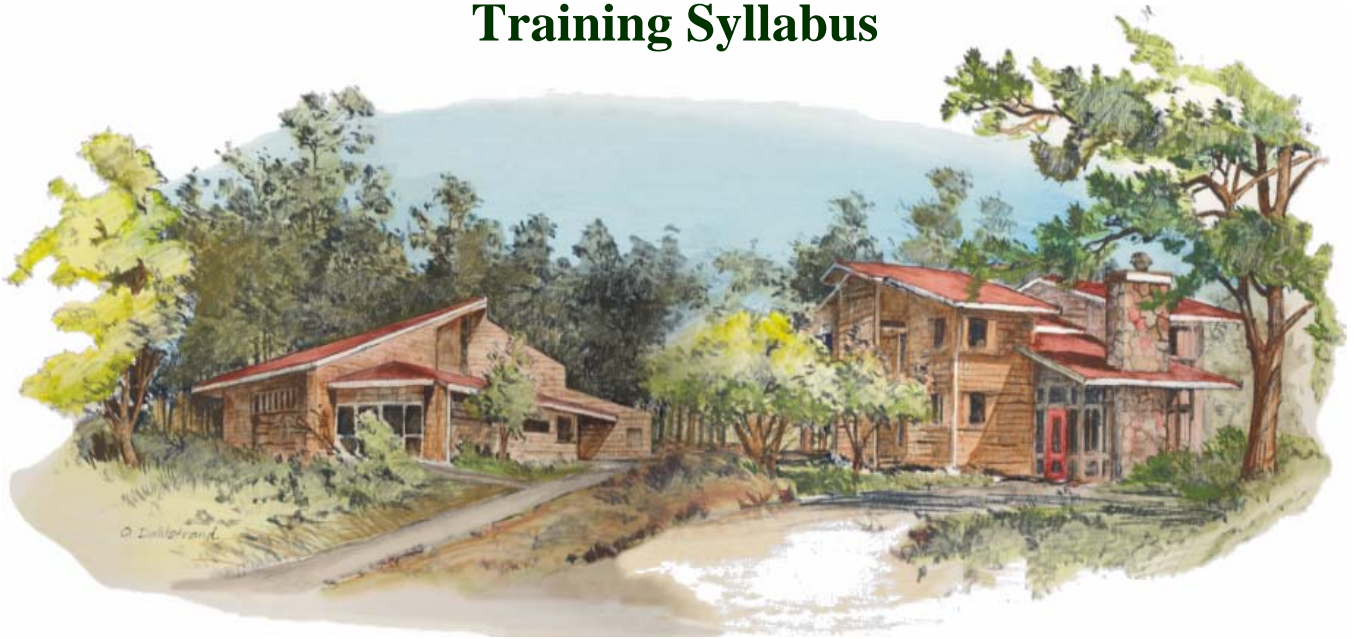


# MANAGEMENT COURSE

October 1-6, 2006  
November 5-9, 2006  
December 10-14, 2006

## Training Syllabus



William Penn Mott Jr. Training Center



# Memorandum

**Date:** September 1, 2006

**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.

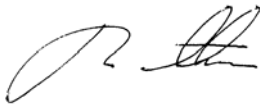
### Immediately Following Attendance

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.



Broc E. Stenman  
Department Training Officer

Attachment

cc: Participant

## TABLE OF CONTENTS

Formal Training Guidelines .....	1
Training Attendance Checklist.....	6
Pre-Training Assignments .....	7
Post-Training Assignment .....	8
Agenda – Session I .....	9
Agenda – Session II .....	12
Agenda – Session III .....	14
Program Outline .....	16
Learning Goals .....	17
Location Map.....	20

