

***Helping public agencies
acquire, retain & develop
the best employees***

***2008-2009 Course
Description Catalog***

TALENT MANAGEMENT CONTINUUM

Providing the complete range of human resource services for better recruitment, selection and development of employees.



Organizational Strategy

Organizational Assessment, Redesign and Re-engineering
Workforce Planning
Succession Planning
Competency Models
Performance Management
Career Development Systems



Acquisition

Recruitment
Staffing and Classification Services
Employment Testing
Assessment
Applicant Tracking and Testing Systems



Development

Leadership and Management Development
Employee Training
Staff Development and Mentoring Programs
Team Building and Facilitation



Retention and Deployment

Classification and Compensation Studies
Employee Relations
Rules, Policies and Procedures Development
HR Outsourcing

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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 a 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.

Objectives:

- Identify barriers/problems that may be encountered in doing staff work and alternative solutions to overcoming those barriers
- Identify factors to consider when preparing a recommendation
- Demonstrate a 7-step approach in analyzing a practical, work-related case
- Prepare a written recommendation using the "action memo" format

Critical Thinking (Introduction to)

2-day course

This course covers concepts and methods central to sound critical thinking. It provides skills useful to analysts during problem identification, identifying and evaluating alternatives, and other steps in the problem solving process

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
- Analyze arguments
- Distinguish between the parts of an argument
- Identify explicit and implicit premises
- Identify assumptions
- Identify and distinguish between different types of fallacies

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Introduction to Analytical Staff Work

2-day course

If you are a new analyst or are considering a career as 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 to 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.

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
- Recognize report formats commonly used by State analysts



Developing Analytical Skills

5-day course

The course is structured into two parts: Part One is a three-day skill building workshop related to roles and responsibilities of analysts and the essential skills and tools required to perform analytical work. You will then spend 20-40 hours back on the job completing a study of an organizational issue.

Approximately four to five weeks later, you will return for Part Two, a two-day session during which you will present your project orally and in writing. The instructor will assess each presentation.

Make-up sessions or partial days are not possible with this class.

This comprehensive course covers each step in an analytical project from beginning to end. It explains tools and techniques necessary at different phases of the study and gives participants an opportunity to apply their knowledge to an actual work project. This course will benefit Staff Services Analysts, Associate Governmental Program Analysts, Management Services Technicians, Personnel Technicians, Budget Technicians, or equivalent classifications.

Supervisor's note: you will need to work with the participant in selecting a work-related issue for study prior to attendance. You will receive instructions upon registration. You should provide the necessary work time for the participant to complete the project on the job – normally from 20-40 hours are needed.

Objectives:

- Identify and describe the roles and responsibilities of analysts in State government
- Learn and apply tools for gathering, organizing, and analyzing data
- Create alternatives and develop criteria to evaluate them
- Write an issue paper using a specified format
- State your analytical findings and recommendations in a ten-minute oral presentation
- Recognize skills for non-defensive communication and collaboration

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Legislative Bill Analysis

2-day course

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

Objectives:

- Describe the State of California legislative process including how a bill becomes law
- Define and discuss at least twenty 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 does visit the Capitol- please wear comfortable clothing and shoes.

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 ten resources that will assist you in understanding the legislative process and learn how to utilize these resources effectively
- Use the internet for monitoring and tracking legislative activity



Problem Solving and Decision Making

4-day course

This program 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.

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
- Use basic data collection tools and techniques
- 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
- Describe a process for making ethical decisions when all parties feel that they are “right”
- Present four effective formats for communicating and selling ideas
- Transfer training content and process into the daily work environment

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Productive Thinking Workshop

1-day course

Raise the power of your thinking — think better, work better, do better!

Your organization's most important resource is its capacity for productive thinking. The better your people can think, evaluate, and apply their ideas, the more successful they can be.

CPS is pleased to announce that it has negotiated with thinkx intellectual capital for the delivery of its proprietary Productive Thinking Workshop. This workshop is delivered to Fortune 500 Companies around the world, but is available through CPS by special arrangement at a dramatically reduced price.

The Productive Thinking workshop will introduce you to the essential principles of a new and powerful thinking methodology. You will understand the keys to unlock your natural productive intelligence and unblock your thinking. You'll learn and apply the skills you need to develop your untapped thinking capacity to solve problems, discover opportunities, and implement solutions.

Objectives:

- Learn to recognize and overcome the three most common barriers to thinking more productively.
- Experience how to break the unproductive thinking patterns holding you back.
- Learn to apply the single most effective productive thinking principle ever developed.
- Discover the two core productive thinking tools that can transform the way you approach problems.
- Unlock the wealth of ideas and answers already inside you.



Project Management

3-day course

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing, and monitoring operations and projects. You may bring a work project to class.

Objectives:

- Use the “paired-comparison approach” to establish multiple project priorities
- Prepare project definition statements identifying project objectives
- Prepare “work-breakdown structure” diagrams
- Use a formal approach to estimate project component completion times
- Prepare “Linear Responsibility Charts” to identify project responsibilities
- Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status
- Identify different techniques for motivating project team members
- Prepare “risk assessment and planning” documents

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Writing Skills for Analysts

1-day course

Like the tip of an iceberg, the final written product is the only evidence of the underlying writing process. Yet too often we neglect to understand this vital connection of process to product. Who are our readers? What do we want our document to accomplish? How have we met the needs of our readers as well as of our superiors? Does our tone help or hinder our purpose?

In this one-day course, you will dive below the iceberg tip. You will learn how to analyze your writing task, determine your audience and purpose, and select the most effective strategy. By examining the writing process behind the final product, you will learn how to write more effective, deliberate documents—documents that are clear, coherent, and compelling. The tips and techniques learned in this class are especially beneficial to collaborative writing.

Note: Please bring a writing sample to class—a letter, memo, email, or report.

Objectives:

- Recognize importance of writing process to final product
- Analyze the writing task: message, readers, tone, and purpose
- Identify primary purpose of document: to inform or persuade
- Identify actual and potential readers; analyze their needs, values, and attitudes
- Determine appropriate strategy and style to accomplish purpose
- Include essential elements of effective workplace writing



Budget Change Proposal Overview

1-day course

This course is designed for persons who prepare, review, or administer Budget Change Proposals (BCPs), or those who are preparing themselves for these roles. This workshop provides you with an overview of the BCP process and offers discussions, exercises, and simulated situations. This course is intended to be taken in conjunction with course #642 (Budget Process Workshop). For your convenience, some of the courses are scheduled on consecutive days.

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

Budget Process Workshop

2-day course

This course is designed for people who prepare, review or administer budgets or who are preparing themselves for these roles. The workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions, and simulated situations. This course is intended to be taken in conjunction with course #643 (Budget Change Proposal Overview). For your convenience, some of the courses are scheduled on consecutive days.

Objectives:

- Understand the role of budgets in conducting state programs
- Describe the three stages of budgeting: a) Development; b) Enactment; and c) Administration
- Understand the numbers and language in the Governor's Budget and Appropriations Act
- Understand the differences between budgeting styles
- Understand constitutional and statutory provisions related to the budget process
- Track departmental budget preparation, its approval, and administration

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Budgeting Skills

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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.

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

Cost-Benefit Analysis Workshop

1-day course

This workshop for analysts and managers introduces the rational, 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.

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



Program Analysis and Evaluation

3-day course

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

Please bring a small calculator with you to the class. Participants are also encouraged to bring information about a program that may be the focus of their analysis and evaluation.

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

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Statistics

4-day course

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

Note: Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if the "data analysis pak" is installed--check the "add-ins").

Prerequisite: It is essential that you have completed high school mathematics, including some algebra. Any study of statistics presumes basic math knowledge. Some participants may find it better to take course Basic Math Skills for Work, prior to attending this class.

Objectives:

- Understand basic statistical concepts, sampling, and sample size
- Create a frequency distribution and chart or graphic presentation
- Calculate central tendency measures: mean, median, and mode
- Calculate measures of variance: standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.
- Calculate a test of correlation
- Communicate data findings effectively using data presentation techniques



Career Dev. Series Part I - Career Match

1-day course

Are your talents, interests, values and personal qualities being fully utilized in your job? Do you like your job but want to get energized and excited about work again? In this one-day course you will develop a Career Development Plan that outlines internal and external resources available to you so you can return to work refreshed, positive and focused on partnering with your agency in achieving your professional goals.

Objectives:

- Identify issues and trends in the public sector and their impact on your career development
- Develop a five-year Career Vision – what you want your future work life to look like
- Receive a personalized career inventory based on your personality type and career interests and identify their influence on your career development
- Identify potential career matches by evaluating results against various industries, agencies, professions and positions within the public sector
- Outline a Career Development Plan to achieve your Career Vision
- Design strategies to implement your Career Development Plan back on the job the very next day!

Note: This course includes an online administration of the Strong/MBTI Career Report that MUST be completed at least one week prior to class. Once registered, you will receive the login credentials to take the assessment. Your personalized report will be given to you in class.

This is the first part of the Career Development Series. Although it is not mandatory to take all three sessions, it is encouraged as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the series, it is also recommended that the sessions be taken in order. If you have taken “Life after Public Service,” you do not need to take this class and can continue with parts II and III.

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Career Development Skills

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Career Dev. Series Part II - Resumes

1-day course

This course is designed for those individuals who need to write or update a resume for an upcoming interview, an informational interview or just to have on hand should an opportunity arise. Your resume is often your ticket into an interview. This one-day course will help you create a market-driven resume that will get you into the front row.

