

# MANAGEMENT PRACTICES

**Week I: March 9-14, 2008 (Two Rivers Training Facility)**

**Week II: March 31-April 4, 2008 (Two Rivers Training  
Facility)**

**Week III: May 4-8, 2008 (Mott Training Center)**

## Training Syllabus



**William Penn Mott Jr. Training Center**



# Memorandum

**Date:** February 21, 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 Williams  
Department Training Officer (Interim)

Attachment

cc: Participant

## **TABLE OF CONTENTS**

Formal Training Guidelines .....	1
Directions and Parking .....	8
Program Attendance Checklist.....	11
Pre-training Assignment.....	12
Post-Training Evaluation .....	14
Agenda.....	15
Program Outline .....	21
Learning Goals.....	22

***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 Manager  
Joanne Danielson .....

Academy Coordinator  
Chuck Combs..... Training Specialist  
Dave Galanti .....

Training Specialist  
Summer Kincaid..... Training Specialist  
Sara Skinner .....

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 Mott Training Center in Pacific Grove, CA 93950 (week 3) as well as the Two Rivers Training Facility (weeks 1 & 2) 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. A map and directions to the training facility are provided as an attachment to 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 and Pacific Grove 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. TWO RIVERS TRAINING FACILITY HOUSING: **The Training Office in Sacramento has reserved rooms at the Hawthorn Suites for individuals who reside outside of the Sacramento region only. Please call (916)-319-9653 or email Eric Marks, [emarks@parks.ca.gov](mailto:emarks@parks.ca.gov) immediately to confirm your lodging. Please state that you are with the Department of Parks and Recreation Management Practices Group 21.**

**In Week One, formal class sessions will end at 15:00 (3 p.m.) on Friday, March 14. For those wishing to stay in Sacramento on Friday night and travel back home on Saturday, lodging will be provided by the Training Office. When you contact Eric Marks to confirm lodging, please indicate whether you desire to stay over Friday night. This will ensure that the proper lodging arrangements are 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. If you need to cancel or change your reservation, you must contact Eric Marks. When you arrive at the Hawthorn Suites, go directly to the front desk for your room key.

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

6. MOTT TRAINING CENTER 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 12:00 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 Administration Building. Quiet hour for lodge living areas is 10:00 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.**

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.

7. OFF-GROUNDS ACCOMMODATIONS (MOTT TRAINING CENTER): 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.
8. MEALS (TWO RIVERS TRAINING FACILITY): 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.)

MEALS (MOTT TRAINING CENTER): 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, 12:00 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 Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Please contact either Asilomar staff upon check in, or Training Center staff upon your arrival, for instructions on arranging a transport.

9. PARKING (TWO RIVERS TRAINING FACILITY): 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 the attachment for exact locations and cost. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).
10. 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.

Because we are on the Asilomar 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.

11. BREAK TIMES (TWO RIVERS TRAINING FACILITY): 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.

COFFEE BREAK REFRESHMENTS (MOTT TRAINING CENTER): 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.

12. 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.
13. TRAINING OFFICE STAFF: Dave Galanti (916-319-9659) 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.

14. **TRAINING MATERIALS:** Training materials may be made available to you at your unit, Two Rivers Training Facility and the Mott 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. Bring your own pens and pencils.
15. **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.
16. **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 birthdate.

<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**

17. **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.
18. **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.
19. **FAX:** The Two Rivers Training Facility's FAX number is (916) 319-9656 and the Mott Training Center is (831) 649-2824.
20. **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 at the Two Rivers Training Facility and (831) 649-2954 at the Mott Training Center.
21. **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.



## **FORMAL TRAINING GUIDELINES WHILE AT THE MOTT TRAINING CENTER**

22. **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.
23. **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.
24. **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.
25. **SMOKING:** Smoking is not permitted in the Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
26. **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.
27. **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.
28. **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.

29. 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

30. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments.
31. 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.

