from managers and employees alike
- Create action plans to generate empowered, motivated employees

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

- Empowering Others
- Interpersonal Skills
- Organizational Awareness

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Employee Relations

1-day course

**Categories:** HR Practices, Policies & Compliance

Employee Relations is a one-day course designed to provide an overview of basic labor law right of employees, unions and management. We will address the grievance process, the negotiation process, common elements of a Memorandum of Understanding (MOU) and many other issues relating to employee relations.

**LEARNING OBJECTIVES**

- Basic labor laws and employee rights
- Overview of the discipline process
- Union rights vs. employer’s rights
- Common elements of an MOU
- How to prevent and/or process grievances
- Role of regulatory agencies
- Basic fact-finding and investigation techniques

**WHO SHOULD ATTEND:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

**COMPETENCIES**

- Analytical Thinking
- Customer Focus
- Workforce Management
**Empowerment and Delegation**

*1-day course*

**Categories:** Leadership Skills, Supervisory Skill Development

Effective organizational development and performance, to a significant extent, depend on managers’ ability to empower their team members and to delegate authority and responsibility effectively. This course offers managers, at all levels, practical tools, skills and attitudes to efficiently empower and enable employees.

**LEARNING OBJECTIVES**

- Assess your empowering and delegating attitudes and skills
- Understand and apply principles of effective empowerment
- Distinguish between the delegation of authority and responsibility
- Identify your leadership style and empowerment potential in a situational context
- Recognize and implement the necessary steps of delegation

**WHO SHOULD ATTEND:** Managers and supervisors

**COMPETENCIES**

Empowering Others

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**ESL Communication Techniques for the Workplace**

*3-day course*

**Categories:** Communication Skills, Personal Development Skills, Writing Skills

This course is for non-native speakers of English. The overall goal of this class is for participants to gain confidence in speaking and writing English. Learning American English can be a challenging process especially for those who wish to master communication skills for diverse work-related situations. To improve your written English you will review grammar, practice writing and editing sentences, paragraphs and emails and gain confidence using American idioms.

Speaking skills are invaluable if you wish to successfully express yourself with precision. To help you achieve that goal, this class will help you perfect American English vowel sounds as well as problematic consonants such as TH, V, W and the American R and L. You will practice stressing the correct syllable and linking words rhythmically.

**LEARNING OBJECTIVES**

- Identify the eight parts of speech
- Implement correct subject-verb agreement
- Use correct verb endings/tenses
- Improve skills for using articles and prepositions
- Practice editing skills for correct grammar and clarity
- Decide when to use active or passive voice
- Develop skills in writing and combining sentences
- Understand American idioms
- Acquire email etiquette
- Improve vowel sounds
- Emphasize correct syllables of words
- “Hear” intonation variations
- Practice common phrases in American English
- Identify individual problem areas common to specific backgrounds

**WHO SHOULD ATTEND:** Non-native English speakers

**COMPETENCIES**

Communication

Written Communication
**Exam Development and Administration**

**2-day course**

**Categories:** HR Practices, Policies & Compliance

The two-day Exam Development and Administration course explores the value and benefit of effective selection. It is expected that students have attended the Job Analysis class of the Human Resource Academy. Consequently, there is only a refresher on job analysis for selection purposes. This class allows students to learn and practice the development of structured oral examination questions and rating guides, written exam questions, job simulation and performance exercises as well as training and experience evaluation. The course provides an overview of other less frequently used testing instruments, such as assessment centers, biodata and psychological tests. Participants discuss exam administration issues, and instructors provide handy checklists of issues to consider when administering an exam. The course also covers the importance of providing a thorough orientation for structured oral exam panel members. Students practice by designing an oral panel orientation.

**LEARNING OBJECTIVES**

• The value and cost benefit of employment testing
• Exam types and their appropriate uses
• How to develop oral, written, training and experience, and job simulation exams
• Administering oral exams, including training oral board members
• Resources available for exam development
• Using a written exam item analysis to make decisions
• Setting pass-points
• Exam administration, confidentiality and security
• Online testing

**WHO SHOULD ATTEND:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

**Competencies**

Analytical Thinking
Customer Focus
Workforce Management

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**Extraordinary Leader**

**1-day course**

**Categories:** Leadership Skills, Managerial Skills Development, Relationship & Behavior Development Skills, Supervisory Skills Development

What is extraordinary leadership? What does it look like? How does one become an extraordinary leader? These critical questions and others are addressed in this fast-paced workshop that includes the Leadership Practices Inventory (LPI) self-assessment to provide insight and self-reflection on leadership behaviors. Participants gain new insights into their strengths as well as opportunities to grow their leadership capabilities.

**LEARNING OBJECTIVES**

• Recognize the need for extraordinary leadership
• Differentiate between productive and non-productive leadership behaviors
• Articulate five practices of extraordinary leaders
• Receive feedback on leadership behaviors
• Benefit from individual feedback and coaching
• Implement a personal leadership development plan

**WHO SHOULD ATTEND:** Supervisors, managers or organizational leaders

**Competencies**

Developing Others
Creative Thinking
Empowering Others
Flexibility
Fostering Diversity
Team Leadership
Facilitation Workshop

1- or 2-day course

**Categories:** Leadership Skills, Managerial Skills Development, Presentation, Instruction & Facilitation Skills, Supervisory Skill Development

In this course, you will learn various techniques, skills and methods that will enable you to facilitate group meetings, discussions and brainstorming sessions.

**LEARNING OBJECTIVES**

- Apply specific behaviors to attain desired climate and results in meetings
- Generate and moderate discussion
- Use techniques of problem-analysis and decision-making in a team setting
- Maintain interest and involvement for all team members
- Utilize effective verbal skills to keep group discussion on course and focused

**WHO SHOULD ATTEND:** Anyone who must lead a group meeting

**COMPETENCIES**

- Conflict Management
- Customer Focus
- Diagnostic Information Gathering
- Empowering Others

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Foundations of Effective Writing

1-day course

**Categories:** Communication Skills, Writing Skills

What’s the difference between passive and active voice? Is it “affect” or “effect?” How should I begin? What will be my tone? Do you ever feel as though your business writing skills would benefit from a good refresher course? Having effective communication skills at work is essential for creating clear, professional, emails, letters, summaries or reports in a timely manner. Once your business writing skills begin to improve, you will feel more confident whenever you must write to colleagues and clients. Foundations of Effective Writing is an intensive one-day training workshop that will offer valuable information and fun group activities to build the foundation for successful business writing.

**LEARNING OBJECTIVES**

- Identify and practice the five elements of effective writing
- Learn the importance of an effective writing process
- Know how to use plain language: clear, concise, organized
- Understand how a well-defined purpose serves as a compass for any writing task.
- Write to meet the needs of both their agency and their readers.
- Identify the appropriate tone for business writing
- Practice good writing style and usage
- Review basic grammar rules and common spelling errors

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Written Communication
Foundations of Grammar and Punctuation

1-day course

**Categories:** Writing Skills

Is your grammar handbook collecting dust on your shelf? Why do so many writers guess at the “rules” rather than look them up? Could it be those frightening grammar terms, such as antecedent, dependent clause, and subjunctive mood? And does the question mark go inside the closing quotation or outside?

Whether you write or review documents, you will be more confident once you know the rules that govern grammar and punctuation. In this one-day class, we will review the basics of grammar, with a focus on sentence structure and syntax. As we identify and correct common grammar and punctuation errors, you will become an informed drafter, making changes to your own documents as well as to those of others, not because “it sounds better,” but because you know the rules.

**LEARNING OBJECTIVES**

- Review the nuts and bolts of sentence structure
- Review correct use of commas, semicolons, colons and dashes
- Identify and correct the run-on, comma splice and fragment error
- Review rules of subject-verb agreement
- Review rules of pronoun-antecedent agreement
- Discuss common grammar myths, such as beginning sentences with “because,” ending sentences with prepositions and splitting infinitives

**WHO SHOULD ATTEND:** Anyone needing a refresher on the application of grammar and punctuation rules

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Framework for Effective Writing

1-day course

**Categories:** Communication Skills, Writing Skills

This class is for you if you would like all your business correspondence to be professionally written, but in less time. Through a combination of direct instruction, group activities and individual exercises, this class is designed for the busy professional who wants to learn specific writing strategies for quickly creating easy-to-read documents. The class will emphasize the three essential skills of successful business writing.

**LEARNING OBJECTIVES**

- Identify and practice organizing techniques: brainstorming, outlines, paragraph structure, graphics, formatting emails, letters and reports.
- Know how to use plain language: clear, concise, specific
- Identify the appropriate tone for business writing
- Sending the “bad news” message in an acceptable manner
- Practice good writing style and usage

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

Written Communication
Categories: Personal Development Skills

The Challenge:
In today’s world, there is a greater abundance of opportunity for both organizations and individuals to accomplish extraordinary goals. However, all too often, the demands of our jobs, coupled with the barrage of information coming at us from so many sources (e.g. texts, emails, reports, tweets, blogs, websites, etc.) is overwhelming, exhausting and distracting. The sheer volume of distractions threatens our ability to think clearly and make good decisions. If we react to these stimuli without careful discernment, we will sink into a sea of irrelevancy and fail to accomplish the things that matter most in our professional and personal lives.

The Solution:
The 5 Choices to Extraordinary Productivity® enables a significant amount of time and energy to be spent on life’s most important objectives.
When we deliberately pay attention to the most important things amidst the distractions, we can harness the opportunities and technologies available today and soar to creative and innovative heights. The difference between sinking and soaring is our ability to make wise choices. In Franklin Covey’s 5 Choices to Extraordinary Productivity course, participants learn a process which, when followed, will dramatically increase their ability to achieve life’s most important outcomes. Backed by science and years of experience, this course will produce a measurable increase in productivity and an inner sense of fulfillment and accomplishment. This time and life management workshop will help you make the right choices as you plan your day, week and life. You will align your daily and weekly tasks with the most important goals. You will move from being buried alive to extraordinary productivity!

The 5 Choices – You will learn to:

1. ACT ON THE IMPORTANT – don’t react to the urgent
   In today’s world there are so many options about how to spend one’s time and energy. Course participants learn to approach each day with an “importance mindset” and to identify and eliminate those activities that distract them from achieving their organizations most important goals.

2. GO FOR THE EXTRAORDINARY – don’t settle for ordinary
   Clearly defining the highest aspirations and desired outcomes in one’s professional and personal roles provides direction and motivation for achieving extraordinary results. Class participants define extraordinary outcomes for their roles which help them focus their efforts to measure day-to-day decisions.

3. SCHEDULE THE BIG ROCKS – don’t sort gravel
   Consistently planning activities around identified “most important outcomes” creates a pattern of focus and success. Class participants learn the process for creating weekly and daily plans that will produce extraordinary outcomes.

4. RULE YOUR TECHNOLOGY – don’t let it rule you
   Building reliable email, task, calendaring, contracts and notes processes that support achieving important outcomes is essential to the ability to focus. Class participants learn rules to maximize the use of platforms such as Microsoft Outlook in building a reliable personal information system.

5. FUEL YOUR FIRE – don’t burn out
   Constantly and consistently renewing oneself ensures there will be plenty of energy throughout the day to focus on important activities. Class participants create a plan that will ignite their body’s mental, physical, emotional and spiritual energy.

WHO SHOULD ATTEND: Anyone who wants to become more productive

COMPETENCIES
Creative Thinking
Initiative
Results Orientation
Franklin Covey’s The 7 Habits for Managers®

2-day course

**Categories:** Managerial Skills Development, Personal Development Skills, Relationship & Behavior Development Skills

This two-day workshop focuses exclusively on the management applications of The 7 Habits, giving managers the tools to take initiative, resolve conflicts and unleash the talents and passions of their teams. Designed to help managers and supervisors perform their roles effectively, this workshop will help you apply principles from The 7 Habits of Highly Effective People® to create balance in a healthy, cohesive work environment.

