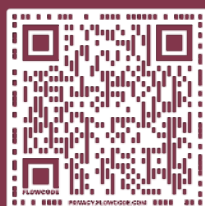
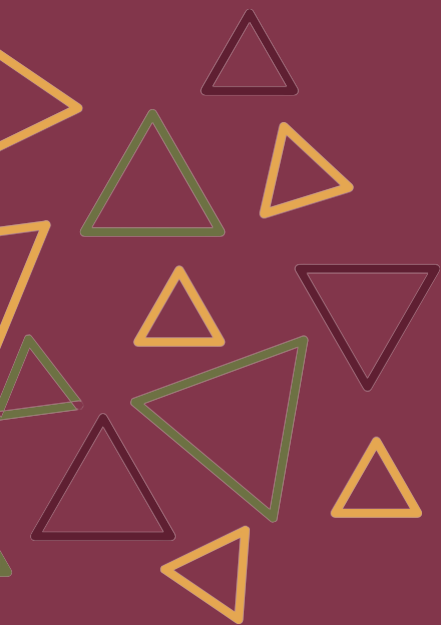
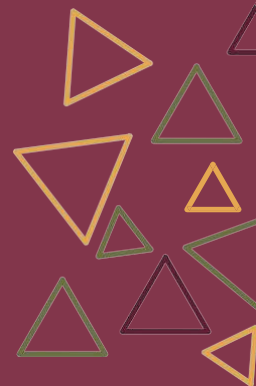


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CPS HR has been delivering training since 2004 to those who work in public sector organizations, including federal, state and local agencies, boards, commissions and non-profits. Our curriculum is specifically designed for public sector employees.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

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CPS HR courses focus on the skills, knowledge and competencies employees need to succeed in today's public sector workplace. Courses are classified by the 12 categories below.



**ANALYTICAL
SKILLS**



**MATH &
BUDGET SKILLS**



**COMMUNICATION
SKILLS**



**PERSONAL
DEVELOPMENT**



**DIVERSITY, EQUITY &
INCLUSION (DEI)**



**PRESENTATION,
INSTRUCTION &
FACILITATION SKILLS**



**HR PRACTICES,
POLICIES &
COMPLIANCE**



**RELATIONSHIP
& BEHAVIOR
DEVELOPMENT**



**LEADERSHIP
SKILLS**



TECHNOLOGY



**MANAGERIAL &
SUPERVISORY SKILLS**



**WRITING
SKILLS**

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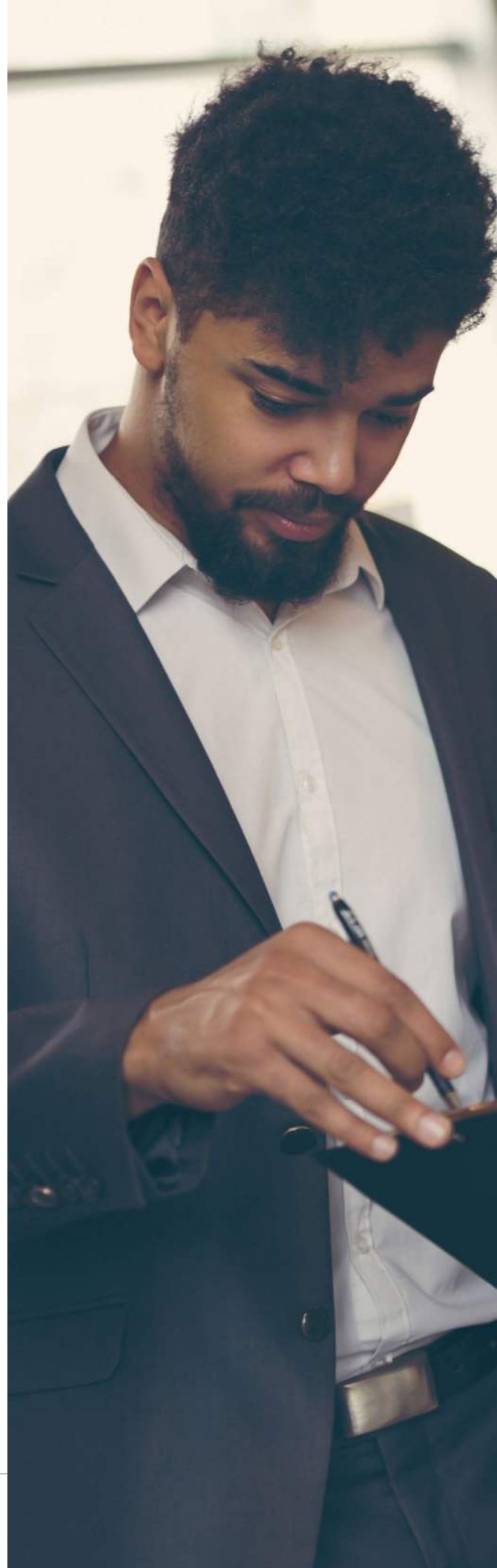




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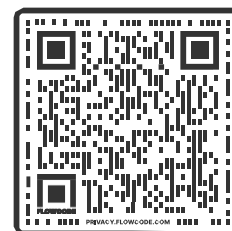
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ANALYTICAL SKILLS

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

Bridging the Technological Gap of Analytical Work

1 DAY COURSE (2 PARTS)

The work of an analyst spans the use of multiple computer programs—Microsoft Excel, Word, PowerPoint, and Teams, just to name a few. While we may know how to perform individual tasks in each program, how do we bridge the gap between all of them to create one fluid system in which the data that you manipulate in Excel flows easily in to the report that you write in Word, the slides that you create in PowerPoint, and the virtual presentation you give in Teams? These training courses will build your confidence in integrating your analytical work across multiple platforms. You have learned your analytical skills on the job and through training such as Completed Staff Work, now take those skills to the next level with technological integration.

The first session of this two-day course guides you through the process of cleaning up raw data and using pivot tables to make it readable, making it easy for you to integrate into a consumable document.

WHO SHOULD ATTEND: Appropriate for analysts of all levels

LEARNING OBJECTIVES

PART 1

- Learn Microsoft Excel techniques for cleaning up and scrubbing raw data,
- Explore Pivot Tables and their purpose in data analytics, and
- Make the data that you collect easier to analyze and interpret.
- The second session focuses on the integration of Excel data into well-written Word documents.

PART 2

- Visualize data and learn charting best practices,
- Use Excel data to create easy to understand charts, and
- Integrate the data analysis and charts into a well-formatted Word report.
- The third and final session guides you through the creation of impactful PowerPoints and the delivery of successful virtual presentations.

PART 3

- Transform your written report into eye-catching PowerPoints,
- Become familiar with useful tools in PowerPoint and Teams, and
- Learn tips to successfully deliver virtual presentations based upon your analytical work.
- Identify the behaviors that enable individual accountability
- Learn how to create an environment that supports collective accountability

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

Critical Thinking

2-DAY COURSE

This 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

Essential Analytical Skills

1-DAY COURSE

This is an introductory workshop for analytical skills. Participants will develop their skills to analyze and problem solve. If you are a new analyst or are considering a career as analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government services. 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. Recognize report formats commonly used by state analysts.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Verify and clarify analytical work assignments using effective communication techniques
- Determine your style and approach to analytical work
- Utilize various techniques for analyzing and displaying data
- List ways to research an analytical assignment

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

Problem Solving and Decision Making

2-DAY COURSE

This course 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

TESTIMONIAL FROM PAST ATTENDEE:

"The information and matrixes provided will be incredibly helpful within my position. I plan to bring everything I have learned back to my team to implement within out projects."

"I'm working on a promotion and before attending this class I was not confident in my ability to lead a project. I am now more confident. The information is still new to me and will be really useful when I am working on a project which will be in the next 2-3 weeks."

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

Project Management (Introduction to)

1-, 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

- Learn to be more productive 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

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

Tell Your Story with Data

1-DAY COURSE

In today's data driven environment, it is extremely difficult for people to present data in a way that inspires people to take action. Every day people are inundated with a numbing amount of information which paralyzes their decisions and activities. Those 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.

Storytelling is as old as time itself. With a great story, you can get your point across, tap emotion, and drive action. Without one, you're left with people who might like your data, but won't do anything with it.

WHO SHOULD ATTEND: Analysts

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





COMMUNICATION SKILLS

Asking Powerful Questions

1-HOUR COURSE

People have many ways of gaining knowledge. We go to an online browser, read a book or article, or watch videos. Much of that information is developed through algorithms or artificial intelligence. It is static. Not alive. To learn something from another person or a customer, we rely on questions. But how powerful are the questions we ask? How you ask a question drives the value of the answer. This course will spell out ways to alter your questions to be more strategic, to create trust and stronger bonds, and to understand how the other person thinks.

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

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the difference between a non-conversation and a powerful conversation.
- Develop effective communication techniques

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.

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

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

Collaboration: The Key Ingredient of a Well-Functioning Team

HALF-DAY COURSE

Collaboration is critical in today's work environment. Whether working on-site, virtually or a fusion of both, teams are best served in partnership with others. The workplace today is complex. While individual achievements are encouraged, an environment of collaboration yields a synergy of individuals that creates innovative solutions. Each of us is hard-wired to want to succeed. Tapping that energy and bringing it into a collaboration results in a higher level of productivity, engagement, and morale.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Discover the differences between traditional teams and collaborative partnerships
- Learn the behaviors, skills and mindset that serve to create a successful collaborative team
- Develop specific protocols to ensure alignment and accountability on teams
- Understand how trust lays the foundation for a collaborative team; learn ways to create and maintain team trust

Communicate and Listen with Empathy: Seek to Understand before Being Understood

1 DAY COURSE

Participants will learn how to respond to customer needs by utilizing the funnel method of questioning, open ended questions, probing questions, and closed questions. You will also learn words associated with professional verbiage and how to effectively use them in a work environment.

In addition, attendees will learn fundamentals of effective listening involving listening with the head, the heart, the eyes, and the ears. The heart hears what the customer is feeling, the ears hear what the customer is saying, the head deciphers what the customer is requesting, the eyes determine what the customer is meaning. Participants will be taught how to identify and filter through the noise associated while communicating with their customers. Some of the noise may include emotion, culture, generational, ethos. Participants will learn how to listen objectively and respond with empathy.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn to communicate more clearly by using appropriate verbal and non-verbal behavior
- Learn how word choice can help or hinder successful communication
- Give and receive feedback effectively
- Assess the effects of different communication styles on the speaker and the listener
- Recognize and avoid poor listening habits
- Listen effectively to co-workers and customers
- Practice skills learned in class to improve communication and empathetic listening

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

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

Crafting Effective and Ethical Persuasive Messages



1 DAY COURSE

Persuasion is a core professional and personal skill. We utilize our ability to persuade when we're gaining employee compliance with new organizational policies, when we're soliciting community participation in a public program, when we're pitching a new project for our team to work on, and in countless other contexts. With persuasion filling so much of our time, it's valuable to learn how we can best employ this essential communication skill.

This course will explore the key components of crafting effective and ethical persuasive messages. You will learn how to develop persuasive arguments that avoid fallacious reasoning and design persuasive messages based on your audience's unique characteristics and desires. You will examine ways to culminate a persuasive message in a call to action that gets your audience moving toward your goal. In this interactive course, you will develop and share an informal, persuasive message and exchange feedback among your fellow learners to gain confidence in persuasive message design.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn how to develop effective persuasive appeals
- Understand how to design a complete persuasive message
- Analyze audience factors to determine how to best reach listeners with your message
- Motivate your audience to take action
- Practice sharing a short persuasive message

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

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

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

Pitch-Perfect Communication in a Virtual World

1-DAY COURSE

Communication is essential as we adapt to the reality of working from home. Managers and employees need structure, assurance, and tools for managing change as we navigate the challenging task of doing our jobs differently.

