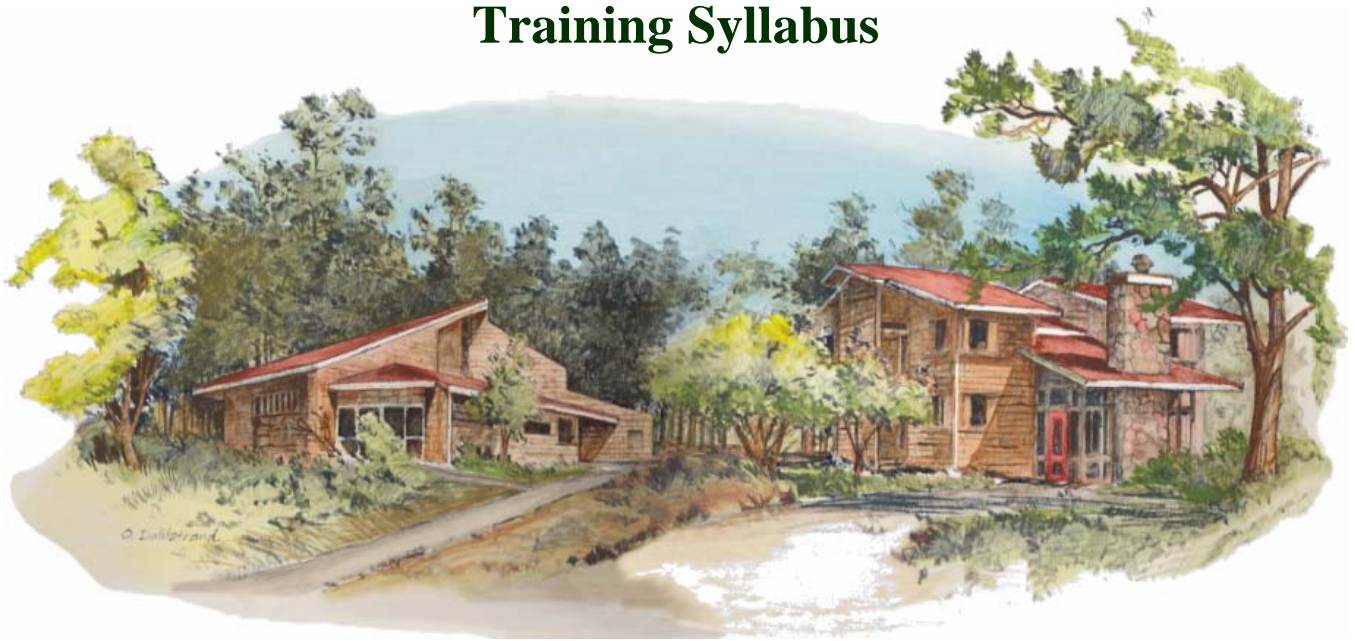


# Advanced Course Leader

January 6-11, 2008

## Training Syllabus



William Penn Mott Jr. Training Center



# Memorandum

**Date:** December 31, 2007

**To:** Supervisor

**From:** Department of Parks and Recreation  
William Penn Mott Jr. Training Center

**Subject:** Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

### Prior to Training

1. Make sure that specific employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

### Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

### Prior to Three Months Following Training

1. Employee after discussion with the supervisor login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Michael D. Green  
Department Training Officer (Acting)

Attachment

cc: Participant

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***Mission Statement  
Training Office***

***The mission of the Training Office is to improve organizational  
and individual performance through consulting, collaboration,  
training and development.***

## TRAINING CENTER STAFF

Michael Green..... Department Training Officer (Acting)  
Pat Bost ..... Office Manager  
Joanne Danielson ..... Academy Coordinator  
Chuck Combs..... Training Specialist  
Dave Galanti ..... Training Specialist  
Summer Kincaid..... Training Specialist  
Michelle Gardner..... Cadet Training Officer  
Connie Breakfield..... Cadet Training Officer  
Pamela Yaeger ..... Assistant Program Coordinator  
Edith Alhambra..... Assistant Program Coordinator  
Bill Spencer ..... Assistant Program Coordinator  
Eric Marks ..... Assistant Program Coordinator

## THE MISSION

*of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.*



## FORMAL TRAINING GUIDELINES

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Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center and, most recently, the Two Rivers Training Facility in Sacramento. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus. The syllabus outlines what you can expect from this training and what is expected of you. It also details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **TRAINING LOCATION:** The training for this program will occur at the Two Rivers Training Facility located at One Capitol Mall, Suite 350, Sacramento, CA 95814. One Capitol Mall is located on Capitol Mall (a street in downtown Sacramento), immediately east of the historic Tower Bridge. The building is immediately to the south of the Old Sacramento tourist area. Directions to the training facility are included in this syllabus.
2. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.

3. PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading and other assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)
4. TRAVEL: Arrange your travel to and from Sacramento through your District or Office. (No reimbursement for travel expense -- including per diem costs -- will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.1. The Training Office does not have the capability to provide transportation to or from the Sacramento International Airport.
5. HOUSING: **The Training Office has reserved rooms at the Hawthorn Suites for individuals who reside outside of the Sacramento region only. Please call or email Eric Marks at 916-319-9653 or [emarks@parks.ca.gov](mailto:emarks@parks.ca.gov) to confirm your lodging arrangements.**

Your accommodations will be paid for by the Training Office. You may choose to stay in another facility; however, securing lodging at another location will be at the participant's own expense. Housing will be available from 3:00 p.m. on the date of arrival until 12:00 noon on the date of departure. If you need to cancel or change your reservation, you must contact Eric Marks directly. When you arrive at the Hawthorn Suites, go directly to the front desk for your room key.

The hotel is located at 321 Bercut Drive, Sacramento. Directions to the hotel are included in this syllabus.

6. MEALS: Meals are arranged at the discretion of the participant. There are numerous restaurants within walking distance of the Two Rivers Training Facility and elsewhere in the downtown Sacramento area. The Training Office will reimburse the cost of your meals at the current per diem rate. Send a Travel Expense Claim (Std. 262a) to Mott Training Center for approval and processing. (The Training Center will reimburse meals starting with dinner on the first day and ending with lunch on the last day.)
7. PARKING: There is a public lot (the Tower Bridge lot, operated by the City of Sacramento) located directly west of the One Capitol Mall building where your training will occur. Please see page 6 for exact locations and cost. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).
8. CLOTHING: **Uniforms are not required.** Professional business attire should be worn.

One Capitol Mall houses both Department offices and offices of numerous private sector organizations. As such, the image we project as State Park employees is important. The clothing you wear should be appropriate.

9. **BREAK TIMES:** Participants will be given break times throughout the training day to visit the first-floor coffee kiosk, make telephone calls, etc. Please be considerate of your fellow Department employees and other groups working in adjoining office spaces by not requesting from them special use of telephones, copiers, fax equipment, etc. In addition, please be considerate of your fellow employees' work schedules by limiting your visitation to other Department offices during breaks or before or after formal training. Loud conversations, laughter, etc. should not be conducted in the hallway areas at any time.
10. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
11. **TRAINING OFFICE STAFF:** Eric Marks (916-319-9653) is your contact while attending the course and has been assigned responsibility for your training group as well as for your training program. During the program, you may be asked to assist Training Office staff in the logistics of your training program; please work with Training Staff to help make your training experience pleasant and meaningful.
12. **TRAINING MATERIALS:** Training materials may be made available to you at both your unit and the Two Rivers Training Facility. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Bring your own pens and pencils.
13. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
14. **CELL PHONES:** As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.
15. **FAX:** The Two Rivers Training Facility's FAX number is (916) 319-9656.
16. **TELEPHONE:** Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call (916) 319-9657.

17. COLLEGE CREDIT: Most Training Office programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
18. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.

**California State Parks  
Two Rivers Training Facility  
One Capitol Mall, Suite 350  
Sacramento, CA 95814**

**Directions**

Downtown Sacramento streets are labeled numerically and alphabetically. The Two Rivers Training Facility is located at One Capitol Mall, Suite 350, which is a private sector office building located on Capitol Mall (a street name) immediately east of the Tower Bridge (notable for its gold paint color).

Capitol Mall (the street) extends west from the steps of the State Capitol to the Tower Bridge. Although access to the building is possible from either the west (across the bridge from West Sacramento) or east (from the Capitol and downtown Sacramento), access to the parking facility can only be gained going westbound (from downtown Sacramento and the Capitol).

Entrance to One Capitol Mall is on the south side of the building, across from the Embassy Suites hotel. Take the lobby elevators to the third floor and proceed all the way down the hallway (making a left turn as you go) to Suite 350.

One Capitol Mall is not directly served by Sacramento's light rail system.

