

Supervisory Refresher

February 8-11, 2010

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: January 25, 2010

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
Pat Bost Office Manager
Joanne Danielson Academy Coordinator
Chuck Combs..... Training Specialist
Sara M. Skinner Training Specialist
Dave Galanti Training Specialist
Karyn Lombard..... 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. 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. **HOUSING CANCELLATION POLICY:** If you do not need lodging or must change or cancel your reservation, you must contact Dave Galanti at dgalanti@parks.ca.gov at least 72 hours prior to your date of arrival. 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.

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

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

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

8. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.

9. TRAINING SECTION STAFF: 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 Marconi Conference Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Please bring your own pens and pencils.
12. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.

Verizon and AT&T cell phones work at Marconi. Otherwise, cell reception is poor. 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.

<https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebReg&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 number in your ETMS Profile for future reference.

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.



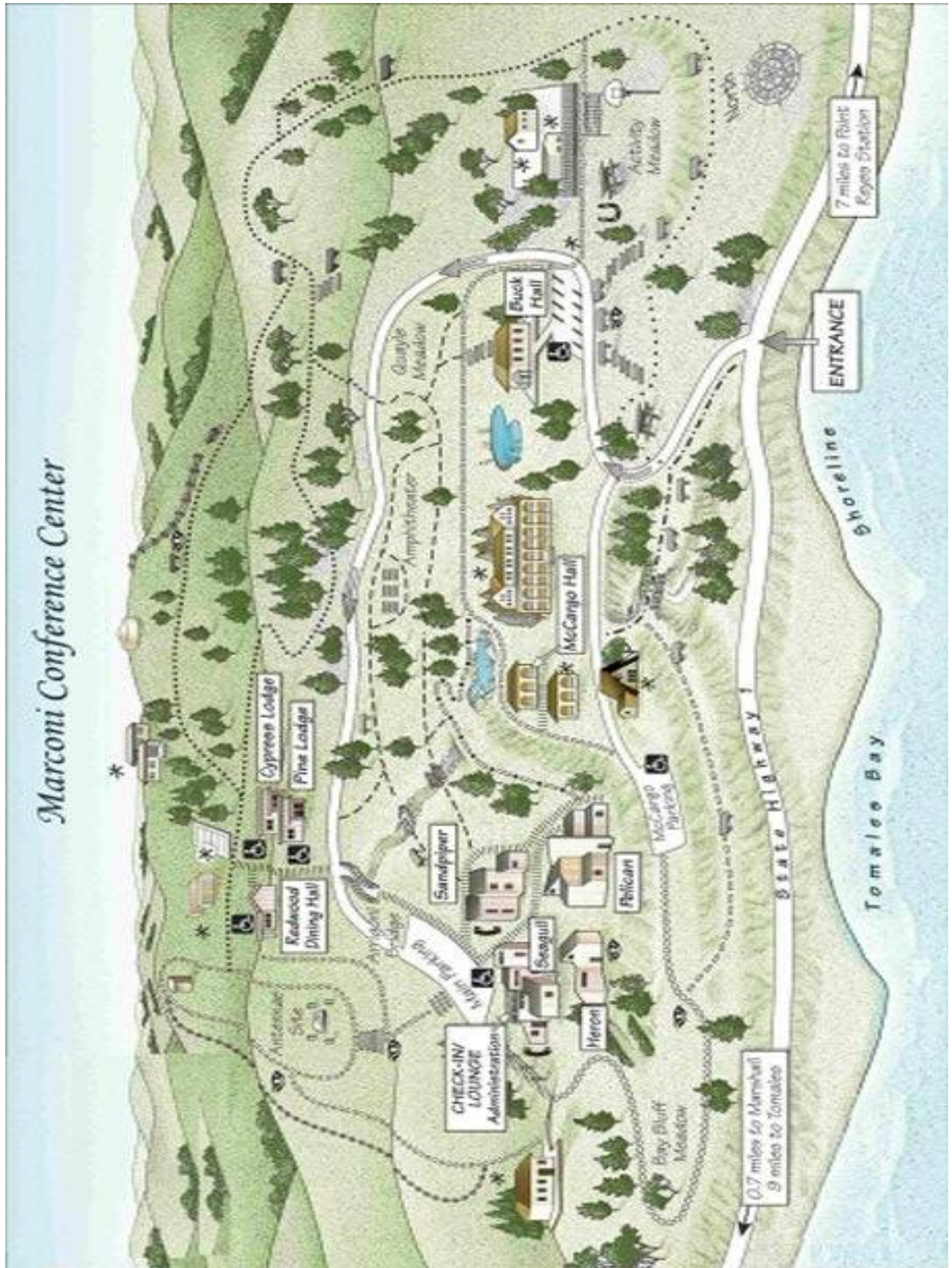
Marconi Conference Center's guestrooms overlook Tomales Bay

◆ **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/Tomales Road. Continue on Petaluma/Tomales Road for about 7 miles to Highway 1 (Shoreline Highway). Turn left (south) on Highway 1, continue about 7-1/2 miles through Marshall until you see Marconi on the left.

