MANAGEMENT PRACTICES

Week I: March 22-27, 2015
Week II: April 12-17, 2015
Week III: May 10-14, 2015

Training Syllabus

State of California – The Natural Resources Agency

M e m o r a n d u m

Date: March 9, 2015

To: Supervisor

From: Theresa Bober, Department Training Officer
Department of Parks and Recreation
Training Section

Subject: Employee Attendance at Formal Training
Management Practices Group 26

An employee from your office will soon be attending the formal training program described in the attachment. Please ensure 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:

<u>Prior to Training</u>

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.

<u>Immediately Following Attendance</u>

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.

<u>Three Months Following Training</u>

1. Supervisor evaluates the effectiveness of the training on the employee's job performance and meets with employee to discuss the evaluation.

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

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

Theresa Bober ..... Department Training Officer
Ann D. Slaughter..... MTC Manager
Connie Breakfield..... Field Training Program Manager
Jack Futoran ..... EMS and LG Training Coordinator
Dave Galanti ..... Training Specialist
Karyn Lombard..... Training Specialist
Sara M. Skinner ..... Training Specialist
Matt Cardinet..... Cadet Training Officer
Travis Gee..... Cadet Training Officer
Lisa Anthony ..... Program Coordinator
Edith Alhambra..... Assistant Program Coordinator
Pamela Yaeger ..... 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 the 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.

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: Weeks I and II housing will be assigned to you and will be available from 3:00 p.m. on the date of arrival to 10:00 a.m. on the date of departure while at the Marconi Conference Center.

   You are responsible for obtaining your own lodging for Week III based on the approved reimbursement criteria for lodging and meals. Refer to the insideparks web page and select the Quick Link for Travel for current lodging rates. Week III will be held in Sacramento at the Mc Clellan Training Center. Lodging expenses that meet the guidelines will be reimbursed by the Training Section.

5. **ENROLLMENT OR HOUSING CANCELLATION POLICY: To cancel participation in a course, the participant must have their District Superintendent or Section/Office Manager send an email to the Training Specialist assigned to the course requesting to remove the participant. If you do not need lodging or must change or cancel your reservation, you must contact the Mott Training Center or Training Specialist assigned to the course at least 30 days prior to your date of arrival. Lodging, registration and associated fees will be charged to the employee's District or Section/Office if a training cancellation is received with less than 30 days notice.**

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

6. MEALS: Week I and II meals will be provided from dinner on the date of arrival through lunch on the date of departure while at the Marconi Conference Center. 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.

   You are responsible for obtaining your own meals for Week III based on the approved reimbursement criteria for meals. Refer to the insideparks web page and select the Quick Link for Travel for current meal allowances. Meal expenses that meet the guidelines will be reimbursed by the Training Section.

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 apparel normally worn on the job. Appropriate attire includes apparel suitable for professional business dress. It does not include such items as shorts, t-shirts, tank tops, or sandals.

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 may 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: Karyn Lombard is your Training Specialist and has been assigned the responsibility for your training group. The staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Section Staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Training Section Staff will do all within their power to 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.

    Please remember that cell reception is poor at Marconi. There is a payphone which takes prepaid phone cards or coins. If you have a phone in your room you can also use a prepaid calling card. There is one computer available for checking email in the Administration Building. Wi-Fi access is available for use.

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 for Weeks I and II. The contact number for Week III is 916-709-5510.

14. 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:

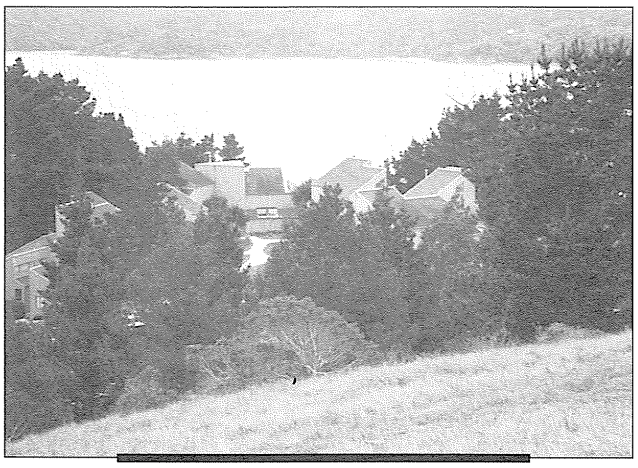
Front Desk Fax: (415) 663-1731

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.