**Driving Directions:**

From **Sacramento Airport:** Drive south on Interstate 5 (towards downtown Sacramento) about nine miles to the J Street exit. Keep to the far right as you exit the freeway. Turn right on 3<sup>rd</sup> Street (which is the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **north:** Use the Sacramento Airport directions from either southbound Interstate 5 or southbound Highway 99 (which runs into Interstate 5 north of downtown Sacramento).

From points **west:** Take Interstate 80 eastbound to Highway 50 / Business Interstate 80. Continue east to Interstate 5, head north to the J Street exit. Turn right on 3<sup>rd</sup> Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **east:** Take Interstate 80 or Highway 50 to Interstate 5 (downtown Sacramento). Head north on Interstate 5 to the J Street exit. Turn right on 3<sup>rd</sup> Street (the stoplight at



the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **south**:

From northbound Highway 99, proceed to downtown Sacramento. Go west on Highway 50 to northbound Interstate 5. Head north on Interstate 5 to the J Street exit. Turn right on 3<sup>rd</sup> Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From northbound Interstate 5, head north to downtown Sacramento. Continue north to the J Street exit. Turn right on 3<sup>rd</sup> Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

### **Parking**

Parking is at the Tower Bridge lot, operated by the City of Sacramento, located directly west of One Capitol Mall. Entrance to the parking lot is off of Front Street, which is the right turn between One Capitol Mall and the Tower Bridge. Access to Front Street can only be accomplished from westbound Capitol Mall (from downtown Sacramento). Participants traveling eastbound from West Sacramento need to make a “U” turn to come back westbound to enter Front Street.

Parking cost is \$15 per day, subject to change without notice. Parking fees will be reimbursed by the Training Office using a Travel Expense Claim (Std. 262a).

### **DIRECTIONS TO THE HAWTHORN SUITES 321 BERECUT DRIVE, SACRAMENTO, CA 95814**

**From the NORTH:**

Take I-5 South toward Sacramento/Yuba City  
Exit Richards Boulevard  
Turn LEFT onto Richards Boulevard  
Turn LEFT onto Bercut Drive  
End at 321 Bercut Drive, Sacramento, CA 95814

**From the SOUTH**

Take I-5 North toward Redding  
Exit Richards Boulevard  
Turn RIGHT onto Richards Boulevard  
Turn LEFT onto Bercut Drive  
End at 321 Bercut Drive, Sacramento, CA 95814

## PROGRAM ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the Two Rivers Training Facility, the following checklist is provided.

- Call (916-319-9653) or email ([emarks@parks.ca.gov](mailto:emarks@parks.ca.gov)) Eric Marks to confirm your lodging arrangements (out-of-town participants only) at the Hawthorn Suites Hotel. Securing lodging at another location will be at participant's own expense.**
  
- Be sure you have read and understand the Advanced Course Leader Group 1 Program Syllabus prior to the first scheduled session.
  
- Arrange your travel through your District/Section Office.
  
- Bring the following with you to training:
  - Advanced Course Leader Group 1 Program Syllabus
  
  - Professional business attire (uniforms are not required for this program)
  
  - Pens and pencils

**If you have questions or need assistance, contact Eric Marks, Assistant Program Coordinator:**

**Phone:** 916-319-9653  
**Fax:** 916-319-9656  
**Email:** [emarks@parks.ca.gov](mailto:emarks@parks.ca.gov)

## **PRE-TRAINING ASSIGNMENT**

### **To the participant:**

One of the objectives of Advanced Course Leader is to provide participants with an opportunity to improve the design and/or presentation of their own training course segments. As such, approximately 14 hours of the scheduled training time is devoted to reviewing and improving participants' existing or proposed course material.

**To get the most from this program, therefore, it is essential that you bring with you to the first day of class presentation materials from a training module or presentation that you have used in the past.** You can also bring materials from a project you plan to deliver in the future. As examples, you can bring copies of PowerPoint presentations, handout materials, lecture notes, etc. to the first day of class. Whenever possible, please bring with you a digital version of these materials (i.e. on disc or flash drive) so you can easily edit them as the training progresses.

On the first day of class, the facilitators will choose several projects to work on during class time. Participants will work in teams; individuals who don't have access to current training materials will be paired with individuals that do.

Notebook computers will be available for your use during the class; however feel free to bring your personal computer if you want. Wireless and wired connections to the internet are available if you need to use them.

The facilitators thank you for your interest in the program and look forward to seeing you in class. If you have any questions about this pre-training assignment, please email Dave Galanti, Training Specialist, at [dgalanti@parks.ca.gov](mailto:dgalanti@parks.ca.gov).