***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

Broc Stenman.....	Department Training Officer
Michael Green .....	Assistant Department Training Officer
Joanne Danielson.....	Academy Coordinator
Chuck Combs .....	Training Specialist
Dave Galanti.....	Training Specialist
Michelle Gardner .....	Cadet Training Officer
Connie Breakfield .....	Cadet Training Officer
Pat Bost.....	Assistant Program Coordinator
Pamela Yaeger.....	Assistant Program Coordinator
Bill Spencer .....	Assistant Program Coordinator
Summer Kincaid .....	Assistant Program Coordinator
Brian Petersen.....	Program Assistant

## 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 Training Center. The Department strives to enhance your learning and job performance with formal training of the highest quality. This fact demonstrates the commitment your Department has made to you in your service 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 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). You should print a copy of the syllabus to bring with you to class. 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. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)
3. **TRAVEL:** Arrange your travel to and from the training 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. The Training Center does not have the capability to provide transportation to/from Monterey Airport.

4. **HOUSING:** Housing will be assigned to you on a shared-room basis and will be available from 3 p.m. on the date of arrival to 12 noon on the date of departure. The Department provides your room and board expenses at the Training Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Please advise the Department Training Officer no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in Asilomar housing. 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 Asilomar's Administration Building. Quiet hour for lodge living areas is 10 p.m.

**HOUSING CANCELLATION POLICY: If you do not need lodging or must change or cancel your reservation, you must contact the Training Center at least 72 hours prior to your date of arrival. The Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.**

5. **MEALS:** Meals will be provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:15 a.m. for breakfast, 12 noon for lunch, and 6 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.
6. **OFF-GROUNDS ACCOMMODATIONS:** When authorized to stay off-grounds by the Department Training Officer, the Training Center will pickup the cost of your room and meals at the current DPR Asilomar rate. If you stay off grounds and have meals on grounds, the Training Center will authorize only what the Department pays Asilomar for lodging.
7. **CLOTHING:** Field uniforms of "Required Uniform Items" (not including optional items) will be worn daily by all uniformed employees during formal training sessions unless specified in the Program Attendance Checklist (See "Required Uniforms Items" in the appropriate Uniform Handbook). Non-uniformed employees should wear apparel normally worn on the job. Appropriate attire includes apparel suitable for casual office dress. It does not include such items as shorts, T-shirts or tank tops (special clothing requirements for your program may be described in "Attendance Checklist" section).

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. **ROOM SAFES:** Two safes have been installed in each of the lodge rooms used by the Training Center (Live Oak, Tree Tops, and Deer Lodge). These safes are a type that allows the user to input their own combination of numbers to facilitate opening and closing. The Training Center has a master key for emergency entry. Safes are to be left in the open position when checking out of your room.
9. **WEAPONS:** Weapons are permitted in rooms under the following conditions. Authorized firearms and magazines stored while at the Training Center shall be in a safe condition and stored in one of the following locations: your room safe in Live Oak, Tree Tops, or Deer Lodge, one of the Training Center's safes in the Whitehead Room or secured in your vehicle.
10. **ALCOHOLIC BEVERAGES:** Participants shall not possess or consume alcoholic beverages in common areas (living room) while on the Asilomar Conference Grounds unless provided and hosted by Concessionaire Delaware North.
11. **SMOKING:** Smoking is not permitted in the Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
12. **TRAINING CENTER:** The Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire, and all lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee, you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
13. **REGISTRATION:** When you arrive at Asilomar Conference Grounds, go directly to the front desk at the Asilomar Administration Building for your room key and dining room ticket. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.
14. **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.

