

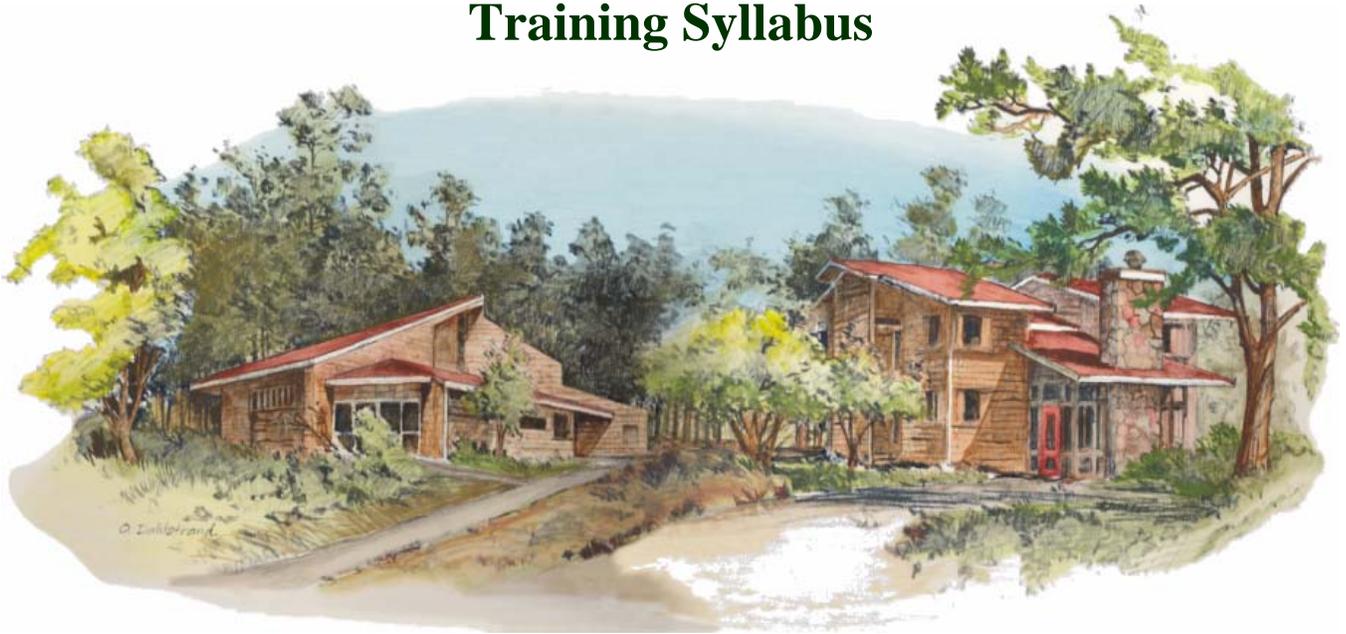
MANAGEMENT PRACTICES

Week I: March 18-23, 2007

Week II: April 15-19, 2007

Week III: May 20-24, 2007

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: February 26, 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

TABLE OF CONTENTS

Formal Training Guidelines	1
Training Attendance Checklist.....	5
Pre-Training Assignments	6
Post-Training Assignments	8
Agenda Week I.....	9
Agenda Week II.....	12
Agenda Week III.....	14
Program Outline	15
Learning Goals	16
Directions and Parking	22

*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..... Acting Department Training Officer
Joanne Danielson Academy Coordinator
Chuck Combs..... Training Specialist
Dave Galanti Training Specialist
Sara Skinner Training Specialist
Michelle Gardner..... Cadet Training Officer
Connie Breakfield..... Cadet Training Officer
Pat Bost Assistant Program Coordinator
Pamela Yaeger Assistant Program Coordinator
Edith Alhambra..... Assistant Program Coordinator
Bill Spencer..... Assistant Program Coordinator
Summer Kincaid..... Assistant Program Coordinator
Brian Petersen 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:** Weeks I and II 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. A map and directions to the training facility are provided as an attachment to this syllabus. The building is immediately to the south of the Old Sacramento tourist area.
2. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). You should print a copy of the syllabus to bring with you to class. Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.

3. PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading and other assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)
4. TRAVEL: Arrange your travel to and from Sacramento (for Weeks I and II) through your District or Office. You will travel to the Marconi Conference Center for Session III, located in Marin, CA. (No reimbursement for travel expense -- including per diem costs -- will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Training 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.** You will need to e-mail or call Summer Kincaid at skincaid@parks.ca.gov or (916) 319-9657 by **Monday, March 5, 2007** to secure your lodging. Please state that you are with Management Practices Group 20 (Sessions I & II) and confirm your lodging request.

Your accommodations will be paid for by the Training Office. You may choose to stay in another facility; however, securing lodging at another location will be at the participant's own expense. Housing will be available from 3:00 p.m. on the date of arrival until 12:00 noon on the date of departure. If you need to cancel or change your reservation, you must contact Summer Kincaid directly. When you arrive at the Hawthorn Suites, go directly to the front desk for your room key.

The hotel is located at 321 Bercut Drive, Sacramento. Directions to the hotel are included as an attachment to 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 may be worn.

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

9. BREAK TIMES: Participants will be given break times throughout the training day to visit the first-floor coffee kiosk, make telephone calls, etc. Please be considerate of your fellow Department employees and other groups working in adjoining office spaces by not requesting from them special use of telephones, copiers, fax equipment, etc. In addition, please be considerate of your fellow employees' work schedules by limiting your visitation to other Department offices during breaks or before or after formal training. Loud conversations, laughter, etc. should not be conducted in the hallway areas at any time.
10. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
11. TRAINING OFFICE STAFF: Dave Galanti (916-319-9659) is your contact while attending the course and has been assigned responsibility for your training group as well as for your training program. During the program, you may be asked to assist Training Office staff in the logistics of your training program; please work with Training Staff to help make your training experience pleasant and meaningful.
12. TRAINING MATERIALS: Training materials may be made available to you at both your unit and 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. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.
19. COFFEE BREAK REFRESHMENTS: Will be available throughout each session at the Two Rivers Training Facility. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.

TRAINING ATTENDANCE CHECKLIST

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

- E-mail or call Summer Kincaid at skincaid@parks.ca.gov or (916) 319-9657 before Monday, March 5, 2007 to secure your lodging. State that you are with the Management Practices Group 20 (Weeks I and II) and confirm your lodging. Securing lodging at another location will be at participant's own expense.**
- Be sure you have read and understand the Management Practices Group 20 Program Syllabus prior to the first scheduled session.
- Complete pre-training assignments (**Due Date: Monday, March 12, 2007**)
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - Management Practices Group 20 Program Syllabus
 - Pre-training assignment materials
 - Professional business attire (uniforms are not required for this program)
 - Pens, pencils
 - Coffee cup

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

**MANAGEMENT PRACTICES
SPRING 2007
PRE-TRAINING ASSIGNMENTS**

ASSIGNMENT ONE:

Write a brief description of one of the top issues you are currently dealing with in your district or division. Teams will be selected in the class to help work on your issue. Bring the appropriate information to the class to develop an issue paper (template attached) and present your recommendation to the Planning Policy and Programming Committee (PPPC) in Sacramento. Attached is the format for an issue paper.

The description of your issue is due via email by 5 p.m. Monday, March 12th to Dave Galanti. His email address is dgalanti@parks.ca.gov.

ASSIGNMENT TWO:

Select a book that you have recently read, or read a new book that helps define skills and examples that you can use in your role as a manager. Be prepared to give a quick, five minute report to the class on the key messages or learning moments that you found in the book and how that can be applied to the role of a manager.

Review the agenda and come prepared to participate in discussions about the topics. Questions and interaction among participants and instructors is critical to a successful class.

POST-TRAINING ASSIGNMENT

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

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

California State Parks
Planning Policy and Programming Committee

Issue Paper Template

Issue (required)

Briefly summarize the specific issue(s) to be addressed.

Background (required)

Briefly state why this is an issue, how or from whom the issue originated. What has led to the current situation? Describe any unsuccessful attempts to resolve the issue.

Discussion (required)

Briefly discuss the problem, including relevant facts, parameters and constraints as necessary. Address the following as necessary:

- Mission / Values
- Policy
- Politics
- Funding and Personnel
- Other – Legal, trends, statewide impact, etc.

Alternatives Considered (if necessary)

List up to three alternatives. Include pros and cons for each alternative.

Recommendations(s) (required)

Briefly discuss the recommended course of action (or justify the recommended alternative).

PPPC Action Requested (required)

Bullet(s) outlining the PPPC action(s) requested.