Objectives:

- Discover the advantages of an effective career communications strategy and the dangers of a poor one
- Create a market-driven resume that differentiates you from the crowd
- Identify your professional accomplishments and articulate them in a way that gets people's attention
- Rework these principles into your own resume
- Outline the steps necessary for creating an ASCII resume 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
- Learn about cover letter formats that hiring managers love to see
- Create a market-driven Career Communications Strategy that delivers an accurate, consistent, impressive message about the assets you bring to any organization
- Please bring a copy of your resume to class along with any other helpful materials such as performance reviews, letters of recommendation, awards, etc.

This is the second part of the Career Development Series. Although it is not mandatory to take all three sessions, it is strongly recommended as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the Career Development Series, it is also strongly recommended that the sessions be taken in order.



Career Dev. Series Part III - Interviewing

1-day course

One sure way to create anxiety is to think about an upcoming interview! The interview is your best opportunity to let your target audience know what you have to offer and how you are the best candidate for the position. After all, the only thing they know about you is what you tell them! And how you tell them can make all the difference.

Objectives:

- Get ideas as to how to set yourself apart from the crowd and develop one of the strongest interview strategies
- Review different interview formats, the advantages and disadvantages of each and how to best prepare for them
- Learn what employers are really looking for behind those dreadful behavioral interview questions
- Outline the do's and don'ts of effective interviewing before, during and after the interview
- Evaluate the importance of the final transition and its impact on your success in your new position, your previous position or agency, on your overall communications strategy and Career Development Plan
- Be sure to bring your resume, accomplishment statements and Career Development Plan with you to class.

This is the third part of the Career Development Series. Although it is not mandatory to take all three sessions, it is strongly recommended as there will be reference made to concepts presented in the other two sessions. To receive the greatest benefit from the Career Development Series, it is also strongly recommended that the sessions be taken in order.

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CPR and First Aid for Adults

1-day 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.

Topics included are: 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 can be added as needed.

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 2 years.

Get That Job!

1-day course

This class is for people who are seeking a job change and need to brush up their resume and improve their interviewing skills. The workshop will include how to focus your resume and present your skills in alignment with the job you are after.

Objectives:

- Identify your career and job preferences using a vocational interest inventory
- Find out what the job involves and what the hiring people are looking for
- Focus your resume on the job you seek
- What to include--and what to leave out--of your resume
- Use fonts and format to focus the reader's attention on the skills that match you to the job
- Understand the role of the interviewer and the new methods they may use in your interview
- Anticipate interview questions and prepare specific examples of your experience
- Understand that you only get one chance to make a good "first impression"
- Present yourself in the best light both verbally and non-verbally
- Prepare yourself for answering the more difficult questions you may be asked



Increasing Human Effectiveness

1-day course

Increasing Human Effectiveness is a personal development program, created by Edge Learning Institute, that empowers people with tools to break through self-imposed limitations, resulting in greater productivity and a healthier bottom line. It lays the foundation for self-management personal accountability. It focuses on the most significant causal factor that determines purposeful behavior – the personal beliefs and attitudes of people.

Objectives:

- Accept new ideas
- Displace non-productive attitudes, habits and beliefs
- Accept personal responsibility and become a more effective self-manager
- Overcome fear of failure and become more confident
- Motivate yourself and others with dignity

Career Development

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HR Practices, Policies, and Compliance Courses

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AB 1234: Local Agency Ethics

2-hour course

This course meets the requirements of AB1234.

Objectives:

- Review ethics laws required by AB 1234, including those related to: Transparency in government; Fair process and due process; and Gifts, compensation and financial concerns
- Examine the role of ethics in the workplace to help develop a strategy for ethics within your agency

Developing a Blogging & Social Networking Employee Policy

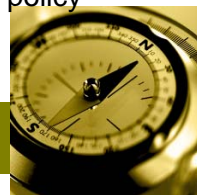
1-day course

This course is a dynamic, visual and eye-opening tour of the issues employee blogging and participation in social networks present for the public sector organization. It provides an overview of blogging and social network behaviors, identifies key organizational issues and assists in establishing sound policies for blogging, public commenting, and other online media participation.

More than 60 million Americans write a blog. Social networks such as MySpace and Facebook are the most trafficked sites on the web. Public sector employees are participating both on and off the job and these two states are blurring. Public organizations are also beginning to use blogs and other "new media" to disseminate information internally and externally. Simple but vital organizational policies will keep everyone properly informed of rights and responsibilities when employing the benefits of real-time publishing online.

Objectives:

- Learn how blogs and social networks are being used in government
- Learn how blogs and social networks disseminate information and the culture that rules them
- Recognize the organizational issues online media participation by employees poses
- Apply the understanding of online media participation to developing a guide for public sector employees
- Plan a contemporary organizational media policy



HR Practices, Policies, and Compliance Courses

Sexual Harassment Prevention

2-hour course

This course is for employees and supervisors who need information on sexual harassment prevention in the workplace by focusing on what constitutes sexual 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.

This course meets the requirements of AB1825.

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

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Supervisor's Guide to the Americans with Disabilities Act (ADA)

1-day course

This class is designed to acquaint public agency supervisors and ADA Coordinators with Title I of the ADA, the provisions dealing with employment. The seminar will provide information on how to interpret the law and implement it with respect to applicants and employees. Attendees will receive information on resources which can be accessed to assist in dealing with cases arising from recruitment to termination. This seminar is designed from a practical point of view, so learners leave with skills they can use in day-to-day activities.

Objectives:

- Identify available resources to support your department's mission, program and service objectives while complying with the ADA
- Acquire tools used to determine essential functions vs. non-essential functions of a job
- Evaluate ADA's role in recruitment and selection, discipline and discharge
- Discover methodology to work agency's IIPP and Product Safety Bulletins and how to work these into the unit's training program.

Violence Prevention in the Workplace

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.

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



HR Practices, Policies, and Compliance Courses

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 a number of different HR disciplines. This program offers a total of 6.0 CEU credits through California State University, Sacramento - College of Continuing Education and a certificate for completing all six courses within three years. These one-day and two-day classes provide core basics as well as some 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, 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.

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

The Certificate Program

Courses are offered individually, but students who complete all six courses in the series within a three year period will earn a CPS-CSUS HR Academy Certificate.

There are six courses included in the certificate program:

1. Fundamentals of HR
2. Job Analysis
3. Classification and Compensation
4. Exam Development and Administration
5. Recruitment
6. Employee Relations

All classes earn continuing education units from CSUS College of Continuing Education. Each full day of class earns .7 CEU. Advance enrollment is required so no substitutions are allowed.

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ESL Grammar and Writing Skills

2-day course

This course is for non-native speakers of English. In this class you will learn skills to help improve your grammar, discover tips for writing e-mail and other types of documents, and practice writing better sentences and paragraphs.

Objectives:

- Identify the major of parts of speech
- Apply rules for subject-verb agreement
- Learn to use various verb tenses correctly
- Understand and apply rules for article and preposition usage
- Identify and correct grammar errors in sample documents
- Discover techniques for combining and writing sentences correctly
- Write a paragraph that contains a topic sentence and supporting details
- Learn e-mail etiquette

ESL Speaking and Listening Skills

1-day course

This course is for non-native speakers of English. In this class, you will learn to recognize and use the sounds of American English, stress, rhythm, and intonation patterns. You will also have an opportunity to practice communicating your ideas in work-related situations while learning some helpful cultural tips.

Objectives:

- Improve confidence and skills in understanding and speaking English
- Recognize and use sounds of American English
- Recognize and use stress, rhythm, and intonation patterns
- Practice work-related speaking and listening skills
- Learn some practical cultural tips for work-related situations



Persuasive Communication

1-day course

Decision makers have little time to evaluate ideas and are expected to make effective decisions quickly. With an emphasis on preparation and delivery, you will learn how to assemble and present the information necessary to help your target audience recognize the value of your ideas and recommendations. Improve your working relationships and position yourself as an insightful contributor with the persuasive communication strategies covered in this one-day class.

Objectives:

- Identify persuasive data and how to deliver it
- Utilize emotional and logical persuasion techniques
- Match delivery method to message for maximum impact
- Understand communication barriers and how to break through them

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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 how to 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.

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 (Introduction to)

1-day course

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

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



Leading Effectively

1-day course

Leading Effectively helps managers and supervisors strengthen their abilities to challenge, inspire, enable, model, and encourage. These abilities will enable them to lead others in getting extraordinary things done in their organizations. Based on research presented in the best-selling book *The Leadership Challenge*, this workshop focuses on practices common to most extraordinary leadership achievements. The workshop also focuses on concrete behaviors that are the basis for these important leadership practices.

Objectives:

- Understand the difference between management and leadership
- Understand the key ingredients of effective leadership
- Identify their own leadership strengths and areas to improve
- Model the behavior they expect of others
- Inspire a shared vision
- Challenge the process in order to stimulate innovation and change
- Enable others to act by fostering teamwork, collaboration, and trust.
- Encourage the heart by recognizing and celebrating people's contributions.

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Leadperson Workshop

3-day course

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

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



Problem Solving and Decision Making

4-day course

This program 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.

Objectives:

- Define a problem, write a clear problem statement, & 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
- Use basic data collection tools and techniques
- 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
- Describe a process for making ethical decisions when all parties feel that they are “right”
- Present four effective formats for communicating & selling ideas
- Transfer training content and process into the daily work environment

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Project Management

3-day course

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing, and monitoring operations and projects. You may bring a work project to class.

Objectives:

- Use the “paired-comparison approach” to establish multiple project priorities
- Prepare project definition statements identifying project objectives
- Prepare “work-breakdown structure” diagrams
- Use a formal approach to estimate project component completion times
- Prepare “Linear Responsibility Charts” to identify project responsibilities
- Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status
- Identify different techniques for motivating project team members
- Prepare “risk assessment and planning” documents



Coaching & 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.

