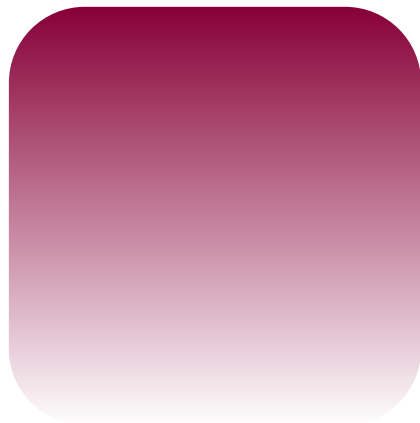




# TRAINING CATALOG



# ABOUT CPS HR CONSULTING

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

## INTEGRATED TALENT MANAGEMENT STRATEGY

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### ORGANIZATIONAL STRATEGY

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



### TESTING, RECRUITMENT & SELECTION

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



### CLASSIFICATION & COMPENSATION

Classification, Compensation Studies



### TRAINING & DEVELOPMENT

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



### GENERAL HR SERVICES

HR On-Demand, Complaint Investigations



### LICENSING & CERTIFICATION

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

# CPS HR TRAINING CENTER

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

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

CPS HR courses focus on the skills, knowledge and competencies employees need to succeed in today's public sector workplace. Courses are classified by the 14 categories below.

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**ELEARNING**



**ANALYTICAL  
SKILLS**



**COMMUNICATION  
SKILLS**



**DIVERSITY, EQUITY &  
INCLUSION (DEI)**



**HR PRACTICES,  
POLICIES &  
COMPLIANCE**



**LEADERSHIP  
SKILLS**



**MANAGERIAL &  
SUPERVISORY SKILLS**



**MATH &  
BUDGET SKILLS**



**PERSONAL  
DEVELOPMENT**



**PRESENTATION,  
INSTRUCTION &  
FACILITATION SKILLS**



**RELATIONSHIP  
& BEHAVIOR  
DEVELOPMENT**



**TECHNOLOGY**



**WRITING  
SKILLS**



**COURSES THAT  
MEET THE BIENNIAL  
LEADERSHIP TRAINING  
GOVT 19995.4(C)**

# FLEXIBLE DELIVERY FORMATS THAT MEET YOUR NEEDS

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



## PUBLIC COURSES

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



## GROUP TRAINING

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



## HOSTED TRAINING

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



## ELEARNING

Purchase a subscription to CPS eLearning courses and give your employees unlimited, anytime, anywhere access to high-quality training that develops critical soft and technical skills. eLearning content can also be licensed for hosting in your own Learning Management System (LMS).



## LIVE VIRTUAL INSTRUCTOR-LED TRAINING

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

Register online for courses at [\*\*Training Center - CPS HR Consulting\*\*](#)







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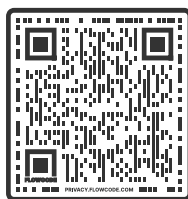
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**QUESTIONS?  
SCAN CODE TO  
CONTACT OUR  
TRAINING CENTER.**









# COURSE & PROGRAM LISTING



New Class



California State Mandated Class



Meets the Biennial Leadership Training  
(Government Code § 19995.4(c))







# ELEARNING

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# AB1234 - Ethics for Local Officials

## 1-HOUR SELF-PACED E-COURSE

California state law, known as AB 1234, requires training in public service ethics law for certain elected and appointed local officials. Training is required within one year of assuming service and every two years while in service. Training must be 2 hours in length and cover specific content outlined by the state Attorney General's office. This course is designed to meet that mandate. Topics include laws relating to personal financial gain by public servants, perquisites of office, government transparency laws, and laws relating to fair processes.

**WHO SHOULD ATTEND:** Local officials, Public servants

**CATEGORIES:** Human Resources

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Identify key AB 1234 laws on financial gain, office perks, and their impact on elected or appointed officials
- Understand government transparency and fair process laws, emphasizing integrity and accountability
- Apply relevant laws to maintain ethical behavior and legal compliance in public office

### COMPETENCIES

- Stewardship: Reinforces accountability and the importance of ethical decision-making, ensuring public trust and alignment with legal mandates.
- Vision & Strategic Thinking: Guides officials to align their decisions with long-term organizational goals while navigating complex ethical and legal requirements.
- Diversity & Inclusion: Supports equitable and transparent processes by emphasizing fair treatment, decision-making free from bias, and compliance with laws.

