

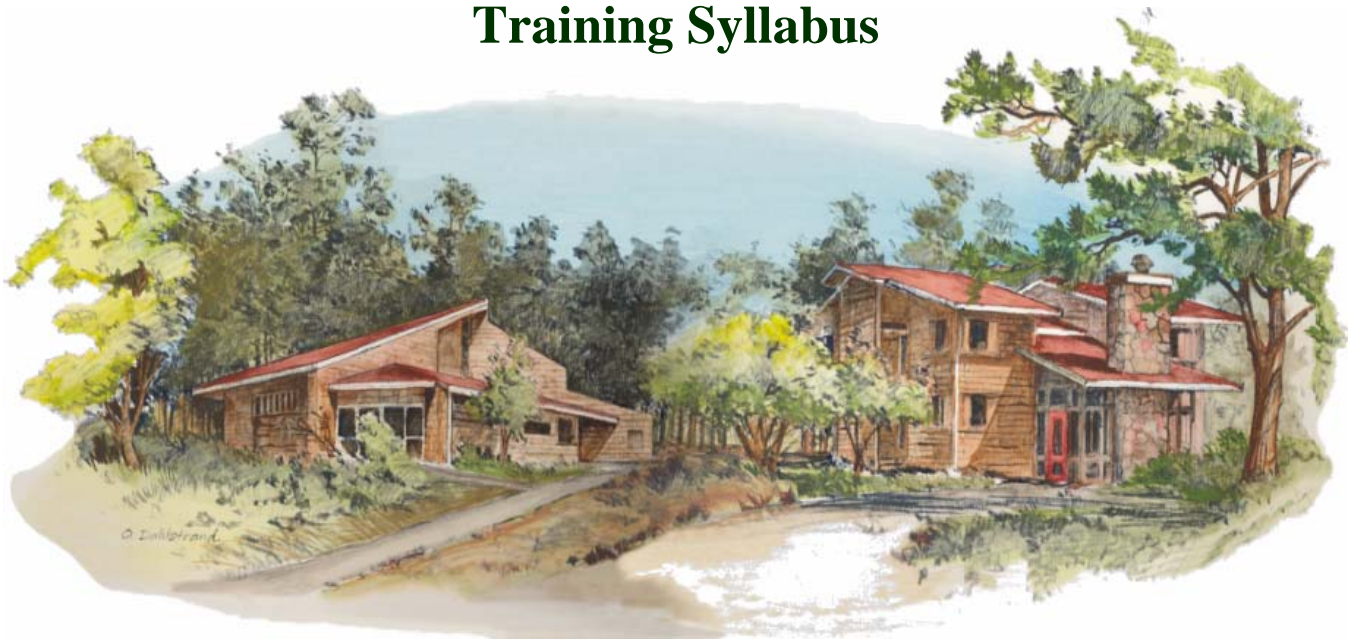
SUPERVISORY PRACTICES

September 9-14, 2007

October 21-26, 2007

November 4-9, 2007

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: August 27, 2007

To: Supervisor

From: Department of Parks and Recreation
William Penn Mott Jr. Training Center

Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

Prior to Three Months Following Training

1. Employee after discussion with the supervisor login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Michael D. Green
Department Training Officer (Acting)

Attachment

cc: Participant

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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

Michael Green..... Department Training Officer (Acting)
Pat Bost Office Manager
Joanne Danielson Academy Coordinator
Chuck Combs..... Training Specialist
Dave Galanti 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
Summer Kincaid..... Assistant Program Coordinator
Eric Marks Program Assistant
Patrick Moxon 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 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 LOCATIONS:** The first week of 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. Directions to the training facility are provided elsewhere in this syllabus. The building is immediately to the south of the Old Sacramento tourist area. Subsequent weeks will occur at the Mott Training Center, Pacific Grove, CA. Directions and instructions on how to reach the Mott Training Center will be distributed to participants during the first week of training.
2. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). You should print a copy of the syllabus to bring with you to class. Your copy of this syllabus is an important part of your training

experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.

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 0410.6. The Training Center does not have the capability to provide transportation to or from the Sacramento International Airport.
5. **HOUSING:** **The Training Center has reserved rooms at the Hawthorn Suites for individuals who reside outside of the Sacramento region only. You will need to call Hawthorn Suites at 1-800-767-1777 before Tuesday, September 4, 2007 to secure your lodging. Please state that you are with the Department of Parks and Recreation Supervisory Practices Group 7 and confirm your lodging request.**

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 the Hawthorn Suites 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 included 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. See page 6 of this syllabus. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).

8. CLOTHING: **Field Uniforms are not required.** Professional business attire may be worn.

One Capitol Mall houses both Department offices and offices of numerous private sector organizations. As such, the image we project as State Park employees is important. The clothing you wear should be appropriate.