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 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:

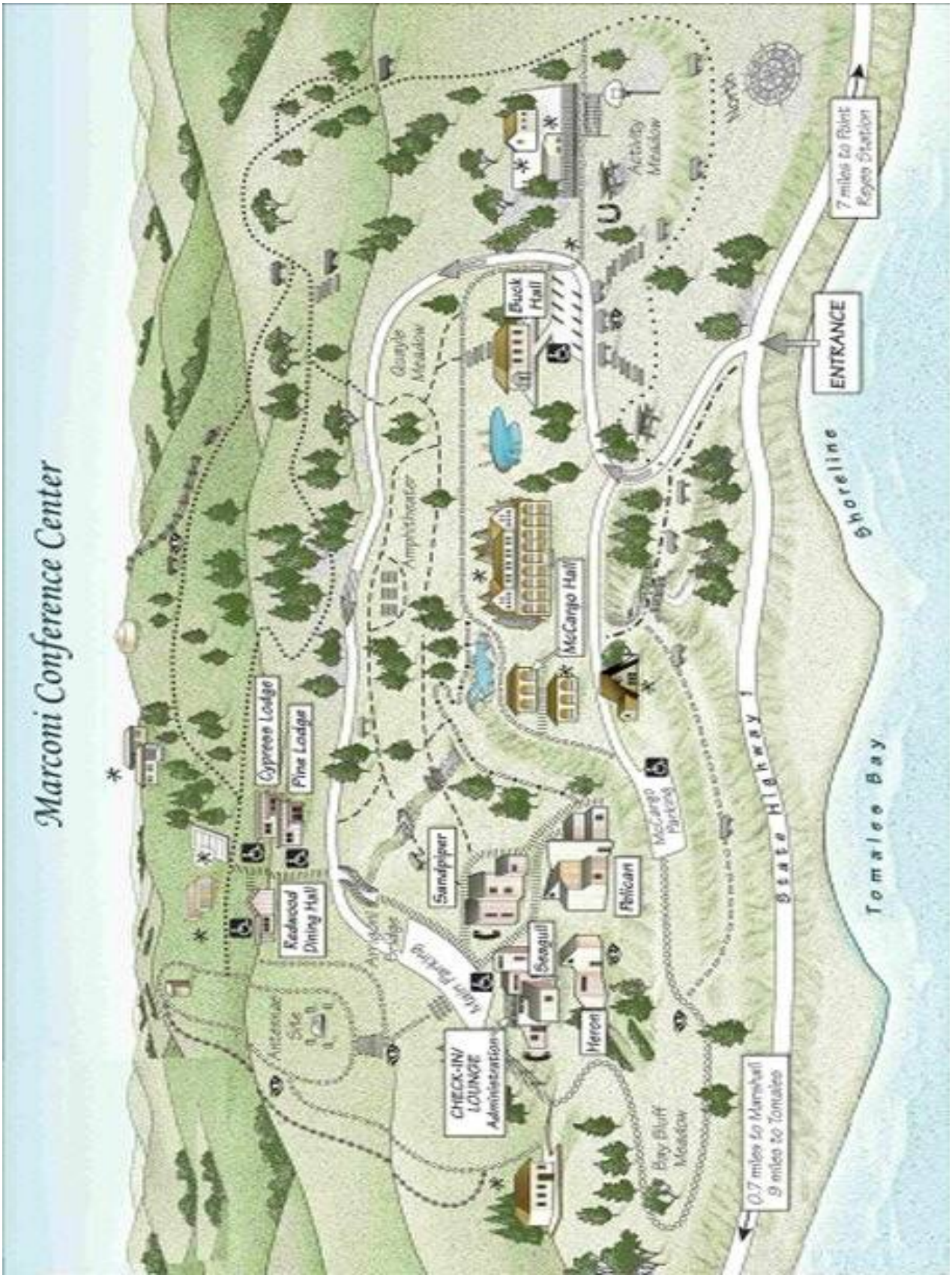
- ◆ Internet / E-mail
- ◆ Computer with MS Office
- ◆ LaserJet Printer
- ◆ Photocopier

◆ 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.