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
- Prepare employees and team members to undertake new responsibilities and challenges

Collaboration Skills

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.

Objectives:

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

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Continuous Improvement (Introduction to)

1-day course

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

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

Effective Change Management

1-day course

Designed for 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.

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.



Generational Challenges and Opportunities in the Workplace

4-hour course

Never in the history of American business have there been four generations in the workplace. The generational diversity and the challenges and opportunities it presents will be the focus of this class. Through an interactive learning process, participants will understand the differences between the four generations and learn how to recruit and motivate them.

Objectives:

- Overview of the differences between the four generations and common generational characteristics
- Understanding of the different motivational triggers for the generations
- A discussion regarding the new definition of organization loyalty
- Learning new recruiting methodologies that appeal to the Generation X's and Generation Y's

Leading Effectively

1-day course

Leading Effectively helps managers and supervisors strengthen their abilities to challenge, inspire, enable, model, and encourage. These abilities will enable them to lead others in getting extraordinary things done in their organizations. Based on research presented in the best-selling book *The Leadership Challenge*, this workshop focuses on practices common to most extraordinary leadership achievements. The workshop also focuses on concrete behaviors that are the basis for these important leadership practices.

Objectives:

- Understand the difference between management and leadership
- Understand the key ingredients of effective leadership
- Identify their own leadership strengths and areas to improve
- Model the behavior they expect of others
- Inspire a shared vision
- Challenge the process in order to stimulate innovation and change
- Enable others to act by fostering teamwork, collaboration, and trust.
- Encourage the heart by recognizing and celebrating people's contributions.



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Measuring Your Organization's Performance

2-day course

This course for managers, strategic planning team members, and analysts will help participants assess the performance of their organization, understand how to make comparisons about performance, and identify areas for improvement. Combined with Strategic Planning Workshop and Performance Based Budgeting, this course will provide the foundation to help you develop a strategic plan in your department.

Objectives:

- Develop performance measures to ensure accountability in your department's strategic plan
- Identify, define and validate potential indicators
- Establish systems and methods to capture performance data
- Link performance measurement to management processes and systems
- Apply the concept of the "balanced scorecard" to your organization
- Compare performance with other organizations
- Report and analyze performance results; make adjustments as needed
- Organize and prioritize performance measures
- Use feedback and communication tools



Multicultural Workforce Management

1-day course

Multicultural Workforce Management is designed to help managers and supervisors in developing the communication, interpersonal, and group facilitation skills that help them more effectively supervise and manage individuals from different cultural backgrounds.

The workshop (1) builds awareness of key cultural differences, (2) focuses on key cross-cultural communication skills, (3) enhances skills in building relationships across cultures, and (4) provides strategies for developing a high performance multicultural team.

Objectives:

- Understand how specific cultural differences affect communication, interpersonal relationships, and teamwork in the workplace
- Develop key skills for effective cross-cultural communication
- Develop strategies for resolving on-the-job situations that produce misunderstandings and conflict
- Understand how to motivate international employees
- Build a cohesive and effective multicultural team
- Identify and manage cultural differences that may affect efforts at quality improvement, employee involvement, and employee participation.

Negotiation Skills Workshop

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.

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

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Seven 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.

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

Strategic Planning Overview

1-day course

For managers, planning team members, and analysts, this workshop introduces the concepts and processes involved in developing, implementing, and maintaining a strategic plan. This workshop is often taken in concert with Measuring Your Organization's Performance and Performance Based Budgeting. Taken in series, these workshops will provide you with the foundation you need for developing a strategic plan in your department.

Objectives:

- Describe internal and external assessment processes
- List the importance of the mission, vision, and value statements
- Describe the linkage of goals and objectives for your organization
- List performance measures that show when a goal has been achieved
- Discuss the action plan describing the steps to achieve an objective
- Describe how to align workforce development programs with your strategic plan



Strategic Planning Workshop

2-day course

For managers, planning team members, and analysts, this workshop introduces the concepts and processes involved in developing, implementing, and maintaining a strategic plan. This workshop is often taken in concert with Measuring Your Organization's Performance and Performance Based Budgeting. Taken in series, these workshops will provide you with the foundation you need for developing a strategic plan in your department.

Objectives:

- Perform internal and external assessment of your organization
- Write mission, vision, and value statements
- Draft goals and objectives for your organization
- Write performance measures that show when a goal has been achieved
- Write an action plan describing the steps to achieve an objective
- Align workforce development programs with your strategic plan

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Strengthening Leadership and Managerial Communication *4-hour course*

This class will provide managers and leaders with the strong communication skills required to build the enthusiasm, motivation and commitment necessary for workforce success. This course includes utilization of an extremely informative assessment tool and workbook to continue participants' learning and practice.

Objectives:

- Identification of the four communication styles, their strengths and challenges
- Improvement of communication confidence and effectiveness
- Strengthening of communication within leadership and managerial roles
- Opportunities to bring up challenging real-life situations within the class

Workforce/Succession Planning Basics *1-day course*

This one-day class will provide an understanding of Workforce/Succession Planning. The class explores the upcoming "Perfect Storm" that will impact the global workforce. The Perfect Storm is a combination of changing technology, continuing cost containment, the growing importance of knowledge capital, four generations in the work place, coupled with a global shortage of people to fill existing positions.

Participants will have an opportunity to understand the steps of Workforce/Succession Planning and what is required to begin the Workforce/Succession Planning process.

Objectives:

- Understand the coming crisis faced by public sector
- Understand the basic principles of Workforce/Succession planning
- Identify common deterrents to effective workforce planning and brainstorm for solutions
- Learn the steps of a successful workforce/succession plan
- Consider next steps for their agency in developing a workforce plan



Workforce/Succession Planning Workshop

4-day course

This course is designed for people who have responsibility for some aspect of workforce/succession planning. During this interactive workshop, participants will learn how to develop a workforce/succession plan using their own data. They will receive a tool kit of templates and an understanding on how to use the tools to develop a plan for their organization.

Past participants have indicated that there is added value to have more than one person per agency attend together. A comprehensive toolkit is provided to each participant to utilize in his or her own workforce/succession planning process.

Objectives:

- Gain insight into the Perfect Storm that will impact the global workforce
- Overview of the workforce/succession planning process
- Understand how to analyze data using your own statistics
- Learn how to gauge your organizations' readiness for change
- Find out the difference between Workforce planning and Succession planning
- Learn how to develop leadership competencies
- Learn how to apply the six step workforce/succession planning process to your own organization
- Learn the fundamentals of developing a communication and action plan
- Discuss implementation and measurement methodologies

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Workforce/Succession Planning Workshop for Cities and Counties

4-day course

Cities and Counties face unique issues with regard to Workforce/Succession Planning. This 4-day workshop is geared specifically to the distinctive needs of Cities and Counties and their challenges. During this interactive workshop, participants will learn how to develop a workforce/succession plan using their own data. They will receive a tool kit of templates and an understanding on how to use the tools to develop a plan for their organization.

Past participants have indicated that there is added value to have more than one person per agency attend together.

- Overview of the workforce/succession planning process
- Understand how to determine a starting point for workforce/succession planning within your City or County
- Learn how to analyze data using your own statistics
- Receive training on how to develop technical competencies
- Learn how to apply the six step workforce/succession planning process to your own organization
- Understand how to adapt strategies for use in multiple departments
- Learn how to gauge your organizations' readiness for change
- Practice developing a communication and action plan
- Discuss implementation and measurement methodologies



Basic Math Skills for Work

1-day course

Every person who does analytical work needs to have understanding of basic math skills in order to analyze the numbers. This course is designed to strengthen your basic math skills such as: calculating the mean, median, mode, and standard deviation; using the computer to “crunch the numbers”; and selecting which numbers to use. A review of basic math skills will be done to strengthen skills in addition, subtraction, multiplication, division, and algebraic manipulation; and practice on word problems will help strengthen math problem solving. Each participant should bring a laptop computer for use in class with Excel and the add-in for data analysis already installed. Completion of this course will help participants be ready to take a course in Statistics, which is strongly recommended for analysts, supervisors, and managers. This course replaces the “Effective Use of Numbers” course.

Each participant should bring a laptop computer for use in class with Excel and the add-in for data analysis already installed.

Objectives:

- Calculate the mean, median, mode, and standard deviation; and know how to interpret the results
- Know the procedures to have the computer, using Excel, do the calculations
- Know how to review a word problem and organize a strategy to solve the problem

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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.

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



Program Analysis and Evaluation

3-day course

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

Please bring a small calculator with you to the class. Participants are also encouraged to bring information about a program that may be the focus of their analysis and evaluation.

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

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Statistics

4-day course

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

This course is separated into two parts to allow for exercises and learning. Generally the parts are one month apart.

Note: Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if the "data analysis pak" is installed--check the "add-ins").

Prerequisite: It is essential that you have completed high school mathematics, including some algebra. Any study of statistics presumes basic math knowledge. Some participants may find it better to take course Basic Math Skills for Work, prior to attending this class.

Objectives:

- Understand basic statistical concepts, sampling, and sample size
- Create a frequency distribution and chart or graphic presentation
- Calculate central tendency measures: mean, median, and mode
- Calculate measures of variance: standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.
- Calculate a test of correlation
- Communicate data findings effectively using data presentation techniques.



Attitudes, Anxieties, and Anger

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.

During this class, you will identify the specific root causes of anger, and be provided with the tools and understanding to either reduce or eliminate these internalized resentments. Anger is a natural emotion, but to elevate hurt feelings or continuing resentments, must be controlled or directed to less dangerous avenues. This class may also prove valuable to those who either manage or have a relationship with persons who seemingly are incapable of controlling their tempers.

