



2021-2022 TRAINING CATALOG

CPS HR  CONSULTING

Your Path to Performance

ABOUT CPS HR CONSULTING

CPS HR Consulting is a self-supporting public agency providing a full range of integrated HR solutions to government and nonprofit clients across the country. Our strategic approach to increasing the effectiveness of human resources results in improved organizational performance for our clients. We have a deep expertise and unmatched perspective in guiding our clients in the areas of organizational strategy, recruitment and selection, classification and compensation, and training and development. For more information visit: www.cpshr.us

INTEGRATED TALENT MANAGEMENT STRATEGY



ORGANIZATIONAL STRATEGY

Workforce Planning, Succession Planning, Performance Management, Employee Engagement, Change Management, Organizational Assessment, Redesign & Re-engineering



TESTING, RECRUITMENT & SELECTION

Job Analysis, Recruitment Solutions, Assessment Center Services, Executive Search, Selection Tools Development, Test Administration, Test Rental



CLASSIFICATION & COMPENSATION

Classification, Compensation Studies



TRAINING & DEVELOPMENT

Training Courses, Training Programs, Supervisory Skills, Leadership Development, Executive Coaching, Accelerated Leader 360° Assessment™



GENERAL HR SERVICES

HR On-Demand, Complaint Investigations



LICENSING & CERTIFICATION

Testing Services, Applicant/Candidate Management, Credential Program Management, Accreditation

CPS HR TRAINING CENTER

CPS HR has been delivering training since 2004 to those who work in public sector organizations, including federal, state and local agencies, boards, commissions and non-profits. Our curriculum is specifically designed for public sector employees. With more than 150 soft skills courses, CPS HR supports employee development by providing:

- A professional learning environment
- Practical materials
- Experienced instructors
- Interactive and applied learning experiences
- Nationwide training

CPS HR courses focus on the skills, knowledge and competencies employees need to succeed in today's public sector workplace. Courses are classified by six position levels — Mandated, Administrative, Analyst, Supervisor/Manager, Leadership and All Audiences.



MANDATED

Complete all your up-to-date required training in a convenient and affordable format.



ADMINISTRATIVE

Understand your critical role in relation to the success of your team.



ANALYST

Increase your value to the organization by building your analytical skills.



SUPERVISOR/MANAGER

Gain the core skills you need to be successful, inspire your team and deliver results.



LEADERSHIP

Broaden your professional capabilities and sharpen your leadership skills to meet today's complex organizational challenges.



ALL AUDIENCES

Choose from our more than 150 courses to enhance your potential.

FLEXIBLE DELIVERY FORMATS THAT MEET YOUR NEEDS

Experience training that will prepare you for your next career move upward or laterally.



OPEN-ENROLLMENT PROGRAMS

In-person instructor-led courses provide a professional learning environment, superior materials and experienced trainers that promote interactive and adult learning. Our courses are focused on the skills and knowledge that employees need to succeed in today's workplace.



ON-SITE TRAINING

Train groups of employees at your site and customize the content to meet the specific needs of your audience. This option provides for greater cost savings as well as convenience for employees, translating into the best value for your agency.



HOSTED TRAINING

Host an open enrollment training course at your location and benefit from a shared learning experience with peers. We'll provide a limited number of free seats for the hosting agency.



VIRTUAL TRAINING

Experience live, instructor-led or self-paced courses over the internet. If you have a group of geographically distributed staff, this is the perfect option for your organization.

Register online for courses at www.cpshr.us/training-center

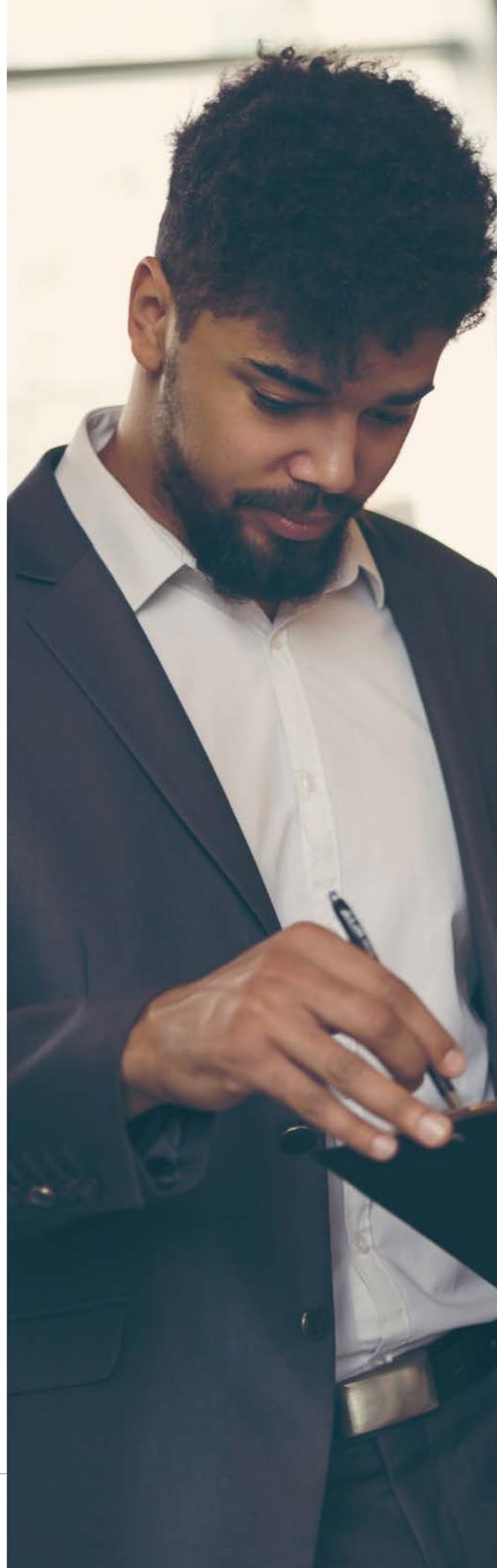




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COURSE & PROGRAM LISTING



New Class



Mandated Class



Program



eLearning



Blended Learning



4 DREAMERS

- # DREAMERS
- # Job
- # GOALS
- 1.000 million

- UFA
- LUXURIA
- NEW YORK
- LONDON
- BARCELONA
- LISBON
- DUBAI





ADMINISTRATIVE

Understand your critical role in relation to the success of your team.

Anger Management Techniques

1-DAY COURSE

This one-day workshop is for all employees who wish to improve their working or personal relationships and reduce their own or another's anger and anxiety. This class may also prove valuable to those who either manage or have a relationship with people who seemingly are incapable of controlling their tempers.

During this class, you will identify the specific root causes of anger, and receive the tools and understanding to either reduce or eliminate these internalized resentments. Anger is a natural emotion, but hurt feelings or continuing resentments must be controlled or directed to less dangerous avenues.

WHO SHOULD ATTEND: All staff members who wish to improve working relationships

LEARNING OBJECTIVES

- Identify the nine styles of anger
- Identify a specific demonstrated style of anger (either your own or another's style) and set a plan of action to reduce the effects of that anger
- Recognize the four-step pattern of anger and how to alter/change that pattern
- Diagnose how anger and anxiety damages our physical and mental well being
- Overcome the harmful effects of stress, anxiety and anger
- Learn to relax and laugh again – fully enjoy your life, your workplace and yourself
- Recognize cultural, gender and age differences in handling anger

Applied Professional Writing Workshop



ELEARNING MODULE, A 1-DAY WORKSHOP, AND TWO POST-WORKSHOP ASSIGNMENTS

Do you want to take your business writing to the next level? Would you like to have your writing evaluated by a neutral person outside of your organization? Are you looking for some one-on-one coaching from a writing professional?

This innovative writing workshop includes:

Pre-Class Work: Self-paced eLearning module

Traditional, instructor-led classroom day Post-Class Work:

Following the in-person classroom session, you will complete a draft of the writing assignment you started in class

Virtual Coaching: One-on-one, private coaching with a writing coach

From attending this workshop, you will gain:

1. a comprehensive understanding of business writing principles
2. a deep dive into complex writing pitfalls, such as tone and flow
3. a thoroughly vetted writing sample

WHO SHOULD ATTEND: Analysts at all levels

LEARNING OBJECTIVES

- Evaluate business writing examples
- Discuss professional email best practices
- Develop a checklist of common business writing pitfalls and how to avoid them
- Conduct a peer review of colleagues documents
- Provide effective, meaningful feedback
- Prepare a conclusion to a recommendations paper
- Create and record a brief presentation that gets buy-in

Business Writing

1-DAY COURSE

Emails, reports, forms, and letters: So much paperwork, too little time!

This class is for you if you'd like all your business correspondence to be professionally written in less time. Through a combination of direct instruction, group activities and individual exercises, this class is designed for the busy professional who wants to learn specific writing strategies for quickly creating easy-to-read documents.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify and practice writing techniques: brainstorming, outlines, paragraph structure, graphics, formatting emails, letters and reports
- Explore how to use plain language: clear, concise, specific
- Identify the appropriate tone for business writing
- Send the "bad news" message in an acceptable manner
- Practice good writing style and usage

Career Development Series



WHO SHOULD ATTEND: Anyone interested in promoting or making a lateral career move

STEP 1. INDIVIDUAL ASSESSMENT

Elevations Career Assessment

30-MINUTE ONLINE ASSESSMENT

Are you an Innovator, Liberator, Facilitator or Organizer?

Find out by taking Elevations for Organizations, a 30-minute online career assessment. You will learn your career-related values, skills, interests and personality preferences.

- Armed with this information you can better assess your career development options within your current job and as you plan for your next move
- The Elevations Assessment gives you the following:
 - Your individual profile and developmental tips
 - Access to your assessment and updates to your preferences as needed
 - Instructional guide on how to find mentors and conduct informational interviews
 - Action-planning steps
- The assessment is followed by two half days of in-depth discovery about yourself and how to work with others to move your career forward

STEP 2. ASSESSMENT RESULTS

Building on Your Natural Strengths

.5-DAY COURSE

This workshop will focus on the key components of your natural abilities and preferences. Prior to the workshop, you will complete an online career assessment called Elevations. The assessment will offer a self-discovery platform for your career success. You will find out how to manage the inevitable ups and downs of your career while building credibility and self-confidence. You will leave this workshop with:

- An understanding of how courage is the key to your career success
- Renewed appreciation and respect for your natural talents
- Insights regarding your work style preferences and the preferences of others
- Strategies to communicate with others most efficiently and effectively
- Methods to enhance your career satisfaction through your values

Enriching Your Career Satisfaction

.5-DAY COURSE

Growing your career and maximizing your potential can be a complex challenge. In this workshop, you will learn how to enrich your satisfaction in your current position and envision options for your future. You will identify the specific skills you enjoy and develop strategies to expand the utilization of your key skills. You will leave this workshop with:

- An expanded understanding of your career mobility options
- Specific definitions for the skills you enjoy using
- Methods to increase your skill-based satisfaction
- Clarity regarding your career interests and how they fit into your future
- A time bound, prioritized action plan that can be the basis for both your career planning and your individual development plan

STEP 3. SKILLS TRAINING

Tips to Promote Within the State Of California

.5-DAY COURSE

In this half-day session, you will discuss and examine career management terms and strategies with the goal of preparing yourself for promotional opportunities. You will discuss career disrupters and learn how to avoid them. You will also learn how to effectively read job descriptions, and the value of networking to advance your career.

LEARNING OBJECTIVES

- Identify workforce development opportunities, training and development assignments, and transfer opportunities available to state employees
- Define the importance of training classes, career ladders, promotional exams eligibility lists, lateral transfers, and training and development for career development
- Evaluate the opportunities involved in actively participating in intra-state government associations and professional groups
- Distinguish between career disrupters and activities that should help promote your career
- Analyze the value of volunteering for assignments or extra work
- Recognize the value in establishing a network for success and discuss how you might accomplish this task

Classification Exploration

.5-DAY COURSE

Join us for this informative class where you can explore career opportunities within and outside of your current job classification. In this half-day session, participants will learn about the different classifications used throughout the State of California, and how to spot career opportunities within the system.

LEARNING OBJECTIVES

- Understand the different classifications within the State of California
- Explore career opportunities within the classification system
- Understand the difference between clerical, technical, analytical, lead and supervisory experience

Developing Your Individual Development Plan (IDP)

5-DAY COURSE

This half-day class provides you with practical and useful information that you may not receive formally and therefore usually learn by trial and error. The class will help provide valuable information about the successful management of your career using the IDP.

The instructor will discuss and examine the value of the IDP for career development and upward mobility. You will explore key terms and concepts such as: upward mobility, job-required, job-related and career development courses and the importance of IDP's and annual employee evaluations. You will learn how to complete an IDP and even more importantly, discuss the contents and how to accomplish the plan with your supervisor.

LEARNING OBJECTIVES

- Understand the value of the IDP for career development and upward mobility
- Explain the terms and concepts surrounding upward mobility, job-required, job-related and career development and how they help you manage your career
- Learn how to complete an IDP
- Practice discussing your IDP with your supervisor/manager

Effective Résumé Writing

.5-DAY COURSE

This course is designed for anyone needing a résumé for an upcoming interview or just to have on hand should an opportunity arise. It will help you create a market-driven resume as part of your larger career communication strategy that will distinguish you from the competition.

LEARNING OBJECTIVES

- Discover the advantages of an effective career communications strategy and the dangers of a poor one
- Create a market-driven résumé that sets you apart from the crowd
- Identify your professional accomplishments and articulate them in a way that gets attention
- Rework these principles into your résumé
- Outline the steps to create an ASCII résumé and tips for online posting
- Draft a reference page that will lead your references and hiring managers to talk about what you want them to talk about
- Compare and contrast cover letter formats for effectiveness

How to Successfully Complete the Standard State Application and Statement of Qualifications

.5-DAY COURSE

This class provides you with practical and useful information for completing a Standard State Application and Statement of Qualifications. Hands-on experience with constructive feedback is a key part of the course as you gain confidence in highlighting your skills and experience. Master the ability to emphasize and communicate what you have to offer when applying for a new job using Form 678.

LEARNING OBJECTIVES

- Review the key components of the Standard State Application
- Practice completing a Standard State Application and receive constructive feedback from the instructor and other participants
- Learn to highlight your experiences and education that fit the job you are applying for
- Discuss tips to improve your application
- Practice writing portions of a Statement of Qualifications

Interviewing Skills for Success

.5-DAY COURSE

Once your application gets you in the door, the interview is the opportunity to communicate how you are the best fit for the job. How you communicate about yourself can make all the difference in landing your next job. In this half-day workshop, you will prepare for different interview formats, gain a better understanding of how to answer interview questions, and learn how to make a good impression.

LEARNING OBJECTIVES

- Review interview formats and how to prepare for them
- Learn how to answer questions confidently and effectively
- Outline the do's and don'ts of making a positive impression
- Practice for state interviews
- Seek out new learning experiences

Changing Organizational Habits

1-DAY COURSE

Habitual behavior, whether from an individual or an entire organization, can be the biggest hindrance to positive organizational progress. In this class, you will be introduced to the latest understanding of how habits are formed through the lens of organizational development and behavioral psychology. You will learn to employ a variety of techniques to address, prevent, and change bad habits, both for your workplace and for yourself.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand and recognize conscious behavior from habitual behavior
- Identify the pros and cons of logical versus emotional behavioral cues
- Demonstrate the abilities and limitations of affecting change through willpower
- Address environmental influences that reinforce bad habits
- Develop an action plan to change significant habitual behaviors
- Apply learned techniques to a wide variety of personal and professional habits

Civic Engagement and Social Responsibility



.5-DAY COURSE

Governmental organizations can be thought leaders by balancing the pursuit of their mission with a commitment to civic and socially responsible activities in their communities. This course will serve you by giving you resources, strategies, and tools to implement social responsibility within your organization.

In this 4-hour hands-on training for public sector staff, managers and executives, you will learn how to convert social responsibility theories and best practices into practical applications in your organization to advance individual and organizational behavior change toward civic engagement and socially responsible activities.

You will learn the foundational concepts of social responsibility, and how to explore strategies and tools to engage the workforce, design a sustainable civic engagement program, inspire, engage, enrich, and empower yourself and governmental organizations in reaching the next level, and get public sector management and executive support.

WHO SHOULD ATTEND: Appropriate for all levels

Communicating Effectively

1-DAY COURSE

Communication skills are the foundation of effectiveness at work. With an emphasis on professional and clear communication, this one-day class will help you improve your oral communication skills, increase your ability to understand and be understood, and help you have more influence.

Improve your listening skills, assertiveness and nonverbal communications in this class.

WHO SHOULD ATTEND: Anyone who would like to, or who needs to, improve their communication skills at work

LEARNING OBJECTIVES

- Describe the communication process and why it breaks down
- Listen effectively to co-workers and customers
- Differentiate between assertive, aggressive and passive communication styles
- Assess the effects of different communication styles on the speaker and the listener
- Communicate more clearly by using appropriate non-verbal behavior
- Give and receive feedback effectively

Communicating Effectively



ELEARNING MODULE

This course covers the basics of effective communication, as it takes commitment and practice to communicate effectively. What you learn in this course will help you build your confidence around ways you can improve your communication skills.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define effective communication
- Reap the benefits of effective communication
- Prepare to communicate effectively
- Avoid communication issues

Communicating Effectively with Non-Native English Speakers



.5-DAY COURSE

This half-day class focuses on ways native English speakers can communicate more effectively with non-native English speakers. We will review techniques to ensure that the non-native English speaker understands what is explained or what is expected. Being aware of and avoiding factors that may cause miscommunication can improve understanding. Such factors include differences in gender, age, non-verbal communication, context of the message, speed of delivery, and pronunciation errors typical in native speakers of other languages.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- How syllable stress in words can affect understanding the meaning of those words
- How the speed of one's speech can influence what is successfully communicated
- How stressing a word in a sentence can contribute to the listener's understanding
- How word choice can help or hinder successful communication
- How clearly pronouncing word endings or final sounds may assist understanding
- How asking the listener questions can ensure understanding

Conflict Resolution

1-DAY COURSE

This one-day class will provide you with tools, techniques and practice in resolving work conflicts involving employees, co-workers, supervisors or customers. Strategies for win-win outcomes are emphasized in this interactive class, especially ways to guide a conflict from a competitive mode into a collaborative one.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify the six sources of conflict in organizations
- Name the five styles of dealing with conflict
- Describe your own styles of coping with conflict
- Use each conflict style as appropriate
- Practice and encourage collaboration to resolve conflict

Coping with Change

1-DAY COURSE

Changes and change processes are regular and necessary phenomena in everyday life, both on and off the job. Change can be positive or negative, welcomed or resisted. The ability and methods of dealing and coping with change have become vital skills in today's workplace.

This one-day course is designed for non-managerial staff in organizational units undergoing both planned and unplanned change. The course is developed to help employees make change processes more manageable, less stressful and more positive.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Recognize the types and dynamics of change
- Identify negative and positive aspects of change
- Become familiar with the change adoption process
- Know staff and management expectations
- Understand the sources and dynamics of resistance to change
- Develop coping strategies
- Become aware of paradigms and paradigm shifts

CPR and First Aid for Adults

5-HOUR COURSE

Medic First Aid Basic is an adult CPR and first aid training program designed for the occupational first aid provider. This program will help employers meet OSHA and other federal and state regulatory requirements for training employees in responding to and caring for medical emergencies.

Note: Please wear comfortable, casual clothing to the class. Inform the instructor if you have any physical limitations in performing CPR that need to be addressed. You will receive a completion card at the end of the class which is valid for two years.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Assessment
- Personal safety
- Activating EMS
- Clearing and protecting the airway
- Ventilations
- Chest compressions
- One-rescuer CPR
- Control of bleeding
- Managing shock
- Foreign body airway obstruction
- Warning signs of illness
- Mechanism of injury
- Emotional impact of providing care
- Other first aid topics as needed

Customer Service in the Public Sector

1-DAY COURSE

Today's customers are more demanding, less tolerant, and increasingly impatient. Though from divergent cultural backgrounds and languages, one thing today's customers have in common is they want it all, NOW. This one-day workshop builds on your already positive and professional service relationships and will help you go one step further to provide exceptional customer service.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Appreciate how vital excellent customer service is to my organization
- Provide quality customer care to both INTERNAL AND EXTERNAL customers
- Overcome judgment behaviors, accents, cultural barriers, and preconceived negative attitudes
- Maximize non-verbal communications channels including telephone, text, and e-mail
- Control and direct angry, frustrated, or upset customers
- Apply active listening, modeling and separation techniques to provide exceptional service
- Partner with customers in finding solutions to problems
- Learn simple techniques to take customer service beyond expectations

Diversity and Inclusion: Why it Matters for Staff



HALF-DAY COURSE

This course presents the foundational understanding and importance of diversity and inclusion. Participants will explore unconscious bias and how it impacts their environment and work relationships. They will discover how their own values, culture and experiences affect interactions with colleagues, attitudes about work, and understanding of workplace values.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define inclusion and diversity
- Develop awareness of unconscious biases and their impact in the workplace
- Cultivate tools to recognize and combat microaggressions
- Discuss appropriate and inappropriate behaviors in the workplace
- Understand how you can contribute to an inclusive work environment

eCommunications Workshop

1-DAY OR HALF-DAY COURSE

As designed, most email is sent with little editing or structure creating confusion and multiple problems. Fortunately, or unfortunately, it becomes a permanent record with your name or department's name attached.

This interactive workshop provides tools to help you create clear and informative messages by improving the planning, writing and editing processes.

Any staff who writes, sends, or reads email and wishes to improve their professional image and communication skills, or those who are overwhelmed by the sheer number of daily e-messages and would like to control, organize and manage the volume should attend this class.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Create powerful, attention grabbing subject lines and purpose statements - leave the KISS to last
- Determine an effective format: active, passive or reader focus
- Comfortably cross cultural and global boundaries without offending readers
- Instantly proofread for attitude or social embarrassment
- Use correct and specialized email punctuation, grammar, smileys, emoticons and acronyms
- Apply the Do's and avoid the Do Not's of email tone and approach – when to send, when not to send, to whom to send and to whom not to send email
- Manage your email load – create files, eliminate spam and email clutter, when to read, when best to respond

Effective Listening

1-DAY COURSE

This one-day class will help you improve your communication skills in the vital area of listening. Effective listening habits improve relationships at work, provide the opportunity to learn and have a positive impact on productivity.