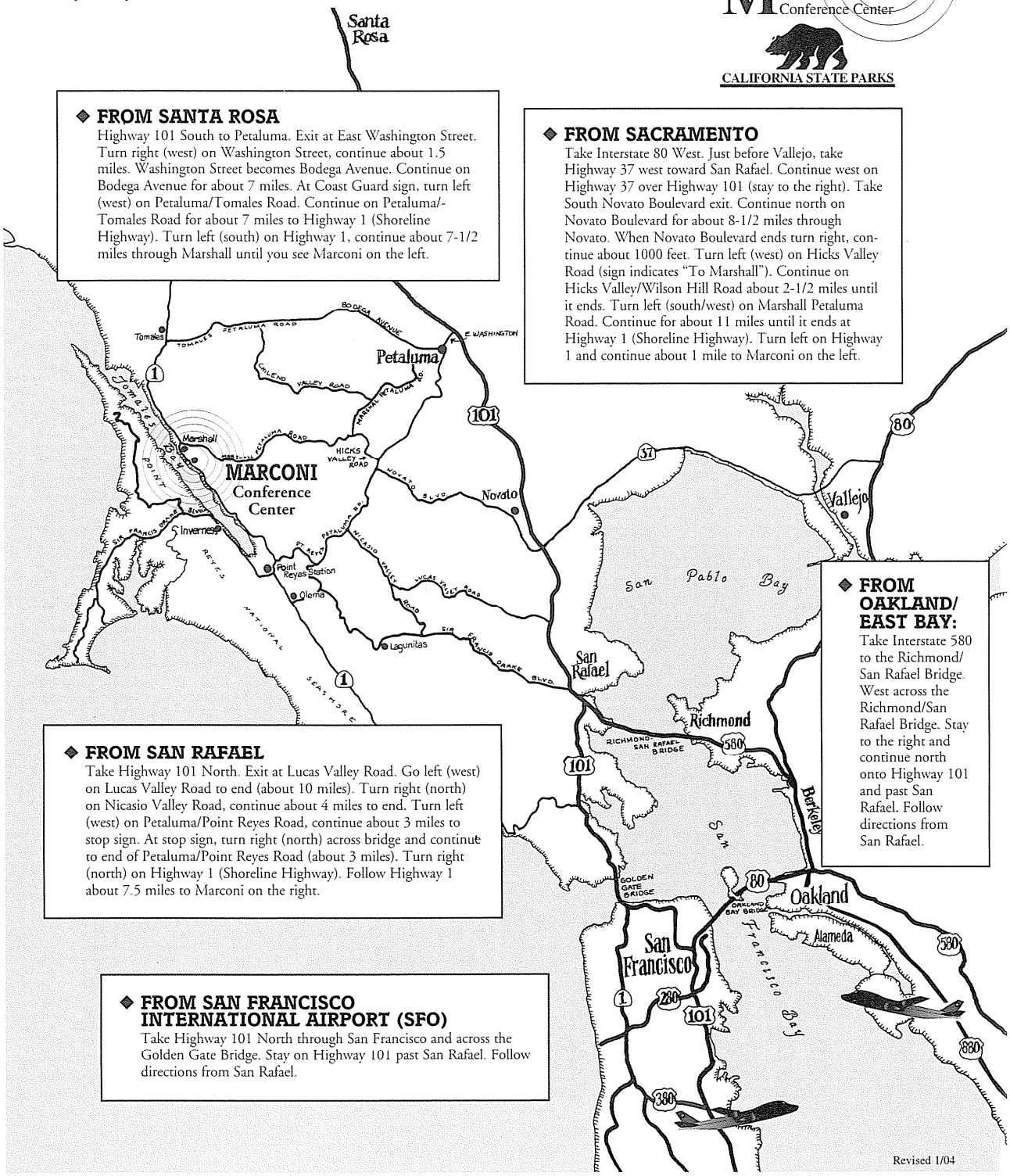
◆ PETS
With the exception of guide dogs for the handicapped, *pets are not permitted* in Marconi Conference Center buildings and cannot remain on the property overnight. Dogs must be on a leash at all times.

◆ 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
Cypress Lodge
Pine Lodge
Redwood Dining Hall
Sandpiper
Seagull
Pelican
Heron
CHECK-IN/ LOUNGE Administration
Buck Hall
McCarpo Hall
Activity Meadow
ENTRANCE
7 miles to Point Reyes Station
0.7 miles to Marshall 9 miles to Tomales
State Highway 1
Shoreline
Tomales Bay

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

Marconi Conference Center
CALIFORNIA STATE PARKS



◆ **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 Week I and II and Mc Clellan Training Center Week III the following list is provided:

- ❑ **Please inform Karyn Lombard (karyn.lombard@parks.ca.gov) concerning any requests you may have regarding accommodations and/or accessibility. Securing lodging at another location will be at participant's own expense.**

- ❑ Be sure you have read and understand the Management Practices Group 26 program syllabus prior to the first scheduled session.

