

SUPERVISORY PRACTICES

Week One: October 5-10, 2008

Week Two: November 2-6, 2008

Week Three: December 7-11, 2008

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: September 24, 2008

To: Supervisor

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

Subject: Employee Attendance at Formal Training

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

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

Prior to Training

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

Immediately Following Attendance

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

Prior to Three Months Following Training

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

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



Tina Williams
Department Training Officer

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 CENTER STAFF

Tina Williams..... Department Training Officer
Pat Bost Office Manager
Joanne Danielson Academy Coordinator
Chuck Combs..... Training Specialist
Sara Skinner Training Specialist
Dave Galanti Training Specialist
Summer Kincaid..... Training Specialist
Connie Breakfield..... Cadet Training Officer
Matt Cardinet..... Cadet Training Officer
Pamela Yaeger Assistant Program Coordinator
Edith Alhambra..... Assistant Program Coordinator
Bill Spencer Assistant Program Coordinator
Eric Marks Assistant Program Coordinator

THE MISSION

of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



FORMAL TRAINING GUIDELINES

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

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

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

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

1. **TRAINING LOCATION:** The training for this program will occur at the Two Rivers Training Facility located at One Capitol Mall, Suite 350, Sacramento, CA 95814. One Capitol Mall is located on Capitol Mall (a street in downtown Sacramento), immediately east of the historic Tower Bridge. The building is immediately to the south of the Old Sacramento tourist area. Directions to the training facility are provided on page 5 of this syllabus.
2. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.

3. PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading and other assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)
4. TRAVEL: Arrange your travel to and from Sacramento through your District or Office. (No reimbursement for travel expense -- including per diem costs -- will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.1. The Training Section does not have the capability to provide transportation to or from the Sacramento International Airport.
5. HOUSING: **The Training Section has reserved rooms at the Hawthorn Suites for individuals who reside outside of the Sacramento region only. You will need to call Eric Marks at (916) 319-9653 before 5 p.m. on October 1, 2008 to confirm your lodging. Please state that you are attending Supervisory Practices Group 9.**

Your accommodations will be paid for by the Training Section. 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 Training Section is committed to ensuring that the reservation that has been made for you is accurate and needed.

The hotel is located at 321 Bercut Drive, Sacramento. Directions to the hotel are on page 6 of this syllabus.

6. HOUSING CANCELLATION POLICY: Hotel lodging, registration and associated fees will be charged to the employee's District or Office if a training cancellation is received with less than 72 hours notice.
7. 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 Section 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.)

8. 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. Parking locations are listed on page 6 of this syllabus. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).
9. 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.

10. 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.
11. 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.
12. TRAINING SECTION 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 Section Staff in the logistics of your training program; please work with Training Staff to help make your training experience pleasant and meaningful.
13. TRAINING MATERIALS: Training materials may be made available to you at both your unit and the Two Rivers Training Facility. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Bring your own pens and pencils.
14. 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.

15. **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.
16. **FAX:** The Two Rivers Training Facility's FAX number is (916) 319-9656.
17. **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.
18. **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.
19. **MPC STUDENT ID:** **If you have filled out an MPC application before, you have already been issued a student ID number to use in lieu of your SSN on future applications. You can obtain your MPC ID number by going to their secure website and providing your SSN number (no name required) and birthdate.**

<https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebReq&Program=REPORT-SR-FIND-SSN>

Newcomers to training will still need to provide their SSN on the first MPC application only, after which a student ID number will be assigned and available at the web address above within a few weeks of the program's conclusion. You can store your MPC ID numbers in your ETMS Profile for future reference.

20. **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 Section using a Travel Expense Claim (Std. 262a).

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 Eric Marks at 916-319-9653 before 5:00 p.m. on October 1, 2008 to confirm your lodging. State that you are attending the Supervisory Practices Group 9 training program. Securing lodging at another location will be at participant's own expense.**

- Be sure you have read and understand the Supervisory Practices Group 9 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 9 Program Syllabus
 - Professional business attire (uniforms are not required for this program)
 - Pens and pencils

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

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

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

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

SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK ONE: OCTOBER 5-10, 2008

Sunday
October 5

1500-	CHECK-IN: Check in at the Hawthorn Suites (out-of-town participants only)	All
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Monday
October 6

0800–1000	WELCOME TO SUPERVISORY PRACTICES	Facilitators
1000–1200	THE SUPERVISOR’S ROLE AT DPR	Treanor/ Galanti
1200–1300	<i>LUNCH</i>	
1300–1400	RIVER CITY SUPERVISOR - PART I: MEET YOUR NEW TEAM	Bardo/ Treanor
1400–1700	THE FUNDAMENTALS OF SUPERVISION: MOTIVATION, INFLUENCE, AND POWER	Galanti/ Treanor

Tuesday
October 7

0800–1100	INCREASING YOUR INFLUENCE - PART I: UNDERSTANDING DiSC® PERSONALITY STYLES	Galanti/ Treanor
1100–1200	HOW TO SUCCEED AT STAFF PRESENTATIONS (WITHOUT REALLY TRYING)	Tavares/ Bardo
1200–1300	<i>LUNCH</i>	
1300–1700	INCREASING YOUR INFLUENCE - PART II: SITUATIONAL LEADERSHIP®	Treanor

Wednesday
October 8

0800–1100	SITUATIONAL LEADERSHIP® - continued	Treanor
1100–1200	SITUATIONAL LEADERSHIP® – The Game!	
1200–1300	<i>LUNCH</i>	

SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK ONE: OCTOBER 5-10, 2008

Wednesday
October 8

1300–1700

PROGRESSIVE DISCIPLINE - PART I

Lynch

Thursday
October 9

0800–1000

PROGRESSIVE DISCIPLINE - Part II

Lynch

1000–1100

**RIVER CITY SUPERVISOR:
JONES' TRAFFIC STOP**

Bardo/
Tavares

1100–1200

TEAM PRESENTATIONS NO. 1 – NO. 2

Tavares/
Bardo

1200–1300

LUNCH

1300–1600

**RIVER CITY SUPERVISOR: SECRETS
REVEALED?**

Galanti/
Sathre

1600–1700

**A SUPERVISOR'S GUIDE TO HUMAN RIGHTS
AT DPR**

Sathre/
Aubel/
Colston

Friday
October 10

0800–1130

GUIDING AND CORRECTING EMPLOYEES AT DPR

Facilitators

1130–1200

A LOOK TOWARDS WEEK TWO
Recent developments of interest to veteran supervisors

Facilitators

1200–1300

DEPART

SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK TWO: NOVEMBER 2-6, 2008

Sunday
November 2

1500-	CHECK-IN: Check in at the Hawthorn Suites (out-of-town participants only)	All
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Monday
November 3

0800-0830	WELCOME TO WEEK TWO	Facilitators
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0830-1100	EFFECTIVE DELEGATION TECHNIQUES	Galanti/ Treanor
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1100-1200	KEEPING THE IMAGE STRONG: DEALING WITH THE PUBLIC AND OUTSIDE ORGANIZATIONS	Bardo/ Treanor
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1200-1300	LUNCH	All
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1300-1630	WHAT EVERY DPR SUPERVISOR NEEDS TO KNOW ABOUT PERSONNEL MANAGEMENT	Suber/ Summers/ Edwards/ Spillard/ Sechrist/ Jackson
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1630-1700	TEAM PRESENTATION NO. 3	Tavares
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Tuesday
November 4

0800-1000	A SUPERVISOR'S GUIDE TO LABOR RELATIONS AT DPR	Chapin
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1000-1200	INCREASING YOUR INFLUENCE - PART III: INTEGRITY, CREDIBILITY AND ETHICS	Treanor/ Bardo
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1200-1300	LUNCH	
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1300-1400	MAINTAINING A SANE WORKPLACE - PART I: STRESS MANAGEMENT FOR SUPERVISORS	Bardo
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SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK TWO: NOVEMBER 2-6, 2008

Tuesday
November 4

1400–1700	MAINTAINING A SANE WORKPLACE - PART II: DEALING WITH CRISIS AND PERSONAL TRAUMA	Treanor/ Bardo
1700–1800	RIVER CITY VIGNETTE REPLAY (optional)	Galanti

Wednesday
November 5

0800–1200	COUNSELING SESSION ROLE PLAY	Facilitators
1200–1300	<i>LUNCH</i>	
1300–1400	COUNSELING ROLE PLAY DEBRIEF	Facilitators
1400–1700	GLORY – THE MOVIE	Bardo

Thursday
November 6

0800–1030	EVALUATING AND DEVELOPING SUBORDINATES: APPRAISAL AND DEVELOPMENT, RECOGNITION AND COACHING	Tavares/ Galanti
1030–1130	TEAM PRESENTATIONS NO. 4 – NO. 5	Tavares
1130–1200	A LOOK TOWARDS WEEK THREE	Facilitators
1200–	<i>DEPART</i>	

SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK THREE: DECEMBER 7-11, 2008

Sunday
December 7

1500-	CHECK-IN: Check in at the Hawthorn Suites (out-of-town participants only)	All
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Monday
December 8

0800–0830	WELCOME TO WEEK THREE	Facilitators
0830–0900	TEAM PRESENTATION NO. 6	Tavares
0900–1130	GETTING IT DONE WITHOUT KILLING YOURSELF: DECISION MAKING, PLANNING, ORGANIZING AND TIME MANAGEMENT	Treanor/ Tavares/ Galanti
1130–1200	TEAM PRESENTATION NO. 7	Tavares
1200–1300	<i>LUNCH</i>	
1300–1400	TEAM PRESENTATIONS NO. 8 – NO. 9	Tavares
1400–1700	BUILDING AND MANAGING THE TEAM	Treanor/ Galanti

Tuesday
December 9

0800–1200	APPRAISAL AND DEVELOPMENT ROLE PLAY	Facilitators
1200–1300	<i>LUNCH</i>	
1300–1400	APPRAISAL AND DEVELOPMENT ROLE PLAY DEBRIEF	Facilitators
1400–1700	CHOOSE-A-SESSION!	
	A. SUPERVISING GENERATIONS AND GENDER	Galanti/ Tavares/ Treanor

SUPERVISORY PRACTICES GROUP 9 - AGENDA
WEEK THREE: DECEMBER 7-11, 2008

Tuesday
December 9

B. INTERNAL AFFAIRS/CRITICAL INCIDENT MANAGEMENT (Required for POST Certification)	Bardo/ TBA
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Wednesday
December 10

0800–1000	FISCAL BASICS	Tavares/ Treanor
1000–1200	WORKPLACE SAFETY AND WORKERS' COMP	Velazquez
1200–1300	<i>LUNCH</i>	
1300–1700	TWELVE O'CLOCK HIGH – THE MOVIE	Galanti/ Treanor

Thursday
December 11

0800–0830	TEAM PRESENTATION NO. 10	Tavares
0830–1030	THE IMPORTANCE OF A POSITIVE ATTITUDE	Treanor/ Galanti
1030–1200	CONCLUDING THOUGHTS, COURSE REVIEW AND EVALUATIONS	Facilitators
1200-	<i>DEPART</i>	

PROGRAM OUTLINE

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

THEORY AND PRACTICE OF SUPERVISION 34
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 54
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 2

Total Hours **92**

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 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, 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.