2019-2020 TRAINING CATALOG

CPS HR CONSULTING
Your Path to Performance
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

ORGANIZATIONAL STRATEGY
Workforce Planning, Succession Planning, Performance Management, Employee Engagement, Change Management, Organizational Assessment, Redesign & Re-engineering

TESTING, RECRUITMENT & SELECTION
Job Analysis, Recruitment Solutions, Assessment Center Services, Executive Search, Selection Tools Development, Test Administration, Test Rental

CLASSIFICATION & COMPENSATION
Classification, Compensation Studies

TRAINING & DEVELOPMENT
Training Courses, Training Programs, Supervisory Skills, Leadership Development, Executive Coaching, Accelerated Leader 360° Assessment™

GENERAL HR SERVICES
HR On-Demand, Complaint Investigations

LICENSING & CERTIFICATION
Testing Services, Applicant/Candidate Management, Credential Program Management, Accreditation
CPS HR TRAINING CENTER

CPS HR has been delivering training since 2004 to those who work in public sector organizations, including federal, state and local agencies, boards, commissions and non-profits. Our curriculum is specifically designed for public sector employees. With more than 150 soft skills courses, CPS HR supports employee development by providing:

• A professional learning environment
• Practical materials
• Experienced instructors
• Interactive and applied learning experiences
• Nationwide training

CPS HR courses focus on the skills, knowledge and competencies employees need to succeed in today’s public sector workplace. Courses are classified by six position levels — Mandated, Administrative, Analyst, Supervisor/Manager, Leadership and All Audiences.

MANDATED
Complete all your up-to-date required training in a convenient and affordable format.

ADMINISTRATIVE
Understand your critical role in relation to the success of your team.

ANALYST
Increase your value to the organization by building your analytical skills.

SUPERVISOR/MANAGER
Gain the core skills you need to be successful, inspire your team and deliver results.

LEADERSHIP
Broaden your professional capabilities and sharpen your leadership skills to meet today’s complex organizational challenges.

ALL AUDIENCES
Choose from our more than 150 courses to enhance your potential.

Register online for courses at www.cpshr.us
Experience training that will prepare you for your next career move upward or laterally.

OPEN-ENROLLMENT PROGRAMS
In-person instructor-led courses provide a professional learning environment, superior materials and experienced trainers that promote interactive and adult learning. Our courses are focused on the skills and knowledge that employees need to succeed in today’s workplace.

ON-SITE TRAINING
Train groups of employees at your site and customize the content to meet the specific needs of your audience. This option provides for greater cost savings as well as convenience for employees, translating into the best value for your agency.

HOSTED TRAINING
Host an open enrollment training course at your location and benefit from a shared learning experience with peers. We’ll provide a limited number of free seats for the hosting agency.

VIRTUAL TRAINING
Experience live, instructor-led or self-paced courses over the internet. If you have a group of geographically distributed staff, this is the perfect option for your organization.

Register online for courses at www,cpshr.us/training-center
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Register online for courses at [www.cpshr.us](http://www.cpshr.us)
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ADMINISTRATIVE

Understand your critical role in relation to the success of your team.
Anger Management Techniques

1-DAY COURSE

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. This class may also prove valuable to those who either manage or have a relationship with people who seemingly are incapable of controlling their tempers.

During this class, you will identify the specific root causes of anger, and receive 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.

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

LEARNING OBJECTIVES

• Identify the nine styles of anger
• Identify a specific demonstrated style of anger (either your 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
Applied Professional Writing Workshop
(Blended Learning)

ELEARNING MODULE, A 1-DAY WORKSHOP, AND TWO POST-WORKSHOP ASSIGNMENTS

This blended learning course incorporates an eLearning lesson, a one-day workshop and two post-workshop assignments. Analytical skills are critical in the workplace because they help you to gather information, articulate, visualize and solve complex problems.

The first step is to complete the online course called Core Concepts of Analytical Thinking where you will explore the concept of reasoning, principles of deductive and inductive logic, best practices for information gathering and steps to create an issue statement.

The second step is to attend the one-day workshop where you will learn common formats for government reports and practice, analyze data and display your data presenting your solution on a real work-related issue.

The third and fourth steps follow your one-day workshop. You will have 3-5 weeks to write an issue paper and video record your oral presentation. Your post-workshop assignments will be evaluated by an instructor who will provide feedback. This blended approach has advantages for busy analysts and supervisors and is designed to apply digital fluency to solving a real work-related issue.

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.

WHO SHOULD ATTEND: Analysts at all levels

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 access information gaps
• Prepare a conclusion to a recommendations paper
• Create and record a brief presentation that gets buy-in
Business 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.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

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

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

STEP 1. INDIVIDUAL ASSESSMENT

Elevations Career Assessment

30-MINUTE ONLINE 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:
  • Your individual profile and developmental tips
  • Access to your assessment and updates to 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

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. The assessment 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 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

STEP 3. SKILLS TRAINING

Tips to Promote Within the State Of California

.5-DAY COURSE

In this half-day session, you will discuss and examine career management terms and strategies with the goal of preparing yourself for promotional opportunities. You will discuss career disrupters and learn how to avoid them. You 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 you with practical and useful information that you may not receive formally and therefore usually learn by trial and error. The class will help provide valuable information about the successful management of your 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. You will learn how to complete an IDP and even more importantly, discuss the contents and how to accomplish the plan with your 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 you manage your 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 you 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

Effective Résumé Writing

.5-DAY COURSE

This course is designed for anyone needing a résumé for an upcoming 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 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
Interviewing Skills for Success

.5-DAY COURSE

Once your application gets you in the door, the interview is the opportunity to communicate how you are the best fit for the job. How you communicate about yourself can make all the difference in landing your next job. In this half-day workshop, you 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
Changing Organizational Habits

1-DAY COURSE

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

WHO SHOULD ATTEND: Appropriate for all levels

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

Classification and Compensation for the State of California

2-DAY COURSE

This two-day interactive workshop is for departmental human resource personnel/professional staff performing work related to 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.

WHO SHOULD ATTEND: HR professionals

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 the various pay mechanisms
- Determine resources available to classification and pay staff
Collaboration Skills

1- OR 2-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors and managers

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

Communicating Effectively

1-DAY COURSE

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, assertiveness and nonverbal communications in this class.

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

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
Communicating Effectively (eLearning)

ELEARNING MODULE

This course covers the basics of effective communication, as it takes commitment and practice to communicate effectively. What you learn in this course will help you build your confidence around ways you can improve your communication skills.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• Define effective communication
• Reap the benefits of effective communication
• Prepare to communicate effectively
• Avoid communication issues

Conflict Resolution

1-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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
Coping with Change

1-DAY COURSE

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 more positive.

WHO SHOULD ATTEND: Appropriate for all levels

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
CPR and First Aid for Adults

5-HOUR COURSE

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.