**LEARNING OBJECTIVES**

- Increase resourcefulness and initiative
- Define the contribution you want to make in your role as manager
- Manage performance through a balance of accountability and trust
- Give constructive feedback
- Improve team decision-making skills by embracing diverse viewpoints

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

- Creative Thinking
- Customer Focus
- Developing Others
- Empowering Others
- Mentoring
- Results Orientation
- Workforce Management

Franklin Covey’s The 7 Habits of Highly Effective People®

3-day course

**Categories:** Personal Development Skills

The principles taught in this program have a variety of applications depending on your desire and creativity. You will learn to deal effectively with challenges common to all organizations.

**Habit 1:** Be proactive
**Habit 2:** Begin with the end in mind
**Habit 3:** Put first things first
**Habit 4:** Think win-win
**Habit 5:** Seek first to understand, then to be understood
**Habit 6:** Synergize
**Habit 7:** Sharpen the saw

**LEARNING OBJECTIVES**

- Work toward principle-centered, value-driven and mission-oriented personal and organizational development
- Manage time and resources in ways that focus on key roles and goals
- Enhance relationships and work more effectively with people
- Maintain balance and perspective
- Impact job functions with self-management and human interaction principles

**WHO SHOULD ATTEND:** Anyone who wants to be more productive, improve their communication, strengthen their business and personal relationships, increase their influence or increase their ability to focus on critical priorities

**COMPETENCIES**

- Creative Thinking
- Flexibility
- Forward-Thinking
- Interpersonal Skills
Fundamentals of Human Resources

1.5-day course

**Categories:** HR Practices, Policies & Compliance

Fundamentals of Human Resources is a 1-1/2-day course designed to provide an overview and context for the unique aspects of public sector HR. Students will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization’s goals while also supporting public sector merit principles, ethics and culture. On the second day of the course an employment law attorney provides an overview of relevant laws.

**LEARNING OBJECTIVES**

- Overview of the sub-disciplines of HR and their inter-relationships
- The many roles of an HR professional
- Public sector culture, politics and ethics
- HR as a partner in promoting organizational goals
- HR technologies and their uses
- Public sector employment laws and regulations

Note: The second day of this class will end by 12:30 p.m.

**WHO SHOULD ATTEND:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

**COMPETENCIES**

- Analytical Thinking
- Customer Focus
- Workforce Management

Grammar Intensive

2-day course

**Categories:** Communication Skills, Writing Skills

Grammar is the window-dressing of our document—it is what makes our writing “look good.” More specifically, if our writing lacks proper grammar, it reflects poorly on us and our work. If we are sloppy with our word choice or incorrect in our punctuation use, readers may never get past that to read our analysis.

This two-day class will discuss why grammar matters and the appropriate use of common punctuation marks, even tackling the question of how many spaces go after a period… and why. All participants will receive a Gregg Reference Manual and practice using it. We will examine a variety of business documents samples, looking for grammatical errors and ways to improve them. Additionally, we will also learn guidelines for commonly asked grammar questions like how to treat numbers in writing and how to punctuate bulleted lists.

**LEARNING OBJECTIVES**

- Distinguish between grammar rules and style choices
- Use common punctuation marks appropriately
- Navigate the Gregg Reference Manual for their own writing improvement
- Practice applying grammar and usage standards to sample documents
- Apply rules for using numbers in writing

**WHO SHOULD ATTEND:** Anyone who needs a refresher on the application of grammar and punctuation

**COMPETENCIES**

- Written Communication
How to Deal with Difficult Co-Workers and Supervisors

1-day course

Categories: Communication Skills, Leadership Skills, Personal Development Skills, Supervisory Skills Development

This seminar is designed to outline the successful elements of dealing with difficult people and situations that can often occur in the work or even personal environments. The focus of the program will be on eliminating barriers and moving toward solution. Typical difficult types include complainers, irate, unreasonable or irresponsible people, explosive hostiles and passive aggressive types who may either give not enough or too much information. This seminar will not only assist participants in moving through difficult situations, but more importantly, resolving issues in the people they experience these difficulties with. The ultimate objective of the session is to give participants “empowerment skills” to offset difficult situations, dissolve barriers to excellent interpersonal relations and show participants how to make the most difficult of conversations easier, whether it’s with a boss, colleague or employee.

LEARNING OBJECTIVES

• Address difficult people in a more empowering way
• Distinguish between passive, aggressive and assertive behavior
• Diffuse the hostile co-worker by using the “Neutralize“ technique
• Create more power in your body by using your mind
• Learn how body language plays a role in interacting and how to rearrange yours
• Practice the six-step whole brain approach to diffusing angry people/customers
• Learn the four principles of dealing with difficult people
• Two types of communication patterns: direct and indirect
• Defining types of difficult conversations
• Three types of personality expressions: passive, aggressive, and assertive
• Revealing the thinking that gets us in trouble and the defensive behavior that causes conflictual interactions
• Creating the confidence needed to have the right conversations at the right time in the right mood
• Using the tool of request to move the conversation forward
• Answering your difficult questions and concerns

Who Should Attend: Appropriate for all levels

COMPETENCIES

<table>
<thead>
<tr>
<th>Adaptability</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Interpersonal Skills</td>
<td>Relationship-Building</td>
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<tr>
<td>Self-Awareness</td>
<td>Teamwork</td>
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Register online for courses at www.cpshr.us
How to Successfully Complete the Standard State Application and Statement of Qualification

.5-day course

Categories: Personal Development Skills

This class provides the participant with practical and useful information for completing a Standard State Application and Statement of Qualification. Hands-on experience with constructive feedback is a key part of the course as you gain confidence in highlighting your skills and experience. Master the ability to emphasize and communicate what you have to offer when applying for a new job using Form 678.

LEARNING OBJECTIVES

• Review the key components of the Standard State Application
• Practice completing a Standard State Application and receive constructive feedback from the instructor and other participants
• Learn to highlight your experiences and education that fit the job you are applying for
• Discuss tips to improve your application
• Practice writing portions of a Statement of Qualifications

WHO SHOULD ATTEND: Anyone interested in promoting or making a lateral career move

COMPETENCIES

Learning Professional Confidence
Professional and Personal Development

Implementing Strengths-Based Leadership

1-day course

Categories: Leadership Skills, Managerial Skills Development, Supervisory Skill Development

Are you a public sector leader who wants to take your team to the next level? Do you want to understand the best talents and strengths of your team members, and focus on them? Do you believe in maximizing performance to drive results?

If these questions excite you, then this one-day workshop is for you. In this workshop you will take the Gallup StrengthsFinder™ assessment, gain an understanding of your strengths, and those of your team and investigate what areas you are strong in, and as well as where opportunities exist to fill in gaps with new talent and strengths. Participants will take a deep dive into understanding Gallup's 34 Signature Themes of Talent, the four Leadership Domains, and will complete exercises to grow in use of these concepts in their daily work.

LEARNING OBJECTIVES

• Understand why focusing on strengths can lead to increased engagement and improved performance
• Enhance your self-awareness through a deeper understanding of your unique strengths and talents
• Learn new ideas and techniques to understand and leverage the strengths and talents of others
• Develop a plan to guide your team to the next level in use of members' strengths, and drive increased performance and results

WHO SHOULD ATTEND: Supervisors and managers

COMPETENCIES

Developing Others
Learning
Team Leadership
Teamwork
Improving Employee Performance and Accountability

2-day course

Categories: Leadership Skills, Managerial Skills Development, Supervisory Skill Development

This course is intended for supervisors and managers who are responsible to set expectations, improve employee performance and ensure employee accountability. It encompasses job documentation, communicating expectations and coaching employees to ensure success. Participants will learn the steps to identify and establish performance measurements and conduct the Performance Appraisal/Individual Development Plan. Additionally, participants will learn to give continual positive and negative feedback as well as to provide the necessary ingredients for sufficient and effective documentation to support the progressive discipline process. Participants will know how to support the assessment of the appropriate adverse action when necessary. Most importantly, participants will be able to motivate employees to change behavior and learn the steps to sustain the new performance level.

LEARNING OBJECTIVES

- Be able to list how to set expectations to ensure employee accountability
- Recognize the steps to identify and establish performance standards
- Determine performance measurements to ensure accountability for each of the competencies listed on the Individual Development Plan (IDP)
- Apply the steps to effective employee coaching
- Develop the ability to give more effective positive and negative feedback
- Conduct the probationary performance review
- Conduct an effective annual performance review/Individual Development Plan
- Understand the necessary ingredients for sufficient and effective documentation
- List the steps in the progressive discipline process
- Support the assessment and facilitate the determination of the appropriate adverse action when necessary
- Motivate employees to change behavior and learn the steps to sustain the new performance level

WHO SHOULD ATTEND: Supervisors and managers

COMPETENCIES

- Mentoring
- Personal Credibility
- Workforce Management
Inspirational Leadership

.5-day course

Categories: Leadership Skills, Supervisory Skill Development

Our complex workplace is faced with pervasive changes, ever-evolving technology and diversity in people and services. A good leader recognizes human capital as the most important asset on an organization. Knowing how to effectively inspire people is a leader’s top priority. This session uncovers the human aspects of a workplace that a leader must embrace. These include bridging gaps in generational, gender and cultural diversity. It addresses the link between inclusion and innovation. Participants will learn methods to meet the need for employee recognition and engagement. Participants will develop processes to build collaborative teams. They will understand the importance and value of creating and maintaining trust. In a culminating activity to the series, participants will identify ways they can inspire others from their individual identity as a leader.

LEARNING OBJECTIVES

• Understand the human aspects that permeate the workplace, regardless of task, and a leader’s responsibility to handle them
• Discover the value and richness of diversity, the link between inclusion and innovation
• Learn methods to elicit employee engagement and self-motivation
• Identify elements of conflict and measures to resolve them
• Brainstorm processes to tear down silos and create collaborative teams
• Understand the value of trust and discover behaviors and actions that generate trust
• Create a platform for inspiring others from an individual identity as a leader

WHO SHOULD ATTEND: Leads or people looking to be promoted to a lead or supervisory position

COMPETENCIES

Adaptability Communication
Fostering Diversity Initiative
Professional and Personal Development
Resilience Self-Awareness

Instruction Techniques for Trainers

3-day course

Categories: Presentation, Instruction & Facilitation Skills

This three-day class for trainers provides active participation and practice in training skills. Learn design and development, writing behavioral objectives, preparation and practice, electronic aids, adult learning principles, handling difficulties in the classroom and evaluation of training methods. Participant trainings will be videotaped for feedback purposes. You will become more comfortable in front of a group while in a supportive learning environment.

Note: You should bring a course you are working on or ideas for a course.

LEARNING OBJECTIVES

• Properly determine training objectives
• Design and develop training modules
• Use adult learning principles in training
• Use electronic slides effectively
• Practice training techniques
• Evaluate training content and methodology
• Effectively handle typical training problems

WHO SHOULD ATTEND: Trainers. No prior experience required

COMPETENCIES

Applies Technology to Tasks
Communication
Influencing Others
Professional and Personal Development

CPS HR CONSULTING
Interactive Training Techniques

2-day course

**Categories:** Presentation, Instruction & Facilitation Skills

This lively two-day class for experienced trainers focuses on integrating games and fun into training in order to enhance attention and retention. You will learn how to design, develop, deliver and debrief interactive training activities using numerous processes including games, icebreakers, simulations, contests and other exercises. Completion of Instruction Techniques for Trainers or other Training for Trainers is a recommended prerequisite.

**LEARNING OBJECTIVES**

- Include interaction in all events of a lesson plan
- Locate, create and modify games to achieve course objectives
- Use games, icebreakers and other exercises to enhance attention and retention without insulting participants
- Plan, conduct, debrief and evaluate interactive exercises
- Add pizazz to dry, technical content

**WHO SHOULD ATTEND:** Experienced trainers

**COMPETENCIES**

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity

Insurance Administration, Review and Risk Transfer

1-day course

**Categories:** HR Practices, Policies & Compliance

This workshop will help you learn about the complex and sometimes confusing, world of insurance to protect your organization and manage risk. The workshop will also help you successfully administer your organization's insurance and self-insurance programs.