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

**Directions**

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

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

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

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

**Driving Directions:**

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

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

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

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

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

From points **south**:

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

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

### **Parking**

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

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

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

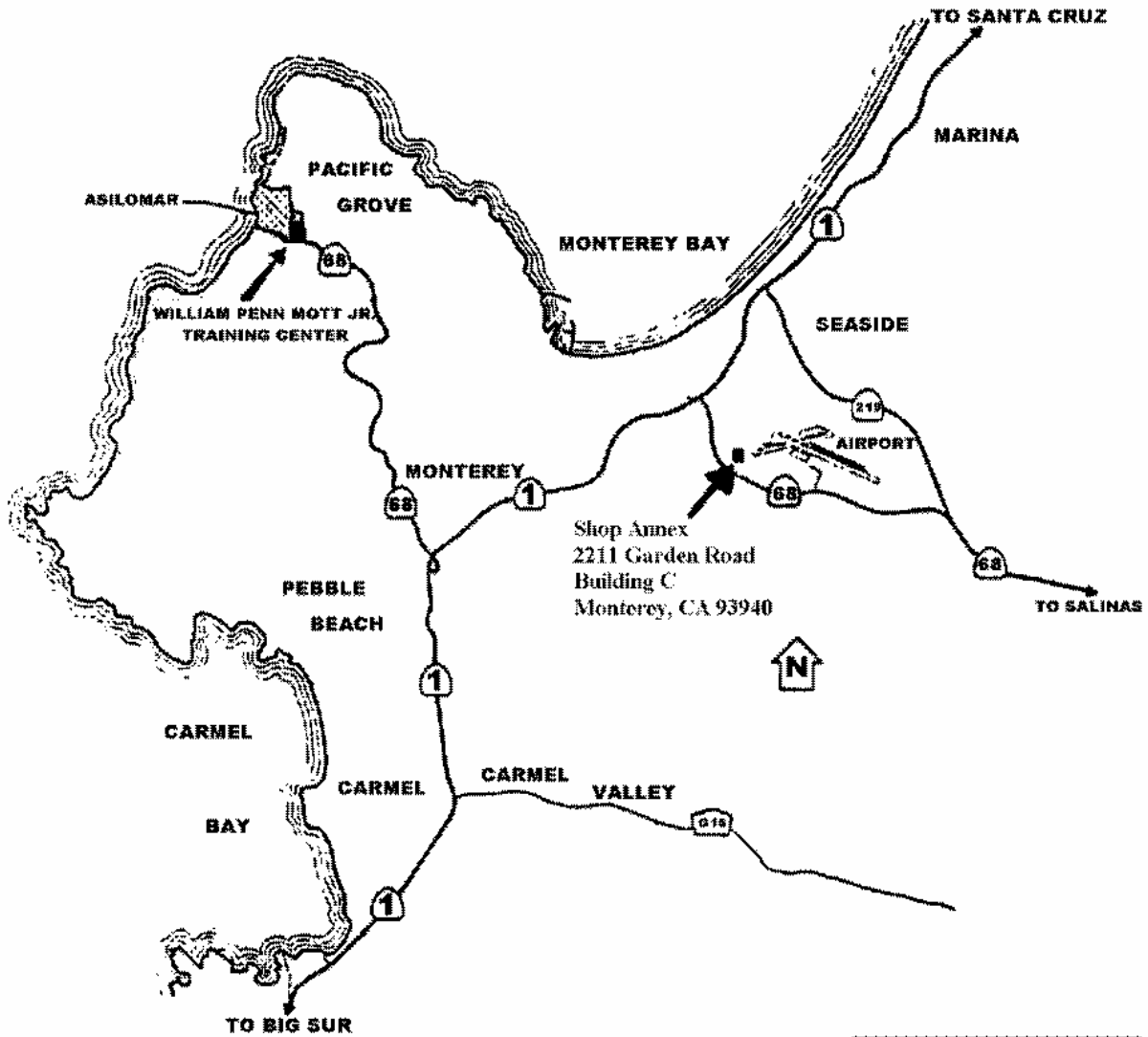
**From the NORTH:**

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

**From the SOUTH:**

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

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



## **PROGRAM ATTENDANCE CHECKLIST**

To assist you in your preparation for formal training sessions at the Two Rivers Training Facility and the William Penn Mott Jr. Training Center, the following checklist is provided.

- Participants who reside outside of the Sacramento area should contact Eric Marks immediately at 916-319-9653 or at [emarks@parks.ca.gov](mailto:emarks@parks.ca.gov) to confirm Sacramento lodging. Please inform Eric concerning any requests you may have concerning accommodations and/or accessibility. Lodging will be reserved at the Hawthorn Suites, 321 Bercut Drive, Sacramento. Securing lodging at another location will be at participant's own expense.**

**If you need to cancel or change your reservation in Sacramento, you must contact Eric Marks. DO NOT CALL THE HOTEL.**

**If you need to cancel or change your reservation at the Mott Training Center, you must contact Pat Bost.**

- Be sure you have read and understand the Management Practices Group 21 Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
  - Management Practices Group 21 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](mailto:dgalanti@parks.ca.gov)

## **MANAGEMENT PRACTICES PRE-TRAINING ASSIGNMENTS**

### **ASSIGNMENT ONE**

Write a brief description of one of the top issues you are currently dealing with in your District. Teams will be selected in the class to help work on your issue. Bring the appropriate information to the class to develop an issue paper and present your recommendation to the Planning Policy and Programming Committee (PPPC) in Sacramento. Attached is the format for an issue paper.