This course helps both groups managers and employees adapt to remote work with efficiency and emotional intelligence. You'll learn how to plan for and participate in virtual meetings with maximum effectiveness. And, you'll upgrade your ability to email with clarity and care.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

1. Accepting a new approach

- How is communication different now?
- How can we best communicate with our coworkers and clients?
- What's at stake if we don't change?

2. Choosing the right communication tool

- Pros and cons of common tools
- Thinking creatively about available tools
- Flowchart to help you choose the best method

3. Meeting virtually with emotional intelligence

- See meetings from a new perspective
- Plan for virtual meetings for maximum efficiency
- Participate in virtual meetings with maximum attention and courtesy

4. Composing email that's concise yet complete

- Strategies for keeping it short, but thorough
- MS tools to improve quality
- The three golden rules of email

Powerful Communication Skills

1-DAY COURSE

In this course, you will learn how different communication styles impact effectiveness and perceptions. This course will help you be an effective communicator in various settings and in multiple channels. You will gain an understanding of your own communication style and how to adapt your style to be effective with your team, colleagues and manager.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Differentiate between communication styles
- Learn to adapt different communication styles to lead your team

The Delicate Art of Persuasion

1-DAY COURSE

Our ability to persuade is an essential skill that plays a role in every aspect of our life. We're persuading when we're trying to get buy-in on our ideas. We're persuading when we're making recommendations on a project. We're persuading when we're requesting resources to fund a program. We're persuading when we want co-workers (or our boss) to listen and take action. We're even persuading when we're interacting with family members on their issues.

While many people believe that the ability to persuade is a trait that we are born with; the Delicate Art of Persuasion is actually a learned process. Developing a process for persuading people makes the business of getting buy-in and getting things done easier and ensures results.

The Delicate Art of Persuasion is a great course for people at all levels of their career. Whether you are new to the art of persuasion or an experienced veteran of the process, you will walk away with practical usable tools that will make an immediate difference in your life

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Build trust and rapport quickly
- Effectively question to uncover people's wants and needs
- Build persuasive justifications that make business sense
- Present persuasive solutions that motivate people to action
- Resolve individual's concerns
- Gain commitment to your ideas





DIVERSITY, EQUITY & INCLUSION (DEI)

Cultural Intelligence Program

Introduction to Cultural Intelligence

2-HOUR COURSE

Cultural intelligence or cultural quotient (CQ) is having the capacity to relate and work effectively with different groups of people and across cultures (including Big-C “Culture” and little-c “culture”). Cultural intelligence articulates core competencies and skill sets that allows organizations the ability to cultivate and develop effective DEI tools for its team members and leaders. Cultural intelligence goes beyond cultural awareness and political correctness. This module will examine the various elements of cultural intelligence and how to operationalize it in an organization.

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

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Examine the elements of cultural intelligence
- Learn to cultivate and develop effective DEI tools

Developing the Language of Cultural Intelligence - Building a Living Glossary

2-HOUR COURSE

Understanding diversity, equity, and inclusion in the post-2020 world requires a new language to effectively communicate through the lens of cultural intelligence. This language reflects a judgment-free perspective that serves to bring different groups of people together through a common understanding and appreciation of the lived experience of others. This module will educate the participants on the common language of DEI to create a common understanding and common connections among divergent groups of people within an organization.

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

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define inclusive language through the lens of cultural intelligence
- Understand the importance of the common language of DEI
- Understand how you can contribute to an inclusive work environment

Cultural Intelligence Program

Understanding Implicit Bias Through the Lens of Cultural Intelligence

2-HOUR COURSE

All human beings operate with varying degrees of implicit bias. Implicit bias are unintended people preferences which can adversely impact the effective operations of any organization. This module will explore the various types of implicit bias, micro-behaviors, and the proper ways to address and resolve issues that arise from this mindset.

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

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define implicit bias through the lens of cultural intelligence
- Examine the impact of implicit bias and why it can be difficult to identify
- Select evidence-based strategies to recognize, minimize and eliminate implicit bias and micro-behaviors

How to Create Sustainable Change

2-HOUR COURSE

High performing organizations are not only focusing on the diversity of its workforce, but also on how that workforce reflects a culture of equity and inclusion. Inclusion addresses how well the organization shares power, access, and resources with all elements of the workforce, particularly those elements which represent marginalized and/or underrepresented groups of the organization. This module will discuss effective ways in which organizations may become more inclusive through operationalizing DEI into every business unit of the organization.

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

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand inclusive leadership competencies
- Understand the importance of inclusion and the role of an inclusive leader
- Learn to make equity and inclusion a core tenet of your organization
- Develop strategies to integrate equity and inclusion into your organization

Cultural Intelligence Program

Managing Conflict through the Lens of Equity

2-HOUR COURSE

When organizations commence the DEI journey of transformation, there will be conflict to break through the barriers to creating an inclusive organization. This module supports people and organizations in managing expectations for success and provides tools and resources for navigating conflict within individuals, groups of people and organizations.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn to develop and cultivate deeper relationship connections to later manage conflicts within the organizations
- Develop skills to manage expectations and conflict
- Learn to identify and break barriers to creating an inclusive organization

Mastering the Art of Crucial Conversations

2-HOUR COURSE

It is essential to learn how to have hard conversations that address the current environment of social justice and racial equity. We will explore topics like cultural intelligence, acknowledgement vs. agreement, Black Lives Matter vs. All Lives Matter, how to be an ally, and the best way to address employees. This module will share practical and timely guidance on how to engage employees around the complex and passionate issues related to systemic racism, the need for transparency and accountability in police practices, and the need for civil discourse.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn how to be an ally
- Adopt awareness of cognitive bias to maximize the value of a diverse team
- Foster and promote collaboration and trust among team members
- Cultivate tools to recognize and combat microaggressions

Cultural Intelligence Program

It's a Marathon - Not a Sprint - DEI Panel

2-HOUR COURSE

This module will bring together a panel of subject matter experts to share practical experiences about the journey of organizational transformation. The panel members will share successes, setbacks, and other experiences they've encountered on the DEI journey. Participants will have an opportunity to connect with these experts to gain practical wisdom on the keys to implementing a successful DEI program.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn how diversity impacts decision-making, performance and success
- Understand the importance of inclusion and the role of an inclusive leader
- Discuss tools and strategies to implement a successful DEI program

Implicit Bias

2-HOUR COURSE

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: Appropriate for all levels

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-based strategies

Introduction to Generational Diversity



2-HOUR, 4-HOUR, OR 1-DAY COURSE

This interactive course introduces the quintessential definition and overall understanding of generational diversity, specifically as it applies to the workplace. Through narrative facilitation, interactive exercises and qualitative input, this course will provide generational insights to both the workplace and the global community, while providing best practices that are designed to increase positive engagement and help reduce generation-based stereotypical thinking.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

Upon completion of this course students will be able to:

- Identify 4-5 current generations of employees in today's workforce
- Recognize the imminent change in workforce generation-based demographics
- Elevate their ability to successfully communicate with employees from multiple generations
- Create intentionality regarding the avoidance of employing generation-based stereotypes while engaging fellow employees

Using Inclusive Language

2-HOUR COURSE

As public sector employees, we work with and serve a diverse populace of individuals, often with multidimensional identities and experiences. Our written and spoken communication should empower others, promote inclusion, reduce bias, and avoid giving some groups privilege over others. This workshop will help you understand the ways word choice impacts spoken and written communication, and help you create messages and documents that build relationships and convey respect for your audience and stakeholders.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Develop skills in using inclusive language
- Create messages and documents to convey respect for your audiences and stakeholders





HR PRACTICES, POLICIES & COMPLIANCE

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”

Creating a Culture of Well-Being: The Vital Role of HR

NEW

3-HOUR COURSE

It's no secret that employee wellbeing, in a post-pandemic landscape, is suffering: Employees are struggling with stress, burnout, and loneliness like never before. In fact, four in 10 U.S. employees say their job is negatively impacting their mental health. To make matters worse, fewer than one in four employees say their organization cares about their wellbeing. Employees want access to resources, benefits, and support for reducing burnout and improving mental health -- and studies show that a majority would leave their company for another that demonstrated more “caring” values.

Organizations without systems that support employee well-being report higher turnover, lower productivity, and higher healthcare costs while organizations that prioritize wellbeing are more likely to experience greater retention and higher overall business performance. How can you tip the scale for improved wellbeing in your workplace? Join this interactive, informative session to learn tips, tools, and best practices for leading the way.

WHO SHOULD ATTEND: HR generalists new to HR, 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

LEARNING OBJECTIVES

- Identify current trends, issues, and challenges with employee wellbeing
- Define indicators of organizational and individual wellbeing
- Assess the state of wellbeing in your workplace
- Prioritize leadership behaviors that will cultivate a culture of wellbeing
- Select at least one key insight, tool, or best practice to apply to your team or workplace

How To Interview in an AI World



2-HOUR COURSE

Today there are Artificial Intelligence options that provide content to people on a variety of subjects that can make it appear that they have experience in or are “experts” in a particular subject. This training provides options for the interviewer to conduct the interview in a way to get authentic answers and information from the applicant. This helps the interviewer to make the best decision on whom to hire.

WHO SHOULD ATTEND: HR generalists new to HR, 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

LEARNING OBJECTIVES

- What is Artificial Intelligence?
- How are applicants using AI in an interview process?
- How the hiring manager can use AI in an interview process.
- Interviewing for authentic information and experiences from the applicant- it all starts with a well defined job description.
- Questions to ask the applicant for authentic answers.
- How CPS HR can help in the interview process.

HR Analytics

1-DAY COURSE

This course is designed for Human Resources (HR) professionals who want to develop or enhance their organization’s HR analytic capabilities by effectively gathering key data, developing meaningful metrics to monitor and measure success, and using analytics to make effective decisions. As such, this course introduces HR professionals to the theory, concepts, and business application of HR research, data, metrics, systems, analyses, and reporting. Through this course, HR professionals will develop an understanding of the role and importance of HR analytics, and the ability to track, retrieve, manage, analyze, and interpret HR data to support organizational decision making. With these skills, participants should have a stronger voice and presence in using talent analytics to persuade others toward actions that best align with organizational goals.

WHO SHOULD ATTEND: HR professionals

LEARNING OBJECTIVES

- Clearly define and understand the terminology associated with Human Resources Analytics
- Develop knowledge, skills, and abilities to research, collect, analyze, interpret, and present HR Analytic information
- Apply quantitative and qualitative analysis to understand trends and indicators in HR data
- Understand and apply various statistical analysis methods
- Make recommendations using analytical information to improve organizational operations
- Develop skills to measure the impact of a solution you implement using analytics

Human Resources Academy

Fundamentals of Human Resources

1.5-DAY COURSE

Fundamentals of Human Resources is a 1.5-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, you will learn relevant laws. *Note: The second day of this class will end by 12:30 p.m.*

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

LEARNING OBJECTIVES

- Overview of the sub-disciplines of HR and their interrelationships
- 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.

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

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

Human Resources Academy

Examination 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.

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

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

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.

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

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

Human Resources Academy

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.

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

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.

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

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

Onboarding for Success

1-DAY COURSE

A study by Gallup found that only 12% of employees strongly agree their organization does a great job of onboarding new employees. That means we've got some work to do!

In this one-day workshop, we'll explore strategies for welcoming, integrating, and keeping the new employees you've worked so hard to find.

WHO SHOULD ATTEND: HR Professionals; Supervisors and Managers

TESTIMONIAL FROM PAST ATTENDEES:

"I will use the information and materials from class to develop our onboarding program. The handouts are especially valuable because I can (and already began during class activities) pull specific tasks and use them to develop our plan."