- ❑ Arrange your travel through your District/Section Office.

- ❑ Remember to bring the following with you to training:

  - ❑ Professional business attire (uniforms are not required for this program).

  - ❑ Beverage cup, pencils, and pens.

If you have questions or need assistance, contact Karyn Lombard, Training Specialist:

Phone: 916-657-0412
Fax: 916-657-0418
Email: karyn.lombard@parks.ca.gov

MANAGEMENT PRACTICES – GROUP 26
PRE-TRAINING ASSIGNMENTS

PRE-ASSIGNMENT - Number 1
TOPIC: ISSUE PAPER – This is a brief description only. NOT a completed paper.
DUE DATE: March 11, 2015. Send the description to Rich Rozzelle at rich.rozzelle@parks.ca.gov.

Write a brief description (no more than a paragraph or two) of one issue that you are currently addressing within your District/Program. The issue should be relevant, with statewide implications, and one that can be resolved within the confines of current regulations, laws, policy and budget.

On the first day of class in Week I, your issue will be presented and recorded on easel paper. According to the level of interest and feasibility of the issue, five issues will be selected.

Teams will be formed in the class to help work on selected issues. In the event that your issue is chosen, bring the appropriate background information needed to develop a complete issue paper. It is a team project to complete the issue paper - DO NOT work on the paper prior to the program. The supporting material should be appropriate for preparing your issue for recommendation to senior management in Sacramento.

During the first two weeks of Management Practices, you and your team will have class time to work on the issue paper and presentation at the Marconi Conference Center. During the last several days of the program, you and your team will make a formal presentation to senior management in Sacramento. All team members must actively participate in this presentation. Participants are expected to work on issue papers during the class at Marconi and Sacramento as well as outside class.

PRE-ASSIGNMENT - Number 2
TOPIC: BOOK REPORT
Due Date: Presentations will commence with Week I and conclude by the close of the program.

Select a book (not a video or online training resource) 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/leader. Be prepared to give a quick, five minute report/presentation 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/leader. For questions regarding this assignment please contact Liz Burko at liz.burko@parks.ca.gov.

PRE-ASSIGNMENT - Number 3
TOPIC: PANEL QUESTIONS
Due Date: March 23, 2015

Managers will be visiting the class during Week III for a panel discussion relating to Accounting, Budgets, Business Services, Human Rights, Information Technology, Labor Relations, Personnel, and Training.

In order to assist the panel discussion with these managers, during the first week of class the students will be placed in groups to author questions for the panel members. Before the class, query the administrative staff in your District/Program for timely and current discussion items. For question on this assignment please contact Karyn Lombard at karyn.lombard@parks.ca.gov.

Attachment No. 1

ISSUE PAPER FORMAT

(Note: This is just one example. The important thing to remember is to keep it simple, keep it relevant, and write for your designated audience).

ISSUE

State the specific issue to be addressed. Be concise and to the point.

BACKGROUND

State why this is an issue, how or from whom did the issue originate? What has led to the current situation?

AUTHORITY TO ACT

Cite applicable statutes, regulations, policies, and/or other authorities to act.

DISCUSSION

State why the current policy is not working, including relevant facts, parameters, and constraints. Address the following as applicable:

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

ALTERNATIVES CONSIDERED

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

RECOMMENDATIONS

Recommend the preferred alternative. Articulate “why” this is the best alternative, all things considered.

ACTION REQUIRED

List the actions or next steps required to implement your preferred alternative.

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should discuss the impact and assess the effectiveness this program has had on the employee.

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.

MANAGEMENT PRACTICES GROUP 26
Week I
March 22-27, 2015

Sunday **March 22**		
1500	**REGISTRATION:** *Check-in at the Marconi Administration Building*	All
Monday **March 23**		
0800-0830	**WELCOME AND INTRODUCTION:** Introduction of facilitators, course norms and standards. Bring your syllabus and completed pre-assignments.	Burko/ Lombard
0830-1000	**PROGRAM ORIENTATION:** • Participant introductions • Assignment – issue memo/book reports/ questions for administration managers • How can I improve my performance?	Lombard/ Burko/
1000-1200	**BUDGET PROCESS/FISCAL MANAGEMENT**: Participants will learn the basics of a State Parks budget and to analyze, discuss, and create a mission driven budget.	Manges
1200-1300	*Lunch*	
1300-1500	**BUDGET PROCESS/FISCAL MANAGEMENT:** continued	Manges
1500-1700	**PRESENTATION SKILLS/BOOK REPORTS:** Managers present in front of a variety of audiences. This session will provide an opportunity to practice presentations skills.	Class
1800-1900	*Dinner*	