Objectives:

- Identify each of the NINE styles of anger
- Identify a specific demonstrated style of anger – either our 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
- Recognizing Cultural, Gender, Age differences in handling anger

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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, assertive skills, and nonverbal communications in this class. Please note: a two-day, more detailed training in this topic is INTERPERSONAL SKILLS..

Objectives:

- Describe the communication process and why it breaks down
- Listen effectively to coworkers 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

Conflict Management

1-day course

This one-day class will provide you with tools, techniques, and practice in resolving work conflicts involving employees, coworkers, 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. We use the Thomas-Kilmann Conflict Mode Instrument to get feedback on our own conflict styles.

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



CPR and First Aid for Adults

1-day 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.

Topics included are: 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 can be added as needed.

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 2 years.

Customer Service Excellence

1-day course

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

Objectives:

- Define the basics of quality customer service
- Use humor, separation, active listening, and modeling to provide exceptional service
- Control angry or upset customers
- Apply techniques to create positive rapport with customers
- Identify ways to deal with customer complaint and attitudes
- Describe techniques to solve customer problems

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Designing a Successful Wellness Program on a Limited Budget

1-day course

This course is a one-day seminar for coordinators which enables you to set up and provide the proven benefits of a wellness program for your employees, on a very limited budget. Studies show that for every dollar spent on preventative health programs, companies can save as much as \$6 in health insurance costs. Other employer benefits include; reduced employee absenteeism, reduced turn-over and worker's compensation costs. Employer benefits also include; increased productivity, increased morale and teamwork.

Learn the best practices currently used in national wellness programs, find local resources and put together a practical, effective plan of activities geared for your office and needs. Get started now, you and your staff will all benefit in the years to come.

Objectives:

- State your group's specific needs.
- Survey the best components of an optimal wellness program.
- Learn the Sacramento-based resources for speakers, vendors and activities.
- Practice 3 instructor-led wellness techniques during class.
- Plan a sample one -year program for your staff.



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 environments, including problem solving, meetings, to help customers and others stay calm during disagreements, when speaking to someone with a language barrier, and to help people think through options.

Objectives:

- Distinguish between 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

Get That Job!

1-day course

This class is for people who are seeking a job change and need to brush up their resume and improve their interviewing skills. The workshop will include how to focus your resume and present your skills in alignment with the job you are after.

- Identify your career and job preferences using a vocational interest inventory
- Find out what the job involves and what the hiring people are looking for
- Focus your resume on the job you seek
- What to include--and what to leave out--of your resume
- Use fonts and format to focus the reader's attention on the skills that match you to the job
- Understand the role of the interviewer and the new methods they may use in your interview
- Anticipate interview questions and prepare specific examples of your experience
- Understand that you only get one chance to make a good "first impression"
- Present yourself in the best light both verbally and non-verbally
- Prepare yourself for answering the more difficult questions you may be asked



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Increasing Human Effectiveness

1-day course

Increasing Human Effectiveness is a personal development program, created by Edge Learning Institute, that empowers people with tools to break through self-imposed limitations, resulting in greater productivity and a healthier bottom line. It lays the foundation for self-management personal accountability. It focuses on the most significant causal factor that determines purposeful behavior – the personal beliefs and attitudes of people.

Objectives:

- Accept new ideas
- Displace non-productive attitudes, habits and beliefs
- Accept personal responsibility and become a more effective self-manager
- Overcome fear of failure and become more confident
- Motivate yourself and others with dignity

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 your life - because improving your memory improves work performance, school performance, family life and more. What is your memory worth to you? Priceless!

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



Organizing Your Personal Workspace

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? Are you frustrated with your multiple failed attempts to “finally” get organized? If you answered “yes” to any of these questions, then “Organizing Your Workspace” is for you!

Note: 7-10 days before class you will receive a “Job Review” form to fill out ahead of time and bring to class. This informal assessment will help you make the most of your time in class preparing your organization plan.

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 personal workspace
- Outline plan to stay organized

Persuasive Communication

1-day course

Decision makers have little time to evaluate ideas and are expected to make effective decisions quickly. With an emphasis on preparation and delivery, you will learn how to assemble and present the information necessary to help your target audience recognize the value of your ideas and recommendations. Improve your working relationships and position yourself as an insightful contributor with the persuasive communication strategies covered in this one-day class.

Objectives:

- Identify persuasive data and how to deliver it
- Utilize emotional and logical persuasion techniques
- Match delivery method to message for maximum impact
- Understand communication barriers and how to break through them



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Productive Thinking Workshop

1-day course

Raise the power of your thinking — think better, work better, do better!

Your organization's most important resource is its capacity for productive thinking. The better your people can think, evaluate, and apply their ideas, the more successful they can be.

CPS is pleased to announce that it has negotiated with thinkx intellectual capital for the delivery of its proprietary Productive Thinking Workshop. This workshop is delivered to Fortune 500 Companies around the world, but is available through CPS by special arrangement at a dramatically reduced price.

The Productive Thinking workshop will introduce you to the essential principles of a new and powerful thinking methodology. You will understand the keys to unlock your natural productive intelligence and unblock your thinking. You'll learn and apply the skills you need to develop your untapped thinking capacity to solve problems, discover opportunities, and implement solutions.

Objectives:

- Learn to recognize and overcome the three most common barriers to thinking more productively.
- Experience how to break the unproductive thinking patterns holding you back.
- Learn to apply the single most effective productive thinking principle ever developed.
- Discover the two core productive thinking tools that can transform the way you approach problems.
- Unlock the wealth of ideas and answers already inside you.



Seven 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.

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

Seven 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.

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



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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.

Objectives:

- Recognize three ways we react to stress, including flight, fight, and faint
- Describe how stress may affect our well being; 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

Taming Technology at Work

1-day course

This course is designed for non-techie who are striving to manage the required technology of the workplace. Whether it is email, spreadsheets, documents, or presentations, technology and software dictate how we process incoming information. This course will help you cope with technology by providing the best practices for time, energy, and workload management. Technology will be demystified by simple definitions. The use of simple tools and strategies will reduce stress and increase control. This is not a software training class.

Objectives:

- Discuss the need and proper place of technology in the workplace
- Demonstrate the principles to organizing and managing incoming information
- Define technology tools and determine what kinds of technology are appropriate for specific tasks
- Demonstrate tools and strategies to help manage time, energy, and stress through technology



Time Management

1-day course

This workshop offers you practical techniques for accomplishing more in less time.

Objectives:

- Identify and overcome time wasters
- Use organizational tools to save time on the job
- Deal with unexpected visitors
- Apply ten time-saving techniques to conquer paper pile-up
- Better organize your workplace
- Identify individual creative time and use that time to your advantage

Time Management - Focus: Achieving Your Highest Priorities

1-day course

All participants receive a Franklin-Covey planner (a \$40 value) and will be taught how to use this instrument as well as other planning tools. This one-day, interactive course is ideal for individuals at all stages of life, particularly if you've recently started a new job, entered a new phase of life, or embarked on the pursuit of a lifelong dream, or simply want to be more productive. Make improvements in your personal or professional productivity by learning to set clear goals and by gaining control of competing demands that cause you to get off track.

People who take this class may also be interested in the Seven Habits of Highly Effective People.

Objectives:

- Master the skills of planning your weeks and organizing your days so your time is spent on tasks that really matter
- How to clearly define your goals and break them down into key tasks
- The ability to reduce stress by eliminating unnecessary activities
- Skills for mastering information management with a proven planning system
- How to balance work and life priorities to avoid burnout and cycle of frustration



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Wellness of Body

3-hour course

This course, in conjunction with Wellness of Mind, covers the steps which begin the wellness process. It offers the cutting-edge tools and best practices which lead to improved self-esteem, mental focus, job performance, health and happiness. The course gives participants the opportunity to apply these tools to their real-life wellness challenges and practice them within class.

Participants come away with a set of important motivation tools which enable them to continue using what they have learned throughout life.

This course examines our lifestyle habits from the perspective of building and maintaining wellness of body. It helps you begin the recovery, which could last the rest of your life, by improving your focus and orientation towards weight management, movement and eating.

Objectives:

- Learn the best method for recovery in the face of information overload
- Isolate your personal “pivot point”
- Identify “the critic”
- Practice self-talk exercises proven to increase wellness attitudes and motivation



Wellness of Mind

3-hour course

This two-part course covers the steps which begin the wellness process, in order to reduce established health-risk factors like burnout, or emotional and physical stress. It offers the cutting-edge tools and best practices which lead to improved self-esteem, mental focus, job performance, health and happiness. The course gives participants the opportunity to apply these tools to their real-life wellness challenges and practice them within class.

Participants come away with a set of important motivation tools which enable them to continue using what they have learned throughout life.

Improve your self-esteem, job performance and overall happiness with an increased ability to isolate and handle personal stress, depression or other burnout issues using the latest feedback theories of the brain, and practice these new techniques within class.

Objectives:

- State your wellness goals
- Learn the critical factors which prevent you from modifying your own inhibiting habits.
- Co-create new exercises, as alternatives to old self-restricting patterns.
- Practice an instructor led, 15- minute guided visualization in class.

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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 how to 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.

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

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.

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



Facilitation Workshop

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.

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

Government Meeting Planning

1-day course

This course provides key information for both new and experienced government meeting planners. The planning process starts with strategic partnering and ends with a successful event. This course provides tools and techniques to make every large government meeting run smoothly.