"The lecture contained a lot of great information and interesting facts and case studies. It helped me understand how important onboarding is. The breakout room discussions were great as well because I was able to get feedback and our joint ideas were better because of the different experience and perspectives applied. I also appreciated the in-class work time during which it was silent and we were given the opportunity to use the tools when they're fresh in our minds. It's also great to leave class with a draft of a plan! It was a very productive class!"

LEARNING OBJECTIVES

- Update your onboarding program to reflect current needs
- Quickly integrate employees into your organization's culture and values
- Provide new-hire tools and resources
- Prepare new employees for meaningful work

Risk Management Practitioner Certificate Program

Overview of Public Sector Exposures & Risk Management

HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The Hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

This workshop is designed to help public entity practitioners manage their organization's risk and exposure by ensuring a basic knowledge of the relevant laws, foundations, and applications of Risk Management as a profession. Participants will also gain key concepts and tools related to the unique loss exposures faced by public entities.

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

LEARNING OBJECTIVES

- Acquire a sound, contextual understanding of how Risk Management impacts the overall financial health of public entities
- Define and explain the purpose of Risk Management in the public sector, comparing and contrasting "Traditional" with "Enterprise" Risk Management
- Define the core competencies of the Risk Management profession
- Explain how the historical development of Risk Management in the public sector has evolved into today's practices
- Explore the pros and cons of different ways to practice Risk Management within a public entity
- Explain basic concepts of laws and regulations that commonly involve public sector risk management, such as Public Records Act Requests, the Brown Act, and HIPAA
- Learn and apply the fundamentals of Root Cause Analysis in the context of Risk Management
- Demonstrate understanding of the components and purpose 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)

Risk Management Practitioner Certificate Program

Insurance Administration, Review and Risk Transfer

HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The Hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

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

LEARNING OBJECTIVES

- Increase their knowledge of primary insurance, excess insurance, and risk-pooling Joint Powers Authorities (JPAs)
- Gain strategies for building more effective relationships with insurance brokers
- Identify and explore risk transfer options (insurance, self-insurance, and pooling)
- Increase their understanding of deductibles and self-insured retentions
- Demonstrate an understanding of the contractual transfer of risk process
- Use loss runs and actuarial studies to make more informed decisions
- Identify contractual language that could either lessen or increase risk
- Use data to select appropriate ancillary services, loss control, and safety training
- Identify key steps and decisions in the program placement and annual renewals process
- Use Certificates of Insurance as a critical means of ensuring risk transfer and complying with contract terms
- Become familiar with the importance of procurement and individual agency insurance requirements (verifying, reducing or waiving)

Risk Management Practitioner Certificate Program

Property & Liability Claims, Safety and Loss Control

HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The Hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

All public entities will suffer a loss eventually. Insurance usually will pay for losses, but it does not prevent them. This workshop will help public entity practitioners plan for and mitigate losses to their organizations. Participants will learn how to identify and evaluate their agency's particular loss exposures, while putting into place sound loss control measures. In addition, this workshop will increase participants' effectiveness in managing first party property and third party liability claims. This includes gaining an understanding of the California Government Tort Claims Act and how to navigate the gap between the purpose of the law and its practical application.

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

LEARNING OBJECTIVES

- Demonstrate an understanding of First Party vs. Third Party Claims
- Increase their understanding of Torts (Intentional Acts, Negligence, and Strict Liability)
- Become familiar with the California's Government Claims Act and its implications for Risk Management
- Demonstrate an understanding of relevant Claims Investigation activities
- Improve your understanding of litigation management (defense counsel and claims examiners)
- Understand Settlement Authority in public entities
- Learn the importance of prevention through safety training, compliance, and CalOSHA adherence
- Explore current trends and management of unique and evolving risks in the public sector

Risk Management Practitioner Certificate Program

Workers' Compensation

HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The Hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

This workshop will help public entity practitioners understand the purpose and history of Workers' Compensation and gain a deep understanding of the legal work that includes enforcement agencies and the Workers' Compensation Appeals Board (WCAB). Participants will learn how to effectively administer standard workers' compensation and employer's liability policies within their agencies. This will include claims administration issues such as recordkeeping, reserving, and various audits, including actuarial reports.

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

LEARNING OBJECTIVES

- Gain insight into the development and history of Workers' Compensation
- Identify benefits available to injured workers, along with the core concept of "exclusive remedy"
- Increase your knowledge of California-specific laws and regulations, including the Labor Code, the Code of Regulations, and important administrative players, such as the WCAB
- Increase your awareness of the employer's duty to secure the compensation insurance and the various forms of permissible insurance, including self-insurance and pooling
- Become familiar with the principle of "AOE/COE" – Arising out of Employment/Course of Employment
- Become familiar with the principles of claims investigation, including: acceptance, delay and investigation, or denial; the use of "sub rosa" or surveillance
- Explore the components of 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)
- Learn the components of working with Workers' Compensation within the public sector
- Understand affirmative defenses for employers
- Understand the use of settlements including compromise and release, stipulations with future medical and the use of structured settlements
- Explore litigation within Workers' Compensation
- Enhance Awareness of supporting agency interests through appointment, contribution and subrogation

Risk Management Practitioner Certificate Program

Disability Management and Early Return to Work

HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The Hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

This course provides an overview of disability management. Public entity practitioners will learn about both “industrial” (work-related) and non-industrial injuries, and explore the similarities, and distinctions between temporary modified duty and “reasonable accommodations.” Participants will learn about the relevant state and federal legal works, 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 reviewed will include 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. Case studies and practice scenarios will be included.

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

LEARNING OBJECTIVES

- Explore the differences between industrial and non-industrial injuries, temporary modified duty and reasonable accommodation, medical limitations and disabilities
- Become aware the interactive process of ADA and FEHA
- Increase your understanding of early return-to-work and alternative job placements
- Learn the importance of systems and record keeping
- Learn best practices for responding to California Department of Fair Employment and Housing (DFEH) and Federal Equal Employment Opportunity Commission (EEOC) complaints
- Gain insight into the coordination of leave administration, including the Federal Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), and local union/contractual provisions
- Explore Ancillary Workers’ Compensation discrimination liability: Labor Code 132a claims

Workplace 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 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

Workplace Harassment Prevention for Supervisors/Managers



2-HOUR COURSE

This course for supervisors and managers will provide you with the information you need about sexual harassment prevention in the workplace. The content focuses on what constitutes sexual harassment and what steps can be taken to prevent it. This training provides tools for what to look for, how to recognize appropriate behavior and how to prevent escalation into a hostile work environment.

This course meets the requirements of AB1825 and AB2053.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Understand the laws prohibiting sexual and other types of harassment
- Discuss what workplace behaviors are respectful, inappropriate, or potentially illegal
- Determine when sexual conduct is unwelcome or there is a hostile work environment
- Discuss what preventive actions employers can take
- Describe employee and supervisor/manager responsibilities

Violence Prevention in the Workplace

1- OR 2-HOUR COURSE

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 re-occurrence 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

Workplace Investigations

1-DAY COURSE

Conducting effective workplace investigations is an important step in addressing harassment, discrimination and retaliation complaints as well as other legal or policy violations. Under applicable regulatory guidelines and HR best practices, workplace investigations must be thorough and impartial. Failing to conduct proper workplace investigations can result in significant legal exposure and impact to organizations. This workshop will provide the legal context as well as practical guidance into workplace investigations involving issues such as harassment and discrimination, safety, workplace violence, ethics, employee misconduct, workplace bullying, abusive conduct, and violations of policies and procedures.

WHO SHOULD ATTEND: HR Professionals

LEARNING OBJECTIVES

- Learn about applicable laws and best practices involving and impacting workplace investigations
- Identify situations that require a workplace investigation or where an investigation would be necessary or appropriate
- Plan, conduct, and manage workplace investigations
- Prepare a well-organized investigation report and provide factual conclusions of the findings





LEADERSHIP SKILLS

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.

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

WHO SHOULD ATTEND: Appropriate for all levels of supervisors in state service

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

Active Employee Engagement

1-HOUR COURSE

Do you have an employee who just can't "get off the couch?" Or one who starts a project wholeheartedly, then flags? Or one who does just the bare minimum to get by? Here's the truth: no matter what we offer people, true motivation comes from within. This one hour training will arm supervisors and managers with well researched strategies to tap into their employees' inner motivation, zap disengagement and create a foundation for a high performance team.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Develop strategies to energize employees
- Learn how to create a motivating environment

Agile Leadership Applied

HALF-DAY COURSE

This half-day workshop introduces Agile, explains key roles, activities, and documentation to the management leaders of the organization. The adoption of an Agile approach for project delivery will have a higher rate of success if the leaders of the organization understand the Agile mindset and demonstrate the behavioral changes needed at the executive and management levels for an organizational transformation. The session provides both presentation material and leadership activities to allow participants to apply their learnings about how management's role should change to support Agile/Scrum teams. Comparisons to the traditional waterfall approach to projects are included.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Identify agile fundamentals
- Describe agile methodologies
- Identify key value-driven development and adaptive planning techniques
- Define and leverage collaboration with customers, teams, and management

Blueprint for a Changing Workplace

HALF-DAY COURSE

Never has there been a better opportunity to create positive changes in your workplace. Everyone in your organization was affected by recent external events. No one is the same as they were before. People have adapted to working from home. They have become more independent, flexible, and more productive. Now it will change again and keep changing. As a manager or supervisor, you are in a position to plan, to guide, and to influence the success of a new work culture. But how? This class offers ideas, processes, techniques, and behaviors to move things along in the right direction from the get-go. Why take this class?

WHO SHOULD ATTEND: Appropriate for all levels of supervisors in state service

LEARNING OBJECTIVES

- Avoid mistakes that could derail efforts toward a vibrant hybrid work environment
- Develop practices to bring people back into the fold
- Uncover and embrace staff needs and desires along with their ideas to streamline and improve work flow
- Allow teams to self-organize by recreating themselves in ways they remain productive and aligned even as they work independently
- Restructure the format and content of meetings to build team, spark innovation, reinforce purpose, and create positive relationships
- Discover the value of coaching as a managing tool for increased employee engagement

Building High Performance Teams

1- OR 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.

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

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

Change Management 101

1-HOUR COURSE

In this session, we will focus on the competencies needed at different levels to affect successful change and the different roles change leaders play depending on the circumstances. We will explore the steps needed to operationalize change and touch on the importance of communication planning.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Discuss change competencies
- List the three roles of a change leader
- Describe the steps to operationalize change

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 biennially for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors, managers and leaders

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

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, remotely 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.

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

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

Creating a Learning Organization

1-HOUR COURSE

The ability to learn and quickly apply new practices and concepts, and to adapt to an ever-changing professional landscape, is becoming increasingly important in today's quickly-evolving professional setting. In light of our rapidly-changing world, research has identified Learning Agility as pivotal to the success of today's leaders. This course will introduce you to the habits of mind you need to increase Learning Agility in yourself, the people you manage, or the people you train. You will learn to develop a mindset that invites and then contextualizes new learning, and to consistently view issues and ideas from multiple perspectives, ultimately leading you to be a more effective learner who is ready to apply new concepts in varied situations and scenarios.

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

WHO SHOULD ATTEND: Appropriate for all levels of supervisors in state service

LEARNING OBJECTIVES

- Discover how Learning Agility helps to develop a mindset that invites and then contextualizes new learning
- Develop skills to be a more effective learner while working in an organization with multiple perspectives

Dare to Lead (1-Day)



1 DAY COURSE

In the one-day overview, we will explore the daring leadership skills and learning objectives at a very high level. If you want a deep dive into the skills, it is recommended you register for the full 3-day program.

Daring leadership is needed now more than ever. Based on the research of Dr. Brené Brown, Dare to Lead is an empirically based courage building program. One of the most significant findings from Brené's latest research is that courage is teachable, measurable, and observable. The Dare to Lead program focuses on developing and implementing those four courage-building skills.