This course equips local officials with the knowledge and tools to uphold ethical standards in public service. By focusing on stewardship, strategic thinking, and equity, it ensures compliance with AB 1234 requirements while fostering transparency, fairness, and trust in governance.

# Building Respect and Trust Through Intentional Writing

## 1-HOUR SELF-PACED E-COURSE

Our professional writing and communication can impact the trust we build with our teams or colleagues, and can help us convey respect.

Although we usually don't intend to convey disrespect in the workplace, our writing can accidentally feel disrespectful when we don't consider our reader's needs.

This course will help you use intentional language to purposefully build respect and trust with those you write to and about. You'll learn how perceptions of respect can impact morale and retention, and discover new strategies for conveying respect through your writing.

This course includes examples, references to studies, and practical, actionable strategies you can immediately apply to your writing.

**WHO SHOULD ATTEND:** Staff, Supervisors, Managers, Team leads

**CATEGORIES:** Leadership, Communication, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Identify the impacts respectful or disrespectful writing can have on readers and relationships
- Apply practical strategies to your writing to convey respect and build trust
- Respect your reader's time by providing information that's easy to access quickly

### COMPETENCIES

- **Communication:** Focuses on enhancing written communication skills to convey respect, build trust, and effectively consider the reader's needs.
- **Interpersonal Skills:** Promotes positive interactions and sensitivity toward colleagues by using intentional language that supports respectful, trust-building communication.
- **Diversity & Inclusion:** Encourages awareness of and adaptability to different perspectives, ensuring respectful and inclusive language in all written communication.

These competencies align with the course's goals, helping participants convey respect; build trust; and create positive, inclusive written communication in the workplace.

This class is offered in partnership with **High Value Writing**.

# Business Writing Essentials

## 1-HOUR SELF-PACED E-COURSE

This business writing course is designed for the busy professional who wants to learn specific writing strategies for quickly creating easy-to-read documents. The course emphasizes the three essentials of successful business writing: (1) logical organization, (2) clear, concise messages, and (3) appropriate tone. We'll also cover important topics like how to deliver bad news better and how to thoroughly edit your own and other people's documents.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Personal Development, Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Understand how to organize business documents for clarity and flow
- Write clear, concise messages that are easy to understand
- Learn to deliver bad news gracefully and improve your editing skills for better clarity

### COMPETENCIES

- Communication: Focuses on developing clear, concise, and audience-appropriate written communication.
- Interpersonal Skills: Enhances the ability to convey messages effectively while maintaining positive relationships, especially when delivering challenging news.
- Resilience: Prepares participants to handle sensitive situations and refine their communication under pressure.

These competencies align with the course's aim of helping busy professionals enhance their business writing by creating clear, effective, and polished documents.

# Business Writing Fundamentals

## 4-HOUR SELF-PACED E-COURSE

Business writing has different demands and expectations compared with the writing you may have done for school. Learn to shine in your career by writing clear, actionable, professional emails and documents.

Professional success depends on clear, thoughtful communication. You can use your business writing to both inform and connect with your readers. Your readers will appreciate writing that's clear, concise, and respectful.

This course will help you put your best foot forward professionally and develop strong relationships with your readers. This self-paced course includes strategies, examples, and practice opportunities.

**WHO SHOULD ATTEND:** Newer employees, Recent graduates, People returning to Work

**CATEGORIES:** Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Adapt your writing to different readers, situations, and goals
- Apply practical strategies to make your writing more clear and concise
- Write actionably to support your readers and meet business outcomes

### COMPETENCIES

- **Communication:** Focuses on enhancing clarity, professionalism, and reader-focused communication to meet business expectations effectively.
- **Customer Engagement:** Encourages writing practices that support reader needs and build positive connections through actionable, respectful communication.
- **Results-Oriented:** Emphasizes efficient writing strategies to produce well-written documents that align with business objectives and support effective outcomes.

These competencies align with the course's objectives, helping participants produce professional and reader-centered business writing that supports clear, actionable communication.

# Clear & Concise Writing: 3 Strategies

## 3-HOUR SELF-PACED E-COURSE

Get your message out there clearly and concisely, and feel good about your writing in the process! Learn to craft concise, targeted messages that provide your readers what they want and need—without overloading them with words.

Concise writing helps prevent confusion and misinterpretation, too. This course will show you three strategies for writing in a way that's naturally concise from the start. That means less editing time as well.