**LEARNING OBJECTIVES**

- Primary insurance, excess insurance and risk-pooling Joint Powers Authorities (JPAs)
- Risk transfer - insurance, self-insurance and pooling
- Deductibles, self-insured retentions and letters of credit
- Relationships with insurance brokers
- Contractual language that could lessen or increase risk
- Ancillary services, loss control and safety training
- Insurance program placement and annual renewals (Request for Proposals (RFPs), Request for Qualifications (RFQs) and the "insurance services" exception to public contracting requirements)
- Loss runs and actuarial studies
- Ensuring risk transfer and complying with contract terms using Certificates of Insurance
- Procurement and individual agency insurance requirements - verifying, reducing or waiving

**WHO SHOULD ATTEND:** Risk Management assistants, workers' compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization.

**COMPETENCIES**

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity
**Interpersonal Skills**

**2-day course**

**Categories:** Communication Skills, Personal Development Skills, Relationship & Behavior Development Skills, Supervisory Skill Development

Interpersonal skills are the foundation of effective relationships at work. With an emphasis on professional and clear communication, this two-day interactive training will help you improve your oral communication skills, increase your ability to understand and be understood and help you have more influence. This class provides you with practice in these skills, and opportunities to discuss and solve actual interpersonal work issues. Improve your first impression, your listening skills, assertive skills and nonverbal communications in this class.

**LEARNING OBJECTIVES**

- Describe the communication process and why it breaks down
- Listen effectively to problem-solve with customers and co-workers
- Differentiate between assertive, aggressive and passive interpersonal styles
- Explain the effects that different interpersonal styles have on ourselves and others
- Provide and receive effective feedback
- Communicate directly by using non-verbal behaviors that confirm your message
- Practice skills learned in class to improve the interpersonal process

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Conflict Management
- Interpersonal Skills

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**Interviewing Skills for Success**

**.5- or 1-day course**

**Categories:** Personal Development Skills

Once your application gets you in the door, the interview is the best opportunity to communicate how you are the best fit for the job opportunity. How you communicate about yourself can make all of the difference in landing your next job. In this workshop, participants will prepare for different interview formats, gain a better understanding of how to answer interview questions and learn how to make a good impression.

**LEARNING OBJECTIVES**

- Review interview formats and how to prepare for them
- Learn how to answer questions confidently and effectively
- Outline the do's and don'ts of making a positive impression
- Practice for State interviews
- Seek out new learning experiences

**WHO SHOULD ATTEND:** Anyone interested in promoting or making a lateral career move

**COMPETENCIES**

- Learning Professional Confidence
- Professional and Personal Development
**Item Writing**

*.5-day course*

**Categories:** HR Practices, Policies & Compliance

In this half-day course you will learn how to write good multiple choice test items. Participants will review the overall examination development process and what makes a well-developed test before learning about the components of a test item and how to develop a well-written item.

**LEARNING OBJECTIVES**

- Understand the importance of exam validity and reliability
- Understand the various levels of knowledge that can be assessed
- Recognize common item writing errors
- Write good multiple choice items

**WHO SHOULD ATTEND:** HR professionals

**COMPETENCIES**

- Thoroughness
- Workforce Management

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**Job Analysis**

*1-day course*

**Categories:** HR Practices, Policies & Compliance

This course defines the job analysis, when it is appropriate to conduct one, why it is needed and the required elements. Students will practice in class, how to prepare for and conduct a defensible job analysis.

**LEARNING OBJECTIVES**

- Job Analysis: What is it? Why do it? And how to do it?
- Various job analysis methodologies – both abbreviated and extensive
- Use of job analysis data for selection, classification, compensation, performance planning, training development plans and more

**WHO SHOULD ATTEND:** HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

**COMPETENCIES**

- Analytical Thinking
- Customer Focus
- Workforce Management
Launching and Managing a Mentoring Program

.5- to 1-day course

**Categories:** Communication Skills, Leadership Skills, Relationship & Behavior Development Skills

The course will outline how to launch, implement and run a mentorship program. This will include establishing the program length, guidelines for evaluating success, program oversight and program management. Participants will also examine potential barriers to success and discuss strategies to overcome hurdles. In addition, participants will come away with a “toolkit” of forms and templates that can be used to manage a mentoring program.

**LEARNING OBJECTIVES**

- Define the objective(s) of a mentoring program
- Create a structure to launch and implement a mentoring program
- Outline eligibility requirements to ensure that both mentor and mentee have a positive experience
- Identify barriers to success and strategies for overcoming hurdles
- Outline elements critical to success
- Select measures to assess program effectiveness

**WHO SHOULD ATTEND:** Individuals involved in managing an existing mentoring program or those interested is setting up and launching a new mentoring program

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Leadership Academy for the Public-Sector Manager

5-day program

**Categories:** Leadership Skills, Managerial Skills Development, Mandated

This program fulfills the 40-hour mandated training for newly appointed managers in State service.

The Public-Sector Manager Leadership Academy is structured as a five-day (40-hour) workshop. Grounded in adult learning best practices, the framework for the program is in guided inquiry and problem solving with a focus on self-discovery, self-directed learning, collaboration and teamwork. The program incorporates in-person classroom instruction and facilitation, case studies and scenarios, online resources and collaboration, the application of techniques and strategies to professional practice and a capstone project.

A key element of the 5-day program is that cohort participants learn from one another and form a network to communicate and share best practices following the 5-day training.

The program meets the requirements of Government Code 19995.4(d) for 40-hours of state-mandated training for newly appointed managers.

The five days of manager training is comprised of:

**DAY 1: Leading in a Complex Environment**

Day 1 of the program explores the tools leaders need to fully understand their management and leadership responsibility and how to use their unique role to drive results.

**LEARNING OBJECTIVES**

- Anticipate change
- Articulate a future state
- Engage stakeholders in understanding and working with goals and results
- Proactively effect organizational culture
- Apply emotional intelligence to high-stakes interpersonal interactions
- Cultivate and build trust
- Assess consequences and rewards of delegation

**DAY 2: Leadership Communications**

Day 2 focuses on the importance of communications in achieving organizational goals. The emphasis is on how leaders can use communication and collaboration skills to achieve results.
LEARNING OBJECTIVES
• Navigate high-stakes interactions
• Learn from failures and successes
• Create and sustain a culture of transparency
• Deliver impactful messages on goals and results
• Improve workplace outcomes through a culture of collaboration
• Recognize the value of synergy

DAY 3: Building, Managing and Leading High Performance (and Performing) Teams
Day 3 examines a leader’s core responsibility – accomplishing results through others. The focus is on understanding the strategic management of people and how to establish and maintain a high-performing workforce.

LEARNING OBJECTIVES
• Place performance within organizational context
• Use workforce planning to ensure on-going results
• Foster a culture of continuous learning
• Adopt awareness of cognitive bias to maximize the value of a diverse team
• Clearly define team results tied to organizational success
• Create an environment that supports collective accountability
• Measure team performance and adjust to improve success

DAY 4: Strategic Thinking, Vision, Values and Leadership
Day 4 emphasizes the importance of the organization’s mission and leaders help to create and drive results toward achieving that mission.

LEARNING OBJECTIVES
• Recognize opportunities
• Engage colleagues in seeing the ‘big picture’
• Tie accomplishments to mission and connect to daily work
• Learn to create buy-in from all levels
• Create an environment and organizational culture that encourages and promotes creativity, innovation and out-of-the box problem-solving

DAY 5: Leading Organizational Change
Day 5 examines how to be effective by successfully leading planned and unplanned organizational change efforts and to track results to ensure goals are achieved.

LEARNING OBJECTIVES
• Plan effectively for change
• Implement and execute change plans
• Identify, understand, and handle resistance to change
• Cultivate commitment to the change process and promote buy-in and involvement
• Manage teams successfully during the change process
• Identify barriers and facilitators to make change effective
• Develop key performance indicators (KPIs) to measure organizational performance and evaluate the success or effectiveness of the department/agency

WHO SHOULD ATTEND: Managers who have been in the position for 12 months or less, who have recently joined a new department or who need a refresher

COMPETENCIES
Building Trust and Accountability
Change Leadership
Communication
Creating Organizational Transformation
Developing Others
Ethics and Integrity
Influencing Others
Results Orientation
Vision and Strategic Thinking

Leadership Academy for the Public-Sector Manager (continued)
Leadership and Collaborative Teams

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development Skills, Supervisory Skill Development, Team Development Skills

High performance and collaborative teams actively engage in working through issues and problem-solving together. Often teams are created on the fly to work and solve a specific issue or challenge. Collaborative teams need engagement with strong problem solving, decision-making, collaboration and conflict resolutions skills to be effective.

In this course, participants will build and enhance their skills and competencies as leaders to promote teamwork, collaboration and participation, open and responsive communications, as well as critical thinking and proactive problem resolution to improve organizational performance and achieve business results.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

**LEARNING OBJECTIVES**

- Learn the characteristics of stages of team development
- Identify and overcome challenges in team collaboration
- Communicate and interact effectively with others
- Identify areas you might improve to become a more effective team leader
- Create an environment to include the seven elements of engagement
- Establish a team ethos and culture
- Practice and encourage collaboration to resolve conflict
- Release team creativity
- Adapting to change
- Leverage tried and true tools for problem solving

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

- Collaboration
- Communication
- Empowering Others
- Team Leadership
Leadership Command Presence

2-day course

**Categories:** Leadership Skills, Managerial Skills Development, Supervisory Skill Development

A person with “presence” gives the people around them a sense of confidence and belief in them. Zig Ziglar said, “To gain loyal customers, the first thing they must buy is you!” Presence is the essential ingredient in them “buying you.”

A person with “presence” is often described as being inspiring, composed, energized, credible, influential, self-confident, a good communicator - yet there is much more. “Personal presence” is the central component of the greatest leaders. No matter what job you do, the more you refine your “presence” the more rapidly you can build credibility, the more influential you can be in all interactions, the deeper the relationship connection you can make, and the more skillfully you can manage conflicts. During this training program you’ll learn the exact strategies which create “presence.”

**LEARNING OBJECTIVES**

- Know how to apply nine core traits of Personal Command Presence
- Learn the powerful Convincer Strategy for greater charisma and persuasiveness
- Learn how to connect positively and diffuse negativity faster and easier
- Learn strategies that persuade reluctant individuals to partner with you
- Gain strategies to convince others to step-up and take action as needed
- Grow a climate and culture that engenders loyalty, connection and follow-through
- Expand your ability to move people into making faster decisions
- Improve your verbal and nonverbal ability to make an immediate impact
- Use brain/mind technology to manage your mental state and fine focus your attention
- Apply the Winning Model of performance developed by Dr. Iverson during his work with US Olympic Team members
- Learn how to rapidly create acceptance and credibility with anyone

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

- Influencing Others
- Personal Credibility
- Professional Confidence
- Relationship-Building
Leadership Command Presence II

2-day course

Categories: Leadership Skills, Managerial Skills Development, Supervisory Skill Development

Build acceptance, credibility and connection by creating a persuasive and charismatic presence.

The ability to create a winning presence is a learnable skillset. In this program you will learn successful strategies for generating increased acceptance, influence and credibility. Leadership Presence is a core ingredient in effective leaders. There is a sense of authenticity in their expressions and thoughts. This feeling of “realness” connects with others and inspires them to participate fully.

During this program you will learn specific strategies for creating greater “presence”, and use these personally and professionally to create stronger bonds in your relationships, build others belief in you and your goals and communicate more influentially.