Please note this is the 1-day overview of the Dare to Lead program (the full Dare to Lead program is 3-days).

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

LEARNING OBJECTIVES

- Recognize vulnerability as the emotion we feel during time of uncertainty, risk, and emotional exposure
- Explain why courage requires vulnerability
- Establish a link between what I learned and behaviors I want to change
- Recognize the critical role that self-awareness plays during daring leadership
- Give examples to support how armor – not fear – is the greatest obstacle to daring leadership
- Identify the four skill sets that make up courage: rumbling with vulnerability, living into our values, BRAVING trust, and learning to rise
- Recognize that courage is a collection of four skill sets that are measurable, observable and teachable
- Recognize that vulnerability is the birthplace of the many behaviors that define daring leadership including creativity, accountability and difficult conversations
- Give examples of why daring leadership requires showing up for hard conversation and rumbles, including giving and receiving feedback

Dare to Lead (3-Day)



3-DAY COURSE

Daring leadership is needed now more than ever. Based on the research of Dr. Brene Brown, Dare to Lead is the ultimate playbook for leadership. It is an empirically based courage building program. One of the most significant findings from Brene's latest research that courage is teachable, measurable and observable. Dare to Lead focuses on developing and implementing four courage-building skills.

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

LEARNING OBJECTIVES

- Recognize vulnerability as the emotion we feel during times of uncertainty, risk, and emotional exposure
- Explain why courage requires vulnerability
- Establish a link between what I learned and behaviors I want to change
- Recognize the critical role that self-awareness plays in daring leadership
- Give examples to support how armor - not fear -is the greatest obstacle to daring leadership
- Identify the four skill sets that make up courage: rumbling with vulnerability, living into our values, BRAVING trust, and learning to rise
- Recognize that courage is a collection of four skill sets that are measurable, observable, and teachable
- Recognize that vulnerability is the birthplace of many of the behaviors that define daring leadership including creativity, accountability, and difficult conversations
- Give examples of why daring leadership requires showing up for hard conversations and rumbles, including giving and receiving feedback

Effective Change Management

1-DAY COURSE

Designed for supervisors and 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.

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

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

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 biennially for all levels of supervisors in State service.

WHO SHOULD ATTEND: Supervisors, managers and leaders

LEARNING OBJECTIVES

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

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.

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

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

Facilitative Leadership in a Virtual World

2-DAY COURSE

State agencies are seeing rapid change in today's digital era and the traditional transactional leadership style is being replaced with a more facilitative approach. Facilitative leaders use accomplished interpersonal skills and cutting-edge virtual management techniques to lead, motivate and create a positive work culture. The result is an engaged workforce that's empowered to innovate and help shape an agency's future success.

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

WHO SHOULD ATTEND: Leaders at any level

LEARNING OBJECTIVES

- Use emotional intelligence to increase empathy with virtual staff
- Apply techniques from positive psychology to facilitate conversations with employees, upper management and stake holders and manage conflict
- Give effective feedback
- Create an engaged team and nurture a positive culture by creating a psychologically safe environment, leveraging effective motivational techniques and teaching employees the tools to decrease stress including how to prioritize projects and improve processes
- Use a coach approach to manage employees and apply a simple model to conduct an effective counseling interview
- Guide employees through change initiatives using tools to overcome resistance and get buy-in
- Manage virtual and hybrid teams more effectively

From Exhaustion to Engagement: Helping Leaders Combat Change Fatigue



2-HOUR COURSE

Between advancing technology, critical skill shortages, economic flux, and the wake of the pandemic, change has become the “new normal” and most leaders, managers, and teams are struggling to keep up. Change fatigue leads to burnout, stress, and apathy and can cause employees to leave and projects to fail. Join this interactive session to explore practical tips, tools, and best practices for equipping your workforce with the skillsets and mindsets needed to move from exhaustion to engagement amid constant disruption.

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

LEARNING OBJECTIVES

- Characteristics of change fatigue and burnout
- The impact of change fatigue upon engagement and performance
- How to assess levels of change fatigue and burnout in your organization
- Five proven strategies for combatting change fatigue
- The critical role of leaders and managers
- How to inspire and lead teams during change
- How to build a change ready workforce

Government Executive 101 Academy

Accounting and Procurement Process

3-HOUR COURSE

A successful departmental accounting process is one that has strong internal controls, will assess risk facing the department, hires proactive management that establishes policies and procedures, communicates information effectively, and monitors its quality of performance. Join us for this course where you will learn the ins and outs of State accounting and procurement processes.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Review and discuss Fi\$Cal, and how it has changed Accounting and Procurement
- Discuss management's responsibilities for internal controls
- Examine basic accounting processes and policies such as the Payment Act, Year-End Reporting, and State-wide travel
- Discuss procurement rules including competitive and non-competitive contract processes and IT procurement

California State Government Organization and the Role of the Control Agencies

2-HOUR COURSE

California government as an enterprise is one of the largest employers in the state with more than 160 agencies, departments, boards and commissions and a workforce of 237,000 employees. In this session you will learn about the government structure within the Executive branch and the roles that control agencies play in delivering services to Californians.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Review the structure of the Executive branch
- Identify the control agencies and their interaction with the Governor's Office and your department
- Discuss the make-up of the Legislature, its role in state government, and why it is important to you

Government Executive 101 Academy

Collective Bargaining Overview

3-HOUR COURSE

In this course, you will discuss and explore how to operate successfully in a unionized environment. It is important to understand how collective bargaining works, what your role is, and how to work effectively with labor unions.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Explain the State's collective bargaining process
- Describe your role in dealing with your labor relations staff, CalHR, and labor organizations
- Explain the difference between positions and interests
- Describe how to set the tone and policy direction for labor-management relations
- Discuss when to meet and confer with the union over changes in departmental policy

Human Resources Policies

3-HOUR COURSE

Navigating through California's confusing merit system and human resource laws/regulations is daunting enough for any career state executive...and almost impossible for a new state executive. This course covers "must-know" human resource topics.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Explain the merit system, the role of the State Personnel Board and the Department of Human Resources (CalHR)
- Understand the hiring and progressive discipline processes
- Review important HR requirements around whistle blowers, reasonable accommodation, and equal employment opportunity
- Discuss how executive positions work in state government

Government Executive 101 Academy

Legislative Cycle

3-HOUR COURSE

This overview of the legislative cycle will help new state executives understand the path of a bill from its introduction in the Legislature to its signature by the Governor. This segment will help you understand how to stay abreast of important legislation and how to have influence when legislation is important to your department.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Describe the legislative process in California
- Understand the bill proposal process
- Discuss how to work with the Department of Finance and Agency/Governor's Office on significant legislative issues
- Explain the importance of stakeholder outreach
- Review important legislative resources

Project Management and Information Technology

3-HOUR COURSE

This course provides an overview of project management at the CEA level and includes the IT procurement process. Every department runs projects, but how do you ensure they are completed on time and on budget. In this course we will explore how to focus on execution and results by understanding state processes and best practice executive level project management.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Discuss your executive leadership role in project management
- Explain the Project Approval Lifecycle (PAL) for IT procurement
- Identify what is needed for project execution and implementation
- Discuss the role of an Executive Sponsor
- Apply effective communication techniques

Government Executive 101 Academy

State Budget Process

3-HOUR COURSE

One of the most important aspects to running a department is to understand the role of the CEA and management in the budget process. This course covers developing the annual budget, getting adequate resources to run your department, and ensuring you stay within your budget after an amount has been appropriated.

One of the most important aspects to running a department is to understand the role of the CEA and management in the budget process. This course covers developing the annual budget, getting adequate resources to run your department, and ensuring you stay within your budget after an amount has been appropriated.

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

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

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Identify the three main bodies of law that govern the annual budget
- Review the three phases of the Budget Process
- Identify the tools that management uses to ensure adequate resources
- Understand how management and the Administration work with the Legislature during the Budget Process

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 GallupStrengthsFinder™ 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.

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

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

Leadership Academy for the Public Sector Manager

5-DAY PROGRAM

This five-day leadership program for public sector managers is designed to enhance the leadership skills and capabilities of individuals working in the public sector. The program addresses the unique challenges and responsibilities that come with managing and leading government agencies, departments, and organizations. The program is designed to equip public sector leaders with the knowledge and skills to lead with integrity, adaptability, innovation, and courage.

The program focuses on:

- Leading in a Complex Environment,
- Communication Skills,
- Leading High Performing Teams,
- Strategic Thinking,
- Leading Organizational Change, and
- Measuring Organizational Performance.

The program offers an opportunity to connect and collaborate with peers, and fosters an exchange of ideas and best practices.

Expert faculty, including current and former public sector leaders, facilitate each module and bring valuable insights and guidance to the unique challenges of leading and managing in the public sector.

PROGRAM OUTCOMES AND GOALS:

This program is designed to increase leadership competency, improve communication skills, develop problem solving and critical thinking skills to solve real-world situations, build capacity to coach and mentor staff to improved performance and increased accountability, effectively lead organizational change, and measure organizational performance. As a result of completing this program, participants will gain the knowledge and skills to:

- Apply leadership concepts and models to better understand and respond to pressing workplace and organizational challenges.
- Apply communication strategies and styles to address varying audiences and priorities.
- Navigate high-stakes interactions effectively.
- Deliver impactful messages on goals and results.
- Create an environment and culture that encourages and promotes creativity, innovation and “out of the box” problem solving.
- Create an environment that supports collective accountability.
- Plan effectively for and lead organizational change.
- Develop key performance indicators (KPIs) to measure organizational performance and evaluate success or effectiveness.

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

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.

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.”

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

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.

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

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 blow back, 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

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.

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

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

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 biennially for all levels of supervisors in State service.

WHO SHOULD ATTEND: Supervisors, managers and leaders

LEARNING OBJECTIVES

- 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

Meaningful Meetings



HALF-DAY COURSE

Increase attendance and engagement at your meetings, no matter if they are virtual or in-person, with staff or with volunteers. Boring, predictable meetings garner low attendance and apathy. Meaningful Meetings produce energy and results. By understanding what needs to be a meeting (and what could have been an email!), leaders can create an experience that doubles as team building.

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

LEARNING OBJECTIVES

- Learn strategies for creating meetings that foster enthusiasm, connection, and collaboration
- Experience how it feels to be an active participant rather than a bored bystander
- Outline the key components of a good meeting with clear outcomes and expectations

Neuroscience of Excellence in Leadership: Access to Emotional Management



HALF-DAY COURSE PER MODULE

In this course we will explore the most foundational element of leadership using the science of the brain and a coach approach to behavioral change. Leaders who manage emotions well can create stable, collaborative and inspired work cultures even in high pressure and risky environments.

Neuroscientists understand that there is no such thing as an emotional brain that is entirely discrete from the intellectual brain. Our emotions are impacting all of our thinking and doing whether it is conscious or not. Under ideal circumstances, this is a recipe for a holistic understanding of the world and effective interactions within it. However, especially under modern stressful conditions, untamed emotions can be barriers to successful outcomes and impactful communication.

This course is unique in that it combines brain science with a “coach approach”. The science provides evidence of the importance and accessibility of emotional recovery and management, while the coaching provides an implementation framework for individual and organizational change.