MANAGEMENT PRACTICES GROUP 20-I – AGENDA

WEEK ONE: March 18-23, 2007

Two Rivers Training Facility, One Capitol Mall, Sacramento

Sunday

March 18

1500-

CHECK IN: Out-of-town participants check in at All
the Hawthorn Suites Hotel

Monday

March 19

0800-0830

WELCOME AND INTRODUCTION: Galanti/Kincaid
Introduction of facilitators, course norms and standards. Bring your syllabus!

0830-1200

PROGRAM ORIENTATION: Franco/Fuzie/
Armas/Murphy

- Participant introductions
- Expectations and challenges
- How can I improve your performance?

1200-1300

LUNCH

1300-1500

ENTERING THE GRAY AREA: Many Franco
managers believe work roles get clearer as they move up the career ladder. Unfortunately, most find that's not the case. Many times there is no one right answer to problems middle managers face every day. Discussion and case study.

1500-1630

TRANSITIONS: Most managers learn more Franco/Murphy
from their mistakes than their successes. What's your biggest mistake. What lessons were learned? How can the class benefit?

1630-1700

PRESENTATION ASSIGNMENTS: Discussion Franco/Murphy
of participant assignments and class presentation requirement

MANAGEMENT PRACTICES GROUP 20-I – AGENDA
Week One (continued)

Tuesday

March 20

0800-1200

SITUATIONAL LEADERSHIP® - Thousands of middle managers worldwide use Situational Leadership® to help them improve their managerial effectiveness. Find out how to use this situational technique to help you better manage others. Treanor

1200-1300

LUNCH

1300-1700

SITUATIONAL LEADERSHIP® - PART II Treanor

Wednesday

March 21

0800-1200

CRITICAL THINKING AND DECISION MAKING: Critical thinking skills become more critical as you move up the career ladder. Tips and tools for middle-management decision makers. Jackman

1200-1300

LUNCH

1300-1700

ETHICS: At DPR, ethics is more than a legal obligation. Discussion and case studies. TBA

Thursday

March 22

0800-1000

ORGANIZING AND FACILITATING MEETINGS: Meetings are an essential yet painful part of everyday management. How can you make meetings more effective and efficient? Armas

1000-1200

EFFECTIVE PRESENTATION STRATEGIES: What kind of presentations are appropriate for differing types of audience? How can managers perfect these techniques? Armas

1200-1300

LUNCH

1300-1500

EFFECTIVE PRESENTATION STRATEGIES - Part II Armas

1500-1700

PARTICIPANT PRESENTATION PREPARATION TIME

MANAGEMENT PRACTICES GROUP 20-I – AGENDA
Week One (continued)

Friday

March 23

0800-1100

**PARTICIPANT PRESENTATION
PREPARATION TIME**

1100-1200

TAKE HOME IDEAS AND A LOOK AHEAD:

Ideas to use right away and a preview of the next week's session.

Franco/Fuzie/
Armas/Murphy

1200-

DEPART

MANAGEMENT PRACTICES GROUP 20-II - AGENDA

WEEK TWO: April 15-19, 2007

Two Rivers Training Facility, One Capitol Mall, Sacramento

Sunday
April 15

CHECK IN: Out-of-town participants check in at All
the Hawthorn Suites Hotel

Monday
April 16

NOTE: MEET AT 1416 9TH STREET
(DPR HEADQUARTERS
IN THE RESOURCES BUILDING)
9TH FLOOR CONFERENCE ROOM
(Monday only)

0800-1200 **ADMINISTRATIVE UPDATES:** Administrative Administrative
information for the DPR middle manager Managers

1200-1300 **LUNCH**

1300-1500 **ADMINISTRATIVE UPDATES - PART II** Administrative
Managers

1500-1600 **DEPARTMENTAL EXPECTATIONS, PART I:** Armas
How can you influence decisions made at the
senior departmental levels? What does senior
leadership expect from you?

