

Management Leadership Skills

February 24–29, 2008
April 21–24, 2008

Training Syllabus



William Penn Mott Jr. Training Center



State of California

Memorandum

Date: February 14, 2008

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.



Tina L. Williams
Department Training Officer (Interim)

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

Tina Williams..... Department Training Officer (Interim)

Pat Bost Office Manger

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

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 as an on page 5 of 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 as soon as possible to confirm that lodging arrangements have been made for you.**

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. Lodging will be provided from Sunday night through Saturday noon for the first week of training; Monday night through Friday noon for the second week of training. 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 on page 6 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 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: **Field 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: Dave Galanti (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. 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 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 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) Eric Marks before February 21, 2008 to confirm that lodging has been arranged for you. Securing lodging at another location will be at participant's own expense.**
- Be sure you have read and understand the Management Leadership Skills 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:
 - Management Leadership Skills 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 Dave Galanti, Training Specialist:

Phone: 916-319-9659
Fax: 916-319-9656
Email: 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.

Management Leadership Skills Group 1 – AGENDA

**Week One
February 24–29, 2008**

Sunday

February 24

1500-

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

All

Monday

February 25

0800–0930

ORIENTATION AND INTRODUCTION

Facilitator and participant introductions, introduction to course content and norms.

Galanti

0930–1200

THE LEADERSHIP JOURNEY

What is a leader? Am I one? Can leadership be learned? To open our leadership experience we discuss the present and future role of leaders.

Treanor/
Galanti

1200–1300

LUNCH

1300–1700

**HOW LEADERS RELATE TO OTHERS:
UNDERSTANDING BEHAVIORAL STYLES**

What is a behavioral style? Do different individuals have different styles? If they do, how do leaders discover their personal style and use it to maximize their leadership ability? This afternoon we discuss the answers to these questions with a little help from our DiSC self-assessments.

Switzer

Tuesday

February 26

0800–1200

**HOW LEADERS DEVELOP (AND NUTURE)
HIGH PERFORMING TEAMS**

Contrary to the popular image of a solitary leader accomplishing great things on his or her own, most leaders get work done through teams. Unfortunately, many teams are destined to fail before they begin. In this session we learn the secrets to developing teams that hit the mark every time!

Switzer

Management Leadership Skills Group 1 – AGENDA

Week One
February 24–29, 2008

Tuesday February 26

1200-1300

LUNCH

1300-1700

**BECOMING THE IMPETUS FOR CHANGE:
THE LEADER'S ROLE IN THE CHANGE
MANAGEMENT PROCESS**

Switzer

In today's world, change is an everyday occurrence. How do leaders cope with change? Lead it? How can leaders ensure that their change efforts will succeed and last? This afternoon we discuss the tips and tools that help.

Wednesday February 27

0800-1200

**DEVELOPING STRATEGIC RELATIONSHIPS
AND TRUST**

Treanor/
Galanti

How do leaders build the relationships that help them succeed? Where do they look for these relationships? What is the role of trust in building relationships? Is credibility important? What are silos and what are their effect on organizations? What do followers and others expect from their leaders?

1200-1300

LUNCH

1300-1700

**OUR WORLD TODAY – STRATEGIC MANAGEMENT
AND PLANNING FROM A DPR PERSPECTIVE**

Treanor/
Galanti

This afternoon we look at DPR from a leader's perspective. What's our mission? How do we measure success? What are our Department's strengths? Weaknesses? What opportunities do we see for the future? What threats lie on the horizon? In this afternoon's session we discuss these issues and take a look at the major challenges our leaders face in our quest to serve for the "Seventh Generation."

Management Leadership Skills Group 1 – AGENDA

**Week One
February 24–29, 2008**

**Thursday
February 28
0800-1100**

PUBLIC VALUE ROUNDTABLE

Beutler

What does the public want? Are their desires realistic? In times of constraint, how do our leaders decide which missions to serve? Which to emphasize? Which to de-emphasize? This morning we'll engage in a facilitated discussion regarding the concept of "public value" and serving constituents in the 21st Century.

1100-1200

DPR: A LEADER'S VIEW

Lopez

What's hot now? What do leaders need to know? Manuel Lopez, Deputy Director, Administration Services shares his views in this interactive morning session.