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

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

THE COURSE IS COMPRISED OF FIVE MODULES:

- What is a Trigger
- Apply the Straight as of Transformation
- Emotional Management in the Short Term
- Emotional Management in the Long Term
- Trigger Proofing Your Organization

Strategic Conversations: A New Way of Strategic Planning

1-DAY COURSE

Developing your leadership ability for strategic thinking and planning, coupled with the skills to engage in strategic conversations significantly improves your value as a leader. Organizations poised for growth and success have leaders who are adopting strategic thinking as an on-going way of doing business and strategic planning that engages employees across the whole organization as well as external stakeholders. They engage everyone in developing agile plans, cycles of experimentation and learning, innovation, and measuring actions against relevant metrics.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Identify common opportunities to foster strategic conversations
- Understand how to apply SOAR to support those conversations
- Craft SOAR-based questions to inspire effective strategic conversations
- Understand how the two Appreciative Inquiry practices—positive framing and generative questions—apply to the 5-D Cycle
- Recognize and frame opportunities for strategic conversations at multiple levels of the organization
- Initiate a plan-of-action to use SOAR, Quick SOAR, or the 5-D Cycle to host a strategic conversation or strategic planning event
- Share a prototype for your strategic conversation and receive feed forward

Strategic Mindset

1-HOUR COURSE

Working in a decidedly task-oriented environment often depletes the time, opportunity, or process to strategize. This important aspect of leadership – perhaps the most important – gets put aside in the busyness of “getting stuff done.”

This session serves as a reminder of how strategy succeeds, how vision and purpose play an essential role, and how you can develop a mindset and a discipline to step back, reflect, and project outcomes for your staff and yourself.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Engage colleagues in seeing the ‘big picture’
- Tie accomplishments to mission and connect to daily work

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 biennially for all levels of supervisors in State service.

WHO SHOULD ATTEND: Supervisors, managers and leaders

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

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.

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

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

Visionary Leadership

1-HOUR COURSE

The concept of leadership has evolved and grown and changed over millennia. Usually leaders gain allegiance from people who look to them to provide the vision, resolve the problem, and lead the way forward.

While much of that may still be true, leaders today see a world faced with uncertainties. They must adapt to changing demographics, a constant stream of information, widespread diversity, and intensely complex problems. No one leader can do it alone.

Leadership is the art of possibility. What is possible today lies in the invitations and openings for leaders to emerge, whether holding a title to lead or not. Authentic leaders inspire others to embrace their own leadership qualities and collaborate to create the vision, solve the problem, and lead the way forward.

Join this short course to understand your own leadership qualities and how you can emerge to lead in large ways and small. Because your leadership is needed today more than ever. Leadership Competency: Vision and Strategic Thinking: Visionary

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Foster and promote trust among team members
- Assess the sources of your own leadership style and qualities

Women in Leadership: Empowering & Delegating for High Performance

1-DAY COURSE

Team leaders need to know the basic concepts of building and maintaining an effective team, and the best practices for delegation. Effective teams produce at higher levels with better quality, and delegation works best when planned in advance and managed thoughtfully. Empowering and Delegating for High Performance will demonstrate the power of teams; help team leaders build collaborative, cognitively-diverse, high-impact teams; and show team leaders how to use accountability and responsibility to improve their team's measurable performance.

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

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

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

Women in Leadership: Finding Your Voice & 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.

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

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: Powerful Communications & Presentations

1-DAY COURSE

The ability to communicate in a clear and relatable way is essential for everyone in a leadership position. Whether we're privately speaking with an employee about a performance issue or giving a presentation to executives, we must stay on message and be confident. In this one-day class, we'll discuss best practices for one-on-one conversations, staff meetings, and formal presentations to executives.

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

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

LEARNING OBJECTIVES

- Strategies for having assertive (rather than passive or aggressive) conversations about uncomfortable subjects, like performance issues and delegating tasks
- The best way to prepare participants for meetings, and how to run meetings efficiently
- How to anticipate and respond to questions from the audience in a professional and constructive manner
- Ways to deal with difficult personalities that interrupt your presentation

Women in Leadership: Strengths Discovery

1-DAY COURSE

Strengths. Get familiar with the Gallup StrengthsFinder. Gain insight on 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.

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

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 GallupStrengthsFinder
- 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
- By the end of this course you will have a clear plan for describing and developing your natural talents and the talents of your direct reports

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.

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

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 and get comfortable with “No”
- Develop critical skills to handle criticism, anger, negativity and confrontation

Women in Leadership: The Remote Leader

1-DAY COURSE

Managing remotely requires updating some of your existing practices and adding a few new ones. This class gives you practical ideas to upgrade your management toolbox. We'll discuss creative ways to motivate and engage your remote team. We'll also consider how to better manage performance in the remote environment, like setting expectations and giving (and receiving) feedback.

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

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

LEARNING OBJECTIVES

- Enhance your relationship with your remote team through trust, empathy, and autonomy
- Successfully manage the performance of your remote workers
- Maintain work continuity through shared expectations
- Give meaningful feedback more effectively and frequently





MANAGERIAL & SUPERVISORY SKILLS

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.

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

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

Better 1 on 1's

1-HOUR COURSE

Regular one-on-one meetings with your direct reports are essential. It's the perfect time to build trust and learn about their successes and challenges. You can also ask for feedback on how you can better support them. In this course, you'll learn techniques for getting the most out of these high-priority meetings.

WHO SHOULD ATTEND: Appropriate for all levels of supervisors in state service

LEARNING OBJECTIVES

- Prepare to communicate effectively
- Provide and receive effective feedback

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 supervisors and managers a new approach and specific tools to engage and elicit high performance from employees.

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

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 for Performance

1-DAY COURSE

Coaching your staff is imperative to both your success and your staff's success. Taking the time to invest in developing staff will help with their career development, office morale, and unit productivity. Supervisors rely on staff to complete the work, so working together to improve staff competencies benefits everyone, including the organization.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Apply the steps to effective employee coaching
- Develop the ability to give more effective positive and negative feedback
- Establish a partnership agreement for goal attainment
- Learn and practice key communication tools essential to coaching
- Identify next steps and action plans

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.

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

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

Conversations Worth Having Workshop

1-DAY COURSE

This workshop is an experiential learning opportunity that will give you the ability to positively impact individual, team and organizational communication. Learn new tools to establish communication practices that support productivity, engagement, high performance teams, and positivity. We will cover the power of conversation, the art of asking questions, intentional framing, and how to step up to feedback.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Experience the nature of conversations and the effects they have on you and others
- Use generative questions to shift the dynamics of communication problems
- Experience flipping negative conversations to conversations worth having
- Develop generative questions to fuel productive and meaning engagement around workplace challenges
- Choose to change feedback avoidance patterns

Discipline and Documentation

1-HOUR COURSE

In this course, we'll review the basics of progressive discipline and best practices for handling discipline issues when they arise. We'll also discuss your responsibilities during the discipline process and how to properly document employee performance, both good and bad.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Understand the progressive discipline process
- Practice writing documentation of performance issues

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.

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

WHO SHOULD ATTEND: Supervisors and managers

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

Empowerment Through Accountability

1-HOUR COURSE

To create accountable work cultures, buy-in and follow through are essential. In this course, we will discuss best practices to include and empower employees by creating shared agreements and following up with the accountable conversation to hold people to the agreements they make.

WHO SHOULD ATTEND: Appropriate for all levels of supervisors in state service

LEARNING OBJECTIVES

- Learn how to create an environment that supports collective accountability
- Recognize and implement the necessary steps of accountability

Energizing People for Performance

1-HOUR COURSE

A universal struggle of managers is how to motivate employees; sometimes we may feel unmotivated ourselves. In this one-hour course, we'll discuss what it means to be motivated (and unmotivated) and strategies for energizing employees toward better performance.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Develop skills to energize staff and teams for performance and success
- Motivate employees to change behavior and learn the steps to sustain the new performance level

Expectations and Goals

1-HOUR COURSE

Employees function best in an environment where they know what we expect of them and we hold them to that standard. Discussing levels of authority and expected outcomes are especially important when we delegate tasks.

In this one-hour course, we'll discuss effective ways to communicate expectations, as well as best practices for delegating.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Discuss effective ways to communicate expectations
- Explore best practices for delegating

Franklin Covey's 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 supervisors and managers 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.

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

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

Giving and Receiving Meaningful and Constructive Feedback

HALF-DAY COURSE

Giving feedback to the people who report to us is an essential part of managing others' performance. Feedback should be meaningful. That sounds easy, but giving constructive feedback can be uncomfortable—and, it's even possible to go wrong with positive comments.

In this half-day course, we'll discuss strategies for giving feedback. We'll also talk about how we can learn to be more receptive and less defensive when someone gives us feedback about our own performance or behavior.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn to be more receptive and less defensive when receiving feedback
- Develop the ability to give more effective positive and negative feedback
- Prepare to provide effective, meaningful feedback

Hybrid Teams That Work

1-DAY COURSE

Everything on a team happens as a result of conversations. What we do in conversation, how we organize, construct and use language as tools in those conversations, determines what we will create in our work relationships, especially in our team dynamics. The more we see language as a tool, the more we will be able to use it to our advantage. The way we use the tools of language with each other will determine the effectiveness of the team. This session will help outline how to use not only specific tools within language, but will outline a structure and process to support teams that work!

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Understanding how language impacts team dynamics
- Using two language tools to effectively increase team productivity
- Examining how you use language now
- Supporting each other with specific language
- Language generates results: learn how to use it and make team rules that work
- Taking back two tools for more effective team results

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.

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

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

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 performance review.

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

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

Performance Management

1-HOUR COURSE

This course is an overview of the Performance Management Cycle. Maximizing individual performance is an ongoing process of planning, monitoring, developing, evaluating, and recognizing individual performance. We will explore each process.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn about the Performance Management Cycle
- Understand the process

Recognizing Employees Contributions

1-HOUR COURSE

Recognizing employee contributions should be an integral part of any performance management strategy. The good news is it's easy to do and usually costs nothing; the bad news is it's easy get wrong.

In this one-hour course, we'll discuss how to create a culture of recognition in our workplaces and brainstorm specific and meaningful ways we can call out stellar performance.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Brainstorm strategies to recognize outstanding performance
- Learn to cultivate a culture of recognition

Reinvent Your Performance Metrics for Today's Workplace

1-HOUR COURSE

Take a new look at how you measure employee performance in today's hybrid work environment. Metrics that focus on outcomes over process can help to create a more equitable and successful process for managing performance.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn how to set tangible performance expectations
- Understand how maintain work continuity in a hybrid work environment

Resolving Conflict

1-DAY COURSE

This one-day class will provide you with tools, techniques, and practice in resolving work conflicts involving employees, coworkers, 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 of supervisors in state service

LEARNING OBJECTIVES

- Identify the sources of conflict in organizations
- Name the various 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

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

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.

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

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

Teamwork Skills for Supervisors

1-DAY COURSE

As a leader, possessing skills and strategies to keep teams on track and moving forward are necessary to your success as a supervisor. In this course you will explore the value of working in teams and will cover topics such as team building, conflict resolution, personality preferences, and motivation.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Explore the value of working in teams and promoting teamwork
- Build your skills and competencies as leaders to promote collaboration and participation
- Learn to enhance open and responsive communications through motivation
- Identify how to manage conflict constructively

The Performance Gap Conversation

1-HOUR COURSE

Feedback is essential for growth and performance improvement, yet many managers find these critical conversations difficult and may avoid them. In this course, you will learn important tactics to create a successful gap conversation that leads to a desired shift or change in work performance.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn to be give and receive effective feedback
- Explore practical tactics to successfully address work performance

The Supervisor's Guide to Developing a Successful Employee Relationship



1-DAY COURSE

This course is comprised of five modules and a final capstone. Each module focuses on an essential component of developing and sustaining a culture of engagement within the organization. You will come away from this training class with concrete and actionable tools and strategies for supporting and engaging your team.