15. TRAINING CENTER STAFF: A Training Center staff member has been assigned responsibility for your training group as well as for your training program. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Center staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Center staff will do all within their power to make your training experience pleasant and meaningful.
16. TRAINING MATERIALS: May be made available to you at both your unit and the Training 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. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.
17. ATTENDANCE: Regular attendance is a critical course requirement and your participation is important to the success of this training. **An absence of more than 10% of the course hours constitutes grounds for dropping a participant from the course.** The Training Center Manager may modify this requirement based upon participant knowledge level and/or the portion of the course missed. (There is a separate attendance policy for Basic Visitor Services training contained in the Participant Handbook).
18. COLLEGE CREDIT: Most training 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.
19. VEHICLES: All vehicles should be parked in the lots adjacent to the Training Center. Any questions regarding use of a State vehicle while at the Training Center should be discussed with your supervisor prior to your departure for training, or with your Program Coordinator while at the Training Center.
20. BICYCLES: If you bring your bicycle, store it in the bicycle shed next to the Training Center. Bicycles may not be brought into any building nor chained to lamp posts, trees, etc. The Training Center has a limited number of bicycles available for your use. Prior to your use, you are required to complete a safety inspection and sign a waiver which is posted in the bicycle shed.
21. MAIL: Mail forwarded to you during your time at the Center should be addressed to you in care of:

Department of Parks and Recreation  
WILLIAM PENN MOTT JR. TRAINING CENTER  
P. O. Box 699, Pacific Grove, CA 93950

22. 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.
23. FAX: The Training Center's FAX number is (831) 649-2824.
24. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a Department of Parks and Recreations training group.
25. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments. An iron is available for 24-hour checkout from the Training Center front desk.
26. RECREATION: Facilities available on grounds include a heated swimming pool, ping-pong and pool tables, and a volleyball court. The Monterey area offers horseback riding, golf, tennis, racquetball, deep sea fishing, and many historical landmarks and scenic sights to explore.
27. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor. See "Program Attendance Requirements" in this syllabus.
28. COFFEE BREAK REFRESHMENTS: Will be available throughout each session at the Center. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.



## TRAINING ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the William Penn Mott Jr. Training Center, the following list is provided:

- \_\_\_\_\_ 1. Be sure you have read and understand the Management Course Program Syllabus prior to your arrival at the Training Center.
- \_\_\_\_\_ 2. Develop a list of individual program expectations that will be shared during group discussion at the Program Orientation. Send a copy of your list to the Training Center **by September 20**, including any specific topics or questions you suggest being covered in Session 19-I courses (refer to the agenda for course titles). Participant expectations will be requested in advance of each program session.
- \_\_\_\_\_ 3. Complete pre-training assignments.
- \_\_\_\_\_ 4. Arrange your travel through your District/Office.
- \_\_\_\_\_ 5. Uniforms will not be required. Professional business attire is appropriate.
- \_\_\_\_\_ 6. Remember to bring the following with you to training:
  - \_\_\_\_\_ Management Course Program Syllabus
  - \_\_\_\_\_ Pre-training assignment materials
  - \_\_\_\_\_ Alarm Clock
  - \_\_\_\_\_ Pens, pencils
  - \_\_\_\_\_ Coffee Cup

## **PRE-TRAINING ASSIGNMENTS**

1. Bring to the class your current Individual Development Plan. Review your plan with your supervisor prior to attending the first week of class and ensure it is signed by your supervisor.
2. Obtain copies of your current seasonal budget and operating expense budget spread sheet. This sheet should include your original allocations and expenses through August of 2006. Be prepared to submit these spread sheets on the first day of class.
3. Bring a list of budget questions you would like explored in the class. Be prepared to submit this list to the facilitators on the first day of class.
4. Identify a book on Management for an in-class book report presentation. Bring a copy of this book with you to class.

## **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.

**MANAGEMENT COURSE GROUP 19-I - AGENDA**  
**October 1-6, 2006**

**SESSION I: Skills, Knowledge, Abilities**

**Sunday**  
**October 1**  
1500-

**REGISTRATION:** Register for housing at the Asilomar Administration Building All

**Monday**  
**October 2**  
0800-1000

**PROGRAM ORIENTATION:** The program begins with group work toward establishing a learning community and sharing and clarifying program and personal expectations. Bring your syllabus! Treanor/Jackman

1000-1200

**ROLE OF THE MIDDLE MANAGER:** Jackman

- What are the "best practices" for middle managers? In your area?
- How can you gain more power and effectiveness and improve competencies?
- What are topical issues for this session?