MANAGEMENT PRACTICES GROUP 26
Week I
March 22-27, 2015

Tuesday **March 24**		
0800-1200	**PERSONAL AND PROFESSIONAL GROWTH:** Participants will learn more about managing stress and building resilience through assessments and strategies.	MHN Brown
1200-1300	*Lunch*	
1300-1700	**PRESENTATION SKILLS/BOOKS REPORTS:** Managers present in front of a variety of audiences. This session will provide an opportunity to practice presentation skills.	Class
1800-1900	Dinner	
Wednesday **March 25**		
0800-1200	**PARK OPERATIONS POLICY GROUP AND PLANNING POLICY AND PROGRAMING COMMITTEE:** What they are, why do we need them, and why do we need to know about them. How we may be involved with recommendations and presentations to these groups.	Cahill/ Rozzelle
1200-1300	*Lunch*	
1300-1500	**ISSUE PAPER:** Discussion of participants assignments and class presentation requirement – assignment of issue paper and teams	Cahill
1500-1700	**TEAMS FOR ISSUE PAPERS:** Teams meet to discuss issue papers.	Cahill/ Rozzelle
1800-1900	*Dinner*	
1930-2100	**ISSUE PAPERS:** Work in teams on issue paper.	Class

MANAGEMENT PRACTICES GROUP 26
Week I
March 22-27, 2015

Thursday **March 26**		
0800-1200	**RISK MANAGEMENT:** This session provides participants with a definition of the concept of risk management, understanding of the common elements of risk management, and techniques to mitigate the risks of confronting our agency.	Rozzelle
1200-1300	*Lunch*	
1300-1500	**LEADERSHIP:** This session will assist participants in understanding the importance of how their leadership skills influence their own personal success, the success of their peers and subordinates, and the success of Parks.	Rozzelle
1500-1700	**PRESENTATION SKILLS/BOOKS REPORTS:** Managers present in front of a variety of audiences. This session will provide an opportunity to practice presentation skills.	Class
1800-1900	*Dinner*	
1930-2100	**TAKE HOME IDEAS AND A LOOK AHEAD:** Ideas to use right away and a preview of Week II.	Burko/ Lombard
Friday **March 27**		
0800	**DEPARTURE FOR NON-BADGED EMPLOYEES NON-BADGED EMPLOYEES MAY STAY UNTIL NOON AND ATTEND CLASS. BOX LUNCH PROVIDED FOR ALL IMMEDIATELY FOLLOWING BREAKFAST IN THE DINING ROOM**	
0800-1200	**COP/POP:** Participants will understand the importance of developing contacts and relationships, and the trust from the community.	Rex
1200	**DEPARTURE**	

MANAGEMENT PRACTICES GROUP 25
Week II
April 12-17, 2015
Topics and Times To Be Announced

MANAGEMENT PRACTICES GROUP 25
Week III
May 10-14, 2015
Topics and Times To Be Announced

MANAGEMENT PRACTICES **104 HOURS**

PROGRAM OUTLINE

Program Orientation	2.0
Role of the Manager/Transition to Management	12.0
Leadership	16.0
Ethics	4.0
Critical Thinking and Decision Making	4.0
Personal and Professional Growth	4.0
Legal and Personnel Issues/Administrative Updates	10.0
Fiscal Management	5.0
Critical Incident Management	4.0
Media and Media Relations	4.0
Communication/Presentation Skills	12.0
Risk Management	4.0
COP/POP	4.0
Strategic Planning	4.0
Presentation Projects/Book Reviews/Follow-up	15.0
TOTAL HOURS	**104.0**

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

THE ROLE OF THE MIDDLE MANAGER/TRANSITION TO MIDDLE MANAGEMENT

Specific goals are to provide participants with:

1. The ability to explain the role and responsibilities of a mid-manager.

2. Knowledge of the factors that influence and shape the transition from supervision to management.

3. Define 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. A working knowledge 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.

6. Future forecasting and the effect of how advanced planning, or lack thereof, can have on leadership and the organization.