The description of your issue is due Monday, March 3rd to Dave Galanti.

### **ASSIGNMENT TWO**

Select a book that you have recently read, or read a new book that helps define skills and examples that you can use in your role as a manager. Be prepared to give a quick, five minute report to the class on the key messages or learning moments that you found in the book and how that can be applied to the role of a manager.

Review the agenda and come prepared to participate in discussions about the topics. Questions and interaction among participants and instructors is critical to a successful class.

California State Parks  
Planning Policy and Programming Committee

**Issue Paper Template**

**Issue (required)**

Briefly summarize the specific issue(s) to be addressed.

**Background (required)**

Briefly state why this is an issue, how or from whom the issue originated. What has led to the current situation? Describe any unsuccessful attempts to resolve the issue.

**Discussion (required)**

Briefly discuss the problem, including relevant facts, parameters, and constraints as necessary:

- Mission/Values
- Policy
- Politics
- Funding and Personnel
- Other – Legal, trends, statewide impact, etc.

**Alternatives Considered (if necessary)**

List up to three alternatives. Include pros and cons for each alternative.

**Recommendation(s) (required)**

Briefly discuss the recommended course of action (or justify the recommended alternative).

**PPPC Action Requested (required)**

Bullet(s) outlining the PPC action(s) requested



## **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 PRACTICES GROUP 21**  
**Week I - Sacramento**  
**March 9-14, 2008**

**Sunday**  
**March 9**  
 1500-

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

**Monday**  
**March 10**  
 0800-1200

**INTRODUCTION AND ORIENTATION:**  
 Welcome, Introductions  
 Expectations and Challenges  
 How can I improve my performance  
 Presentations. Treanor/Armas/  
 Murphy

1200-1300 **LUNCH** All

1300-1500 **LEADERSHIP – TRANSITION TO MIDDLE  
 MANAGEMENT** Franco  
 Entering the Gray Area – Role of the Mid-Manager;  
 there are no answers; case study of gray area.

1500-1630 **LEADERSHIP – TRANSITION TO MIDDLE  
 MANAGEMENT (CON'T)** Franco  
 Share your “biggest mistake”.

1630-1700 **PRESENTATION ASSIGNMENTS** Murphy  
 Discussion of Assignments

**Tuesday**  
**March 11**  
 0800-1200

**SITUATIONAL LEADERSHIP** Treanor/Armas

1200-1300 **LUNCH** All

1300-1600 **SITUATIONAL LEADERSHIP** Treanor/Armas

1600-1700 **LEADERSHIP** Coleman  
 Director address to class.

1700-1900 **DINNER** All

**MANAGEMENT PRACTICES GROUP 21**  
**Week I - Sacramento**  
**March 9-14, 2008**

**Tuesday**

**March 11 (Continued)**

1900-2100	<b>PARTICIPANTS PRESENTATION PREPARATION TIME</b>	Murphy
-----------	---	--------

**Wednesday**

**March 12**

0800-1200	<b>SITUATIONAL LEADERSHIP – 12 O'clock High</b>	Treanor/Armas
-----------	---	---------------

1200-1300	<b><i>LUNCH</i></b>	All
-----------	---------------------	-----

1300-1700	<b>ETHICS</b>	Brean
-----------	---------------	-------

**Thursday**

**March 13**

0800-1200	<b>PROJECT MANAGEMENT</b>	Knapp
-----------	---------------------------	-------