9. BREAK TIMES: Participants will be given break times throughout the training day to visit the first-floor coffee kiosk, make telephone calls, etc. Please be considerate of your fellow Department employees and other groups working in adjoining office spaces by not requesting from them special use of telephones, copiers, fax equipment, etc. In addition, please be considerate of your fellow employees' work schedules by limiting your visitation to other Department offices during breaks or before or after formal training. Loud conversations, laughter, etc. should not be conducted in the hallway areas at any time.
10. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
11. TRAINING OFFICE STAFF: 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.
12. TRAINING MATERIALS: Training materials may be made available to you at both your unit and during training. 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.
17. 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 Blvd.
Turn LEFT onto Richards Blvd.
Turn RIGHT onto Bercut Dr.
End at 321 Bercut Drive, Sacramento, CA 95814

From the **south**:

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

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 Hawthorn Suites (non-Sacramento region participants only) at 1-800-767-1777 before September 4, 2007 to secure your lodging. Securing lodging at another location will be at participant's own expense.**
- Be sure you have read and understand the Supervisory Practices Group 7 Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Ensure that you have completed the pre-training assignment online questionnaires according to the instructions that will be emailed to you.**
- Bring the following with you to training:
 - Supervisory Practices Group 7 Program Syllabus
 - Professional business attire (uniforms are not required for this program)
 - Pens and pencils

If you have questions or need assistance, contact Dave Galanti, Training Specialist:

Phone: 916-319-9659
Fax: 916-319-9656
Email: dgalanti@parks.ca.gov

PRE-TRAINING ASSIGNMENT

DUE DATE: 5:00 p.m. Tuesday, September 4, 2007

ASSIGNMENT:

Within the next few days, you will receive from the Training Office emails giving you information on how to access two different computerized questionnaires.

The purpose of the emails is to obtain information that will be discussed in the first three days of the course. One of these questionnaires is the computerized version of the DiSC self-assessment tool. The other is related to your perception of how you lead others and is part of the course's Situational Leadership® curriculum. Neither should take you more than 15 to 20 minutes to complete over the Internet.

It is your responsibility to complete these questionnaires prior to 5 p.m. on Tuesday, September 4, 2007. This will give us time to collate the responses and prepare them to distribute and discuss in class. Participants who have not completed the questionnaires prior to the first day of class will be required to do so during the lunch break on the first day of class.

Detailed instructions will accompany the emails sent to you. If you have any questions after receiving the emails, please contact Dave Galanti at (916) 319-9659 (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). Once you login to the ETMS, you will need to fill out the evaluation form before you will be able to do anything else.

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

SUPERVISORY PRACTICES GROUP 7-I – AGENDA

Week One: September 9-14, 2007 (Two Rivers Training Facility, Sacramento, CA)

Sunday September 9

1500-

Participants from outside of the Sacramento area:
Check-in at Hawthorn Suites, 321 Bercut Drive, Sacramento

Monday September 10

0800-0900

Welcome to Supervisory Practices!

Galanti/Williams

In this hour, we'll all get to know each other, go over some course norms and rules, and determine our objectives and expectations for the rest of the course.

0900-1200

The Supervisor's Role

Facilitator Team
and Guest

What is "good" supervision? "Bad" supervision? What separates a supervisory position from other roles at DPR? In this segment, we'll cover these topics in addition to outlining the "3-R's" of DPR supervisory practice.

Leadership
Video

1200-1300

Lunch (on your own)

1300-1330

Team Presentation Assignments

Williams/
Trenor

As part of our coursework, participants will split into teams to research and present one of a series of "office presentations" on topics of interest to DPR personnel. In this segment, we'll explain this assignment in detail.

1330-1630

There May Be No "I" in Team, But There Certainly Is One in Supervision!

Trenor

The first step in becoming an effective supervisor is to understand yourself. What are your supervisory tendencies? How do you react in crisis? What separates the way you handle tasks from others doing similar work? In this segment, we discuss the true meaning of diversity and gain insight into how individual personality traits might impact your supervisory effectiveness.

1630-1700

Critical Incident Assignments

Trenor

One of the goals of this course is to provide you with

SUPERVISORY PRACTICES GROUP 7-I – AGENDA

Week One: September 9-14, 2007 (Two Rivers Training Facility, Sacramento, CA)

information on how best to help your reports cope with emergency situations and tragedy. In this segment, we begin to collect experiences.

Tuesday
September 11

0800-0900

**River City Supervisor, Part I:
Welcome to Your New Job!**

Williams
Treasor

Videos No. 1-3: Sergeant Campbell has just been promoted to lead an established team of River City Police Department police officers. Now, it's his job to supervise them and handle problems as they arise! In this segment, he meets his new team (via video presentations) and begins to understand the challenges he'll face in his new role. Would you do anything differently in his place?