Objectives:

- Learn about networking and conference planning
- Identify the key State government meeting partners
- Identify the effective steps in planning your meeting program
- List the different types of meeting participants
- Learn critical aspects of the Statewide Travel Program
- Identify common expenses and budget items
- Recognize the available resources and funding mechanisms
- Learn how to prepare for the unexpected
- Discover the crucial elements of site inspections and negotiating contracts
- Learn about the contract management process to keep your meeting on track and on budget

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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.

Note: You should bring a course you are working on or ideas for a course.

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 other Training for Trainers is a recommended prerequisite.

Objectives:

- Include interaction in all events of a lesson plan
- Locate, create, and modify games to achieve course objectives
- Use games, 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

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Winning with the Media: Being Effective and Feeling Confident in Delivering Your Message *1-day course*

This lively one-day workshop will teach key secrets to putting you in control of media interviews, and practical techniques for getting your messages across effectively. You will learn personal skills, get professional media tips and you will practice interview strategies so you can feel confident in dealing with a myriad of media situations – from the TV camera crew to the “new media” citizen blogger. You’ll learn how to handle the familiar TV, radio and print media; as well as the less familiar “new media” of bloggers who can bestow on you the challenges of on-the-spot video and photo sharing web sites like YouTube. You’ll learn how anyone can be a “reporter,” get insight into how mainstream media is actively leveraging these “citizen journalists,” and the key differences in dealing with them. The outcomes are personal skills for handling media encounters, core media strategies and techniques for delivering *your* message. This workshop is recommended for anyone within the organization who may encounter the media or the public.

Objectives:

- Handle the media with confidence
- Demonstrate an understanding of the expanded media landscape, including various types of new media
- Identify and respond appropriately to the different agendas among print, broadcast, and citizen journalists
- Develop effective interview skills
- Develop clear, concise and effective messaging/talking points
- Demonstrate the ability to recognize and respond effectively to various media tactics
- Use bridging techniques to control and guide a media interview
- Craft a quote or sound bite that won’t be misquoted
- Field tough/unexpected media questions
- Communicate effectively with bloggers – or “non-credentialed” – media
- Recognize newly emerging media touch points for non-PIO personnel and how the organization may be affected



Relationship and Behavior Development Skills

Conflict Management

1-day course

This one-day class will provide you with tools, techniques, and practice in resolving work conflicts involving employees, coworkers, 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. We use the Thomas-Kilmann Conflict Mode Instrument to get feedback on our own conflict styles.

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

Customer Service Excellence

1-day course

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

Objectives:

- Define the basics of quality customer service
- Use humor, separation, active listening, and modeling to provide exceptional service
- Control angry or upset customers
- Apply techniques to create positive rapport with customers
- Identify ways to deal with customer complaint and attitudes
- Describe techniques to solve customer problems

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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.

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

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 environments, including problem solving, meetings, to help customers and others stay calm during disagreements, when speaking to someone with a language barrier, and to help people think through options.

Objectives:

- Distinguish between 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



Relationship and Behavior Development Skills

Increasing Human Effectiveness

1-day course

Increasing Human Effectiveness is a personal development program, created by Edge Learning Institute, that empowers people with tools to break through self-imposed limitations, resulting in greater productivity and a healthier bottom line. It lays the foundation for self-management personal accountability. It focuses on the most significant causal factor that determines purposeful behavior – the personal beliefs and attitudes of people.

Objectives:

- Accept new ideas
- Displace non-productive attitudes, habits and beliefs
- Accept personal responsibility and become a more effective self-manager
- Overcome fear of failure and become more confident
- Motivate yourself and others with dignity

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, assertive skills, and nonverbal communications in this class.

Objectives:

- Describe the communication process and why it breaks down
- Listen effectively to problem-solve with customers and coworkers
- 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



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Negotiation Skills Workshop

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.

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

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. Then, it gives more specific personality information to individuals in order to build strong relationships in the workplace.

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



Relationship and Behavior Development Skills

Respect: The Source of Our Strength

1-day course

People are being required to produce results while doing more with less which can lead to increased stress, conflict and tension in the workplace. Combine this with the challenges of a changing and diverse workforce and you have an opportunity for disrespectful, unproductive, and toxic work environments. This one day workshop will help individuals define respect for themselves and respect in the workplace. This workshop will provide the tools to make the necessary changes to contribute to a respectful workplace.

- Appreciate respect as a foundation for effective teaming
- Develop buy-in for building and maintaining a respectful workplace
- Accept personal responsibility for organizational culture
- Receive the tools to make changes necessary to contribute to a respectful workplace

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Basic Supervision Part I

5-day course

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with #409B, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

Objectives:

- Identify the role of the supervisor and techniques of supervision
- Use effective communication skills
- Recognize different approaches to leadership and use an effective leadership style
- Use effective time and stress management tools
- Identify sources of conflict and recommend alternatives for resolution
- Understand rules and regulations regarding ADA, Sexual Harassment Prevention, FMLA, and Workplace Safety.



Basic Supervision Part II

5-day course

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with #409A, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

Objectives:

- Identify key steps to problem solving and decision making
- Use planning, organizing, directing, and monitoring to achieve organizational objectives
- Understand collective bargaining agreements and the role of management in labor relations
- Handle and resolve grievances
- Apply a cooperative problem-solving approach in Labor-Management relations
- Identify issues of employment law relating to persons with disabilities
- Recognize and apply effective time management principles
- Recognize and apply effective techniques of stress management
- Understand the principle of equal employment opportunity and employment law
- Prevent sexual harassment
- Recognize the value of diversity in the workplace
- Delegate effectively
- Identify appropriate performance standards and appraise employee performance
- Identify the basic principles of the State disciplinary process
- List strategies and techniques for employee development

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Coaching & 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.

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
- Prepare employees and team members to undertake new responsibilities and challenges

Creative Discipline - Progressive Discipline

1-day course

Discipline is the least favorite job of every manager and supervisor. Unfortunately, sometimes discipline is required. This course provides tools for preventing the need for discipline, taking informal actions, and taking formal actions. This course also focuses on motivation, communication, and providing opportunities for improvement.

Objectives:

- How to provide a positive working atmosphere
- Understanding the Standards of Behavior and Job Performance
- Understand the Eight Steps of Coaching
- Understand the formal discipline processes including Skelly Rights, Writ of Mandate, and Formal Reprimand



Improving Employee Performance and Accountability

3-day course

This course is intended for supervisors and managers who are responsible to set expectations, improve employee performance, and ensure employee accountability. It encompasses job documentation, communicating expectations and coaching employees to ensure success. Participants will learn the steps to identify and establish performance measurements and conduct the Performance Appraisal/Individual Development Plan. Additionally, participants 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. Participants will know how to support the assessment of the appropriate adverse action when necessary. Most importantly, participants will be able to motivate employees to change behavior and learn the steps to sustain the new performance level.

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 the steps to sustain the new performance level.

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Interviewing Candidates

1-day course

This one-day class will help you develop and use an effective interview process. Employers are in a difficult position when attempting to distinguish between people who can interview well, and people who can do the job well, (and those who can do both.) You will learn how to take advantage of the fact that past performance is the best predictor of future behaviors.

You will learn hiring interview preparation, candidate screening, question development, panel considerations, interviewing styles, answer assessment, and reference considerations. Finding a good match saves time, money and trouble for both the organization and the employee.

Objectives:

- Help candidates feel at ease so they can answer questions accurately
- Develop various types of strong, relevant, and legal interview questions
- Elicit specific examples of behavior-based competencies from candidates' work histories
- Evaluate candidate qualifications using a rating scale
- Prevent and correct common interviewing mistakes
- Identify legal considerations for reference checking



Leading Effectively

1-day course

Leading Effectively helps managers and supervisors strengthen their abilities to challenge, inspire, enable, model, and encourage. These abilities will enable them to lead others in getting extraordinary things done in their organizations. Based on research presented in the best-selling book *The Leadership Challenge*, this workshop focuses on practices common to most extraordinary leadership achievements. The workshop also focuses on concrete behaviors that are the basis for these important leadership practices.

Objectives:

- Understand the difference between management and leadership
- Understand the key ingredients of effective leadership
- Identify their own leadership strengths and areas to improve
- Model the behavior they expect of others
- Inspire a shared vision
- Challenge the process in order to stimulate innovation and change
- Enable others to act by fostering teamwork, collaboration, and trust.
- Encourage the heart by recognizing and celebrating people's contributions

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Leadperson Workshop

3-day course

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

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



Motivating Your Employees Non-Monetarily

1-day course

A one day course that provides innovative motivation strategies that work. This course is a review of motivation theories and how they apply to today's workforce where you will learn how to identify the motivation needs of your work group then design rewards and recognition programs that appeal to everyone. When you identify methods to increase teamwork as well as individual productivity and review programs and approaches utilized in various state agencies identifying those that work most effectively, you will come away with a variety of strategies and techniques to motivate your work group.

Objectives:

- Participants will be able to discuss relevant motivation theories and how they apply to today's workforce.
- Describe why money alone does not work and be able to list rewards that work better than money.
- Be able to discuss why motivation is a critical part of supervision.
- You will identify your own motivation needs and how to identify those of your employees.
- How employee motivation needs change depending on assignments, experience and initiative.
- Be able to describe rewards that we can provide within state service.
- You will be able to list the ten most effective motivators that employees want from us.
- List what we want from our employees and how to obtain them.
- Be able to list the ingredients to effective motivation programs in an organization.
- Describe how to link performance measurements to reward and recognition programs.
- Discuss how to effectively communicate motivational programs and how to obtain feedback on motivational programs.