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

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 as needed
Curriculum Design for Trainers

1-DAY COURSE

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

WHO SHOULD ATTEND: Anyone creating curriculum

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

Customer Service in the Public Sector

1-DAY COURSE

Today’s customers are more demanding, less tolerant, and increasingly impatient. Though from divergent cultural backgrounds and languages, one thing today’s customers have in common is they want it all, NOW. This one-day workshop builds on your already positive and professional service relationships and will help you go one step further to provide exceptional customer service.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Appreciate how vital excellent customer service is to my organization
- Provide quality customer care to both INTERNAL AND EXTERNAL customers
- Overcome judgment behaviors, accents, cultural barriers, and preconceived negative attitudes
- Maximize non-verbal communications channels including telephone, text, and e-mail
- Control and direct angry, frustrated, or upset customers
- Apply active listening, modeling and separation techniques to provide exceptional service
- Partner with customers in finding solutions to problems
- Learn simple techniques to take customer service beyond expectations
eCommunications Workshop

1-DAY COURSE

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 you create clear and informative 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.

WHO SHOULD ATTEND: Appropriate for all levels

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

Effective Listening

1-DAY COURSE

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 situations, including problem solving, meetings, helping customers and others stay calm during disagreements, speaking to someone with a language barrier and helping people think through options.

WHO SHOULD ATTEND: Appropriate for all levels

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
Effective Presentations

2-DAY COURSE

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.

**WHO SHOULD ATTEND:** Anyone who presents

**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

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Emotional Intelligence

1-DAY COURSE

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 you 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 you will experience a positive impact on your professional and personal lives.

**WHO SHOULD ATTEND:** Supervisors and managers

**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
ESL Communication Techniques for the Workplace

3-DAY COURSE

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.

WHO SHOULD ATTEND: Non-native English speakers

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
Excellent Customer Service (eLearning)

ELEARNING MODULE

Is it employee skills or company culture that has more impact on your organization’s customer service? What are Moments of Truth in customer service? How do you define your world of customers? These questions and many more are answered in this stimulating, eLearning course. You will explore the art of excellent customer service. You will come away with an understanding of the critical role excellent customer service plays in your organization, what barriers tend to get in the way and tips to communicating effectively with customers. This course was developed with the busy team member in mind, with easy to digest lessons that are short and engaging, and content that makes your experience interesting, thought-provoking and motivating.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• Understand the three dimensions of customer service
• Explore top customer service skills
• Learn the 5-Step customer service process
• Learn to recover quickly from a bad experience

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.

WHO SHOULD ATTEND: Appropriate for all levels

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 errors
• 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
Franklin Covey’s The 5 Choices to Extraordinary Productivity

1-DAY COURSE

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

3-DAY COURSE

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

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

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
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 document 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.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Distinguish between grammar rules and style choices
- Use common punctuation marks appropriately
- Navigate the Gregg Reference manual for your own writing improvement
- Practice applying grammar and usage standards to sample documents
- Apply rules for using numbers in writing
How to Deal with Difficult Co-Workers and Supervisors

1-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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
- Identify two types of communication patterns: direct and indirect
- Define types of difficult conversations
- Identify three types of personality expressions: passive, aggressive, and assertive
- Reveal the thinking that gets us in trouble and the defensive behavior that causes conflictual interactions
- Create the confidence needed to have the right conversations at the right time in the right mood
- Use the tool of request to move the conversation forward
- Answer your difficult questions and concerns
How to Stay Focused in Today’s High-Tech World

.5-DAY COURSE

Because the brain is so incredibly adaptable, you are always practicing something whether intentionally or not. If you are constantly overwhelmed by strong negative emotions at work, putting out “fires” and feeling like you can’t get out from under the busy-work, then you are practicing being focused only at a shallow level and likely also getting better at being frenzied. Thankfully understanding your brain will help you take the right steps to feeling calm, focused and productive at work. This course will review the fundamentals of plasticity (how the brain can change), how we pay attention to things and how our survival instincts (lizard brain) and unconscious biases can contribute to errors in our judgement. After this session, you will better understand how to practice deep focus, have a growth-oriented mindset and take steps to confront your biases and unhelpful negative emotions.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• The importance of a growth mindset at work
• The importance of taming strong negative emotions and confronting biases
• The importance of making time for deep work
• Ensure a high value placed on automation and stable infrastructure/process
• Understand now mindfulness

How to Stay Present at Work

.5-DAY COURSE

The human brain is made up of networks of brain cells called neurons. Just like in any organization that depends upon the whole system to produce, all output of the brain requires the activation of smaller groups of cells we call networks. For example, our rational brain areas and our emotional brain areas work together to allow us to function daily. Additionally, our creative brain areas and our analytical brain areas work in concert to help us problem-solve. In order to stay present and be able to produce at work all of our brain areas need to work together, and any effort to suppress one aspect of our brain function is quite counter-productive. This suggests that supervisors need to make room for emotions in the workplace, build time for reflection into the day, and support creative projects, social interaction and attention-enhancing activities such as meditation and yoga as part of the commitment to enhanced productivity and innovation.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• The importance of a growth mindset at work
• Understanding the brain as a system of networks
• Understand the need for down-time and reflection
• Understand the importance of social interaction in both workplace well-being and innovation
HR Academy

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 several different HR disciplines. This program offers a certificate for completing all six courses within three years. These one-day and two-day classes provide basics as well as 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 & Selection 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.

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.

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. You 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.

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

**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
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. You 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

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, recruitment and selection 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
Exam Development and Administration

2-DAY COURSE

The two-day Exam Development and Administration course explores the value and benefit of effective selection of test items. It is expected that students have attended the Job Analysis class of the HR 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. You will discuss exam administration issues, and instructors will 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. You will 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
- Administer oral exams, including training oral board members
- Resources available for exam development
- Use a written exam item analysis to make decisions
- Set pass-points
- Exam administration, confidentiality and security

Classification and Compensation

2-DAY COURSE

This 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 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
Employee Relations

1-DAY COURSE

Employee Relations is a one-day course designed to provide an overview of basic labor law rights 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 rights
- Common elements of an MOU
- How to prevent and/or process grievances
- Role of regulatory agencies
- Basic fact-finding and investigation techniques
HR Compliance: Why It Matters

1-DAY COURSE

Make sure your organization is covered when it comes to compliance training. In this one-day course, you will walk away with a roadmap to guide you through the intricate compliance issues around four key HR areas – the Family Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), Equal Employment Opportunity (EEO), and Americans with Disabilities (ADA). In the module on FMLA, you will define FMLA, discuss when to offer FMLA, and review roles and responsibilities (i.e., of the supervisor, of HR).

FLSA can be confusing. This module explores the rules and regulations in order to keep up-to-date in this complex and ever-evolving area of HR. This module will clarify the latest changes and help you avoid potential trouble-spots. The section on EEO examines federal EEO laws, looks at discrimination, workplace harassment, hostile environment, and retaliation. Participants will: identify types of EEO laws and how they relate to employees, supervisors and HR, understand legal and regulatory definitions and be able to explain the basics of the EEO process. Most importantly, the emphasis will be on what can be done to prevent harassment and promote a respectful workplace.

Administering ADA is complicated! This module will encompass the full scope of ADA from interviewing to reasonable accommodations. You will learn the basic requirements, understand who is protected, what the reasonable accommodation requirements are, how to engage in the interactive process, and how ADA intersects with FMLA, Worker’s Compensation, and other laws.

