

State of California . Natural Resources Agency . California State Parks

Environmental Negotiations Training for Resource Managers

October 25-27, 2016

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: September 28, 2016

To: Supervisor

From: Debbie L. Fredricks, Chief
Training Section
California State Parks

Subject: Employee Attendance at Formal Training
Environmental Negotiations Training for Resource Managers Group 1

An employee from your office will soon be attending the formal training program described in the attached. Ensure 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.
3. Support the employee's use of the training at the work place.

Three Months Following Training

1. 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.



Debbie L. Fredericks
Training Section Chief

Attachment
cc: Participant

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***Mission Statement
Training Section***

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

TRAINING SECTION STAFF

Debbie L. Fredricks..... Training Section Chief
Ann D. Slaughter Mott Training Center Manager
Jack Futoran EMS and LFG Training Coordinator
Jeff Beach..... Training Consultant
Dave Galanti Training Consultant
Karyn Lombard Training Consultant
Sara M. Skinner Training Consultant
Jason Smith Academy Coordinator
Jeremy Alling Cadet Training Officer
Matt Cardinet Cadet Training Officer
Lisa Anthony Program Coordinator
Edith Alhambra Assistant Program Coordinator
Alex Franck..... Assistant Program Coordinator
Pamela Yaeger Assistant Program Coordinator
Jessica Kohls..... Program Assistant

THE MISSION

of the California State Parks 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

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. 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, which outlines what you can expect from this training and what is expected of you. This syllabus 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. **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.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading 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.
3. **TRAVEL:** Arrange your travel to and from the training site 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 0410.6.

4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 10:00 a.m. on the date of departure. The Department provides your room and board expenses at the Marconi Conference Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in the Marconi Conference Center Administration Building.
5. **ENROLLMENT OR HOUSING CANCELLATION POLICY:** To cancel participation in a course, the participant must have their District Superintendent or Section/Office Manager send an email to the Training Consultant assigned to the course requesting to remove the participant. If you do not need lodging or must change or cancel your reservation for lodging, you must contact the Mott Training Center or Training Consultant assigned to the course at least 2 weeks prior to your date of arrival. Lodging, registration, and associated fees will be charged to the employee's District or Section/Office if a training cancellation is received with less than two weeks' notice.

The Training Section is committed to ensuring that the reservation that has been made for you is accurate and needed.

6. MEALS: Meals will be provided from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:00 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Marconi Conference Center no later than one week before your scheduled arrival.
7. CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, will be worn daily by all uniformed employees during formal training sessions **unless otherwise specified in the Program Attendance Checklist**. Non-uniformed employees shall wear apparel normally worn on the job. Appropriate attire includes apparel suitable for professional office dress. It does not include such items as shorts, t-shirts, tank tops, or sandals.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. **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.
9. **TRAINING SECTION STAFF:** Sara M. Skinner is your Training Consultant and has been assigned the responsibility for your training group. During the program, you may be asked to assist Training Section Staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Training Section Staff will do all within their power to make your training experience pleasant and meaningful.
10. **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.
11. **TRAINING MATERIALS:** May be made available to you at both your unit and at the Marconi Conference Center. 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.
12. **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 receive or make cell phone calls during class time. Limit those calls to your breaks.

Remember that cell reception is poor at Marconi. There is a pay telephone which takes prepaid phone cards or coins. If you have a phone in your room you can also use a prepaid calling card. There is one computer available for checking email in the Administration Building. There is also free wi-fi access.
13. **TELEPHONE:** Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call (415) 663-9020.
14. **POST-TRAINING ASSIGNMENTS:** In connection with formal training are to be completed under the direction of your supervisor.

◆ **Marconi Conference Center**
 ◆ **PLANNING INFORMATION**

To make your visit as comfortable and satisfying as possible, please take a few moments to read the following.

◆ **CHECK-IN/CHECK-OUT**

Please check in at the Front Desk. Follow the signs for Check-in.

