

Supervisory Practices

Week One: March 13 – 18, 2011

Week Two: April 17 – 22, 2011

Week Three: May 8 – 12, 2011

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: March 1, 2011
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

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

Tina Williams	Department Training Officer
Matt Cardinet.....	Acting Academy Coordinator
Pat Bost.....	Office Manager
Chuck Combs.....	Training Specialist
Sara M. Skinner	Training Specialist
Dan Kraft.....	Cadet Training Officer
Dave Galanti	Training Specialist
Karyn Lombard.....	Training Specialist
Pamela Yaeger	Assistant Program Coordinator
Edith Alhambra.....	Assistant Program Coordinator
Bill Spencer	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.
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, 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 AND CONDUCT: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, are **NOT** required for this program. All participants shall wear professional business attire. No shorts or T-shirts, please.

We are on the state park grounds with members of the public. As such, the image we project as State Park employees is important not only during working hours but off duty hours as well.

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: David Galanti is your Training Specialist and has been assigned the responsibility for your training group. You may be asked to assist Training Section Staff in the logistics of your training program, please work with Training Section Staff to help 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 training site. 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. **COLLEGE CREDIT:** Most Training Section 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.
15. **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.**

To obtain the number, logon at: <http://www.mpc.edu>

In the column on the left side of the screen, click on Registration (WebReg).

In the form that comes up and is titled: Have you applied for a BOG Fee Waiver, enter your Social Security Number in the box that is titled MPC/ID, and enter your birthdate in the second box.

Click on Login

The system will then come back with your MPC Student Identifier (SID)

You can store your MPC ID number in your ETMS Profile for future reference.

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 by following the instructions.

16. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.

