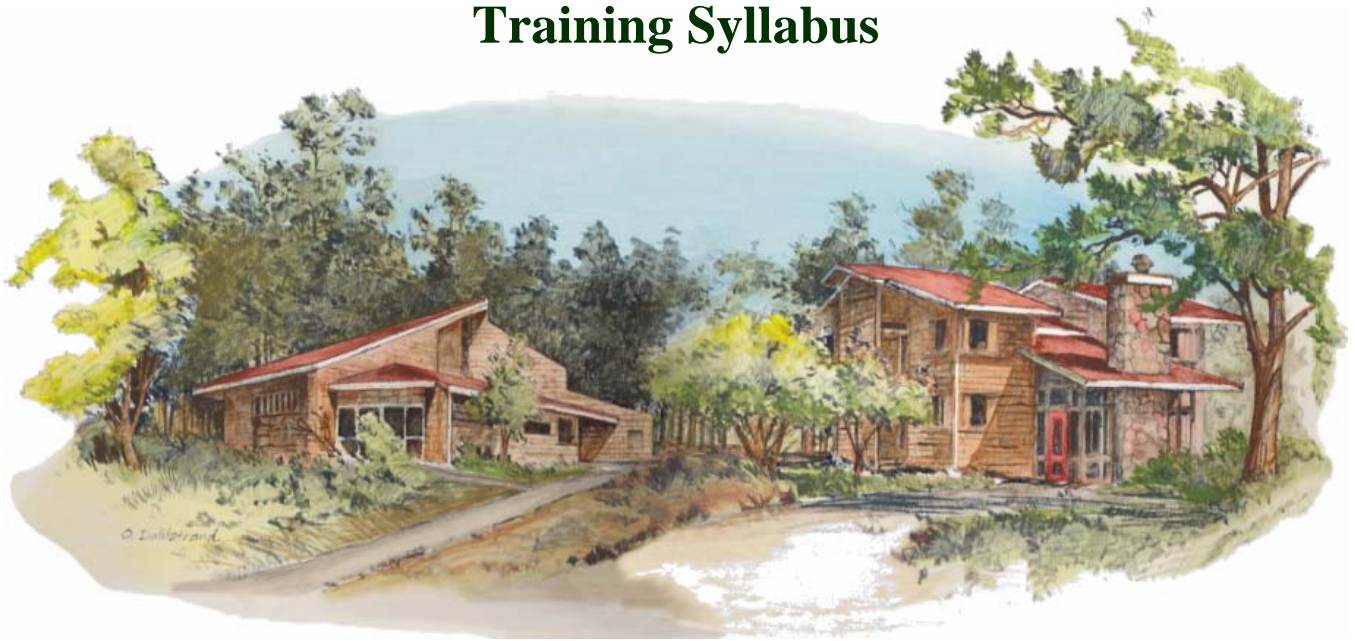


EEO INVESTIGATOR

November 5-8, 2007

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: October 22, 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

TABLE OF CONTENTS

Formal Training Guidelines 1

Program Attendance Checklist..... 5

Post-Training Assignment 6

Agenda..... 7

Program Outline 9

Learning Goals 10

Two Rivers Training Facility Directions and Parking 13

Directions to the Hawthorn Suites 15

*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)

Joanne Danielson Academy Coordinator

Pat Bost Office Manager

Chuck Combs..... Training Specialist

Dave Galanti Training Specialist

Sara Skinner 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

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 provided on Page 13 of this syllabus.
2. **SYLLABUS:** The syllabus is accessible on the Employee Training Management System (ETMS) and the Mott Training Center Home Page. 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. You will need to call Summer Kincaid, Training Specialist, before November 2nd to secure your lodging at (916) 319-9657 or skincaid@parks.ca.gov .

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 Summer Kincaid 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 95814. Directions to the hotel are included on Page 15 of 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 14 of this syllabus for locations and cost. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).

8. CLOTHING: **Field Uniforms are not required.** Professional business attire may 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: Summer Kincaid (916-319-9657) 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. **MPC STUDENT ID:** If you have filled out an MPC application before, you have already been issued a student ID number to use in lieu of your SSN on future applications. You can obtain your MPC ID number by going to their secure website and providing your SSN number (no name required) and birth date.

<https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebReq&Program=REPORT-SR-FIND-SSN>

Newcomers to training will still need to provide their SSN on the first MPC application only, after which a student ID number will be assigned and available at the web address above within a few weeks of the program's conclusion. You can store your MPC ID numbers in your ETMS Profile for future reference.

19. POST-TRAINING ASSIGNMENTS: In connection with formal training, post-training assignments are to be completed under the direction of your supervisor.

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 Summer Kincaid at (916) 319-9657 or skincaid@parks.ca.gov before November 2, 2007 to secure your lodging. Securing lodging at another location will be at participant's own expense.**
- Be sure you have read and understand the EEO Investigator Group 7 Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - EEO Investigator Group 7 Program Syllabus
 - Professional business attire (uniforms are not required for this program)
 - Pens and pencils

If you have questions or need assistance, contact Summer Kincaid, Training Specialist:

Phone: 916-319-9657
Fax: 916-319-9656
Email: skincaid@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). Once you login to the ETMS, you will need to fill out the evaluation form before you will be able to do anything else.

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.