1200-1300	<b><i>LUNCH</i></b>	All
-----------	---------------------	-----

1300-1700	<b>CRITICAL THINKING AND DECISION MAKING</b>	Jenkins
-----------	--	---------

1900-2100	<b>PARTICIPANT'S PRESENTATION PREPARATION TIME</b>	Murphy
-----------	--	--------

**Friday**

**March 14**

0800-1200	<b>PERSONAL AND PROFESSIONAL GROWTH</b>	Jones
-----------	---	-------

1200-1300	<b><i>LUNCH</i></b>	All
-----------	---------------------	-----

1300-1500	<b>BOOK REPORTS</b>	Murphy
-----------	---------------------	--------

1500-1700	<b>PARTICIPANT'S PRESENTATION PREPARATION TIME</b>	Murphy
-----------	--	--------

1700	<b>DEPART</b>	All
------	---------------	-----

**MANAGEMENT PRACTICES GROUP 21**  
**Week II - Sacramento**  
**March 31 - April 4, 2008**

<b>Monday</b> <b><u>March 31</u></b> 1500-	<b>CESAR CHAVEZ DAY – TRAVEL DAY</b> <b>CHECK-IN:</b> Check in at the Hawthorn Suites (out-of-town participants only)	All out-of -town All
<b>Tuesday</b> <b><u>April 1</u></b> 0800-1200	<b>ADMINISTRATIVE UPDATES</b> Administrative information for the CA State Park middle manager.	Various Admin Managers
1200-1300	<b>LUNCH</b>	All
1300-1400	<b>ADMINISTRATIVE UPDATES CONTINUED</b>	
1400-1500	<b>DEPARTMENTAL EXPECTATIONS – PART I</b>	Armas
1500-1600	<b>DEPARTMENTAL EXPECTATIONS – PART II</b>	TBA
1600-1700	<b>DEBRIEF</b>	Armas
<b>Wednesday</b> <b><u>April 2</u></b> 0800-1000	<b>LEADERSHIP – TRANSITIONS TO MID-MANAGER</b> Children in Nature	Gordon
1000-1200	<b>DEPARTMENTAL EXPECTATIONS – PART III</b> A discussion of mission and vision with Ted Jackson.	Jackson
1200-1300	<b>LUNCH</b>	All
1300-1600	<b>LEGAL ISSUES</b>	Tobias/Lynch
1600-1700	<b>PREPARE FOR PRESENTATIONS</b>	Murphy/Mette

**MANAGEMENT PRACTICES GROUP 21**  
**Week II - Sacramento**  
**March 31 - April 4, 2008**

**Thursday**  
**April 3**

0800-1200	<b>BUDGET PROCESSES</b>	Clark/Vasquez
1200-1300	<b><i>LUNCH</i></b>	All
1300-1500	<b>CONTEMPORARY MANAGERIAL ISSUES</b> Adverse Actions, Skelly, Internal Affairs, EEO, Labor Relations, Workers Compensation from a Practical Standpoint – Panel Discussion from the experts.	Sathre/ Suber/ Popoff/ Castillo/ TBA
1500-1700	<b>PARTICIPANT PRESENTATIONS PREPARATION TIME</b>	Murphy/Mette

**Friday**  
**April 4**

0800-1200	<b>ORGANIZING AND FACILITATING MEETINGS</b> Meetings are an essential, yet painful part of the workday and management. How can you make meetings become more effective, efficient, and work for you in your day-to-day work assignments?	Mette
1200-1300	<b><i>LUNCH</i></b>	All
1300-1700	<b>EFFECTIVE COMMUNICATION STRATEGIES – PRESENTATIONS</b> What kind of presentations are appropriate for what kind of audience	Mette
1700 -	<b>DEPART</b>	All

**MANAGEMENT PRACTICES GROUP 21**  
**Week III - Mott Training Center**  
**May 4 - 8, 2008**

**Sunday**

**May 4**

1500-

**REGISTRATION:** Check-in at Asilomar  
Administration Building

All

**Monday**

**May 5**

0800-1200

**SEMS/CRITICAL INCIDENT MANAGEMENT**

Fuzie

1200-1300

***LUNCH***

All

1300-1700

**COMMUNITY POLICING AND PROBLEM SOLVING**

Burko

**Tuesday**

**May 6**

0800-1200

**STRATEGIC PLANNING FOR MIDDLE  
MANAGEMENT**

Gordon

1200-1300

***LUNCH***

All

1300-1700

**MEDIA AND PUBLIC PRESENTATIONS**

Stearns

1900-2100

**BOOK REPORTS**

Mette

**Wednesday**

**May 7**

0800-1200

**RISK MANAGEMENT – CREATING A SAFETY  
CULTURE**

Rozzelle/  
Kramer

1200-1300

***LUNCH***

All

1300-1700

**PARTICIPANTS' PRESENTATIONS**

Mette

**MANAGEMENT PRACTICES GROUP 21**  
**Week III – Mott Training Center**  
**May 4 – 8, 2008**

**Thursday**

**May 8**

0800-0930	<b>PARTICIPANTS' PRESENTATIONS</b>	Mette
0930-1130	<b>LEADERSHIP – CONGRATULATIONS, YOU'VE MADE IT! NOW WHAT?</b>	Jones
1130-1200	<b>WRAP UP – DVD</b> Celebrate What's Right with the World	Armas/Mette
1200 -	<b>DEPART</b>	All