WHO SHOULD ATTEND: HR professionals

LEARNING OBJECTIVES

• Identify types of EEO laws and how they relate to employees, supervisors and HR
• Understand legal and regulatory definitions
• Be able to explain the basics of the EEO process
• Emphasize what can be done to prevent harassment and promote a respectful workplace
Implicit Bias: What We Do Not Know (eLearning)

ELEARNING MODULE

You will learn what Implicit Bias entails, its prevalence in the workplace, even in well-intentioned environments, and how to address it in practical ways. What can you do to limit the impact of Implicit Bias in the workplace and in your everyday activities? Successful employees understand how unconscious bias influences their decisions and interactions with others. Unconscious, or Implicit Bias is a hidden bias that can significantly undermine good decision-making and can be a critical impediment to facilitating inclusive processes at work. This course will offer suggestions and provide examples for employees, leaders and organizations to help curb the effects of Implicit Bias.

WHO SHOULD ATTEND: HR professionals

LEARNING OBJECTIVES

- Define Implicit Bias
- Explain the impact of Implicit Bias and why it can be difficult to identify
- Select evidence-based strategies to recognize, minimize and eliminate Implicit Bias
- Apply evidence-base strategies

Instruction Techniques for Trainers

3-DAY COURSE

This three-day class for trainers provides active participation and practice in training skills. Learn design and development, how to write behavioral objectives, training preparation and practice, electronic aids, adult learning principles, how to handle 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.

WHO SHOULD ATTEND: Trainers. No prior experience required.

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
## Interactive Training Techniques

### 2-DAY COURSE

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.

### WHO SHOULD ATTEND: Experienced trainers

### 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

## Interpersonal Skills

### 2-DAY COURSE

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, assertiveness and nonverbal communications in this class.

### WHO SHOULD ATTEND: Appropriate for all levels

### 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
Item Writing

.5-DAY COURSE

In this half-day course, you will learn how to write good multiple-choice test items. You 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.

WHO SHOULD ATTEND: HR professionals

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

Leadperson Workshop

2-DAY COURSE

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

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

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
Managing Up
1-DAY COURSE

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, you will learn to navigate your complex relationships with those above you in organizational structure in an effort to maximize relationship building, strategic goal attainment and personal development.

WHO SHOULD ATTEND: Appropriate for all levels

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

Managing Your Time Wisely to Become a High Performer
1-DAY COURSE

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

WHO SHOULD ATTEND: Appropriate for all levels

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

Register online for courses at www.cpshr.us
Maximizing Your Memory

1-DAY COURSE

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 of your life. Improving your memory improves work performance, school performance, family life and more. What is your memory worth to you? Priceless!

WHO SHOULD ATTEND: Appropriate for all levels

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

MBTI – Understanding Personalities

.5- OR 1-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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
Media Training

1-DAY COURSE

This class is designed to provide hands-on experience interacting with the media and 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. You will use techniques in creating main messages, handling difficult questions from the media and staying cool under pressure.

You will learn how to be an effective communicator 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.

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

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 deflecting difficult questions and situations
- Provide a supportive environment for people to become effective, focused, and more skilled communicators
Mind Games – Creative Approaches to Decision Making and Problem Solving

.5-DAY COURSE

This four-hour course introduces participants to a variety of creative decision making and problem solving models.

You 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 groupthink. You should come with your thinking cap on and leave with a plan to move current work issues forward.

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

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”

Neuroscience of Mindfulness and Resilience

.5-DAY COURSE

Our brains are designed to ensure our species’ survival, which works very well in the savannah but can be problematic in the modern workplace. Thankfully, our brains are also designed to be remarkably adaptable (plastic), and they can get better at choosing what to focus on as well as taming those survival-level emotions. Learning about the errors our brains can make means organizations can be more resilient and authentically inclusive by effectively combatting them.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• Understanding the brain’s plasticity
• Knowledge of attentional and social networks in the brain
• Understanding the emotional systems and their importance to survival
• Using mindfulness and gratitude practice as a tool to build resilience
• Clarifying how biases are formed and overcome
• Learning how to build a workplace that is less stressed and more productive
Neuroscience of Work/Life Balance

.5-DAY COURSE

You use the same brain on the job as you do at home! And that brain is most innovative and productive when it has downtime and feels socially connected. As both a supervisor and an individual contributor, understanding the biology of your brain and your team’s brain can help you design a work-life flow that reduces stress and enhances your organization’s potential for creative expression and complex problem-solving.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understanding the brain’s plasticity
- Knowledge of attentional and social networks in the brain
- Appreciating the value of downtime in work and the home
- Using workplace socialization as a tool for learning and creativity
- Having concrete ideas about how to build reflection into the work day
- Planning networking and community building into the organizational mission
- Learning how to build a workplace that is more innovative

On the Job Trainer

2-DAY COURSE

One of the primary functions of a lead or supervisor is to develop and train the team, yet that function is often relegated to the last priority in an already busy day. On the Job Trainer session will provide leads and supervisors with the tools and fundamentals of the art of training your team on the job. These tools will assist you in creating the time and building the skills to develop your team into independent and collective achievers.

In the course we will cover the characteristics, roles, and responsibilities of an effective workplace trainer. We’ll explore learning principles and share the top 10 training basics that you need to know to effectively transition tasks and responsibilities to your team members. You will learn how to build systems and tools into your everyday management duties as well as the best way to develop, conduct, and evaluate short, effective training sessions.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Describe the roles and responsibilities of a lead or supervisor in being an effective workplace trainer
- Describe an effective approach to learning and cite the “laws to learning”
- Identify the “Top 10” training basics and how you can use them to train others
- Practice creating a system and applying simple tools to help others learn new tasks
- Practice using different methods of training
- Apply the 7 steps to develop and conduct highly effective training sessions
- Create easy and effective ways to evaluate performance
Organizing and Prioritizing for Success

1-DAY COURSE

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 the workshop we’ll explore strategies for managing multiple priorities to ensure you remain productive in attaining your personal and professional goals.

WHO SHOULD ATTEND: Appropriate for all levels

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

Public Speaking

1-DAY COURSE

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

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

WHO SHOULD ATTEND: Anyone who speaks in public

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
Social Media Training

2-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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

Stepping Up to Supervision

1-DAY COURSE

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.

WHO SHOULD ATTEND: Anyone considering a promotion into a supervisory 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
Stress Management

1-DAY COURSE

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

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

LEARNING OBJECTIVES

- Recognize three ways we react to stress including Freeze, Fight, and Flight
- Describe how stress may affect our wellbeing: 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

Support Staff Training: Maximizing Success

1-DAY COURSE

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

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

LEARNING OBJECTIVES

- 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
Violence Prevention in the Workplace (eLearning)

1- OR 2-HOUR COURSE (IN PERSON OR ONLINE)

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.

WHO SHOULD ATTEND: All staff, including supervisors

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

Writing Effective Duty Statements and Job Descriptions

1-DAY COURSE

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.

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

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
Writing Letters, Memos and Email

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. Writing Letters, Memos, and Email is an intensive one-day training workshop that will offer valuable information and fun group activities to build the foundation for successful business writing.

WHO SHOULD ATTEND: Appropriate for all levels

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 your agency and your readers
• Identify the appropriate tone for business writing
Writing Minutes and Meeting Notes

1-DAY COURSE

Designed to make any note-taker more efficient and more confident! You will identify key ways to become more efficient before, during and after the meeting.