LEARNING OBJECTIVES

• Know how to apply the core components essential to crucial conversations
• Learn to use the attributes of a master listener and eliminate the habits of poor listeners
• Learn ways to deal with criticism so it doesn't push your buttons
• Expand your ability to mentor 360° around you using five separate methods
• Learn a system for giving constructive direction without getting negative blowback, even when it is a tough message or could be perceived as bad news
• Gain a powerful assertiveness strategy you can use to keep your communications on track without getting caught up in their emotional sidetracks
• Analyze your style of dealing with conflict and how not to get caught in the drama
• Learn how to better manage your internal state so you stay positive and engaged
• Gain a pre-negotiation checklist used by professional negotiators to ensure nothing is missed
• Learn the competitive tactics that can be used against you and how to spot them
• Understand how to promote collaboration so others actively engage with you
• There are eleven sources of power—learn what they are and how to apply them
• Learn a critical thinking and decision making strategy used by world class think tanks

WHO SHOULD ATTEND: Supervisors and managers, and those who participated in Leadership Command Presence

COMPETENCIES

- Analysis/Solution Mindset
- Communication
- Decision-Making
- Developing Others
- Empathy
- Influencing Others
- Self-Awareness
Leadership Essentials

1-day course

Categories: Leadership Skills, Managerial Skills Development, Supervisory Skill Development

This course is intended for supervisors and managers. It explores various leadership approaches and their practical application to management. You will identify your leadership style and your strengths and will have an opportunity to focus on improving your leading skills.

LEARNING OBJECTIVES

- Recognize your sources of leadership power
- Distinguish between leadership and management
- Identify your personal leadership style
- Communicate effectively
- Empower and delegate for results
- Use team-building techniques to enhance your leadership skills
- Manage conflict intelligently and productively

WHO SHOULD ATTEND: Supervisors and managers

COMPETENCIES

- Conflict Management
- Empowering Others
- Global Perspective
- Professional Confidence

Leadperson Workshop

2-day course

Categories: Leadership Skills, Supervisory Skill Development

This program for leadpersons will teach you how to coordinate the efforts of a workgroup.

LEARNING OBJECTIVES

- Define and compare the role and duties of leadperson vs. supervisor
- Identify various styles of leadership and sources of power
- Use effective techniques for communicating and listening
- Demonstrate delegation and development skills
- Define steps for implementing change
- Recognize a variety of motivation methods
- Explain conflict resolution skills
- List the steps of systematic goal setting and planning
- Describe the key stages for team building

WHO SHOULD ATTEND: Leadpersons or people looking to be promoted to this position

COMPETENCIES

- Communication
- Conflict Management
- Decision-Making
- Developing Others
- Forward-Thinking
Legislative Bill Analysis

2-day course

**Categories:** Analytical Skills

This course is for any state employee who is required to analyze a bill to determine its impact on a state department or program.

**LEARNING OBJECTIVES**

- Describe the legislative process including how a bill becomes law
- Define and discuss at least 20 terms related to the legislative process
- Name at least five different sources for locating information in order to analyze the impact of legislation
- Identify the key components and sections of a bill
- Be proficient reading different versions of a bill
- Know when to propose amendments and how to write amendment language
- Summarize a bill and learn how to get started writing the main sections of a bill analysis
- Use the Internet as a legislative tool to subscribe to a bill and listen to committee hearings and gather information including: background on specific Assembly and Senate bills, the legislative calendar and bill analyses prepared by legislative committees

**WHO SHOULD ATTEND:** Legislative personnel who have been in the job 6-12 months or who have recently been assigned this task. Legislative analysts who need a refresher or deeper understanding of the process are also advised to take this class

**COMPETENCIES**

- Analytical Thinking
- Diagnostic Information Gathering
- Organizational Awareness
- Planning and Organizing

Legislative Process

1-day course

**Categories:** Analytical Skills

This overview of the legislative process helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

Note: This class will visit the Capitol – please wear comfortable clothing and shoes.

**LEARNING OBJECTIVES**

- Tour the State Capitol and visit the Assembly and/or Senate chambers and a committee hearing room
- Outline the organization, staffing and committee structure and legislative process for the California Legislature
- Describe how the Executive Branch (departments, agencies, Governor’s office) works with legislative staff throughout the legislative process
- List and describe the key sections of a bill and summarize how it becomes law
- Identify at least 10 resources that will assist you in understanding the legislative process and learn how to utilize these resources effectively

**WHO SHOULD ATTEND:** Anyone writing policy or procedure documents

**COMPETENCIES**

- Organizational Awareness
- Planning and Organizing
Managing, Mentoring and Self-Monitoring Teams

1-day course

**Categories:** Leadership Skills, Managerial Skills Development, Relationship & Behavioral Development Skills, Supervisory Skills Development, Team Development Skills

In conversations about diversity and inclusion a group that is often not discussed is the fish out of water – people who don’t fit in because they differ greatly from the dominant culture. These are the people for whom personal style, values, temperament, gender, ethnicity or world views cause them to be marginalized by the dominant culture.

Do you know any “fish out of water?” These are people who have not figured out the hidden curriculum, the unwritten rules – the codes – of the organization, or who, for a variety of reasons, don’t fit in. People are served in varying degrees by the dominant culture, and when people do not know the codes of the dominant culture, have not learned to code switch, or are not in environments where there is code sharing, they remain unseen and voiceless – targeted, underserved, marginalized or excluded because of who they are or the groups they belong to. Even the best of organizations will not be a comfortable fit for everyone, so there will always be people who are marginalized or excluded because of who they are or the groups they belong to. These people need the support of managers.

This course will add to the skills and perspectives learned in courses focusing on diversity and inclusion, and it will provide a new perspective for engaging with “difficult people.”

**LEARNING OBJECTIVE**

- Identify how people are marginalized in groups
- Use the Cultural Proficiency Continuum to gauge the health of an environment
- Identify who the “fish out of water” are in their organizations
- Outline effective strategies for managing the fish out of water and the work climate
- Discuss strategies for creating and sustaining a healthy, inclusive organizational culture
- Offer reflective questions and tips for participants who may be fish out of water themselves

**WHO SHOULD ATTEND:** This course is for managers and organizational leaders who seek to create a healthier and more inclusive organizational culture

**COMPETENCIES**

<table>
<thead>
<tr>
<th>Developing Others</th>
<th>Empowering Others</th>
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<tbody>
<tr>
<td>Flexibility</td>
<td>Fostering Diversity</td>
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<tr>
<td>Interpersonal Skills</td>
<td>Team Leadership</td>
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Managing People and Projects

2.5-day course

Categories: Analytical Skills, Communication Skills, Leadership Skills, Managerial Skills Development, Supervisory Skill Development, Team Development Skills

I have heard many project managers say if they didn’t have to deal with people they could get the project done. Engaging your stakeholders (all people involved with the project) is the foundation for effectively managing projects. Neglecting to empower stakeholders will lead to project failure. Use leadership principles and open communications to successfully complete any project. As the business world grows and resources become more competitive within organizations, you will discover the necessity of managing multiple projects and people to achieve buy-in and commitment starts with how well you work with people within the context of projects.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

LEARNING OUTCOMES

• Discuss project management fundamentals, terms and constraints
• Explore the distinction between managing people and projects
• Discuss how to develop a high performing project team with defined roles
• Define a project by using key documents to create clarity for project and team success
• Develop a project plan with team members
• Execute the project planning elements, resources, and tools to ensure project is completed within time, budget, and at the level of quality requested
• Create an after-training action plan to ensure continued development

WHO SHOULD ATTEND: Supervisors and managers

COMPETENCIES

Analytical Thinking
Planning and Organizing
Team Leadership
Managing Stress

1-day course

Categories: Personal Development Skills

This one-day course will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

LEARNING OBJECTIVES

• Recognize three ways we react to stress, including flight, fight and faint
• Describe how stress may affect our well-being; emotionally, mentally, physically and spiritually
• Identify and reduce stress producers found in the workplace
• Use time management and organization or workflow to lower stress
• Experience positive effects of stress using “bright side” attitudes

WHO SHOULD ATTEND: Any staff member needing to understand and reduce their personal stress

COMPETENCIES

Stress Management

Managing Up

1-day course

Categories: Leadership Skills, Managerial Skills, Relationship & Behavior Development Skills

In today’s business world, success cannot be achieved without a thorough understanding of interpersonal dynamics. Especially important are those relationships between management and staff. In Managing Up, attendees will learn to navigate their complex relationships with those above them in organizational structure in an effort to maximize relationship building, strategic goal attainment and personal development.

LEARNING OBJECTIVES

• Understand the what, why and how of “managing up”
• Understand how power affects interpersonal relationships
• Analyze and manage power dynamics within the workplace
• Identify which relationships require the most management
• Identify the leadership style of your manager
• Apply techniques to anticipate the wants, needs, goals of your manager
• Create open communication and a mutually beneficial relationship
• Apply techniques to focus on outcome-oriented relationship management

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Influencing Others
Interpersonal Skills
Relationship-Building
Managing Your Time Wisely to Become a High Performer

1-day course

Categories: Analytical Skills, Communication Skills, Personal Development Skills, Supervisory Skill Development

The purpose of this course is to assist employees to establish a productive time management system. Their system will overcome time barriers such as how to prioritize, how to move past indecision and working with the team.

LEARNING OBJECTIVES

- Ground rules about time management
- Discover where all your time is going
- Explore, define and live the CORE
- The power of systems to manage work
- Creating a personalized system
- Communicating results and requests
- Self management
- Creating accountability around execution

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Initiative
Personal Credibility
Professional Confidence

Maximizing Your Memory

1-day course

Categories: Personal Development Skills

Every day we are inundated with an increasing amount of information that impacts our lives. Whether we are at work or home, we are being asked to handle more, do more and remember more than ever before. Unfortunately, most of us struggle and forget things. As a result, we lose productivity and precious “non-renewable” time. In addition, we feel like our memory is slipping away.

Do you have to sit by idly and let your memory slip away? No! You can take a proactive approach toward improving your memory by attending “Maximizing Your Memory.” When you decide to enhance your memory skills you take action to improve the quality your life - because improving your memory improves work performance, school performance, family life and more. What is your memory worth to you? Priceless!

LEARNING OBJECTIVES

- Test your current memory
- Learn vital memory influencers
- Learn keys to making things memorable
- Learn memory techniques to enhance your life
- Learn to remember text to improve presentations
- Learn to remember faces and names to improve relationships

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Professional and Personal Development
Thoroughness
**MBTI®–Understanding Personalities**

**.5- or 1-day course**

**Categories:** Communication Skills, Personal Development Skills, Supervisory Skill Development

Internationally, the Meyers Briggs Type Indicator (MBTI) is the most widely used tool for increasing self-awareness and understanding the dynamics of personal interaction based on personality types. The MBTI is used for personal growth and for developing team performance.

Participants in this course will take the online MBTI assessment or the manual indicator. In addition to learning your type, this course covers the theory and practical application of the MBTI.

**LEARNING OBJECTIVES**

- Learn how personality diversity impacts decision-making, performance and success
- Discover strengths for working out of one's type
- Develop strategies for reducing conflict due to type
- Develop a common language for understanding and describing different styles of communication, decision-making and working
- Gain skill in working with people having different personality types
- Articulate a personal action plan using the insights of type

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Learning
- Interpersonal Skills

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**Media Training**

**1-day course**

**Categories:** Communication Skills, Presentation, Instruction & Facilitation Skills

This class is designed to provide hands-on experience in interacting with the media and in creating messaging that can be delivered professionally and understandably. Included will be a look at the media today, how it has changed from the past, the projection for the future and how to make your news of interest to reporters.

The focus of the training session is to provide an understanding of how the news business works and how interviewees can make the best of their opportunities to communicate what your department wants the public to know. Participants will use techniques in creating main messages, handling difficult questions from the media and staying cool under pressure. They will learn how to be effective communicators in telling the department’s side of the story. Videos of media interviews will be included in the training as well as a live interview during the training session.