1600-1700 **DEPARTMENTAL EXPECTATIONS, PART II:**
QUESTION AND ANSWER SESSION WITH
DIRECTOR RUTH COLEMAN

Tuesday
April 17

MEET AT SUITE 350, ONE CAPITOL MALL

0800-1000 **ADAPT, MIGRATE OR DIE: CREATING A** Fuzie/Franco
HAPPY WORKPLACE

1000-1200 **DEPARTMENTAL EXPECTATIONS, PART III:**
A DISCUSSION OF MISSION AND VISION
WITH TED JACKSON

MANAGEMENT PRACTICES GROUP 20-II - AGENDA
Week Two (continued)

Tuesday
April 17
(continued)
1200-1300

LUNCH

1300-1500

SEMS/CRITICAL INCIDENT MANAGEMENT:
What do middle managers need to know about SEMS compliance? Critical incident management? This session includes an overview of these topics with a focus on the middle manager's role in a SEMS organization.

Fuzie

1500-1700

STRATEGIC PLANNING FOR MIDDLE MANAGERS

Woodruff

Wednesday
April 18
0800-1200

BUDGET PROCESSES

Wassmund/
Henderson

1200-1300

LUNCH

1300-1500

CONTEMPORARY MANAGERIAL ISSUES:
Today's middle manager is facing an environment of rapid change and adjustment within the Department. This panel discussion will provide you with important updates and skills in handling the following situations: Adverse Actions, Skelly, Internal Affairs, EEO, Labor Relations, Workers Compensation.

Williams/Sathre/
Suber/Popoff/
Sederquist/Purdy/
Castillo

1500-1700

PARTICIPANT PRESENTATIONS

Thursday
April 19
0800-1100

LEGAL ISSUES FOR MIDDLE MANAGERS

Torgan

1100-1200

WEEKLY REVIEW AND LOOK AHEAD

Franco/Fuzie/
Armas/Murphy

1200-

DEPART

MANAGEMENT PRACTICES GROUP 20-III - AGENDA

WEEK THREE: May 20-24, 2007

Marconi Conference Center

Sunday

May 20

1500- **REGISTRATION:** Register for housing at the All
Marconi Conference Center

Monday

May 21

0800-1200 **PARTICIPANT PRESENTATIONS**

1200-1300 **LUNCH**

1300-1700 **COMMUNITY RELATIONS:** As California Jones
grows, State Parks are increasingly becoming
an integral part of complex communities. As
such, gaining an ability to work successfully with
diverse community groups on complex local and
regional issues is critical.

Tuesday

May 22

0800-1200 **PROJECT MANAGEMENT** Franco/Thomas-
Dossett

1200-1300 **LUNCH**

1300-1700 **MEDIA AND MEDIA RELATIONS** Eller

Wednesday

May 23

0800-1200 **RISK MANAGEMENT - CREATING A SAFETY** Rozzell/Kramer
CULTURE

1200-1300 **LUNCH**

1300-1700 **PARTICIPANT PRESENTATIONS**

Thursday

May 24

0800-1200 **WHAT DO YOU DO NOW?** Open discussion Facilitators
and celebration

1200- **DEPART**

MANAGEMENT PRACTICES PROGRAM OUTLINE

<u>Topics:</u>	<u>Hours</u>
Program Orientation	0.5
Role of the Middle Manager/Transition to Middle Management	7.5
Leadership	10.0
Community Oriented Policing and Communications	4.0
Strategic Planning	2.0
Fiscal Management	4.0
Personnel Issues.....	8.0
Legal Issues	3.0
Critical Incident Management/SEMS.....	2.0
Values/Ethics	4.0
Risk Management	4.0
Media and Media Relations.....	4.0
Personal/Professional Growth.....	9.5
Meeting and Presentation Strategies	6.0
Critical Thinking/Project Management.....	8.0
Presentation Projects/Book Reviews/Follow-Up	27.5
TOTAL HOURS	104

P.O.S.T. MANAGEMENT PRACTICES LEARNING GOALS

1.0 THE ROLE OF THE MIDDLE MANAGER/TRANSITION TO MIDDLE MANAGEMENT

Participants will be able to identify the knowledge and skills, both personal and professional, which make up the role of a mid-manger. Participants will also gain knowledge of the tools that will help facilitate a successful transition to management.

Specific goals are to provide participants with:

1. the ability to understand the role and responsibilities of a mid-manager;
2. knowledge of the factors that influence and shape the transition from supervision to management;
3. the ability to identify the management processes within the Department and how this role provides opportunities to effect change and deal with the constraints managers will face;
4. the ability to identify the social, technological, economic, environmental, political, and organizational issues as they relate to the role of a mid-manager;
5. an understanding of the players in the management process: the roles they play, the dynamics between players, and the impact those dynamics have on leadership and the mid-managers role in the management process; and
6. future forecasting and the effect of how advanced planning, or lack thereof, can have on leadership and the organization.