◆ **FROM SACRAMENTO**

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

◆ **FROM OAKLAND/EAST BAY:**

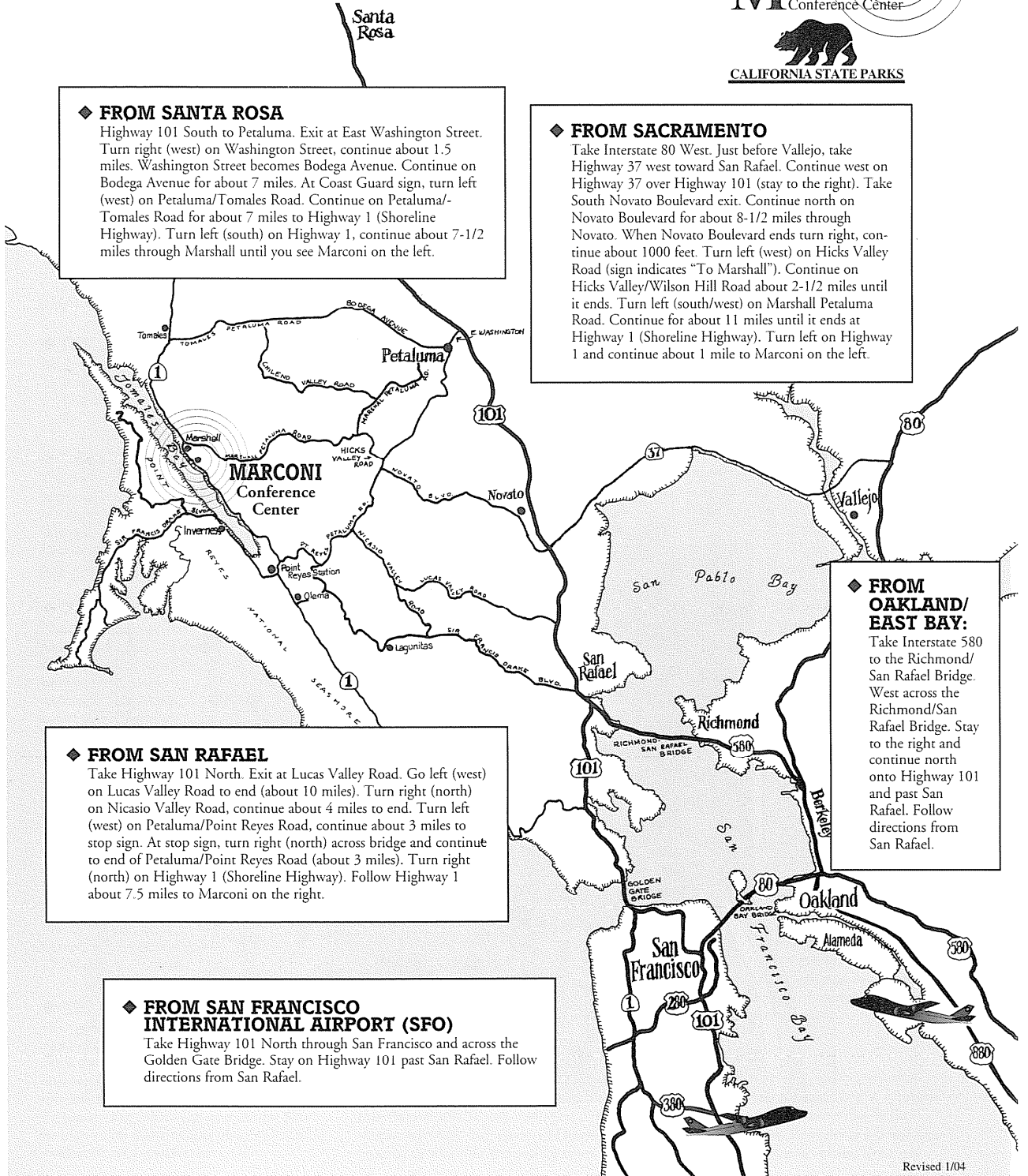
Take Interstate 580 to the Richmond/San Rafael Bridge. West across the Richmond/San Rafael Bridge. Stay to the right and continue north onto Highway 101 and past San Rafael. Follow directions from San Rafael.