Module #1: Legal and Powerful Interviewing

Module #2: Onboarding

Module #3: Delivering Effective Feedback and Coaching

Module #4: Performance Evaluations

Module #5: Discipline and Separation from Employment

Module #6: Summary and Capstone

WHO SHOULD ATTEND: Supervisors and managers; all levels of leaders

Ways to Conduct an Effective Virtual Meeting

1-HOUR COURSE

Virtual meetings can and should be productive. Join us for this virtual training and experience best practices for running a virtual meeting. Learn what you should do before the meeting to prepare yourself and the participants, how to engage participants during the meeting to maximize the time and meeting output and post-meeting strategies to make sure everyone is on the same page.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Identify different tactic to run a virtual meeting (before, during, and after the meeting)
- Explore strategies to engage the audience





MATH & BUDGET SKILLS

Budget Change Proposal Workshop

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

Budget Process Overview

1-DAY COURSE

This 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

Statistics

1-DAY COURSE

Statistics is the study of methods for describing and interpreting qualitative and quantitative information (i.e., data). This course will explore descriptive and inferential statistics. Descriptive statistics are used to describe the shape and size of the frequency distributions. Examples of descriptive statistics that will be reviewed in the workshop include measures of central tendency, measures of variability, and dispersion of samples (e.g., standard deviations). Inferential statistics are used to draw inferences about the population, test hypotheses, describe the relationship between variables, assess differences between groups, and to predict trends over time. Inferential statistics reviewed will include: chi-square, t-tests, analysis of variance, correlations, and regression analysis.

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

LEARNING OBJECTIVES

- Understand the applications and limitations of various statistical methods
- Select appropriate statistical method(s) based on the research objectives
- Perform statistical analyses manually and/or using software (e.g., MS Excel)
- Interpret statistical results





PERSONAL DEVELOPMENT

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

Career Development Series

Effective Résumé Writing

HALF-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.

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

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

Career Development Series

Enriching Your Career Satisfaction

HALF-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.

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

LEARNING OBJECTIVES

- 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

Career Development Series

Interviewing Skills for Success

HALF-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.

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

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

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 is designed for non-managerial staff in organizational units undergoing both planned and unplanned change. The course is 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

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

Enhance Your Productivity

1-HOUR COURSE

You are now a teleworker and working from home. You have to balance the integration of work and life and stay productive. How do you stay focused and productive, work collaboratively with your team and co-workers and stay connected with your supervisor so she knows that you are on-task and getting work done! This course will offer tips and strategies to enhance your productivity as a teleworker. We'll explore technology tools and apps to stay connected and manage distractions, look at setting a schedule and prioritizing work, being proactive with your supervisor, and much more.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Explore methods to create productive working routines and structures
- Learn strategies to enhance your productivity as a teleworker

Enhancing Workplace Resiliency

1-DAY COURSE

We all want to be more resilient in every area of our life. What is resilience? Dictionary.com defines resilience as the power or ability to return to the original form, position, etc., after being bent, compressed, or stretched. To improve our resiliency, we start by identifying factors that impact our ability to be successful. These challenges, when experienced over extended periods of time, can wreak havoc on our body, memory, brain health, mental health, and can destroy happiness. Nearly 50 percent of all U.S. workers feel overwhelmed by a growing number of job tasks and longer working hours. Lack of resilience in the workplace very often leads to job burnout, poor working conditions, and lower productivity. How can you effectively become more resilient and increase performance in today's demanding work environment?

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn to assess your current level of resiliency
- Learn to avoid job burnout Learn to deal with overload effectively
- Learn to enhance resiliency during stressful times
- Learn to take renewal breaks during your workday
- Practice simple relaxation techniques you can even do at your desk
- Gain resiliency and relaxation techniques that you can apply immediately to your job and your life
- Have fun!

Franklin Covey's 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!

WHO SHOULD ATTEND: Anyone who wants to be more productive

LEARNING OBJECTIVES

- Act On The Important - Don't React To The Urgent
- Go For The Extraordinary - Don't Settle For Ordinary
- Schedule The Big Rocks - Don't Sort Gravel
- Rule Your Technology - Don't Let It Rule You
- Fuel Your Fire - Don't Burn Out

Franklin Covey's 7 Habits of Highly Effective People

2-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.

This course is also modified and available for managers. The two-day manager's course is called 7 Habits for Managers.

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

From Burned Out to Built Up: Tips, Tools, and Strategies for Building Team Resilience



1-DAY COURSE

As the future rushes toward us at dizzying speeds, teams today need to be more resilient than ever before. Resilience helps teams adapt to constant change, pivot quickly, stay motivated and not just weather challenges or adversity, but grow stronger in the face of them. Organizations with practices promoting a resilient workforce have achieved bottom line impact through lower absenteeism, lower health care costs, decreased turnover, and improved customer satisfaction. While most organizations recognize that resilience is needed to not only survive but thrive in an age of disruption, resilience remains in short supply as individuals and teams continue to struggle with prolonged stress and lingering worries about health, safety, job security and global and civic unrest.

Join this interactive session to explore proven practices for reducing the damaging impact workplace stress and burnout upon your team and organization. Through case examples, guided discussion, and interactive exercises, you will walk away with practical tips, tools, and job aids for building team resilience.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify signs and symptoms of burnout
- Define the impact of burnout upon team commitment, confidence, and performance
- Explore proven prevention strategies for reducing burnout
- Discover 5 habits of highly resilient teams
- Assess best practices with workplace wellness programs

OPTIONAL: Create an action plan to apply 1-2 burnout prevention strategies with your team or organization.

Giving and Receiving Feedback

1-HOUR COURSE

Giving feedback to the people who report to us is an essential part of managing others' performance. Feedback should be meaningful. That sounds easy, but giving constructive feedback can be uncomfortable—and, it's even possible to go wrong with positive comments.

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

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Discuss strategies for giving feedback
- Learn to be more receptive and less defensive when receiving feedback

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 You Managing This

1-DAY COURSE

In this moment we are living in an unprecedented new normal. How you manage you in the face of the changes, adaptations required, and internal as well as external flexibility will either strengthen you or weaken your ability to recover. This session will give you internal tools for managing the mindset, emotions, and behaviors that are arising. It will be an opportunity for reflection as well as decision making in terms of what you want to use going forward and what new actions you may want to take.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- What kind of mindset are you exhibiting right now?
- What kind of adaptations are you making and what does that say about your ability to manage change?
- What are you learning about yourself that you couldn't have learned any other way?
- Learn a release technique that will bring you more awareness and emotional release for what you might be experiencing
- Learn to let go of things that may be bothersome
- Develop the mindset of asking really good questions to move you forward in any scenario
- Leave with more relaxation and an ability to move forward with greater strengths

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

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 “nonrenewable” 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

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

Prioritizing Your Priorities – Without Losing Your Cool

3-HOUR COURSE

Did you ever wonder if those who claimed working virtually would be less stressful and more productive wasn't exactly telling the truth? Always a struggle, prioritizing has become more challenging when home and work life, onsite and offsite working efforts merge. And if you're suffering from the feeling you never have enough time or that you haven't done enough, your stress alone can derail productivity. This session looks at proven prioritization models to learn and practice. It focuses on the importance of identifying and addressing your needs, strengths, attitudes, and work rhythms to prioritize what you need to do without sinking into overwhelm in the process.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Explore prioritization methods that work for you and where your roadblocks lie
- Discover proven prioritization models to use daily, weekly, monthly, or yearly
- Reflect on the attitudes and stressors that challenge your productivity
- Gain tips for maintaining confidence and calm while dealing with multiple and conflicting priorities
- Benefit from an opportunity to develop priorities for a task or process you are currently working on

Squash Burnout and Thrive Instead

HALF-DAY COURSE

According to the Mayo Clinic, burnout is a special type of work-related stress—a state of physical or emotional exhaustion that also involves a sense of reduced. In this course, you will learn to recognize, reverse, and build resiliency to make work “work” for you again.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn to set boundaries
- Read obstacles
- Develop time management skills
- Embrace assertive communication

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

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

Time Management



1-DAY COURSE

This interactive, one-day workshop offers practical techniques for utilizing TIME as a limited resource and establishing productive work plans.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Create Goals, Priorities, Objectives, Tasks, and Actions
- Identify and overcome time wasters and robbers
- Use organizational tools to streamline activities and processes
- Deal with unexpected visitors and identify interruptions
- Apply time-saving techniques to conquer paper (hardcopy or electronic) pile-up
- Identify individual creative or productive time and use that time to your best advantage

Train Your Brain for Positivity

2-HOUR COURSE

William Shakespeare wrote, "For nothing is either good or bad but thinking makes it so." And Buddha before him claimed, "What we think, we become." Philosophers and scholars throughout the ages speak to the power of our thoughts to control the outcomes of our lives. So why do we tend to have thoughts of doubt, worry, and fear? Why do we dwell on the negative? And how can we shift our thinking to be more beneficial to us?

This course reveals how our brains can lock into positive thought patterns. You will learn techniques to build your confidence in rechanneling your thoughts to more constructive outcomes. See how shifting your perspective can keep you out of the rabbit hole of negativity and into the open field of thinking more positively about yourself and your life.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand what is positive thought patterns
- Learn techniques to change your perspective
- Gain confidence





PRESENTATION, INSTRUCTION & FACILITATION SKILLS

Design and Deliver Dynamite Virtual Training

2-DAY COURSE

Training in a virtual environment presents us with challenges and opportunities. This two day workshop will equip you to both create compelling curriculum and facilitate an interactive, online class.

On Day 1, you'll build an outline for a virtual class and learn PowerPoint techniques for maximum visual interest.

On Day 2, you'll explore and practice tools for engaging learners via an online platform.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

Virtual Curriculum Design

- Develop a virtual class from scratch
- Reimagine a traditional class in a virtual format
- Build a dynamic slide deck that captures and keeps your learners' attention
- Present a unified look throughout your supporting materials

Virtual Instruction Techniques

- Develop your baseline virtual-teaching skillset, adaptable to all curriculum
- Build community in your virtual classroom
- Use eight online tools for maximum engagement
- Manage your time online
- Keep learners' attention despite environmental distractions

Effective Presentations

1- OR 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

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

From Assessment to Action: A Roadmap to Making Training Stick



3-HOUR COURSE

Upskilling and re-skilling remain a priority for organizations seeking to better navigate the future of work. Training needs assessment is at the heart of aligning skill gaps with upskilling and re-skilling opportunities. Yet many professionals are challenged to conduct proper needs assessment due to a business climate of moving targets, talent shortages, budget cuts, and/or poor management support. Join this 3-hour experiential session to gain practical tools and approaches for linking learning and performance and ensuring that training achieves its intended impact. Increase buy-in for your development plans, allocate resources where they can be most effective

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

LEARNING OBJECTIVES

- How to assess knowledge and skill gaps
- Ensuring alignment to business and stakeholder needs
- Using and critiquing sample assessment tools
- Defining potential training solutions for addressing gaps
- Determining whether training is the best solution for closing gaps
- Using and critiquing sample assessment tools
- Translating assessment findings into a credible training plan
- "Just-in-time" assessment tools for managing time & resource constraints
- Building buy-in for training plans and recommendations
- Best practices for making training "stick"

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

Master Trainer Series

Expertly Manage Your Time and Classroom

1-DAY COURSE

Managing your time and your participants are two of the hardest parts of facilitation. Most presenters struggle with ending on time and getting through all of their materials, especially when interruptions abound—which is part of behavior management. How you field questions and deal with difficult participants affects your timing, but more importantly, how you're perceived as a speaker and colleague. In this one-day class, you'll learn strategies for beginning and ending on time, and making the part in between the best environment for everyone present.

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

LEARNING OBJECTIVES

- Strategies for both shortening and stretching your presentation so you end on time
- Learn how to anticipate and respond to questions from the audience in a professional and constructive manner
- Ways to deal with difficult personalities that interrupt your presentation

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.

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

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

Master Trainer Series

Instruction Techniques for Trainers

3-DAY COURSE

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

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

LEARNING OBJECTIVES

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

Master Trainer Series

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 another Training for Trainers is a recommended prerequisite.