Listening is a very powerful tool, but it is rarely taught in school. Listening skills help in many work situations, including problem solving, meetings, helping customers and others stay calm during disagreements, speaking to someone with a language barrier and helping people think through options.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Distinguish among several different levels of listening
- Recognize and avoid poor listening habits
- Use a variety of effective listening skills
- Describe your preferred listening style(s)
- Display appropriate nonverbal listening behaviors

Effective Presentations

2-DAY COURSE

Speaking in front of an audience is rated the number one anxiety-causing experience for many people. In this course, you will learn how to overcome nervousness and fear, and how to deliver an interesting, stimulating and effective presentation. Utilizing video tools, you will learn and practice various techniques and methods, receive individualized coaching and practice your existing and new skills in a supportive and encouraging environment.

WHO SHOULD ATTEND: Anyone who presents

LEARNING OBJECTIVES

- Use a consistently practical process to plan, organize and deliver information to an audience
- Recognize and overcome your nervousness and apprehension; increase your confidence and comfort level
- Deliver interesting and memorable presentations
- Respond to audience questions in a professional and constructive manner
- Prepare and use visuals to enhance your message

Emotional Intelligence

1-DAY COURSE

Emotional intelligence describes the ability to understand one's own feelings. It also provides great insight on how emotion influences motivation and behavior. In this workshop you will gain a better understanding of self-management and self-awareness. This in turn will give you better insight and control over your actions and emotions.

With a greater understanding of emotions you will experience a positive impact on your professional and personal lives.

WHO SHOULD ATTEND: Appropriate for all levels.

LEARNING OBJECTIVES

- Define emotional intelligence
- Define the ability-based model of emotional intelligence
- Gain new skills in identifying emotions
- Learn a process for using and understanding emotions
- Understand associated verbal and nonverbal communication
- Use the concepts and techniques for application in the workplace



Enhancing Workplace Resiliency

1-DAY COURSE

We all want to be more resilient in every area of our life. What is resilience? Dictionary.com defines resilience as the power or ability to return to the original form, position, etc., after being bent, compressed, or stretched. To improve our resiliency, we start by identifying factors that impact our ability to be successful. These challenges, when experienced over extended periods of time, can wreak havoc on our body, memory, brain health, mental health, and can destroy happiness. Nearly 50 percent of all U.S. workers feel overwhelmed by a growing number of job tasks and longer working hours. Lack of resilience in the workplace very often leads to job burnout, poor working conditions, and lower productivity. How can you effectively become more resilient and increase performance in today's demanding work environment?

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn to assess your current level of resiliency
- Learn to avoid job burnout Learn to deal with overload effectively
- Learn to enhance resiliency during stressful times
- Learn to take renewal breaks during your workday
- Practice simple relaxation techniques you can even do at your desk
- Gain resiliency and relaxation techniques that you can apply immediately to your job and your life.
- Have fun!

ESL Communication Techniques for the Workplace

1-DAY COURSE

This course is for non-native speakers of English. The overall goal of this class is for participants to gain confidence in speaking and writing English. Learning American English can be a challenging process, especially for those who wish to master communication skills for diverse work-related situations. To improve your written English, you will review grammar, practice writing and editing sentences, paragraphs and emails, and gain confidence using American idioms.

Speaking skills are invaluable if you wish to successfully express yourself with precision. To help you achieve that goal, this class will help you perfect American English vowel sounds as well as problematic consonants such as TH, V, W and the American R and L. You will practice stressing the correct syllable and linking words rhythmically.

WHO SHOULD ATTEND: Non-native English speakers

LEARNING OBJECTIVES

- Identify the eight parts of speech
- Implement correct subject-verb agreement
- Use correct verb endings/tenses
- Improve skills for using articles and prepositions
- Practice editing skills for correct grammar and clarity
- Decide when to use active or passive voice
- Develop skills in writing and combining sentences
- Understand American idioms
- Acquire email etiquette
- Improve vowel sounds
- Emphasize correct syllables of words
- “Hear” intonation variations
- Practice common phrases in American English
- Identify individual problem areas common to specific backgrounds

Excellent Customer Service



ELEARNING MODULE

Is it employee skills or company culture that has more impact on your organization's customer service? What are Moments of Truth in customer service? How do you define your world of customers? These questions and many more are answered in this stimulating, eLearning course. You will explore the art of excellent customer service. You will come away with an understanding of the critical role excellent customer service plays in your organization, what barriers tend to get in the way and tips to communicating effectively with customers. This course was developed with the busy team member in mind, with easy to digest lessons that are short and engaging, and content that makes your experience interesting, thought-provoking and motivating.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the three dimensions of customer service
- Explore top customer service skills
- Learn the 5-Step customer service process
- Learn to recover quickly from a bad experience

Foundations of Grammar and Punctuation

1-DAY COURSE

Is your grammar handbook collecting dust on your shelf? Why do so many writers guess at the "rules" rather than look them up? Could it be those frightening grammar terms, such as antecedent, dependent clause, and subjunctive mood? And does the question mark go inside the closing quotation or outside? Whether you write or review documents, you will be more confident once you know the rules that govern grammar and punctuation. In this one-day class, we will review the basics of grammar, with a focus on sentence structure and syntax. As we identify and correct common grammar and punctuation errors, you will become informed drafters, making changes to your own documents as well as to those of others, not because "it sounds better," but because you know the rules.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Review the nuts and bolts of sentence structure
- Review correct use of commas, semicolons, colons, and dashes
- Identify and correct the run-on, comma splice, and fragment errors
- Review rules of subject-verb agreement
- Review rules of pronoun-antecedent agreement
- Discuss common grammar myths, such as beginning sentences with "because," ending sentences with prepositions, and splitting infinitives

Franklin Covey's The 5 Choices to Extraordinary Productivity

1-DAY COURSE

THE CHALLENGE:

In today's world, there is a greater abundance of opportunity for both organizations and individuals to accomplish extraordinary goals. However, all too often, the demands of our jobs, coupled with the barrage of information coming at us from so many sources (e.g. texts, emails, reports, tweets, blogs, websites, etc.) is overwhelming, exhausting and distracting. The sheer volume of distractions threatens our ability to think clearly and make good decisions. If we react to these stimuli without careful discernment, we will sink into a sea of irrelevancy and fail to accomplish the things that matter most in our professional and personal lives.

THE SOLUTION:

The 5 Choices to Extraordinary Productivity® enables a significant amount of time and energy to be spent on life's most important objectives.

When we deliberately pay attention to the most important things amidst the distractions, we can harness the opportunities and technologies available today and soar to creative and innovative heights. The difference between sinking and soaring is our ability to make wise choices. In Franklin Covey's 5 Choices to Extraordinary Productivity course, participants learn a process which, when followed, will dramatically increase their ability to achieve life's most important outcomes. Backed by science and years of experience, this course will produce a measurable increase in productivity and an inner sense of fulfillment and accomplishment. This time and life management workshop will help you make the right choices as you plan your day, week and life. You will align your daily and weekly tasks with the most important goals. You will move from being buried alive to extraordinary productivity! The 5 Choices – You will learn to:

- 1. ACT ON THE IMPORTANT - DON'T REACT TO THE URGENT**
- 2. GO FOR THE EXTRAORDINARY - DON'T SETTLE FOR ORDINARY**
- 3. SCHEDULE THE BIG ROCKS - DON'T SORT GRAVEL**
- 4. RULE YOUR TECHNOLOGY - DON'T LET IT RULE YOU**
- 5. FUEL YOUR FIRE - DON'T BURN OUT**

WHO SHOULD ATTEND: Anyone who wants to be more productive.

Franklin Covey's The 7 Habits of Highly Effective People

3-DAY COURSE

The principles taught in this program have a variety of applications depending on your desire and creativity. You will learn to deal effectively with challenges common to all organizations.

HABIT 1: BE PROACTIVE

HABIT 2: BEGIN WITH THE END IN MIND

HABIT 3: PUT FIRST THINGS FIRST

HABIT 4: THINK WIN-WIN

HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

HABIT 6: SYNERGIZE

HABIT 7: SHARPEN THE SAW

WHO SHOULD ATTEND: Anyone who wants to be more productive, improve their communication, strengthen their business and personal relationships, increase their influence or increase their ability to focus on critical priorities

LEARNING OBJECTIVES

- Work toward principle-centered, value-driven and mission-oriented personal and organizational development
- Manage time and resources in ways that focus on key roles and goals
- Enhance relationships and work more effectively with people
- Maintain balance and perspective
- Impact job functions with self-management and human interaction principles

Grammar Intensive

2-DAY COURSE

Grammar is the window-dressing of our document. It's what makes our writing "look good." More specifically, if our writing lacks proper grammar, it reflects poorly on us and our work. If we're sloppy with our word choice or incorrect in our punctuation use, readers may never get past that to read our analysis.

This two-day class will discuss why grammar matters and the appropriate use of common punctuation marks, even tackling the question of how many spaces go after a period...and why. All participants will receive a Gregg Reference Manual (a \$90 value) and practice using it. We will examine a variety of business document samples, looking for grammatical errors and ways to improve them. Additionally, we will also learn guidelines for commonly asked grammar questions like how to treat numbers in writing and how to punctuate bulleted lists.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Distinguish between grammar rules and style choices
- Use common punctuation marks appropriately
- Navigate the Gregg Reference manual for your own writing improvement
- Practice applying grammar and usage standards to sample documents
- Apply rules for using numbers in writing

How to Stay Focused in Today's High-Tech World

.5-DAY COURSE

Because the brain is so incredibly adaptable, you are always practicing something whether intentionally or not. If you are constantly overwhelmed by strong negative emotions at work, putting out "fires" and feeling like you can't get out from under the busy-work, then you are practicing being focused only at a shallow level. Thankfully understanding your brain will help you take the right steps to feeling calm, focused and productive at work. This course will review the fundamentals of plasticity (how the brain can change), how we pay attention to things and how our survival instincts (lizard brain) and unconscious biases can contribute to errors in our judgment. After this session, you will better understand how to practice deep focus, have a growth-oriented mindset and take steps to confront your biases and unhelpful negative emotions.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- The importance of a growth mindset at work
- The importance of taming strong negative emotions and confronting biases
- The importance of making time for deep work
- Ensure a high value placed on automation and stable infrastructure/process
- Understand now mindfulness

How to Stay Present at Work

.5-DAY COURSE

The human brain is made up of networks of brain cells called neurons. Just like in any organization that depends upon the whole system to produce, all output of the brain requires the activation of smaller groups of cells we call networks. For example, our rational brain areas and our emotional brain areas work together to allow us to function daily. Additionally, our creative brain areas and our analytical brain areas work in concert to help us problem solve. In order to stay present and be able to produce at work all of our brain areas need to work together, and any effort to suppress one aspect of our brain function is quite counter-productive. This suggests that supervisors need to make room for emotions in the workplace, build time for reflection into the day, and support creative projects, social interaction and attention-enhancing activities, enhanced productivity and innovation.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- The importance of a growth mindset at work
- Understanding the brain as a system of networks
- Understand the need for down-time and reflection
- Understand the importance of social interaction in both workplace well-being and innovation

HR Academy



HR Academy is designed for local government, school district, and special district public-sector HR professionals who need to have a well-rounded grasp of several different HR disciplines. This program offers a certificate for completing all six courses within three years. These one-day and two-day classes provide basics as well as specialized education (such as transition to the public sector). The six classes include Fundamentals of HR, Job Analysis, Classification and Compensation, Exam Development and Administration, Recruitment & Selection and Employee Relations. State employees with a desire for a greater understanding of general HR practices are encouraged to attend, but should be cautioned that the focus is not on state government processes and procedures.

Members of International Public Management Association – Human Resources (IPMA-HR) receive a discount on the course price. You will be asked for your IPMA-HR Chapter affiliation upon registration.

WHO SHOULD ATTEND: HR generalists new to HR or desiring skill development, experienced specialists who could benefit from training in the broader spectrum of HR, HR practitioners in a decentralized HR organization, experienced private sector HR practitioners who have transitioned to the public sector

There are six courses included in the certificate program.

Classification and Compensation

2-DAY COURSE

This course is designed to provide instruction on the philosophy, methodologies and tools used to conduct classification and compensation studies in the public sector.

LEARNING OBJECTIVES

- Classification and salary structure development and maintenance
- Pay philosophy and how it is used in decision making
- Steps to conduct a job analysis for classification purposes
- Job evaluation methodologies
- Pros and cons of general vs. specialized classifications
- How to write a classification specification
- Designing total compensation survey instruments and labor markets
- Identifying appropriate labor market for pay comparisons
- Overview of point factor pay methodologies
- Communicating classification and pay findings

Employee Relations

1-DAY COURSE

Employee Relations is a one-day course designed to provide an overview of basic labor law rights of employees, unions, and management. We will address the grievance process, the negotiation process, common elements of a Memorandum of Understanding (MOU), and many other issues relating to employee relations.

LEARNING OBJECTIVES

- Basic labor laws and employee rights
- Overview of the discipline process
- Union rights vs. employer rights
- Common elements of an MOU
- How to prevent and/or process grievances
- Role of regulatory agencies
- Basic fact-finding and investigation techniques

Exam Development and Administration

2-DAY COURSE

The two-day Exam Development and Administration course explores the value and benefit of effective selection of test items. It is expected that students have attended the Job Analysis class of the HR Academy. Consequently, there is only a refresher on job analysis for selection purposes. This class allows students to learn and practice the development of structured oral examination questions and rating guides, written exam questions, job simulation and performance exercises as well as training and experience evaluation. The course provides an overview of other less frequently used testing instruments, such as assessment centers, biodata and psychological tests. You will discuss exam administration issues, and instructors will provide handy checklists of issues to consider when administering an exam. The course also covers the importance of providing a thorough orientation for structured oral exam panel members. You will practice by designing an oral panel orientation.

LEARNING OBJECTIVES

- The value and cost benefit of employment testing
- Exam types and their appropriate uses
- How to develop oral, written, training and experience, and job simulation exams
- Administer oral exams, including training oral board members
- Resources available for exam development
- Use a written exam item analysis to make decisions
- Set pass-points
- Exam administration, confidentiality and security

Fundamentals of Human Resources

1.5-DAY COURSE

Fundamentals of Human Resources is a 1-1/2-day course designed to provide an overview and context for the unique aspects of public sector HR. You will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization's goals while also supporting public sector merit principles, ethics and culture. On the second day of the course an employment law attorney provides an overview of relevant laws.

Note: The second day of this class will end by 12:30

LEARNING OBJECTIVES

- Overview of the sub-disciplines of HR and their inter- relationships
- The many roles of an HR professional
- Public sector culture, politics and ethics
- HR as a partner in promoting organizational goals
- HR technologies and their uses
- Public sector employment laws and regulations

Job Analysis

1-DAY COURSE

This one-day course defines the job analysis, when it is appropriate to conduct one, why it is needed and the required elements. You will practice in class how to prepare for and conduct a defensible job analysis.

LEARNING OBJECTIVES

- Job Analysis: What is it? Why do it? And how to do it?
- Various job analysis methodologies – both abbreviated and extensive
- Use of job analysis data for selection, classification, compensation, performance planning, training development plans and more

Recruitment & Selection

1-DAY COURSE

Recruitment & Selection is a one-day course designed to provide participants with tools and guidelines for improved recruitment. Recruitment should be planned as part of exam development. If not attended to, recruitment and selection can derail the best examinations.

LEARNING OBJECTIVES

- Selection planning
- Scoring models
- Developing a recruitment plan
- Improving your organization's image
- Working with job experts to identify great recruiting sources
- Creative recruitment techniques for hard-to-recruit-for positions
- Reducing large candidate pools
- Evaluating effectiveness of recruiting techniques
- Retaining talent

HR Analytics



1-DAY COURSE

This course is designed for Human Resources (HR) professionals who want to develop or enhance their organization's HR analytic capabilities by effectively gathering key data, developing meaningful metrics to monitor and measure success, and using analytics to make effective decisions. As such, this course introduces HR professionals to the theory, concepts, and business application of HR research, data, metrics, systems, analyses, and reporting. Through this course, HR professionals will develop an understanding of the role and importance of HR analytics, and the ability to track, retrieve, manage, analyze, and interpret HR data to support organizational decision making. With these skills, participants should have a stronger voice and presence in using talent analytics to persuade others toward actions that best align with organizational goals.

WHO SHOULD ATTEND: HR professionals

LEARNING OBJECTIVES

- Clearly define and understand the terminology associated with Human Resources Analytics
- Develop knowledge, skills, and abilities to research, collect, analyze, interpret, and present HR Analytic information
- Apply quantitative and qualitative analysis to understand trends and indicators in HR data
- Understand and apply various statistical analysis methods
- Make recommendations using analytical information to improve organizational operations
- Develop skills to measure the impact of a solution you implement using analytics

HR Compliance: Why It Matters

1-DAY COURSE

Make sure your organization is covered when it comes to compliance training. In this one-day course, participants will walk away with a roadmap to guide them through the intricate compliance issues around key HR areas – the Family Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), Equal Employment Opportunity (EEO), Americans with Disabilities (ADA), and other emerging compliance areas.

In the module on FMLA, participants will define FMLA, discuss when to offer FMLA, and review roles and responsibilities (i.e., of the supervisor, of HR).

FLSA can be confusing. This module explores the rules and regulations in order to keep up-to-date in this complex and ever-evolving area of HR. This module will clarify the latest changes and help you avoid potential trouble-spots.

The section on EEO examines federal EEO laws, looks at discrimination, workplace harassment, hostile environment, and retaliation. Participants will: identify types of EEO laws and how they relate to employees, supervisors and HR, understand legal and regulatory definitions and be able to explain the basics of the EEO process. Most importantly, the emphasis will be on what can be done to prevent harassment and promote a respectful workplace.

Administering ADA is complicated! This module will encompass the full scope of ADA from interviewing to reasonable accommodations. Participants will learn the basic requirements, understand who is protected, what the reasonable accommodation requirements are, how to engage in the interactive process, and how ADA intersects with FMLA, Worker's Compensation, and other laws.

WHO SHOULD ATTEND: HR professionals

LEARNING OBJECTIVES

- Identify types of EEO laws and how they relate to employees, supervisors and HR
- Understand legal and regulatory definitions
- Be able to explain the basics of the EEO process
- Emphasize what can be done to prevent harassment and promote a respectful workplace

Implicit Bias: What We Do Not Know

2-HOUR COURSE

You will learn what Implicit Bias entails, its prevalence in the workplace, even in well-intentioned environments, and how to address it in practical ways. What can you do to limit the impact of Implicit Bias in the workplace and in your everyday activities? Successful employees understand how unconscious bias influences their decisions and interactions with others. Unconscious, or Implicit Bias is a hidden bias that can significantly undermine good decision-making and can be a critical impediment to facilitating inclusive processes at work. This course will offer suggestions and provide examples for employees, leaders and organizations to help curb the effects of Implicit Bias.

WHO SHOULD ATTEND: Appropriate for all levels.

LEARNING OBJECTIVES

- Define Implicit Bias
- Explain the impact of Implicit Bias and why it can be difficult to identify
- Select evidence-based strategies to recognize, minimize and eliminate Implicit Bias
- Apply evidence-based strategies

Interpersonal Skills

2-DAY COURSE

Interpersonal skills are the foundation of effective relationships at work. With an emphasis on professional and clear communication, this two-day interactive training will help you improve your oral communication skills, increase your ability to understand and be understood, and help you have more influence. This class provides you with practice in these skills, and opportunities to discuss and solve actual interpersonal work issues. Improve your first impression, your listening skills, assertiveness and nonverbal communications in this class.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Describe the communication process and why it breaks down
- Listen effectively to problem-solve with customers and co-workers
- Differentiate between assertive, aggressive and passive interpersonal styles
- Explain the effects that different interpersonal styles have on ourselves and others
- Provide and receive effective feedback
- Communicate directly by using non-verbal behaviors that confirm your message
- Practice skills learned in class to improve the interpersonal process

Leadperson Workshop

2-DAY COURSE

This program for leadpersons will teach you how to coordinate the efforts of a workgroup.