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Performance Appraisal

1-day course

During this course for supervisors and managers, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

Objectives:

- Describe State of California rules relating to preparing employee Performance Appraisal and Probationary reports
- Identify various Individual Development Plan activities for a hypothetical employee
- Write performance plans to communicate performance expectations to employees
- Using sample tracking records, will prepare a written narrative evaluation of a hypothetical employee's performance

Workplace Violence Prevention for Supervisors

1-day course

This course provides comprehensive information regarding the specific roles and accountabilities for supervisors and managers in workplace violence prevention and response. Supervisors will learn how to work effectively with their staff to report incidents of workplace violence. The class focuses on recognizing behaviors that are considered workplace violence and provides strategies on how to prevent those behaviors from reoccurrence and/or escalation.

Objectives:

- As a supervisor/manager, understand the steps you must take to prevent/respond to workplace violence
- Learn about the different types of workplace violence
- Learn about the escalating stages of violent behavior, and what to do if confronted
- Recognize the risk factors associated with workplace violence
- Identify warning signs that indicate the potential for workplace violence
- Learn how to conduct worksite analyses to prevent workplace violence
- Learn how to report violent occurrences and manage post-incident response
- Learn how to educate staff to recognize and promptly report workplace violence incidents



Building High Performance Teams

1-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 their team's measurable performance.

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

Collaboration Skills

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.

Objectives:

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



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Team Development Skills

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Interviewing Candidates

1-day course

This one-day class will help you develop and use an effective interview process. Employers are in a difficult position when attempting to distinguish between people who can interview well, and people who can do the job well, (and those who can do both.) You will learn how to take advantage of the fact that past performance is the best predictor of future behaviors.

You will learn hiring interview preparation, candidate screening, question development, panel considerations, interviewing styles, answer assessment, and reference considerations. Finding a good match saves time, money and trouble for both the organization and the employee.

Objectives:

- Help candidates feel at ease so they can answer questions accurately
- Develop various types of strong, relevant, and legal interview questions
- Elicit specific examples of behavior-based competencies from candidates' work histories
- Evaluate candidate qualifications using a rating scale
- Prevent and correct common interviewing mistakes
- Identify legal considerations for reference checking



Respect: The Source of Our Strength

1-day course

People are being required to produce results while doing more with less which can lead to increased stress, conflict and tension in the workplace. Combine this with the challenges of a changing and diverse workforce and you have an opportunity for disrespectful, unproductive, and toxic work environments. This one day workshop will help individuals define respect for themselves and respect in the workplace. This workshop will provide the tools to make the necessary changes to contribute to a respectful workplace.

Objectives:

- Appreciate respect as a foundation for effective teaming
- Develop buy-in for building and maintaining a respectful workplace
- Accept personal responsibility for organizational culture
- Receive the tools to make changes necessary to contribute to a respectful workplace

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Administrative Writing

2-day course

This workshop for administrative assistants, secretaries, and other support staff will help you overcome the fear of writing (especially for another's signature), organize your thoughts, and communicate using clear, concise language.

Objectives:

- Develop your ideas with active, passive, and reader-focused styles
- Organize complete and coherent documents
- Create business-like and professional documents
- Identify and edit for clichés, bureaucratic jargon, and wordiness

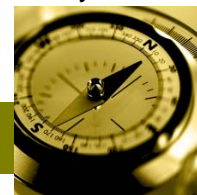
E-Communications Workshop

1-day course

As designed, most e-mail 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 one-day, interactive workshop provides tools to help the participant create clear and informative e-messages by improving the planning, writing, and editing processes. Any staff who writes, sends, or reads e-mail and wishes to improve their professional image and communication skills or those who are over-whelmed by the sheer number of daily e-messages and would like to control, organize, and manage the volume should attend this class.

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 e-mail punctuation, grammar, smileys, emoticons, and acronyms
- Apply the Do's and Avoid the Do Not's of e-mail tone and approach – when to send, when not to send; to whom to send and to whom not to send e-mail
- Manage your e-mail load – create files, eliminate spam and e-mail clutter: when to read, when best to respond. – e-mail efficiency. Do Not allow e-mail to dominate your workday.



ESL Grammar and Writing Skills

2-day course

This course is for non-native speakers of English. In this class you will learn skills to help improve your grammar, discover tips for writing e-mail and other types of documents, and practice writing better sentences and paragraphs.

Objectives:

- Identify the major of parts of speech
- Apply rules for subject-verb agreement
- Learn to use various verb tenses correctly
- Understand and apply rules for article and preposition usage
- Identify and correct grammar errors in sample documents
- Discover techniques for combining and writing sentences correctly
- Write a paragraph that contains a topic sentence and supporting details
- Learn e-mail etiquette tips

Grammar

3-day course

This program will debunk confusing myths about language and give you confidence in your ability to use and explain grammar, punctuation, and usage rules.

Objectives:

- Correctly apply contemporary rules for agreement, pronoun use, sentence construction, parallelism, and use of modifiers
- Correctly apply contemporary rules for using commas, semicolons, colons, quotation marks, hyphens, apostrophes, and other punctuation
- Review and apply rules for capitalization and writing numbers
- Apply contemporary grammar and usage standards to sample documents by editing and proofreading the samples
- Distinguish grammar rules from individual preferences or myths

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Grammar and Punctuation Brush-Up

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.

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 error
- 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



Information Mapping: Developing Procedures, Policies, & Documentation

3-day course

This course is designed to provide the analytical and organizational techniques needed to define, design, and develop effective procedures, policies and other documentation. This course applies to paper-based or online complex information that needs to be user-focused, task-oriented, accessible, usable, and easy to revise.

Objectives:

- Define audience information needs and requirements
- Design and develop information that meets user needs
- Organize complex documentation so users can easily find and understand information
- Implement a documentation project

Information Mapping: Mapping Business Communication

2-day course

This course has been designed to provide the analytical and organizational techniques needed to develop concise, easy to read memos, reports, and other business communications that convey key information clearly, and generate expected results.

Objectives:

- Identify the purpose of each communication
- Define the specific action required from the reader
- Customize the message for different audiences to achieve greater results
- Organize communications to make information quick and easy to find
- Present information in the way that best suits the target audience

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Persuasive Communication

1-day course

Decision makers have little time to evaluate ideas and are expected to make effective decisions quickly. With an emphasis on preparation and delivery, you will learn how to assemble and present the information necessary to help your target audience recognize the value of your ideas and recommendations. Improve your working relationships and position yourself as an insightful contributor with the persuasive communication strategies covered in this one-day class.

Objectives:

- Identify persuasive data and how to deliver it
- Utilize emotional and logical persuasion techniques
- Match delivery method to message for maximum impact
- Understand communication barriers and how to break through them

Plain Language Writing

1-day course

First, it's the law: Government agencies are to "write each document . . . in plain, straightforward language, avoiding technical terms as much as possible, and using a coherent and easily readable style" (California Government Code Section 6219).

Second, it works. When we in government write clearly, using plain English and a readable style, we benefit both the taxpayer, for whom we work, and also our colleagues, with whom we must communicate. Research shows that plain language writing is more precise, increases reader comprehension and comfort, and uncovers mistakes in analysis that bureaucratic writing disguises.

This half-day seminar introduces tips and techniques to improve clarity through plain English.

Objectives:

- Debunk myths surrounding government writing
- Identify and use plain language principles: common words, active voice, verb forms, and short, speakable sentences
- Establish criteria for clear writing
- Edit for clarity without compromising accuracy
- Edit for conciseness without compromising completeness
- Recognize and revise bureaucratic style



Technical Report Writing

3-day course

This workshop is for engineers, scientists, planners, administrators, or other professionals who write or edit technical reports. It will help you develop planning, engineering, research, environmental, and other technical reports.

Prerequisite: You must possess good basic skills in grammar and writing or have completed course #621, Written Communication.

Objectives:

- Review sample technical writings, correct errors, and establish critical standards for technical writing
- Use various techniques for communicating technical information to non-technical readers
- Edit preliminary drafts of technical documents for clarity, economy, and emphasis
- Use appropriate graphic devices to enhance report readability and facilitate easy access and retrieval of information
- Evaluate and test readability
- Evaluate organization, paragraph structure, and critical format elements of technical reports to enhance easy use and retrieval of information

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Persuasive Communication	49
Plain Language Writing	82
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Writing Letters and Memos

1-day course

This workshop will help you write letters and memos that clearly state your message and get the results you want. You will learn various shortcuts and techniques for getting started, for identifying your audience and agency's needs, for adjusting tone and style, for effectively reviewing preliminary drafts, and for formatting the final product.

Note: Please bring several sample letters or memos used in your office to class.

Objectives:

- Identify reader and writer needs
- Select an appropriate tone and style for documents having different audiences and different purposes
- Use various techniques for overcoming writing blocks and getting the reader's attention by beginning letters and memos quickly and effectively
- Edit for clarity and economy and proofread for correctness
- Design letters and memos for visual interest, emphasis, and easy review and retrieval of information



Writing Skills for Analysts

1-day course

Like the tip of an iceberg, the final written product is the only evidence of the underlying writing process. Yet too often we neglect to understand this vital connection of process to product. Who are our readers? What do we want our document to accomplish? How have we met the needs of our readers as well as of our superiors? Does our tone help or hinder our purpose?

In this one-day course, you will dive below the iceberg tip. You will learn how to analyze your writing task, determine your audience and purpose, and select the most effective strategy. By examining the writing process behind the final product, you will learn how to write more effective, deliberate documents—documents that are clear, coherent, and compelling. The tips and techniques learned in this class are especially beneficial to collaborative writing.

Note: Please bring a writing sample to class—a letter, memo, email, or report.