0900-1200

**Situational Leadership®, Part I:
Understanding Readiness to Perform**

Treasor
Galanti

Are all employees alike? Are they equally prepared to do the work that is required of them? Can the same employee be prepared to succeed at some tasks but not others? How does an effective supervisor decide which employees are ready and which are not? In Part I of our discussion of Situational Leadership®, we attempt to provide answers to these questions.

1200-1300

Lunch (on your own)

1300-1630

**Situational Leadership®, Part II:
Matching Supervisor Responses to Follower
Readiness**

Treasor
Williams

How do effective supervisors deal with a diverse range of people and problems? Are there different leadership "styles" or is supervision a "one-size-fits-all" job? If different supervisory styles exist, what styles are most appropriate for a staff member's individual readiness to perform a work task? This afternoon's discussion provides answers to these and other questions!

1630-1700

Team Presentation No. 1

Williams

Our first leadership team gives its office presentation.

SUPERVISORY PRACTICES GROUP 7-I – AGENDA

Week One: September 9-14, 2007 (Two Rivers Training Facility, Sacramento, CA)

Wednesday
September 12

0800-0830

River City Supervisor: Vasquez Pulls His Weight

Tavares

Video No. 4: In today's video, Sergeant Campbell learns that there are issues that divide his new reporting team. His "second-in-command" – Corporal Vasquez – fills him in on the resentment much of the P.M. watch team feels towards a co-worker. How does he handle this situation? What would YOU do differently if YOU were in his place (if anything)?

Issues to consider:

- How reliable is Vasquez' information?
- What is Vasquez' motivation for speaking up?
Is there an "agenda" at work here?

0830-1200

The "I" in Supervision, Part II

Treanor/
Williams

"Max & Max"

How do followers expect their leaders to act? What values do they want their leaders to exhibit? How important is credibility? Ethics? Consistency? How do your actions effect your ability to supervise effectively?

1300-1700

What Every DPR Supervisor Needs to Know About Personnel Management

Cheyne-Shelton/
Edwards/
Sechrist

What role do DPR supervisors play in the personnel process? How do positions get filled – or re-filled? How is employee time accounted for? What forms need to be completed? Experts from DPR's personnel section provide answers!

Thursday
September 13

0900-0900

River City Supervisor: The PAPA Problem

Williams

Videos No. 5-7: In this set of videos, Sgt. Campbell learns about a high-profile assignment to have a non-sworn officer ride along with one of his patrol officers on the P.M. watch. It's his job to coordinate this politically sensitive assignment while following some of the "practical" instructions he receives from his supervisor. How does he respond?

SUPERVISORY PRACTICES GROUP 7-I – AGENDA

Week One: September 9-14, 2007 (Two Rivers Training Facility, Sacramento, CA)

Issues to consider:

- Is Sgt. Campbell being an effective supervisor during the team meeting? Is he “in control” of the group?
- What about the Captain? Are his actions reasonable? If not, what should you do about them?
- What, if anything, should Sgt. Campbell make of Watson’s comments about gender bashing? Should actions be taken?

0900-1030 **Power Tools: Acquiring the Ability to Get Work Done** Treanor/
Power Perception Profile Galanti

Supervisors quickly learn that so-called "line authority" doesn't always work to get the job done. Indeed, employees with little formal authority often can be the most effective. Others seem to handle everything through negotiation. What's their secret? How do they find the ability to get work done? Where does YOUR supervisory power come from? Also, how do you handle situations where your former colleagues are now your followers?

1030-1200 **Interfacing with the Public and Media** Stearns

No matter what role they play, supervisors are often called upon to represent the Department to the public and media. What should be expected? How can you handle these situations successfully?

1200-1300 Lunch (on your own)

1300-1330 **River City Supervisor: Dino’s Hands Off Request** Williams

Video No. 23: Officer “Dino” Vacelli and Corporal Vasquez are on a case when Sgt. Campbell arrives. That’s when the fireworks begin! What would you do in this situation?

Issues to consider:

- Who’s the boss? Campbell? Vasquez? Vacelli?
- Where does Vacelli’s power to get things done and give orders come from? How strong is it?
- What is the appropriate supervisory style to use in situations like these? How much “checking up” is appropriate?

SUPERVISORY PRACTICES GROUP 7-I – AGENDA

Week One: September 9-14, 2007 (Two Rivers Training Facility, Sacramento, CA)

- Other than to hammer Vacelli to “set him straight,” what other tools might Sgt. Campbell use to handle this situation?