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

LEARNING OBJECTIVES

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





RELATIONSHIP & BEHAVIOR DEVELOPMENT

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

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

Dealing with Negativity in the Workplace

3-HOUR COURSE

Dealing with negativity at work can sometimes appear to be an insurmountable task. Our typical workplace has its ups and downs in terms of employee negativity. However, constant negative thinking can spread like wildfire across the normally positive workplace. It's difficult to understand and control.

Whether it's an employee expressing disagreement about a new policy or a group of co-workers frustrated by the latest operating system, negative attitudes can affect how people interact, and more importantly, how it will affect each person's productivity.

One of the most difficult situations occurs when a work environment has personalities that continuously express negativity in every situation. These employees may be passive-aggressive, complainers, remain quiet and unresponsive, or are just downright negativists who say, "It won't work," or "It's impossible to do a new idea."

This training is designed to recognize these different types of negative behaviors and give co-workers, supervisors, subordinates and leaders the tools to address each situation.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Raise awareness about negative behavior in the workplace and recognize the difference between a "bad day" and a consistent negative attitude. The ability to handle your own reactions whether witnessing or being the target of a person's negative attitude
- Learn methods on how to directly address negative behavior and seek solutions when negativity surfaces before it can spread throughout the department or company
- Offer official processes to use if a person refuses to recognize and work to change their own negative behavior. Yes, you can discipline for negative attitudes
- Discover practical solutions and proactive actions to "nip negativity and negative employees' behaviors in the bud"

Developing Relationships in a Hybrid Workplace

HALF-DAY COURSE

Ideally, "a workplace is a community—a place where people bond around shared values, feel valued as human beings, and have a voice in decisions that affect them." (Adam Grant) The hybrid workplace presents challenges around creating that kind of community.

In this course, we'll discuss ways to intentionally build bridges among our team and reestablish expectations and priorities. We'll also explore how to ensure remote workers are equally included in work decisions and opportunities.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Braid the physical and digital work experiences together
- Rebuild community within your team
- Identify and overcome proximity bias
- Balance "we" work with "me" work

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 you better insight and control over your actions and emotions.

With a greater understanding of emotions you will experience a positive impact on your professional and personal lives.

WHO SHOULD ATTEND: Appropriate for all levels

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

Emotional Intelligence 101

1-HOUR 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 participants will gain a better understanding of self-management and self-awareness. This in turn will give them better insight and control over their actions and emotions.

With a greater understanding of emotions participant's will experience a positive impact on their professional and personal lives.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define the ability-based model of emotional intelligence
- Gain new skills in identifying emotions
- Learn a process for using and understanding emotions

MBTI – Understanding Personalities

HALF- 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. 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

Navigating the Multigenerational Workplace

3-HOUR COURSE

A multigenerational workforce has become the norm for many organizations and supervisors are tasked with overseeing and motivating team members from a diverse range of age groups. Today's workplaces often accommodate as many as five different generational subsets, each with its own communication style, level of technology knowledge and other contrasting — sometimes even conflicting — age-related characteristics.

Each generation brings unique strengths and potential pitfalls to the workplace. The unique perspectives of each generation and how each approaches work can spark insights into the current workforce's how, why, and what. These perspectives have shaped, and will continue to shape, work — and learning — as we know it.

There are challenges in managing a wide range of age groups and making sure everyone's needs are met. Organizations large and small are challenged with shifting their attitudes, work cultures and leaders are working on how to accommodate the significant differences that each generational group brings to the workplace every morning.

This training is designed to create “a-ha” moments so participants may build greater relationships with those in every other generation within the workforce to serve those around them.

This training program offers information and strategies on how to decrease the focus on generational differences and establish ways where participants can learn from each other — no matter which generation they fall into. Applying the strategies presented within this highly interactive training program creates opportunities to build a future where your organization successfully brings the multigenerational workforce together to serve your customers.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Recognize the challenge of having different generations in the workplace Identify the management preferences for the members of each generation
- Explore strategies used to capitalize the diversity that is offered in a multi-generational workplace
- Become aware of the influential events that shape a generation's perspectives
- Identify points of friction and how to address them within the multi-generational workforce
- Learn methods to engage all of the different generations within the workforce so they may work together to meet the organization's goals

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

The Challenging Customer

1-DAY COURSE

Participants will be instructed on four behavior types, the angry customer, the frustrated customer, the worried or anxious customer, and the fearful customer. Participants will be taught that challenging behaviors follow a traceable pattern and each behavior functions from a set of values. Attendees will be instructed on how to positively respond and not become emotionally manipulated. Challenging Behaviors will be classified so that employees have a clear understanding of how to identify, address, and assist challenging behavior types. These challenging behaviors include: The Raging Bull, The Time Bomb, The Pessimist, The Sherman Tank, and The Ambiguous. Participants will be taught a step-by-step process of controlling the conversation, redirecting the customer, staying focused, maintaining emotional independence, and deescalating abrasive behavior.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Gain insight into four customer behavior types and five challenging behavior types
- Identify common difficult behaviors and how to effectively respond
- Practice steps for dealing with difficult customers
- Improve interactions with difficult customers





TECHNOLOGY

ChatGPT Level 1: Mastering the Basics



3-HOUR COURSE

Unleash the power of ChatGPT to save time and get more done. This instructor-led ChatGPT training will get you started if you've never used ChatGPT before. Explore its powerful use cases and learn how it can help you become more productive.

WHO SHOULD ATTEND: People who have never used it before

TOPICS

- Paid vs. Unpaid subscriptions
- Getting around the interface
- Asking ChatGPT to answer questions and when to use Google vs. when to use ChatGPT
- Analyzing text (e.g., summarizing a contract)
- Generating new content (e.g., composing an email response)
- Rewriting (e.g., translation, simplification, editing grammar and style)
- Alternatives to ChatGPT

ChatGPT Level 2: Beyond the Basics



3-HOUR COURSE

Learn advanced techniques and powerful integrations to dramatically improve productivity and get the most out of ChatGPT.

WHO SHOULD ATTEND: People who have so far only used it to do basic research, summarize and rewrite content

TOPICS

- Getting around the "at capacity" error
- How to properly phrase questions and requests to ChatGPT
- Asking ChatGPT to answer questions and when to use Google vs. when to use ChatGPT
- Getting your hands on an OpenAI API key to take advantage of other AI services
- Integrating ChatGPT with Google Sheets
- Integrating ChatGPT with Excel
- Using ChatGPT to come up with text-to-image prompts for services like Midjourney
- Connecting email, calendars, and other systems to ChatGPT using Zapier
- Using Code Interpreter for creating files (e.g., PNGs and QR codes) and analyzing spreadsheets
- Using Plugins to download web pages, query PDFs, and generate charts and diagrams

Excel Level 1

1-DAY COURSE

Our Excel Level 1 is a one-day instructor-led course that provides the basic concepts and skills students need to start being productive with Microsoft Excel: how to create, save, share, and print worksheets that contain various kinds of calculations and formatting. This course, and the two that come after, map to the objectives of the Microsoft Office Specialist and Expert exams for Excel.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Fundamentals, Getting around Workbook basics
- Chapter 2: Creating worksheets, Entering data, Formulas, Functions, Moving and copying data, Reference types
- Chapter 3: Formatting text, Formatting number, Formatting alignment borders, highlightings, and themes
- Chapter 4: Manipulating data, Data entry shortcuts, Paste options, Inserting, deleting, and hiding
- Chapter 5: Charts, Creating charts, Chart types and elements
- Chapter 6: Output, Managing worksheet windows, Sharing workbooks
- Chapter 7: Settings and templates, Workbook options and properties, Printing worksheets Templates

Excel Level 2

1-DAY COURSE

Excel Level 2 is a one-day instructor-led course that provides more advanced tools for analysis and presentation of complex, realistic data in Microsoft Excel: how to manage complex workbooks, build more complex functions, use data analysis tools, make an impact with powerful chart and presentation features, and collaborate with other users.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Managing workbooks, Managing worksheets, Customizing Excel
- Chapter 2: Named ranges, Using names in formulas
- Chapter 3: Tables, Sorting, Filtering tables, Structured references, Validation Transposing data
- Chapter 4: Summarizing data, Consolidation Subtotals
- Chapter 5: PivotTables Creating and formatting PivotTables, Manipulating PivotTables PivotCharts
- Chapter 6: Presentation features, Conditional formats, Custom Formats Graphics
- Chapter 7: Advanced charts, Special chart types, Sparklines Quick Analysis
- Chapter 8: Collaboration Permissions Shared workbooks

Excel Level 3

1-DAY COURSE

Excel Level 3 is a one-day instructor-led course that builds on the concepts and skills of our Level 1 and Level 2 courses to provide advanced tools for solving real-world problems in Microsoft Excel: lookup and decision making functions, auditing and error-handling, array functions, date and text functions, importing and exporting, what-if-analysis, and macros.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Logical and Lookup Functions, Decision-making functions, Lookup and reference functions
- Chapter 2: Advanced Formulas, Auditing and error-trapping, Formula options Arrays
- Chapter 3: Special functions, Date and time functions, Text functions, Other functions
- Chapter 4: Importing and Exporting Power Pivot Data, Model Exporting data
- Chapter 5: Analysis What-if analysis, The Analysis Toolpak
- Chapter 6: Macros and Forms, Recording macros, Running macros Forms

Excel Pivot Tables

1-DAY COURSE

Excel Pivot Tables is a one-day instructor-led course that covers the powerful feature in Excel that enables you to manipulate data with simple dragging and dropping. Pivot tables allow you to sort, filter, group, count, summate, and format data easily and efficiently. Unlike our other Excel courses, this class focuses specifically on Pivot Tables. Students will work heavily on hands-on activities with an instructor to explore the variety of features within Pivot Tables and tackle different scenarios for when to use them.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Excel: Text Functions - How to Clean up Imported Data
- Excel: Pivot Tables
- Excel: Pivot Charts
- Excel: Dashboards
- Excel: VLOOKUP
- Excel: IF Functions

Excel VBA

2-DAY COURSE

VBA Introduction is a two-day instructor-led course that covers using VBA in Excel. The functionality and power of adding VBA to your spreadsheets will be explored allowing complete automation of your Workbooks. This course will introduce the student to programming fundamentals and give the student a solid background in programming in Excel.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Introduction to VBA, What is VBA, What are Macros Five steps to planning a macro, or VBA project VBA Terminology
- Chapter 2: Review of Macros, Creating a Macro, Macro Enabled Formats, Enabling the Developer Tab Macro Names, Running a Macro Visual Basic Editor Project, Explorer Properties Windows Code Window Commenting Code
- Chapter 3: VBA Programming Fundamentals Object, Oriented Programming Methods and Events Variables Data Types Scopes
- Chapter 4: Procedures, Functions, and Modules Review of Modules Procedures and their Scope Function Procedures Built IN Functions Box Message Box
- Chapter 5: Decision and Control Structures, Control Flow Boolean Expressions If The Else Select Case Loop structures
- Chapter 6: Special Considerations VBA, Arrays VBA, and PivotTables Screen Refresh Issues
- Chapter 7: Debugging Types of Errors, Debugging tools, Immediate Window Local, Window Watch Window Stepping Through
- Chapter 8: Error Handling On Error Goto On Error Resume
- Chapter 9: User Forms Review of User Forms, Creating a User Form Automating a User form

Introduction to PowerBI (Part 1)



3-HOUR COURSE

This course covers the various methods and best practices that are in line with business and technical requirements for modeling, visualizing, and analyzing data with Power BI. The course will show how to access and process data from a range of data sources including both relational and non-relational sources.

WHO SHOULD ATTEND: Appropriate for all levels

Introduction to PowerBI (Part 2)



3-HOUR COURSE

This course covers the various methods and best practices that are in line with business and technical requirements for modeling, visualizing, and analyzing data with Power BI. This course covers how to manage and deploy reports and dashboards for sharing and content distribution.