WHO SHOULD ATTEND: Leadpersons or people looking to be promoted to this position

LEARNING OBJECTIVES

- Define and compare the role and duties of leadperson vs. supervisor
- Identify various styles of leadership and sources of power
- Use effective techniques for communicating and listening
- Demonstrate delegation and development skills
- Define steps for implementing change
- Recognize a variety of motivation methods
- Explain conflict resolution skills
- List the steps of systematic goal setting and planning
- Describe the key stages for team building

Live Healthier and Happier with Gratitude



1-HOUR COURSE

Gratitude turns what you have into enough, but where do we begin? Learn how this simple practice will improve your health, increase longevity and level up your feeling of happiness. You will leave this class with a clear focus on how to bring gratitude into your life today and every day moving forward.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the physical & mental benefits of practicing gratitude
- Recognize how this will work for you
- Seven simple ways to bring gratitude into your life
- Create a plan of action to start today with ease
- Understand how to make this an everyday practice



Manage Your Time and Your Priorities

1-DAY COURSE

This interactive, one-day workshop offers practical techniques for utilizing time as a limited resource and establishing productive work plans to expertly manage your time, keep your commitments and manage multiple and competing priorities.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Create Goals, Priorities, Objectives, Tasks, and Actions
- Identify and overcome time wasters and robbers
- Use organizational tools to streamline activities and processes
- Deal with unexpected visitors and identify interruptions
- Apply time-saving techniques to conquer paper (hardcopy or electronic) pile-up
- Identify individual creative or productive time and use that time to your best advantage

Managing Up

1-DAY COURSE

In today's business world, success cannot be achieved without a thorough understanding of interpersonal dynamics. Especially important are those relationships between management and staff. In Managing Up, you will learn to navigate your complex relationships with those above you in organizational structure in an effort to maximize relationship building, strategic goal attainment and personal development.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the what, why and how of "managing up"
- Understand how power affects interpersonal relationships
- Analyze and manage power dynamics within the workplace
- Identify which relationships require the most management
- Identify the leadership style of your manager
- Apply techniques to anticipate the wants, needs, goals of your manager
- Create open communication and a mutually beneficial relationship
- Apply techniques to focus on outcome-oriented relationship management



Managing You Managing This

1-DAY COURSE

In this moment we are living in an unprecedented new normal. How you manage you in the face of the changes, adaptations required, and internal as well as external flexibility will either strengthen you or weaken your ability to recover. This session will give you internal tools for managing the mindset, emotions, and behaviors that are arising. It will be an opportunity for reflection as well as decision making in terms of what you want to use going forward and what new actions you may want to take.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- What kind of mindset are you exhibiting right now?
- What kind of adaptations are you making and what does that say about your ability to manage change?
- What are you learning about yourself that you couldn't have learned any other way?
- Learn a release technique that will bring you more awareness and emotional release for what you might be experiencing
- Learn to let go of things that may be bothersome
- Develop the mindset of asking really good questions to move you forward in any scenario
- Leave with more relaxation and an ability to move forward with greater strengths

Managing Your Time Wisely to Become a High Performer

1-DAY COURSE

The purpose of this course is to assist you in establishing a productive time management system. Your system will overcome time barriers such as how to prioritize, how to move past indecision and working with the team.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Ground rules about time management
- Discover where all your time is going
- Explore, define and live the CORE
- The power of systems to manage work
- Creating a personalized system
- Communicating results and requests
- Self management
- Creating accountability around execution

MASTER TRAINER SERIES



The CPS HR Master Training Certificate Program will develop your skills as a trainer to design and deliver engaging and compelling workshops and training programs. You will come away with the skills and strategies to make your materials come alive, shine and engage your participants.

Please bring to class: 1) A laptop with PowerPoint OR a flash/USB drive, and 2) Training material that you can use to create an interactive exercise with.

The Master Trainer Program is comprised of four courses. Complete all courses in this series to receive a Master Trainer Certificate.

WHO SHOULD ATTEND: Current trainers and those interested in becoming trainers

Curriculum Design for Trainers

1-DAY COURSE

This one-day class is for people who need to write training classes. Turn research, procedures, manuals, and/or other information into an effective class. Learn what to outline and how to organize material for learners. Put together a clear design so any trainer can use it. Prior training experience is helpful.

LEARNING OBJECTIVES

- Use needs analysis to achieve organizational goals
- Design behavioral training objectives based on established needs
- Define course, module, lesson, and lesson plan
- Develop lesson plans for training modules
- Integrate exercises and other learning activities into lesson plans
- Write learning activities so other trainers can use them
- Coordinate lesson plans with handout materials

Expertly Manage Your Time and Classroom



1-DAY COURSE

Managing your time and your participants are two of the hardest parts of facilitation. Most presenters struggle with ending on time and getting through all of their materials, especially when interruptions abound—which is part of behavior management. How you field questions and deal with difficult participants affects your timing, but more importantly, how you're perceived as a speaker and colleague. In this one-day class, you'll learn strategies for beginning and ending on time, and making the part in between the best environment for everyone present.

LEARNING OBJECTIVES

- Strategies for both shortening and stretching your presentation so you end on time
- Learn how to anticipate and respond to questions from the audience in a professional and constructive manner
- Ways to deal with difficult personalities that interrupt your presentation

Instruction Techniques for Trainers

3-DAY COURSE

This three-day class for stand-up trainers provides active participation and practice in training skills. Learn design and development, writing behavioral objectives, preparation and practice, electronic aids, adult learning principles, handling difficulties in the classroom, and evaluation of training methods. Participant trainings will be videotaped for feedback purposes. You will become more comfortable in front of a group while in a supportive learning environment.

LEARNING OBJECTIVES

- Properly determine training objectives
- Design and develop training modules
- Use adult learning principles in training
- Use electronic slides effectively
- Practice stand-up training techniques
- Evaluate training content and methodology
- Effectively handle typical training problems

Interactive Training Techniques

2-DAY COURSE

This lively two-day class for experienced trainers focuses on integrating games and fun into training in order to enhance attention and retention. You will learn how to design, develop, deliver, and debrief interactive training activities using numerous processes including games, icebreakers, simulations, contests, and other exercises. Completion of Instruction Techniques for Trainers or another Training for Trainers is a recommended prerequisite.

LEARNING OBJECTIVES

- Include interaction in all events of a lesson plan
- Locate, create, and modify games to achieve course objectives
- Use interaction, icebreakers, and other exercises to enhance attention and retention without insulting participants
- Plan, conduct, debrief, and evaluate interactive exercises
- Add pizzazz to dry, technical content

Maximizing Your Memory

1-DAY COURSE

Every day we are inundated with an increasing amount of information that impacts our lives. Whether we are at work or home, we are being asked to handle more, do more and remember more than ever before. Unfortunately, most of us struggle and forget things. As a result, we lose productivity and precious “non-renewable” time. In addition, we feel like our memory is slipping away.

Do you have to sit by idly and let your memory slip away? No! You can take a proactive approach toward improving your memory by attending “Maximizing Your Memory.” When you decide to enhance your memory skills you take action to improve the quality of your life. Improving your memory improves work performance, school performance, family life and more. What is your memory worth to you? Priceless!

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Test your current memory
- Learn vital memory influencers
- Learn keys to making things memorable
- Learn memory techniques to enhance your life
- Learn to remember text to improve presentations
- Learn to remember faces and names to improve relationships

MBTI – Understanding Personalities

.5- OR 1-DAY COURSE

Internationally, the Meyers Briggs Type Indicator (MBTI®) is the most widely used tool for increasing self-awareness and understanding the dynamics of personal interaction based on personality types. The MBTI is used for personal growth and for developing team performance.

Participants in this course will take the online MBTI assessment. In addition to learning your type, this course covers the theory and practical application of the MBTI.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Learn how personality diversity impacts decision-making, performance and success
- Discover strengths for working out of one’s type
- Develop strategies for reducing conflict due to type
- Develop a common language for understanding and describing different styles of communication, decision-making and working
- Gain skill in working with people having different personality types
- Articulate a personal action plan using the insights of type



Meditation Made Simple

1-HOUR COURSE

The ancient practice of meditation is more accessible, less complicated and easier than you think. Take a closer look into meditation and even give a few different methods a try. This class is also beneficial for a polished meditator. You will leave this class feeling refreshed and renewed with a clear understanding of meditation, some experience under your belt and a focus on how meditation can be a powerful tool to improve your health and combat stress.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the physical and mental benefits of practicing meditation
- Train in awareness and get a healthy sense of perspective
- Practice 3 quick and easy ways to meditate
- Create a plan of action to bring meditation to your life for good



Mind Fitness

1-DAY COURSE

The strength and resilience of your mind is as important as your physical strength and resilience, yet most of us don't have a mind fitness routine to help us build those skills. This course will explore how our brains work, how you process thoughts and help you uncover and recognize limiting or misleading thinking patterns you may have. It will help you understand your own emotional triggers and your current reactions as well as, what you can do to handle them more constructively. You will learn strategies to change those thinking patterns to be more proactive and positive. The course offers practical skills and strategies to help overcome and manage everyday life challenges in more positive and productive ways.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Explain how your brain works and the impact that has on your wellbeing
- Practice strategies to build resiliency and proactive behaviors
- Plan two ways to manage life challenges in a more positive and productive way

Mind Games – Creative Approaches to Decision Making and Problem Solving

.5-DAY COURSE

This four-hour course introduces participants to a variety of creative decision making and problem solving models.

You will address actual and timely workplace challenges and apply various models to move into the process of solving them. This class is hands-on, and will address “priming” the creative pump, problem solving, decision making and groupthink. You should come with your thinking cap on and leave with a plan to move current work issues forward.

WHO SHOULD ATTEND: Analysts, supervisors or managers who must make decisions or problem solve as part of their job

LEARNING OBJECTIVES

- “Prime the pump” for creativity – both working alone and in groups
- Use tried and true tools for problem solving
- Learn multiple decision making techniques
- Practice some of these techniques and apply some tools to see how they actually work to solve current workplace challenges
- Be able to recognize and prevent “groupthink”

Neuroscience of Mindfulness and Resilience

.5-DAY COURSE

Our brains are designed to ensure our species’ survival, which works very well in the Savannah but can be problematic in the modern workplace. Thankfully, our brains are also designed to be remarkably adaptable (plastic), and they can get better at choosing what to focus on as well as taming those survival-level emotions. Learning about the errors our brains can make means organizations can be more resilient and authentically inclusive by effectively combating them.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understanding the brain’s plasticity
- Knowledge of attentional and social networks in the brain
- Understanding the emotional systems and their importance to survival
- Using mindfulness and gratitude practice as a tool to build resilience
- Clarifying how biases are formed and overcome
- Learning how to build a workplace that is less stressed and more productive

Neuroscience of Work/Life Balance

.5-DAY COURSE

You use the same brain on the job as you do at home! And that brain is most innovative and productive when it has downtime and feels socially connected. As both a supervisor and an individual contributor, understanding the biology of your brain and your team's brain can help you design a work-life flow that reduces stress and enhances your organization's potential for creative expression and complex problem-solving.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understanding the brain's plasticity
- Knowledge of attentional and social networks in the brain
- Appreciating the value of downtime in work and the home
- Using workplace socialization as a tool for learning and creativity
- Having concrete ideas about how to build reflection into the work day
- Planning networking and community building into the organizational mission
- Learning how to build a workplace that is more innovative

On the Job Trainer

2-DAY COURSE

One of the primary functions of a lead or supervisor is to develop and train the team, yet that function is often relegated to the last priority in an already busy day. On the Job Trainer will provide leads and supervisors with the tools and fundamentals of the art of training your team on the job. These tools will assist you in creating the time and building the skills to develop your team into independent and collective achievers.

In the course we will cover the characteristics, roles, and responsibilities of an effective workplace trainer. We'll explore learning principles and share the top 10 training basics that you need to know to effectively transition tasks and responsibilities to your team members. You will learn how to build systems and tools into your everyday management duties as well as the best way to develop, conduct, and evaluate short, effective training sessions.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Describe the roles and responsibilities of a lead or supervisor in being an effective workplace trainer
- Describe an effective approach to learning and cite the "laws to learning"
- Identify the "Top 10" training basics and how you can use them to train others
- Practice creating a system and applying simple tools to help others learn new tasks
- Practice using different methods of training
- Apply the 7 steps to develop and conduct highly effective training sessions
- Create easy and effective ways to evaluate performance

Organizing and Prioritizing for Success

1-DAY COURSE

Are you swimming in a cubicle of paper? Ever find yourself searching for something you just put down? Do you scramble to find notes from a meeting, and after a while just give up, hoping nothing important will slip through the cracks? The first step is to get organized at work by learning practical strategies and tips in this class.

Then you can focus on managing the multiple priorities you face every day. Rarely do we have the luxury of managing one or two simple projects at a time where deadlines are generous, resources ample, and management patient. Instead we have competing deadlines, conflicting objectives, limited resources, and a superior who wants everything done perfectly, yesterday. In the workshop we'll explore strategies for managing multiple priorities to ensure you remain productive in attaining your personal and professional goals.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify your own organizational style
- Evaluate principles of organization
- Identify internal and external sources of clutter and disorganization and how they can threaten your organizational efforts
- Create a plan to minimize those threats and organize your workspace
- Identify priorities based on values as they pertain to work and home
- Apply SMART goal setting and action planning techniques to work goals
- Practice applying several prioritization strategies to a workplace scenario

Public Speaking

1-DAY COURSE

This workshop is designed to help you improve your public speaking skills in a supportive and non-threatening environment.

As a result of this workshop, you will learn how to deal with nervousness about speaking in public, improve your presentations skills, prepare the best introduction for your audiences, fine tune your messages, deal with difficult questions and develop a positive outlook for your next public speaking opportunities. This is an interactive workshop.

WHO SHOULD ATTEND: Anyone who speaks in public

LEARNING OBJECTIVES

- Dealing with nervousness about speaking in public
- Improving presentations skills
- Preparing the best introduction for each audience
- Fine-tuning messages
- Dealing with difficult questions
- Developing a positive outlook for upcoming speeches

Speaking and Writing Skills for Non-Native English Speakers

2-DAY COURSE

This two-day class is for non-native English speakers. Diverse work-related situations require good communication skills. In this class participants will gain confidence and proficiency in speaking and writing English.

We will review English grammar with its many rules and exceptions. To improve your written English, we will practice writing clearly, concisely, and correctly.

To help achieve the goal of speaking clearly, you will practice pronouncing vowel sounds and problematic consonants such as TH, V, W, R, and L. We will practice stressing the correct syllable and linking words.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Use correct verb endings/tenses
- Improve skills in using articles and prepositions
- Practice editing skills for grammar and clarity
- Develop skills in writing and combining sentences
- Understand American idioms
- Improve spoken vowel sounds
- Review which syllables in words require emphasis
- Identify individual pronunciation problems common to specific language background

Stress Management

1-DAY COURSE

This one-day course will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

WHO SHOULD ATTEND: Any staff member needing to understand and reduce their personal stress

LEARNING OBJECTIVES

- Recognize three ways we react to stress including Freeze, Fight, and Flight
- Describe how stress may affect our wellbeing: Emotionally, mentally, physically, and spiritually
- Identify and reduce stress producers found in the workplace
- Use time management and organization or workflow to lower stress
- Experience positive effects of stress using “bright side” attitudes

Support Staff Training: Maximizing Success

1-DAY COURSE

This course helps administrative and office support personnel understand their critical role in relation to the success of the entire unit and organizational operation.

WHO SHOULD ATTEND: Office support personnel seeking to be more effective or looking to promote

LEARNING OBJECTIVES

- Create a warm and professional impression through various communication modes
- Understand how the office support team can enhance program goals
- Problem-solve and handle complaints from external and internal customers
- Gather pertinent facts for seamless and outstanding customer service
- Develop an action plan for personal development

Technology Series

Access Database Level 1



2-DAY COURSE

Access Level 1 is a two-day instructor-led course that provides the basic concepts and skills to start using Microsoft Access: How to navigate the Access interface, and how to create and modify tables, queries, forms, and reports. You will benefit most from this course if you want to gain a basic understanding of Access and be able to design and create simple tables, queries, forms, and reports. The course assumes you know how to use a computer, and that you're familiar with Microsoft Windows.

WHO SHOULD ATTEND: Appropriate for all levels

Access Database Level 2



2-DAY COURSE

Access Level 2 is a two-day instructor-led course that provides the concepts and skills for the advanced use of Microsoft Access: How to create advanced queries, forms, and reports, how to create macros, and how to manage your databases.

WHO SHOULD ATTEND: Appropriate for all levels

Acrobat Fundamentals



2-DAY COURSE

In this course students will learn how to create and use PDFs using Adobe Acrobat. You will learn how to safeguard your work with the various security features and how to produce high quality PDFs for printing purposes. PDFs are widely used throughout document handling. This course will ensure you have the skills needed to work with those PDFs. Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Administrative, web content, and print layout/design personnel

After-Effects Fundamentals



2-DAY COURSE

After-Effects is an Adobe program which provides video editing and visual effects tools to create professional work! In this course students will explore motion graphics, tracking, keying and compositing with After-Effects as you learn the skills of post-production video editing.

WHO SHOULD ATTEND: Persons who design and create printed or online content



Captivate Fundamentals

2-DAY COURSE

Adobe Captivate provides tools which can be used to create powerful and professional videos. Use Captivate to create flash presentations. In this course students use the tools in Captivate to create, and edit videos with animation, audio, captions, quizzes and tests!

Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content



Creating Infographics

.5-DAY COURSE

This is an introductory workshop designed to help you create infographics. In this project-centered course you will create a content-rich infographic on a topic of your choice using Venngage (you can setup a free account www.venngage.com). Your finished infographic will engage your target audience and convey information clearly through effective use of design elements such as typography, color, and structure. You'll explore various approaches to data visualization, and you'll practice creating visualizations. When you complete the course, you'll have a finished project that you'll be proud to use and share.

Course Requirements:

1. Bring a notebook computer (preferred) or tablet with you to class.
2. Bring 3 statistics / data ideas that you would like to create an infographic.

WHO SHOULD ATTEND: Appropriate for analysts of all levels

LEARNING OBJECTIVES:

- Learn more about why infographics are effective
- What makes a good infographic
- How to plan and design an infographic for maximum impact



Excel Level 1

1-DAY COURSE

Our Excel Level 1 is a one-day instructor-led course that provides the basic concepts and skills students need to start being productive with Microsoft Excel: how to create, save, share, and print worksheets that contain various kinds of calculations and formatting. This course, and the two that come after, map to the objectives of the Microsoft Office Specialist and Expert exams for Excel.

WHO SHOULD ATTEND: Appropriate for all levels



Excel Level 2

1-DAY COURSE

Excel Level 2 is a one-day instructor-led course that provides more advanced tools for analysis and presentation of complex, realistic data in Microsoft Excel: how to manage complex workbooks, build more complex functions, use data analysis tools, make an impact with powerful chart and presentation features, and collaborate with other users.

WHO SHOULD ATTEND: Appropriate for all levels



Excel Level 3

1-DAY COURSE

Excel Level 3 is a one-day instructor-led course that builds on the concepts and skills of our Level 1 and Level 2 courses to provide advanced tools for solving real-world problems in Microsoft Excel: lookup and decision-making functions, auditing and error-handling, array functions, date and text functions, importing and exporting, what-if-analysis, and macros.

WHO SHOULD ATTEND: Appropriate for all levels



Excel Pivot Tables

1-DAY COURSE

Excel Pivot Tables is a one-day instructor-led course that covers the powerful feature in Excel that enables you to manipulate data with simple dragging and dropping. Pivot tables allow you to sort, filter, group, count, summate, and format data easily and efficiently. Unlike our other Excel courses, this class focuses specifically on Pivot Tables. Students will work heavily on hands-on activities with an instructor to explore the variety of features within Pivot Tables and tackle different scenarios for when to use them.

WHO SHOULD ATTEND: Appropriate for all levels



Excel VBA

2-DAY COURSE

VBA Introduction is a two-day instructor-led course that covers using VBA in Excel. The functionality and power of adding VBA to your spreadsheets will be explored allowing complete automation of your Workbooks. This course will introduce the student to programing fundamentals and give the student a solid background is programming in Excel.

WHO SHOULD ATTEND: Appropriate for all levels



Google Sheets Level I

1-DAY COURSE

The course is designed to provide students with an introductory knowledge of Google sheets. Once completed, students should be able to use Google Sheets to create basic spreadsheets at work or home.

Prerequisite: Working with Windows and Mouse Skills

WHO SHOULD ATTEND: Appropriate for analysts and anyone who uses spreadsheets



Google Sheets Level II

1-DAY COURSE

Our Level II Google Sheets class adds additional features of Google Sheets to your knowledge. After the completion of this course, students will be able to work with multiple worksheet, effectively use Excel as a database, create Pivot tables and more!

Prerequisite: Working with Windows and Mouse Skills

WHO SHOULD ATTEND: Appropriate for analysts and anyone who uses spreadsheets



HTML CSS Fundamentals

2-DAY COURSE

HTML (Hypertext Markup Language) and CSS (Cascading Style Sheet) lay the groundwork for every kind of website, whether it is a single homegrown webpage or a multi-hundred-page corporate site. Employers worldwide rely upon the HTML and CSS skills of web developers to edit content, add new pages, and enhance website navigability. This instructor-led introduction HTML/CSS training gives you the tools to write code, engineer web pages, and craft a web presence of your very own. Using a hands-on approach to learning, this introductory HTML/CSS training course helps you master a multitude of techniques.

Prerequisite: Working with Windows and Mouse Skills

WHO SHOULD ATTEND: Web content developers and those maintaining websites



Illustrator Fundamentals

2-DAY COURSE

Adobe Illustrator is the premiere program for creating high-quality line art. Mastering the fundamentals of this powerful software is crucial to creating professional-looking graphics for both print and the web. Many of the skills you will learn in this Illustrator training also apply to other design applications, so you'll soon be on your way to becoming a graphic design pro. Although Illustrator can be intimidating to a first-time user, we break it down step-by-step, guiding you through simple and easy-to-follow exercises. Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content



InDesign Advanced

2-DAY COURSE

Our InDesign Advanced training class covers the powerful typographical and design capabilities of this industry-standard software application, so that you can create sophisticated layouts for virtually any medium, streamline your design work with InDesign's productivity and collaboration features, and seamlessly integrate finished products with any number of graphics, Internet and digital reading applications.

Prerequisite: InDesign Fundamentals or similar experience

WHO SHOULD ATTEND: Persons who design and create printed or online content



InDesign Fundamentals

2-DAY COURSE

InDesign Fundamentals is designed to guide you through an introduction of Adobe InDesign. Included will be topics covering the InDesign interface and how to use the tools and panels, and how to customize and save workspaces.

You will be instructed in creating text and graphic and how to set up documents including master pages, guides, grids and placeholders. You will also learn how to format text and paragraphs, and how to create and apply Paragraph and Characters.

Upon completion of this class you should be able to create color and professional looking documents.

Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content



Microsoft Project Complete

2-DAY COURSE

In this two-day class, you will learn concepts and skills for maximum productivity in Microsoft Project. Students will benefit most from this course if they have at least some prior knowledge of project management procedures and practices. It is intended to support you in applying this knowledge through the use of Microsoft Project as a project management tool.

WHO SHOULD ATTEND: Appropriate for all levels



Microsoft Teams Level 1

.5-DAY COURSE

This half-day instructor-led class provides an overview of how to use features within Teams such as chat, online meetings, calls and more. Learn the core features of Teams and how it relates to other Office 365 apps to make your team more productive.

WHO SHOULD ATTEND: Appropriate for all levels



Microsoft Teams Level 2 Power Users

2-DAY COURSE

This two-day instructor-led class provides a thorough understanding of how to use Teams. It is intended for the user that wants to understand all the functionality in Teams, as well as for the user that may support an organization that is migrating to Teams.