1330-1630	A Supervisor's Guide to Human Rights at DPR Supervisors play a major role in DPR's efforts to maintain a respectful workplace. What is the supervisor's responsibilities to foster cultural diversity, preventing discrimination/harassment and manage conflict? Where must supervisors "draw the line"? What procedures must they follow? A panel of DPR Human Rights experts provide answers.	Sathre/ Ortiz/Aubel
1630-1700	Team Presentation No. 2	Williams
Friday <u>September 14</u> 0800-1130	Mastering Labor Relations Most new supervisors realize that there are contractual rules that govern supervisory conduct in addition to those set by DPR. What are the key bargaining unit provisions and what steps must supervisors take to enforce them? DPR's Labor Relations Expert explains all.	Popoff
1130-1200	Team Presentations No. 3	Williams
1200-	Depart (End of Week One)	

SUPERVISORY PRACTICES GROUP 7-II – AGENDA

Week Two: October 21-26, 2007 (Mott Training Center, Pacific Grove, CA)

Monday

October 22

0800-0900

Welcome to Week Two

Facilitation Team

0900-0930

River City Supervisor: Secrets Revealed?

Bardo

Videos No. 8-11: In this series of videos, Sgt. Campbell's unit deals with the revelation of an officer on another River City shift that he is gay. Officer Smith, Officer Watson and CSO Ken Ward react to this news in different ways.

How did Sgt. Campbell react? How should a DPR supervisor act in a similar situation? Items to consider:

- What is DPR's policy concerning diversity and human rights? Is it consistent with the policy in effect in River City?
- How should Sgt. Campbell react to Officer's Smith's comments? On what timetable? Should he begin to involve River City's Human Rights office?
- How should Sgt. Campbell react to CSO Ward's comments? Was his reaction appropriate? Why or why not?
- How should Sgt. Campbell react to Officer Watson's concerns?

0930-1200

The Progressive Discipline Process, Part I

Purdy

In the majority of cases, supervisors are able to ensure staff productivity and teamwork without resorting to DPR's progressive discipline process. When the usual tools fail, however, California law proscribes a detailed series of steps to deal with the situation. Doug Purdy from the DPR legal office provides tips and tools to help supervisors navigate the progressive discipline process.

1200-1300

Lunch

1300-1630

The Progressive Discipline Process, Part II

Purdy

Continuation of the morning discussion.

1630-1700

Team Presentation No. 4

Bardo

SUPERVISORY PRACTICES GROUP 7-II – AGENDA

Week Two: October 21-26, 2007 (Mott Training Center, Pacific Grove, CA)

Tuesday
October 23
0800-0830

River City Supervisor: Williams' Performance Evaluation

Treanor

Videos No. 12-14: Sgt. Campbell's performance evaluation of Officer Williams starts a series of events in motion. Based upon performance evaluations you've been a part of in the past, did Sgt. Campbell handle the evaluation session properly? How about the events that followed?

Items to consider:

- What should a supervisor do to prepare for a performance evaluation? Was Campbell prepared? Why or why not?
- Was Campbell's evaluation of Williams fair? Why or why not?
- Should Campbell have anticipated Williams' response? If so, could he have prevented the subsequent events from occurring?
- Once things began to spin out of control, what would be the best supervisory style to use to restore order?

0830-1200

Performance Evaluations and Counseling

Treanor
Williams

"Effective Phrases" booklet

What is the proper way to evaluate performance? How should a supervisor prepare for these sessions. What standards should she use? What exactly is "counseling"? Tips and tools for handling performance evaluations at DPR.

1200-1300

Lunch

1300-1330

River City Supervisor: Jones' Traffic Stop

Treanor

Videos No. 15-16: "Routine stop gone wrong." That's how Officer Jones summarizes her official interaction with a local attorney. What did happen here? What caused it? What can you do as a supervisor to cope with this type of customer-relations situation?

SUPERVISORY PRACTICES GROUP 7-II – AGENDA

Week Two: October 21-26, 2007 (Mott Training Center, Pacific Grove, CA)

Items to consider:

- Who is “at fault” here for what occurred between the attorney and Officer Jones? Could the situation have been prevented?
- What role did Officer Jones’ personal life play in creating this situation? How big of a role do personal problems play in any employee performance situation?
- It is not unusual for supervisors to become involved in disputes without knowing the facts of what occurred. What steps should supervisors take to deal with these situations?

1330-1630 **Liability Issues for Supervisors** Lynch
What is “liability”? What types of activities can lead to legal liability for DPR and its supervisors? Can these situations be prevented? Who is the “reasonable man”? Why should you care? Are there situations where supervisors can be held personally liable for on-the-job mistakes? Our liability expert explains all.

1630-1700 **Team Presentation No. 5** Bardo

Wednesday

October 24

0800-1000 **Maintaining a Sane Workplace, Part I:** Bardo
Stress self-test
Stress Management for Supervisors
To succeed in their work, leaders must recognize the signs of stress in themselves -- and those they lead. Tips and tools on how to cope with stress in the workplace and elsewhere.