WHO SHOULD ATTEND: Appropriate for all levels

Microsoft Project Complete

2-DAY COURSE

In this two-day class, you will learn concepts and skills for maximum productivity in Microsoft Project. Students will benefit most from this course if they have at least some prior knowledge of project management procedures and practices. It is intended to support you in applying this knowledge through the use of Microsoft Project as a project management tool.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Fundamentals, Setting default options, Exploring the Project environment
- Chapter 2: Starting a new project schedule, Project schedule templates, calendars, and workflow, Tasks, durations, and milestones
- Chapter 3: Task types, effort-driven scheduling, and task constraints, Task types, Lag time and lead time, Task constraints
- Chapter 4: Working with resources, Resource types, Resource calendars, Assigning resources
- Chapter 5: Managing the project schedule, The critical path and the project baseline, The tracking Gantt chart and updating tasks
- Chapter 6: Printing, Reports Views and dashboards, Other reports Printing Reports
- Chapter 7: The Quick Access Toolbar and advanced calendar topics, The Quick Access Toolbar Advanced calendar topics
- Chapter 8: Working with tasks, Task notes, task deadlines, and task priorities, Miscellaneous task features and functions
- Chapter 9: Working with resources, Grouping, sorting, filtering, and highlighting resources, Resource working time and resource pools, Resource budget cost items
- Chapter 10: Managing the project schedule, Multiple baselines and interim plans, Setting and using a status date, Resolving resource conflicts and scheduling issues, Delaying a task
- Chapter 11: Other views and shortcuts, The Task Form, Task Details Form, and Task Name Form, The Resource Form Compound views and the Relationship Diagram
- Chapter 12: Working with multiple projects and project integrations, Consolidating multiple projects Project Server, Project Online, and SharePoint
- Chapter 13: Working with Project data and closing out a project, Working with Project data, Closing out a project

Microsoft Teams Level 1

HALF-DAY COURSE

This half-day instructor-led class provides an overview of how to use features within Teams such as chat, online meetings, calls and more. Learn the core features of Teams and how it relates to other Office 365 apps to make your team more productive.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1 - Getting Started What is Office 365 Office 365 Navigation / Accessing Teams Best Practices of Using Teams Creating and Managing your Teams Creating a Team from an Existing Team, or Group Managing Teams, and Members Assigning Roles to Members Once Added [Owner vs. Member] Managing Channels Adjusting Navigation Pane for Teams Favorite vs Following
- Chapter 2 - Working with your Team Managing Collaborative Conversations with Entire Team Ways to Save, Like, or Edit Your Own Messages Using Mentions in Conversations to Grab Someone's Attention Working with Documents and Files in Teams Uploading Files into a Conversation to Collaborate Editing and Collaborating on Files Sharing Files with Someone Not on the Team Customize your Team Environment Adding and Customizing Tabs Inside the Channels Make Main Documents a Tab Team Notebook Planner
- Chapter 3 - Managing Meetings in Teams Starting an On-Demand Meeting via Conversations Sharing Your Desktop Recording a Meeting Adding to Stream, and as a Custom Tab Scheduling Meetings and Inviting Colleagues Inside Teams Scheduling Meetings and Inviting Colleagues Using Outlook
- Chapter 4 - Private Conversations One on One Private Chats Working with Messages Sending, Receiving, Editing, Saving and Deleting Messages Adding Someone to the Conversation Escalate Chat to an Audio Call

PowerPoint Level 1

1-DAY COURSE

PowerPoint Level 1 is a one-day instructor-led course that provides the basic concepts and skills that you need to start being productive with Microsoft PowerPoint: How to create, navigate, format, and customize PowerPoint presentations.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Fundamentals, Exploring the PowerPoint environment
- Chapter 2: Creating a presentation, Creating a presentation, Creating and modifying slide content
- Chapter 3: Formatting, Working with slide masters and layouts, Formatting slides and text
- Chapter 4: Working with shapes and images, Creating and formatting shapes, Working with images
- Chapter 5: Working with charts and tables, Working with charts, Working with tables
- Chapter 6: Customization Slide transitions, Additional text options, Printing

PowerPoint Level 2

1-DAY COURSE

PowerPoint Level 2 is a one-day instructor-led course that provides advanced concepts and skills for PowerPoint power users: how to use advanced formatting features, and animation and transition techniques, add and format media, track corrections and work with multiple presentations, create custom slide shows, and work with security and sharing options.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Advanced formatting, Inserting and formatting, SmartArt, Additional formatting options
- Chapter 2: Animation, time effects, and media, Animating slide content, Inserting and formatting media
- Chapter 3: Reviewing content, tracking changes, and saving in other formats, Reviewing content and tracking changes, Saving a presentation in other formats
- Chapter 4: Custom slide shows, Working with notes pages, Configuring, rehearsing, and presenting slide shows
- Chapter 5: Sharing, collaborating, and security, Protecting your presentations, Sharing your presentations

Section 508 Accessibility for Office Documents

1-DAY COURSE

This one-day class will help you understand the principles and importance of Section 508 and AB 434 as well as show to create Microsoft Office documents that are accessible to all individuals. This class is ideal for those that need to create documents that may be publicly available. The class assumes you know how to use a computer have a basic knowledge of Microsoft Excel, PowerPoint, Email, and Word.

Prerequisite: Windows and Microsoft Office Skills.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in Microsoft Office

TOPIC

- Creating accessible documents with Microsoft Office

Section 508 Accessibility for PDFs

1-DAY COURSE

This one-day class will teach you how to make PDF documents accessible with Adobe Acrobat. It is a comprehensive hands-on training that focuses on creating well-formed, properly structured documents in Microsoft Word and InDesign by following basic principles. Making PDF documents accessible is easiest when the original Word/InDesign document is properly structured. An accessible document is a document created to be as easily readable by a sighted reader as a low vision or non-sighted reader.

This class requires participants to have basic working knowledge of Adobe Acrobat, PDFs, and Adobe InDesign. In addition, participants should be familiar with requirements of Section 508.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in PDFs

TOPICS

- Creating accessible documents with Microsoft Word and InDesign
- Creating accessible PDF documents with Adobe Acrobat

Section 508 Accessibility for Websites

1-DAY COURSE

The class is a comprehensive hands-on training that focuses on the proper techniques and principles in creating an ACCESSIBLE WEB PAGE/SITE using HTML and CSS. This training will cover basic web page creation (HTML/CSS), web accessibility principles, accessibility guidelines, Section 508 and WCAG 2.0/2.1 requirements. Web Accessibility refers to implementation of best practices, universal design principles and criteria to comply with Section 508 and Web Content Accessibility Guidelines (WCAG) in order to eliminate barriers that prevent disabled users from interacting and utilizing all that is offered in a webpage.

This class requires participants to have basic working knowledge of HTML and CSS.

In addition, participants should be familiar with requirements of Section 508.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in websites.

TOPICS

- Basic HTML/CSS, web accessibility principles, accessibility guidelines, Section 508 and WCAG 2.0/2.1 requirements

Word Level 1

1-DAY COURSE

Word Level 1 is a one-day instructor-led course that provides the basic concepts and skills to start being productive with Microsoft Word: how to create, format, and set up a document, and how to add graphics and tables.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Fundamentals, Getting around, Creating documents, Document views
- Chapter 2: Formatting, Formatting characters, Formatting paragraphs, Quick Styles, Making lists
- Chapter 3: Document setup, Page layout, Proofing documents, Printing, Headers, and footers, Templates
- Chapter 4: Graphics, Inserting pictures, Formatting pictures, Picture layout
- Chapter 5: Tables, Creating tables, Formatting tables
- Chapter 6: Shapes, WordArt, and SmartArt, Shapes and text, SmartArt
- Chapter 7: Managing documents, Custom themes, Building blocks, Section breaks, Page backgrounds
- Chapter 8: Styles, Character styles, Paragraph styles

Word Level 2

1-DAY COURSE

Word Level 2 is a one-day instructor led class. Participants will work with complex documents, customize tables and charts, learn advanced formatting techniques, learn how to work with a variety of graphic objects, learn how to automate their work through Quick Parts and Macros, access and create templates and perform mail merge operations.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: References and hyperlinks, Reference notes, Table of contents, Hyperlinks
- Chapter 2: Navigation and organization, Navigating documents, Master documents
- Chapter 3: Saving and sharing documents, Saving and sending, Comments, Protecting documents
- Chapter 4: Advanced formatting, Tables and charts, Creating building blocks, Linking text
- Chapter 5: Tables, Configuring, Word options, Working with templates, Tracking and reviewing changes
- Chapter 6: Using references, Internal references, Indexing, Citing external sources
- Chapter 7: Creating mailings, Recipient lists, Performing mail merges, Envelopes and labels
- Chapter 8: Macros and forms, Macros Forms

Word Level 3

1-DAY COURSE

Word Level 3 is a one-day instructor-led course that provides advanced skills for Microsoft Word power users: references, hyperlinks, advanced formatting features, document management, references, data fields and sources, macros, and forms.

WHO SHOULD ATTEND: Appropriate for all levels

TOPICS

- Chapter 1: Advanced formatting, Tables and charts, Creating building blocks, Linking text
- Chapter 2: Advanced document management, Configuring Word options, Working with templates, Tracking and reviewing changes
- Chapter 3: Using references, Internal references, Indexing, Citing external sources
- Chapter 4: Creating mailings, Recipient lists, Performing mail merges, Envelopes and labels
- Chapter 5: Macros and forms, Macros Forms





WRITING SKILLS

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 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

Editing and Proofreading

1-DAY COURSE

This one-day course is designed to develop editing for correctness, conciseness, and clarity and proofreading for accuracy skills using both hard copy and electronic documents.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Recognize bad writing/lack of editing
- Understand and employ the tenet of plain language
- Organize documents using a logical flow
- Edit for clarity and meaning
- Eliminate negative language and add positive phrasing
- Learn how to give feedback in a constructive way
- Use basic editorial marks

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

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. 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
- Practice applying grammar and usage standards to sample documents
- Apply rules for using numbers in writing

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, 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

Technical Writing

2-DAY COURSE

In this 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

Writing Essentials for the Workplace

1-DAY COURSE

This full-day course will provide four areas of strategies to help busy workplace writers write for success: using business tone and clarity; writing clear reports, emails, and letters; incorporating correct grammar and punctuation; and understanding the types of writing done by government writers at the analyst level. The course will help you refine your writing's tone and clarity, write concisely, and understand your readers. You will learn the essential qualities of workplace writing and clear communication, as well as increase your confidence as a writer.

WHO SHOULD ATTEND: Appropriate for all levels

Business Writing

- This module will help you create clear and easy-to-read documents and written communication, thus increasing your confidence in your writing at work. The class will provide strategies for writing with a clear style, understanding usage, and analyzing with your audience and purpose to create more effective documents.

Writing Skills for Analysts

- This module will prepare you to write analytic documents for management, incorporate reasons and evidence, and present your case clearly for more influence among your readers.

Grammar and Punctuation Overview

- This module will help you understand the core rules and guidelines behind sentence structure and correct usage. We will review the basics of grammar with a focus on sentence structure and syntax, and study strategies to avoid common grammar and punctuation errors.

Foundations of Effective Writing

- This module will help you write reports, letters, memos and emails that clearly state your message and get the results you want. You will learn strategies to increase your written clarity and organization, while learning to stay on-point and make clear requests and recommendations in your communicative writing.

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
- Identify the appropriate tone for business writing
- 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

This class is designed to make any note-taker more efficient and more confident! You will identify key ways to become more effective and 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 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

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CPS HR CONSULTING

Training Center Address
2450 Del Paso Road, Suite 120
Sacramento, CA 95834

Mailing Address
2450 Del Paso Road, Suite 160
Sacramento, CA 95834

916-263-3614 | www.cpshr.us

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