**LEARNING OBJECTIVES**

- Understand the state of the media today and how it affects your department’s communications
- Get an overview of what makes news, how to package it for the media to be interested and how to handle the call that comes in for an interview
- Be well prepared to face the interviewer by anticipating questions and coming up with the right answers
- Create important messages that are easily understood and are memorable
- Feel more confident in participating in an interview and learning skills to deflect difficult questions and situations
- Provide a supportive environment for people to become effective, focused, and more skilled communicators

**WHO SHOULD ATTEND:** Executives, public information officers or others who have to respond to the media

**COMPETENCIES**

- Applies Technology to Tasks
- Communication
- Forward-Thinking
- Influencing Others
Mentoring Skills for Mentors (and Mentees)

.5 to 1-day course

Categories: Communication Skills, Leadership Skills, Relationship & Behavior Development Skills

Mentoring is a vehicle for preserving and passing on important knowledge to a mentee (apprentice or protégé). The mentor takes an active interest in the mentee's growth and supports his or her learning and professional development. Through mentoring, an experienced and knowledgeable employee engages with a new or inexperienced who wishes to be mentored in a certain area. The mentoring arrangement can be informal or formal and should provide freedom for the paired partners to manage the mentor-mentee relationship.

Mentoring is a valuable tool for positively influencing employee commitment because it sends the message that the organization is interested in employee career growth and development, and that the employee can make valuable contributions to achieving organizational goals and objectives. A mentoring program multiplies human resource effectiveness by spreading the knowledge needed to “get the job done” within the organization among a larger employee base and is an excellent method for eliminating knowledge silos.

LEARNING OBJECTIVES

- Undertake and carry out the mentor’s roles and responsibilities
- Understand and shape the mentee’s roles, responsibilities and expectations
- Develop and apply a mentoring agreement with your mentee
- Develop and engage in a development discussion with your mentee
- Apply key communication and interaction skills in your relationship with mentees
- Meet your mentoring goals and handle challenges associated with the mentoring relationship

WHO SHOULD ATTEND: Individuals involved in an existing mentoring program as a mentor or those interested in becoming a mentor

COMPETENCIES

Developing Others
Mentoring

Mind Games–Creative Approaches to Decision-Making and Problem Solving

.5-day course

Categories: Analytical Skills, Managerial Skills Development, Supervisory Skill Development

This four-hour course introduces participants to a variety of creative decision making and problem solving models. Participants will address actual and timely workplace challenges and apply various models to move into the process of solving them. This class is hands-on, and will address “priming” the creative pump, problem solving, decision making and group think. Participants should come with their thinking caps on and leave with a plan to move current work issues forward.

LEARNING OBJECTIVES

- “Prime the pump” for creativity – both working alone and in groups
- Use tried and true tools for problem solving
- Learn multiple decision making techniques
- Practice some of these techniques and apply some tools to see how they actually work to solve current workplace challenges
- Be able to recognize and prevent “groupthink”

WHO SHOULD ATTEND: Analysts, supervisors or managers who must make decisions or problem solve as part of their job

COMPETENCIES

Analytical Thinking
Creative Thinking
Decision-Making
Planning and Organizing
Navigating Challenging Dialogue™ in the Workplace

1-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills, Personal Development Skills

This workshop is for team leaders, supervisors, managers and staff who seek to increase efficiency, morale and goal achievement. We will unravel how simple communication can abruptly turn into miscommunication. You will learn skills and strategies that will facilitate clear, non-emotional communication and avoid drama, unhealthy conflict, resentment and wasted time. You will learn to identify the tipping point in yourself and in others.

Specific topics covered include giving and receiving feedback, healthy conflicts as a tool to increase efficiency, communication skills to increase clarity and understanding, clarifying questions and managing your own behavior when emotionally triggered.

LEARNING OBJECTIVES

• Learn to prepare for dialogue using the simple Challenging Dialogue™ Process
• Gain insight into your unique triggers and how to offset them in the moment
• Determine your unique reaction under stress
• Be introduced to the importance of understanding brain based research and conflict
• Explore the impact of fight or flight in our day-to-day lives
• Discuss effective strategies for holding others accountable and giving feedback
• Leave with a concrete strategy for a challenge you are facing today

WHO SHOULD ATTEND: Supervisors and managers

Negotiation Skills

2-day course

Categories: Managerial Skills Development, Relationship & Behavior Development Skills

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills.

Note: This is not a course in labor-management negotiation.

LEARNING OBJECTIVES

• Develop the skills of effective negotiators
• Plan for negotiations
• Identify dirty tricks, gambits and obstacles that may be encountered during negotiations
• Break down barriers to effective communication
• Locate power sources and use them to your best advantage
• Participate in mutual agreements

WHO SHOULD ATTEND: Supervisors and managers who negotiate with vendors, employees or management

COMPETENCIES

Conflict Management
Diagnostic Information Gathering
Influencing Others
Operational Excellence and Continuous Improvement

2.5-day course

**Categories:** Analytical Skills, Leadership Skills, Managerial Skills Development, Supervisory Skill Development, Team Development Skills

This 20-hour workshop presents the leadership skills, values and actions that are necessary for leaders to design and implement excellence in organizational systems, and to create a work environment of continuous improvement and innovation. It will also help leaders to self-assess and learn, so that they can create an empowered and engaged workforce. It presents an overview of Lean Process and System management, so that leaders can recognize the capability and maturity of current work systems, and will know how to foster and facilitate Lean practices in the future. It will also help them to assess the compatibility of their work systems within the larger organization, and to identify those areas most conducive to positive change.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

**LEARNING OBJECTIVES**

- Identify the meaning of excellence in work, including its drivers and inhibitors
- Creating vision and worker commitment
- Provide an understanding of how leaders can benefit from an empowered and engaged workforce, and how to achieve it
- Provide a self-assessment on individual skills necessary to support excellence, and gaps
- Building an environment where employees are encouraged to ask questions, and where the organization can benefit from those questions
- Using questioning technique to obtain interest, participation, and consensus
- Using decision-making skills in a consensus environment
- Develop and use relevant process metrics in problem solving and process management
- Understand the unifying theory of work management and the primary areas of control for standardization of processes and systems
- How to initiate and provide leadership for Lean process and system improvement teams
- How to measure the capability and maturity of processes and systems
- Supportive organizational culture
- Managing in the new environment

**WHO SHOULD ATTEND:** Supervisors and managers

**COMPETENCIES**

Analytical Thinking
Planning and Organizing
Promoting a High Performance Culture
Results Orientation
Organizing and Prioritizing for Success

1-day course

**Categories:** Analytical Skills, Personal Development Skills

Are you swimming in a cubicle of paper? Ever find yourself searching for something you just put down? Do you scramble to find notes from a meeting, and after a while just give up, hoping nothing important will slip through the cracks? The first step is to get organized at work by learning practical strategies and tips in this class.

Then you can focus on managing the multiple priorities you face every day. Rarely do we have the luxury of managing one or two simple projects at a time where deadlines are generous, resources ample, and management patient. Instead we have competing deadlines, conflicting objectives, limited resources, and a superior who wants everything done perfectly, yesterday. In this part of the workshop we’ll explore strategies for managing multiple priorities to ensure you remain productive in attaining your personal and professional goals.

**LEARNING OBJECTIVES**

- Identify your own organizational style
- Evaluate principles of organization
- Identify internal and external sources of clutter and disorganization and how they can threaten your organizational efforts
- Create a plan to minimize those threats and organize your workspace
- Identify priorities based on values as they pertain to work and home
- Apply SMART goal setting and action planning techniques to work goals
- Practice applying several prioritization strategies to a workplace scenario

**WHO SHOULD ATTEND:** Appropriate for all levels

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Overview of Public Sector Exposures & Risk Management

1-day course

**Categories:** HR Practices, Policies & Compliance

This workshop is designed to help practitioners manage their organization’s risk and exposure by teaching the basic laws, principles and applications of Risk Management.

**LEARNING OBJECTIVES**

- Often-unique loss exposures of public entities
- Consequences of ineffective Risk Management
- The history of Risk Management (both traditional and Enterprise Risk Management) in the public sector
- Technical and behavioral competencies needed to manage risk in organizations
- Pros and cons of different methods of Risk Management
- Tools to conduct effective root cause analyses when evaluating risk
- Interpreting and reviewing Certificates of Insurance
- The basic concepts of laws and regulations that impact the Risk Management profession, such as Public Records Act Requests, the Brown Act, and the Health Insurance Portability and Accountability Act (HIPAA).

**WHO SHOULD ATTEND:** Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization.

**COMPETENCIES**

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity
Partnersing Multi-Generational Work Styles

**1-day course**

**Categories:** Communication Skills, Leadership Skills, Relationship & Behavior Management Skills, Team Development Skills

The multigenerational workforce is a reality. This type of workforce presents unique challenges to today's business leaders. A lack of understanding generational differences often contributes to organizational conflict which affects working relationships, reduces productivity, and increases attrition. Mature and seasoned managers can become frustrated trying to understand views and mindsets of a seemingly aloof younger generation. Younger workers feel disenfranchised with the rigid hierarchal structures.

One of the keys to thriving in this blended environment is to raise the awareness of characteristics and traits of the other generations and to find the commonalities and utilize the differences in areas that best compliment the team's goals. Understanding what makes each generation tick is critical to leading and motivating your teams.

**LEARNING OBJECTIVES**

- To be aware and understand generational characteristics
- To identify perspectives and expectations held by other generations
- To leverage generational differences
- To better manage, recruit, and develop a multigenerational workforce

**WHO SHOULD ATTEND:** Appropriate for all levels

Performance Appraisal and the IDP

**1-day course**

**Categories:** Supervisory Skill Development

This course will provide specific guidance as to how a manager or supervisor can effectively conduct the employee's performance appraisal summary (PAS) and individual development plan (IDP). To begin, an in-depth review of the purpose and importance of the PAS/IDP will be presented. Participants will gain specific steps and strategies for establishing performance expectations, linking these expectations to the Strategic Plan and Duty Statement, and conducting the interview.

**LEARNING OBJECTIVES**

- Identify barriers to conducting performance appraisals
- List the benefits and impacts (both tangible and intangible) of performance appraisals
- Describe the process for establishing performance expectations
- Practice conducting an effective performance appraisal

**WHO SHOULD ATTEND:** Supervisors and managers who want more guidance and strategies for conducting the performance appraisal and IDP

**COMPETENCIES**

- Communication
- Developing Others
- Ethics and Integrity
- Interpersonal Skills
- Team Leadership

CPS HR CONSULTING

100
Policy and Procedure Writing

1-day course

**Categories:** Analytical Skills, Writing Skills

This course will prepare managers, supervisors and analysts to plan and organize highly effective work systems through policy, procedure and task development. Participants will learn and practice policy and procedure writing skills, and to apply them in their workplace.

Course materials include templates for development of policy, procedure and task descriptions in the future, and a textbook as a continuing framework for their development.

Note: Attendees are asked to bring a policy/procedure they are working on with, or that is currently under their review, for classroom discussion and analysis.