## **POST-TRAINING ASSIGNMENT**

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

**ADVANCED COURSE LEADER GROUP 1 AGENDA**  
**January 6-11, 2008**

**Sunday**

**January 6**

1500-

**CHECK-IN:** Check in at the Hawthorn Suites  
(out-of-town participants only)

All

**Monday**

**January 7**

0800–0900

**INTRODUCTION AND ORIENTATION:**  
Facilitator and participant introductions, introduction to course content and norms. What do we expect to achieve?

Galanti/  
Jackman

0900–1000

**GOOD OR BAD? YOU DECIDE!**  
To begin our session, we're going to view and evaluate some training course presentations. Are they good? Bad? Evil? We'll discuss.

Jackman/  
Galanti

1000-1200

**TELLING VS. TRAINING: THE (ADVANCED) COURSE LEADER'S ROLE AT DPR**  
Tellers provide information; trainers create change. DPR Course Leaders are trainers! In this Segment, we discuss the basics of training: the training cycle, the importance of taking a "facilitative" approach to training, key training styles, and training trends.

Galanti/  
Jackman

1200-1300

***LUNCH (on your own)***

1300-1500

**YOU'RE NOT IN HIGH SCHOOL ANY MORE: UNDERSTANDING HOW (AND WHY) ADULTS LEARN**  
Many presenters start with the assumption that they need to mimic their twelfth grade math instructor to succeed. Adults, however, learn differently than their younger counterparts and have different needs. An introduction to adult learning theory/technology and the differences between "school" and "training". Discover YOUR personal "intake style" in this interactive and fun session of training.

Jackman/  
Galanti

**ADVANCED COURSE LEADER GROUP 1 AGENDA**  
**January 6-11, 2008**

**Monday**

**January 7**

1500-1630

**FACILITATION FOR (TRAINING) FUN AND PROFIT**

“Stand and deliver” is out! Today’s course leaders facilitate training rather than simply provide information. In this session we learn how advanced course leaders use the tools of master facilitators to improve learning retention.

Jackman/  
Galanti

1630-1700

**PROJECT YOU!**

Doing is often the best way to create learning! As such, each course participant will partner with three or four of her/his peers to create a short training segment that will be delivered on the final two days of the course. In this segment, we’ll choose the projects and create the teams.

All

**Tuesday**

**January 8**

0800-1200

**ENSURING THAT THE NEED IS MET: FOCUS ON TRAINING COURSE ANALYSIS AND DESIGN**

All the presentation skills in the world can’t make up for training course design that lacks focus. In this segment, we discuss easy techniques DPR Course Leaders can use to ensure that their course is effective and meets participant needs. Topics include:

Galanti/  
Jackman

- Must I Do a Needs Assessment? I’m Simply Following Instructions!
- What Do You Mean, Training Can’t Solve My Problem?
- Learning Objectives? Huh? What?
- Chunking It Up: Divide and Conquer
- The Power of Practice and Review
- Teach Content, Don’t Train Your Replacement!
- The Importance of Context and Challenge

1200-1300

***LUNCH (on your own)***

**ADVANCED COURSE LEADER GROUP 1 AGENDA**  
**January 6-11, 2008**

**Tuesday**  
**January 8**  
1300-1400

**THE POWER OF STORIES**

From the earliest times, humans have used stories and storytelling techniques to transfer information and make complex concepts simple. In this hour, we discuss the elements of successful storytelling and how course presenters can use stories to increase learning transfer.

Galanti/  
Jackman

1400-1700

**PROJECT YOU: CONTENT AND DESIGN  
PREPARATION TIME**

It's time to apply what you've learned! Participants join their teams to choose content and design their presentations.

All

**Wednesday**  
**January 9**  
0800-0900

**PREPARING TO SUCCEED**

Preparation is the key to training success. We look at preparing the training environment, training participants, and yourself!

Galanti/  
Jackman

0900-1100

**DYNAMIC SPEAKING: TIPS AND TOOLS FOR  
COURSE PRESENTERS AND LECTURES**

Despite their well-earned reputation, presentations don't need to be ineffective and tiresome. How do we make our personal presentations stand out from the crowd? Introduction to the criteria used by expert speakers to create dynamic presentations. Topics include:

Jackman/  
Galanti

- The Speaker's Purpose
- The Three Stages of Performance
- Staying Alert and Calm
- Dealing With Fears and Anxiety
- Common Speaking Errors
- Addressing Problems and Concerns

**ADVANCED COURSE LEADER GROUP 1 AGENDA**  
**January 6-11, 2008**

**Wednesday**  
**January 9**

1100-1200

**ADDING ZEST AND FLAIR TO PRESENTATIONS**

Presentations don't depend on presenters alone. Visual and kinesthetic learners need visuals and activities to make their learning more effective! Topics include:

- Training Media
- Mastering Visual Aids and Handouts
- Activities That Work

Jackman/  
Galanti

1200-1300

***LUNCH (on your own)***

1300-1400

**THE ART OF STAYING "MELLO"**

Join DPR's own John Mello as he shares delivery tips from the performing arts. Learn the importance of breathing correctly and the secrets to pre-delivery relaxation!