WHO SHOULD ATTEND: Anyone who needs to write minutes or meeting notes for others

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

Writing Quality Test Items

1-DAY COURSE

In this one-day course you will learn how to write, edit and review quality multiple-choice test items. You 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. Item writing strategies will be discussed, as well as methodology to evaluate the effectiveness of the items, evaluate the difficulty of items and determine the criteria for setting pass points for multiple choice examinations.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• Understand the importance of exam validity and reliability
• Understand the various levels of knowledge that can be assessed by multiple choice questions
• Recognize common item writing clues and errors
• Write quality multiple choice test items
• Evaluate the difficulty levels and statistical effectiveness of multiple choice items
Written Test Development

1-DAY COURSE

Written examinations are the most efficient, cost-effective method for assessing candidate qualifications. This course will focus on the procedures and methodologies used for developing quality multiple choice examinations.

WHO SHOULD ATTEND: HR professionals

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
ANALYST

Increase your value to the organization by building your analytical skills.
Analytical Staff Work (Introduction to)

1-DAY COURSE

If you are a new analyst or are considering a career as an 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 of 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.

WHO SHOULD ATTEND: Analysts of all levels

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
Applying Analytical Skills Workshop (Blended Learning)

ELEARNING MODULE, A 1-DAY WORKSHOP, AND TWO POST-WORKSHOP ASSIGNMENTS

This blended learning course incorporates an eLearning lesson, a one-day workshop and two post-workshop assignments.

Analytical skills are critical in the workplace because they help you to gather information, articulate, visualize and solve complex problems.

The first step is to complete the online course called Core Concepts of Analytical Thinking where you will explore the concept of reasoning, principles of deductive and inductive logic, best practices for information gathering and steps to create an issue statement.

The second step is to attend the one-day workshop where you will learn common formats for government reports and practice, analyze data and display your data presenting your solution on a real work-related issue.

The third and fourth steps follow your one-day workshop. You will have 3-5 weeks to write an issue paper and video record your oral presentation. Your post-workshop assignments will be evaluated by an instructor who will provide feedback. This blended approach has advantages for busy analysts and supervisors and is designed to apply digital fluency to solving a real-work-related issue.

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.

WHO SHOULD ATTEND: Analysts at all levels

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 access information gaps
• Prepare a conclusion to a recommendations paper
• Create and record a brief presentation that gets buy-in
Budget Change Process Overview

1-DAY COURSE

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

WHO SHOULD ATTEND: Individuals who prepare, review or administer budgets or who are preparing themselves for these roles

LEARNING OBJECTIVES

- Understand the role of budgets in conducting State programs
- Describe the three stages of budgeting
- Development, enactment and 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, approval and administration

Budget Change Proposal Overview

1-DAY COURSE

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

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

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
Communicating with Data

1-DAY COURSE

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.

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

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

Completed Staff Work

2-DAY COURSE

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.

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

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
Core Concepts of Analytical Thinking (eLearning)  

**ELEARNING MODULE**

Analytical thinking is a critical component of visual thinking that gives one the ability to solve problems quickly and effectively. Analytical thinking skills are critical in the workplace because they help you to gather information, articulate, visualize and solve complex problems. In this course, you will explore the approach to analytical thinking. Topics include Reasoning, the Issue Statement, Research, and using surveys to gather data.

**WHO SHOULD ATTEND:** Anyone in a supervisory or leadership role

**LEARNING OBJECTIVES**

- Understand Reasoning, Inductive and Deductive
- How to Write an Issue Statement using Gap and Business Analysis Models
- Clarifying the Message using Re-Phrasing and Engaged Listening
- Using Credible Resources in your Research
- Writing Effective Surveys to Support Statements

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**Cost-Benefit Analysis Workshop**

**1-DAY COURSE**

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.

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

**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
Critical Thinking

2-DAY COURSE

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

WHO SHOULD ATTEND: Appropriate for all levels

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

Legislative Bill Analysis

2-DAY COURSE

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

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.

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 to gather information including; background on specific Assembly and Senate bills, the legislative calendar and bill analyses prepared by legislative committees
Legislative Process
1-DAY COURSE
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.

WHO SHOULD ATTEND: Anyone writing policy or procedure documents

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

Policy and Procedure Writing
1-DAY COURSE
This course will prepare managers, supervisors and analysts to plan and organize highly effective work systems through policy, procedure and task development. You will learn and practice policy and procedure writing skills, and apply them in your workplace.

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

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

WHO SHOULD ATTEND: Anyone tasked with writing policies and procedures

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
Problem Solving and Decision Making

2-DAY COURSE

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.

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

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

Program Analysis and Evaluation

1-DAY COURSE

This program will introduce analysts to techniques for program analysis, evaluation, compliance monitoring and cost analysis. This course was designed for 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.

WHO SHOULD ATTEND: Analysts, supervisors and managers

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
Project Management (Introduction to)

2- OR 3-DAY COURSE

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 need to continually learn how to manage an increasing number of projects. In today's market and economic times organizations require people to be project managers with little to no supervision.

The skills of a trained project manager are invaluable to people and organizations around the world. Project management 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.

WHO SHOULD ATTEND: All individuals involved in project management

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
Public Policy Analysis Workshop

1-DAY COURSE

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 as well as 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 need 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. This workshop will help you analyze policy with a broad and proactive mindset.

WHO SHOULD ATTEND: Analysts, managers, supervisors

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

Public Policy Development Workshop

1-DAY COURSE

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 you 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.”

WHO SHOULD ATTEND: Analysts, managers and supervisors

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
Risk Management Practitioner's Program

5-DAY PROGRAM

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:

WHO SHOULD ATTEND: Risk Management assistants, workers’ compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for some aspect of risk management

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)
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

- 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

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

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
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 employers’ 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.

TOPICS COVERED IN THIS COURSE INCLUDE:

• 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

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
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
Statistics

2-DAY COURSE

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.

The course includes exercises so that you gain experience applying what you have learned to a real world problem.

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

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

1-DAY COURSE

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

WHO SHOULD ATTEND: Analysts

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

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.

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

LEARNING OBJECTIVES

- Profile your audience
- Structure idea flow with clear, concise sentences and paragraphs
- Compose and 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
Tell Your Story with Data

**1-DAY COURSE**

In today’s data driven environment, it is extremely difficult to present data in a way that inspires people to take action. Every day people are inundated with a numbing amount of numbers which can paralyze decisions and activities. Presenters who can tell a story which focuses people’s attention on the right data, the right outcomes and the right emotions have a significant advantage.

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

**LEARNING OBJECTIVES**

- Effectively tell stories using data
- Structure a dynamic and persuasive data story
- Identify the best data and graphics to effectively communicate your story
- Present your story in a visual and dynamic way
- Tap emotion to enhance your data story’s effectiveness

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 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 an analytical report.

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

**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
LEADERSHIP

Broaden your professional capabilities and sharpen your leadership skills to meet today’s complex organizational challenges.
10 Principles of Exceptional Leadership

1-DAY COURSE

In this dynamic leadership development course participants will gain new insights into "The 10 Principles of Exceptional Leadership" designed to drive leadership performance to unprecedented levels of success. This innovative workshop includes an in-class participatory exercise in which you will create a leadership paradigm and the corresponding paradigm shift to demonstrate precisely how to develop high performing teams. You will also complete a SWOT (Strength, Weakness, Opportunity and Threat) Analysis on leadership behaviors as a function of organizational performance management, as well as learn new techniques for developing and increasing your leadership capabilities.