Objectives:

- Recognize importance of writing process to final product
- Analyze the writing task: message, readers, tone, and purpose
- Identify primary purpose of document: to inform or persuade
- Identify actual and potential readers; analyze their needs, values, and attitudes
- Determine appropriate strategy and style to accomplish purpose
- Include essential elements of effective workplace writing

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Grammar	79
Grammar and Punctuation Brush-Up	80
Information Mapping: Developing Procedures, Policies & Documentation	81
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Writing Skills

Administrative Writing	78
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Grammar	79
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Writing Style Tips

1-day course

Did you know that writing clearly, in a “coherent and easily readable style,” is the law in California (California Government Code Section 6219)? This one-day course teaches style tips to enhance clarity and concision in your work documents. Learn to draft readable, professional documents from the bottom up by crafting crisp, clear sentences in plain English. Appropriate for business and technical writers. Solid understanding of grammar recommended.

Write clearly. It’s the law!

Objectives:

- Distinguish rules of grammar from matters of style
- Recognize unnecessary passive voice and revise into active voice
- Determine when and how to use passive voice effectively
- Recognize and revise verb inflation
- Observe rules of parallel structure and bulleted lists
- Use plain English and precise words in place of jargons, acronyms, and clichés
- Arrange words with care to prevent grammatical and conceptual gaps in logic and error in syntax



Written Communication

4-day course

This course will help you learn strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

Prerequisite: You should have completed program #520 (Grammar) or feel comfortable with your knowledge of grammar before enrolling.

Note: Please bring five to ten (5-10) pages of your writing to the first class meeting.

Objectives:

- Test the readability of documents for specific audiences by applying criteria that identify potential communication problems
- Identify and use appropriate graphic, layout, and typographic devices to supplement or replace text and improve information access and retrieval
- Analyze your audience and purpose for writing
- Organize and develop paragraphs to create coherence and flow
- Edit for clarity, conciseness, and accuracy

Administrative Writing	78
E-Communications Workshop	78
ESL Grammar & Writing Skills	79
Grammar	79
Grammar and Punctuation Brush-Up	80
Information Mapping: Developing Procedures, Policies & Documentation	81
Information Mapping: Mapping Business Communication	81
Persuasive Communication	49
Plain Language Writing	82
Technical Report Writing	83
Writing Letters and Memos	84
Writing Skills for Analysts	85
Writing Style Tips	86
Written Communication	87



**Per Person Course Prices (Open Enrollment)
July 1, 2008 – June 30, 2009**

Course Name	Length of Class (in days)	Per Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region \$ Northern CA	Southern California
AB1234	0.25	\$70.00	\$90.00	\$100.00
Administrative Writing	2	\$280.00	\$300.00	\$310.00
Attitudes, Anxiety, and Anger	1	\$140.00	\$160.00	\$170.00
Basic Math Skills for Work	1	\$155.00	\$175.00	\$185.00
Basic Supervision 1	5	\$600.00	\$620.00	\$630.00
Basic Supervision 2	5	\$600.00	\$620.00	\$630.00
Budget Change Proposal Overview	1	\$150.00	\$170.00	\$180.00
Budget Process Workshop	2	\$300.00	\$320.00	\$330.00
Building High Performance Teams	1	\$140.00	\$160.00	\$170.00
Career Dev. Series Part I – Career Match	1	\$160.00	\$180.00	\$190.00
Career Dev. Series Part II - Resumes	1	\$140.00	\$160.00	\$170.00
Career Dev. Series Part III - Interviewing	1	\$140.00	\$160.00	\$170.00
Coaching and Skill Transfer Workshop	1	\$140.00	\$160.00	\$170.00
Collaboration Skills	2	\$300.00	\$320.00	\$330.00
Communicating Effectively	1	\$150.00	\$170.00	\$180.00
Communicating with Data	1	\$150.00	\$170.00	\$180.00
Completed Staff Work	2	\$300.00	\$320.00	\$330.00
Conducting Effective Meetings	1	\$140.00	\$160.00	\$170.00
Conflict Management	1	\$150.00	\$170.00	\$180.00
Continuous Improvement	1	\$140.00	\$160.00	\$170.00
Cost Benefit Analysis	1	\$140.00	\$160.00	\$170.00
CPR and First Aid for Adults	.5	\$85.00	\$95.00	\$105.00
Creative Discipline Progressive Discipline	1	\$140.00	\$160.00	\$170.00
Critical Thinking (Introduction to)	2	\$280.00	\$300.00	\$310.00
Customer Services Excellence	1	\$140.00	\$160.00	\$170.00
Dealing with Difficult People	1	\$150.00	\$170.00	\$180.00
Designing a Successful Wellness Program	1	\$140.00	\$160.00	\$170.00
Developing a Blogging and Social Networking Employee Policy	1	\$150.00	\$170.00	\$180.00
Developing Analytical Skills	5	\$600.00	\$620.00	\$630.00
E-Communications Workshop	1	\$140.00	\$160.00	\$170.00
Effective Change Management	2	\$280.00	\$300.00	\$310.00
Effective Listening	1	\$150.00	\$170.00	\$180.00
Effective Presentations	2	\$300.00	\$320.00	\$330.00
ESL Grammar and Writing Skills	2	\$300.00	\$320.00	\$330.00

**Per Person Course Prices (Open Enrollment)
July 1, 2008 – June 30, 2009**

Course Name	Per Course Cost			
	Length of Class (in days)	Bay Area, Central Valley, Coastal Region & Northern CA		
		Sacramento		Southern California
ESL Speaking and Listening Skills	1	\$150.00	\$170.00	\$180.00
Facilitation Workshop	2	\$280.00	\$300.00	\$310.00
Generational Challenges & Opportunities in the Workplace	.5	\$75.00	\$95.00	\$105.00
Get That Job!	1	\$140.00	\$160.00	\$170.00
Government Meeting Planning	1	\$150.00	\$170.00	\$180.00
Grammar	3	\$575.00	\$595.00	\$615.00
Grammar and Punctuation Brush Up	1	\$140.00	\$160.00	\$170.00
Increasing Human Effectiveness	1	\$350.00	\$370.00	\$380.00
Info Mapping: DDPD	3	\$780.00	\$800.00	\$810.00
Info Mapping: MBCO	2	\$570.00	\$590.00	\$600.00
Instruction Techniques for Trainers	3	\$450.00	\$470.00	\$480.00
Interactive Training Techniques	2	\$300.00	\$320.00	\$330.00
Interpersonal Skills	2	\$280.00	\$300.00	\$310.00
Interviewing Candidates	1	\$140.00	\$160.00	\$170.00
Intro to Analytical Staff Work	2	\$280.00	\$300.00	\$310.00
Leading Effectively	1	\$160.00	\$180.00	\$190.00
Leadperson Workshop	3	\$450.00	\$470.00	\$480.00
Legislative Bill Analysis	2	\$300.00	\$320.00	\$330.00
Legislative Process	1	\$180.00	\$190.00	\$200.00
Maximizing Your Memory	1	\$249.00	\$259.00	\$269.00
Measuring Your Organization's Performance	2	\$380.00	\$400.00	\$410.00
Motivating Your Employees Non-Monetarily	1	\$140.00	\$160.00	\$170.00
Multi-Cultural Workforce Management	1	\$140.00	\$160.00	\$170.00
Negotiation Skills Workshop	2	\$280.00	\$300.00	\$310.00
Organizing Your Personal Workspace	1	\$140.00	\$160.00	\$170.00
Performance Appraisal	1	\$140.00	\$160.00	\$170.00
Persuasive Communication	1	\$140.00	\$160.00	\$170.00
Plain Language Writing	.5	\$75.00	\$85.00	\$95.00
Problem Solving and Decision Making	4	\$600.00	\$620.00	\$630.00
Productive Thinking Workshop	1	\$325.00	\$345.00	\$355.00
Program Analysis and Evaluation	3	\$420.00	\$440.00	\$450.00
Project Management	3	\$435.00	\$455.00	\$465.00
Relationship Strategies for the Workplace	1	\$150.00	\$170.00	\$180.00
Respect: The Source of Our Strength	1	\$210.00	\$230.00	\$240.00

**Per Person Course Prices (Open Enrollment)
July 1, 2008 – June 30, 2009**

Course Name	Length of Class (in days)	Per Course Cost		
		Sacramento	Bay Area, Central Valley, Coastal Region \$ Northern CA	Southern California
SEMS/NIMS/ICS	1	\$210.00	\$230.00	\$240.00
Seven Habits for Managers	2	\$510.00	\$530.00	\$540.00
Seven Habits of Highly Effective People	3	\$510.00	\$530.00	\$540.00
Sexual Harassment Prevention	0.25	\$75.00	\$95.00	\$105.00
Statistics	4	\$640.00	\$660.00	\$670.00
Strategic Planning Overview	1	\$140.00	\$160.00	\$170.00
Strategic Planning Workshop	3	\$420.00	\$440.00	\$450.00
Strengthening Leadership and Managerial Communication	1	\$140.00	\$160.00	\$170.00
Stress Management	1	\$140.00	\$160.00	\$170.00
Supervisor's Guide to Americans with Disabilities Act	1	\$140.00	\$160.00	\$170.00
Taming Technology at Work	1	\$140.00	\$160.00	\$170.00
Technical Report Writing	3	\$420.00	\$440.00	\$450.00
Time Management	1	\$140.00	\$160.00	\$170.00
Time Management Focus: Achieving Your Highest Priorities	1	\$180.00	\$200.00	\$210.00
Violence Prevention in the Workplace	.25	\$50.00	\$70.00	\$80.00
Wellness of Body	.25	\$50.00	\$70.00	\$80.00
Wellness of Mind	.25	\$50.00	\$70.00	\$80.00
Winning with the Media	1	\$140.00	\$160.00	\$170.00
Workforce/Succession Planning Basics	1	\$140.00	\$160.00	\$170.00
Workforce/Succession Planning Workshop	4	\$600.00	\$620.00	\$630.00
Workforce/Succession Planning Workshop for Cities and Counties	4	\$600.00	\$620.00	\$630.00
Workplace Violence Prevention for Supervisors	1	\$140.00	\$160.00	\$170.00
Writing Letters and Memos	1	\$140.00	\$160.00	\$170.00
Writing Skills for Analysts	1	\$140.00	\$160.00	\$170.00
Writing Style Tips	1	\$140.00	\$160.00	\$170.00
Written Communication	4	\$540.00	\$560.00	\$570.00

Group Registration (on-site training)

Group Registration Requirements:

- Must be a non-profit or governmental organization
- Training is hosted at agency's facility
- The agency is responsible for training equipment such as laptops and projectors and easel paper.
- Number of Participants should not exceed 30 per session – some exceptions apply
- CPS supplies all printed materials
- The flat fee includes instructor time, materials, and travel expenses.
- Minimal customization of materials is included in the flat rate; however, more extensive customization requiring additional instructor time will have additional expenses.