◆ **FROM SAN RAFAEL**

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

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

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



Revised 1/04

PROGRAM ATTENDANCE CHECKLIST

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

- Be sure you have read and understand the Supervisory Refresher Group 26 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 26 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

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 REFRESHER GROUP 26 AGENDA
FEBRUARY 8-11, 2010

Monday
February 8

1500–	Check-In: Check-in at the Marconi Conference Center	All
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Tuesday
February 9

0800–0830	Welcome and Introduction	Galanti
0830–1200	Situational Leadership® – An Overview	Treanor
1200–1300	Lunch	
1300–1700	Progressive Discipline	Summers

Wednesday
February 10

0800–1000	Workers' Compensation and Family Medical Leave Act	Goodwin-Boyd/ Spillard
1000–1200	Effective Communication (DiSC)	Galanti
1200–1300	Lunch	
1300–1400	Effective Communication, continued	Galanti
1400–1700	Citizens' Complaints	Segura/Owens

Thursday
February 11

0800–1030	Sexual Harassment Prevention	Sathre
1030–1145	Workplace Violence	Treanor
1145–1200	Course Review and Evaluation	Galanti
1200–	Lunch and Depart	All

SUPERVISORY REFRESHER

20 Hours

PROGRAM OUTLINE

Training Orientation and Program Objectives	0.50
Leadership Styles – Situational Leadership®	3.50
Effective Communication - DiSC	3.00
Citizens' Complaints.....	3.00
Workers' Compensation and Family Medical Leave Act	2.00
Progressive Discipline	4.00
Sexual Harassment Prevention.....	2.50
Workplace Violence.....	1.25
Review and Evaluation.....	<u>0.25</u>
Total.....	20.00

SUPERVISORY REFRESHER

PROGRAM PURPOSE

Purpose: To familiarize veteran supervisors with recent developments in areas of supervisory administration and to refresh basic supervisory and managerial skills.

Program Objectives: By the close of the program the participant will

1. Possess knowledge concerning recent developments in progressive discipline, citizens' complaints, FMLA, workers' compensation, progressive discipline, sexual harassment and workplace violence.
2. Identify and employ improved basic communication and leadership skills through the use of DiSC and Situational Leadership® techniques.

SITUATIONAL LEADERSHIP®

Purpose: Identify and employ improved leadership skills through the use of Situational Leadership® techniques.

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

1. Identify the four basic Situational Leadership® follower readiness levels and the workplace needs of subordinates falling within those readiness levels.
2. Apply the appropriate Situational Leadership® leadership style for each of these follower readiness level types.

DISC

Purpose: Identify and employ enhanced communications skills through the use of DiSC techniques.

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

1. Identify the four basic DiSC behavioral styles and explain how each style type communicates with the workplace.
2. Employ effective communication techniques for subordinates exhibiting each of the four basic DiSC styles.

CITIZENS' COMPLAINTS

Purpose: Understand statutory and case laws relative to citizens' complaints and related investigations

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

1. Become aware of and be able to refer to laws and recent procedural changes in departmental citizen complaint investigations.

WORKERS' COMPENSATION AND FMLA

Purpose: To provide an update on departmental processes regarding workers' compensation and FMLA and improve participants' ability to follow key departmental procedures in these areas.

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

1. Discuss current and proposed changes in departmental procedures relating to workers' compensation and FMLA.

PROGRESSIVE DISCIPLINE UPDATE

Purpose: To provide an update on departmental progressive discipline processes and improve participants' ability to engage in critical behavioral skills required to implement that process.

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

1. Describe current and proposed changes in departmental procedures relating to progressive discipline.
2. Apply and employ key behavioral skills required to implement the preventative and corrective stages of progressive discipline.

SEXUAL HARASSMENT PREVENTION

Purpose: To provide participants with training that will permit them to comply with current state mandates relating to sexual harassment training.

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

1. Identify the common types of sexual harassment in the workplace and ways supervisors can mitigate the risk of sexual harassment occurring within their spans of control.
2. Describe implementation of department processes and procedures concerning the reporting and handling of sexual harassment situations.
3. Meet the requirements of Government Code 12950.1.

WORKPLACE VIOLENCE

Purpose: To provide examples of common indicators of impending workplace violence and proper supervisory responses to potential or evolving workplace violence situations.

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

1. Recognize the most common indicators that an individual may be ready to engage in acts of workplace violence.
2. Distinguish between effective and ineffective responses to these common workplace violence indicators.
3. Describe implementation of standard departmental procedures to report and cope with incidents of workplace violence.