**LEARNING OBJECTIVES**

- Learn the organizational theory behind policy and procedure
- Identify attributes of bad versus good policy and procedure
- Learn and use best practices
- Understand key components and attributes
- Learn to use active and direct writing style
- Practice policy and procedure development
- Understand how to manage an effective system of policy and procedure

**WHO SHOULD ATTEND:** Anyone tasked with writing policies and procedures

**COMPETENCIES**

Written Communication
Power and Influence in Organizations

2.5-day course

Categories: Communication Skills, Leadership Skills, Managerial Skills Development, Relationship & Behavior Development Skills

Power is a force that can be used for both individual and organizational gain. Public sector leaders must be able to understand and use power ethically and reflectively to build cooperative relationships and meet public interests. In this class, participants will explore how public sector leaders use power and influence to achieve organizational goals and promote organizational change. Discussion topics will include sources of power, effective and appropriate methods of influence, organizational culture, ethics and communication strategies. Participants will also identify and analyze the material resources and budgets that represent an important source of power in their organizations.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

LEARNING OBJECTIVES

- Define power and influence
- Appreciate how essential power and influence are for organizational success
- Identify how power influences organizational culture
- Apply diagnostic skills to assess your own ‘power base’ and analyze how power is distributed within your organization and across the larger political landscape
- Strengthen and communicate a powerful vision/purpose for your organization
- Assess how your personal qualities and practices generate power
- Learn and practice strategies for building and exercising power and influence effectively and ethically
- Anticipate moves that others will make
- Develop effective working relationships within and outside of your organization
- Analyze some of the challenges and pitfalls associated with power and influence
- Identify resources that provide power and influence to achieve your organization’s vision
- Develop a social networking strategy that supports your organization’s vision
- Identify communication techniques to influence groups and promote your organization and its work in a variety of contexts
- Empower emerging leaders in your organization

WHO SHOULD ATTEND: Supervisors, managers and leaders at all levels

COMPETENCIES

Building Coalitions

Building Trust and Accountability

Collaboration

Communication

Ethics and Integrity

Influencing Skills
Problem Solving and Decision-Making

2-day course

**Categories:** Analytical Skills, Leadership Skills, Supervisory Skill Development, Team Development Skills

This program provides realistic experiences that allow you to integrate and apply skills in group planning, problem solving, decision making and facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

**LEARNING OBJECTIVES**

- Define a problem, write a clear problem statement and distinguish between the terms “symptom,” “root cause,” and “solution”
- Utilize consensus-seeking techniques as a meaningful group process strategy
- Follow an analytical process with guidelines and criteria for identifying, analyzing and solving problems
- Develop an action plan and use basic project scheduling and monitoring tools and techniques
- Provide feedback on essential training components to classmates via group problem solving project presentations

**WHO SHOULD ATTEND:** Analysts, supervisors, or managers who must make decisions or problem solve as part of their job

**COMPETENCIES**

- Analytical Thinking
- Creative Thinking
- Decision-Making
- Planning and Organizing
Process Improvement in Government

2-day course

**Categories:** Analytical Skills, Managerial Skills Development

This two-day seminar presents the concepts and practice of business process management and business process improvement in government. It will introduce, demonstrate, and allow practice on the tools and techniques of process improvement, including five principal kinds of flowcharts and matching methods for process flow analysis and improvement through a plan/do/check/act (PDCA) methodology.

The class begins with an introduction to process analysis, including the SIPOC (supplier/input/process/output/customer) model and presents a comprehensive review of the major practices of process management including the definition of quality, prevention, error proofing, variation, stable process and capable process. Participants will review the Value Stream Mapping concepts of Lean and the history and use of all major process improvement methodologies.

The class trains students in the use of the American Society for Quality, Government Division Process Maturity Guidelines, as a continuing means of process management in their agencies, and as an alternative to the CMMI model. It also presents the ASQ Team Excellence Award structure as a framework for process improvement efforts. Students will obtain a complete list of the best recognized process improvement resource materials in support of their continuing efforts.

**LEARNING OBJECTIVES**

- Recognize opportunities for business process improvement and be able to design and implement an appropriate change process structure
- Identify key work process and distinguish it from other types of work
- Recognize the impact of supplier inputs on process quality
- Explain process sustainability and problem prevention
- Understand and use the Plan/Do/Check/Act cycle
- Quickly develop process flow charts
- Understand when a process is “stable” and “capable”
- Understand the different solutions for special cause and common cause problems
- Be able to analyze process problems through major analysis tools
- Understand Lean and Value Add Flowcharting
- Recognize and explain all major process improvement terms and disciplines
- Develop and use relevant process metrics in problem solving and process management
- Audit process maturity
- Initiate and lead a process improvement effort

**WHO SHOULD ATTEND:** Individuals at analyst level and above

**COMPETENCIES**

- Analytical Thinking
- Resource Management
Program Analysis and Evaluation

2-day course

**Categories:** Analytical Skills

This program will introduce analysts to techniques for program analysis, evaluation, compliance monitoring and cost analysis. This course was designed for those analysts who have developed basic analytical skills and who want to integrate those skills into an overall effort of program analysis and evaluation.

Note: Participants are encouraged to bring information about a program that may be the focus of their analysis and evaluation.

**LEARNING OBJECTIVES**

- Develop workable problem statements and objectives
- Develop sources for data and use data collection methods
- Identify cost elements associated with a given program
- Prepare a cost analysis plan containing necessary components
- Interpret statistics for program analysis and evaluation
- Identify appropriate program evaluation criteria
- Develop workable plans for program analysis and program evaluation
- Prepare a report of findings

**WHO SHOULD ATTEND:** Analysts, supervisors and managers

**COMPETENCIES**

Analytical Thinking
Applies Technology to Tasks
Creative Thinking
Diagnostic Information Gathering
Project Management (Introduction to)

2- or 3-day course

Categories: Analytical Skills, Leadership Skills, Supervisory Skill Development

Start building a solid foundation for your project management knowledge, concepts and tools during this hands-on, project-based workshop.

As the business world grows and resources become more competitive within organizations, you will discover the necessity to continually learn how to manage increasing number of projects. In today's market and economical time, organizations require people to be managers with little-to-no supervision. The skills of a trained project manager are invaluable to people and organizations around the world.

This profession and industry has become a critical skill set and competency for every organization desiring to grow or seize the next available opportunity. Why not make yourself invaluable to your organization?

You’ll return to work with the knowledge and tools you need to get your projects started right and completed successfully.

LEARNING OBJECTIVES

• Ensure that your projects are set up for success from the start
• Learn the basic documentation requirements
• Understand the role of the project manager, project team members, shareholders, management and project sponsor
• Learn how to clearly define a project
• Create a project plan including realistic scope, schedules, budgets and risks
• Learn how to effectively control project progress
• Demonstrate the power of closure
• Gain the respect of your project team and build credibility with top management

WHO SHOULD ATTEND: Individuals who are new to project management, professionals for whom project management is a secondary part of their jobs, business analysts, subject-matter experts from any field who contribute to projects, managers responsible for projects and project managers desiring to review and refresh project management tools, techniques and processes

COMPETENCIES

Analytical Thinking
Change Leadership
Forward-Thinking
Planning and Organizing
Property & Liability Claims, Safety, & Loss Control

1-day course

Categories: HR Practices, Policies & Compliance

All public entities suffer losses eventually. Insurance pays for them, but it does not prevent them. In this workshop, you will learn to identify and evaluate your agency’s particular loss exposures while implementing sound loss control measures. In addition, this workshop will help you manage first-party property and third-party liability claims.

You will learn about the California Tort Claims Act and how to navigate its practical application.

LEARNING OBJECTIVES

- Torts - intentional acts, negligence and strict liability
- California’s Government Claims Act
- Current trends and evolving risks, including cyber liability
- Third-party administrators and insurance claims adjusters
- Claims investigation
- The civil litigation process
- Defense counsel (in-house and outside)
- Litigation management - defense counsel and claims examiners
- Settlement authority
- Closed session and the elected board
- Politics and reputational risk in public entities
- Safety training, compliance and Cal/OSHA
- Record keeping, reporting and regular notices
- Public access to property
- Fleet management
- Safety technology

WHO SHOULD ATTEND: Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization.

Public Policy Analysis Workshop

1-day course

Categories: Analytical Skills, Communication Skills, Leadership Skills

Who reviews policy in your office? What if you were assigned to review one or more policies and had no guidelines or policy mentoring? This course will provide you with a sound process to understand current policy and its origins and how to renew policy over time. You might even prevent future crisis and gain a reputation as a go-to for the executives in your organization, thus enhancing your career!

The need for policy analysis is driven by the necessity to manage multiple policy development sources, such as legislative bodies, the judiciary system and posited policy from voter Initiatives. When policy review is forgotten, agencies may face policy crises generated by emergency legislation, publicly decried audits, court order, or other means of disruptive consequences.

Most government entities have a central focus for policy review such as the legislative, legal or policy expert officers. The policy review process often involves an analysis framework with a stipulated internal review process. Although closely parallel to policy development, the policy analysis function is unique because this workshop will help you analyze policy with a broad and proactive mindset.

LEARNING OBJECTIVES

- Apply a sound process to understand a current policy and its origins
- Review policy history in your department, division or unit
- Apply a process to renew and evaluate current policy
- Effectively analyze policy to avert crisis from external change
- Be seen as a policy expert with influence and trust

WHO SHOULD ATTEND: Analysts, managers, supervisors

COMPETENCIES

Analytical Thinking
Communication
Decision-Making
Ethics and Integrity
Public Policy Development Workshop

1-day course

**Categories:** Analytical Skills, Communication Skills, Leadership Skills, Writing Skills

This course introduces class participants to the political significance and societal consequences of challenges facing California and U.S. policymakers. It is designed to help participants develop skills to create and navigate through the public policy process.

Policy making can be simple or elusive depending on the topic, complexities and political context. A useful policy course demonstrates both effective and ineffective policies implemented over time. The most important policy litmus test is, “Does it work?” Policy is a “living” process that changes over time. Policy is influenced by legislative, executive and judicial authority, and even by the electorate. One expert recently commented “…there was a circumstance for every policy created.”

**LEARNING OBJECTIVES**

- Understand the public policy process
- Recognize how policy is influenced
- Write a policy proposal with an awareness of the disciplines that influence contemporary public policy
- Take on additional leadership and career growth opportunities that policymaking offers
- Gain an awareness that contemporary issues pose opportunity

**WHO SHOULD ATTEND:** Analysts, managers and supervisors

**COMPETENCIES**

- Analytical Thinking
- Communication

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Public Speaking

1-day course

**Categories:** Leadership Skills, Managerial Skills Development, Personal Development Skills, Presentation, Instruction & Facilitation Skills, Supervisory Skill Development

This workshop is designed to help employees improve their public speaking skills in a supportive and non-threatening environment.

As a result of this workshop, students will learn how to deal with nervousness about speaking in public, improve their presentations skills, prepare the best introduction for their audiences, fine tune their messages, deal with difficult questions and develop a positive outlook for their next public speaking opportunities. This is an interactive workshop.

**LEARNING OBJECTIVES**

- Dealing with nervousness about speaking in public
- Improving presentations skills
- Preparing the best introduction for each audience
- Fine-tuning messages
- Dealing with difficult questions
- Developing a positive outlook for upcoming speeches

**WHO SHOULD ATTEND:** Anyone who speaks in public

**COMPETENCIES**

- Communication
- Influencing Others
- Team Leadership
Qualities of Leadership

.5-day course

**Categories:** Leadership Skills, Supervisory Skill Development

What is a leader in today’s workplace? What kind of leader do you want to be? This session uncovers the various types and levels of leadership. Characteristics that make up an authentic leader are developed through a highly interactive exercise. The qualities of leaders, managers, supervisors, mentors and coaches are defined in terms of their purpose and value to the organization. Participants learn about leadership styles – including a hint at their own unique style — and how those styles are reflected in the way leaders communicate. A set of powerful communication tools is introduced in this session to be used throughout the program.

**LEARNING OBJECTIVES**

- Understand the various levels and types of leadership
- Identify characteristics that create an authentic leader
- Gain clarity on purpose and value of various types of leaders in an organization
- Discover and apply leadership and communication styles
- Learn and practice effective communication tools

**WHO SHOULD ATTEND:** Leads or people looking to be promoted to a lead or supervisory position

**COMPETENCIES**

- Adaptability
- Communication
- Fostering Diversity
- Initiative
- Professional and Personal Development
- Resilience
- Self-Awareness

Quality Customer Service Strategies

1-day course

**Categories:** Communication Skills, Relationship & Behavior Development Skills

Customer service has become the most important leadership skill in today’s workplace. An increasingly demanding public with divergent cultural backgrounds and languages requires leadership and communication tools to achieve high quality customer service performance.