Finally, this course will help you make sure your messages break through the noise and get read and responded to. In today's workplace environment, readers are often busy and stressed. Concise writing helps you both inform and connect with your reader—and saves you both time in the process.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Use a naturally concise sentence structure
- Avoid words and sentence structures that cause wordiness
- Manage tone and concision simultaneously

### COMPETENCIES

- Communication: Enhances skills for writing clear, concise messages that convey essential information effectively and efficiently.
- Customer Engagement: Focuses on reader-centered writing, ensuring messages are tailored to audience needs and prevent overload.
- Results-Oriented: Emphasizes strategies for creating concise messages from the outset, reducing editing time and improving communication efficiency.

These competencies align with equipping participants to produce concise, reader-friendly communication that saves time and enhances message clarity.

This class is offered in partnership with **High Value Writing**.



# Conflict Resolution

## 1-HOUR SELF-PACED E-COURSE

This course provides the learner with tools, techniques, and practices of resolving work conflicts involving employees, coworkers, supervisors, or customers. It defines levels of intensity within conflict and explains the use of interpersonal and communication skills to keep a conflict from moving to a higher level. Learners assess their personal conflict management style and explore how to effectively use different styles to resolve conflicts. Practical tips and techniques are shared to help the learner prepare for conversations with potential conflict.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Describe your own styles of coping with conflict
- Use each conflict style as appropriate
- Practice and encourage collaboration to resolve conflict

### COMPETENCIES

- Interpersonal Skills: Builds skills to navigate and resolve workplace conflicts effectively and constructively.
- Communication: Enhances the ability to manage difficult conversations using clear and empathetic communication.
- Resilience: Prepares participants to handle conflict with composure and adaptability in challenging situations.

These competencies align with the course's focus on equipping learners with practical tools and strategies for managing and resolving workplace conflicts effectively.

# Core Concepts of Analytical Thinking

## 3-HOUR SELF-PACED E-COURSE

Analytical thinking is a critical component of visual thinking that gives you the ability to solve problems quickly and effectively. Analytical thinking skills are critical in the work place because they help you to gather information, articulate, visualize, and solve complex problems. This eLearning course is the first phase of the Applying Analytical Skills Workshop. In this course, you will explore your approach to analytical thinking. Topics include reasoning, issue statements, research, and surveys for data gathering.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Analytical Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Understand the key components of analytical thinking and how they contribute to problem solving
- Learn how to gather and analyze information effectively through research and surveys
- Develop skills to articulate and visualize complex problems using reasoning and issue statements

### COMPETENCIES

- Innovative Mindset: Encourages creative problem-solving and systematic approaches to tackle complex issues.
- Resilience: Prepares participants to adapt and remain focused when analyzing and solving challenging problems.
- Communication: Supports the clear articulation and presentation of findings derived from analytical processes.

These competencies align with the course's objective of equipping learners with foundational analytical thinking skills to gather, process, and present information effectively.

# Effective Communication

## 1-HOUR SELF-PACED E-COURSE

Communication is something we all think we can do well, and yet when employees are asked what can be improved in their organization, communication is often high on the priority list. This eLearning course is designed to improve your communication skills by sharing what creates effective communication and techniques to achieve it. You will start by using a self-assessment tool to discover your own communication style. Subsequent lessons will address how to adapt your style to be effective in diverse settings and with various team members. Other topics covered include the components of verbal and nonverbal communication, active listening roadblocks and tips, and direct communication techniques to help avoid misunderstandings whether you are a team member or direct others.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Provide your reader with a clear main point and call to action in emails
- Use a strategic subject line that increases reader comprehension
- Use the email heading functions with purpose and intention

### COMPETENCIES

- Communication: Strengthens the ability to convey messages clearly and adapt to diverse communication contexts.
- Interpersonal Skills: Enhances understanding of self and others to improve team dynamics and relationships.
- Diversity & Inclusion: Encourages adapting communication styles to respect and engage with diverse team members effectively.

These competencies align with the course's objective to improve communication by enhancing self-awareness, adaptability, and verbal and nonverbal interaction.

# Effective Emailing

## 2-HOUR SELF-PACED E-COURSE

In today's remote work landscape, leaders and teams use email more than ever. You may email with people you'll never meet in person; this means your relationships, in some ways, depend on your writing.

This course will help you clarify your point, give your reader action items, and spend less time writing and editing emails overall. This self-paced course includes strategies, examples, and practice opportunities.

You'll also review email heading functions like CC, BCC, and ReplyAll, getting advice on how to use these functions to your advantage!

