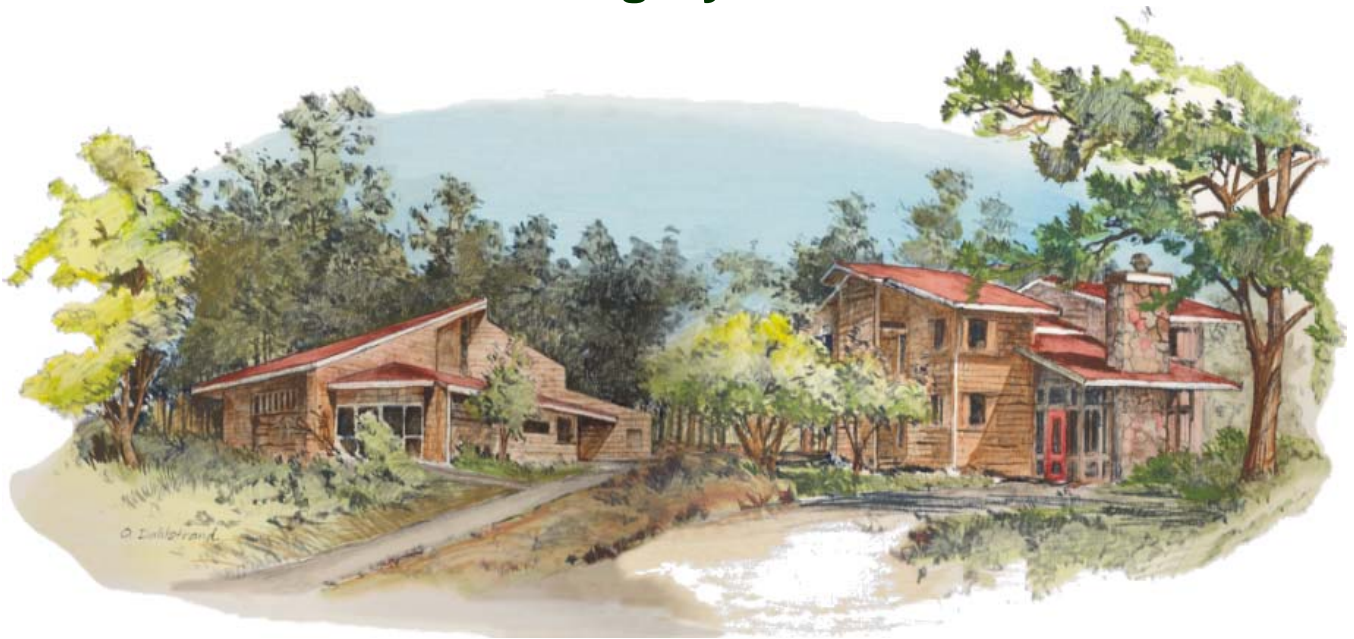


PROJECT MANAGEMENT

March 10-13, 2014

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: February 28, 2014
To: Supervisor
From: Theresa Bober, Department Training Officer
Training Section
Department of Parks and Recreation
Subject: Employee Attendance at Formal Training
Project Management Group 1 – Week 1

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.

Attachment

cc: Participant

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***Mission Statement
Training Section***

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

TRAINING SECTION STAFF

Theresa Bober Department Training Officer

Chuck Combs Training Specialist

Sara M. Skinner Training Specialist

Karyn Lombard Training Specialist

Dave Galanti Training Specialist

Matt Cardinet Cadet Training Officer

Travis Gee Cadet Training Officer

Pamela Yaeger Assistant Program Coordinator

Edith Alhambra Assistant Program Coordinator

Michael Bartenetti Assistant Program Coordinator

Rogers Williams 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

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center and other locations including Marconi Conference Center. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** Your copy of this syllabus is an important part of your training experience and should be brought with you to Training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources.
3. **TRAVEL:** Arrange your travel to and from the training site through your District or Office. (No reimbursement for travel expense – including per diem costs – will be approved for travel not specifically authorized in advance by the District Superintendent). Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6.

4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 10:00 a.m. on the date of departure. The Department provides your room and board expenses at the Marconi Conference Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in the Marconi Conference Center Administration Building.
5. **ENROLLMENT OR HOUSING CANCELLATION POLICY:** To cancel participation in a course, the participant must have their District Superintendent or Section/Office Manager send an email to the Training Specialist assigned to the course requesting to remove the participant. If you do not need lodging or must change or cancel your reservation for lodging, you must contact the Mott Training Center or Training Specialist assigned to the course at least 72 hours prior to your date of arrival. Lodging, registration, and associated fees will be charged to the employee's District or Section/Office if a training cancellation is received with less than 72 hours notice.