This dynamic one-day session provides those tools. Participants will learn to communicate and build trust in a way that will overcome preconceived notions about customers of differing backgrounds. It explores key differences between public and private sector customer service, the nature of quality and seven key elements to ensure quality customer service, whether by phone, email, or in person. Communication tools to build trust and relationship as well as to work with difficult customers are learned and practiced.

**LEARNING OBJECTIVES**

- Gain an appreciation of customer service as a leadership skill
- Understand the nature of quality and how it is impacted by good and bad behaviors
- Identify the basic differences between public and private sector customer service
- Work with the seven key elements of quality customer service
- Discover how to build trust into both internal and external customer service relationships, including ways to overcome cultural bias and judgmental behaviors
- Learn and practice proven communication tools to strategically gather and manage critical information, whether by phone, in person, or by email
- Apply techniques and tips to defuse customers with difficult behaviors

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Customer Focus

TRAINING CENTER | Register online for courses at www.cpshr.us
Quality of Character

1-day course

Categories: Communication Skills, Personal Development Skills, Relationship & Behavior Development Skills

For many organizations hiring and developing teams traditionally rests on education, experience and expertise; unfortunately character is one of the most overlooked qualities that can be detrimental to your team's, culture, morale, behaviors, standards and cohesiveness. This course is designed to help you understand the value of character, articulate character needs and wants in your workplace and define the character of your work environment and how you can be a contributive influence. This one-day workshop is designed for public sector employees who engage in service to the public, are management, or are part of a support team in public agencies.

LEARNING OBJECTIVES

• Empower the student to understand the unique value of character in the workplace
• Understand the impact and influence of character both positively or negatively
• Apply positive character and influence to hiring of new personnel, leadership, ethics, integrity, personal accountability, by understanding needs and values
• Help participants develop a strategy of sharpening character traits that can enable them to be successful in their workplace

Who Should Attend: Appropriate for all levels

COMPETENCIES

Communication
Empathy
Ethics and Integrity
Personal Credibility
Professional and Personal Development
Relationship-Building
Self-Awareness

Recruitment and Selection

1-day course

Categories: HR Practices, Policies & Compliance

Recruitment and Selection is a one-day course designed to provide participants with tools and guidelines for improved recruitment. Recruitment should be planned as part of exam development. If not attended to, they can derail the best examinations.

LEARNING OBJECTIVES

• Selection planning
• Scoring models
• Developing a recruitment plan
• Improving your organization’s image
• Working with job experts to identify great recruiting sources
• Creative recruitment techniques for hard-to-recruit-for positions
• Reducing large candidate pools
• Evaluating effectiveness of recruiting techniques
• Retaining talent

WHO SHOULD ATTEND: HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

COMPETENCIES

Analytical Thinking
Customer Focus
Workforce Management
Re-energize at Work

1-day course

Categories: Personal Development Skills, Relationship & Behavior Development Skills

This course, intended for valued managers, supervisors and staff who desire to reduce stress and increase satisfaction in the workplace.

This workshop focuses on applying brain-based research to implement strategies and tools known to bring ease and greater satisfaction to burnt out or disengaged workers. We will explore the stories, habits and myths about ambition and success that you bought into but may no longer serve you. We will explore what brain research tells us about work habits, thought patterns and the value of play to bring back that sense of passion and purpose.

LEARNING OBJECTIVES

• Explore and challenge common myths about effective work habits
• Apply brain-based research to increase productivity and organization
• Reduce conflict by increasing clarity of communication
• Determine your authentic play style and how it relates to work style
• Learn simple strategies to create more space and balance at home and work
• Create your individual plan to reconnect to passion and purpose

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Self-Awareness
Relationship-Building

Relationship Strategies for the Workplace

1-day course

Categories: Leadership Skills, Managerial Skills Development, Relationship & Behavioral Skills, Supervisory Skill Development, Team Development Skills

Ever wonder why others behave the way they do? Ever wonder how you come across to them? In this class, you will increase effectiveness and understanding of others (and yourself) in the workplace. We use a four-part model to explain and interpret human behavior. It is a non-threatening way to present information about personality styles so they can be viewed in a positive light. Then, it gives more specific personality information to individuals in order to build strong relationships in the workplace.

LEARNING OBJECTIVES

• Describe the four dimensions of personality
• Identify your own work behavioral style(s) as well as the strengths and drawbacks of each style
• Build on personal strengths and minimize weaker areas for increased effectiveness
• Improve work relationships through understanding different behavioral styles, and what each has to contribute to the team

WHO SHOULD ATTEND: Appropriate for all levels

COMPETENCIES

Communication
Conflict Management
Interpersonal Skills
Roles & Responsibility of Leadership

.5-day course

**Categories:** Leadership Skills, Supervisory Skill Development

It is critical for leaders to possess strong communication and presentation skills. Leaders need social skills and compassion and are faced with bridging generations, cultures and language barriers. They are coping with change. Budgets must be understood and respected. Leaders need to manage meetings, facilitate discussions and invite others into their decision making. They need to create and implement strategies. This session addresses some of these primary drivers of leadership so participants begin to further develop the type of leader they want to be. Participants will identify the specific roles of a leader and when each is appropriate. They will learn and practice key techniques for creating and delivering effective presentations. They will gain skills and knowledge in managing and facilitating meetings, and they will plan and experience a strategic planning process.

**LEARNING OBJECTIVES**

- Understand and appreciate the various roles and responsibilities of a leader
- Learn when to be an assertive, strong leader and when to step back
- Discover and practice proven techniques for creating effective presentations, including ways to overcome the stress of presenting
- Identify various types, purpose and elements to ensure an effectively run meeting
- Learn and practice various facilitation tips and techniques
- Experience the process of creating and facilitating a strategic planning session

**WHO SHOULD ATTEND:** Leads or people looking to be promoted to a lead or supervisory position

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Sexual Harassment Prevention

2-hour course (in-person or online)

**Categories:** HR Practices, Policies & Compliance, Mandated Training

This course is for employees and supervisors who need information on sexual harassment prevention in the workplace by focusing on what constitutes sexual harassment and what steps can be taken to prevent it. This training provides tools for identifying these behaviors and preventing them from escalating into a hostile environment.

This course meets the requirements of GC 129950.1.

**LEARNING OBJECTIVES**

- How the law defines sexual harassment
- Determining when sexual conduct is unwelcome
- Determining whether a work environment is hostile
- Conduct that affects the job
- Other special issues (e.g., same gender harassment, 3rd party harassment, preference, defamation, retaliation)
- What preventive actions employers can take
- Employee responsibilities
- Supervisor responsibilities

**WHO SHOULD ATTEND:** Staff or supervisors who need to complete the requirements of GC 129950.1

**COMPETENCIES**

- Conflict Management
- Ethics and Integrity
- Relationship-Building

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**COMPETENCIES**

- Adaptability
- Communication
- Fostering Diversity
- Professional and Personal Development
- Self-Awareness
**Social Media Training**

**2-day course**

**Categories:** Communication Skills

Are you lost in the maze of modern day Social Media? Have you been hearing about how amazing it is for customer communication and outreach, but don’t know where to start? In this two-day course, we will be exploring different social media channels such as: Facebook, LinkedIn, Twitter, Google+, YouTube, Instagram and SnapChat. You will learn how to harness the power of social media to learn about your intended audience, and communicate more effectively with social media. Please bring a device to class for viewing online content from various websites.

**LEARNING OBJECTIVES**

- Find the correct social media channel for your audience
- How to use social media analytics to better understand and serve your customer
- How to communicate better with your intended audience via social media

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Applies Technology to Tasks
- Communication

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**Statistics**

**2-day course**

**Categories:** Analytical Skills, Math & Budgeting Skills

This course is designed for students who have a good understanding of basic math skills and will introduce you to basic statistical concepts in a friendly and supportive environment. If you are unfamiliar with the mean, median, and mode or the standard deviation, you should first take the math course.

In this course the instructor will teach the material, making sure that each student understands the concepts and how to apply them. The course includes exercises so that students gain experience applying what they have learned to a real world problem.

**LEARNING OBJECTIVES**

- Understand basic statistical concepts, sampling and sample size
- Create a frequency distribution and chart or graphic presentation
- Calculate central tendency measures: mean, median, mode and the standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression
- Communicate data findings effectively using data presentation techniques

Note: Please bring a laptop computer with Excel, which has statistical analysis capability (ask your LAN administrator if the “Data Analysis Tool Pak” is installed and/or check the “add-ins” in the Tools menu). Participants who don’t bring a laptop computer will be at a disadvantage.

Also, students who are unfamiliar with basic techniques for using Excel should take a course or get instruction on the basic techniques for using Excel before coming to class.

There are a number of free tutorials online that may be helpful such as Google Excel tutorials. The following sites should be helpful:

- Microsoft Excel Tutorial—Free and Online
- www.gcflearnfree.org/office
- www.exceltip.com

**WHO SHOULD ATTEND:** Analysts, supervisors, or other staff members who need to build their skills in basic statistical concepts

**COMPETENCIES**

- Analytical Thinking
- Applies Technology to Tasks
- Professional and Personal Development
- Thoroughness
Stepping Up to Supervision

1-day course

Categories: Supervisory Skill Development

This course is designed for people who are currently deciding whether a supervisor job is right for them. At the end of the one-day course, you will better understand what it takes to become a supervisor in state government and be able to determine if you are ready for the increased responsibilities associated with this position.

LEARNING OBJECTIVES

- Know the legal definition of a supervisor in California state government
- Assess your attitude about and readiness for becoming a supervisor
- Discuss motivations for becoming a supervisor
- Gain insight into a typical day in the life of a supervisor
- Explore the benefits of being a supervisor for self and the organization
- Discuss some of the core competencies required to be a supervisor
- Discuss traits and behaviors of an effective supervisor
- Learn the many roles of a supervisor
- Examine the responsibilities and tasks of a supervisor
- Understand the organization’s expectations of supervisors

WHO SHOULD ATTEND: Anyone considering a promotion into a supervisory position

COMPETENCIES

Analytical Thinking
Forward-Thinking

Strategies for Collecting Data, Analyzing Data, and Reporting the Results

1-day course

Categories: Analytical Skills, Writing Skills

Data analysis is the process of describing and interpreting quantitative information. This introductory seminar will guide students through the three basic steps involved in conducting research: collecting data, analyzing data and reporting the results.

LEARNING OBJECTIVES

- Understand the nature of data and variables
- Review data sampling strategies
- Discuss when to use specific rating scales
- Discuss the proper uses and limitations of descriptive and inferential statistics
- Discuss ethical issues and statistical fallacies associated with conducting research
- Review strategies for analyzing data
- Choose the right presentation method to display your results
- Properly formatting the results into a data analysis report

WHO SHOULD ATTEND: Analysts

COMPETENCIES

Analysis/Solution Mindset
Analytical Thinking
Diagnostic Information Gathering
Ethics and Integrity
Planning and Organizing
Success Habits

1-day course

**Categories:** Leadership Skills, Managerial Skills, Supervisory Skills Development

Virtually all highly successful people have a number of traits and behaviors in common. You will learn the strategies they use to improve your personal and professional effectiveness. The actions and attitudes of these achievers can be modeled. We watch others who are successful and getting the results we want and then we model their strategy. Success actions are developed, and those who are successful can instantly point out exactly who they learned their success skills from. What this means is that there are learnable models for generating great results. Through using these same actions, attitudes and behavior patterns, you can begin today building the tomorrow you desire.