◆ **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 Tomaes Bay

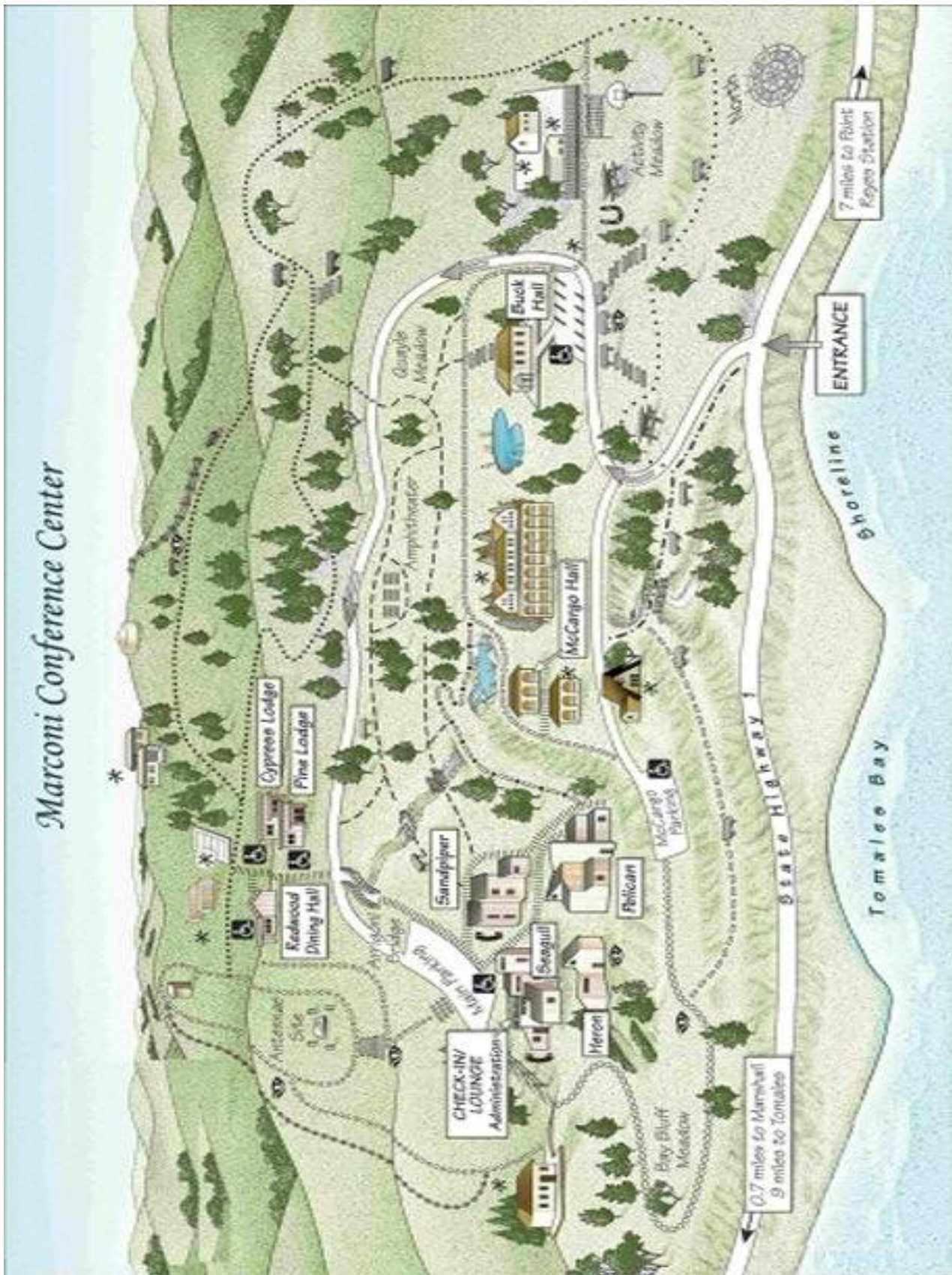
◆ **EMERGENCIES**

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



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

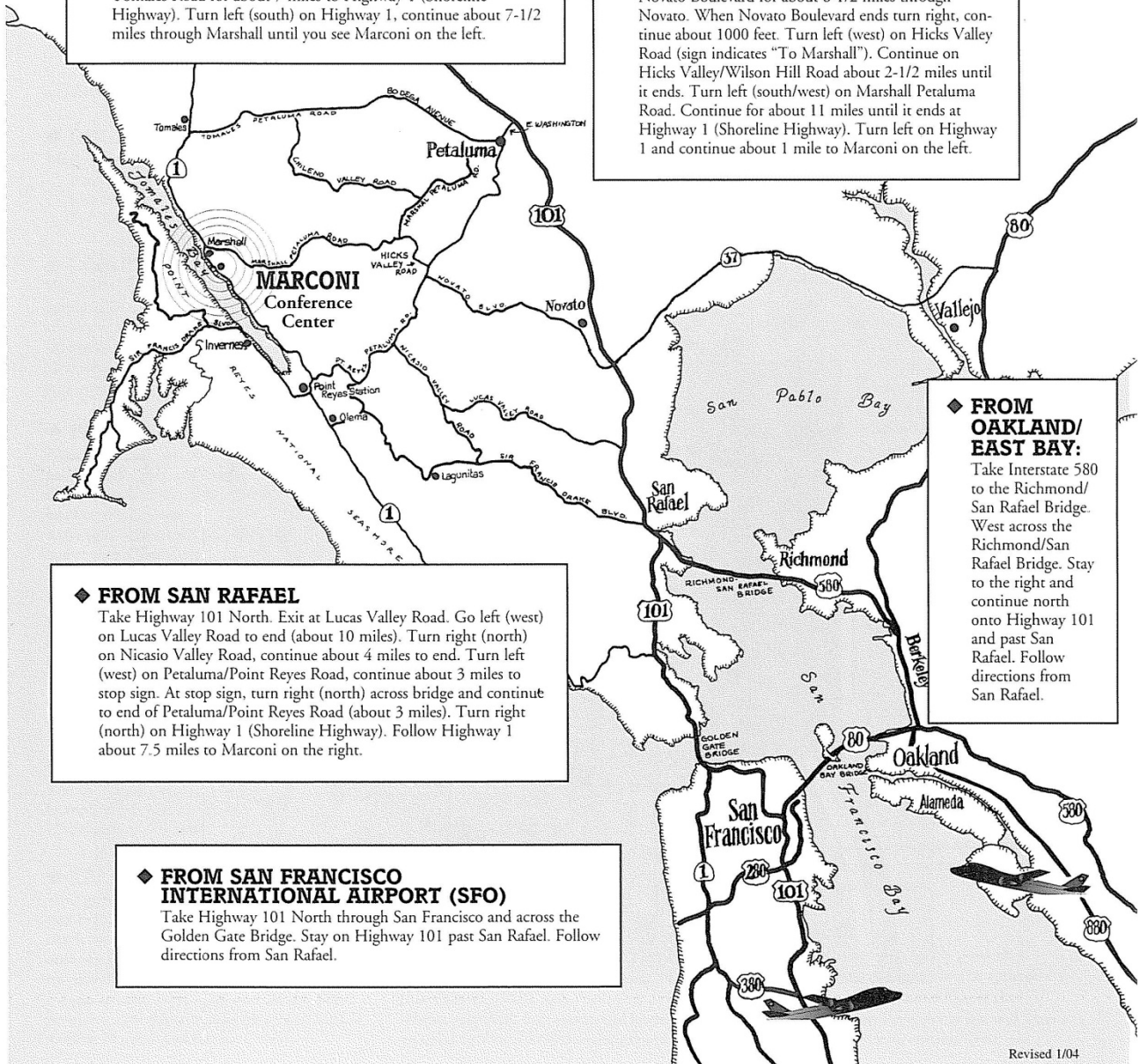


◆ **FROM SANTA ROSA**

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/Tomasles Road. Continue on Petaluma/Tomasles 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 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 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 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

To assist you in your preparation for your formal training session, the following checklist is provided.