1000-1130 **Maintaining a Sane Workplace, Part II:** TBA
Videotape: **“Preventing Workplace Violence”**
It's not always easy to spot situations that can lead to workplace violence. However, a review of recent media reports confirms that workplace violence is more common than many may believe. Learn the warning signs and what you can do to prevent tragic situations from occurring.

SUPERVISORY PRACTICES GROUP 7-II – AGENDA

Week Two:	October 21-26, 2007 (Mott Training Center, Pacific Grove, CA)	
1130-1200	Team Presentation No. 6	Bardo
1200-1300	Lunch	
1300-1400	Situational Leadership® -- The Game! Prizes to the winners!	Facilitation Team
1400-1600	Setting Priorities and Making Decisions How does a supervisor set priorities for his followers? What priorities are set by DPR? Performance Contracts? What priorities are left to the supervisor? How does one make effective supervisory decisions in this environment?	Treanor
1600-1700	River City Supervisor: Ward's Traffic Stop Videos No. 17-18: In these videos, CSO Ward receives a commendation from a member of the public. Unfortunately, it's for his conduct during a traffic stop that he isn't authorized to make. Good intentions abound, but Sgt. Campbell can't allow this to continue. How would you handle this situation with Ward? Items to consider: <ul style="list-style-type: none">• Is discipline warranted? If so, what type?• Using DPR's progressive discipline as a model, what would you do immediately? If the problem continued or became even more severe?• If a counseling session is warranted, how would you prepare for it? What reactions from Ward might you anticipate?	Williams
Thursday <u>October 25</u>		
0800-1200	Practicing What You've Learned, Part I: Counseling Session Role Play We've talked about progressive discipline and counseling. Now it's your turn to conduct your own counseling session in real time!	Facilitation Team
1200-1300	Lunch	
1300-1400	Counseling Role Play Debrief	Facilitation Team

SUPERVISORY PRACTICES GROUP 7-II – AGENDA

Week Two: October 21-26, 2007 (Mott Training Center, Pacific Grove, CA)

What did we learn today? What lessons will be take forward when we conduct our own counseling sessions “for real”?

1400-1700

“Glory”

Some movies are not only entertaining to watch, they teach us leadership skills. In this Denzel Washington classic, examples of what to do and what not to do abound. We’ll view the movie and then discuss our reactions.

Williams
Bardo

Friday

October 26

0800-1100

Fiscal Basics

Where does DPR’s money come from? Where does it go? How are budgets established? What budget-related systems and procedures must supervisors know? How can they use this system to their benefit?

Tavares/
Summers/
Kroll

1100-1200

Team Building and Facilitation

What is the secret to building effective teams? Do you use the same supervisory tools you use with individuals? Are there times when individual work is better than team-produced work? What happens when things go wrong? Can Situational Leadership® help?

Bardo/
Treanor

1200-

Lunch and Depart (End of Week Two)

SUPERVISORY PRACTICES GROUP 7-III – AGENDA

Week Three: November 4-9, 2007 (Mott Training Center, Pacific Grove, CA)

Monday
November 5

0800-0830	Welcome to Week Three	Facilitation Team
0830-0930	DPR's Appraisal and Development Process Evaluating staff performance and preparing staff for future roles are two of the most important duties DPR supervisors assume. Why is objective evaluation of unit employees important? Why should supervisors care about staff career paths? How does DPR's Appraisal and Development Process work? This session provides practical tools and answers.	Williams/ Bardo
0930-1000	Easy 911 We've learned how important proper evaluation is to your team and the department. Now, let's take a look at the specific procedures involved.	Galanti
1000-1200	CAMP Basics: Many DPR supervisors either interface with the Department's CAMP database system or supervise individuals who do. learn the ins and outs of the CAMP system in this tip-filled session.	Ortiz/ Tavares
1200-1300	Lunch	
1300-1330	Team Presentation No. 7	Treanor
1330-1530	Choose-A-Session II! It's your choice! Choose from one of two break-out learning sessions.	
	Supervising Diversity and Generations: Today's supervisors are called upon to supervise personnel coming from a wide range of age groups and ethnic backgrounds. Each of these groups expect to be supervised in different ways? How do you manage diversity while still treating everyone equally? This session provides clues.	Williams/ Galanti

SUPERVISORY PRACTICES GROUP 7-III – AGENDA

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1330-1530 **Internal Affairs Basics:** Forrester/
How does DPR's Internal Affairs unit work? What Bardo
are it's responsibilities? What do supervisors need to
know about internal affairs investigations? This session
tells you what you need to know. **(Required for POST
certification)**

1530-1700 **Choose-A-Session II!**
More choices! More great information!

