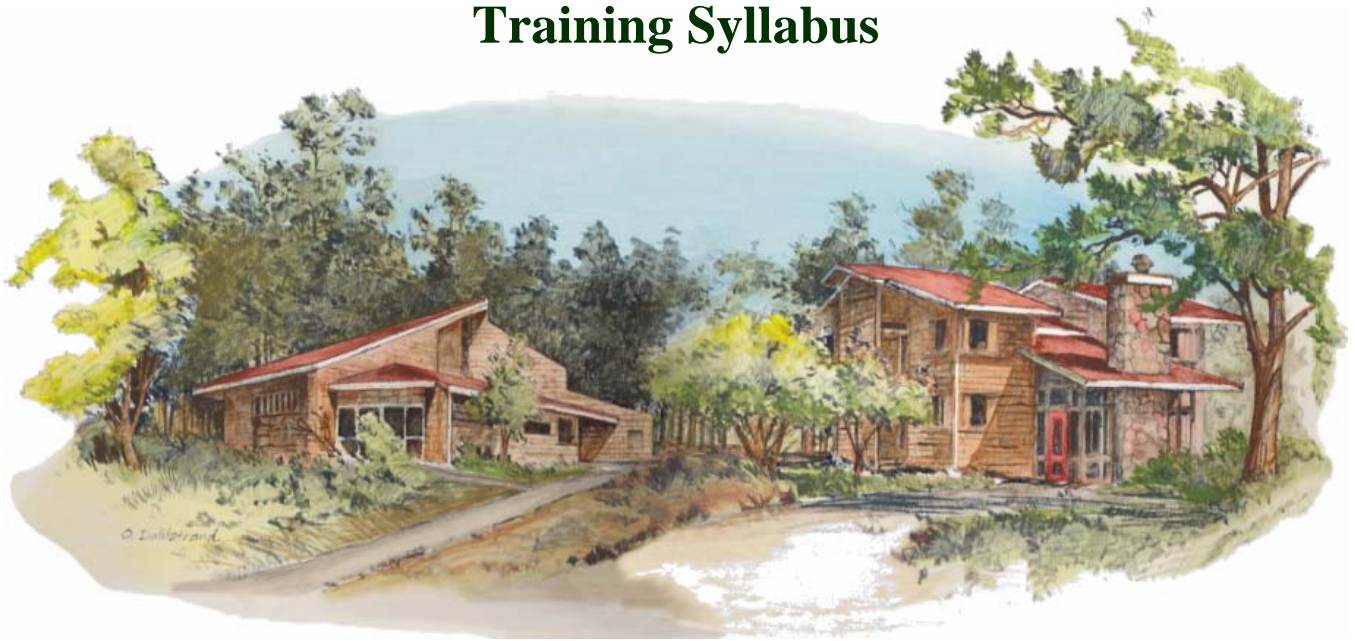


Supervisory Refresher

February 4-8, 2008

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: December 19, 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
Summer Kincaid..... Training Specialist
Michelle Gardner..... Cadet Training Officer
Connie Breakfield..... Cadet Training Officer
Pamela Yaeger Assistant Program Coordinator
Edith Alhambra..... Assistant Program Coordinator
Bill Spencer Assistant Program Coordinator
Eric Marks Assistant Program Coordinator

THE MISSION

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



FORMAL TRAINING GUIDELINES

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

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

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

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

1. **TRAINING LOCATION:** The training for this program will occur at the 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. A map and directions to the training facility are provided as an attachment to this syllabus.
2. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.

3. PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading and other assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)
4. TRAVEL: Arrange your travel to and from Sacramento through your District or Office. (No reimbursement for travel expense -- including per diem costs -- will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.1. The Training Office does not have the capability to provide transportation to or from the Sacramento International Airport.
5. HOUSING: **The Training Office has reserved rooms at the Hawthorn Suites for individuals who reside outside of the Sacramento region only. Please call or email Eric Marks, Assistant Program Coordinator, by Friday, January 11, 2008 to ensure that a room has been reserved for you. You may contact Eric at (916) 319-9653 or emarks@parks.ca.gov. Please indicate that you are attending the Supervisory Refresher Group 25 training course.**

Your accommodations will be paid for by the Training Office. You may choose to stay in another facility; however, securing lodging at another location will be at the participant's own expense. Housing will be available from 3:00 p.m. on the date of arrival until 12:00 noon on the date of departure. If you need to cancel or change your reservation, you must contact Eric Marks as soon as possible. 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 5 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. Please see the attachment for exact locations and cost. You will be reimbursed for parking by the Training Center via a Travel Expense Claim (Std. 262a).

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

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

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: Training Specialist 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. Eric Marks (916-319-9653) can be contacted for questions in Dave Galanti's absence. 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 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.
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.
18. **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.