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Provide your reader with a clear main point and call to action in emails
- Use a strategic subject line that increases reader comprehension
- Use the email heading functions with purpose and intention

### COMPETENCIES

- **Communication:** Enhances skills for writing clear, purposeful emails that convey the main point and necessary actions effectively.
- **Customer Engagement:** Focuses on tailoring email communication to meet reader needs, fostering positive relationships and effective interactions.
- **Interpersonal Skills:** Supports respectful and strategic email practices that consider the impact on recipients and promote professional correspondence.

These competencies align with equipping participants to write effective, concise emails that facilitate clear communication and support productive remote work relationships.

# Excellent Customer Service

## 90-MINUTE SELF-PACED E-COURSE

Do employee skills or company culture have more of an impact on your organization's customer service? What are moments of truth in customer service? How do you define your world of customers? These questions and many more are answered in this stimulating eLearning course. You will explore the art of excellent customer service and come away with an understanding of the critical role customer service plays in your organization, what barriers tend to get in the way, and tips to communicate effectively with customers. The course is designed for all busy team members, containing engaging and easy to digest lessons with motivating and thought-provoking content.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills, Relationships and Behavior

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Understand the critical role of excellent customer service in enhancing organizational success and customer satisfaction.
- Identify barriers to effective customer service and learn strategies to overcome them.
- Develop skills for communicating effectively with customers to improve interactions and create positive customer experiences.

### COMPETENCIES

- Customer Engagement: Focuses on delivering exceptional service to meet and exceed customer expectations.
- Communication: Develops clear and empathetic communication techniques to enhance customer interactions.
- Resilience: Builds the adaptability and composure needed to address customer concerns effectively.

These competencies align with the course's goal of fostering an understanding of excellent customer service and equipping participants with practical tools to enhance customer interactions and satisfaction.



# Implicit Bias

## 2-HOUR SELF-PACED E-COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Diversity, Equity & Inclusion (DEI)

### LEARNING OBJECTIVES

After taking this course, you will be able to:

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

### COMPETENCIES

- Diversity & Inclusion: Builds awareness and understanding of implicit bias, promoting a more inclusive and equitable workplace.
- Interpersonal Skills: Enhances self-awareness and empathy, supporting respectful and unbiased interactions with others.
- Customer Engagement: Focuses on fostering a workplace culture that values diversity, ensuring all employees feel included and respected.

These competencies align with helping participants recognize and address implicit bias, fostering a more inclusive and respectful workplace culture.

# Maximize Your Time

## 1-HOUR SELF-PACED E-COURSE

This course provides insight into what it means to integrate work into the other aspects of life. The strategies and methods discussed will help you be more efficient and better manage your time. This course teaches how to get things done and prioritize our most important tasks.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Personal Development

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Learn strategies for integrating work with other aspects of life to improve overall balance and efficiency.
- Develop time management skills to prioritize tasks and focus on what matters most.
- Apply methods to increase productivity and effectively manage competing demands in both work and personal life.

### COMPETENCIES

- Resilience: Builds adaptability and focus to balance competing priorities and effectively manage time.
- Collaboration: Supports teamwork by fostering efficiency and prioritization in shared tasks and goals.
- Interpersonal Skills: Enhances self-awareness and understanding of others to improve time management in collaborative settings.

These competencies align with the course's goal of helping participants become more efficient and effective in managing their time while balancing work and life priorities.

# Meeting Management

## 1-HOUR SELF-PACED E-COURSE

Meetings are a necessary part of every organization. And yet, most of us feel we attend too many meetings that waste time. How can we make meetings more efficient and productive? To be effective, you should plan and prepare for your meeting. During the meeting, focus on specific, actionable goals. In this course, we'll explore ways to increase the quality of (and the decrease complaints about) the meetings you facilitate.

**WHO SHOULD ATTEND:** Supervisors, Managers, Team leads

**CATEGORIES:** Supervisory

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Learn how to plan and prepare effectively for meetings to ensure they are focused and productive.
- Develop strategies to set specific, actionable goals during meetings to drive outcomes and minimize wasted time.
- Explore techniques for improving meeting quality and reducing complaints by enhancing facilitation skills.

### COMPETENCIES

- Collaboration: Enhances teamwork by teaching effective meeting facilitation and preparation.
- Communication: Develops skills to lead focused and goal-oriented discussions during meetings.
- Resilience: Promotes adaptability to manage time and achieve actionable outcomes in diverse meeting scenarios.

These competencies align with the course's objective of equipping participants with strategies to make meetings more efficient, productive, and results-driven.