Group Registration Pricing					
Course Name	# of days	Course Cost			
		Sacramento	Bay Area	So CA	Central Valley Coastal Region Northern CA
AB1234	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Administrative Writing	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Attitudes, Anxieties, and Anger	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Basic Math Skills for Work	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Basic Supervision 1	5	\$17,000.00	\$17,500.00	\$18,000.00	\$17,500.00
Basic Supervision 2	5	\$17,000.00	\$17,500.00	\$18,000.00	\$17,500.00
Budget Change Proposal Overview	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Budget Process Workshop	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Building High Performance Teams	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Career Match I – Career Match	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Career Match II – Resumes	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Career Match III – Interviewing	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Coaching and Skill Transfer Workshop	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Collaboration Skills	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Communicating Effectively	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Communicating with Data	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Completed Staff Work	2	\$6,000.00	\$6,500.00	\$7,000.00	\$6,500.00
Conducting Effective Meetings	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Conflict Management	1	\$2,800.00	\$3,300.00	\$3,800.00	\$3,300.00
Continuous Improvement	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Cost Benefit Analysis	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Creative Discipline/ Progressive Discipline	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Critical Thinking (Introduction To)	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Customer Services Excellence	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Dealing with Difficult People	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Designing a Succession Wellness Program	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00

Group Registration Pricing					
Course Name	# of days	Course Cost			
		Sacramento	Bay Area	So CA	Central Valley Coastal Region Northern CA
Designing a Blogging and Social Networking Employee Policy	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Developing Analytical Skills	5	\$13,750.00	\$14,250.00	\$14,750.00	\$14,250.00
E Communications Workshop	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Effective Change Management	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Effective Listening	1	\$3,350.00	\$3,850.00	\$4,350.00	\$3,850.00
Effective Presentations	2	\$5,750.00	\$6,250.00	\$6,750.00	\$6,250.00
ESL Grammar and Writing Skills	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
ESL Speaking and Listening Skills	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Facilitation Workshop	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Generational Challenges & Opportunities in the Workplace	0.5	\$1,375.00	\$1,875.00	\$2,375.00	\$1,875.00
Get That Job!	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Government Meeting Planning	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Grammar	3	\$9,660.00	\$10,160.00	\$10,660.00	\$10,160.00
Grammar and Punctuation Brush Up	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Increasing Human Effectiveness	1	\$9,950.00	\$10,450.00	\$10,950.00	\$10,450.00
Info Mapping: DDPD	3	\$12,750.00	\$13,250.00	\$13,750.00	\$13,250.00
Info Mapping: MBCO	2	\$8,900.00	\$9,400.00	\$9,900.00	\$9,400.00
Instruction Techniques	3	\$8,340.00	\$8,840.00	\$9,340.00	\$8,840.00
Interactive Training Techniques	2	\$5,560.00	\$6,060.00	\$6,560.00	\$6,060.00
Interpersonal Skills	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Interviewing Candidates	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Intro to Analytical Staff Work	2	\$5,560.00	\$6,060.00	\$6,560.00	\$6,060.00
Leadperson Workshop	3	\$8,340.00	\$8,840.00	\$9,340.00	\$8,840.00
Legislative Bill Analysis	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Legislative Process	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Maximizing Your Memory	1	\$3,340.00	\$3,840.00	\$4,340.00	\$3,840.00
Maximizing Your Memory	0.5	\$1,670.00	\$2,170.00	\$2,670.00	\$2,170.00

Group Registration Pricing					
Course Name	# of days	Course Cost			
		Sacramento	Bay Area	So CA	Central Valley Coastal Region Northern CA
Measuring Your Organization's Performance	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Motivating Employees Non Monetarily	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Managing the Multi-Cultural Workforce	1	\$2,780.00	\$3,280.00	\$3,780.00	\$3,280.00
Negotiation Skills Workshop	2	\$5,500.00	\$6,000.00	\$6,500.00	\$6,000.00
Organizing Your Personal Workspace	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Performance Appraisal	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Persuasive Communication	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Plain Language Writing	.5	\$1,325.00	\$1,625.00	\$1,875.00	\$1,625.00
Problem Solving and Decision Making	4	\$11,000.00	\$11,500.00	\$12,000.00	\$11,500.00
Productive Thinking Workshop	1	\$6,550.00	\$7,050.00	\$7,550.00	\$7,050.00
Program Analysis and Evaluation	3	\$8,250.00	\$8,750.00	\$9,250.00	\$8,750.00
Project Management	3	\$8,850.00	\$9,350.00	\$9,850.00	\$9,350.00
Relationship Strategies	1	\$2,780.00	\$3,280.00	\$3,780.00	\$3,280.00
RESPECT: The Source of Our Strength	0.5	\$3,285.00	\$3,785.00	\$4,285.00	\$3,785.00
RESPECT: The Source of Our Strength	1.5	\$9,855.00	\$10,355.00	\$10,855.00	\$10,355.00
RESPECT: The Source of Our Strength	2	\$13,140.00	\$13,640.00	\$14,140.00	\$13,640.00
Root Cause Analysis	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
SEMS/NIMS/ICS	1	\$3,500.00	\$4,000.00	\$4,500.00	\$4,000.00
Seven Habits for Managers	2	\$8,000.00	\$8,500.00	\$9,000.00	\$8,500.00
Seven Habits of Highly Effective People	3	\$9,000.00	\$9,500.00	\$10,000.00	\$9,500.00
Sexual Harassment Prevention	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Statistics	4	\$11,200.00	\$11,700.00	\$12,200.00	\$11,700.00
Strategic Planning Overview	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Strategic Planning Workshop	3	\$8,400.00	\$8,900.00	\$9,400.00	\$8,900.00
Strengthening Leadership and Managerial Communication	0.5	\$1,375.00	\$1,875.00	\$2,375.00	\$1,875.00
Stress Management	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00

Group Registration Pricing					
Course Name	# of days	Course Cost			
		Sacramento	Bay Area	So CA	Central Valley Coastal Region Northern CA
Supervisors Guide to ADA	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Taming Technology at Work	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Technical Report Writing	3	\$8,400.00	\$8,900.00	\$9,400.00	\$8,900.00
Time Management	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Time Management: FOCUS	1	\$2,950.00	\$3,450.00	\$3,950.00	\$3,450.00
Violence Prevention in the Workplace	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Wellness of Body	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Wellness of Mind	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Workforce Succession Planning Basics	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Workforce Succession Planning for Cities and Counties	4	\$15,100.00	\$15,600.00	\$16,100.00	\$15,600.00
Workforce Succession Planning	4	\$15,100.00	\$15,600.00	\$16,100.00	\$15,600.00
Workplace Violence P for Supervisors	0.25	\$800.00	\$1,300.00	\$1,800.00	\$1,300.00
Writing Letters and Memos	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Writing Skills for Analysts	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Writing Style Tips	1	\$2,750.00	\$3,250.00	\$3,750.00	\$3,250.00
Written Communication	4	\$11,000.00	\$11,500.00	\$12,000.00	\$11,500.00



916.263.3614

Alphabetical Listing

AB 1234: Local Agency Ethics	18	Interactive Training Techniques	59
Administrative Writing	78	Interpersonal Skills	63
Attitudes, Anxieties, and Anger	43	Interviewing Candidates	70, 76
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Basic Supervision Part I	66	Leading Effectively	25, 31, 71
Basic Supervision Part II	67	Leadperson Workshop	26, 72
Budget Change Proposal Overview	9	Legislative Bill Analysis	4
Budget Process Workshop	9	Legislative Process	4
Building High Performance Teams	75	Maximizing Your Memory	48
Career Dev. Series Part I - Career Match	13	Measuring Your Organization's Performance	32
Career Dev. Series Part II - Resumes	14	Motivating Your Employees Non-Monetarily	73
Career Dev. Series Part III - Interviewing	15	Multicultural Workforce Management	33
Coaching and Skill Transfer Workshop	29, 68	Negotiation Skills Workshop	33, 64
Collaboration Skills	29, 75	Organizing Your Personal Workspace	49
Communicating Effectively	44	Performance Appraisal	74
Communicating With Data	10, 40	Persuasive Communication	23, 49, 82
Completed Staff Work	1	Plain Language Writing	82
Conducting Effective Meetings	24, 56	Problem Solving and Decision Making	5, 27
Conflict Management	44, 61	Productive Thinking Workshop	6, 50
Continuous Improvement (Intro to)	24, 30	Program Analysis and Evaluation	11, 41
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