Check-in: 3 p.m. to 11 p.m.
 Check-out: 7 a.m. to 10 a.m.
 (Bring your key)

Late check-out (*after 10 a.m.*) will incur an additional day's charge.

◆ **DINING**

Meals are served in Redwood Dining Hall.

Breakfast buffet: 7 a.m. to 9 a.m.
 Lunch buffet: 11:30 a.m. to 1:30 p.m.
 Full service dinner: 6 p.m. to 8 p.m.

◆ **LODGING**

You may wish to bring: shampoo, flashlight, comfortable shoes for hilly trails. Please note cooking and other appliances, candles and incense are not allowed, and food should not be kept in your room as it attracts insects.

◆ **PARKING**

Please park in designated parking spaces only and observe the law regarding spaces for the handicapped. Campers, recreational vehicles and motor homes are not permitted.

◆ **DRIVING**

Please drive slowly and carefully, yielding to pedestrians, bicyclists and animals. The speed limit is 15 mph, and all signs and barriers must be observed.

◆ **GAS STATIONS**

The closest gas station is located in Point Reyes Station, 15 minutes to the south.

◆ **TELEPHONES**

Your guestroom has a private telephone number which you can give callers after you check in, as well as a port for your modem. All outbound telephone and modem calls require a toll-free 800 number. Bring your calling card for phone calls; check with your ISP for 800-number access. Most cellular phones DO NOT work at Marconi Conference Center.

◆ **MESSAGES, FAXES, MAIL**

If your callers would like to leave a message, give them this number:

Front Desk Telephone: (415) 663-9020

You may also want to give them your lodging building, room number and name of conference, to expedite receiving emergency messages.

If we post messages for guests on the message board. We'll also post a notice if you receive mail or a package. *Emergency messages will be delivered.*

If you wish to receive a fax, use this number:

Front Desk Fax: (415) 663-1731

We will post a notice on the message board when your fax arrives and collect the service charge when you pick it up.

If you wish to receive mail, use this address:

(your name), (conference name)
 c/o Marconi Conference Center
 P.O. Box 789, 18500 State Route 1
 Marshall, CA 94940

We will post a notice on the message board and hold your mail at the Front Desk.

no charge. Our commissary sells snacks, cold drinks, personal hygiene items, flashlights/batteries, writing supplies, stamps. We have a selection of Marconi souvenirs such as shirts, hats, mugs and other items that make wonderful remembrances of your stay with us. Our Front Desk staff can also help you with local information.

◆ **BUSINESS CENTER**

The Business Center is located in the Pelican Building lounge and is open 7 am to 11 pm. For your convenience, we are pleased to provide **free of charge**, the following services:

- ◆ Internet / E-mail
- ◆ Computer with MS Office
- ◆ LaserJet Printer
- ◆ Photocopier

◆ **WALKING & EXPLORING**

Marconi Conference Center is a unit of the California State Park system and all natural elements such as branches, pine cones, mushrooms and flowers are protected by state law and may not be removed. Camping and campfires are not permitted. We suggest walking on designated footpaths to avoid poison oak. The pine needles can be slippery—please use caution. We recommend flashlights at night.

◆ **SMOKING**

State law prohibits smoking in or within 50 feet of Marconi Conference Center buildings. Ashtrays are located at entrances, on decks and on patios. Smoke only in paved areas and please use extreme caution when smoking on the property.

◆ **PETS**

With the exception of guide dogs for the handicapped, *pets are not permitted* in Marconi

Conference Center buildings and cannot remain on the property overnight. Dogs must be on a leash at all times.

◆ **ENJOY!**

We hope that between highly productive meetings you'll have some time to appreciate the rich human and natural history that surrounds us here. Please let us know if there is anything we can do to enhance your stay.