# Strategic Business Writing

## 1-HOUR SELF-PACED E-COURSE

When we write for work, we have a lot to consider—including questions like, “How much detail should I include?” and “How can I be concise while still explaining everything I need to include?”

As we write to inform our readers, though, we have a second, simultaneous goal: connecting with them. Just as we work to create clear, concise messages, we can also ensure our messages are connected and relational.

Strategic business writing means thinking about both informative goals like clarity and concision, and relational goals like tone, respect, and empathy.

This class shares three strategies for conveying clear, concise information and three strategies for writing to convey respect and connect with your readers through intentional business writing.

**WHO SHOULD ATTEND:** Appropriate for all levels

**CATEGORIES:** Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Identify the informational and relational goals of purposeful workplace writing
- Use strategies for clear writing that can increase your readers’ responses
- Make intentional choices about tone, voice, and word choice in your business writing

### COMPETENCIES

- **Communication:** Builds skills for clear, concise, and effective workplace writing, enhancing information clarity and reader engagement.
- **Interpersonal Skills:** Focuses on the relational aspects of writing, such as tone and respect, ensuring messages connect empathetically with readers.
- **Customer Engagement:** Encourages intentional writing tailored to audience needs, fostering positive reader responses and understanding.

These competencies align with helping participants write strategically to achieve clear, relational, and goal-oriented communication in professional settings.

This class is offered in partnership with **High Value Writing**.

# Strategic Writing for Leaders

## 8-HOUR SELF-PACED E-COURSE

As a leader, your writing both represents you and helps you set an example. By using clear, concise writing strategically, you can positively impact not only business outcomes but teamwork and professional relationships.

The words you use with your team can also impact their engagement and performance. Writing strategically helps you use intentional writing as a management tool—to inspire, coach, direct, and provide actionable feedback.

Intentional, strategic writing can help leaders project and inspire confidence, manage conflict productively, and boost team motivation and engagement. Similarly, leaders can use intentional language to convey respect, set examples for the team, include others, and build community.

This course also highlights ways choices leaders make in their writing can impact morale, retention, and team wellness. Participants get strategies for crafting messages that meet the needs of today's readers while also building trust and conveying respect.

**WHO SHOULD ATTEND:** Managers, Supervisors, Emerging leaders, Team leads, Staff interested in promoting to leadership

**CATEGORIES:** Leadership, Communication Skills, Relationships and Behavior, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Use language strategically to meet business outcomes and build professional relationships
- Build trust, respect, and team community through intentional writing
- Manage conflict and employee concerns through intentional writing
- Project confidence and build authority through writing
- Provide actionable and respectful written feedback, direction, and redirection

### COMPETENCIES

- **Inspirational Leadership:** Develops ability to use writing to build trust, respect, and community, positively influencing team morale and engagement.
- **Results-Oriented:** Ensures that strategic writing supports business outcomes by providing clear, actionable guidance aligned with organizational goals.
- **Communication:** Supports understanding how language impacts perceptions, relationships, and conflict management, enhancing leaders' effectiveness through written communication.

These competencies align with helping leaders communicate intentionally and strategically in writing, fostering positive relationships and driving organizational goals.

This class is offered in partnership with **High Value Writing**.



# Workplace Harassment Prevention for Elected Officials



## 2-HOUR SELF-PACED E-COURSE

This course meets the California state requirements for harassment prevention training for local agency officials. The law requires that local agencies provide harassment prevention training to all members of its legislative body and other local agency officials if those officials receive any type of compensation or stipend. Each official is required to receive at least two hours of sexual harassment and abusive conduct prevention training within the first six months of taking office and once every two years thereafter. The course content focuses on how to promote a respectful workplace and prevent harassment based on sex, sexual orientation, gender identity, and gender expression, as well as abusive conduct and retaliation. We will also talk about the sexual harassment complaint process, remedies available to victims, and management's responsibilities for prevention.

This course meets the requirements of AB 1825, AB 2053, and SB 1343.

**WHO SHOULD ATTEND:** Local officials, Public servants

**CATEGORIES:** Human Resources

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Understand California state requirements for harassment prevention training for local agency officials, including timelines for completion and renewal.
- Learn strategies to promote a respectful workplace and prevent harassment based on sex, sexual orientation, gender identity, gender expression, abusive conduct, and retaliation.
- Gain knowledge of the sexual harassment complaint process and management's responsibilities in preventing harassment and addressing complaints effectively.