Mello

1400-1700

**PROJECT YOU: PRESENTATION AND DELIVERY PREPARATION TIME**

Time to refine your course presentations with a focus on improving presentation and delivery skills!

All

**Thursday**  
**January 10**

0800-1000

**THE IMPORTANCE OF EVALUATION**

Assessing training course success requires more than simply collecting end-of-course evaluations! In this segment, we discuss whether evaluation questionnaires measure effectiveness or merely entertainment. We also discuss other techniques that Course Leaders can use to determine the effectiveness of their own training programs.

Galanti/  
Jackman

1000-1100

**CRASH AND BURN: 37 PRESENTATION MISTAKES YOU SIMPLY MUST AVOID!**

Here it is! DPR's "Top 37" list of trainer mistakes that result in deadly not dynamic presentations! Repeat these mistakes at your peril!

Galanti/  
Jackman



**ADVANCED COURSE LEADER GROUP 1 AGENDA**  
**January 6-11, 2008**

**Thursday**  
**January 10**

1100-1200	<b>PROJECT YOU: PREPARATION TIME</b> Time to refine your course presentations before we begin in earnest at 2 p.m.!	All
1200-1300	<b><i>LUNCH (on your own)</i></b>	All
1300-1400	<b>PROJECT YOU: PREPARATION TIME</b> Time to refine your course presentations before we begin in earnest at 2 p.m.!	All
1400-1700	<b>PROJECT YOU: THE PRESENTATIONS</b> It's time to show off what you've learned! Each team will present a 15-30 minute presentation followed by a 10-15 minute debrief session.	All

**Friday**  
**January 11**

0800-0830	<b>PROGRAM EVALUATIONS</b>	Galanti
0830-1200	<b>PROJECT YOU: THE PRESENTATIONS</b> The final teams present their 15-30 minute class presentations.	All
1200-	<b><i>LUNCH AND DEPART</i></b>	All

**ADVANCED COURSE LEADER TRAINING PROGRAM**

**36 HOURS**

PROGRAM OUTLINE

Introduction and Orientation .....	1.5
Role of the Course Leader .....	2.0
Course Design and Development .....	5.0
Presentation Skills.....	9.5
Program Evaluation Skills .....	2.0
Review/Question and Answers .....	1.0
Presentation Project Preparation Time (Laboratory) .....	<u>16.0</u>
<b>Total Hours</b> .....	<b>36.0</b>

## **LEARNING GOALS**

By the end of the training program participants will exhibit the ability to:

- describe and relate to others the role of the presenter/trainer in DPR training programs and presentations;
- describe and be able to effectively implement the ADDIE (analysis, design, development, implementation, and evaluation) system of training course design;
- recognize the major problems and obstacles DPR trainers face in organizing and delivering departmental training programs and presentations, and formulate ways to overcome those problems;
- evaluate current and future presentation programs for overall effectiveness and distinguish between good and bad presentation techniques;
- demonstrate an ability to design and deliver learning environments for the three types of learner “intake styles” (visual, audio and kinesthetic);
- recognize the problems and obstacles various adults face in incorporating learning into daily work lives, and identify ways to overcome those problems;
- identify the 37 most frequently used “trainer mistakes” and how to avoid using them in DPR training programs and presentations;
- demonstrate an ability to incorporate basic training facilitation techniques into the participant’s future training efforts;
- demonstrate an ability to incorporate effective visual materials into the participant’s future training efforts;
- recognize the primary tools performing artists use to maintain stage “presence,” and apply these tools in their DPR training programs and presentations;
- differentiate between “storytelling” and “scenario-telling” techniques, and formulate methods to incorporate storytelling in training and presentation programs;
- apply standardized criteria to current and future training programs and presentations to ensure assigned training criteria are met; and
- demonstrate an ability to design effective course modules, including learning objectives, introductory exercises, pre-work assignments, content, and evaluation techniques.