Critical Incident Management: Bardo/
For DPR supervisors who face the potential for tragedy Williams
on a daily basis, proper critical incident response is, well,
critical. This session provides an overview of DPR's
critical incident management systems and tips on how to
manage events and personnel efficiently in times of peril.
(Required for POST certification)

Do-More-With-Less Roundtable: Treanor
DPR's front-line supervisors are often caught between Galanti
departmental demands to do more with fewer resources
and reporting staff who believe they need to do less with
more. How do supervisors cope with these competing
demands? In this roundtable discussion, participants share
their success stories and "lessons learned."

Tuesday
November 6

0800-1200 **Workplace Safety and Workers' Compensation** Castillo/
What is workplace safety? How does DPR deal with work- Suber/
related injuries? What rules must be followed? How can Ekeroth
supervisors prevent workplace accidents from occurring?
DPR's workplace safety experts provide answers.

1200-1300 Lunch

1300-1330 **Team Presentation No. 8** Bardo

SUPERVISORY PRACTICES GROUP 7-III – AGENDA

Week Three: November 4-9, 2007 (Mott Training Center, Pacific Grove, CA)

1330-1700	“Twelve O’Clock High” DPR supervisors are often asked to turn poorly performing units into efficient ones. How do supervisors help their reports improve their level of performance? See Situational Leadership in action in this classic film case study!	Galanti
Wednesday November 7		
0800-0830	Team Presentation No. 9	Bardo
0830-1000	Getting It Done Without Killing Yourself: Time Management, Planning, Organizing and Delegating Before you became a supervisor most work got done because you did it. Now, it’s your job to get work done through the efforts of others. How do effective supervisors manage their time? What tasks should be delegated? What should not? How can you get everything done without driving yourself crazy?	Tavares/ Treanor
1000-1200	When the Worst Happens When the worst happens in life, what is its effect on people? Who is there to help? What are the boundaries that must be respected by supervisors? Where does the job end and compassion begin? Participants share their stories.	Bardo
1200-1300	Lunch	
1300-1330	Team Presentation No. 10	Williams
1330-1500	River City Supervisor: Can’t We All Get Along? Videos No. 20-22: Our final River City videos address two subjects: Dino Vacelli’s refusal to follow proper procedures and Ken Ward’s continuing desire to limit his activities to “police work.” Issues for discussion: <ul style="list-style-type: none">• What did Sgt. Campbell do <u>right</u> in his counseling session with Vacelli? What did he do <u>wrong</u>?	Treanor/ Williams

SUPERVISORY PRACTICES GROUP 7-III – AGENDA

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- Both the Vacelli and Ward situations involve issues relating to organizational change and change management. Vacelli won't change and prefers to live in the past. Ward, on the other hand, lives in the future and refuses to perform any work not deemed relevant to future plans. How do supervisors cope with these common situations? How have you solved these problems in the past?
- Vacelli's views of civilian expertise and Ward's comments regarding "chimps" demonstrates a common problem within organizations. Often, persons with differing backgrounds and knowledge mistrust and misunderstand peers who are not in the same line of work. How can DPR supervisors work to solve these types of problems and foster increased communication between worker groups?

1500-1700

The Importance of a Positive Attitude
"Celebrate What's Right with the World" video

Treanor/
Galanti

As the course nears its conclusion, we return to the themes discussed in Week One. What are the universal desires of employees everywhere? How can supervisors meet these desires within the bounds set by rules, regulations and reality? How much influence does a supervisor really have?

Thursday
November 8

0800-1200

Practicing What You've Learned, Part II:
Appraisal and Development Role Play
Now it's your turn! Conduct real-life appraisal and development conferences with your River City reports!

Facilitation Team

1200-1300

Lunch

1300-1400

Appraisal and Development Role Play Debrief
What did we learn today? What lessons will be take forward when we conduct our own counseling sessions "for real"?

Facilitation Team

SUPERVISORY PRACTICES GROUP 7-III – AGENDA

Week Three: November 4-9, 2007 (Mott Training Center, Pacific Grove, CA)

1400-1600 **Lessons Learned Roundtable** Facilitation Team
We've covered a lot of material together in the past three weeks. What have we learned? What topics have made an impact on you? Are there any questions left uncovered? The entire class interacts.

1600-1700 **Your Action Plan** Facilitation Team
Feed Forward Technique:
Given what you have learned, what will you do differently in the future? How will you ensure that you have applied what you have learned?

Friday
November 9 **Graduation Day!**

0800-0830 **Course Evaluations** Galanti

0830-1200 **Tool Box Review, Final Exam, and Graduation** Facilitation Team
Leadership Video
It's graduation day! Time for a review of what we've covered. Of course, no graduation would be complete without a final exam to study for, so we provide one!