### COMPETENCIES

- Diversity & Inclusion: Ensures that elected officials foster an inclusive and respectful workplace by addressing harassment, bias, and discrimination while promoting equity.
- Stewardship: Emphasizes ethical accountability and responsibility in creating a safe and harassment-free environment that aligns with public and legal expectations.
- Talent Management: Supports the development of a positive and productive workplace culture by equipping officials with skills to address harassment and abusive conduct effectively.

This course prepares elected officials to create and maintain respectful, inclusive workplaces by addressing harassment, abusive conduct, and retaliation. By focusing on diversity, stewardship, and talent management, the training ensures compliance with legal requirements while fostering a culture of equity, accountability, and respect.

# Workplace Harassment Prevention for Staff



## 1-HOUR SELF-PACED E-COURSE

This course meets the California state requirements for harassment prevention training for non-supervisory employees, volunteers, and independent contractors. The content focuses on how to promote a respectful workplace and prevent sexual harassment, abusive conduct, and retaliation. In addition, employees' roles in the complaint process are reviewed, including the roles of the person claiming harassment, the accused, potential witnesses, and coworkers.

**WHO SHOULD ATTEND:** All staff, Non-supervisory employees

**CATEGORIES:** Human Resources

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Understand California's harassment prevention training requirements for non-supervisory employees, volunteers, and independent contractors.
- Learn how to foster a respectful workplace by preventing sexual harassment, abusive conduct, and retaliation.
- Understand the roles and responsibilities in the harassment complaint process, including those of the complainant, the accused, witnesses, and coworkers.

### COMPETENCIES

- Diversity and Inclusion: Promotes a workplace culture free of harassment and discrimination.
- Interpersonal Skills: Builds awareness of respectful interactions and appropriate workplace behavior.
- Resilience: Supports employees in recognizing and addressing harassment effectively while maintaining professionalism.

These competencies align with the course's objective to educate employees on harassment prevention, promoting a respectful and inclusive workplace while meeting California state requirements.

# Workplace Harassment Prevention for Supervisors and Managers



## 2-HOUR SELF-PACED E-COURSE

This course meets the California state requirements for harassment prevention training for supervisory and managerial employees. Effective January 1, 2021, the law requires that all employers of five or more employees provide one hour of sexual harassment and abusive conduct prevention training to non-managerial employees and two hours of sexual harassment and abusive conduct prevention training to supervisors once every two years. A supervisor is anyone having the authority to make, or direct others to make, employment decisions such as hire, transfer, assign, discipline, promote, lay off, and similar decisions requiring independent judgment. The course content focuses on how to promote a respectful workplace and prevent harassment based on sex, sexual orientation, gender identity, and gender expression. We'll also talk about preventing abusive conduct and retaliation and your role as supervisors in the complaint and investigation processes.

**WHO SHOULD ATTEND:** Supervisors, Managers

**CATEGORIES:** Human Resources

### LEARNING OBJECTIVES

- Understand California's harassment prevention training requirements for supervisory and managerial employees, including the mandated training hours and frequency.
- Learn how to foster a respectful workplace by preventing harassment related to sex, sexual orientation, gender identity, and gender expression, and by addressing abusive conduct and retaliation.
- Understand the supervisor's role in the harassment complaint and investigation process, including how to handle complaints and conduct investigations in accordance with legal guidelines.

### COMPETENCIES

- **Diversity & Inclusion:** Equips supervisors with the tools to create and sustain an inclusive, harassment-free environment by addressing discrimination and bias while promoting equity.
- **Stewardship:** Promotes ethical behavior and accountability, ensuring that workplace interactions align with organizational values and legal requirements.
- **Talent Management:** Supports supervisors in maintaining a healthy work environment by resolving conflicts effectively and fostering respectful workplace behavior.

These competencies prepare supervisors to create a safe, inclusive, and respectful workplace. By focusing on diversity, ethical stewardship, and talent management, the course ensures supervisors are equipped to prevent harassment and abusive conduct while fostering a positive organizational culture.

# Writing Actionable and Motivating Performance Reviews

## 4-HOUR SELF-PACED E-COURSE

Make the performance review process truly useful and applicable by using language that helps employees grow and reflects a growth mindset. Writing reviews takes time, but the best reviews are simultaneously concise with actionable.

Provide your direct reports with clear, actionable critiques and steps forward. Learn a writing formula to ease the performance review writing process and ensure you provide practical advice.

This course will help you write reviews that are objective, evidence-based, and motivating.