WHO SHOULD ATTEND: Appropriate for all levels



Photoshop Advanced

2-DAY COURSE

Those with a solid foundation of Photoshop skills will learn to perform the color management and image adjustments required for a commercial print environment, as well as an array of image optimization techniques useful for delivering high-quality images online. Participants in this Photoshop training will also gain experience with Adobe Creative Suite's sophisticated productivity features and tools for automating repetitive tasks.

Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content



Photoshop Fundamentals

2-DAY COURSE

Adobe Photoshop gives you the tools you need to touch up a photo or build composites and animations. Whether you want to create awesome graphics or work on digital photography, this course is for you.

Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content



PowerPoint Level 1

1-DAY COURSE

PowerPoint Level 1 is a one-day instructor-led course that provides the basic concepts and skills that you need to start being productive with Microsoft PowerPoint: How to create, navigate, format, and customize PowerPoint presentations.

WHO SHOULD ATTEND: Appropriate for all levels

PowerPoint Level 2



1-DAY COURSE

PowerPoint Level 2 is a one-day instructor-led course that provides advanced concepts and skills for PowerPoint power users: how to use advanced formatting features, and animation and transition techniques, add and format media, track corrections and work with multiple presentations, create custom slide shows, and work with security and sharing options.

WHO SHOULD ATTEND: Appropriate for all levels

Premiere Fundamentals



2-DAY COURSE

Adobe Premiere is a powerful, feature-rich, cross-platform video editing application built for modern file-based video production. Every day, hundreds of thousands of filmmakers, broadcast editors, videographers, and journalists around the world rely on Premiere to create a massive array of compelling videos. This class will provide the fundamentals skills to effectively use Premiere!

Prerequisite: Windows and Mouse Skills

WHO SHOULD ATTEND: Persons who design and create printed or online content

Python Fundamentals



3-DAY COURSE

Python is one of the most popular general-purpose scripted languages. People like it for its code readability, object orientation, extensive standard library, vast array of additional modules, and the fact that it is free and open source. Regardless of your programming objectives, learning and using Python will benefit you. In this course, you will learn the fundamentals of programming in Python.

Prerequisite: Previous programming experience. Understanding of CD commands, directories, and working with command prompts

WHO SHOULD ATTEND: Web content developers and those maintaining websites

Section 508 Accessibility for Office Documents



1-DAY COURSE

This one-day class will help you understand the principles and importance of Section 508 and AB 434 as well as how to create Microsoft Office documents that are accessible to all individuals. This class is ideal for those that need to create documents that may be publicly available. The class assumes you know how to use a computer have a basic knowledge of Microsoft Excel, PowerPoint, Email, and Word.

Prerequisite: Windows and Microsoft Office Skills.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in Microsoft Office.



Section 508 Accessibility for PDFs

1-DAY COURSE

This one-day class will teach you how to make PDF documents accessible with Adobe Acrobat. It is a comprehensive hands-on training that focuses on creating well-formed, properly structured documents in Microsoft Word and InDesign by following basic principles. Making PDF documents accessible is easiest when the original Word/InDesign document is properly structured. An accessible document is a document created to be as easily readable by a sighted reader as a low vision or non-sighted reader.

This class requires participants to have basic working knowledge of Adobe Acrobat, PDFs, and Adobe InDesign. In addition, participants should be familiar with requirements of Section 508.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in PDFs.



Section 508 Accessibility for Websites

1-DAY COURSE

The class is a comprehensive hands-on training that focuses on the proper techniques and principles in creating an ACCESSIBLE WEB PAGE/SITE using HTML and CSS. This training will cover basic web page creation (HTML/CSS), web accessibility principles, accessibility guidelines, Section 508 and WCAG 2.0/2.1 requirements. Web Accessibility refers to implementation of best practices, universal design principles and criteria to comply with Section 508 and Web Content Accessibility Guidelines (WCAG) in order to eliminate barriers that prevent disabled users from interacting and utilizing all that is offered in a webpage.

This class requires participants to have basic working knowledge of HTML and CSS.

In addition, participants should be familiar with requirements of Section 508.

WHO SHOULD ATTEND: Those individuals creating publicly accessed documents in websites.



SEO Fundamentals

2-DAY COURSE

SEO, or Search Engine Optimization, is key to successful web search marketing. It is the process of modifying the structure and pages of your web site in to promote it on other sites. The goal of effective SEO is to make sure your Website is near the top of search engine results. As SEO is always rapidly changing, learning the most recent techniques is a necessity.

Prerequisite: HTML Experience and an understanding of paragraphs, headings, lists, links, tables and images.

WHO SHOULD ATTEND: Individuals responsible for maintaining the success of searches for their website.

SQL Scripting Level 1



2-DAY COURSE

In this two-day instructor-led SQL training class, you'll master the skill of writing correct and effective SQL (Structured Query Language) statements that manipulate and retrieve data from your database. Once you know SQL, you can use it to interact with most major databases, such as MS Access, Oracle, Microsoft SQL Server, and MySQL.

WHO SHOULD ATTEND: Appropriate for all levels.

SQL Scripting Level 2 Advanced Lab



1-DAY COURSE

This one-day instructor-led lab is structured as a hands-on environment to gain tools that will help you build more complex queries. An instructor will be in the lab to assist you in finding the correct solution, as opposed to giving you the code. This more closely mimics how the process of writing successful code unfolds in the real world. This open lab is divided into five sections, with hands-on labs throughout the first four sections. The goal is for you to work independently and/or in teams to come up with solutions for the scenarios, and write and successfully execute the code to retrieve the results necessary.

WHO SHOULD ATTEND: Appropriate for all levels.

Word Level 1



1-DAY COURSE

Word Level 1 is a one-day instructor-led course that provides the basic concepts and skills to start being productive with Microsoft Word: how to create, format, and set up a document, and how to add graphics and tables.

WHO SHOULD ATTEND: Appropriate for all levels.

Word Level 2



1-DAY COURSE

Word Level 2 is a one-day instructor led class. Participants will work with complex documents, customize tables and charts, learn advanced formatting techniques, learn how to work with a variety of graphic objects, learn how to automate their work through Quick Parts and Macros, access and create templates and perform mail merge operations.

WHO SHOULD ATTEND: Appropriate for all levels.



Word Level 3

1-DAY COURSE

Word Level 3 is a one-day instructor-led course that provides advanced skills for Microsoft Word power users: references, hyperlinks, advanced formatting features, document management, references, data fields and sources, macros, and forms.

WHO SHOULD ATTEND: Appropriate for all levels.



The Delicate Art of Persuasion

1-DAY COURSE

Our ability to persuade is an essential skill that plays a role in every aspect of our life. We're persuading when we're trying to get buy-in on our ideas. We're persuading when we're making recommendations on a project. We're persuading when we're requesting resources to fund a program. We're persuading when we want co-workers (or our boss) to listen and take action. We're even persuading when we're interacting with family members on their issues.

While many people believe that the ability to persuade is a trait that we are born with; the Delicate Art of Persuasion is actually a learned process. Developing a process for persuading people makes the business of getting buy-in and getting things done easier and ensures results.

The Delicate Art of Persuasion is a great course for people at all levels of their career. Whether you are new to the art of persuasion or an experienced veteran of the process, you will walk away with practical usable tools that will make an immediate difference in your life.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Build trust and rapport quickly
- Effectively question to uncover people's wants and needs
- Build persuasive justifications that make business sense
- Present persuasive solutions that motivate people to action
- Resolve individual's concerns
- Gain commitment to your ideas

Violence Prevention in the Workplace

1- OR 2-HOUR COURSE

This course provides information for employees and supervisors. It focuses on recognizing behaviors that are considered workplace violence and how to prevent those behaviors from reoccurrence and/or escalation.

This course meets the requirements of workplace violence prevention guidelines issued by CalHR.

WHO SHOULD ATTEND: All staff, including supervisors

LEARNING OBJECTIVES

- Types and frequency of workplace violence
- Stages of violent behavior
- Risk factors
- Work conditions
- Work climate
- Warning signs
- Prevention strategies
- What supervisors can do and what employees can do

Working Remotely Series



Balancing Work / Home Life When Working Remotely

1-HOUR COURSE

Working from home can present new challenges for work-life boundaries. You can find yourself not being able to unplug or frequently distracted by household diversions. In either case work or life may be suffering, not to mention your overall wellbeing. In this informative session, we will explore what you can do to create productive and healthy remote working routines and structures.

WHO SHOULD ATTEND: Appropriate for all levels.



Designing Your Remote Workspace

1-HOUR COURSE

Suddenly you're working remotely and you need to figure out your new workspace. What do you do if you don't have an official office space in your house? How can you design your workspace for success? Explore some ideas for creating a functional working area that enhances your effectiveness and gives you a pleasant place to spend your work day. Learn from what other remote workers have done and adapt these ideas to make them your own.

WHO SHOULD ATTEND: Appropriate for all levels.



Enhance Your Productivity

1-HOUR COURSE

You are now a teleworker and working from home. You have to balance the integration of work and life and stay productive. How do you stay focused and productive, work collaboratively with your team and co-workers and stay connected with your supervisor so she knows that you are on-task and getting work done! This course will offer tips and strategies to enhance your productivity as a teleworker. We'll explore technology tools and apps to stay connected and manage distractions, look at setting a schedule and prioritizing work, being proactive with your supervisor, and much more.

WHO SHOULD ATTEND: Appropriate for all levels.



Manage Distractions When Working Remotely

1-HOUR COURSE

In the age of technology and the bombardment of information it is easy to be distracted. Between email, texts, phone calls, news alerts and social media, it can be hard to stay focused. Working remotely can add inevitable distractions as you endeavor to integrate the intersection of work and life responsibilities and priorities. This session will offer strategies and tools to manage your day and the distractions that come with it!

WHO SHOULD ATTEND: Appropriate for all levels



Strategies for Working as a Remote Team

1-HOUR COURSE

The ability to work well together is essential to any successful team—but working together while not occupying the same physical space can present challenges. Luckily, technology has made it so you cannot only communicate with your remote team, but you can work collaboratively with your remote team. Join this webinar to learn strategies that will ensure your team performs work cohesively and successfully.

WHO SHOULD ATTEND: Appropriate for all audiences.



Strategies to Stay Motivated When Working Remotely

1-HOUR COURSE

What do you do when you work remotely and feel like you must push yourself to complete even the simplest of tasks? The answer: self-motivate! Discover what motivates you, learn ways to tap into your source of motivation, and take your performance to the next level.

WHO SHOULD ATTEND: Appropriate for all audiences



Virtual Teams that Work

1-DAY COURSE

Everything on a team happens as a result of conversations. What we do in conversation, how we organize, construct and use language as tools in those conversations, determines what we will create in our work relationships, especially in our team dynamics. The more we see language as a tool, the more we will be able to use it to our advantage. The way we use the tools of language with each other will determine the effectiveness of the team. This session will help outline how to use not only specific tools within language, but will outline a structure and process to support teams that work!

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Understanding how language impacts team dynamics
- Using two language tools to effectively increase team productivity
- Examining how you use language now
- Supporting each other with specific language
- Language generates results: learn how to use it and make team rules that work
- Taking back two tools for more effective team results



Ways to Prioritize and Manage Your Work When Working Remotely

1-HOUR COURSE

Workload prioritization can be a difficult task when you are in the office—this challenge can be magnified when you are working from home without the familiarity of the physical to-do lists, files, folders, and drawers that you likely used in your cubicle or office. Learn innovative tips that will guide you in managing your workload at home.

WHO SHOULD ATTEND: Appropriate for all levels



Workplace Investigations

1-DAY COURSE

Conducting effective workplace investigations is an important step in addressing harassment, discrimination and retaliation complaints as well as other legal or policy violations. Under applicable regulatory guidelines and HR best practices, workplace investigations must be thorough and impartial. Failing to conduct proper workplace investigations can result in significant legal exposure and impact to organizations. This workshop will provide the legal context as well as practical guidance into workplace investigations involving issues such as harassment and discrimination, safety, workplace violence, ethics, employee misconduct, workplace bullying, abusive conduct, and violations of policies and procedures.

WHO SHOULD ATTEND: HR Professionals

LEARNING OBJECTIVES

- Learn about applicable laws and best practices involving and impacting workplace investigations
- Identify situations that require a workplace investigation or where an investigation would be necessary or appropriate
- Plan, conduct, and manage workplace investigations
- Prepare a well-organized investigation report and provide factual conclusions of the findings

Writing Effective Duty Statements and Job Descriptions

1-DAY COURSE

This course provides a basic understanding of duty statements and job descriptions, and when and how to use them. It also includes an opportunity to practice writing portions of an effective duty statement.

Note: Participants are encouraged to bring samples from their own organizations so that they use real-world examples in the classroom activities.

WHO SHOULD ATTEND: Anyone responsible for writing or updating duty statements and job descriptions, typically at the supervisor or manager levels with direct report staff

LEARNING OBJECTIVES

- Describe the purpose of duty statements and how and when to use them
- Define the difference between duty statements and job specifications
- Describe ways duty statements need to connect to job specifications
- Identify components of an effective, well written duty statement
- Determine the difference between essential and marginal functions
- Effectively write various components of a duty statement

Writing Letters, Memos and Email

1-DAY COURSE

What's the difference between passive and active voice? Is it affect or effect? How should I begin? What will be my tone? Do you ever feel as though your business writing skills would benefit from a good refresher course? Having effective communication skills at work is essential for creating clear, professional emails, letters, summaries or reports in a timely manner. Once your business writing skills begin to improve, you will feel more confident whenever you must write to colleagues and clients. Writing Letters, Memos, and Email is an intensive one-day training workshop that will offer valuable information and fun group activities to build the foundation for successful business writing.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify and practice the five elements of effective writing
- Learn the importance of an effective writing process
- Know how to use plain language: clear, concise, organized
- Understand how a well-defined purpose serves as a compass for any writing task
- Write to meet the needs of both your agency and your readers
- Identify the appropriate tone for business writing

Writing Minutes and Meeting Notes

1-DAY COURSE

This class is designed to make any note-taker more efficient and more confident! You will identify key ways to become more effective and efficient before, during and after the meeting.

WHO SHOULD ATTEND: Anyone who needs to write minutes or meeting notes for others

LEARNING OBJECTIVES

BEFORE THE MEETING:

- Identify your audience's need for information
- Learn what to write down/ignore as you take notes
- Create note-taking templates to reduce your writing load

DURING THE MEETING:

- Set up the room to maximize efficiency
- Decide what (if any) technology will help you take notes
- Show up loaded – come to the meeting armed with tools
- Participate as the meeting's note-taker

AFTER THE MEETING:

- Decide what to keep/omit for the final minutes
- Choose the best format for the occasion
- Edit for clarity and conciseness
- Make it easy to retrieve information from past minutes

Writing Quality Test Items

.5-DAY OR 1-DAY COURSE

In this course you will learn how to write, edit and review quality multiple-choice test items. You will review the overall examination development process and what makes a well-developed test before learning about the components of a test item and how to develop a well-written item. Item writing strategies will be discussed, as well as methodology to evaluate the effectiveness of the items, evaluate the difficulty of items and determine the criteria for setting pass points for multiple choice examinations.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the importance of exam validity and reliability
- Understand the various levels of knowledge that can be assessed by multiple choice questions
- Recognize common item writing clues and errors
- Write quality multiple choice test items
- Evaluate the difficulty levels and statistical effectiveness of multiple choice items





ANALYST

Increase your value to the organization by building your analytical skills.

Analytical Staff Work (Introduction to)

1-DAY COURSE

If you are a new analyst or are considering a career as an analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical of a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government services.

WHO SHOULD ATTEND: Analysts of all levels

LEARNING OBJECTIVES

- Identify the role of the staff analyst in State service and contrast it with the role of the manager
- List the seven steps of systematic analysis
- Recognize different types of data and their application
- Design a data collection survey
- Apply a spreadsheet methodology to diagnose a problem

Applying Analytical Skills Workshop



ELEARNING MODULE, A 1-DAY WORKSHOP, AND TWO POST-WORKSHOP ASSIGNMENTS

This hybrid learning course incorporates an eLearning lesson, a one-day workshop and two post-workshop assignments.

Analytical skills are critical in the workplace because they help you to gather information, articulate, visualize and solve complex problems.

The first step is to complete the online course called Core Concepts of Analytical Thinking where you will explore the concept of reasoning, principles of deductive and inductive logic, best practices for information gathering and steps to create an issue statement.

The second step is to attend the one-day workshop where you will learn common formats for government reports and practice, analyze data and display your data presenting your solution on a real work-related issue.

The third and fourth steps follow your one-day workshop. You will have 3-5 weeks to write an issue paper and video record your oral presentation. Your post-workshop assignments will be evaluated by an instructor who will provide feedback. This blended approach has advantages for busy analysts and supervisors and is designed to apply digital fluency to solving a real-work-related issue.

This is your opportunity to make sense of the overwhelming amount of data you are inundated with daily, so that you can make the best recommendation for your department, division or unit.

WHO SHOULD ATTEND: Analysts at all levels

LEARNING OBJECTIVES

- Improve your analytical skills
- Organize information from multiple sources
- Identify issues that are essential for understanding the problem
- Create a data collection plan
- Evaluate data and access information gaps
- Prepare a conclusion to a recommendations paper
- Create and record a brief presentation that gets buy-in

Bridging the Technological Gap of Analytical Work



THREE 3-HOUR SESSIONS

The work of an analyst spans the use of multiple computer programs—Microsoft Excel, Word, PowerPoint, and Teams, just to name a few. While we may know how to perform individual tasks in each program, how do we bridge the gap between all of them to create one fluid system in which the data that you manipulate in Excel flows easily in to the report that you write in Word, the slides that you create in PowerPoint, and the virtual presentation you give in Teams? These training courses will build your confidence in integrating your analytical work across multiple platforms. You have learned your analytical skills on the job and through training such as Completed Staff Work, now take those skills to the next level with technological integration.

The first session of this three-part course guides you through the process of cleaning up raw data and using pivot tables to make it readable, making it easy for you to integrate into a consumable document.

WHO SHOULD ATTEND: Appropriate for analysts of all levels

LEARNING OBJECTIVES: PART 1

- Learn Microsoft Excel techniques for cleaning up and scrubbing raw data,
- Explore Pivot Tables and their purpose in data analytics, and
- Make the data that you collect easier to analyze and interpret.

The second session focuses on the integration of Excel data into well-written Word documents.

LEARNING OBJECTIVES: PART 2

- Visualize data and learn charting best practices,
- Use Excel data to create easy to understand charts, and
- Integrate the data analysis and charts into a well-formatted Word report.

The third and final session guides you through the creation of impactful PowerPoints and the delivery of successful virtual presentations.

LEARNING OBJECTIVES: PART 3

- Transform your written report into eye-catching PowerPoints,
- Become familiar with useful tools in PowerPoint and Teams, and
- Learn tips to successfully deliver virtual presentations based upon your analytical work.

Budget Process Overview

1-DAY COURSE

This workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions and simulated situations.

WHO SHOULD ATTEND: Individuals who prepare, review or administer budgets or who are preparing themselves for these roles

LEARNING OBJECTIVES

- Understand the role of budgets in conducting State programs
- Describe the three stages of budgeting
- Development, enactment and administration
- Understand the numbers and language in the Governor's Budget and Appropriations Act
- Understand the differences among budgeting styles
- Understand constitutional and statutory provisions related to the budget process
- Track departmental budget preparation, approval and administration

Budget Change Proposal Workshop

1-DAY COURSE

This workshop provides you with an overview of the budget change proposal (BCP) process and offers discussions, exercises and simulated situations.

WHO SHOULD ATTEND: This course is designed for persons who prepare, review or administer budget change proposals (BCPs), or those who are preparing themselves for these roles

LEARNING OBJECTIVES

- Track the process for the preparation and approval of BCPs
- Prepare material for BCPs including problem statements, objectives, workload computations and justifications
- Develop and analyze BCPs
- Avoid the major pitfalls in writing BCPs

Communicating with Data

1-DAY COURSE

Do you want to help your audience quickly grasp the message you want to send? This course will help you present numerical data to managers, decision makers or the general public so they can readily understand the data. You will learn concepts, conventions and mechanics behind the effective use of tables, charts and graphs, and practice using them. This is not a course in statistics; rather it is a course in presenting clear and easy-to-understand tables, charts, and graphs.

Recommendation: Bring one or more examples of real data from your assignments to use for practice.

WHO SHOULD ATTEND: Anyone who has to communicate information based on data

LEARNING OBJECTIVES

- Effectively discriminate between relevant and irrelevant data
- Visually organize information to get your point across
- Determine the best way to effectively present your data so it will be understood quickly
- Develop simple tables, charts and graphs for displaying data with clarity

Completed Staff Work

2-DAY COURSE

This course for analysts will prepare you to effectively recommend solutions to management problems. The completed staff work process results in an actual product that will require only the manager's signature to implement recommendations.

Note: You should bring an example of a problem that you are working on or might work on in the future. It should be a problem that is expected to be resolved with a recommendation to your management. By working on a current work problem, you will be able to partially complete and receive feedback on your assignment.

WHO SHOULD ATTEND: Analysts at any level. Beginning analysts will find new tools and advanced analysts will sharpen their analytical skills.

LEARNING OBJECTIVES

- Identify a problem and write an effective problem statement
- Select valid resources and develop a work plan
- Sort, organize, and display data in support of your recommendation
- Prepare a priority matrix
- Use techniques of divergent and convergent thinking
- Analyze and evaluate alternatives
- Write a strong recommendation and implementation plan

Core Concepts of Analytical Thinking



ELEARNING MODULE

Analytical thinking is a critical component of visual thinking that gives one the ability to solve problems quickly and effectively. Analytical thinking skills are critical in the work place because they help you to gather information, articulate, visualize and solve complex problems. In this course, you will explore the approach to analytical thinking. Topics include: Reasoning, the Issue Statement, Research, and using surveys to gather data.