1200-1300

LUNCH

A

1300-1700

TASK FORCE WORKSHOPS

All

The centerpiece of Management Leadership Skills is participation in one of four task-force style projects. This afternoon we split into our task force teams and discuss goals and deliverables.

1800 -

BOWLING FOR LEADERS

All

On the last night of Week One we'll gather together for a rousing night of bowling. Come show your prowess to your new-found peers!

**Friday
February 29
0800-1000**

SUCCESSFUL PROJECT MANAGEMENT

Jackman

What are the keys to successful project management? What do leaders need to know? This morning we discuss factors that separate successful projects from those that miss the mark.

Management Leadership Skills Group 1 – AGENDA

**Week One
February 24-29, 2008**

Friday

February 29

1000-1200

**INFOSEARCH FOR EXECUTIVES: SEPARATING
THE WHEAT FROM THE CHAFF**

How do leaders find the information they need? How do they know that the information they find is reliable? Are there ways to automate the fact-finding process to make information gathering easier? We discuss.

Strazewski

1200-1300

LUNCH

A

1300-1400

PROJECT REPORT OUT: WHAT WE'LL DO

Each of the project teams will report on what they've learned and what they plan to achieve before we meet again in April.

Treanor/
Galanti

1400-1500

LOGISTICAL OVERVIEW

How will we keep in touch as we work on our projects? In this segment we learn about the Internet-based tools that will be available to us to help manage projects and participation.

Treanor/
Galanti

1500-1600

YOUR ACTION PLAN

Leaders continually strive for self-improvement. What will be your action plan?

Treanor/
Galanti

1600-

DEPART

Management Leadership Skills Group 1 – AGENDA

Week Two
April 21–24, 2008

Monday **April 21**

1500-

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

All

Tuesday **April 22**

0800–0900

WELCOME BACK

Galanti

0930–1200

PRESENTATION PREPARATION TIME
For the rest of the morning we'll spend time
in our task force teams putting the final touches
on our project submission presentations.

All

1200–1300

LUNCH

1300–1600

PROJECT SUBMISSION – TEAM ONE
Team One submits its project findings to our
participants and executives.

Team 1

1600–1700

**ONE GREAT THOUGHT: PARTICIPANTS'
INSIGHTS ON LEADERSHIP**
In our final week we'll report back on what we've
learned about leadership.

All

Wednesday **April 23**

0800–1100

PROJECT SUBMISSION – TEAM TWO
Team Two submits its project findings to our
participants and executives.

Team 2

1100–1200

**ONE GREAT THOUGHT: PARTICIPANTS'
INSIGHTS ON LEADERSHIP**
More participant report!

All

1200–1300

LUNCH

1300–1600

PROJECT SUBMISSION – TEAM THREE
Team Three submits its project findings to our
participants and executives.

Team 3

Management Leadership Skills Group 1 – AGENDA

**Week Two
April 21–24, 2008**

**Wednesday
April 23**

1600–1700

**ONE GREAT THOUGHT: PARTICIPANTS’
INSIGHTS ON LEADERSHIP**

All

**Thursday
April 24**

0800–1100

PROJECT SUBMISSION – TEAM FOUR

Team Four submits its project findings to our participants and executives.

Team 4

1100–1200

**ONE GREAT THOUGHT: PARTICIPANTS’
INSIGHTS ON LEADERSHIP**

All

1200–1300

CELEBRATION LUNCH

1300–1500

CREATING A LEADERSHIP LEGACY

In our final segment we discuss the importance of workforce development and how leaders model quality leadership to others.

Treanor/
Galanti

1500–1600

YOUR ACTION PLAN

A final look at your leadership self-improvement plan!

All

1600–1700

CONCLUDING REMARKS AND EVALUATION

All

MANAGEMENT LEADERSHIP SKILLS GROUP 1

PROGRAM OUTLINE

63 HOURS

Introduction and Administration	3.5
Leadership Competency Skills	10.5
Personality Styles.....	4.0
Creating High Performance Teams.....	4.0
Change Management.....	4.0
Developing Strategic Relationships and Trust.....	4.0
Creating Public Value; DPR Operations and Planning	8.0
Task Force Project Development and Planning	21.0
Project Management and Research Skills.....	4.0
Total Hours	63.0