19. 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 Boulevard
Turn LEFT onto Richards Boulevard
Turn LEFT onto Bercut Drive
End at 321 Bercut Drive, Sacramento, CA 95814

From the SOUTH:

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

PROGRAM ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the Two Rivers Training Facility, the following checklist is provided.

- Participants who reside outside of the Sacramento area should call Eric Marks at 916-319-9653 or email him at emarks@parks.ca.gov before Friday, January 11 to confirm lodging. Please inform Eric concerning any requests you may have concerning accommodations and/or accessibility. Lodging will be reserved at the Hawthorn Suites, 321 Bercut Drive, Sacramento. Securing lodging at another location will be at participant's own expense.**

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

- Be sure you have read and understand the Supervisory Refresher Group 25 Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - Supervisory Refresher Group 25 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: Monday, January 28, 2008 by 5:00 p.m.

Completed assignments should be emailed prior to the above date to Dave Galanti, Training Specialist, at dgalanti@parks.ca.gov.

ASSIGNMENT:

Participation in DPR's Supervisory Refresher course gives veteran supervisors a golden opportunity to get specific answers to their DPR-related questions. **We have devoted three hours to an experts' roundtable discussion that will address questions from session participants.**

Take advantage of this special opportunity! We invite each participant to develop a list of questions that you would like addressed by Supervisory Refresher course instructors. We can also address questions concerning DPR's Appraisal and Development process, ETMS and/or departmental employee development techniques.

Email your questions to Training Specialist Dave Galanti by the dates and at the email address noted above. Your questions will be provided to our course leaders to assist them in conducting their presentations and also used as a basis for the "experts' roundtable" on the third day of the course:

Some areas in which you may have questions:

- Personnel processes (such as the "ins and outs" of examination processes, personnel files, Form 81s, etc.)
- Issues relating to equal opportunity, sexual harassment prevention, diversity preservation, etc.
- DPR's performance management and quality processes
- Legal matters such as POBOR, vicarious liability, staff counseling and/or release of staff information
- Labor relations, Workers Compensation and/or progressive discipline
- Dealing with difficult or underachieving employees
- Recognizing and rewarding high achievement

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 REFRESHER GROUP 25 AGENDA
FEBRUARY 4–8, 2008

Monday
February 4

1500-

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

Tuesday
February 5

0800–0900

INTRODUCTION AND ORIENTATION:
Facilitator and participant introductions, MPC forms,
introduction to course content and norms.

Facilitators

0900–1000

THE VIEW FROM THE MIDDLE:
Located between leadership and line staff the role of
the supervisor-manager is often one of the most difficult
in any organization. What does DPR expect from its
supervisors? What does reporting staff expect?

Treanor/
Galanti

1000-1200

**THE “I” IN SUPERVISION:
DiSC® Personal Behavior Styles**
No two supervisors are alike in the ways that they
handle work-related situations. Understanding your
preferred behavioral style is fundamental to getting
the best from your subordinates. Participants will
evaluate themselves using the time-tested DiSC®
methodology to reveal their personal preferred
behavioral styles.

Cheyne Shelton/
Barton

1200-1300

LUNCH (on your own)

1300-1500

**CONTEMPORARY ISSUES IN SUPERVISION I:
Managing Divergent Generations**
Today’s supervisor-managers are called upon to lead
personnel coming from a wide range of age groups
and cultural backgrounds. Unfortunately, each
generational group expects to be supervised in different
ways! How do supervisor-managers meet expectations
while still maintaining equality? This Session
provides clues.

Galanti/
Treanor

SUPERVISORY REFRESHER GROUP 25 AGENDA
FEBRUARY 4-8, 2008

Tuesday
February 5
1500-1700

**CONTEMPORARY ISSUES IN SUPERVISION II:
Developing Tomorrow's Workforce**

If DPR is to serve "The Seventh Generation," it is essential that supervisor-managers prepare their staffs for future roles and responsibilities. How do supervisors do this? Which techniques work? Which do not? What tools do YOU use?

Cheyne Shelton/
Barton

Wednesday
February 6
0800-1200

**SITUATIONAL LEADERSHIP®, PART I:
Diagnosing Follower Readiness**

How do you get the best from those who report to you? How can you determine how much direction to provide? How much motivation? Situational Leadership® is a tool used by millions of supervisors worldwide to improve performance and develop positive work environments. Part I examines ways supervisors can diagnose what approaches are most effective in dealing with individual supervisory situations.

Treanor/
Galanti

1200-1300

LUNCH (on your own)

1300-1700

**SITUATIONAL LEADERSHIP®, PART II:
Supervisory Styles**

Now that you can "diagnose" basic supervisory scenarios how do you adapt your leadership style accordingly? Part II of our discussion on Situational Leadership® provides answers.

Treanor/
Galanti

Thursday
February 7
0800-0900

STRESS MANAGEMENT:

What supervisory situations stress you out? How do you cope with the stress of every day supervisory life? Some tips and tools to keep supervisors mentally healthy.