WHO SHOULD ATTEND: Anyone in a supervisory or leadership role

LEARNING OBJECTIVES

- Understand Reasoning, Inductive and Deductive
- How to Write an Issue Statement using Gap and Business Analysis Models
- Clarifying the Message using Re-Phrasing and Engaged Listening
- Using Credible Resources in your Research
- Writing Effective Surveys to Support Statements

Cost-Benefit Analysis Workshop

1-DAY COURSE

This workshop for analysts and managers introduces the rationale, format and uses of the basic cost-benefit analysis (CBA) model. You will learn when and how to use this resource allocation tool to augment your budgeting and cost-analysis skills. This course takes a hands-on, practical approach and assists you in applying CBA to a problem specific to your work setting. It will also provide you with direction for developing a CBA that can be submitted with a budget change proposal.

WHO SHOULD ATTEND: Analysts, supervisors and managers

LEARNING OBJECTIVES

- List at least three instances when CBA is an appropriate tool for management decision making
- Enumerate the assumptions of CBA
- Discount a stream of cash flows, given a particular discount rate
- Explain the general model for a CBA problem
- Successfully apply and compute the CBA procedure for two different problems
- Distinguish between cost-benefit and cost-effectiveness analysis

Critical Thinking

2-DAY COURSE

This popular course covers concepts and methods central to sound critical thinking. It provides skills useful to analysts during problem identification and evaluation of alternatives, and other steps in the problem solving process and should be valuable to departments in these times of limited resources.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Identify and evaluate critical thinking processes
- Identify and analyze the methods used in organizing thoughts
- Analyze issues and identify problems
- Understand types of problems
- Differentiate between problems and their causes
- Understand the difficulties associated with casual reasoning
- Demonstrate sound, rational reasoning and problem-solving

Legislative Bill Analysis

2-DAY COURSE

This course is designed for any State employee who is required to analyze a bill to determine its impact on a State department or program.

WHO SHOULD ATTEND: Legislative personnel who have been in the job 6-12 months or who have recently been assigned this task. Legislative analysts who need a refresher or deeper understanding of the process are also advised to take this class.

LEARNING OBJECTIVES

- Describe the legislative process including how a bill becomes law
- Define and discuss at least 20 terms related to the legislative process
- Name at least five different sources for locating information in order to analyze the impact of legislation
- Identify the key components and sections of a bill
- Be proficient reading different versions of a bill
- Know when to propose amendments and how to write amendment language
- Summarize a bill and learn how to get started writing the main sections of a bill analysis
- Use the Internet as a legislative tool to subscribe to a bill and listen to committee hearings and to gather information including; background on specific Assembly and Senate bills, the legislative calendar and bill analyses prepared by legislative committees

Legislative Process

1-DAY COURSE

This overview of the legislative process helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

Note: This class will visit the Capitol – please wear comfortable clothing and shoes.

WHO SHOULD ATTEND: Anyone writing policy or procedure documents

LEARNING OBJECTIVES

- Tour the State Capitol and visit the Assembly and/or Senate chambers and a committee hearing room
- Outline the organization, staffing and committee structure and legislative process for the California Legislature
- Describe how the Executive Branch (departments, agencies, Governor's office) works with legislative staff throughout the legislative process
- List and describe the key sections of a bill and summarize how it becomes law
- Identify at least 10 resources that will assist you in understanding the legislative process and learn how to utilize these resources effectively

Policy and Procedure Writing

1-DAY COURSE

This course will prepare managers, supervisors and analysts to plan and organize highly effective work systems through policy, procedure and task development. You will learn and practice policy and procedure writing skills, and apply them in your workplace.

Course materials include templates for development of policy, procedure and task descriptions in the future, and a textbook as a continuing framework for your development.

Note: Attendees are asked to bring a policy/procedure you are working on, or that is currently under your review, for classroom discussion and analysis.

WHO SHOULD ATTEND: Anyone tasked with writing policies and procedures

LEARNING OBJECTIVES

- Learn the organizational theory behind policy and procedure
- Identify attributes of bad versus good policy and procedure
- Learn and use best practices
- Understand key components and attributes
- Learn to use active and direct writing style
- Practice policy and procedure development
- Understand how to manage an effective system of policy and procedure

Problem Solving and Decision Making

2-DAY COURSE

This course provides realistic experiences that allow you to integrate and apply skills in group planning, problem solving, decision making and facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

WHO SHOULD ATTEND: Analysts, supervisors, or managers who must make decisions or problem solve as part of their job

LEARNING OBJECTIVES

- Define a problem, write a clear problem statement and distinguish between the terms “symptom,” “root cause,” and “solution”
- Utilize consensus-seeking techniques as a meaningful group process strategy
- Follow an analytical process with guidelines and criteria for identifying, analyzing and solving problems
- Develop an action plan and use basic project scheduling and monitoring tools and techniques
- Provide feedback on essential training components to classmates via group problem solving project presentations

Program Analysis and Evaluation

1-DAY COURSE

This program will introduce analysts to techniques for program analysis, evaluation, compliance monitoring and cost analysis. This course was designed for analysts who have developed basic analytical skills and who want to integrate those skills into an overall effort of program analysis and evaluation.

Note: Participants are encouraged to bring information about a program that may be the focus of their analysis and evaluation.

WHO SHOULD ATTEND: Analysts, supervisors and managers

LEARNING OBJECTIVES

- Develop workable problem statements and objectives
- Develop sources for data and use data collection methods
- Identify cost elements associated with a given program
- Prepare a cost analysis plan containing necessary components
- Interpret statistics for program analysis and evaluation
- Identify appropriate program evaluation criteria
- Develop workable plans for program analysis and program evaluation
- Prepare a report of findings

Project Management (Introduction to)

2- OR 3-DAY COURSE

Start building a solid foundation for your project management knowledge, concepts and tools during this hands-on, project-based workshop.

As the business world grows and resources become more competitive within organizations, you will discover the need to continually learn how to manage an increasing number of projects. In today's market and economic times organizations require people to be project managers with little to no supervision.

The skills of a trained project manager are invaluable to people and organizations around the world. Project management has become a critical skill set and competency for every organization desiring to grow or seize the next available opportunity. Why not make yourself invaluable to your organization?

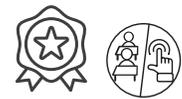
You'll return to work with the knowledge and tools you need to get your projects started right and completed successfully.

WHO SHOULD ATTEND: All individuals involved in project management

LEARNING OBJECTIVES

- Ensure that your projects are set up for success from the start
- Learn the basic documentation requirements
- Understand the role of the project manager, project team members, shareholders, management and project sponsor
- Learn how to clearly define a project
- Create a project plan including realistic scope, schedules, budgets and risks
- Learn how to effectively control project progress
- Demonstrate the power of closure
- Gain the respect of your project team and build credibility with top management

Risk Management Practitioner's Program



5-DAY PROGRAM

This five-day in-person or online certificate program provides the foundational understanding of risk management practices in the public sector. In these courses you will explore what is included in risk management, insurance administration, risk transfer, property and liability claims, safety and loss control, workers' compensation, and disability management and early return to work using practical examples. You will learn how you can reduce costs for your agency and apply best practices. You will also have the added benefit of networking with other risk management professionals.

This program is offered in two formats:

1. In-person on a regional basis
2. Hybrid online course combining self-paced eLearning with a live, virtual instructor-led session

WHO SHOULD ATTEND: Risk Management assistants, workers' compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for some aspect of risk management

Disability Management and Early Return to Work

This course provides an overview of disability management. Public entity practitioners will learn about both "industrial" (work-related) and non-industrial injuries, and explore the similarities, and distinctions between temporary modified duty and "reasonable accommodations." Participants will learn about the relevant state and federal legal works, and explore the intersection between medical limitations and workplace disabilities, as well as the benefits of maintaining an effective Early Return-to-Work (ERTW) program. Specific information reviewed will include federal and, state laws and regulations, employer and third-party programs, employment practices law, prevention and wellness programs, vocational programs, and administrative case management practices. Case studies and practice scenarios will be included.

LEARNING OBJECTIVES

- Explore the differences between industrial and non-industrial injuries, temporary modified duty and reasonable accommodation, medical limitations and disabilities
- Become aware the interactive process of ADA and FEHA
- Increase your understanding of early return-to-work and alternative job placements
- Learn the importance of systems and record keeping
- Learn best practices for responding to California Department of Fair Employment and Housing (DFEH) and Federal Equal Employment Opportunity Commission (EEOC) complaints
- Gain insight into the coordination of leave administration, including the Federal Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), and local union/contractual provisions
- Explore Ancillary Workers' Compensation discrimination liability: Labor Code 132a claims

Insurance Administration, Review and Risk Transfer

This workshop will help public entity practitioners learn about the complex, and sometimes confusing, world of insurance to protect their organization and manage risk. The workshop will also help participants successfully administer their organization's insurance and self-insurance programs.

LEARNING OBJECTIVES

- Increase their knowledge of primary insurance, excess insurance, and risk-pooling Joint Powers Authorities (JPAs)
- Gain strategies for building more effective relationships with insurance brokers
- Identify and explore risk transfer options (insurance, self-insurance, and pooling)
- Increase their understanding of deductibles and self-insured retentions
- Demonstrate an understanding of the contractual transfer of risk process
- Use loss runs and actuarial studies to make more informed decisions
- Identify contractual language that could either lessen or increase risk
- Use data to select appropriate ancillary services, loss control, and safety training
- Identify key steps and decisions in the program placement and annual renewals process
- Use Certificates of Insurance as a critical means of ensuring risk transfer and complying with contract terms
- Become familiar with the importance of procurement and individual agency insurance requirements (verifying, reducing or waiving)

Overview of Public Sector Exposures and Risk Management

This workshop is designed to help public entity practitioners manage their organization's risk and exposure by ensuring a basic knowledge of the relevant laws, foundations, and applications of Risk Management as a profession. Participants will also gain key concepts and tools related to the unique loss exposures faced by public entities.

LEARNING OBJECTIVES

- Acquire a sound, contextual understanding of how Risk Management impacts the overall financial health of public entities
- Define and explain the purpose of Risk Management in the public sector, comparing and contrasting "Traditional" with "Enterprise" Risk Management
- Define the core competencies of the Risk Management profession
- Explain how the historical development of Risk Management in the public sector has evolved into today's practices
- Explore the pros and cons of different ways to practice Risk Management within a public entity
- Explain basic concepts of laws and regulations that commonly involve public sector risk management, such as Public Records Act Requests, the Brown Act, and HIPAA
- Learn and apply the fundamentals of Root Cause Analysis in the context of Risk Management
- Demonstrate understanding of the components and purpose Certificates of InsuranceThe basic concepts of laws and regulations that impact the Risk Management profession, such as Public Records Act Requests, the Brown Act, and the Health Insurance Portability and Accountability Act (HIPAA)

Property & Liability Claims, Safety and Loss Control

All public entities will suffer a loss eventually. Insurance usually will pay for losses, but it does not prevent them. This workshop will help public entity practitioners plan for and mitigate losses to their organizations. Participants will learn how to identify and evaluate their agency's particular loss exposures, while putting into place sound loss control measures. In addition, this workshop will increase participants' effectiveness in managing first party property and third party liability claims. This includes gaining an understanding of the California Government Tort Claims Act and how to navigate the gap between the purpose of the law and its practical application.

You will learn about the California Tort Claims Act and how to navigate its practical application.

LEARNING OBJECTIVES

- Demonstrate an understanding of First Party vs. Third Party Claims
- Increase their understanding of Torts (Intentional Acts, Negligence, and Strict Liability)
- Become familiar with the California's Government Claims Act and its implications for Risk Management
- Demonstrate an understanding of relevant Claims Investigation activities
- Improve your understanding of litigation management (defense counsel and claims examiners)
- Understand Settlement Authority in public entities
- Learn the importance of prevention through safety training, compliance, and CalOSHA adherence
- Explore current trends and management of unique and evolving risks in the public sector

Workers' Compensation

This workshop will help public entity practitioners understand the purpose and history of Workers' Compensation and gain a deep understanding of the legal work that includes enforcement agencies and the Workers' Compensation Appeals Board (WCAB). Participants will learn how to effectively administer standard workers' compensation and employer's liability policies within their agencies. This will include claims administration issues such as recordkeeping, reserving, and various audits, including actuarial reports.

LEARNING OBJECTIVES

- Gain insight into the development and history of Workers' Compensation
- Identify benefits available to injured workers, along with the core concept of "exclusive remedy"
- Increase your knowledge of California-specific laws and regulations, including the Labor Code, the Code of Regulations, and important administrative players, such as the WCAB
- Increase your awareness of the employer's duty to secure the compensation insurance and the various forms of permissible insurance, including self-insurance and pooling
- Become familiar with the principle of "AOE/COE" – Arising out of Employment/Course of Employment
- Become familiar with the principles of claims investigation, including: acceptance, delay and investigation, or denial; the use of "sub rosa" or surveillance
- Explore the components of temporary disability, salary continuation and coordination of benefits including Labor Code section 4850 (Public safety/law enforcement employees and relevant provisions of the California Education Code
- Learn the components of working with Workers' Compensation within the public sector
- Understand affirmative defenses for employers
- Understand the use of settlements including compromise and release, stipulations with future medical and the use of structured settlements
- Explore litigation within Workers' Compensation
- Enhance Awareness of supporting agency interests through appointment, contribution and subrogation

Statistics

1-DAY COURSE

Statistics is the study of methods for describing and interpreting qualitative and quantitative information (i.e., data). This course will explore descriptive and inferential statistics. Descriptive statistics are used to describe the shape and size of the frequency distributions. Examples of descriptive statistics that will be reviewed in the workshop include measures of central tendency, measures of variability, and dispersion of samples (e.g., standard deviations). Inferential statistics are used to draw inferences about the population, test hypotheses, describe the relationship between variables, assess differences between groups, and to predict trends over time. Inferential statistics reviewed will include: chi-square, t-tests, analysis of variance, correlations, and regression analysis.

WHO SHOULD ATTEND: Analysts, supervisors, or other staff members who need to build their skills in basic statistical concepts.

LEARNING OBJECTIVES

- Understand the applications and limitations of various statistical methods
- Select appropriate statistical method(s) based on the research objectives
- Perform statistical analyses manually and/or using software (e.g., MS Excel)
- Interpret statistical results

Strategies for Collecting Data, Analyzing Data, and Reporting for Results

1-DAY COURSE

Data analysis is the process of describing and interpreting quantitative information. This introductory seminar will guide you through the three basic steps involved in conducting research: collecting data, analyzing data and reporting the results.

WHO SHOULD ATTEND: Analysts

LEARNING OBJECTIVES

- Understand the nature of data and variables
- Review data sampling strategies
- Discuss when to use specific rating scales
- Discuss the proper uses and limitations of descriptive and inferential statistics
- Discuss ethical issues and statistical fallacies associated with conducting research
- Review strategies for analyzing data
- Choose the right presentation method to display your results
- Properly formatting the results into a data analysis report

Technical Writing

2-DAY COURSE

In this workshop, you will assess your current technical writing skills and learn specific techniques to improve your style. Emphasis is on organization and appropriate choice of language for documents such as study reports, environmental reports, memos, standard operating procedures, email and other technical messages.

WHO SHOULD ATTEND: Engineers, scientists, planners, administrators or other professionals who write or edit technical reports

LEARNING OBJECTIVES

- Profile your audience
- Structure idea flow with clear, concise sentences and paragraphs
- Compose and revise technical rough drafts
- Match message format to purpose
- Self-check the finished product
- Organize your key points by “content mapping”
- Focus on the “why”
- Choose the appropriate tone and language style
- Reduce editing time
- Add interest to your technical writing
- Control your communication costs

Tell Your Story with Data

1-DAY COURSE

In today's data driven environment, it is extremely difficult for people to present data in a way that inspires people to take action. Every day people are inundated with a numbing amount of information which paralyzes their decisions and activities. Those presenters who can tell a story which focuses people's attention on the right data, the right outcomes, and the right emotions have a significant advantage.

Storytelling is as old as time itself. With a great story, you can get your point across, tap emotion, and drive action. Without one, you're left with people who might like your data, but won't do anything with it.

WHO SHOULD ATTEND: Analysts

LEARNING OBJECTIVES

- Effectively tell stories using data
- Structure a dynamic and persuasive data story
- Identify the best data and graphics to effectively communicate your story
- Present your story in a visual and dynamic way
- Tap emotion to enhance your data story's effectiveness

Writing Skills for Analysts

1-DAY COURSE

Writing Skills for Analysts equips those in government to write reports for management, such as problem-solving reports, justifications and proposals. You will begin by analyzing an analytical report and end by drafting your own analytical reports based on scenarios. In between, you will learn the steps to creating an effective analytical report. You will also discuss guidelines to help avoid costly mistakes when writing business reports. You will leave the class with a new understanding of the analytical process and be equipped with a work plan for writing an analytical report.

WHO SHOULD ATTEND: Anyone who writes analytical reports, justifications or persuasive documents

LEARNING OBJECTIVES

- Learn the types of analytical reports required on the job
- Define the purpose and readers of the analytical report
- Create a work plan for tackling the analytical report
- Learn three approaches to building a case
- Understand how to present information with the reader in mind, using several organizational techniques





LEADERSHIP

Broaden your professional capabilities and sharpen your leadership skills to meet today's complex organizational challenges.



Asking Powerful Questions

1-HOUR COURSE

People have many ways of gaining knowledge. We go to an online browser, read a book or article, or watch videos. Much of that information is developed through algorithms or artificial intelligence. It is static. Not alive. To learn something from another person or a customer, we rely on questions. But how powerful are the questions we ask? How you ask a question drives the value of the answer. This webinar will spell out ways to alter your questions to be more strategic, to create trust and stronger bonds, and to understand how the other person thinks.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Appropriate for all audiences

Building High Performance Teams

1-DAY OR 2-DAY COURSE

Team leaders need to know the basic concepts of building and maintaining an effective team. Effective teams produce at higher levels with better quality. Building High Performance Teams will demonstrate the power of teams and show team leaders how to use accountability and responsibility to improve your team's measurable performance.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Team leaders or those recently promoted to supervisory positions

LEARNING OBJECTIVES

- Understand teams, the dynamics of team development and the principles and practices of team building
- Develop a high-performance team
- Develop and maintain team goals, expectations and ground rules
- Establish and clarify team roles and responsibilities
- Foster and promote collaboration and trust among team members
- Empower team members and motivate them to develop buy-in and ownership
- Manage the behavior of "difficult" people on your team
- Develop and maintain team commitment to goals and objectives

California State Executive Appointment Training Academy



2-HOUR AND 3-HOUR COURSES

This nuts and bolts training program is designed for California State Government Executives. Through a series of short courses that can be delivered over a period of time, the program focuses on the high-level technical aspects a CEA needs to know to run a large, mission-driven, service-oriented organization with multiple stakeholders.

The CPS HR program incorporates in-person classroom instruction and facilitation by seasoned CEAs, real examples and case studies and scenarios as well as how to successfully apply this knowledge, tools and techniques. The entire program is 20 hours broken up into 2- and 3-hour sessions.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

These courses meet the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: CEAs

Accounting and Procurement Process



3-HOUR COURSE

A successful departmental accounting process is one that has strong internal controls, will assess risk facing the department, hires proactive management that establishes policies and procedures, communicates information effectively, and monitors its quality of performance. Join us for this course where you will learn the ins and outs of State accounting and procurement processes.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Discuss management's responsibilities for internal controls
- Explain the importance of risk identification
- Review what you need to know about FI\$Cal
- Examine basic accounting processes and polices such as the Payment Act, Year-End Reporting, and State-wide travel
- Discuss procurement rules including competitive and non-competitive contract processes and IT procurement

California State Government Organization and the Role of the Control Agencies



2-HOUR COURSE

California government as an enterprise is one of the largest employers in the state with more than 160 agencies, departments, boards and commissions and a workforce of 237,000 employees. In this session you will learn about the government structure within the Executive branch and the roles that control agencies play in delivering services to Californians.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Review the structure of the Executive branch
- Identify the control agencies and their interaction with the Governor's Office and your department
- Discuss the make-up of the Legislature, its role in state government, and why it is important to you

Collective Bargaining Overview



3-HOUR COURSE

In this course, you will discuss and explore how to operate successfully in a unionized environment. It is important to understand how collective bargaining works, what your role is, and how to work effectively with labor unions.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Explain the State's collective bargaining process
- Describe your role in dealing with your labor relations staff, CalHR, and labor organizations
- Explain the difference between positions and interests
- Describe how to set the tone and policy direction for labor-management relations
- Discuss when to meet and confer with the union over changes in departmental policy

Human Resources Policies

3-HOUR COURSE



Navigating through California's confusing merit system and human resource laws/regulations is daunting enough for any career state executive...and almost impossible for a new state executive. This course covers "must-know" human resource topics.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Explain the merit system, the role of the State Personnel Board and the Department of Human Resources (CalHR)
- Understand the hiring and progressive discipline processes
- Review important HR requirements around whistleblowers, reasonable accommodation, and equal employment opportunity
- Discuss how executive positions work in state government

Legislative Cycle

3-HOUR COURSE



This overview of the legislative cycle will help new state executives understand the path of a bill from its introduction in the Legislature to its signature by the Governor. This segment will help you understand how to stay abreast of important legislation and how to have influence when legislation is important to your department.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Describe the legislative process in California
- Understand the bill proposal process
- Discuss how to work with the Department of Finance and Agency/Governor's Office on significant legislative issues
- Explain the importance of stakeholder outreach
- Review important legislative resources

Project Management and Information Technology



3-HOUR COURSE

This course provides an overview of project management at the CEA level and includes the IT procurement process. Every department runs projects, but how do you ensure they are completed on time and on budget. In this course we will explore how to focus on execution and results by understanding state processes and best practice executive level project management.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Discuss your executive leadership role in project management
- Explain the Project Approval Lifecycle (PAL) for IT procurement
- Identify what is needed for project execution and implementation
- Discuss the role of an Executive Sponsor
- Apply effective communication techniques

State Budget Process



3-HOUR COURSE

One of the most important aspects to running a department is to understand the role of the CEA and management in the budget process. This course covers developing the annual budget, getting adequate resources to run your department, and ensuring you stay within your budget after an amount has been appropriated. One of the most important aspects to running a department is to understand the role of the CEA and management in the budget process. This course covers developing the annual budget, getting adequate resources to run your department, and ensuring you stay within your budget after an amount has been appropriated.