WHO SHOULD ATTEND: Senior directors, managers and supervisors

LEARNING OBJECTIVES

- Apply the 10 principles, habits and characteristics of Exceptional Leadership
- Implement new leadership techniques for producing high performing teams
- Evaluate leadership behaviors for strengths, weaknesses, opportunities and threats
- Develop a leadership paradigm to maximize organizational performance management
- Design personal improvement plans to grow leadership abilities and analytical skills

Building High Performance Teams

2-DAY COURSE

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 your team’s measurable performance.

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

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
Communication 360

.5-DAY COURSE

Communication 360 starts with you. If you desire to make a difference within your workplace, team or community—communication 360 is a great starting point.

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

**LEARNING OBJECTIVES**

- The components of effective communication
- Identify who is in your network
- Channels and modes of communication
- Managing up
- Situational awareness and environmental factors for message reception
- Create a communication plan

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Creating a Culture of Trust

1-DAY COURSE

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.

**WHO SHOULD ATTEND:** Supervisors and managers

**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
Emerging Leaders Program

1.5-DAY PROGRAM

WHO SHOULD ATTEND: Leads, employees poised to advance and people looking to be promoted to a supervisory position

Inspirational Leadership

1.5-DAY COURSE

Good leaders recognize human capital as the most important asset in an organization. Knowing how to inspire and provide vision to others is a top priority. This course reveals the means for leaders to effectively present their vision, inspiration and guidance through effective presentations skills. It opens the way for leaders to be collaborative and inclusive, to discover ways to engage employees and to embrace the concept of coaching for improved performance. The core values of sound leadership culminate the program and leaders celebrate their achievement.

LEARNING OBJECTIVES

• Understand the role of an inspirational leader in today's workplace
• Discover and practice key techniques for creating effective presentations, including ways to overcome the stress and nervousness of presenting
• Realize the nature of collaborative teams and the role of a collaborative leader
• Recognize the levels of employee engagement, signals and reasons for disengagement, and concepts to re-engage and inspire employees
• Discover how coaching generates engagement and gain an overview of the benefits and process of coaching
• Participate in an activity to generate leadership core values

Qualities of Leadership

1.5-DAY COURSE

This session uncovers the various types and levels of leadership. The qualities of leaders, managers, supervisors, mentors and coaches are defined in terms of their purpose and value to the organization. Characteristics that make up an authentic, ethical leader are discovered through a highly interactive exercise. Participants learn about leadership styles – including a hint at their own unique style and how it impacts their image and influence. A set of powerful communication tools are introduced in this session to be used throughout the program.

LEARNING OBJECTIVES

• Understand the various levels and types of leadership
• Learn how leadership impacts the culture of an organization
• Identify characteristics that create an authentic, ethical leader
• Understand the various roles of a leader
• Discover and apply leadership and communication styles
• Create a personalized vision of leadership
• Learn and practice proven communication tools
Roles and Responsibilities of Leadership

.5-DAY COURSE

Taking on the mantle of leadership entails many roles and a high level of responsibility. It is anticipated that leaders exhibit sound interpersonal skills, show compassion and model inclusion to bridge the ever-expanding demographics of today's workplace. Leaders need to understand the dynamics of team development, to build trust, offset conflicts, and exhibit transparency to gain buy-in and alignment essential to well-functioning teams. On a practical level, they need to manage effective meetings, facilitate discussions and invite others into their decision-making. This session addresses these primary drivers of leadership so that you can further develop into the type of leader you want to be.

LEARNING OBJECTIVES

• Understand the value and importance of trust in an organization
• Learn behaviors that generate trust and those that diminish it
• Identify the stages of team development and leadership strategies within each stage
• Diagnose the nature and types of conflict
• Recognize the various types, purpose and fundamentals of meetings and how to effectively and efficiently manage them
• Discover the role of a facilitative leader and various tips and techniques of facilitation
• Experience the process of creating and facilitating a strategic planning session
Extraordinary Leader

1-DAY COURSE

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. You will gain new insights into your strengths as well as opportunities to grow your leadership capabilities.

WHO SHOULD ATTEND: Supervisors, managers or organizational leaders

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

Implementing Strengths-Based Leadership

1-DAY COURSE

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 areas where you are strong as well as where opportunities exist to fill gaps with new talent and strengths. You 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 your daily work.

WHO SHOULD ATTEND: Supervisors and managers

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 using members’ strengths, and drive increased performance and results
Integrated Leadership Development Program (ILDP)

7-DAY PROGRAM

The Integrated Leadership Development Program (ILDP) is a unique multi-component approach to leadership development, providing you 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, you will rate your 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 you 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

Session 1

1.5-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. You will create an action plan to plot your 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.
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 you understand the value of shared leadership and empowering those you 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 your organization embrace change and foster innovation.

Session 3

2-DAY COURSE

LEADING SYSTEMS (BUILDING PARTNERSHIPS, PROBLEM SOLVING & DECISIONMAKING, 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, you will explore tools for diagnosing and supporting progress toward your 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.
Leadership Academy for the Public Sector Manager

5-DAY PROGRAM

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 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.

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

The five-days of manager training are 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 responsibilities 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 Communication

Day 2 focuses on the importance of communication 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 ongoing 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 a leader’s 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 tracking 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
Leadership Command Presence

2-DAY COURSE

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.”

WHO SHOULD ATTEND: Supervisors and managers

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
Leadership Command Presence II

2-DAY COURSE

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

The ability to create a winning presence is a learnable skill set. 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 strategies, personally and professionally, to create stronger bonds in your relationships, build others' belief in you and your goals, and communicate more influentially.

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

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
Leadership Lanes

2.5-DAY COURSES

The CPS HR Leadership Lanes 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 2.5 days (20-hours) focused on a specific topic.

CPS HR’s Leadership Lanes series includes:

- Coaching and Mentoring for Leaders
- Emotional Intelligence and Leadership
- Leadership in Motion: Finding Your Lane and Driving Success
- Leadership and Collaborative Teams
- Managing People and Projects
- Operational Excellence and Continuous Improvement
- Power and Influence in Organizations

WHO SHOULD ATTEND: Supervisors, managers and leaders

Coaching and Mentoring for Leaders

2.5-DAY COURSE

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 communication.

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
- Create opportunities for coaching and mentoring
- Leverage questioning for development and growth
- Create an environment to overcome barriers to success
- Demonstrate workplace coaching and mentoring conversations
- Practice coaching conversations
- Establish a partnership agreement for goal attainment
- Create an action plan for further development and growth
Emotional Intelligence for Leaders

2.5-DAY COURSE

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 into 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 your 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 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
The Exceptional Leader – Strategies for Bettering Your Best

2.5-DAY COURSE

Being an exceptional leader is not accidental. Many think leading and managing are the same thing—they are not. Learn when to manage and when to lead. The majority of highly effective leaders share twelve common traits. These are strengths you can begin applying immediately to make you more effective. These traits give a significant boost to your Leadership Presence and enhance others’ belief in you. During this course you will learn how to uncover another person’s motivation drivers. Once you know this, you can apply the Motivation Strategy and help your people excel. In this program you will gain practices for stimulating needed change while lowering the possibility of your team feeling overwhelmed or burning out. As change occurs there may be conflict. During this program you will analyze your own conflict style and know how to recognize the styles most frequently used. Knowing your own conflict style helps you be a driver of change while keeping your vision and goals on track.