**TRAINING PROGRAM: MANAGEMENT PRACTICES** **104 HOURS**

**PROGRAM OUTLINE** **Total Hours**

Program Orientation ..... 4

Role of the Manager/Transition to Management..... 11

Leadership..... 14

Ethics..... 4

Project Management..... 4

Critical Thinking and Decision Making ..... 4

Personal and Professional Growth ..... 4

Legal and Personnel Issues/Administrative Updates..... 10

Fiscal Management ..... 4

Critical Incident Management ..... 4

Media and Media Relations ..... 4

Communication/Presentation Skills ..... 8

Risk Management..... 4

COP/POP ..... 4

Strategic Planning ..... 4

Presentation Projects/Book Reviews/Follow-up ..... 17

**TOTAL HOURS..... 104**



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

### **1.0 THE ROLE OF THE MIDDLE MANAGER/TRANSITION TO MIDDLE MANAGEMENT**

Purpose: Participants will be able to identify the knowledge and skills, both personal and professional, which make-up the role of a mid-manager. Participants will also gain knowledge of the tools that will help facilitate a successful transition to management.

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

1. Identify the role and responsibilities of a mid-manager.
2. Describe the factors that influence and shape the transition from supervision to management.
3. Identify the management processes within the Department and how this role provides opportunities to effect change.
4. Identify the social, technological, economic, environmental, political, and organizational issues as they relate to the role of a mid-manager.
5. Acquire skills to future forecasting and the effect of how advanced planning can have on leadership and the organization.

### **2.0 STRATEGIC PLANNING**

Purpose: Participants will be able to understand basic models of planning and the role of planning in making management decisions.

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

1. Provide overview of some of the major State Park efforts and documents and how they affect the Department.
2. Describe the role and basic elements of General Plans.
3. Describe the importance of planning and decision making process including the need for collecting and analyzing data.
4. Describe how you can use these concepts in your role as Manager.

### **3.0 CRITICAL INCIDENTS/CRITICAL INCIDENT MANAGEMENT**

Purpose: Participants will gain the awareness, knowledge and skills required to become effective critical incident managers.

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

1. Identify what type of situation constitutes a critical incident, especially those specific to the Department.
2. Recognize and understand the manager's responsibility during critical incidents, including responsibilities relating to the protection and safety of subordinates and citizens.
3. Identify the resources available during a critical incident.
4. Describe the responsibilities of the incident commander.
5. Become aware of the role of the media when a critical incident occurs.
6. Acquire a working knowledge of the California Standardized Emergency Management System and the National Incident Management System (SEMS/NEMS).
7. Identify signs and symptoms of critical incident stress (and what to do about them).
8. Recognize the difference between ethical and unethical responses to critical incident management demands.
9. Develop a detailed plan of action that will mitigate or eliminate critical incident problems.

### **4.0 COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING: COP/POP MANAGEMENT PRACTICES**

Purpose: Participants will acquire knowledge about Community Oriented Policing and Problem Oriented Policing.

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

1. Describe the definition of Community Oriented Policing and Problem Solving (COP/POP).
2. Review the principals that are incorporated by Community Policing Programs.
3. Generate ideas and discuss how to build partnerships with their community.

4. Participate in a group learning activity that demonstrates how to address community problems using partnerships they have developed.
5. Describe ways to effectively delegate COP/POP strategy and philosophy to subordinate command staff.

## **5.0 FISCAL MANAGEMENT AND BUDGET**

Purpose: To provide participants with additional understanding of the state of California budget process, funding allocations, expenditure projections, and to introduce participants to the Labor Information Database (LID).

Programs Objectives: By the close of the session the participant will

1. Describe how the State of California Government receives funding and how the Governor's Budget is enacted into law.
2. Recognize how the Departmental budget is allocated BP-1, CAT-1, CAT-2, Deferred Maintenance Projects, and more.
3. Categorize levels of expenditure importance of a budget.
4. Analyze, discuss, and create an operational budget.
5. Analyze a District's operational budget to its allocation.
6. Define ways to articulate projections, budget deficits, and proactive alternative solutions to budgetary constraints.
7. Evaluate the importance of Section 41, salary savings, and staff benefits.
8. Formulate funding alternative solutions in order to minimize the impact on programs as a result of budget deficits.
9. Identify what information can be extracted from the Labor Information Database (LID).
10. Demonstrate understanding of leadership issues and ethical considerations by identifying the impact of issues such as inaccurate projections and false statistics.