The California State Executive Appointment Training Academy is comprised of seven courses. Complete all courses in this series to receive a CEA Academy Certificate.

WHO SHOULD ATTEND: CEAs

LEARNING OBJECTIVES

- Identify the three main bodies of law that govern the annual budget
- Review the three phases of the Budget Process
- Identify the tools that management uses to ensure adequate resources
- Understand how management and the Administration work with the Legislature during the Budget Process



Change Leadership

1-HOUR COURSE

In this session, we will focus on the competencies needed at different levels to affect successful change and the different roles change leaders play depending on the circumstances. We will explore the steps needed to operationalize change and touch on the importance of communication planning.

Leadership Competency: Vision and Strategic Thinking: Change Leadership

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers and supervisors

LEARNING OBJECTIVES

- Discuss change competencies
- List the three roles of a change leader
- Describe the steps to operationalize change

Communication 360

.5-DAY COURSE

Communication 360 starts with you. If you desire to make a difference within your workplace, team or community—communication 360 is a great starting point. In this class you will learn how to be effective with all channels of communication.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- The components of effective communication
- Identify who is in your network
- Channels and modes of communication
- Managing up
- Situational awareness and environmental factors for message reception
- Create a communication plan



Conversations Worth Having Workshop

1-DAY COURSE

This workshop is an experiential learning opportunity that will give you the ability to positively impact individual, team and organizational communication. Learn new tools to establish communication practices that support productivity, engagement, high performance teams, and positivity. We will cover the power of conversation, the art of asking questions, intentional framing, and how to step up to feedback.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Experience the nature of conversations and the effects they have on you and others
- Use generative questions to shift the dynamics of communication problems
- Experience flipping negative conversations to conversations worth having
- Develop generative questions to fuel productive and meaning engagement around workplace challenges
- Choose to change feedback avoidance patterns

Creating a Culture of Trust

1-DAY COURSE

Creating, nurturing and safeguarding trust may be the most important aspect of a work environment for manager and employee alike. In today's workplace, employee and manager often work remotely, whether in the field, down the hall, remotely or in separate buildings altogether. Without mutual trust, work relationships suffer, communication breaks down, productivity slows and engagement on the job all but disappears.

This session sheds light on the value and importance of trust as an essential ingredient in the workplace. It provides a context for why trust has eroded and offers solutions, strategies and action plans that redirect to create and maintain relationships where a culture of trust can thrive.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Learn the value and importance of trust in today's workplace
- Understand the history and context that overlay our ability to trust at work
- Discover behaviors and actions that generate trust – and those that diminish it
- Develop strategies to be more transparent in the workplace
- Create a context for conversation between manager and employees that creates and nurtures trust and engagement for both
- Draft agreements for improving trusting relationships at work
- Create an action plan to cultivate a culture of trust in your workplace



Emerging Leaders Program

1.5-DAY PROGRAM

WHO SHOULD ATTEND: Leads, employees poised to advance and people looking to be promoted to a supervisory position

Inspirational Leadership

.5-DAY COURSE

Good leaders recognize human capital as the most important asset in an organization. Knowing how to inspire and provide vision to others is a top priority. This course reveals the means for leaders to effectively present their vision, inspiration and guidance through effective presentations skills. It opens the way for leaders to be collaborative and inclusive, to discover ways to engage employees and to embrace the concept of coaching for improved performance. The core values of sound leadership culminate the program and leaders celebrate their achievement.

LEARNING OBJECTIVES

- Understand the role of an inspirational leader in today's workplace
- Discover and practice key techniques for creating effective presentations, including ways to overcome the stress and nervousness of presenting
- Realize the nature of collaborative teams and the role of a collaborative leader
- Recognize the levels of employee engagement, signals and reasons for disengagement, and concepts to re-engage and inspire employees
- Discover how coaching generates engagement and gain an overview of the benefits and process of coaching
- Participate in an activity to generate leadership core values

Qualities of Leadership

.5-DAY COURSE

This session uncovers the various types and levels of leadership. The qualities of leaders, managers, supervisors, mentors and coaches are defined in terms of their purpose and value to the organization. Characteristics that make up an authentic, ethical leader are discovered through a highly interactive exercise. Participants learn about leadership styles – including a hint at their own unique style and how it impacts their image and influence. A set of powerful communication tools are introduced in this session to be used throughout the program.

LEARNING OBJECTIVES

- Understand the various levels and types of leadership
- Learn how leadership impacts the culture of an organization
- Identify characteristics that create an authentic, ethical leader
- Understand the various roles of a leader
- Discover and apply leadership and communication styles
- Create a personalized vision of leadership
- Learn and practice proven communication tools

Roles and Responsibilities of Leadership

.5-DAY COURSE

Taking on the mantle of leadership entails many roles and a high level of responsibility. It is anticipated that leaders exhibit sound interpersonal skills, show compassion and model inclusion to bridge the ever-expanding demographics of today's workplace. Leaders need to understand the dynamics of team development, to build trust, offset conflicts, and exhibit transparency to gain buy-in and alignment essential to well-functioning teams. On a practical level, they need to manage effective meetings, facilitate discussions and invite others into their decision-making. This session addresses these primary drivers of leadership so that you can further develop into the type of leader you want to be.

LEARNING OBJECTIVES

- Understand the value and importance of trust in an organization
- Learn behaviors that generate trust and those that diminish it
- Identify the stages of team development and leadership strategies within each stage
- Diagnose the nature and types of conflict
- Recognize the various types, purpose and fundamentals of meetings and how to effectively and efficiently manage them
- Discover the role of a facilitative leader and various tips and techniques of facilitation
- Experience the process of creating and facilitating a strategic planning session

Extraordinary Leader

1-DAY COURSE

What is extraordinary leadership? What does it look like? How does one become an extraordinary leader? These critical questions and others are addressed in this fast-paced workshop. You will gain new insights into your strengths as well as opportunities to grow your leadership capabilities.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors, managers or organizational leaders

LEARNING OBJECTIVES

- Recognize the need for extraordinary leadership
- Differentiate between productive and non-productive leadership behaviors
- Articulate five practices of extraordinary leaders
- Receive feedback on leadership behaviors
- Benefit from individual feedback and coaching
- Implement a personal leadership development plan

Implementing Strengths-Based Leadership

1-DAY COURSE

Are you a public sector leader who wants to take your team to the next level? Do you want to understand the best talents and strengths of your team members, and focus on them? Do you believe in maximizing performance to drive results?

If these questions excite you, then this one-day workshop is for you. In this workshop you will take the Gallup StrengthsFinder™ assessment, gain an understanding of your strengths and those of your team, and investigate areas where you are strong as well as where opportunities exist to fill gaps with new talent and strengths. You will take a deep dive into understanding Gallup's 34 Signature Themes of Talent, the four Leadership Domains, and will complete exercises to grow in use of these concepts in your daily work.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Understand why focusing on strengths can lead to increased engagement and improved performance
- Enhance your self-awareness through a deeper understanding of your unique strengths and talents
- Learn new ideas and techniques to understand and leverage the strengths and talents of others
- Develop a plan to guide your team to the next level using members' strengths, and drive increased performance and results



Leadership Academy for the Public Sector Manager

5-DAY PROGRAM

The Public-Sector Manager Leadership Academy is structured as a five-day (40-hour) workshop.

WHO SHOULD ATTEND: Managers who have been in the position for 12 months or less, who have recently joined a new department or who need a refresher

The five-days of manager training are comprised of:

Day 1: Leading in a Complex Environment

Day 1 of the program explores the tools leaders need to fully understand their management and leadership responsibilities and how to use their unique role to drive results.

LEARNING OBJECTIVES

- Anticipate change
- Articulate a future state
- Engage stakeholders in understanding and working with goals and results
- Proactively effect organizational culture
- Apply emotional intelligence to high-stakes interpersonal interactions
- Cultivate and build trust
- Assess consequences and rewards of delegation

Day 2: Leadership Communication

Day 2 focuses on the importance of communication in achieving organizational goals. The emphasis is on how leaders can use communication and collaboration skills to achieve results.

LEARNING OBJECTIVES

- Navigate high-stakes interactions
- Learn from failures and successes
- Create and sustain a culture of transparency
- Deliver impactful messages on goals and results
- Improve workplace outcomes through a culture of collaboration
- Recognize the value of synergy

Day 3: Building, Managing and Leading High Performance (and Performing) Teams

Day 3 examines a leader's core responsibility – accomplishing results through others. The focus is on understanding the strategic management of people and how to establish and maintain a high-performing workforce.

LEARNING OBJECTIVES

- Place performance within organizational context
- Use workforce planning to ensure ongoing results
- Foster a culture of continuous learning
- Adopt awareness of cognitive bias to maximize the value of a diverse team
- Clearly define team results tied to organizational success
- Create an environment that supports collective accountability
- Measure team performance and adjust to improve success

Day 4: Strategic Thinking, Vision, Values and Leadership

Day 4 emphasizes the importance of the organization's mission and a leader's help to create and drive results toward achieving that mission.

LEARNING OBJECTIVES

- Recognize opportunities
- Engage colleagues in seeing the 'big picture'
- Tie accomplishments to mission and connect to daily work
- Learn to create buy-in from all levels
- Create an environment and organizational culture that encourages and promotes creativity, innovation and out-of-the box problem solving

Day 5: Leading Organizational Change

Day 5 examines how to be effective by successfully leading planned and unplanned organizational change efforts and tracking results to ensure goals are achieved.

LEARNING OBJECTIVES

- Plan effectively for change
- Implement and execute change plans
- Identify, understand and handle resistance to change
- Cultivate commitment to the change process and promote buy-in and involvement
- Manage teams successfully during the change process
- Identify barriers and facilitators to make change effective
- Develop key performance indicators (KPIs) to measure organizational performance and evaluate the success or effectiveness of the department/agency

Leadership Command Presence

2-DAY COURSE

A person with “presence” gives the people around them a sense of confidence and belief in them. Zig Ziglar said, “To gain loyal customers, the first thing they must buy is you!” Presence is the essential ingredient in them “buying you.”

A person with “presence” is often described as being inspiring, composed, energized, credible, influential, self-confident, a good communicator - yet there is much more. “Personal presence” is the central component of the greatest leaders. No matter what job you do, the more you refine your “presence” the more rapidly you can build credibility, the more influential you can be in all interactions, the deeper the relationship connection you can make, and the more skillfully you can manage conflicts. During this training program you’ll learn the exact strategies which create “presence.”

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Know how to apply nine core traits of Personal Command Presence
- Learn the powerful Convincer Strategy for greater charisma and persuasiveness
- Learn how to connect positively and diffuse negativity faster and easier
- Learn strategies that persuade reluctant individuals to partner with you
- Gain strategies to convince others to step-up and take action as needed
- Grow a climate and culture that engenders loyalty, connection and follow-through
- Expand your ability to move people into making faster decisions
- Improve your verbal and nonverbal ability to make an immediate impact
- Use brain/mind technology to manage your mental state and fine focus your attention
- Apply the Winning Model of performance developed by Dr. Iverson during his work with US Olympic Team members
- Learn how to rapidly create acceptance and credibility with anyone

Leadership Command Presence II

2-DAY COURSE

Build acceptance, credibility and connection by creating a persuasive and charismatic presence.

The ability to create a winning presence is a learnable skill set. In this program you will learn successful strategies for generating increased acceptance, influence and credibility. Leadership Presence is a core ingredient in effective leaders. There is a sense of authenticity in their expressions and thoughts. This feeling of “realness” connects with others and inspires them to participate fully.

During this program you will learn specific strategies for creating greater “presence” and use these strategies, personally and professionally, to create stronger bonds in your relationships, build others' belief in you and your goals, and communicate more influentially.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers and those who participated in Leadership Command Presence

LEARNING OBJECTIVES

- Know how to apply the core components essential to crucial conversations
- Learn to use the attributes of a master listener and eliminate the habits of poor listeners
- Learn ways to deal with criticism so it doesn't push your buttons
- Expand your ability to mentor 360° around you using five separate methods
- Learn a system for giving constructive direction without getting negative blowback, even when it is a tough message or could be perceived as bad news
- Gain a powerful assertiveness strategy you can use to keep your communications on track without getting caught up in their emotional sidetracks
- Analyze your style of dealing with conflict and how not to get caught in the drama
- Learn how to better manage your internal state so you stay positive and engaged
- Gain a pre-negotiation checklist used by professional negotiators to ensure nothing is missed
- Learn the competitive tactics that can be used against you and how to spot them
- Understand how to promote collaboration so others actively engage with you
- There are eleven sources of power—learn what they are and how to apply them
- Learn a critical thinking and decision-making strategy used by world class think tanks

Leadership Lanes

2.5-DAY COURSES

CPS HR's Leadership Lanes series includes:

- Coaching and Mentoring for Leaders
- Emotional Intelligence and Leadership
- The Exceptional Leader: Strategies for Bettering Your Best
- Leadership and Collaborative Teams
- Managing People and Projects
- Power and Influence in Organizations

WHO SHOULD ATTEND: Supervisors, managers and leaders

Coaching and Mentoring for Leaders

2.5-DAY COURSE

Today, coaching is becoming a “go to” competency within organizations for development and growth. Coaching and mentoring processes are often confused with each other. There are clear and appropriate times to use either coaching or mentoring. During this program, we will create clarity between multiple “development” competencies. Coaching is a process that enables learning and development to occur and performance to improve at anytime and anyplace. Coaching helps to lay the foundation for improving the relationship between managers and the people they support and depend on. It recognizes the importance of clear agreements in all interactions and provides a context to create the safe environment essential for a manager and employee to engage in open and honest dialogue and communication.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OBJECTIVES

- Define coaching, mentoring, training and counseling
- Identify and develop core coaching and mentoring competencies
- Create opportunities for coaching and mentoring
- Leverage questioning for development and growth
- Create an environment to overcome barriers to success
- Demonstrate workplace coaching and mentoring conversations
- Practice coaching conversations
- Establish a partnership agreement for goal attainment
- Create an action plan for further development and growth

Emotional Intelligence for Leaders

2.5-DAY COURSE

Emotional Intelligence describes the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior.

For leaders, it also provides great insight into how emotions influence motivation and performance. In this course, leaders will explore the concepts of emotional intelligence and mindfulness, how they interrelate, and how to apply this knowledge to focus on executing your mission, and deliver business results. You will learn what emotional intelligence is, work on developing your "EQ", and apply emotional intelligence principles and practices to leadership and management situations.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OUTCOMES

- Assess your emotional intelligence
- Assess how your EQ and leadership impacts the performance of individuals and the organization
- Apply mindfulness and emotional intelligence practices to your leadership behavior(s)
- Practice communications, verbal and non-verbal, and articulate the importance in establishing a climate of trust, transparency, and inter-dependence
- Apply an "Ability-Based" EQ model to assess your self-awareness, self-management and social awareness towards a workplace leadership challenge
- Create an action plan for workplace application

The Exceptional Leader – Strategies for Bettering Your Best

2.5-DAY COURSE

Being an exceptional leader is not accidental. Many think leading and managing are the same thing—they are not. Learn when to manage and when to lead. The majority of highly effective leaders share twelve common traits. These are strengths you can begin applying immediately to make you more effective. These traits give a significant boost to your Leadership Presence and enhance others' belief in you. During this course you will learn how to uncover another person's motivation drivers. Once you know this, you can apply the Motivation Strategy and help your people excel. In this program you will gain practices for stimulating needed change while lowering the possibility of your team feeling overwhelmed or burning out. As change occurs there may be conflict. During this program you will analyze your own conflict style and know how to recognize the styles most frequently used. Knowing your own conflict style helps you be a driver of change while keeping your vision and goals on track.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OBJECTIVES

- Learn the distinctions between leading and managing, and when and where to apply each style
- Gain the twelve attributes of highly successful leaders and the formula for using them
- Know how to build leadership presence for greater credibility, acceptance and influence
- Learn the Motivation Strategy for triggering instant action
- Understand feelings of being overwhelmed and how to overcome it for yourself and your team
- Evaluate your style of dealing with conflict and how to lead through conflict
- Learn the steps to anger and how to manage an angry person
- Know how to be a more persuasive communicator and create buy-in to what you want done
- Learn a system for leading through change so you lessen the automatic resistance to it

Leadership and Collaborative Teams

2.5-DAY COURSE

High performance and collaborative teams actively engage in working through issues and problem solving together. Often teams are created on the fly to work and solve a specific issue or challenge. Collaborative teams need engagement with strong problem solving, decision making, collaboration and conflict resolutions skills to be effective.

In this course, participants will build and enhance their skills and competencies as leaders to promote teamwork, collaboration and participation, open and responsive communications, as well as critical thinking and proactive problem resolution to improve organizational performance and achieve business results.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OUTCOMES

- Learn the characteristics of stages of team development
- Identify and overcome challenges in team collaboration
- Communicate and interact effectively with others
- Identify areas you might improve to become a more effective team leader
- Create an environment to include the 7 elements of engagement
- Establish a team ethos and culture
- Practice and encourage collaboration to resolve conflict
- Release team creativity
- Adapt to change
- Leverage tried and true tools for problem solving

Managing People and Projects for Leaders

2.5-DAY COURSE

I have heard many project managers say if they didn't have to deal with people they could get the project done. Engaging your stakeholders (all people involved with the project) is the foundation for effectively managing projects. Neglecting to empower stakeholders will lead to project failure. Use leadership principles and open communication to successfully complete any project. As the business world grows and resources become more competitive within organizations, you will discover the need to manage multiple projects and people to achieve buy-in and commitment starts with how well you work with people within the context of projects.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OUTCOMES

- Discuss project management fundamentals, terms and constraints
- Explore the distinction between managing people and projects
- Discuss how to develop a high performing project team with defined roles
- Define a project by using key documents to create clarity for project and team success
- Develop a project plan with team members
- Execute the project planning elements, resources, and tools to ensure a project is completed within time, budget, and at the level of quality requested
- Create an after-training action plan to ensure continued development

Power and the Art of Influence in Organizations

2.5-DAY COURSE

Power is a force that can be used for both individual and organizational gain. Public sector leaders must be able to understand and use power ethically and reflectively to build cooperative relationships and meet public interests. In this class, you will explore how public sector leaders use power and influence to achieve organizational goals and promote organizational change. Discussion topics will include sources of power, effective and appropriate methods of influence, organizational culture, ethics, and communication strategies. You will also identify and analyze the material resources and budgets that represent an important source of power in your organization.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in State service.

LEARNING OUTCOMES

- Define power and influence
- Appreciate how essential power and influence are for organizational success
- Identify how power influences organizational culture
- Apply diagnostic skills to assess your own 'power base' and analyze how power is distributed within your organization and across the larger political landscape
- Strengthen and communicate a powerful vision/purpose for your organization
- Assess how your personal qualities and practices generate power
- Learn and practice strategies for building and exercising power and influence effectively and ethically
- Anticipate moves that others will make
- Develop effective working relationships within and outside of your organization
- Analyze some of the challenges and pitfalls associated with power and influence
- Identify resources that provide power and influence to achieve your organization's vision
- Develop a social networking strategy that supports your organization's vision
- Identify communication techniques to influence groups and promote your organization and its work in a variety of contexts
- Empower emerging leaders in your organization

Leading Effectively

1-DAY COURSE

This course is intended for supervisors and managers. It explores various leadership approaches and their practical application to management. You will identify your leadership style and strengths and will have an opportunity to focus on improving your leadership skills.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Recognize your sources of leadership power
- Distinguish between leadership and management
- Identify your personal leadership style
- Communicate effectively
- Empower and delegate for results
- Use team-building techniques to enhance your leadership skills
- Manage conflict intelligently and productively

Strategic Conversations: A New Way of Strategic Planning



1-DAY COURSE

Developing your leadership ability for strategic thinking and planning, coupled with the skills to engage in strategic conversations significantly improves your value as a leader. Organizations poised for growth and success have leaders who are adopting strategic thinking as an on-going way of doing business and strategic planning that engages employees across the whole organization as well as external stakeholders. They engage everyone in developing agile plans, cycles of experimentation and learning, innovation, and measuring actions against relevant metrics.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers and supervisors

LEARNING OBJECTIVES

- Identify common opportunities to foster strategic conversations
- Understand how to apply SOAR to support those conversations
- Craft SOAR-based questions to inspire effective strategic conversations
- Understand how the two Appreciative Inquiry practices—positive framing and generative questions—apply to the 5-D Cycle
- Recognize and frame opportunities for strategic conversations at multiple levels of the organization
- Initiate a plan-of-action to use SOAR, Quick SOAR, or the 5-D Cycle to host a strategic conversation or strategic planning event
- Share a prototype for your strategic conversation and receive feed forward

Visionary Leadership

1-HOUR COURSE

The concept of leadership has evolved and grown and changed over millennia. Usually leaders gain allegiance from people who look to them to provide the vision, resolve the problem, and lead the way forward.

While much of that may still be true, leaders today see a world faced with uncertainties. They must adapt to changing demographics, a constant stream of information, widespread diversity, and intensely complex problems. No one leader can do it alone.

Leadership is the art of possibility. What is possible today lies in the invitations and openings for leaders to emerge, whether holding a title to lead or not. Authentic leaders inspire others to embrace their own leadership qualities and collaborate to create the vision, solve the problem, and lead the way forward.

Join this short course to understand your own leadership qualities and how you can emerge to lead in large ways and small. Because your leadership is needed today more than ever.