2.0 STRATEGIC PLANNING

Participants will learn the skills required to work with both the technical side and the process side of strategic planning.

Specific goals are to provide participants with:

1. the ability to understand the components of a strategic plan;

2. definitions of strategic planning terminology and the significance of those terms;
3. various types of strategic plans used by state government agencies;
4. an understanding of how the Department uses strategic plans;
5. the ability to identify the manager's role in the strategic planning process and their opportunity to effect change in the organization; and
6. the role of planning in forecasting and departmental leadership.

3.0 CRITICAL INCIDENTS/CRITICAL INCIDENT MANAGEMENT

Participants will gain the awareness, knowledge and skills required to become effective critical incident managers.

Specific goals are to provide participants with:

1. the ability to identify what type of situation constitutes a critical incident, especially those specific to the Department;
2. the ability to recognize and understand the manager's responsibility during critical incidents, including responsibilities relating to the protection and safety of subordinates and citizens;
3. an understanding of the resources available during a critical incident;
4. a working knowledge of the responsibilities of the incident commander;
5. an awareness of the role of the media when a critical incident occurs;
6. a working knowledge of the California Standardized Emergency Management System and the National Incident Management System (SEMS/NEMS);
7. the ability to identify signs and symptoms of critical incident stress (and what to do about them);

8. the difference between ethical and unethical responses to critical incident management demands; and
9. the ability to develop a detailed plan of action that will mitigate or eliminate critical incident problems.

4.0 COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING: COP/POP MANAGEMENT PRACTICES

Participants will gain insight into the real-life implications of COP/POP and the ability to create strategies to effectively manage, mitigate and/or eliminate community problem scenarios.

Specific goals are to provide participants with:

1. the tools required to take a management/team approach to addressing community problems;
2. the ability to solve a community problem;
3. delegation/empowerment approaches to solving community problem scenarios; and
4. the location and identity of resources that can be used to solve community problems.

5.0 FISCAL MANAGEMENT AND BUDGET

Participants will gain insight into the DPR budget process and an ability to interpret reports created through the Department's budget tracking programs.

Specific goals are to provide participants with:

1. the ability to develop a spending plan that accurately reflects the needs of their District/Division and one that reflects the current allocation;
2. specific ideas on how to effect change by augmenting the manager's budget with other sources (including grants and the use of partnerships);
3. creative sources of funding for projects and programs;

4. the ability to identify and handle employee requests for items that are needed but are not necessary; and
5. leadership and ethical considerations related to creating the budget document, projections and statistics.

6.0 ETHICS

Participants will be able to identify the primary ethical challenges facing middle managers and create strategies for handling these challenges in an ethical manner.

Specific goals are to provide participants with:

1. the ability to identify, define and categorize unethical activity;
2. the warning signs and early indicators of unethical activity;
3. methods to prevent unethical activity; and
4. the cost (personal and organizational) of engaging in unethical activities.

7.0 LEGAL ISSUES

Participants will be able to identify and manage common legal issues facing park management agencies.

Specific goals are to provide participants with:

1. an awareness of the legal and liability issues that face departmental middle managers;
2. five potential harms resulting from poor management of legal issues; and
3. an awareness of the importance of quality control when managing legal issues.

8.0 RISK MANAGEMENT AND SAFETY

Participants will be able to identify departmental situations requiring risk management techniques and use tools required to maintain safe parks and safe work spaces.

Specific goals are to provide participants with:

1. proactive approaches to managing risk associated with legal issues;
2. the need to identify risk management situations early in their development; and
3. the tools available to help middle management create a safe work environment.

9.0 PROJECT MANAGEMENT

Participants will gain an understanding of the practices and techniques used by the Department to manage projects.

Specific goals are to provide participants with:

1. Department processes and procedures relating to project management; and
2. an understanding of the various definitions of the term "project" as it relates to park management, CEQA, and/or small activities.

10.0 PERSONNEL MANAGEMENT

Participants will gain an understanding – from the middle management perspective -- of practices and rules relating to personnel administration at the Department.