- Be sure you have read and understand the Supervisory Practices Group 13 Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - Supervisory Practices Group 13 Program Syllabus
 - Professional business attire (**uniforms are not required for this program**)
 - Pens and pencils
 - Coffee cup and/or drinking container

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

Phone: (916) 752-6463

Email: dgalanti@parks.ca.gov

PRE-TRAINING ASSIGNMENTS

Three pre-training assignments will be sent to you via email for this course. Each will be completed online and will take approximately 10-15 minutes to complete.

Watch your inbox for details!

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 Section in providing a return on the investment the Department has on training.

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK ONE: March 13-18, 2011

Sunday
March 13

1500- **CHECK-IN:** Check in at the Marconi Conference Center
(out-of-town participants only)

Monday
March 14

0800–1000	WELCOME TO SUPERVISORY PRACTICES	Facilitators
1000–1200	THE SUPERVISOR’S ROLE AT DPR	Galanti/ Treanor
1200–1300	<i>LUNCH</i>	
1300–1400	RIVER CITY SUPERVISOR: MEET YOUR NEW TEAM	Treanor/ Guaracha
1400–1700	SUPERVISORY BASICS: MOTIVATION AND INFLUENCE	Galanti/ Treanor

Tuesday
March 15

0800- 0900	TEAM PRESENTATION SET-UP	Tavares/ Guaracha
0900- 1030	SUPERVISORY BASICS: PERCEPTION	Galanti
1030–1200	SUPERVISORY BASICS: UNDERSTANDING BEHAVIORAL DIFFERENCES	Galanti
1200–1300	<i>LUNCH</i>	
1300- 1500	UNDERSTANDING BEHAVIOR, con’t.	Galanti
1500–1700	SUPERVISORY BASICS: EFFECTIVE FEEDBACK & EVALUATION	Treanor/ Galanti

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK ONE: March 13-18, 2011

Wednesday

March 16

0800–1200	SUPERVISORY BASICS: SITUATIONAL LEADERSHIP® II	Treanor
1200–1300	<i>LUNCH</i>	
1300–1630	SITUATIONAL LEADERSHIP® II, con't.	Treanor
1630–1700	RIVER CITY SUPERVISOR: JONES' TRAFFIC STOP	Guaracha

Thursday

March 17

0800- 0930	SUPERVISORY BASICS: POWER	Galanti
0930- 1200	ONE VIEW OF LEADERSHIP: THE DEVIL WEARS PRADA	
1200–1300	<i>LUNCH</i>	
1300–1500	THE DEVIL WEARS PRADA DISSECTED	Galanti/ Treanor
1500- 1700	THE RULES OF SUPERVISION: LIABILTIY	Lynch

Friday

March 18

0800- 1000	THE RULES OF SUPERVISION: HUMAN RIGHTS	Sathre
1000- 1200	SEXUAL HARASSMENT PREVENTION	Sathre
1200–	<i>DEPART WEEK ONE</i>	

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK TWO: April 17-22, 2011

Sunday
April 17

1500- **CHECK-IN:** Check in at the Marconi Conference Center
(out-of-town participants only)