1200- **The Final Goodbye – Lunch and Depart**

TRAINING PROGRAM: SUPERVISORY PRACTICES

108 HOURS

PROGRAM OUTLINE

ORIENTATION AND COURSE INTRODUCTION 2
Orientation/Introduction/Objectives/Requirements/Expectations/Norms

THEORY AND PRACTICE OF SUPERVISION 44
Accountability
Communication in a Diverse Workforce
Critical Incident Management.....
Decision-Making Models
Ethical Decision Making
Leadership Styles and Behaviors
Power and Authority
Role Transition
Team Building
Values

PROGRAM AND PRACTICE 61
Conflict Management
Counseling
Critical Evaluation Skills
Documenting Employee Performance.....
Employees Relationships
Evaluating Employees.....
Feedback-Giving and Receiving
Internal Affairs Investigations
Recognizing Employee Performance
Stress Management
Team Building
Training Employees.....

WRAP-UP AND EVALUATION 1

Total Hours108

SUPERVISORY PRACTICES

ACCOUNTABILITY

Purpose: To understand how individuals are accountable within an organization.

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

1. Identify ways supervisors are accountable to peers, subordinates, superiors, community and self. Small groups will report their discussion to the class.
2. Discuss in class ways to hold others accountable after viewing a variety of fictitious employee video taped scenarios.
3. Practice formulating goals, devising an action plan, and setting evaluation criteria for accountability in a performance improvement plan after viewing video taped scenarios and role-playing a counseling session with an actor playing the part of a fictitious employee.

COMMUNICATION IN A DIVERSE WORKFORCE

Purpose: Recognize diversity, understand differences, and communicate effectively with a diverse workforce.

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

1. Identify the elements of diversity within the workforce following a large group discussion.
2. Discuss in small groups ways to effectively communicate with employees with diverse backgrounds after viewing a variety of fictitious employee video taped scenarios.
3. Identify legal issues and employee rights relative to harassment and ethnic diversity following a facilitated discussion.
4. Recognize that communication occurs verbally and non-verbally after a role-playing exercise.
5. Determine their personal style of communication and how best to communicate with other styles after the DiSC® Personal Inventory.

CONFLICT MANAGEMENT

Purpose: To develop conflict resolution skills and recognize the importance of applying them.

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

1. Discuss in class the conflict management issues portrayed after viewing a feature film.
2. Assess and discuss the nature of conflict and ways to manage it after viewing a variety of fictitious employee video taped scenarios.
3. Prepare for and counsel an actor portraying the role of a fictitious employee. Participants will
 - Identify the conflict.
 - Identify the issues and level of seriousness.
 - Develop a plan to address the conflict.
 - Apply mediation skills.
 - Document when appropriate.

COUNSELING

Purpose: To provide appropriate counseling relative to an employee's performance.

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

1. Discuss in class counseling techniques after viewing a variety of fictitious employee video taped scenarios.
2. Counsel an actor portraying the role of a fictitious employee during a specific conflict scenario. The participant will prepare appropriate documentation including a re-statement of employee expectations and identify the need for follow-up.
3. After completing an employee performance evaluation on a fictitious employee, practice delivering the evaluation to another student and receive feedback.

CRITICAL EVALUATION SKILLS

Purpose: Develop skills in supervising employees at the scenes of critical incidents.

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

1. Given a series of case studies, correctly identify strategies to reduce stress of employees involved in critical incidents and promote employee wellness.

CRITICAL INCIDENT MANAGEMENT

Purpose: To develop strategies in the supervision of a variety of critical incidents.

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

1. Given several case studies of critical incidents, discuss them in a small group and develop strategies for handling the incidents.
2. Given a case study of a critical incident, identify employee behaviors that require supervisory attention and appropriate referral resources for behaviors that are beyond the abilities of a supervisor.

DECISION MAKING MODELS

Purpose: Become familiar and work with several decision-making models.

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

1. Become familiar with several decision-making models and use the appropriate model in developing the strategy for and handling a variety of critical incidents.
2. Given a series of video taped scenarios, decide which scenarios require immediate action and which require more study.

DOCUMENTING EMPLOYEE PERFORMANCE

Purpose: Understanding the importance and methods of identifying and documenting employee performance.

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

1. After a facilitated discussion, identify legal issues and employee rights relative to employee performance.

2. After viewing a variety of fictitious employee video taped scenarios, correctly identify and document performance data on each employee. Based on the data, the participant will prepare a performance evaluation and performance improvement plan on a selected fictitious employee.

EMPLOYEES' RELATIONSHIPS

Purpose: Developing employee relationships to improve performance and enhance professional growth.

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

1. After viewing a variety of fictitious employee video taped scenarios, in a small group discuss appropriate relationships with employees.
2. Through case studies, identify ways a supervisor's behavior can impact individuals and the organization.
3. After viewing a variety of fictitious employee videotaped scenarios and case studies, in small groups identify a supervisor's behavior that will positively or negatively affect employee behavior.