Marconi Conference Center's guestrooms overlook Tomales Bay

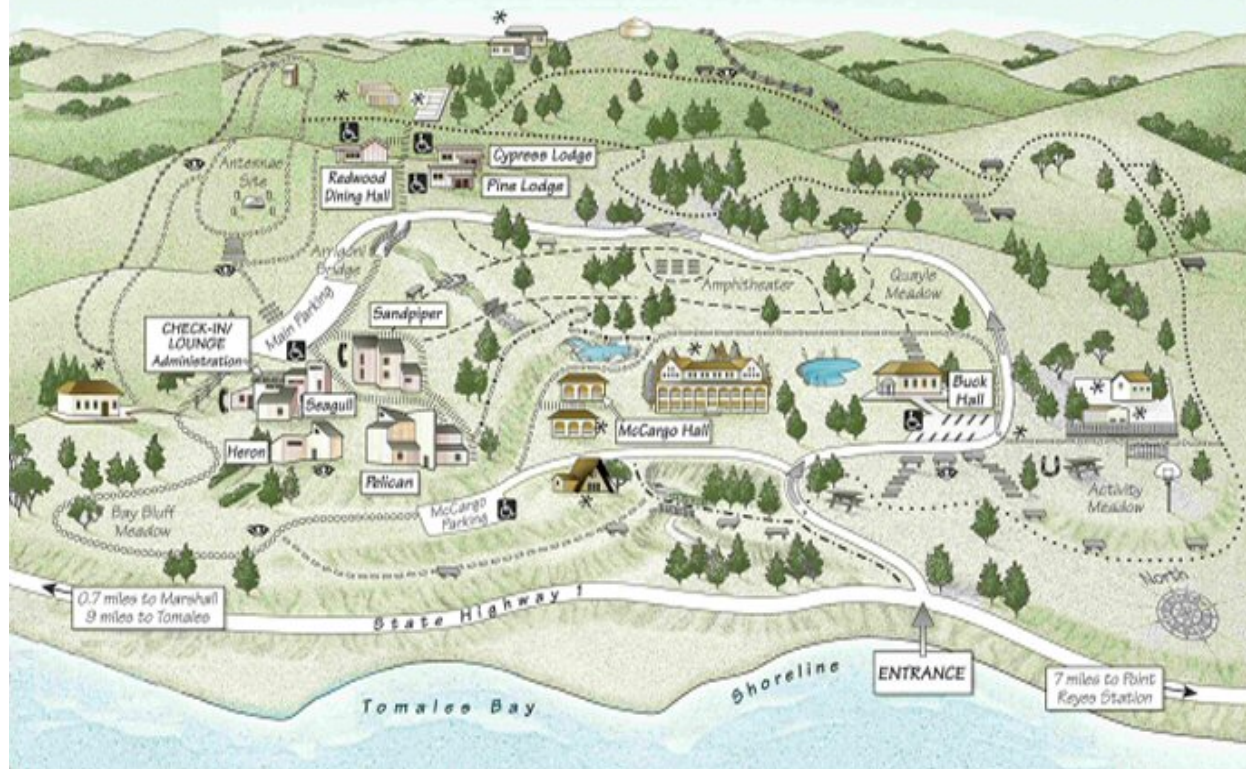
◆ **EMERGENCIES**

Between 11 p.m. and 7 a.m., the recorded message on (415) 663-9020 tells callers how to contact a guest or Marconi staff member in an emergency.

◆ **GUEST SERVICES**

In the front desk area we have games, reading material and a VCR with a selection of movie videos; volleyball, badminton and horseshoe equipment; ice, irons and ironing boards, all at