## **6.0 ETHICS**

Purpose: Participants will be able to identify the primary ethical challenges facing middle managers and create strategies for handling these challenges in an ethical manner.

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

1. Identify, define and categorize unethical activity.
2. Identify the warning signs and early indicators of unethical activity.
3. Describe methods to prevent unethical activity.
4. Describe the cost (personal and organizational) of engaging in unethical activities.

## **7.0 LEGAL ISSUES**

Purpose: Participants will be able to identify and manage common legal issues facing park management agencies.

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

1. Have an awareness of the legal and liability issues that face departmental middle managers.
2. Describe the five potential harms resulting from poor management of legal issues.
3. Become aware of the importance of quality control when managing legal issues.

## **8.0 RISK MANAGEMENT AND SAFETY**

Purpose: Participants will gain an understanding on how risk management and safety impacts them directly.

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

1. Express an appropriate definition of DPR risk management and how it impacts them directly.
2. Recognize at least three types of common DPR situations which require risk management early in the development of an issue.
3. Identify potential risk and opposition to the Department in their current work assignment from the perspective of stakeholder groups and individuals.
4. List several DPR resources available to assist them with effective risk management.

5. Describe strategies to effectively minimize and manage risk to themselves and the Department.
6. Develop appropriate interdepartmental talking points in response to a case study scenario.
7. Discuss the techniques for performing an effective risk management assessment in their workplace.

## **9.0 PROJECT MANAGEMENT**

Purpose: Participants will gain an understanding of the practices and techniques used by the Department to manage projects.

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

1. Describe Department processes and procedures relating to project management.
2. List the various definitions of the term “project” as it relates to park management, CEQA, and/or small activities.

## **10.0 PERSONNEL MANAGEMENT**

Purpose: Participants will gain an understanding of the responsibility of a manager in personnel management.

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

1. Describe the changes in supervisory responsibility of a manager in personnel matters including liability issues.
2. Identify the steps in an Equal Employment Opportunity (EEO) investigation, Skelly hearing and an Internal Affairs (IA) investigation by using examples from the Department.
3. List the grounds for discipline for legal causes of set forth on Government Code Section 19572 by use of scenarios.
4. Identify and describe the following compliance issues by using examples they have dealt with:

Americans with Disabilities Act (ADA)  
Fair Labor Standards Act (FLSA)  
Fair Management Labor Act (FMLA)

Workers Compensation  
Title VII

5. Describe the importance of Appraisal and Development Plans (ADP's) and expectations. Hand out - Effective Phrases for Performance Appraisals.
6. Identify the unions within the Department, how to work with union representatives and the importance of documentation.
7. Define the importance of recruitment and retention. Share successful mentoring strategies that have worked in the Department, private industry and other public agencies.

### **11.0 SITUATIONAL LEADERSHIP® STYLES AND DECISION MAKING**

Purpose: Participants will gain an understanding of leadership and the skills necessary for its application.

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

1. Describe the distinction between supervisory roles and leadership styles.
2. Diagnose the readiness level of subordinates and peers using the Situational Leadership® model.
3. Define the four primary leadership styles available to middle managers.
4. Recognize the need to match specific supervisory styles with the readiness level of employees and peers.
5. Recognize the techniques to manage supervisory situations most common to Department management.

### **12.0 MEDIA RELATIONS**

Purpose: Participants will gain an understanding of the role of the media and how DPR personnel interface with it.

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

1. Define the role of the media and the steps to respond to media requests.
2. Compose a simple press release and plan for a park related media event.

3. Define the basic elements of crisis management from a media perspective.
4. Facilitate media requests and requests sensitive information

### **13.0 PERSONAL AND PROFESSIONAL GROWTH**

Purpose: Participants will gain an understanding of the role personal and professional growth has in managing.

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

1. Identify, rank and measure their relationship with specific values in their personal and professional life.
2. Use an inventory tool to assess their individual satisfaction with the expression of their values.
3. Analyze ways to organize their time to better represent their identified values.
4. List the factors that contribute to the stress levels in their life.
5. Use tools and techniques to evaluate stress and specific ways to minimize stress that works against their goals.
6. Effectively set goals that represent their personal and professional vision.