EEO INVESTIGATOR TRAINING GROUP 7 - AGENDA
November 5-8, 2007

Monday
November 5

1500- Check-in at the Hawthorn Suites
(for those who require housing)

Tuesday
November 6

0815-0850	Introductions, Logistics	Kincaid/Sathre
0850-0915	Role of the EEO Investigator	Sathre
0915-0930	BREAK	
0930-1030	EEO Laws and Policies	Sathre
	Discrimination and Harassment, Protected Groups	
1030-1040	BREAK	
1040-1120	Theories of Discrimination	Ortiz
1120-1200	The Discrimination Complaint Process	Ortiz
	Remedies	
	Informal Complaints	
	Formal Complaints	
	Filing with Outside Agencies	
	Perfecting the Complaint	
1200-1300	LUNCH	
1300-1330	Review/Q & A	Ortiz
1330-1445	Effective Interviews	TBA
	Effective Interview Techniques	
	Note-taking During the Interview	
	Collecting Evidence	
1430-1445	BREAK	
1445-1500	Role Play	Ortiz
1500-1530	Presentation of a Completed Investigation	Ortiz
1530-1630	Begin Work Group Scenarios	Ortiz/All
1630-1700	Questions/Wrap-up	Ortiz

Wednesday
November 7

0800-0830	Review/Q & A	Ortiz
0900-1000	Interviewing Peace Officers/"POBOR"	Sederquist
1000-1200	Work Group Scenarios (continued)	Ortiz
1200-1300	LUNCH	
1300-1600	Group Presentations of EEO Investigations	Ortiz/All
1600-1700	Discussion/Questions/Wrap-up	Ortiz

EEO INVESTIGATOR TRAINING GROUP 7 - AGENDA
November 5-8, 2007

Thursday
November 7

0800-0815	Review/Q & A	Ortiz
0815-0930	Presentation - Writing an Investigative Report	Ortiz
0930-1200	Group Activity: Writing an EEO Investigator's Report	Ortiz/All
1200-1300	LUNCH	
1300-1430	Presentation of Completed Investigative Reports	Ortiz/All
1430-1445	BREAK	
1445-1630	Concluding the EEO Investigator's Role	Ortiz
1630-1700	Review, Wrap-up, Evaluations	Ortiz/Sathre

EEO INVESTIGATOR

24 HOURS

PROGRAM OUTLINE

<u>DEFINING EQUAL EMPLOYMENT OPPORTUNITY</u>	1.25
Role of EEO Investigator.....	
EEO Laws	
Discrimination and Harassment	
Protected Group Categories.....	
Theories of Discrimination.....	
Remedies	
<u>DISCRIMINATION COMPLAINT PROCESS</u>	0.75
Informal Complaints	
Formal Complaints	
Filing with Outside Agencies	
Perfecting the Complaint.....	
<u>INTERVIEWING COMPLAINANTS</u>	2.00
Interviewing Peace Officers/POBOR.....	
Jeopardy Review.....	
Video (Excerpt)	
Effective Interview Techniques.....	
Video (Excerpt)	
Note-taking During the Interview	
Collecting Evidence.....	
<u>GROUP SCENARIOS</u>	12.00
Role Play/Group Presentations of EEO Investigations.....	
Presentation of a Completed Investigation.....	
<u>WRITING THE INVESTIGATOR'S REPORT</u>	5.00
Writing an EEO Investigation Report.....	
Presentation of Completed Investigation Reports	
<u>EEO INVESTIGATOR'S ROLE</u>	2.00
Concluding the EEO Investigator's Role	
<u>REVIEW/WRAP-UP AND EVALUATION</u>	1.00
TOTAL HOURS	24.00

EEO INVESTIGATOR

LAWS THAT PROTECT CIVIL RIGHTS

Purpose: To develop a clear understanding and common basis for a discussion of EEO issues.

Performance Objectives: By the close of the session the participants will

1. Define EEO laws, regulations, and executive orders.
2. Recognize discrimination and other unlawful employment practices.
3. Identify remedies for EEO violations.

DISCRIMINATION COMPLAINT PROCESS

Purpose: To develop a thorough knowledge of the discrimination complaint process.

Performance Objectives: By the close of the session the participants will

1. Differentiate between the informal and formal complaint process.
2. Identify alternative complaint methods.

ROLES AND RESPONSIBILITIES

Purpose: Know the roles and responsibilities of persons involved in the discrimination complaint process.

Performance Objectives: By the close of the session the participants will

1. Practice the EEO Investigator's role as a fact-finder.
2. Identify and discuss the rights and responsibilities of complainants.
3. Identify and discuss the rights and responsibilities of respondents.
4. Identify and discuss the rights and responsibilities of witnesses.

PERFECTING THE COMPLAINT

Purpose: Learn the necessity for, and requirements of, a perfected discrimination complaint.

Performance Objectives: By the close of the session the participants will

1. Describe the elements a perfect complaint.
2. Discuss the necessity for a perfected complaint.

INTERVIEW TECHNIQUES

Purpose: Learn to conduct effective investigative interviews.

Performance Objectives: By the close of the session the participants will

1. Demonstrate the ability to select an appropriate interview setting based on class lecture and case studies.
2. Practice note taking during mock interviews.
3. Recognize and discuss closed and open-ended questions and describe their uses.
4. Develop interview questions and participate in interviews related to a discrimination complaint.

COLLECTING EVIDENCE

Purpose: Provide an overview of the evidence-gathering process.

Performance Objectives: By the close of the session the participants will

1. Identify what evidence is needed to determine the merits of a case based on examples from the lecture.
2. Demonstrate how to present evidence in an investigative report to the class.

INVESTIGATOR REPORT WRITING

Purpose: Learn to write clear, thorough, objective investigator reports.

Performance Objectives: By the close of the session the participants will

1. Discuss the importance of objectivity in writing an investigator report.
2. Practice and discuss how to organize a report for clarity.
3. Prepare a written investigator report and present evidence related to the allegations of a discrimination complaint.

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 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 3rd 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 3rd 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 3rd 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 3rd 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 3rd 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 BERCUT DRIVE, SACRAMENTO, CA 95814

From the NORTH:

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

From the SOUTH:

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