Leadership Competency: Vision and Strategic Thinking: Visionary

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers and supervisors

Women in Leadership

Women in Leadership: Finding Your Voice and Personal Power

1-DAY COURSE

The natural leadership behaviors that many women exhibit – emotional intelligence, empathy and diplomacy—have been proven to be effective leadership skills and yet many women find themselves second guessing their leadership abilities and personal power. Attend this workshop to explore issues of women and power and build skills to be your best advocate. Find your true authentic voice and leadership style while building a community of support.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Women, power and stereotypes– hindrances and amplifiers
- What women uniquely bring to the workplace and how to continue to leverage those behaviors
- The neuroscience of gender
- Your unique identity: Identifying your values, strengths, weaknesses and leadership style
- Building confidence and counteracting your own worst enemies
- Leaning In vs. sitting back
- Cultivating a growth mindset; reducing down defenses
- Emotional intelligence – the leadership success factor
- Viewing fear as a positive thing
- Finding your voice – stretching your comfort zone
- Building alliances, community and changing the tide



Women in Leadership: Empowering and Delegating for High Performance

1-DAY COURSE

Team leaders need to know the basic concepts of building and maintaining an effective team, and the best practices for delegation. Effective teams produce at higher levels with better quality, and delegation works best when planned in advance and managed thoughtfully. Empowering and Delegating for High Performance will demonstrate the power of teams; help team leaders build collaborative, cognitively-diverse, high-impact teams; and show team leaders how to use accountability and responsibility to improve their team's measurable performance.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Understand teams, the dynamics of team development, and the principles and practices of team building
- Develop a high performance team
- Develop and maintain team goals, expectations and ground rules
- Establish and clarify team roles and responsibilities
- Foster and promote collaboration and trust among team members
- Empower team members and motivate them to develop buy-in and ownership
- Manage the behavior of difficult people on your team
- Develop and maintain team commitment to goals and objectives



Women in Leadership: Political Acumen

1-DAY COURSE

This workshop introduces key concepts and practices to help women in public sector leadership assess and navigate political and interpersonal dynamics to achieve goals. Every organization has obvious and subtle forms of power that shape organizational priorities, decisions, and actions. Leaders with political acumen are keenly aware of these subtle undercurrents and able to use formal and informal influence to establish priorities and pursue organizational goals. This workshop differentiates between power, authority and influence, and explores techniques for interpreting and applying influence in positive, proactive ways.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Differentiate authority, power, and influence in relationship to leadership
- Assess the sources of your own authority and power
- Explore and learn to navigate power differentials associated with gender assumptions and gender bias
- Identify strategies for increasing influence to achieve goals



Women in Leadership: Powerful Communications and Presentations

1-DAY COURSE

The ability to communicate in a clear and relatable way is essential for everyone in a leadership position. Whether we're privately speaking with an employee about a performance issue or giving a presentation to executives, we must stay on message and be confident.

In this one-day class, we'll discuss best practices for one-on-one conversations, staff meetings, and formal presentations to executives. The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Strategies for having assertive (rather than passive or aggressive) conversations about uncomfortable subjects, like performance issues and delegating tasks
- The best way to prepare participants for meetings, and how to run meetings efficiently
- How to anticipate and respond to questions from the audience in a professional and constructive manner
- Ways to deal with difficult personalities that interrupt your presentation

Women in Leadership: Strengths Discovery

1-DAY COURSE

Strengths. Get familiar with the Gallup StrengthsFinder. Gain insight on your unique talents and the talents of others. This course is a focused curriculum for women in leadership looking to sharpen their natural talents and learn proven approaches for building/leveraging the talents of those around them.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Learn the language that has gained 20 Million followers – the language of the 34 themes defined by the Gallup StrengthsFinder
- Go Beyond the “Top 5 Strengths” report to gain insight into what your strengths really are, how they play out, and how they may get in your way
- Acquire the formula for turning raw talent into reliable Strength
- Learn to clearly describe your personal operating system for the benefit of yourself and others working with/for you
- Understand the difference between weaknesses and non-strengths and learn strategies for dealing with both
- Gain clarity on what followers need most from their leaders – and how you can leverage your talents to deliver on those needs
- Learn to build and develop Strengths-Based Teams
- By the end of this course you will have a clear plan for describing and developing your natural talents and the talents of your direct reports

Women in Leadership: The Confident Professional

1-DAY COURSE

Confidence can help you accomplish your goals and build strong relationships. It allows you to effectively lead your teams and maintain professional credibility with peers. Projecting confidence is often the difference between success and failure. In this course, we will explore the concepts that will help you to demonstrate confidence at work allowing you to show up as your best self.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Women in leadership roles who wish to increase their personal power in more authentic ways

LEARNING OBJECTIVES

- Identify the differences between assertiveness, confidence, influence and power
- Understand the obstacles preventing you from demonstrating confidence
- Explore the effects of confidence
- Learn ways to support confidence through body language, tone and words
- Recognize conflict and learn the skills to manage it
- Learn how and get comfortable with "No"
- Develop critical skills to handle criticism, anger, negativity and confrontation





MANDATED

Stay in compliance with all of your required training in a convenient and affordable format.

Equal Employment Opportunity



.5-DAY COURSE

Equal Employment Opportunity (EEO) is the availability of employment and advancement to all persons on the basis of merit, efficiency and fitness, consistent with the state civil service and merit system principles. EEO is a concept and goal that requires all employers to provide the same employment opportunities based on job-related standards regardless of their membership in a protected group. The content of this course focuses on defining and implementing equal employment opportunity.

WHO SHOULD ATTEND: Supervisors/managers

LEARNING OBJECTIVES

- Define Equal Employment Opportunity (EEO) and Affirmative Action
- Identify the legal authority for EEO program components
- Identify EEO Program components

Sexual Harassment Prevention for Staff



1-HOUR COURSE

This course for staff members will provide you with the information you need about sexual harassment prevention in the workplace. The content focuses on what constitutes sexual harassment, how to promote a respectful workplace, and when and how to report harassment in the workplace.

This course meets the requirements of SB1343.

WHO SHOULD ATTEND: Non-supervisory staff members/employees

LEARNING OBJECTIVES

- Understand the laws prohibiting sexual and other types of harassment
- Discuss what workplace behaviors are respectful, inappropriate, or potentially illegal
- Discuss employees' responsibilities to prevent harassment
- Review your organization's policy against harassment

Sexual Harassment Prevention for Supervisors/ Managers



2-HOUR COURSE

This course for supervisors and managers will provide you with the information you need about sexual harassment prevention in the workplace. The content focuses on what constitutes sexual harassment and what steps can be taken to prevent it. This training provides tools for what to look for, how to recognize appropriate behavior and how to prevent escalation into a hostile work environment.

This course meets the requirements of AB1825 and AB2053.

WHO SHOULD ATTEND: Non-supervisory staff members/employees

LEARNING OBJECTIVES

- Understand the laws prohibiting sexual and other types of harassment
- Discuss what workplace behaviors are respectful, inappropriate, or potentially illegal
- Determine when sexual conduct is unwelcome or there is a hostile work environment
- Discuss what preventive actions employers can take
- Describe employee and supervisor/manager responsibilities





SUPERVISOR/MANAGER

Gain the core skills you need to be successful,
inspire your team and deliver results.

Accountability in the Workplace

1-DAY COURSE

A glance at recent headlines reveals that organizations often succeed – or fail – as a result of individual accountability. There is a pervasive and urgent need to help people recognize and accept responsibility for their actions and the impact on business results. In this one-day workshop you will explore how to overcome the “blame game” and other obstacles that hinder individual accountability and ultimately performance and productivity. You will learn positive, proactive techniques to move individuals from a victim mindset to acknowledging reality to achieving and owning successful results.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Recognize the fear factors associated with accountability
- Identify the behaviors that enable individual accountability
- Learn how to create an environment that supports collective accountability
- Practice and apply tools that engender responsibility and ownership for outcomes

Active Employee Engagement



1-HOUR COURSE

Do you have an employee who just can't "get off the couch?" Or one who starts a project wholeheartedly, then flags? Or one who does just the bare minimum to get by? Here's the truth: no matter what we offer people, true motivation comes from within. This one hour training will arm supervisors and managers with well researched strategies to tap into their employees' inner motivation, zap disengagement and create a foundation for a high performance team.

Leadership Competency: Inspirational Leadership: Active Engagement

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers and supervisors

Addressing Performance Problems – Discipline and Documentation

1-DAY COURSE

If you supervise people, this course is a must! While supervisors hope that they won't need to address performance problems, they need to know what to do when the time comes. This course provides a safe, confidential environment to learn what to do when performance problems occur. This course will teach managers how to identify performance problems and hold employees accountable to performance standards. It will also give supervisors tools and practice on how to have difficult conversations with employees and how to effectively coach employees to improved performance. Supervisors will also learn about the disciplinary process and performance documentation that will withstand legal scrutiny.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors

LEARNING OBJECTIVES

- Understand the progressive discipline process
- Learn how to set tangible performance expectations
- Practice difficult performance discussions
- Practice writing documentation of performance issues

Brain-Based Management

.5-DAY COURSE

Our amazing brains function at high levels and with predictable patterns. Often the way we work and interact with others short-changes the effectiveness of the brain. Learn methods that align your management of people with the way the brain functions as it takes in, organizes, and assimilates information. Since every organization is a learning organization, it is important to partner with the brain's natural tendencies when leading your team. Research shows the brain becomes more active with stimulus and novelty. Learn creative ways to kick-start the brain to generate more engagement and productivity. Create a workforce that is alive, innovative, and energetic, even in the face of routine work.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Team leads, supervisors, managers

LEARNING OBJECTIVES

- Review the basic regions and functions of the brain as they relate to learning and working
- Learn how the culture of "WOW" can re-energize your workplace and your teams
- Discover 12 brain principles for provoking innovation and high morale at work
- Create ideas for brain-based experiences you can introduce to your workplace
- Learn aspects of a brain-compatible environment and generate ideas to transform your workplace

Coaching and Skill Transfer Workshop

1-DAY COURSE

This workshop is intended for supervisors, managers and leadpersons who need to guide and teach staff through brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information, knowledge and skill transfer, variations in learning styles and specific methods of effectively coaching individuals to use new skills and knowledge.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors, managers and leadpersons

LEARNING OBJECTIVES

- Understand and apply the principles of effective coaching
- Assess your own coaching skills
- Identify coaching opportunities and needs
- Apply the necessary steps in the coaching process
- Successfully transfer skills to others

Coaching as a Management Tool

1-DAY COURSE

This session looks at a shift in approach to managing employees that lends itself more to coaching than traditional top-down management. Technology and workplace changes have given employees more autonomy and freedom to be selective about priorities. The prominence of knowledge workers requires a different style of managing than the command-and-control regimen of the past.

At its core, coaching revolves around asking questions that help people discover the answers that are right for them. It stretches employees' thinking so they can be more creative in their decision making, solve problems on their own, and enjoy more clarity and innovation. This session affords managers and supervisors a new approach and specific tools to engage and elicit high performance from employees.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors or managers

LEARNING OBJECTIVES

- Identify candidates who would most benefit from coaching
- Discover methods to begin that process
- Understand when to manage, when to coach and why
- Learn the four key foundational elements of successful coaching
- Discover ways to establish and maintain trust in coaching relationships
- Learn and practice key communication tools essential to coaching
- Identify next steps and action plans

Coaching Within the Workplace

1-DAY COURSE

The three keys to successful leadership is knowing your people, getting results and establishing a positive work environment. Coaching is the leadership competency that creates development and growth within all three keys. Coaching is a process that enables learning and development to occur and performance to improve. To be a successful coaching manager, it requires understanding of the coaching process, developing core coaching competencies, choosing to become an extraordinary listener with powerful questions that move people into higher levels of performance and overcomes barriers of successful outcomes.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers, supervisors or lead workers

LEARNING OBJECTIVES

- Learn core coaching competencies
- Become a catalyst for development and growth
- Establish a partnership agreement
- Understand agreed upon accountability
- Practice coaching conversations
- Discover focused listening
- Ask powerful questions
- Learn and practice active coaching
- Perform an application activity

Collaboration Skills

1- OR 2-DAY COURSE

This course, intended for managers, supervisors and individuals in leadership positions, is designed to enhance skills and competencies that will promote teamwork, participation and employee involvement. The course focuses on teamwork, communication, leadership, conflict management and facilitation – skills that will improve your ability to create a collaborative and synergetic work environment.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Promote team effort and team success
- Interact effectively with others and create an environment of open communication
- Identify your leadership style and strengths, and learn to apply them effectively and with confidence
- Manage conflict constructively
- Facilitate meetings efficiently through effective group participation and involvement

Collaborative Teams

1-DAY COURSE

Team collaboration is essential in today's workplace. It is important to provide opportunities for teamed employees — each with separate responsibilities and styles of working — to work collaboratively without sacrificing efficiency. Creating an environment where team members feel free to openly share and become more innovative together aids productivity and generates positive morale. Learn whether your teams are collaborating or only giving lip service to cooperation. Identify the horizontal intersections in which individuals can collaborate from their vertical, silo structures. This course sheds a new perspective on collaboration among employees and paves the way for more trusting and productive teamwork.

WHO SHOULD ATTEND: Anyone leading a team

LEARNING OBJECTIVES

- Learn the difference between “teaming” and “sharing”
- Discover how working in silos leads to less effective production
- Learn how to dissolve silo thinking and gain buy-in to a collaborative environment
- Generate a matrix for collaboration among teams
- Understand the value of trust in creating sound teams
- Develop specific protocols teams can adopt to work more collaboratively together

Competency-Based Behavioral Interviewing

1-DAY COURSE

More and more public sector organizations are experiencing the real benefits that result from abandoning traditional employee selection approaches in favor of competency-based behavioral interviews. Behavioral interviews – sometimes called performance-based interviews – are based on the premise that past behavior (or performance) is the best predictor of future behavior (or performance). However, the real benefits of behavior-based interviewing can only be realized when those responsible for making hiring decisions have the skill and understanding to conduct behavioral interviews well.

This one-day course is designed for hiring supervisors and managers and HR professionals responsible for or involved in recruitment and selection work.

WHO SHOULD ATTEND: Anyone conducting interviews or involved in the selection process

LEARNING OBJECTIVES

- Understand why “traditional” interviewing styles often result in hiring the best “talkers” rather than the best “performers”
- Identify the competencies that will serve as your “shopping list” when making hiring decisions
- Describe the advantages of the behavior-based interview approach
- Practice how to design behavior-based interview questions
- Develop skills through classroom practice in the art of conducting the behavioral interview by asking the right follow-up probing questions
- Learn the best approach to scoring the behavior-based interview
- Identify “disqualifiers” that gone unnoticed result in “hiring disasters”

Conducting Effective Meetings

1-DAY COURSE

This one-day class is for team leaders, supervisors, project managers and anyone else leading meetings at work. You will learn how to plan for meetings, how to start meetings, keep things going, clarify roles, facilitate and work with difficult attendees.

This class helps you make good use of meeting time, be clear about how decisions are being made and leave meetings knowing that time was used well.

WHO SHOULD ATTEND: Team leaders, supervisors, project managers or meeting leaders

LEARNING OBJECTIVES

- List the three criteria that define a successful meeting
- Prepare agendas for productive meeting focus
- Define the four roles of meeting attendees
- Describe the four decision-making styles in meetings
- Help meetings stay on track and moving ahead
- Deal with various participant problems in meetings

Continuous Improvement

1-DAY COURSE

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Define continuous improvement
- Identify your customers and what they want
- Use data to help solve problems
- Identify team processes and how they can help
- Use meetings effectively
- Understand your vision/mission
- Align policy and practice
- Deal with change and shifting paradigms

Creating a Culture of Organizational Citizenship



1-DAY COURSE

This class is designed for public sector employees who lead, manage, and influence teams. This class will assist in helping leaders, supervisors, and managers develop the tools necessary to encourage behaviors that help to develop team unity, increase individual contributions, and promote task-driven accountability. Organizational citizenship addresses actions and behaviors that extend themselves beyond the formal obligations of a duty statement. They are not part of the job description, but the behaviors benefit the team and promote organizational functionality, efficiency, and personal responsibility. Organizational citizenship influences individuals to view their jobs as more than just a paycheck and it influences teams to become cooperatively engaged, overcome barriers, develop self-accountability, and create a culture of unity, and advanced productivity.

WHO SHOULD ATTEND: Team leaders, supervisors and managers

LEARNING OBJECTIVES

- Understand the value associated with organizational citizenship
- Learn how to develop a culture of organizational citizenship that reflects associated behaviors such as altruism, sportsmanship, and conscientiousness
- Discover how to use organizational citizenship to connect staff to the organization increasing their commitment to organizational tasks, and goals
- Identify how organizational citizenship increases trust and reduces the need for supervision
- Discover how Organizational Citizenship helps to improve personal motivation, and merges individual roles towards the greater good of the unit
- Deal with change and shifting paradigms

Creating a Learning Organization



1-HOUR COURSE

The ability to learn and quickly apply new practices and concepts, and to adapt to an ever-changing professional landscape, is becoming increasingly important in today's quickly-evolving professional setting. In light of our rapidly-changing world, research has identified Learning Agility as pivotal to the success of today's leaders. This course will introduce you to the habits of mind you need to increase Learning Agility in yourself, the people you manage, or the people you train. You will learn to develop a mindset that invites and then contextualizes new learning, and to consistently view issues and ideas from multiple perspectives, ultimately leading you to be a more effective learner who is ready to apply new concepts in varied situations and scenarios.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Appropriate for all levels

Dealing with Difficult People

1-DAY COURSE

This one-day workshop helps you deal with challenging personalities in the workplace. Emphasis is on maintaining a professional approach while coping with various problem behaviors, whether it is with customers, co-workers or even a supervisor. In this very interactive class, you will recognize specific difficult behaviors, and will have guidance for deciding what is appropriate to do about each.

You will also have the opportunity to discuss the costs of difficult behaviors, and what to do about them. You will leave this training having options and feeling more in control, rather than feeling frustrated, helpless or manipulated by difficult people.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Describe the causes underlying difficult behaviors
- Identify common difficult behaviors
- Use appropriate coping behaviors for dealing with difficult people
- Identify difficult behaviors that you display
- Improve interactions with difficult people

Developing and Motivating Productive Teams

1-DAY COURSE

Teams who collaborate effectively are essential in today's complex and changing workplace. This course explores how supervisors, managers and team leaders can tap into team members' values, motivation and engagement, creating an environment of trust and gaining buy-in for teams to work productively together.

You will identify the causes for lack of teamwork and the techniques, strategies and changes in attitude that can strengthen the team's drive and enthusiasm. Facilitation and coaching skills are taught and practiced for both individuals and teamed employees, aimed at developing their individual and collective excitement about working together.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Team leaders, supervisors and managers

LEARNING OBJECTIVES

- Discover how changing demographics and technology have affected today's workplace and how that impacts teams
- Engage in a process to elicit core values from managers and employees alike
- Discover how to shore up trust and dissolve the issues that can break down a team
- Gain insights into motivating your team using principles of "Motivation 2.0"
- Review facilitation skills and learn and practice basic coaching strategies for individuals and teams
- Understand the vital importance of nurturing team trust through transparency and "big picture" thinking
- Create action plans to generate empowered, motivated teams

Discovering and Working with Your Talents and Strengths

1-DAY COURSE

This class focuses on helping you learn when and how you are at your best: when your talents and strengths are engaged in your work and life. In class you will learn about the current research and practice of strengths-based work. You will take the Gallup StrengthsFinder™ assessment, and the class will give you a deeper understanding of your strengths and how to develop and use them for peak performance and maximum job satisfaction. The class includes group and individual exercises to help participants understand and practice bringing their strengths into their work environment every day.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Discover your top five Signature Themes of talent, based on the StrengthsFinder™ assessment
- Become familiar with your full theme descriptions, insights report, and through these grow in awareness of your strengths
- Connect your Signature Themes, insight reports and action items to your specific work
- Participate in group exercises to explore your strengths and how they relate to others' strengths in the workplace
- Gain understanding in bringing talents and strengths to a team environment
- Develop strategies to manage around, and not focus on, weaknesses

Effective Change Management

1-DAY COURSE

Designed for supervisors and managers, this course focuses on two aspects of the change process: 1) initiation, planning and implementation in the workplace, and 2) management of the change process through effective interaction with individuals, teams and stakeholders.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Plan effectively for change
- Implement and execute change plans
- Identify, understand and handle resistance to change
- Cultivate commitment to the change process and promote buy-in and involvement
- Manage teams successfully during the change process

Employee Engagement

1-DAY COURSE

Leaders at all levels of government are under enormous pressure to maintain and improve performance, while managing increased turnover and doing more with less. One proven response to this difficult leadership challenge is to improve the level of employee engagement. After all, the primary resource we have in government is talent. If our people are engaged and perform well, government will also perform well. Empirical research has clearly and convincingly shown that improving employee engagement will drive higher levels of individual and organizational performance, and help retain valued employees. This workshop provides participants with the knowledge and tools to understand what engagement is and why it matters, and measure and improve employee engagement. Participants will be able to apply what they learn to measure and improve employee engagement in their organizations.

WHO SHOULD ATTEND: Supervisors, managers, team leads

LEARNING OBJECTIVES

- Define and recognize both employee engagement and disengagement
- Explain the business case for employee engagement, particularly in government
- Explain and understand how to use a five-step process model for measuring employee engagement and taking action based on the results
- Describe the drivers of engagement, and specific actions that public sector organizations have taken to improve engagement
- Work with a sample set of engagement survey data to identify and plan steps to improve employee engagement
- Define a culture of engagement, and what its characteristics are
- Create an action plan to apply workshop learning in the participant's organization

Empowerment and Delegation

1-DAY COURSE

Effective organizational development and performance, to a significant extent, depend on managers' ability to empower their team members and to delegate authority and responsibility effectively. This course offers managers, at all levels, practical tools, skills and attitudes to efficiently empower and enable employees.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Managers and supervisors

LEARNING OBJECTIVES

- Assess your empowering and delegating attitudes and skills
- Understand and apply principles of effective empowerment
- Distinguish between the delegation of authority and responsibility
- Identify your leadership style and empowerment potential in a situational context
- Recognize and implement the necessary steps of delegation

Essential Supervisory Skills Program



This series of classes is taught by experts in the field and offers core supervisory leadership skill development in the form of interactive discussions, case studies and self-assessments to get you up and running fast in your new role and as a way to fine-tune your skills. This series focuses on the essential skills and core competencies for supervisors and managers. Five courses comprise the series and target a specific topic in each workshop to build a full complement of skills and competencies from communications to team building to addressing performance issues.