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

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

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

8. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
9. **TRAINING SECTION STAFF:** Chuck Combs is your Training Specialist and has been assigned the responsibility for your training group. During the program, you may be asked to assist Training Section Staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Training Section Staff will do all within their power to make your training experience pleasant and meaningful.
10. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
11. **TRAINING MATERIALS:** May be made available to you at both your unit and at the Marconi Conference Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Please bring your own pens and pencils.
12. **CELL PHONES:** As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.

Please remember that cell reception is poor at Marconi. There is a payphone which takes prepaid phone cards or coins. If you have a phone in your room you can also use a prepaid calling card. There is one computer available for checking email in the Administration Building. There is also wi-fi access, which requires a pre-established account or a fee for use which cannot be charged to your room.

13. **TELEPHONE:** Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call (415) 663-9020.
14. **POST-TRAINING ASSIGNMENTS:** In connection with formal training are to be completed under the direction of your supervisor.

15. SAFETY/COMFORT REMINDER: The Northern California Coastal Rainforest experiences an average of 70 inches of combined rain and fog annually. We will be training at the beginning of the wet season, so be prepared for adverse weather. Bring rain gear and layered work clothing that will allow you to stay comfortable while working/hiking in inclement conditions. There will be poison oak at this training.

Warning – Poison oak, which many people find highly irritating to the skin, is prevalent in this area. Persons who may have sensitivities are advised to take care to not come in contact with this plant while hiking and working, and should take any other preventative measures as may be appropriate.

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

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

◆ **CHECK-IN/CHECK-OUT**

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

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

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

◆ **DINING**

Meals are served in Redwood Dining Hall.

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

◆ **LODGING**

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

◆ **PARKING**

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

◆ **DRIVING**

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

◆ **GAS STATIONS**

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

◆ **TELEPHONES**

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

◆ **MESSAGES, FAXES, MAIL**

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

Front Desk Telephone: (415) 663-9020

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

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

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

Front Desk Fax: (415) 663-1731

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

If you wish to receive mail, use this address:

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

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

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

◆ **BUSINESS CENTER**

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

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

◆ **WALKING & EXPLORING**

Marconi Conference Center is a unit of the California State Park system and all natural elements such as branches, pine cones, mushrooms and flowers are protected by state law and may not be removed. Camping and

campfires are not permitted. We suggest walking on designated footpaths to avoid poison oak. The pine needles can be slippery—please use caution. We recommend flashlights at night.