**WHO SHOULD ATTEND:** Managers, Supervisors, HR professionals, Leaders, Team leads

**CATEGORIES:** Human Resources, Leadership, Communication Skills, Writing Skills

### LEARNING OBJECTIVES

After taking this course, you will be able to:

- Write review statements that offer tangible, actionable ways forward
- Provide feedback that motivates the recipient to reflect, grow, and develop
- Reduce time spent writing reviews by applying a feedback writing formula
- Use objective, evidence-based language in your performance reviews

### COMPETENCIES

- Talent Management: Equips supervisors with the tools to provide growth-oriented, actionable feedback that supports employee development and performance improvement.
- Results-Oriented: Ensures that performance reviews are structured to align with specific goals and drive measurable progress.
- Business Acumen: Supports using objective, evidence-based language in reviews to maintain fairness, clarity, and professionalism.

These competencies align with writing performance reviews that are constructive, motivating, and focused on employee growth and success.

This class is offered in partnership with **High Value Writing**.







# 4 DREAMERS

# DREAMERS

# Job

# GOALS

1. 1,000,000,000

- LUXEMBOURG
- NEW YORK
- LONDON
- BARCELONA
- LISBON
- DUBAI





# ANALYTICAL SKILLS

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# Communicating with Data

## 1-DAY COURSE

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

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Enhances skills for presenting data clearly and effectively, ensuring that key messages are conveyed accurately to various audiences.
- Results-Oriented: Focuses on the practical application of data visualization techniques that support decision-making and improve comprehension.
- Digital Fluency: Encourages proficiency in using tools and techniques for creating charts, tables, and graphs that simplify complex data.

These competencies align with helping participants present data in clear and impactful ways, enabling audiences to quickly grasp and act on essential information.



# Completed Staff Work

## 1- OR 2-DAY COURSE

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

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Develops skills for structuring and presenting clear, actionable recommendations to management, requiring minimal revision.
- Collaboration: Supports teamwork and knowledge-sharing practices that contribute to comprehensive, well-rounded solutions.
- Customer Engagement: Focuses on understanding and addressing management's specific needs and expectations through tailored recommendations.

These competencies align with helping analysts produce completed staff work that equips management with clear, actionable recommendations to address organizational issues effectively.

# Critical Thinking

## 2-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Develops clarity in articulating and structuring thoughts, supporting effective problem analysis and solution presentation.
- Interpersonal Skills: Enhances the ability to understand diverse perspectives in problem solving, fostering collaborative and informed discussions.
- Customer Engagement: Focuses on understanding organizational needs and aligning critical thinking practices to support resourceful and practical solutions.

These competencies align with equipping participants to apply structured critical thinking to solve complex problems, enhancing analytical clarity and decision-making in resource-limited settings.

# Data to Diamonds Program

## 5-COURSE SERIES

Do you want to learn how to harness the power of data to make better decisions, improve performance, and drive innovation in your organization? Do you want to gain practical skills and knowledge in data analytics that you can apply immediately in your work? If so, then this Data Analytics Certificate program is for you!

This program is designed for professionals who use data analysis as part of their job, such as managers, analysts, consultants, marketers, educators, and researchers. It consists of five one-day courses that cover the essential topics and tools in data analytics, from data collection and processing to data visualization and communication.

Data to Diamonds is a practical learning experience designed specifically for professionals who integrate data analysis into their daily roles. This comprehensive program consists of five intensive 1-day courses carefully curated to enhance your expertise and effectiveness in leveraging data for informed decision-making. We suggest taking the classes in order, as we build on the skill set and knowledge gained from each class. Completion of all five classes is required for certification.

**WHO SHOULD ATTEND:** Appropriate for all levels

### PROGRAM OUTCOMES

- Develop proficiency in Microsoft 365 tools: Leverage tools like Excel, PowerPoint, and Forms to gather, analyze, and present data effectively.
- Gain expertise in Generative AI: Develop an understanding of ChatGPT, Bing AI, and Google Bard, and learn how to use them to enhance data analysis workflow.
- Develop a strong ethical foundation: Handle data responsibly and ethically.
- Develop the ability to work effectively with data across various platforms: Work with data from a variety of sources, including surveys, spreadsheets, databases, and online applications.
- Use data to propose solutions: Use relevant data to inform decision-making and solve problems.

**Introduction to Data Analytics:** Dive into the data-driven world we live in today and understand how data and information gathering have evolved. Learn about the foundational toolsets, key terminology, and core concepts of data analytics. Get hands-on experience with Microsoft Forms for creating surveys and polls. Discover how AI can support data analytics and explore the ethical considerations involved.