STRATEGIC PLANNING

By the close of the training session the participants will:

1. Provide overview of some of the major State Park efforts and documents, and how they affect the Department.

2. Define the role and basic elements of General Plans.

3. Discuss the role of District Planning.

4. Express how they can use these concepts in their role as manager.

CRITICAL INCIDENTS/CRITICAL INCIDENT MANAGEMENT

Specific goals are to provide participants with:

1. Examples to identify what type of situation constitutes a critical incident, especially those specific to the Department.

2. Illustrations to recognize and understand the manager's responsibility during critical incidents, including responsibilities relating to the protection and safety of subordinates and citizens.

3. A working knowledge 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.

9. The ability to develop a detailed plan of action that will mitigate or eliminate critical incident problems.

COP/POP

By the close of the training session the participants will:

1. Generate ideas and discuss how to build partnerships with their community.

2. Participate in a group learning activity that demonstrates how to address community problems using partnerships they have developed.

3. Discuss the definition and review the principals that are incorporated by Community Oriented Policing and Problem Solving as they apply to partnerships with the community.

FISCAL MANAGEMENT AND BUDGET

By the close of the training session participants will:

1. Know how the State of California Government receives funding and how the Governor's Budget is enacted into law.

2. Recognize how the Departmental budget is allocated BP-1, CAT-1, CAT-2, Deferred Maintenance Projects, and more.

3. Categorize levels of expenditure and importance of a budget.

4. Analyze, discuss, and create an operational budget.

5. Analyze a District's operational budget and its allocation.

6. Define ways to articulate projections, budget deficits, and proactive alternative solutions to budgetary constraints.

7. Formulate funding alternative solutions in order to minimize the impact on programs as a result of budget deficits.

8. Demonstrate understanding of leadership issues and ethical considerations by identifying the impact of issues such as padding a budget, inaccurate projections, and false statistics.

ETHICS

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.

4. The cost (personal and organizational) of engaging in unethical activities.

LEGAL ISSUES

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.

3. An awareness of the importance of quality control when managing legal issues.

RISK MANAGEMENT AND SAFETY

By the close of the training session the participants will:

1. Using class discussion, express an appropriate definition of DPR risk management and how it impacts them directly.

2. In a small group exercise, be able to recognize at least three types of common DPR situations which require risk management early in the development of an issue.

3. Using group scenarios, be able to identify potential risk and opposition to the Department in their current work assignment from the perspective of stakeholder groups and individuals.

4. List several DPR resources available to assist them with effective risk management.

5. Using case examples, be able to describe strategies to effectively minimize and manage risk to themselves and the Department.

6. In teams, develop appropriate interdepartmental talking points in response to a case study scenario.

7. Discuss the techniques for performing an effective risk management assessment in their workplace.

PERSONNEL MANAGEMENT

Specific goals are to provide the participant with:

1. The knowledge of the changes in supervisory responsibility of a manager in personnel matters including liability issues.

2. The knowledge to identify the steps in an Equal Employment Opportunity (EEO) investigation, Skelly Hearing, and an Internal Affairs (IA) investigation by using examples from the Department.

3. The knowledge to understand the grounds for discipline for legal causes set forth in Government Code Section 19572 by use of scenarios.

4. The knowledge to identify and describe the following compliance issues by using examples they have dealt with:

    a. Americans with Disabilities Act (ADA)
    b. Fair Labor Standards Act (FLSA)
    c. Family Medical Leave Act (FMLA)
    d. Workers Compensation
    e. Title VII of the Civil Rights Act

5. The knowledge to understand the importance of Appraisal and Development Plans (ADP's) and expectations.

6. The knowledge to identify the unions within the Department, how to work with union representatives, and the importance of documentation.

7. The knowledge to understand the importance of recruitment, retention, and mentoring by sharing strategies that have worked in the Department and other private and public agencies.

MEDIA RELATIONS

Specific goals are to provide participants with:

1. The knowledge of the role of the media and the steps to respond to media requests.

2. The ability to write a simple media release and plan media events.

3. The knowledge of the basic elements of crisis management from a media perspective.

4. The ability to handle media requests for access to parks and evidence.

PERSONAL AND PROFESSIONAL GROWTH

Specific goals are to provide the student with:

1. The ability to identify, rank, and measure their relationship with specific values in their personal and professional life.

2. An inventory tool to assess their individual satisfaction with the expression of their values.

3. The knowledge of the factors that contribute to the stress levels in their life.

4. Tools and techniques to evaluate stress and specific ways to minimize stress that works against their goals.

5. Tools and techniques to develop resilience capabilities.