◆ **SMOKING**

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

◆ **PETS**

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

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

◆ **ENJOY!**

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



Marconi Conference Center's guestrooms overlook Tomses Bay

◆ **EMERGENCIES**

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

◆ **GUEST SERVICES**

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

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



◆ **FROM SANTA ROSA**

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

◆ **FROM SACRAMENTO**

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

◆ **FROM OAKLAND/EAST BAY:**

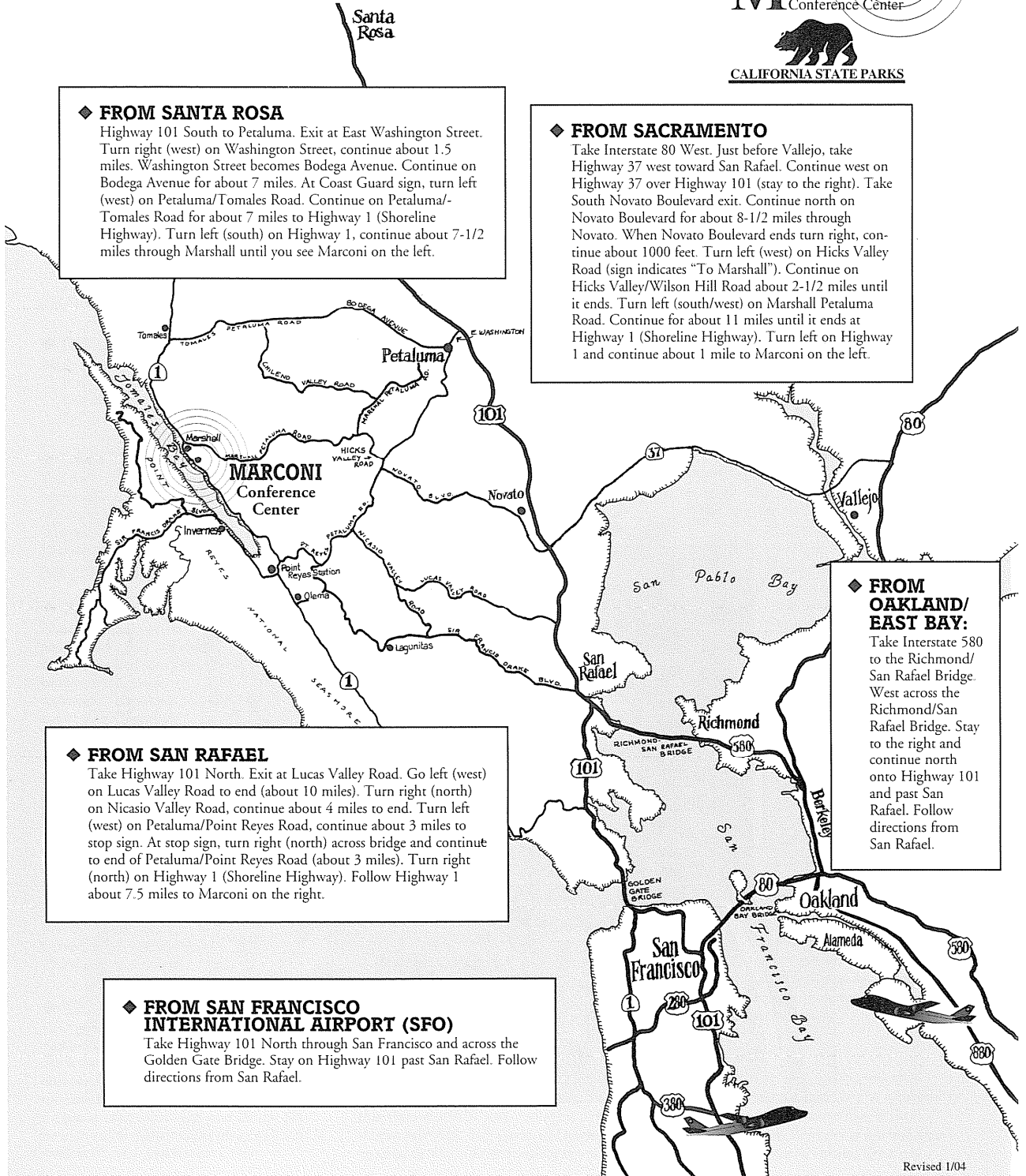
Take Interstate 580 to the Richmond/San Rafael Bridge. West across the Richmond/San Rafael Bridge. Stay to the right and continue north onto Highway 101 and past San Rafael. Follow directions from San Rafael.

◆ **FROM SAN RAFAEL**

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

◆ **FROM SAN FRANCISCO INTERNATIONAL AIRPORT (SFO)**

Take Highway 101 North through San Francisco and across the Golden Gate Bridge. Stay on Highway 101 past San Rafael. Follow directions from San Rafael.



Revised 1/04

PROGRAM ATTENDANCE CHECKLIST

- _____ 1. Arrange your travel through your District Office.
- _____ 2. Remember to bring the following with you to training:
 - Program Syllabus, study guide, and all pre-training assignments.
 - Personal Safety Equipment (eye, ear, head, and hand protection).
 - Coveralls or appropriate work clothing.
 - Foul weather gear due to the possibility of rain during the program. It is required that you bring rain gear with you.
 - Proper field uniform, see Formal Training Guidelines #7.
 - Coffee cup, reusable water bottle, alarm clock, pens and pencils.

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 Mott Training Center in providing a return on the investment the Department has on training.

PROJECT MANAGEMENT GROUP 1 - WEEK 1 - A G E N D A
March 10-13, 2013

<p>This program will be conducted at the Marconi Conference Center in Buck Hall. Field sessions will be held at various Marin District Parks. Vans will transport you to and from the field sessions and will leave the Marconi Conference Center promptly at 0800 daily and return by 1700 on field days.</p>
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Monday

March 10

1300-1400	Program Orientation, Registration, and Expectations	Combs
1400-1500	Project Management Orientation	Chamberlin/Osanna
1500-1600	Project Management Process	Knapp
1600-1700	Project Development Criteria	Knapp
1700-	REGISTRATION: Check in at the Marconi Registration Building.	All
1800-	Dinner	All

Tuesday

March 11

0700-0800	Breakfast	All
0800-1100	Scope Development, Cost Estimates, Schedules, and Resources Identification	Allsop/Turner
1100-1200	Group Exercises and Presentation of Sample Project	All
1200-1300	Lunch	All
1300-1400	Project Assignment to Work Groups	
1400-1500	Stakeholders, Developing and Project Plans	Chamberlin
1500-1600	Group Exercises, Draft Project Plan	All
1600-1700	Project Infrastructure Database (PID)	Schoppman
1800-	Dinner	All