**LEARNING OBJECTIVES**

- Gain methods for having greater balance in your personal and professional life
- Identify destructive mental and behavioral habits
- Develop a growth plan for success
- Know how to distinguish the difference between successful and unsuccessful attitudes
- Learn the steps to changing and overcoming success blocks
- Refine your ability to rapidly build a connection with others
- Learn how to manage your comfort zone during a change or transition
- Gain strategies proven successful in reducing stress and pressure
- Know how to overcome feeling overwhelmed even during a conflict
- Learn ways to improve your mental focus
- Know how to gain control over negative thinking patterns
- Learn to communicate so people want to partner with you

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Analysis/Solution Mindset
- Communication
- Decision-Making
- Initiative
- Conflict Management
- Empathy
- Self-Awareness

Supervisory Skills Refresher

1-day course

**Categories:** Supervisory Skills Development

Numerous studies have concluded that the most effective way to improve organizational performance is to improve first level supervision. In this course targeted for supervisors who took a supervision course more than two years ago, we will give you the tools to grow your skills.

You will refresh and deepen your skills around the most challenging supervisory topics including dealing with a difficult employee performance management, coping with change and stress and improving your leadership skills. At the end of this course you will be more confident and better equipped to deal with supervisory issues.

**LEARNING OBJECTIVES**

- Learn how to manage a challenging employee and practice an effective counseling interview through role plays
- Learn effective interpersonal skills to create and maintain a productive dialogue with employees and your manager
- Practice several ways to help employees cope in stressful times, including raising morale, prioritizing projects and improving processes
- Help your employees thrive in times of constant change

**WHO SHOULD ATTEND:** Supervisors with at least two years of experience

**COMPETENCIES**

- Interpersonal Skills
- Organizational Awareness
- Workforce Management
Support Staff Training: Maximizing Success

1-day course

Categories: Personal Development Skills

This course helps administrative and office support personnel understand their critical role in relation to the success of the entire unit and organizational operation.

LEARNING OBJECTIVES

In this course, participants will develop strategies to:

• Create a warm and professional impression through various communication modes
• Understand how the office support team can enhance program goals
• Problem-solve and handle complaints from external and internal customers
• Gather pertinent facts for seamless and outstanding customer service
• Develop an action plan for personal development

WHO SHOULD ATTEND: Office support personnel seeking to be more effective or looking to promote

COMPETENCIES

Analytical Thinking
Applies Technology to Tasks
Customer Focus
Interpersonal Skills

Team Development for Leaders

1-day course


This course explores team dynamics and development from the newly formed team to a team that can function without direct leadership support. If you are asking yourself “How can I identify what my team needs?”, “What state are they in and what’s coming next?”, “What’s normal?”, “How do I grow my team to work more independently?”, then this class is for you. We’ll work with several assessments for both you and your teams, gain an understanding of how teams develop and grow and explore strategies to move teams into new, higher functioning, developmental stages.

This class is recommended for new and established leaders (not appropriate for those not yet leading teams).

LEARNING OBJECTIVES

• Learn the characteristics of stages of team development
• Understand more about the current team you work with by being able to identify their stage of development
• Gain a clear understanding of the challenges each team stage presents to those in a leadership role
• Create strategies to move your team through their current developmental stage
• Work with classmates to create a development strategy to implement after the course
• Identify areas you might improve to become a more effective team leader

WHO SHOULD ATTEND: New and established leaders, team leads, supervisors, or managers

COMPETENCIES

Communication
Developing Others
Team Leadership
Teamwork
Technical Writing
2-day course

Categories: Writing Skills

In this 2-day workshop, you will assess your current technical writing skills and learn specific techniques to improve your style. Emphasis is on organization and appropriate choice of language for documents such as study reports, environmental reports, memos, standard operating procedures, email and other technical messages.

LEARNING OBJECTIVES

- Profile your audience
- Structure idea flow with clear, concise sentences & paragraphs
- Compose & revise technical rough drafts
- Match message format to purpose
- Self-check the finished product
- Organize your key points by “content mapping”
- Focus on the “why”
- Choose the appropriate tone and language style
- Reduce editing time
- Add interest to your technical writing
- Control your communication costs

WHO SHOULD ATTEND: Engineers, scientists, planners, administrators or other professionals who write or edit technical reports

Competencies
Thoroughness
Written Communication

Time Management
1-day course

Categories: Personal Development Skills

This workshop offers you practical techniques for accomplishing more in less time.

LEARNING OBJECTIVES

- Identify and overcome time wasters
- Use organizational tools to save time on the job
- Deal with unexpected visitors
- Apply 10 time-saving techniques to conquer paper pile-up
- Better organize your workplace
- Identify individual creative time and use that time to your advantage

WHO SHOULD ATTEND: Any staff member

Competencies
Stress Management
Thoroughness
Tips to Promote Within the State of California

.5-day course

**Categories:** Personal Development Skills

In this half-day session, participants will discuss and examine career management terms and strategies with the goal of preparing themselves for promotional opportunities. You will discuss career disrupters and learn how to avoid them. Participants will also learn how to effectively read job descriptions, and the value of networking to advance your career.

**LEARNING OBJECTIVES**

- Identify workforce development opportunities, T&D assignments and transfer opportunities available to state employees
- Define the importance of training classes, career ladders, promotional exams eligibility lists, lateral transfers and T&D’s for career development
- Evaluate the opportunities involved in actively participating in intra-state government associations and professional groups
- Distinguish between career disrupters and activities that should help promote your career
- Analyze the value of volunteering for assignments or extra work
- Recognize the value in establishing a network for success and discuss how you might accomplish this task

**WHO SHOULD ATTEND:** Anyone interested in promoting or making a lateral career move

**COMPETENCIES**

- Learning
- Professional and Personal Development
- Professional Confidence

Violence Prevention in the Workplace

1- or 2-hour course (in person or online)

**Categories:** HR Practices, Policies & Compliance, Mandated Training

This course provides information for employees and supervisors. It focuses on recognizing behaviors that are considered workplace violence and how to prevent those behaviors from reoccurrence and/or escalation.

This course meets the requirements of workplace violence prevention guidelines issued by CalHR.

**LEARNING OBJECTIVES**

- Types and frequency of workplace violence
- Stages of violent behavior
- Risk factors
- Work conditions
- Work climate
- Warning signs
- Prevention strategies
- What supervisors can do and what employees can do

**WHO SHOULD ATTEND:** All staff, including supervisors

**COMPETENCIES**

- Communication
- Conflict Management
- Ethics and Integrity
- Relationship-Building
Workers’ Compensation

1-day course

Categories: HR Practices, Policies & Compliance

This workshop will help you understand the purpose, history and legal framework of Workers’ Compensation. You will learn how to effectively administer standard workers’ compensation and employer’s liability policies within your agency. This includes claims administration issues such as record keeping, reserving and various audits, including state, independent, excess and employer audits.

LEARNING OBJECTIVES

- Key benefits available to injured workers, along with the core concept of “exclusive remedy”
- California-specific laws and regulations, including the Labor Code, the Code of Regulations, and important administrative players: the Administrative Director, the Workers’ Compensation Appeals Board (WCAB) and Workers’ Compensation Judges
- The employer’s duty to secure compensation insurance and the various forms of permissible insurance, including self-insurance and pooling
- The structure and form of the workers’ compensation and employers’ liability policies, as well as penalties for illegally uninsured employers
- Principles of claims investigation, including: acceptance, delay and investigation, or denial; the use of “sub rosa” or surveillance
- The principle of “AOE/COE” - arising out of Employment/Course of Employment
- HIPAA basics and what medical information can be shared
- Temporary disability, salary continuation and coordination of benefits including Labor Code section 4850 (Public safety/law enforcement employees) and relevant provisions of the California Education Code
- Affirmative defenses for employers
- Working with injured employees in a union environment
- Litigation management
- Settlements - compromise and release versus stipulations with future medical and findings and awards
- Medicare set-asides (MSAs) - impact on settlements and potential employer liability
- Getting your money back - apportionment, contribution and subrogation
- Managing workers’ compensation tail exposures - permanently closing long-term claim liabilities

WHO SHOULD ATTEND: Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization

COMPETENCIES

- Analytical Skills
- Communication
- Decision-Making
- Ethics and Integrity
Workplace Success

1-day course

**Categories:** Personal Development Skills

Success in the workplace is not just luck. Success in the workplace is based on your ability to organize your tasks, complete your work and communicate effectively. Would you like to feel that you’ve accomplished something at the end of your day? Would you like to increase your productivity? Would you like to be able to communicate more clearly? This one-day course will focus on polishing your communication skills, strategies to organize your time, space, and email, prioritizing tasks and writing SMART goals.

**LEARNING OBJECTIVES**

- Understanding the impact of your organizational and communication styles
- Achieving personal and professional success by applying SMART goal techniques
- Strategies for using your time effectively through prioritizing your tasks
- Tips for organizing your time, space, paper and email to increase productivity
- Learn to harness the power of professional communication for successful relationships and customer service

**WHO SHOULD ATTEND:** Appropriate for all levels

**COMPETENCIES**

- Communication
- Fostering Diversity
- Global Perspective
- Intrapersonal Skills
- Resilience
- Self-Awareness

Writing Effective Duty Statements and Job Descriptions

1-day course

**Categories:** Writing Skills

This course provides a basic understanding of duty statements and job descriptions and when and how to use them. It also includes an opportunity to practice writing portions of an effective duty statement.

Note: Participants are encouraged to bring samples from their own organizations so that they use real-world examples in the classroom activities.

**LEARNING OBJECTIVES**

- Describe the purpose of duty statements and how and when to use them
- Define the difference between duty statements and job specifications
- Describe ways duty statements need to connect to job specifications
- Identify components of an effective, well written duty statement
- Determine the difference between essential and marginal functions
- Effectively write various components of a duty statement

**WHO SHOULD ATTEND:** Anyone responsible for writing or updating duty statements and job descriptions, typically at the supervisor or manager levels with direct report staff

**COMPETENCIES**

- Developing Others
- Workforce Management
**Writing Minutes and Meeting Notes**

*1-day course*

**Categories:** Writing Skills

Designed to make any note-taker more efficient and more confident! Participants will identify key ways to become more efficient before, during and after the meeting.

**LEARNING OBJECTIVES**

**BEFORE THE MEETING:**

- Identify your audience’s need for information
- Learn what to write down/ignore as you take notes
- Create note-taking templates to reduce your writing load

**DURING THE MEETING:**

- Set up the room to maximize efficiency
- Decide what (if any) technology will help you take notes
- Show up loaded – come to the meeting armed with tools
- Participate as the meeting’s note-taker

**AFTER THE MEETING:**

- Decide what to keep/omit for the final minutes
- Choose the best format for the occasion
- Edit for clarity and conciseness
- Make it easy to retrieve information from past minutes

**WHO SHOULD ATTEND:** Anyone who needs to write minutes or meeting notes for others

**COMPETENCIES**

- Thoroughness
- Written Communication

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**Writing Skills for Analysts**

*1-day course*

**Categories:** Writing Skills

Writing Skills for Analysts equips those in government to write reports for management, such as problem-solving reports, justifications and proposals. You will begin by analyzing an analytical report and end by drafting your own analytical reports based on case scenarios. In between, you will learn the steps to creating an effective analytical report. You will also discuss guidelines to help avoid costly mistakes when writing business reports. You will leave the class with a new understanding of the analytical process and be equipped with a work plan for writing the analytical report.

**LEARNING OBJECTIVES**

**WHO SHOULD ATTEND:** Anyone who writes analytical reports, justifications or persuasive documents

**COMPETENCIES**

- Analytical Thinking
- Communication
- Written Communication
Written Test Development

1-day course

Categories: HR Practices, Policies & Compliance

Written examinations are the most efficient, cost-effective method for assessing candidate qualifications. This seminar will focus on the procedures and methodologies used for developing quality multiple choice examinations.

LEARNING OBJECTIVES

• Understand different item formats and their advantages and disadvantages
• Identify the different components of a multiple choice item
• Recognize common item writing clues and errors
• Learn proper formatting of multiple choice items and tests
• Write, review and edit quality multiple choice item
• Interpret item and test statistical analyses
• Understand the importance of exam validity and reliability
• Discuss issues associated with test ethics, item translations, and adverse impact

WHO SHOULD ATTEND: HR professionals

COMPETENCIES

Analytical Thinking
Workforce Management
Written Communication
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