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 distinctions between leading and managing, and when and where to apply each style
- Gain the twelve attributes of highly successful leaders and the formula for using them
- Know how to build leadership presence for greater credibility, acceptance and influence
- Learn the Motivation Strategy for triggering instant action
- Understand feelings of being overwhelmed and how to overcome it for yourself and your team
- Evaluate your style of dealing with conflict and how to lead through conflict
- Learn the steps to anger and how to manage an angry person
- Know how to be a more persuasive communicator and create buy-in to what you want done
- Learn a system for leading through change so you lessen the automatic resistance to it
Leadership in Motion: Finding Your Lane and Driving Success

2.5-DAY COURSE

This course is designed to provide participants with the knowledge to understand their leadership style and how best to deploy those skills for the optimum benefit of the organization. The course will cover: The 10 Principles of Exceptional Leadership, Organizational Performance Management & The Leadership Paradox, and Leading the Way. The training is designed to drive leadership performance to unprecedented levels of success. This innovative series of workshops includes in-class participatory exercises in which you will create a leadership paradigm and the corresponding paradigm shift to demonstrate precisely how to develop high performing teams. You will also complete a SWOT (Strength, Weakness, Opportunity and Threat) Analysis on quantum leadership behaviors, as a function of maximum organizational performance management and discuss extensively the paradox that exists between managing and leading in a technology focused world, as well as learn new techniques for developing and increasing your own leadership capabilities to drive success within your perspective organization, department and division.

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

- Apply the 10 principles, habits and characteristics of Exceptional Leadership
- Implement new leadership techniques for producing high performing teams
- Evaluate leadership behaviors for strengths, weaknesses, opportunities and threats
- Develop a leadership paradigm to maximize organizational performance management
- Adopt a maximum standard in leadership development and drive a maximum standard in organizational performance management that produces highly successful outcomes
- Apply the TEACH, LEARN, GRADE technique to increase leadership skills
- Implement a new change management process for producing maximum performance
- Understand the paradox between managing an organization versus leading people
- Dissect organizational DNA to maximize organizational performance management
- Design a Communication Quality Index to increase leadership communication abilities
- Apply the theories of Quantum Psychology to the process of Quantum Leadership
- Apply newly developed leadership skills to lead the way in State governance
- Understand that leadership must remain in motion as human dynamics are evolutionary
- Understand how technology and advancements in computing impact leadership
- Develop a personal leadership style and workforce management processes for success that aligns with the future of public policy and governmental structures
- Develop adaptive people skills that are scalable to meet future demands for leadership
Leadership and Collaborative Teams

2.5-DAY COURSE

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 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
- Adapt to change
- Leverage tried and true tools for problem solving

Managing People and Projects for Leaders

2.5-DAY COURSE

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 communication to successfully complete any project. As the business world grows and resources become more competitive within organizations, you will discover the need to manage 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 a project is completed within time, budget, and at the level of quality requested
- Create an after-training action plan to ensure continued development
Operational Excellence and Continuous Improvement

2.5-DAY COURSE

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 you to assess the compatibility of your 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
- Create 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
- Build an environment where employees are encouraged to ask questions, and where the organization can benefit from those questions
- Use questioning technique to obtain interest, participation, and consensus
- Use 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 the Art of Influence in Organizations

2.5-DAY COURSE

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, you 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. You will also identify and analyze the material resources and budgets that represent an important source of power in your organization.

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

- 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
Leading Effectively

1-DAY COURSE

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 strengths and will have an opportunity to focus on improving your leadership skills.

WHO SHOULD ATTEND: Supervisors and managers

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

Leading the Way: Leadership in Motion

1-DAY COURSE

What it means to be human in today’s culture is much different than what it meant to be human 20 years ago or 40 years ago. Because of the intrinsically human aspects of leadership, what it means to be a leader in today’s organizations has changed as well. In this remarkable leadership development course participants will gain knowledge and insight into what it means to be a leader in the 21st Century. With the Millennial generation dominating and the Centennial generation entering the workforce, leadership is in constant motion and this fast-paced workshop will help you develop the skills necessary to lead public institutions into the future of constant change. This workshop examines the impact of Technology, Computer Advancements, Artificial Intelligence, Scientific Discovery, Quantum Psychology, 3D Printing and the age of Digital Information on Global Governance and Public Policy challenges that today’s leadership must embrace to be successful. This highly interactive training imagines the world in 2050 and puts leadership in motion and gives you the tools to lead the way into the future of State Government leadership.

WHO SHOULD ATTEND: Senior leaders and managers

LEARNING OBJECTIVES

• Apply the theory Quantum Psychology to the process of Quantum Leadership
• Apply newly developed leadership skills to lead the way in State governance
• Understand that leadership must remain in motion as human dynamics are evolutionary
• Lead the Millennial and Centennial generations that now dominate the workforce
• Understand how technology and advancements in computing impact leadership
• Design a leadership style and workforce management processes for success that align with the future of public policy and governmental structures
• Develop adaptive people skills that are scalable to meet future demands for leadership
Values Driven Leadership: How to be a Servant Leader by Developing Your Leadership Point of View (LPOV)

1-DAY COURSE

Based on Ken Blanchard's work in Leading at a Higher Level set your compass on True North. To be an effective leader it is imperative to understand and clearly define your core values. The class will involve deep self-evaluation to attain your 3-5 top values. We will then create a Leadership Point of View (LPOV), which is a statement of your beliefs and values about leading and motivating yourself and others. We will discuss how Servant Leadership is about service and basing your personal and professional decisions on your identified core values.

WHO SHOULD ATTEND: Supervisors, managers and leaders

LEARNING OBJECTIVES

- Identify your top 3-5 core values
- List your core beliefs
- Understand how to lead by core values and beliefs
- Understand what Servant Leadership is
- Write draft Leadership Point of View
- Practice delivering Leadership Point of View to staff
- Embrace vulnerability as an attractive leadership quality
Women in Leadership: Finding Your Voice and Personal Power

1-DAY COURSE

The natural leadership behaviors that many women exhibit—emotional intelligence, empathy and diplomacy—have been proven to be effective leadership skills and yet many women find themselves second guessing their leadership abilities and personal power. Attend this 8-hour workshop to explore issues of women and power and build skills to be your best advocate. Find your true authentic voice and leadership style while building a community of support.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Women, power and stereotypes—hindrances and amplifiers
- What women uniquely bring to the workplace and how to continue to leverage those behaviors
- The neuroscience of gender
- Your unique identity: Identifying your values, strengths, weaknesses and leadership style
- Building confidence and counteracting your own worst enemies
- Leaning In vs. sitting back
- Cultivating a growth mindset; reducing down defenses
- Emotional intelligence – the leadership success factor
- Viewing fear as a positive thing
- Finding your voice – stretching your comfort zone
- Building alliances, community and changing the tide

Women in Leadership: Political Acumen

1-DAY COURSE

This workshop introduces key concepts and practices to help women in public sector leadership assess and navigate political and interpersonal dynamics to achieve goals. Every organization has obvious and subtle forms of power that shape organizational priorities, decisions, and actions. Leaders with political acumen are keenly aware of these subtle undercurrents and able to use formal and informal influence to establish priorities and pursue organizational goals. This workshop differentiates between power, authority and influence, and explores techniques for interpreting and applying influence in positive, proactive ways.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Differentiate authority, power, and influence in relationship to leadership
- Assess the sources of your own authority and power
- Explore and learn to navigate power differentials associated with gender assumptions and gender bias
- Identify strategies for increasing influence to achieve goals
Women in Leadership: Strengths Discovery