Wednesday

March 12

0700-0800	Breakfast	All
0800-0900	Transportation to Mount Tamalpais, Samuel P. Taylor and Tomales Bay State Parks	All
0900-1700	Rotating Labs: Steep Ravine Cabins Devils Gulch Trail Lagunitas Creek Retaining Wall Tomales Bay Bishop Pines Tomales Bay Campsites	
1800-	Dinner	

PROJECT MANAGEMENT GROUP 1 - WEEK 1 - A G E N D A
March 10-13, 2013

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Thursday
March 13

0700-0800	Breakfast	All
0800-1030	Group Work Scope Development PID Entry	All
1030-1130	Group Presentations: Each group makes a presentation to the class as a Core Team presentation at the District level from a project proponent's point of view.	Allsop All
1130-1200	Class II Prep and Departure	Combs

TRAINING PROGRAM: PROJECT MANAGEMENT

24 HOURS

PROGRAM OUTLINE

PROGRAM ORIENTATION 1.0

PRE-START MEETINGS AND RECORD KEEPING16.0

Lecture
Field Labs.....

PROJECT DEVELOPMENT 1.0

Scheduling Staff and Equipment
Roles and Responsibilities
Inspections
Pre-start Preparations

SPIKE CAMPS 1.0

Proper Setup and Operations.....
Food Management and Logistics

ENVIRONMENTAL COMPLIANCE..... 1.0

Required Approvals
Best Management Practices (BMP's).....

CREW MANAGEMENT..... 1.0

Project Safety
Running a Crew
Remote Work Locations
Record Keeping

CONTRACTING TYPES 0.5

Lump Sum.....
Performance.....
Time and Materials.....

TRAINING AND CREW DEVELOPMENT..... 1.0

Hiring Practices
Corp Member Development

STUDENT QUESTIONS 1.0

Question and Answer

PROGRAM EVALUATIONS..... 0.5

TOTAL HOURS.....24.0

PROJECT MANAGEMENT TRAINING

PROGRAM ORIENTATION AND REGISTRATION

Purpose: Participants and Trainers will become acquainted with each other and the Program Coordinator. The group will be given information on the logistics of the week's training program. In addition, the program content will be reviewed.

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

1. Review program content, procedure, and evaluation processes.
2. Share and record expectations with group members.

PRE-START MEETINGS AND RECORD KEEPING

Purpose: Develop the participant's knowledge of necessary on-site processes and checklist's to perform prior to project implementation. Provide field experience in recording project performance on a daily and weekly basis. Design and schedule projects from scope of work.

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

1. Ensure that all pre-project requirements and necessary project implementation steps are in place prior to project implementation.
2. Develop knowledge and skills necessary to understand and perform record keeping of project performance.
3. Design projects based on predetermined scope of work. Determine task, timeline, materials, and construction methods necessary to complete project design.

PROJECT DEVELOPMENT

Purpose: To develop an understanding of the necessary planning steps and processes required to ensure success both prior to and during project implementation.

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

1. Properly schedule necessary staff, equipment, and materials required for successful project implementation.

2. Describe the roles and responsibilities of project implementation staff to include project managers, technical supervisors, crew supervisors, team leads, and crew members.
3. Demonstrate the importance of mandatory full time and periodic inspections.

SPIKE CAMPS

Purpose: Learn to properly site, setup, and operate a spike camp to ensure crew efficiency, health and safety, and project success.

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

1. Evaluate site conditions to determine the best locations for spike camp operations.
2. Gain a working knowledge of the necessary equipment, proper layout techniques and protocols and standards require for spike camp operations.
3. Have an improved understanding of the options and logistics necessary to properly feed a crew.

ENVIRONMENTAL COMPLIANCE

Purpose: Gain an understanding of the proper steps and procedures needed to ensure a project complies with previously determined environmental compliance commitments.

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

1. Determine the previous environmental compliance commitments and ensure those commitments are documented on-site and followed during project implementation.

CREW MANAGEMENT

Purpose: Learn to properly manage a project implementation crew to ensure safety, efficiency, and quality control.

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

1. Describe the necessary procedures and protocols required for crew safety.
2. Have an improved understanding of how to manage crews in different environments to include remote locations.

CONTRACTING TYPES

Purpose: Develop the participant's knowledge of the different contracting methods that can be used in project implementation.

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

1. List the contracting options available and the associate advantages and disadvantages of those contracting methods.
2. Develop knowledge of the necessary inspections and recording associated with different contract types to ensure project success.

TRAINING AND CREW DEVELOPMENT

Purpose: Learn proper hiring and training procedures necessary for proper crew development.

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

1. Describe state government hiring options and strategies necessary to develop and maintain work crews.
2. Describe the importance of proper crew training prior to and during project implementation and the proper techniques to ensure effective training.