Marconi Conference Center



◆ **Marconi Conference Center**
 ◆ **GETTING TO MARCONI**
 (415) 663-9020



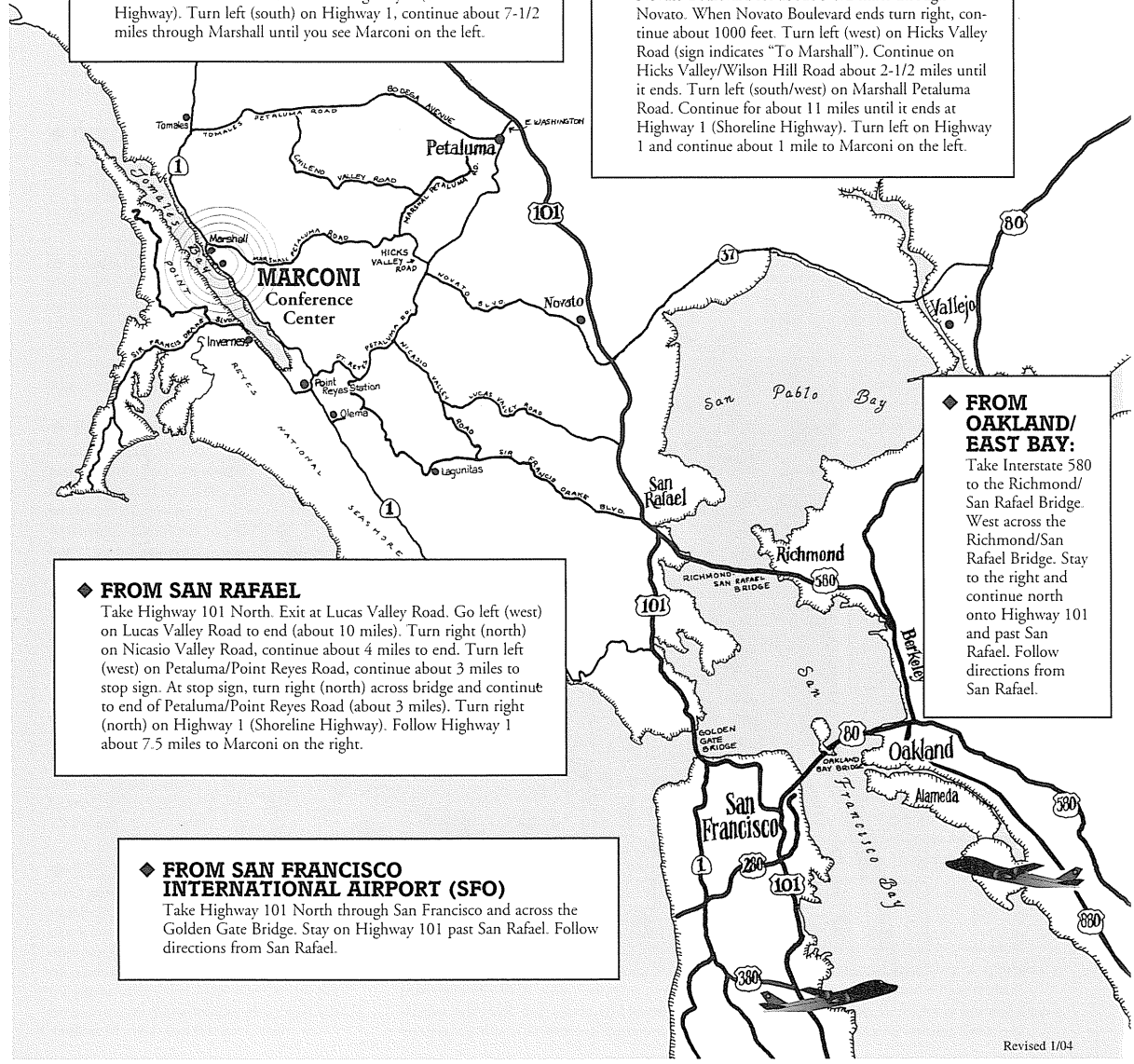
◆ **FROM SANTA ROSA**
 Highway 101 South to Petaluma. Exit at East Washington Street. Turn right (west) on Washington Street, continue about 1.5 miles. Washington Street becomes Bodega Avenue. Continue on Bodega Avenue for about 7 miles. At Coast Guard sign, turn left (west) on Petaluma/Tomales Road. Continue on Petaluma/Tomales Road for about 7 miles to Highway 1 (Shoreline Highway). Turn left (south) on Highway 1, continue about 7-1/2 miles through Marshall until you see Marconi on the left.