Barton

SUPERVISORY REFRESHER GROUP 25 AGENDA
FEBRUARY 4-8, 2008

0900-1200	<p>WHAT'S HOT NOW ROUNDTABLE: You have questions, we have answers! A team of administrative and legal experts will be available to help solve your most pressing problems in an engaging roundtable format. Bring your questions, and take advantage of this rare opportunity to get answers from a multi-jurisdictional perspective</p> <p>Scheduled to appear:</p> <ul style="list-style-type: none">• <u>Personnel and Benefits</u> (Jackie Cheyne Shelton and Michelle Edwards)• <u>Human Rights</u> (Joyce Sathre)• <u>Labor Relations</u> (Margie Popoff)• <u>Workers Compensation</u> (Tina Castillo)• <u>Employee Discipline and Legal</u> (Tara Lynch)	DPR Subject Matter Experts/ Facilitation Team
1200-1300	<p><i>LUNCH (on your own)</i></p>	
1300-1700	<p>SITUATIONAL LEADERSHIP®, Part III: Twelve O'Clock High It's movie time! Participants will test their knowledge of Situational Leadership® principles as they identify leadership styles in this World War II classic film presentation.</p>	Galanti/ Treasor
Friday February 8 0800-0830	<p>PROGRAM EVALUATION:</p>	Facilitators
0830-1000	<p>THE IMPORTANCE OF A POSITIVE ATTITUDE: As the course nears its conclusion, we return to the themes discussed in day 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?</p>	Galanti/ Treasor

SUPERVISORY REFRESHER GROUP 25 AGENDA
FEBRUARY 4-8, 2008

1000-1200	LEADING FROM WHERE YOU ARE TODAY: How many times have we thought to ourselves “If only I were my boss, then I REALLY could get something done around here.” But is it true that supervisor-managers can’t accomplish great things from their present position? What are the myths of leading from the middle of an organization?	Barton/ Cheyne Shelton
1200-	<i>LUNCH AND DEPART</i>	All

SUPERVISORY REFRESHER TRAINING PROGRAM

<u>PROGRAM OUTLINE</u>	<u>28 Hours</u>
<u>ORIENTATION AND COURSE INTRODUCTION</u>5
Orientation.....	
Course Introduction	
<u>SUPERVISORY PRACTICES</u>	18.0
The Role of the Supervisor in Improving Productivity.....	
Development and Evaluation of Subordinates	
Stress Management	
<u>DPR PROGRAMS AND PRACTICES</u>	9.0
Liability Issues – General Terms	
Personnel and Progressive Discipline	
Human Rights	
Labor Relations	
<u>SUMMARY AND EVALUATION</u>5
Total Hours	28.0

SUPERVISORY REFRESHER

THE ROLE OF THE SUPERVISOR IN IMPROVING WORKFORCE PRODUCTIVITY

Purpose: To provide the participant with “refresher” knowledge on basic tools to improve and enhance overall workforce productivity and achievement.

Program Objectives: By the close of the session participants will

1. Discuss what interpersonal, structural, political and cultural techniques are available to veteran supervisors to enhance productivity and get work done.
2. Review the process by which supervisors choose which technique to use in a given productivity situation.
3. Describe their preferred personality and leadership styles, and how to maximize the use of these styles in supervisory situations.
4. State the distinction between and effective use of the four primary leadership styles used by managers and supervisors to improve employee productivity.
5. Recognize and diagnose the four distinct Situational Leadership® readiness levels and be able to apply the correct supervisory style in their daily supervisory role.

DEVELOPMENT AND EVALUATION OF SUBORDINATES

Purpose: To reacquaint participants (a) the need to properly evaluate and develop employees who report to them, and (b) the processes and procedures mandated by the Department regarding subordinate appraisal and development.

Program Objectives: By the close of the session participants will

1. Describe the importance of employee development to the Department and state government in general.
2. Review techniques and tools used by veteran supervisors to ensure that all employees achieve work-related goals and are properly prepared for future responsibilities.
3. Describe DPR’s Appraisal and Development process and DPR 911 procedures.

STRESS MANAGEMENT

Purpose: To identify behaviors indicative of personal and organizational stress and provide “refresher” knowledge concerning stress management techniques.

Program Objectives: By the close of the session participants will

1. Practice how to identify stress in oneself, one’s subordinates and the organization in general.
2. Demonstrate techniques to manage personal and organizational stress and maintain healthy lifestyles and outlooks.

ORGANIZATIONAL UPDATE

Purpose: To provide veteran supervisors updates on various developments, policies and regulations relating to their role as Department supervisors.

Program Objectives: By the close of the session participants will

1. Review recent developments in the areas of personnel procedures and law; labor relations, human relations, and personal/organizational liability.
2. Review recent developments concerning processes and procedures relevant to Department supervisory staff.
3. Restate the answers to participant-submitted questions concerning Department policies and procedures.