1200-1300

***LUNCH***

1300-1630

**TRANSITION TO MIDDLE MANAGER:** Do you remember the time when you left first-line supervision and became a middle manager? What changes did you face? What steps did you take to ease the transition? During this period we will also discuss your workgroup assignments. Jackman/Treanor

1630-1700

**JOURNAL TIME:** Review, insights and expectations for future activity.

**MANAGEMENT COURSE GROUP 19-I - AGENDA**  
**October 1-6, 2006**

**Tuesday**  
**October 3**  
0800-1000

**WHAT THE DEPARTMENT WANTS FROM YOU:** Learn about the Director's Office expectations of middle management.

Jackson/Demetrak

1000-1100

**EXPECTATIONS DEBRIEF:** What did you hear in the early session? What does it mean to you? What steps will you take to meet the expectations of upper management?

Facilitators

1100-1200

**DiSC®: YOUR PREFERRED STYLE:** Successful management begins with self-awareness. DiSC® tools help you understand your personal managerial style.

Facilitators

1200-1300

***LUNCH***

1300-1430

**DiSC® - PART II:** Analysis of the morning's efforts. Discussion concerning how DiSC® findings can help you improve your ability to manage.

Jackman/Treanor

1430-1630

**SITUATIONAL LEADERSHIP® - PART I:** Now that you have a better understanding of your own personal managerial style, find out how to use that knowledge to help you better manage others.

Treanor

1630-1700

**JOURNAL TIME:** Review, insights and expectations for future activity.

**Wednesday**  
**October 4**  
0800-1200

**SITUATIONAL LEADERSHIP® - PART II:** Your scenarios, review of special notebook and assessments.

Treanor

1200-1300

***LUNCH***

**MANAGEMENT COURSE GROUP 19-I - AGENDA**  
**October 1-6, 2006**

1300-1630	<b>FOCUS ON MENTORING, FACILITATION AND NEGOTIATION:</b> How do effective managers deal with challenging situations? Difficult people? How can you maximize the “power of people” to get things done? Help the next generation? Exercise and discussion.	Jackman/Treanor/ Galanti
1630-1700	<b>JOURNAL TIME:</b> Review, insights and expectations for future activity.	
<b>Thursday</b>		
<b><u>October 5</u></b>		
0800-1200	<b>THINKING, PROBLEM SOLVING AND DECISION MAKING:</b> Strategies and tools that aid the middle manager.	Jackman
1200-1300	<b><i>LUNCH</i></b>	
1300-1500	<b>SITUATIONAL LEADERSHIP® - PART III</b>	Treanor
1500-1630	<b>ESSENTIAL COMMUNICATIONS AND ROLE NEGOTIATION</b>	Facilitators
1630-1700	<b>JOURNAL TIME:</b> Review, insights and expectations for future activity.	
<b>Friday</b>		
<b><u>October 6</u></b>		
0800-1130	<b>WORK ON PRESENTATIONS:</b> Application of this week’s learning and leadership principles.	Facilitators
1130-1200	<b>EVALUATION AND A LOOK AHEAD</b>	Facilitators
1200-	<b><i>LUNCH AND DEPART</i></b>	

**MANAGEMENT COURSE GROUP 19-II - AGENDA**  
**November 5-9, 2006**

**SESSION II: Measurement and Technical Competence**

**Sunday**  
**November 5**

**REGISTRATION:** Register for housing at the Asilomar Administration Building. All

**Monday**  
**November 6**  
 0800-1000

**REVIEW AND WELCOME TO SESSION II** Facilitators  
**DPR MEASUREMENTS: DEVELOPING YOUR DASHBOARDS** Treanor

1000-1200

**ETHICS – PART I** Treanor

1200-1300

***LUNCH***

1300-1400  
 1400-1630

**ETHICS - PART II** Treanor  
**LESSONS LEARNED - HOW I DEMONSTRATED LEADERSHIP:** Review of Facilitators  
 Week One assignment.