◆ **FROM SACRAMENTO**
 Take Interstate 80 West. Just before Vallejo, take Highway 37 west toward San Rafael. Continue west on Highway 37 over Highway 101 (stay to the right). Take South Novato Boulevard exit. Continue north on Novato Boulevard for about 8-1/2 miles through Novato. When Novato Boulevard ends turn right, continue about 1000 feet. Turn left (west) on Hicks Valley Road (sign indicates "To Marshall"). Continue on Hicks Valley/Wilson Hill Road about 2-1/2 miles until it ends. Turn left (south/west) on Marshall Petaluma Road. Continue for about 11 miles until it ends at Highway 1 (Shoreline Highway). Turn left on Highway 1 and continue about 1 mile to Marconi on the left.

◆ **FROM OAKLAND/EAST BAY:**
 Take Interstate 580 to the Richmond/San Rafael Bridge. West across the Richmond/San Rafael Bridge. Stay to the right and continue north onto Highway 101 and past San Rafael. Follow directions from San Rafael.

◆ **FROM SAN RAFAEL**
 Take Highway 101 North. Exit at Lucas Valley Road. Go left (west) on Lucas Valley Road to end (about 10 miles). Turn right (north) on Nicasio Valley Road, continue about 4 miles to end. Turn left (west) on Petaluma/Point Reyes Road, continue about 3 miles to stop sign. At stop sign, turn right (north) across bridge and continue to end of Petaluma/Point Reyes Road (about 3 miles). Turn right (north) on Highway 1 (Shoreline Highway). Follow Highway 1 about 7.5 miles to Marconi on the right.

◆ **FROM SAN FRANCISCO INTERNATIONAL AIRPORT (SFO)**
 Take Highway 101 North through San Francisco and across the Golden Gate Bridge. Stay on Highway 101 past San Rafael. Follow directions from San Rafael.



Revised 1/04

PROGRAM ATTENDANCE CHECKLIST/PRE-TRAINING ASSIGNMENTS

To assist you in your preparation for formal training session at the Marconi Conference Center, the following list is provided:

- _____ 1. Read and understand the Environmental Negotiations Training for Resource Managers program syllabus prior to your arrival.
- _____ 2. Arrange your travel through your District Unit/Office.
- _____ 3. **Pre-training assignments – will be emailed to participants.**
- _____ 4. Uniforms are not required for this program as noted in the Formal Training Guidelines, Number 7, Clothing, on page 2 of syllabus.
- _____ 5. Bring with you to training:
 - Reusable coffee cup, refillable water bottle, flashlight, camera, notepads, pens, pencils, and alarm clock.

If you have any questions or need assistance, contact Training Consultant Sara M. Skinner at (831) 649-2961 or Sara.Skinner@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.

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 Section in providing a return on the investment the Department has on training.

ENVIRONMENTAL NEGOTIATIONS TRAINING FOR RESOURCE MANAGERS

GROUP 1 AGENDA

October 25-27, 2016

Monday

October 24

1500 REGISTRATION: *Check-in at Marconi Conference Center
Administration Building*

Tuesday

October 25

0800-1200	Introduction, Course Overview, and Objectives	Skinner/Roderick
	Interactive Exercise: Zero Sum and Positive Sum Game Theory	Barber/Parmer
	Video Illustrating Principles and Lessons from Previous Exercise	
1200-1300	Lunch	
1300-1800	Interactive Exercise Illustrating Principle Elements	Barber/Gonzales
	Interactive Exercise Illustrating Effective Process Components	Barber
1800-2000	Dinner	
2000-2100	Interactive Exercise Illustrating Effective Meeting Techniques	Barber