1-DAY COURSE

Strengths. Get familiar with the Gallup StrengthsFinder. Gain insight about your unique talents and the talents of others. This course is a focused curriculum for women in leadership looking to sharpen their natural talents and learn proven approaches for building/leveraging the talents of those around them.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Learn the language that has gained 20 million followers – the language of the 34 themes defined by the Gallup StrengthsFinder
- Go beyond the “Top 5 Strengths” report to gain insight into what your strengths really are, how they play out, and how they may get in your way
- Acquire the formula for turning raw talent into reliable Strength
- Learn to clearly describe your personal operating system for the benefit of yourself and others working with/for you
- Understand the difference between weaknesses and non-strengths and learn strategies for dealing with both
- Gain clarity on what followers need most from their leaders – and how you can leverage your talents to deliver on those needs
- Learn to build and develop strengths-based teams

Women in Leadership: The Confident Professional

1-DAY COURSE

Confidence can help you accomplish your goals and build strong relationships. It allows you to effectively lead your teams and maintain professional credibility with peers. Projecting confidence is often the difference between success and failure. In this course, we will explore the concepts that will help you to demonstrate confidence at work allowing you to show up as your best self.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Identify the differences between assertiveness, confidence, influence and power
- Understand the obstacles preventing you from demonstrating confidence
- Explore the effects of confidence
- Learn ways to support confidence through body language, tone and words
- Recognize conflict and learn the skills to manage it
- Learn how to say and get comfortable with “No”
- Develop critical skills to handle criticism, anger, negativity and confrontation
MANDATED

Stay in compliance with all of your required training in a convenient and affordable format.
AB 1234: Local Agency Ethics

**.5-DAY COURSE**

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

**LEARNING OBJECTIVES**

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

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Equal Employment Opportunity

**.5-DAY COURSE**

Equal Employment Opportunity (EEO) is the availability of employment and advancement to all persons on the basis of merit, efficiency and fitness, consistent with the state civil service and merit system principles. EEO is a concept and goal that requires all employers to provide the same employment opportunities based on job-related standards regardless of their membership in a protected group. The content of this course focuses on defining and implementing equal employment opportunity.

**WHO SHOULD ATTEND:** Supervisors/managers

**LEARNING OBJECTIVES**

- Define Equal Employment Opportunity (EEO) and Affirmative Action
- Identify the legal authority for EEO program components
- Identify EEO Program components
Sexual Harassment Prevention

2-HOUR COURSE (IN-PERSON OR ONLINE)

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 GC12950.1.

WHO SHOULD ATTEND: Staff or supervisors who need to complete 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

Sexual Harassment Prevention for Staff

1-HOUR COURSE

This course for staff members will provide you with the information you need about sexual harassment prevention in the workplace. The content focuses on what constitutes sexual harassment, how to promote a respectful workplace, and when and how to report harassment in the workplace.

This course meets the requirements of AB1825, AB2053, and SB1343.

WHO SHOULD ATTEND: Non-supervisory staff members/employees

LEARNING OBJECTIVES

• Understand the laws prohibiting sexual and other types of harassment
• Discuss what workplace behaviors are respectful, inappropriate, or potentially illegal
• Discuss employees’ responsibilities to prevent harassment
• Review your organization’s policy against harassment
SUPERVISOR/MANAGER

Gain the core skills you need to be successful, inspire your team and deliver results.
Accountability in the Workplace

1-DAY COURSE

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 you will explore how to overcome the “blame game” and other obstacles that hinder individual accountability and ultimately performance and productivity. You will learn positive, proactive techniques to move individuals from a victim mindset to acknowledging reality to achieving and owning successful results.

WHO SHOULD ATTEND: Appropriate for all levels

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

Addressing Performance Problems – Discipline and Documentation

1-DAY COURSE

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 performance documentation that will withstand legal scrutiny.

WHO SHOULD ATTEND: Supervisors

LEARNING OBJECTIVES

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

UP TO AN 8-DAY PROGRAM

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 and workplace safety
- Workers’ compensation state disability insurance
- Employee benefits and leaves

Part III

3 DAYS

- Performance evaluation and 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
Brain-Based Management

.5-DAY COURSE

Our amazing brains function at high levels and with predictable patterns. Often the way we work and interact with others short-changes the effectiveness of the brain. Learn methods that align your management of people with the way the brain functions as it takes in, organizes, and assimilates information. Since every organization is a learning organization, it is important to partner with the brain's natural tendencies when leading your team. Research shows the brain becomes more active with stimulus and novelty. Learn creative ways to kick-start the brain to generate more engagement and productivity. Create a workforce that is alive, innovative, and energetic, even in the face of routine work.

WHO SHOULD ATTEND: Team leads, supervisors, managers

LEARNING OBJECTIVES

• Review the basic regions and functions of the brain as they relate to learning and working
• Learn how the culture of "WOW" can re-energize your workplace and your teams
• Discover 12 brain principles for provoking innovation and high morale at work
• Create ideas for brain-based experiences you can introduce to your workplace
• Learn aspects of a brain-compatible environment and generate ideas to transform your workplace

Coaching and Skill Transfer Workshop

1-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors, managers and leadpersons

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
Coaching as a Management Tool

1-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors or managers

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

Coaching Within the Workplace

1-DAY COURSE

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.

WHO SHOULD ATTEND: Managers, supervisors or lead workers

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
Collaborative Teams

1-DAY COURSE

Team collaboration is essential in today's workplace. It is important to provide opportunities for teemed employees — each with separate responsibilities and styles of working — to work collaboratively without sacrificing efficiency. Creating an environment where team members feel free to openly share and become more innovative together aids productivity and generates positive morale. Learn whether your teams are collaborating or only giving lip service to cooperation. Identify the horizontal intersections in which individuals can collaborate from their vertical, silo structures. This course sheds a new perspective on collaboration among employees and paves the way for more trusting and productive teamwork.

WHO SHOULD ATTEND: Anyone leading a team

LEARNING OBJECTIVES

• Learn the difference between “teaming” and “sharing”
• Discover how working in silos leads to less effective production
• Learn how to dissolve silo thinking and gain buy-in to a collaborative environment
• Generate a matrix for collaboration among teams
• Understand the value of trust in creating sound teams
• Develop specific protocols teams can adopt to work more collaboratively together

Competency-Based Behavioral Interviewing

1-DAY COURSE

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 involved in recruitment and selection work.

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

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”
Conducting Effective Meetings

1-DAY COURSE

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 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.

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

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

Continuous Improvement

1-DAY COURSE

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

WHO SHOULD ATTEND: Appropriate for all levels

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
Dealing with Difficult People

1-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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

Developing and Motivating Productive Teams

1-DAY COURSE

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.

You will 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.

WHO SHOULD ATTEND: Team leaders, supervisors and managers

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
Discovering and Working with Your Talents and Strengths

1-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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

Effective Change Management

1-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors and managers

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
Employee Engagement

**1-DAY COURSE**

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 supervisor 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.

**WHO SHOULD ATTEND:** Supervisors, managers, team leads

**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

Empowerment and Delegation

**1-DAY COURSE**

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.