1630-1700

**JOURNAL TIME:** Review, insights and expectations for future activity.

**Tuesday**  
**November 7**

0800-1200

**THE BUDGET PROCESS:** Exercise and Treanor  
 scenarios.

1200-1300

***LUNCH***

1300-1500

**STRESS MANAGEMENT AND EMOTIONAL INTELLIGENCE** Jackman

1500-1700

**LABORATORY EXERCISE** Facilitators

**MANAGEMENT COURSE GROUP 19-II - AGENDA**  
**November 5-9, 2006**

**Wednesday**  
**November 8**  
0800-1200

**CONTEMPORARY LEGAL ISSUES:** Today's middle manager is facing an environment of rapid change and adjustment within the Department. Managers are faced with the need to master a wide range of complex legal issues. This program will provide you with important legal updates and skills in handling the following situations: Brady, POBR, Skelly. Purdy

1200-1300

***LUNCH***

1300-1530

**PLANNING, ORGANIZING AND CONTROL:** How do strategic planning, organizing and controlling principles interact? How do managers use these principles to improve Department operations? Techniques for accomplishing planned change through people will be discussed. Gordon/Micheaels

1530-1700

**WORKGROUP PROJECTS** All

**Thursday**  
**November 9**  
0800-1000

**SEMS MANAGEMENT:** What is the background of the SEMS statute? What do middle managers need to know about SEMS compliance? This session includes an overview of SEMS with a focus on the middle manager's role in a SEMS organization. Lundquist

1000-1200

**WORKGROUP PROJECTS AND REVIEW** All

1200-

***LUNCH AND DEPART***



**MANAGEMENT COURSE GROUP 19-III - AGENDA**  
**December 10-14, 2006**

**SESSION III: Creating Personal and Organizational Change**

**Sunday**  
**December 10**

**REGISTRATION:** Register for housing at the Asilomar Administration Building All

**Monday**  
**December 11**

0800-0900 **LESSONS LEARNED - HOW I DEMONSTRATED LEADERSHIP:** Review of Week Two assignment. Facilitators

0900-1200 **WORKGROUP PROJECTS** Facilitator

1200-1300 **LUNCH**

1300-1630 **COMMUNITY RELATIONS:** As California grows, State Parks are increasingly becoming an integral part of complex communities. As such, gaining an ability to work successfully with diverse community groups on complex local and regional issues is critical. We will work on specific topics and issues in small groups to develop these critical thinking skills and tools. Treanor

1630-1700 **JOURNAL TIME:** Review, insights and expectations for future activity.

**Tuesday**  
**December 12**

0800-1200 **BUDGET: UNLOCKING THE MYSTERIES WITHIN THE NUMBERS** (scenario) Treanor

1200-1300 **LUNCH**

1300-1645 **MEDIA AND PUBLIC PRESENTATION SKILLS** Eller

**MANAGEMENT COURSE GROUP 19-III - AGENDA**  
**December 10-14, 2006**

1645-1700      **JOURNAL TIME:** Review, insights and expectations for future activity.

**Wednesday**  
**December 13**

0800-1200      **RISK MANAGEMENT - CREATING A SAFETY CULTURE**      Costella

1200-1300      ***LUNCH***

1300-1700      **GROUP PRESENTATIONS**      All

**Thursday**  
**December 13**

0800-1000      **GROUP PRESENTATIONS**      All

1000-1200      **MY DEVELOPMENT PLAN:** Course review and creation of personal action plans for the future. Evaluation of materials and instructors.      Facilitators