Wednesday

October 26

0800-1200	Introduction to the 10 Principles of Interest Based Negotiation	Barber/Parmer/ Gonzales
	Simulation to Experience Application of Principles	
1200-1300	Lunch	
1300-1800	Interactive Simulation Illustrating Complexities of Interest Based Negotiations	Barber/Parmer/ Gonzales/Roderick
1800-2000	Dinner	
2000-2100	Interactive Simulation Illustrating Effective Meeting Techniques	Barber

Thursday

October 27

0800-0810	Announcements/Evaluations	Skinner/Roderick
0810-1200	Interactive Exercises Illustrating Issues Management and Agenda Development	Barber
	Simulation Utilizing a Real Topic Developed from Previous Exercise	Barber/Parmer/ Gonzales/Roderick
1200-1300	Lunch	

ENVIRONMENTAL NEGOTIATIONS TRAINING FOR RESOURCE MANAGERS

PROGRAM OUTLINE

ORIENTATION AND EVALUATION.....1.0

ENVIRONMENTAL NEGOTIATIONS TRAINING FOR RESOURCE MANAGERS.....19.0

Essential components, process, and practices of any negotiation.

Interactive Exercises: Learning the difference between zero sum and positive sum game theory; examining principle elements in any negotiation: content, process, and relationship; introduction of “effective process;” elements of effective meetings: “check-in,” and “tailgate,” and facilitation activities, and the development/management of an agenda; and examining the complicated nature of communication and listening.

Simulations: Illustrating the application of “The Interest Based Approach” on hypothetical and real issues.

Videos: Reinforcing with real world examples; and an illustration of cultural communication styles.

Initiative Tasks: “Warp Speed,” an in-body illustration of zero sum and positive sum game theory; and “Gordian Knot,” an in-body illustration of the complexities of any negotiation.

TOTAL HOURS.....**20.0**

ENVIRONMENTAL NEGOTIATIONS TRAINING FOR RESOURCE MANAGERS

OVERALL PURPOSE OF THE COURSE

Purpose: Course will provide a greater understanding of negotiation principles and practices, leading to greater confidence and more successful negotiation outcomes both internal as well as external to California State Parks. Basic negotiation concepts, simple processes to prepare for negotiations, and specific interactive applications, will be included to expose students to the principle elements extant in any negotiation. In addition, students will learn how to facilitate effective meetings, a key element in any negotiation.

Learning Objectives: By the end of the session the participant will

1. Acquire negotiation examples, through video, interactive exercises, and initiative tasks, and will integrate the learning from exercises into relevant work experiences.
2. Demonstrate the fundamental distinction between zero sum and positive sum game theory through an interactive exercise.
3. Examine the three principle elements extant in any negotiation: content, effective process, and relationship (which is the human element), as well as understand the principles of behavior. The participant will identify that these principles of behavior or choices that individual negotiators can make, will either build effective relationships for negotiation, or will deteriorate or even cause the failure, in a negotiation.
4. Identify the 10 principles of interest based negotiation. These principles, in combination with the other two components of the approach, comprise the substantive underpinning of what is commonly called “collaboration,” “collaborative negotiation,” or “non-adversarial negotiation”. These principles illustrate the positive sum game theory approach to negotiation.
5. Experience the “Gordian Knot” element. Negotiations can become complicated and one can be involved in a negotiation before it is even realized; therefore the importance of communication will be understood.

ENVIRONMENTAL NEGOTIATIONS TRAINING FOR
RESOURCE MANAGERS

6. Experience the application of the principles of the Interest Based Approach in an actual negotiation simulation, involving multiple parties, natural resource issues, cultural resource issues, and process issues.
7. Identify and participate in effective communication and listening.
8. Demonstrate and describe effective meeting techniques, including the development of an agenda as a process element for developing priorities, and the use of “check in,” check out,” and “tail gate” meetings.
9. Apply and reinforce negotiation principles and approaches to real issues.