ETHICAL DECISION MAKING

Purpose: Understand and apply key ethical concepts as they relate to decisions involving individuals and groups.

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

1. After a facilitated discussion, be able to apply an ethical decision-making model to a series of case studies and apply it to several situations depicted in a feature film.

EVALUATING EMPLOYEES

Purpose: Developing the ability to establish and communicate goals and standards and evaluate employee performance.

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

1. Given eight fictitious employees, identify and evaluate standard performance expectations for each employee in a variety of situations.

2. Given eight fictitious employees, accumulate data to write an employee performance evaluation and performance improvement plan on one of the employees.
3. Given a role-playing exercise, meet with and discuss an employee performance evaluation and performance improvement plan with the employee and receive feedback.

FEEDBACK: GIVING AND RECEIVING

Purpose: Develop skills in providing positive reinforcement, eliciting feedback from others, and validating understanding in communications.

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

1. After viewing a variety of fictitious employee video taped scenarios, discuss where feedback is appropriate and applicable.
2. Given a role-playing exercise, use questioning techniques to elicit feedback and use active listening skills to check for understanding.
3. Given a role-playing exercise, recognize the verbal and non-verbal types of communications used in giving and receiving feedback.
4. Given the DiSC® Personal Inventory, determine how he/she responds to different types of giving/receiving feedback and how best to communicate with other styles.

INTERNAL AFFAIRS INVESTIGATIONS

Purpose: Understand statutory and case laws relative to administrative internal affairs investigations.

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

1. Given a reference guide and a series of scenarios, become aware of and be able to refer to laws covered in 3300 of the Government Code and case laws relative to administrative investigations.

LEADERSHIP STYLES AND BEHAVIORS

Purpose: Understand behaviors required for effective leadership.

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

1. Through role-playing exercises, case studies, and in a variety of group discussions, identify behaviors required for effective leadership, including high-risk behaviors, and consequences of different behaviors.
2. Given a facilitated discussion on Situational Leadership®, know the four readiness levels of employees and the four supervisory responses that achieve success.
3. After viewing a variety of fictitious employee video taped scenarios, identify personal leadership strengths and weaknesses and their impact on the role of a supervisor.

POWER AND AUTHORITY

Purpose: Understand sources and appropriate use of power and authority in the role of the supervisor.

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

1. Through analysis and discussion of a feature film and case studies, define the differences between power and authority and identify the sources of each.
2. Given a self-assessment exercise, identify his/her sources of power and authority.
3. After viewing a variety of fictitious employee video taped scenarios, identify issues of power and authority and how they relate to organizational and personal objectives.

RECOGNIZING EMPLOYEE PERFORMANCE

Purpose: Identify standard and above average performance for individuals, affirming standard behavior, and praising above average performance.

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

1. After viewing a variety of fictitious employee video taped scenarios, determine how to recognize employee performance.

ROLE TRANSITION

Purpose: Recognize new roles as supervisors and the impact of these roles on the organization and the individual.

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

1. Given a small group exercise, list the new supervisory roles.

STRESS MANAGEMENT

Purpose: Identify behaviors indicative of stress after employees have been subject to a critical incident and taking appropriate action.

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

1. Given a variety of critical incident case studies, identify stressful behaviors in employees and how to react to them or seek referrals for them.
2. After viewing a feature film, discuss the impact of stress on various characters and how these behaviors would impact an organization.

TEAM BUILDING

Purpose: Understand the techniques that encourage people to work together as a team and how to apply those techniques to subordinate, peer, and supervisory relationships.

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

1. Given a facilitated discussion, identify stages of team development.
2. After viewing a variety of fictitious employee video taped scenarios, identify behaviors that contribute to building teams.

TRAINING EMPLOYEES

Purpose: Understanding the responsibility of the supervisor as a trainer.

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

1. Given a fictitious team of employees, identify the training needs of one fictitious employee and prepare a training plan to enhance the employee's performance.
2. Given the DiSC® Personal Inventory, determine his/her personal style of learning and how best to train individuals with other styles.
3. Through analysis of one of the course topics, conduct (in pairs) a briefing of other students regarding the topic.

VALUES

Purpose: Understand and apply organizational and individual core values.

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

1. Through analysis and discussion of a feature film, a training film, and case studies, determine how to resolve conflict with individuals that have different values or individuals working within organizations that have different values.
2. Given case studies, apply organizational values to supervisory decision-making.

City of Sacramento
Off-Street Parking Facilities
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 Sacramento, CA 95814
 Phone: (916) 808-5110
 Fax: (916) 808-5115
cityofsacramento.org/transportation/parking




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