**WHO SHOULD ATTEND:** Managers and supervisors

**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
Facilitation Workshop

1- OR 2-DAY COURSE

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

WHO SHOULD ATTEND: Anyone who must lead a group meeting

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

Franklin Covey’s The 7 Habits for Managers

2-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors and managers

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
Improving Employee Performance and Accountability

2-DAY COURSE

This course is intended for supervisors and managers who are responsible for setting expectations, improving employee performance and ensuring employee accountability. It encompasses job documentation, communicating expectations and coaching employees to ensure success. You will learn the steps to identify and establish performance measurements and conduct the Performance Appraisal/Individual Development Plan. Additionally, you 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. You will know how to support the assessment of the appropriate adverse action when necessary. Most importantly, you will be able to motivate employees to change behavior and learn the steps to sustain the new performance level.

WHO SHOULD ATTEND: Supervisors and managers

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
Meeting Management (eLearning)

ELEARNING

This course offers participants the opportunity to plan and prepare to lead a focused, effective meeting. The investment in this course will pay dividends every time employees meet.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Set an agenda for an effective meeting
- Facilitate meetings to stay on track and move ahead

Navigating Challenging Dialogue™ in the Workplace

1-DAY COURSE

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.

WHO SHOULD ATTEND: Supervisors and managers

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
Negotiation Skills

2-DAY COURSE

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.

WHO SHOULD ATTEND: Appropriate for all levels

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

Partnering Multi-Generational Work Styles

1-DAY COURSE

The multigenerational workforce is a reality. This type of workforce presents unique challenges for 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 awareness of characteristics and traits of the other generations and to find the commonalities and utilize the differences in areas that best complement the team’s goals. Understanding what makes each generation tick is critical to leading and motivating your teams.

WHO SHOULD ATTEND: Appropriate for all levels

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
Performance Appraisal and the IDP

1-DAY COURSE

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. You will learn specific steps and strategies for establishing performance expectations, linking these expectations to the Strategic Plan and Duty Statement, and conducting the interview.

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

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

Preventing Workplace Harassment

1-DAY COURSE

Preventing Workplace Harassment covers all types of unlawful harassment and retaliation and includes practical, easily understood explanations of manager/supervisor responsibilities and liability, and employee complaint procedures.

This course provides employees and supervisors with important guidance on harassment prevention in the workplace by focusing on what constitutes 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.

WHO SHOULD ATTEND: HR Professionals

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
Process Improvement in Government

2-DAY COURSE

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 with 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 you in the use of the American Society for Quality, Government Division Process Maturity Guidelines, as a continuing means of process management in your 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. You will obtain a complete list of the best recognized process improvement resource materials in support of your continuing efforts.

WHO SHOULD ATTEND: Individuals at analyst level and above

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
Reinforcing Customer Service

.5-DAY COURSE

This course is designed for managers and leaders of customer service teams. Leading a customer service team can be both challenging and rewarding; with the changes in technology, and the increased expectations of the customer, the demand for a better customer service experience has increased. Leading a customer service team involves not only the accurate and consistent delivery of goods, but also the interpersonal human dynamics that comprise the customer’s overall experience. This course will cover multiple aspects of managing a customer service team which include identifying the methods associated with customer service excellence, learning how to reinforce customer service tools, creating a culture for change that remains relevant to the ever-changing customer needs, building trust within the service team, building trust between the team and leadership, and building trust between the customers and the service team.

WHO SHOULD ATTEND: Managers and supervisors

LEARNING OBJECTIVES

• Identify how you as a manager lead your team to model customer service excellence
• Learn how to reinforce customer service tools and drive your team towards utilizing these tools for a more engaged customer service delivery
• Understand how to be relevant by creating a culture of change that lends itself to continually improving customer service
• Learn how to build trust and confidence in your team equipping them to provide exceptional customer service

Relationship Strategies for the Workplace

1-DAY COURSE

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. This also gives more specific personality information to individuals in order to build strong relationships in the workplace.

WHO SHOULD ATTEND: Appropriate for all levels

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
So You Want to be Supervisor

1-DAY COURSE

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.

WHO SHOULD ATTEND: Anyone considering a promotion into a supervisory 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

Success Habits

1-DAY COURSE

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. By using these same actions, attitudes and behavior patterns, you can begin today building the tomorrow you desire.

WHO SHOULD ATTEND: Appropriate for all levels

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
Supervisory Skills Refresher

1-DAY COURSE

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.

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

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

Tapping the Talents of Younger Generations

.5-DAY COURSE

The largest demographic group since the Baby Boomers is rapidly moving into today’s workplace. The Millennials – or “Generation Y” — are then closely followed by another sizable group, Generation Z. This course looks into what shapes people of these generations. It dispels prevailing myths and underscores the valuable characteristics, traits, and benefits they bring to a workplace. Learn best practices to team with and manage these generations, tapping into their innovation and independence to successfully engage them in your existing work ethic and culture.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Explore the differences and surprising similarities of the generations at work
- Review the characteristics of each generation — what has influenced them, the messages that have impacted them, their values, expectations, and system of rewards
- Learn how to successfully blend younger and older generations
- Discover recommended ways to manage the younger generations in ways that are inclusive and beneficial to all
- Create a plan of communication targeted to those in younger generations for mutual learning and shared experiences

Register online for courses at www.cpshr.us
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).

WHO SHOULD ATTEND: New and established leaders, team leads, supervisors, or managers

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

Thinking Strategically, Acting Mindfully

1-DAY COURSE

In our fast-paced workplace, it is difficult to find time to reflect or strategize for the future. Yet having a vision, a plan, and strategies to implement them are critical to keeping things moving in the right direction. This course introduces a critical thinking process for developing strategy plans. Participants learn and practice various strategy planning models. The key to any successful strategy lies in its implementation. Using mental imagery and other mindfulness techniques, you will learn to create focused, caring and inclusive methods of implementation in ways that gain buy-in from stakeholders.

WHO SHOULD ATTEND: Team leads, supervisors, department heads, managers, top leaders

LEARNING OBJECTIVES

• Articulate the differences between goals, strategies, objectives, and action plans
• Learn and practice critical thinking skills designed to elicit thinking required to create strategies
• Discover multiple methods for developing strategies, including balancing various points of view affected by the strategy
• Understand the importance of perspective in both strategy planning and successfully communicating plans to others
• Recognize the value and benefit of mindfulness in today’s workplace
• Learn and practice six mindfulness techniques
• Create a specific strategy plan for your organization
Unleashing Creativity at Work

1-DAY COURSE

The World Economic Forum identified the top three job skills as complex problem solving, critical thinking, and creativity. Without creativity, there is no innovation – something essential in the fast-paced workplace of today. Creativity is a uniquely human trait and despite the perspective that it only exists as an artist’s spark of genius, it is a structured process that can be learned and applied at work. This course will reignite your own creativity and offer methods to tap into the creativity and innovation of others. Learn how to create a work environment that supports and nurtures creativity so that you and your employees feel more empowered to solve problems, make decisions and initiate new ideas.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

• Understand the nature and importance of creativity in today’s workplace
• Learn and practice creative ways to solve problems and make sound decisions quickly
• Discover seven ways to unleash your creativity and the creativity of others
• Understand the creative process and how it applies to everyday work tasks
• Participate in activities that unleash your creativity and shift your perspective from problems to possibilities
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