Each workshop will provide practical strategies for addressing some of the most pressing challenges that supervisors and managers face in their daily work managing and supervising their teams.

The Essential Supervisory Skills Program is comprised of five courses. Complete all courses in this series to receive a Essential Supervisory Skills Certificate.

WHO SHOULD ATTEND: Managers and supervisors

Coaching for Performance



1-DAY COURSE

Coaching your staff is imperative to both your success and your staff's success. Taking the time to invest in developing staff will help with their career development, office morale, and unit productivity. Supervisors rely on staff to complete the work, so working together to improve staff competencies benefits everyone, including the organization.

Diversity and Inclusion: Why It Matters for Leaders



HALF-DAY COURSE

This interactive course presents the foundational understanding and importance of diversity and inclusion of diversity and inclusion for leaders. Leaders will explore unconscious bias and how it impacts their environment and work relationships with colleagues and staff. They will discover how their own values, culture and experiences affect interactions with colleagues, attitudes about work, and understanding of workplace values. Leaders will gain a deeper understanding of their role in promoting a diverse and inclusive work environment.

LEARNING OBJECTIVES

- Define inclusion and diversity
- Develop awareness of unconscious biases and their impact in the workplace
- Cultivate tools to recognize and combat microaggressions
- Understand inclusive leadership competencies
- Understand the importance of inclusion and the role of an inclusive leader
- Discuss ways to have conversations around these topics when approached by staff
- Discuss tools to promptly address and correct wrongful behavior



Leadership Principles and Practices

1-DAY COURSE

In this class, you will focus on various aspects of leadership and have the opportunity to assess your own style, strengths and development opportunities. You will also journey through the difference between supervising, managing and leading. In addition to understanding the leadership values, you will develop your own personal leadership philosophy.



Powerful Communication Skills

1-DAY COURSE

In this course, you will learn how different communication styles impact effectiveness and perceptions. This course will help you be an effective communicator in various settings and in multiple channels. You will gain an understanding of your own communication style and how to adapt your style to be effective with your team, colleagues and manager.



Teamwork Skills for Supervisors

1-DAY COURSE

As a leader, possessing skills and strategies to keep teams on track and moving forward are necessary to your success as a supervisor. In this course you will explore the value of working in teams and will cover topics such as team building, conflict resolution, personality preferences, and motivation.

Facilitation Workshop

1- OR 2-DAY COURSE

In this course, you will learn various techniques, skills and methods that will enable you to facilitate group meetings, discussions and brainstorming sessions.

WHO SHOULD ATTEND: Anyone who must lead a group meeting

LEARNING OBJECTIVES

- Apply specific behaviors to attain desired climate and results in meetings
- Generate and moderate discussion
- Use techniques of problem-analysis and decision-making in a team setting
- Maintain interest and involvement for all team members
- Utilize effective verbal skills to keep group discussion on course and focused

Franklin Covey's The 7 Habits for Managers

2-DAY COURSE

This two-day workshop focuses exclusively on the management applications of The 7 Habits, giving managers the tools to take initiative, resolve conflicts and unleash the talents and passions of their teams. Designed to help managers and supervisors perform their roles effectively, this workshop will help you apply principles from The 7 Habits of Highly Effective People® to create balance in a healthy, cohesive work environment.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Increase resourcefulness and initiative
- Define the contribution you want to make in your role as manager
- Manage performance through a balance of accountability and trust
- Give constructive feedback
- Improve team decision making skills by embracing diverse viewpoints



Giving and Receiving Feedback

1-HOUR COURSE

Giving feedback to the people who report to us is an essential part of managing others' performance. Feedback should be meaningful. That sounds easy, but giving constructive feedback can be uncomfortable—and, it's even possible to go wrong with positive comments.

In this one-hour course, we'll discuss strategies for giving feedback. We'll also talk about how we can learn to be more receptive and less defensive when someone gives us feedback about our own performance or behavior.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

Improving Employee Performance and Accountability

2-DAY COURSE

This course is intended for supervisors and managers who are responsible for setting expectations, improving employee performance and ensuring employee accountability. It encompasses job documentation, communicating expectations and coaching employees to ensure success. You will learn the steps to identify and establish performance measurements and conduct the Performance Appraisal/Individual Development Plan. Additionally, you will learn to give continual positive and negative feedback as well as to provide the necessary ingredients for sufficient and effective documentation to support the progressive discipline process. You will know how to support the assessment of the appropriate adverse action when necessary. Most importantly, you will be able to motivate employees to change behavior and learn the steps to sustain the new performance level.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

LEARNING OBJECTIVES

- Be able to list how to set expectations to ensure employee accountability
- Recognize the steps to identify and establish performance standards
- Determine performance measurements to ensure accountability for each of the competencies listed on the Individual Development Plan (IDP)
- Apply the steps to effective employee coaching
- Develop the ability to give more effective positive and negative feedback
- Conduct the probationary performance review
- Conduct an effective annual performance review/Individual Development Plan
- Understand the necessary ingredients for sufficient and effective documentation
- List the steps in the progressive discipline process
- Support the assessment and facilitate the determination of the appropriate adverse action when necessary
- Motivate employees to change behavior and learn the steps to sustain the new performance level

Managing Remotely

Ideas for Motivating Your Remote Team



1-HOUR COURSE

There is endless research about the benefits of employee engagement and motivation in any organization and countless ideas about how to foster motivation in the workplace. Keeping your team motivated and engaged when your team is distributed and only connected virtually offers a whole additional set of challenges. Reap the benefits of a remote manager's experiences. Explore creative and easy ideas for motivating and engaging your team regardless of location.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

Providing Feedback to Remote Employees



1-HOUR COURSE

From determining appropriate feedback to deciding how and when to deliver it, providing feedback to remote employees requires that you think about additional feedback needs and new ways of giving it. By exploring real scenarios and examining different approaches and options, you will learn the unique challenges and opportunities of giving feedback to remote employees.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers

Setting Expectations for Your Employees Who are Working Remotely



1-HOUR COURSE

Working remotely comes with many changes for both you and your employees. Setting expectations can help maintain work continuity and make the transition easier for everyone. Learn from an experienced remote leader about how to work effectively to keep everyone on your team aligned and connected as you move to remote work. This class includes real solutions you can implement today.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Supervisors and managers



Strategies for Managing Performance Remotely

1-HOUR COURSE

Good performance management includes creating an engaging work environment, clearly communicating goals and responsibilities, acknowledging accomplishments, providing effective feedback, and addressing performance issues. All of which can become more complicated when managing a remote team. In this course, you will explore real scenarios and receive practical suggestions for successfully managing and even enhancing performance when your team is working remotely.

WHO SHOULD ATTEND: Supervisors and managers



Ways to Conduct an Effective Virtual Meeting

1-HOUR COURSE

Virtual meetings can and should be productive. Join us for this virtual training and experience best practices for running a virtual meeting. Learn what you should do before the meeting to prepare yourself and the participants, how to engage participants during the meeting to maximize the time and meeting output and post-meeting strategies to make sure everyone is on the same page.

WHO SHOULD ATTEND: Supervisors and managers



Ways to Enhance Productivity from a Remote Team

1-HOUR COURSE

Creating goals, prioritizing efforts, managing performance, and achieving results can seem even more complicated with a remote team. Draw on the wisdom of an experienced remote leader to learn strategies, processes and tools that can help you enhance the productivity of your employees wherever they are located.

WHO SHOULD ATTEND: Supervisors and managers

Meeting Management

ELEARNING

This course offers participants the opportunity to plan and prepare to lead a focused, effective meeting. The investment in this course will pay dividends every time employees meet.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Set an agenda for an effective meeting
- Facilitate meetings to stay on track and move ahead

Minimizing Unconscious Bias in Recruitment



1-HOUR COURSE

We all have unconscious biases, it isn't intended, it comes from the media we consume, our backgrounds and life experiences. All of it can shape our views and influence our decisions without us even realizing it. As recruiters, this can impact who we interview, move forward and turndown. In this webinar, participants will gain an awareness around the concept of implicit bias, the role it plays in our interactions with others, and tools to help us address and minimize it in the recruiting process.

Leadership Competency: Talent Development: Recruitment and Selection

WHO SHOULD ATTEND: Managers and supervisors

Negotiation Skills

2-DAY COURSE

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills.

Note: This is not a course in labor-management negotiation.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Develop the skills of effective negotiators
- Plan for negotiations
- Identify dirty tricks, gambits and obstacles that may be encountered during negotiations
- Break down barriers to effective communication
- Locate power sources and use them to your best advantage
- Participate in mutual agreements

Partnering Multi-Generational Work Styles

1-DAY COURSE

The multigenerational workforce is a reality. This type of workforce presents unique challenges for today's business leaders. A lack of understanding generational differences often contributes to organizational conflict which affects working relationships, reduces productivity, and increases attrition. Mature and seasoned managers can become frustrated trying to understand views and mindsets of a seemingly aloof younger generation. Younger workers feel disenfranchised with the rigid hierarchal structures.

One of the keys to thriving in this blended environment is to raise awareness of characteristics and traits of the other generations and to find the commonalities and utilize the differences in areas that best compliment the team's goals. Understanding what makes each generation tick is critical to leading and motivating your teams.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- To be aware and understand generational characteristics
- To identify perspectives and expectations held by other generations
- To leverage generational differences
- To better manage, recruit, and develop a multigenerational workforce

Performance Appraisal and the IDP

1-DAY COURSE

This course will provide specific guidance as to how a manager or supervisor can effectively conduct the employee's performance appraisal summary (PAS) and individual development plan (IDP). To begin, an in-depth review of the purpose and importance of the PAS/IDP will be presented. You will learn specific steps and strategies for establishing performance expectations, linking these expectations to the Strategic Plan and Duty Statement, and conducting the performance review.

WHO SHOULD ATTEND: Supervisors and managers who want more guidance and strategies for conducting the performance appraisal and IDP

LEARNING OBJECTIVES

- Identify barriers to conducting performance appraisals
- List the benefits and impacts (both tangible and intangible) of performance appraisals
- Describe the process for establishing performance expectations
- Practice conducting an effective performance appraisal

Performance Management Series



1-HOUR COURSES

This series of one-hour trainings are designed for managers and supervisors to fine-tune and hone their skills. Each course in the series focuses on a specific topic related to aspects of engaging and energizing staff and teams for performance and success.

The Performance Management Series is comprised of four courses. Complete all courses in this series to receive a Performance Management Series Certificate.

WHO SHOULD ATTEND: Supervisors and managers

Energizing People for Performance



1-HOUR COURSE

A universal struggle of managers is how to motivate employees; sometimes we may feel unmotivated ourselves.

In this one-hour course, we will discuss what it means to be motivated (and unmotivated) and strategies for energizing employees toward better performance.

Mission Centric Expectations and Goals



1-HOUR COURSE

Employees function best in an environment where they know what we expect of them and we hold them to that standard. Discussing levels of authority and expected outcomes are especially important when we delegate tasks.

In this one-hour course, we will discuss effective ways to communicate expectations, as well as best practices for delegating.

Performance Management



1-DAY COURSE

This course is an overview of the Performance Management Cycle. Maximizing individual performance is an ongoing process of planning, monitoring, developing, evaluating, and recognizing individual performance. We will explore each process.



Recognizing Employees Contributions

1-HOUR COURSE

Recognizing employee contributions should be an integral part of any performance management strategy. The good news is it's easy to do and usually costs nothing; the bad news is it's easy get wrong.

In this one-hour course, we will discuss how to create a culture of recognition in our workplaces and brainstorm specific and meaningful ways we can call out stellar performance.

Preventing Workplace Harassment

1-DAY COURSE

Preventing Workplace Harassment covers all types of unlawful harassment and retaliation and includes practical, easily understood explanations of manager/supervisor responsibilities and liability, and employee complaint procedures.

This course provides employees and supervisors with important guidance on harassment prevention in the workplace by focusing on what constitutes harassment and what steps can be taken to prevent it. This training provides tools for identifying these behaviors and preventing them from escalating into a hostile environment.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- How the law defines sexual harassment
- Determining when sexual conduct is unwelcome
- Determining whether a work environment is hostile
- Conduct that affects the job
- Other special issues (e.g., same gender harassment, 3rd party harassment, preference, defamation, retaliation)
- What preventive actions employers can take
- Employee responsibilities
- Supervisor responsibilities

Reinforcing Customer Service

.5-DAY COURSE

This course is designed for managers and leaders of customer service teams. Leading a customer service team can be both challenging and rewarding; with the changes in technology, and the increased expectations of the customer, the demand for a better customer service experience has increased. Leading a customer service team involves not only the accurate and consistent delivery of goods, but also the interpersonal human dynamics that comprise the customer's overall experience. This course will cover multiple aspects of managing a customer service team which include identifying the methods associated with customer service excellence, learning how to reinforce customer service tools, creating a culture for change that remains relevant to the ever-changing customer needs, building trust within the service team, building trust between the team and leadership, and building trust between the customers and the service team.

WHO SHOULD ATTEND: Managers and supervisors

LEARNING OBJECTIVES

- Identify how you as a manager lead your team to model customer service excellence
- Learn how to reinforce customer service tools and drive your team towards utilizing these tools for a more engaged customer service delivery
- Understand how to be relevant by creating a culture of change that lends itself to continually improving customer service
- Learn how to build trust and confidence in your team equipping them to provide exceptional customer service

Relationship Strategies for the Workplace

1-DAY COURSE

Ever wonder why others behave the way they do? Ever wonder how you come across to them? In this class, you will increase effectiveness and understanding of others (and yourself) in the workplace. We use a four-part model to explain and interpret human behavior. It is a non-threatening way to present information about personality styles so they can be viewed in a positive light. This also gives more specific personality information to individuals in order to build strong relationships in the workplace.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Describe the four dimensions of personality
- Identify your own work behavioral style(s) as well as the strengths and drawbacks of each style
- Build on personal strengths and minimize weaker areas for increased effectiveness
- Improve work relationships through understanding different behavioral styles, and what each has to contribute to the team

So You Want to be Supervisor

1-DAY COURSE

This course is designed for people who are currently deciding whether a supervisor job is right for them. At the end of the one-day course, you will better understand what it takes to become a supervisor in State government and be able to determine if you are ready for the increased responsibilities associated with this position.

WHO SHOULD ATTEND: Anyone considering a promotion into a supervisory position

LEARNING OBJECTIVES

- Know the legal definition of a supervisor in California state government
- Assess your attitude about and readiness for becoming a supervisor
- Discuss motivations for becoming a supervisor
- Gain insight into a typical day in the life of a supervisor
- Explore the benefits of being a supervisor for self and the organization
- Discuss some of the core competencies required to be a supervisor
- Discuss traits and behaviors of an effective supervisor
- Learn the many roles of a supervisor
- Examine the responsibilities and tasks of a supervisor
- Understand the organization's expectations of supervisors

Success Habits

1-DAY COURSE

Virtually all highly successful people have a number of traits and behaviors in common. You will learn the strategies they use to improve your personal and professional effectiveness. The actions and attitudes of these achievers can be modeled. We watch others who are successful and getting the results we want, and then we model their strategy. Success actions are developed, and those who are successful can instantly point out exactly who they learned their success skills from. What this means is that there are learnable models for generating great results. By using these same actions, attitudes and behavior patterns, you can begin today building the tomorrow you desire.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Gain methods for having greater balance in your personal and professional life
- Identify destructive mental and behavioral habits
- Develop a growth plan for success
- Know how to distinguish the difference between successful and unsuccessful attitudes
- Learn the steps to changing and overcoming success blocks
- Refine your ability to rapidly build a connection with others
- Learn how to manage your comfort zone during a change or transition
- Gain strategies proven successful in reducing stress and pressure
- Know how to overcome feeling overwhelmed even during a conflict
- Learn ways to improve your mental focus
- Know how to gain control over negative thinking patterns
- Learn to communicate so people want to partner with you

Supervisory Skills Refresher

1-DAY COURSE

Numerous studies have concluded that the most effective way to improve organizational performance is to improve first level supervision. In this course targeted for supervisors who took a supervision course more than two years ago, we will give you the tools to grow your skills. You will refresh and deepen your skills around the most challenging supervisory topics including dealing with a difficult employee, performance management, coping with change and stress, and improving your leadership skills. At the end of this course, you will be more confident and better equipped to deal with supervisory issues.

WHO SHOULD ATTEND: Supervisors with at least two years of experience

LEARNING OBJECTIVES

- Learn how to manage a challenging employee and practice an effective counseling interview through role plays
- Learn effective interpersonal skills to create and maintain a productive dialogue with employees and your manager
- Practice several ways to help employees cope in stressful times, including raising morale, prioritizing projects and improving processes
- Help your employees thrive in times of constant change

Tapping the Talents of Younger Generations

.5-DAY COURSE

The largest demographic group since the Baby Boomers is rapidly moving into today's workplace. The Millennials – or "Generation Y" — are then closely followed by another sizable group, Generation Z. This course looks into what shapes people of these generations. It dispels prevailing myths and underscores the valuable characteristics, traits, and benefits they bring to a workplace. Learn best practices to team with and manage these generations, tapping into their innovation and independence to successfully engage them in your existing work ethic and culture.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Explore the differences and surprising similarities of the generations at work
- Review the characteristics of each generation — what has influenced them, the messages that have impacted them, their values, expectations, and system of rewards
- Learn how to successfully blend younger and older generations
- Discover recommended ways to manage the younger generations in ways that are inclusive and beneficial to all
- Create a plan of communication targeted to those in younger generations for mutual learning and shared experiences

Team Development for Leaders

1-DAY COURSE

This course explores team dynamics and development from the newly formed team to a team that can function without direct leadership support. If you are asking yourself "How can I identify what my team needs?", "What state are they in and what's coming next?", "What's normal?", "How do I grow my team to work more independently?", then this class is for you. We'll work with several assessments for both you and your teams, gain an understanding of how teams develop and grow, and explore strategies to move teams into new, higher functioning, developmental stages.

This class is recommended for new and established leaders (not appropriate for those not yet leading teams).

WHO SHOULD ATTEND: New and established leaders, team leads, supervisors, or managers

LEARNING OBJECTIVES

- Learn the characteristics of stages of team development
- Understand more about the current team you work with by being able to identify their stage of development
- Gain a clear understanding of the challenges each team stage presents to those in a leadership role
- Create strategies to move your team through their current developmental stage
- Work with classmates to create a development strategy to implement after the course
- Identify areas you might improve to become a more effective team leader

The Art of Delegation

1-HOUR COURSE

By systematizing delegation, leaders and managers can delegate to save time and improve work-life balance. Learn to develop a delegation process that helps you identify tasks for delegation, understand levels of authority and agency, target the right people for delegation, and design the delegation process to ensure success from the beginning.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: New and established leaders, team leads, supervisors, or managers

LEARNING OBJECTIVES

- At the end of this class, you will be able to:
- Articulate the different levels of delegation
- Apply a model of successful delegation
- Identify and support the success of team members with delegated tasks
- Establish timelines for delegated tasks

Thinking Strategically, Acting Mindfully

1-DAY COURSE

In our fast-paced workplace, it is difficult to find time to reflect or strategize for the future. Yet having a vision, a plan, and strategies to implement them are critical to keeping things moving in the right direction. This course introduces a critical thinking process for developing strategy plans. Participants learn and practice various strategy planning models. The key to any successful strategy lies in its implementation. Using mental imagery and other mindfulness techniques, you will learn to create focused, caring and inclusive methods of implementation in ways that gain buy-in from stakeholders.

The course meets the requirements of Government Code 19995.4(c) of 20-hours of continuing professional education biannually for all levels of supervisors in state service.

WHO SHOULD ATTEND: Team leads, supervisors, department heads, managers, top leaders

LEARNING OBJECTIVES

- Articulate the differences between goals, strategies, objectives, and action plans
- Learn and practice critical thinking skills designed to elicit thinking required to create strategies
- Discover multiple methods for developing strategies, including balancing various points of view affected by the strategy
- Understand the importance of perspective in both strategy planning and successfully communicating plans to others
- Recognize the value and benefit of mindfulness in today's workplace
- Learn and practice six mindfulness techniques
- Create a specific strategy plan for your organization

Train Your Brain for Positivity

2-HOUR COURSE

William Shakespeare wrote, “For nothing is either good or bad but thinking makes it so.” And Buddha before him claimed, “What we think, we become.” Philosophers and scholars throughout the ages speak to the power of our thoughts to control the outcomes of our lives. So why do we tend to have thoughts of doubt, worry, and fear? Why do we dwell on the negative? And how can we shift our thinking to be more beneficial to us?

This course reveals how our brains can lock into positive thought patterns. You will learn techniques to build your confidence in rechanneling your thoughts to more constructive outcomes. See how shifting your perspective can keep you out of the rabbit hole of negativity and into the open field of thinking more positively about yourself and your life.

WHO SHOULD ATTEND: Appropriate for all levels

Unleashing Creativity at Work

1-DAY COURSE

The World Economic Forum identified the top three job skills as complex problem solving, critical thinking, and creativity. Without creativity, there is no innovation – something essential in the fast-paced workplace of today. Creativity is a uniquely human trait and despite the perspective that it only exists as an artist’s spark of genius, it is a structured process that can be learned and applied at work. This course will reignite your own creativity and offer methods to tap into the creativity and innovation of others. Learn how to create a work environment that supports and nurtures creativity so that you and your employees feel more empowered to solve problems, make decisions and initiate new ideas.

WHO SHOULD ATTEND: Appropriate for all levels

LEARNING OBJECTIVES

- Understand the nature and importance of creativity in today’s workplace
- Learn and practice creative ways to solve problems and make sound decisions quickly
- Discover seven ways to unleash your creativity and the creativity of others
- Understand the creative process and how it applies to everyday work tasks
- Participate in activities that unleash your creativity and shift your perspective from problems to possibilities

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