1200-      ***LUNCH AND DEPART***

**MANAGEMENT PRACTICES TRAINING PROGRAM**

**104 HOURS**

**PROGRAM OUTLINE**

<b><u>Topics:</u></b>	<b>Enhancing Our Skills, Knowledge, Abilities</b>	<b><u>Hours</u></b>
<b><u>SESSION I</u></b> .....		40
Program Orientation .....		
Role of the Middle Manager .....		
Transition to Middle Manager .....		
Mid-Management Facilitation .....		
Improving Motivation and Productivity .....		
Decision Making and Problem Solving (tools) .....		
Strategic Thinking and Change Management .....		
Effective Communications and Conflict Management .....		
Human Resource Issues/Prevention .....		
Leadership .....		
	<b>Measurement and Technical Program Competence</b>	
<b><u>SESSION II</u></b> .....		40
Land Use Issues and Planning .....		
Press and Media Relations .....		
Legislative Process .....		
Cultural Values .....		
Management of the Enforcement Function .....		
Internal Affairs .....		
Community Oriented Policing (COP/POP) .....		
SEMS Compliance .....		
Quality and Service: Building Working Relationships with External Partners ...		
SEMS Management Program .....		
Ethics, Principles and Practices .....		
Managing Change .....		
Topical Discussions.....		
	<b>Creating Personal and Organizational Change</b>	
<b><u>SESSION III</u></b> .....		24
Quality Management and Customer Service .....		
Stress Management: Personal and Organizational .....		
Planning, Organizing and Controlling .....		
Coaching and Mentoring .....		
Public Presentations.....		
Management Development .....		
Topical Group Discussions.....		
Management Development .....		
Action Plan and Follow-up Schedule.....		
<b>TOTAL HOURS</b> .....		104

## **P.O.S.T. MANAGEMENT COURSE LEARNING GOALS**

### **1.0 Management Roles and Responsibility**

The student will have an understanding of management roles and responsibilities.

- 1.1 The student will understand the manager's responsibility for the development and utilization of human resources.
- 1.2 The student will understand the role of law enforcement in contemporary society and the public's right to a satisfactory level of service.
- 1.4 The student will understand the law enforcement manager's responsibility for public information.
- 1.6 The student will understand the basic process of control, including the establishment of standards, measurement of performance, and initiation of corrective action.
- 1.7 The student will understand the budget process and its practical application as a planning and control resource.
- 1.8 The student will have the understanding of policy formulation and implementation at the political, administrative, and operational levels.
- 1.10 The student will understand the importance of the planning and decision-making process including the need for collecting and analyzing data.
- 1.11 The student will understand the need to establish goals and objectives as they relate to performing the law enforcement mission.
- 1.12 The student will develop an improved awareness of different personal, organizational, and cultural value systems and their applicability to ethical behavior.
- 1.13 The student will understand the manager's responsibility for effective interpersonal and organizational communications processes.

## **2.0 Personnel Management Skills**

The student will have an understanding of Personnel Management and the skills necessary for application.

- 2.1 The student will understand the management of career development as it relates to recruitment, retention, performance appraisal, termination, transfers, discipline, succession planning, affirmative action, and working relationships.
- 2.2 The student will understand the importance of the management of citizen complaints and personnel investigations.
- 2.6 The student will understand the principles of negotiation and conflict resolution.

## **3.0 Situational Leadership® Styles and Decision Making**

The student will have an understanding of leadership and the skills necessary for its application.

- 3.1 The student will understand the distinction between management and supervisory roles and leadership styles.

## **4.0 Organization and Management Development**

The student will have an understanding of the effects of organizational change and leadership skills on employee motivation and productivity.

- 4.1 The student will participate in a process of self-evaluation of leadership style/behavior patterns.
- 4.2 The student will understand the techniques of group leadership in problem solving.
- 4.3 The student will understand stress and physical fitness management.
- 4.4 The student will explore contemporary managerial practices and their law enforcement application.
- 4.5 The student will understand the significance of societal change, current trends and the organizational opportunities.

## **5.0 Legal Responsibilities**

The student will have an understanding of management's legal responsibilities.

- 5.1 The student will understand the legally defined rights of law enforcement employees.
- 5.2 The student will understand the rights and limits of management.
- 5.3 The student will understand the law enforcement labor relations process.

location map for  
**WILLIAM PENN MOTT JR. TRAINING CENTER**  
837 ASILOMAR BLVD.  
PACIFIC GROVE, CALIFORNIA 93950