Tuesday
April 18

0800–0900 **PROGRESSIVE DISCIPLINE OVERVIEW** Treanor/
Galanti

0900–1200 **SUPERVISORY BASICS: MANAGING CONFLICT
& COUNSELING SESSIONS** Treanor/
Galanti

1200–1300 *LUNCH*

1300–1500 **CONFLICT & COUNSELING SESSIONS, con't.** Treanor/
Galanti

1500- 1700 **SUPERVISORY BASICS: CREDIBILITY
AND ETHICS** Treanor

Tuesday
April 19

0800–1000 **THE RULES OF SUPERVISION: PERSONNEL** Goodwin-
Boyd /
Tavares

1000- 1200 **GETTING IT DONE WITHOUT KILLING YOURSELF:
HIRING THE RIGHT INDIVIDUAL** Goodwin-
Boyd/
Tavares

1200–1300 *LUNCH*

1300–1400 **TEAM PRESENTATIONS NO. 1 AND NO. 22** Guaracha/
Tavares

1400–1700 **GETTING IT DONE WITHOUT KILLING YOURSELF:
DELEGATION AND EMPOWERMENT** Galanti/
Treanor

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK TWO: April 17-22, 2011

Wednesday
April 20

0800– 0900	TEAM PRESENTATIONS NO. 3 AND NO. 4	Guaracha/ Tavares
0900- 1200	GETTING IT DONE WITHOUT KILLING YOURSELF: DECISION MAKING, PLANNING, ORGANIZING AND TIME MANAGEMENT	Treanor/ Guaracha/ Galanti
1200–1300	<i>LUNCH</i>	
1300–1500	THE RULES OF SUPERVISION: ADVERSE ACTIONS	Goodwin- -Boyd
1500–1700	SUPERVISING DIVERSITY: GENERATIONS AND GENDERS	Galanti/ Treanor

Thursday
April 21

0800– 1100	THE RULES OF SUPERVISION: RISK MANAGEMENT / LABOR RELATIONS	Goodwin- Boyd
1100- 1200	ONE VIEW OF LEADERSHIP: 12 O’CLOCK HIGH	Galanti
1200–1300	<i>LUNCH</i>	
1300–1700	ONE VIEW OF LEADERSHIP: 12 O’CLOCK HIGH	Galanti/ Treanor

Friday
April 22

0800– 1200	DEALING WITH STRESS, CRISIS, AND PERSONAL TRAUMA	Treanor/ Guaracha
1200–	<i>DEPART WEEK TWO</i>	

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK THREE: May 8-12, 2011

Sunday

May 8

1500- **CHECK-IN:** Check in at the Marconi Conference Center
(out-of-town participants only)

Monday

May 9

0800–0900	TEAM PRESENTATIONS NO. 5 AND NO. 6	Tavares/ Guaracha
0900- 1200	APPRAISAL AND DEVELOPMENT WORKSHOP	Facilitators
1200–1300	<i>LUNCH</i>	
1300–1500	INTERNAL AFFAIRS	Owens/ Segura
1500–1700	THE RULES OF SUPERVISION VI: HANDLING CITIZENS' COMPLAINTS	Owens/ Segura

Tuesday

May 10

0800–0900	TEAM PRESENTATIONS NO. 7 AND NO. 8	Tavares/ Guaracha
0900- 1200	ONE VIEW OF LEADERSHIP: DEAD POETS SOCIETY	
1200–1300	<i>LUNCH</i>	
1300–1500	DEAD POETS SOCIETY DISSECTED	Galanti/ Treanor
1500–1600	CREATING A PERSONAL BOARD OF DIRECTORS	Galanti
1600–1700	TEAM PRESENTATIONS NO. 9 AND NO. 10	Tavares/ Guarcha

SUPERVISORY PRACTICES GROUP 13 AGENDA
WEEK THREE: May 8-12, 2011

Wednesday

May 11

0800–1200	PRACTICING WHAT YOU’VE LEARNED: RIVER CITY ROLE PLAY	All
1200–1300	<i>LUNCH</i>	
1300- 1500	RIVER CITY ROLE PLAY, con’t.	All
1500–1600	RIVER CITY ROLE PLAY DEBRIEF	All
1600–1700	PARTNERING FOR PERFORMANCE	Treanor

Thursday

May 12

0800–0830	RECOGNITION IN 30 MINUTES OR LESS!	Galanti
0830- 1130	YOUR TURN TO INSTRUCT: HOW <u>NOT</u> TO RUIN A PERFECTLY GOOD EMPLOYEE	Galanti/ Treanor
1130–1200	CONCLUDING THOUGHTS AND EVALUATIONS	Facilitators
1200–	<i>DEPART – END OF COURSE</i>	

TRAINING PROGRAM: SUPERVISORY PRACTICES

PROGRAM OUTLINE

<u>ORIENTATION AND COURSE INTRODUCTION</u>	1
Orientation/Introduction/Objectives/Requirements/Expectations/Norms	
<u>THEORY AND PRACTICE OF SUPERVISION</u>	31
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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	
<u>PROGRAM AND PRACTICE</u>	64
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Conflict Management	
Counseling	
Critical Evaluation Skills	
Documenting Employee Performance	
Employees Relationships	
Evaluating Employees	
Feedback-Giving and Receiving	
Internal Affairs Investigations	
Human Rights	
Labor Relations	
Liability	
Personnel Practices	
Recognizing Employee Performance	
Risk Management	
Stress Management	
Sexual Harassment Prevention	
Team Building	
Training Employees	
Total Hours	96

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 small groups 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 small groups 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 they respond 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 subjected 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, learn 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 their 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.