Specific goals are to provide participants with:

1. an understanding of managerial responsibility for personnel matters (including liability issues);
2. processes and procedures regarding Equal Employment Opportunity (EEO) investigations, Skelly hearings and Internal Affairs investigations;

3. mastery of the grounds for discipline set forth on Government Code Section 19572;
4. an understanding of the following compliance issues:
 - i. Americans with Disabilities Act (ADA)
 - ii. Fair Labor Standards Act (FLSA)
 - iii. Fair Management Labor Act (FMLA)
 - iv. Workers Compensation
 - v. Title VII;
5. the ability to administer and record Appraisal and Development Plans (ADP's) and other performance appraisal tools;
6. information concerning the union organizations that represent Department employees, the ability to work with those representatives and the importance of documentation in union-related matters; and
7. an understanding of the importance of recruitment, retention and mentoring by sharing strategies in departmental personnel administration

11.0 SITUATIONAL LEADERSHIP® STYLES AND DECISION MAKING

Participants will gain an understanding of leadership and the skills necessary for its application.

Specific goals are to provide participants with:

1. an understanding of the distinction between supervisory roles and leadership styles;
2. the ability to diagnose the readiness level of subordinates and peers using the Situational Leadership® model;
3. an understanding of the four primary leadership styles available to middle managers;
4. the need to match specific supervisory styles with the readiness level of employees and peers; and
5. techniques to recognize and manage supervisory situations most common to Department management.

**California State Parks
Two Rivers Training Facility
One Capitol Mall, Suite 350
Sacramento, CA 95814**

Directions

Downtown Sacramento streets are labeled numerically and alphabetically. The Two Rivers Training Facility is located at One Capitol Mall, Suite 350, which is a private sector office building located on Capitol Mall (a street name) immediately east of the Tower Bridge (notable for its gold paint color).

Capitol Mall (the street) extends west from the steps of the State Capitol to the Tower Bridge. Although access to the building is possible from either the west (across the bridge from West Sacramento) or east (from the Capitol and downtown Sacramento), access to the parking facility can only be gained going westbound (from downtown Sacramento and the Capitol).

Entrance to One Capitol Mall is on the south side of the building, across from the Embassy Suites hotel. Take the lobby elevators to the third floor and proceed all the way down the hallway (making a left turn as you go) to Suite 350.

One Capitol Mall is not directly served by Sacramento's light rail system.

Driving Directions:

From **Sacramento Airport:** Drive south on Interstate 5 (towards downtown Sacramento) about nine miles to the J Street exit. Keep to the far right as you exit the freeway. Turn right on 3rd Street (which is the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **north:** Use the Sacramento Airport directions from either southbound Interstate 5 or southbound Highway 99 (which runs into Interstate 5 north of downtown Sacramento).

From points **west:** Take Interstate 80 eastbound to Highway 50 / Business Interstate 80. Continue east to Interstate 5, head north to the J Street exit. Turn right on 3rd Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **east:** Take Interstate 80 or Highway 50 to Interstate 5 (downtown Sacramento). Head north on Interstate 5 to the J Street exit. Turn right on 3rd Street (the stoplight at

the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From points **south**:

From northbound Highway 99, proceed to downtown Sacramento. Go west on Highway 50 to northbound Interstate 5. Head north on Interstate 5 to the J Street exit. Turn right on 3rd Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

From northbound Interstate 5, head north to downtown Sacramento. Continue north to the J Street exit. Turn right on 3rd Street (the stoplight at the end of the exit ramp) and right again a couple of blocks later at Capitol Mall (towards San Francisco).

Parking

Parking is at the Tower Bridge lot, operated by the City of Sacramento, located directly west of One Capitol Mall. Entrance to the parking lot is off of Front Street, which is the right turn between One Capitol Mall and the Tower Bridge. Access to Front Street can only be accomplished from westbound Capitol Mall (from downtown Sacramento). Participants traveling eastbound from West Sacramento need to make a “U” turn to come back westbound to enter Front Street.

Parking cost is \$15 per day, subject to change without notice. Parking fees will be reimbursed by the Training Office using a Travel Expense Claim (Std. 262a).

DIRECTIONS TO THE HAWTHORN SUITES 321 BERECUT DRIVE, SACRAMENTO, CA 95814

From the NORTH:

Take I-5 South toward Sacramento/Yuba City
Exit Richards Blvd.
Turn LEFT onto Richards Blvd.
Turn RIGHT onto Bercut Dr.
End at 321 Bercut Drive, Sacramento, CA 95814

From the SOUTH:

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