**Turning Data Into Useful Information:** Develop a clear understanding of the problem to be addressed by the data. Learn how to identify the core data needed for the desired outcome and where to find it. Overcome data hygiene and interpretation challenges and learn how to distill data into relevant information points. Gain practical experience using Excel to create charts, graphs, and PowerPoint slides for presenting your data.

**Leveraging AI in the Data Process:** Understand the challenges and opportunities of AI, and compare and use AI tools like OpenAI's ChatGPT, Bing Copilot, and Google Gemini. Learn how to improve data gathering efficiency and effectiveness, enhance data analysis and presentations, and address ethics and security concerns.

**Presenting Data Effectively:** Learn how to tailor your data presentation to your audience, set clear goals, understand the current situation, and make effective recommendations. Gain skills in creating infographics, dashboarding, storytelling, and presentation.

**Using Information to Drive Action and Accountability:** Understand how to use project management data, define project goals using KPIs, interpret real-time data, identify trends, and manage outcome states with appropriate information. Learn how to create a useful feedback loop.

# Essential Analytical Skills

## 1-DAY COURSE

This is an introductory workshop for analytical skills. Participants will develop their skills to analyze and problem solve. If you are a new analyst or are considering a career as an analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical 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.

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.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Verify and clarify analytical work assignments using effective communication techniques
- Determine your style and approach to analytical work
- Utilize various techniques for analyzing and displaying data
- List ways to research an analytical assignment

### COMPETENCIES

- Communication: Develops clear communication skills essential for verifying and presenting accurate analytical finding.
- Customer Engagement: Focuses on understanding and addressing the specific needs of stakeholders through data-driven insights and effective analysis.
- Collaboration: Encourages teamwork and information-sharing practices necessary for effective analytical problem solving in a government context.

These competencies align with helping participants build foundational analytical skills, supporting effective communication, accuracy, and collaboration in government services.

# Legislative Bill Analysis

## 2-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Develops skills for accurately interpreting and summarizing legislative content, ensuring clear and effective communication of bill impacts.
- **Customer Engagement:** Focuses on understanding the potential impact of legislation on State programs and departments, supporting informed decision-making.
- **Digital Fluency:** Enhances the ability to use online legislative resources and tools for efficient information gathering and analysis.

These competencies align with helping participants conduct thorough legislative bill analyses, ensuring accurate understanding and effective communication of legislative impacts on State programs.

# 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.

**WHO SHOULD ATTEND:** Anyone writing policy or procedure documents

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Customer Engagement: Focuses on understanding and engaging with the legislative process to support informed decision-making and effective collaboration with legislative staff.
- Communication: Enhances skills for explaining the legislative process and summarizing bill components, supporting clarity and comprehension among stakeholders.
- Digital Fluency: Develops proficiency in utilizing resources and tools to track and analyze legislative activities.

These competencies align with helping participants navigate and communicate the legislative process, supporting effective engagement with legislative staff and resources.

# Project Management (Introduction to)

## 1-, 2- OR 3-DAY COURSE

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

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

The skills of a trained project manager are invaluable to people and organizations around the world. Project management has become a critical skill set and competency for every organization desiring to grow or seize the next available opportunity. Why not make yourself invaluable to your organization? You'll return to work with the knowledge and tools you need to get your projects started right and completed successfully.

**WHO SHOULD ATTEND:** All individuals involved in project management

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Collaboration: Builds skills for coordinating project teams, fostering teamwork, and aligning roles to support successful project outcomes.
- Digital Fluency: Introduces project management tools and documentation practices that support effective planning, tracking, and control of projects.
- Customer Engagement: Focuses on aligning project goals and deliverables with organizational needs, ensuring that projects contribute to broader objectives.

These competencies align with helping participants develop foundational project management skills, enhancing their ability to initiate, plan, and execute projects effectively in alignment with organizational goals.

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

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Analysts

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Digital Fluency: Builds foundational skills for collecting, analyzing, and reporting data, enhancing data literacy and research capability.
- Customer Engagement: Focuses on aligning data collection and reporting methods with organizational objectives, ensuring insights are relevant and actionable.
- Communication: Develops skills for presenting data findings clearly and ethically, supporting transparent and informative reporting.

These competencies align with helping participants conduct data-driven research effectively, ensuring accurate insights and clear reporting to support informed decision-making.



# Tell Your Story with Data

## 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Analysts

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Builds skills in crafting and presenting data-driven stories, enhancing clarity, engagement, and persuasiveness.
- **Customer Engagement:** Focuses on selecting and presenting data that aligns with audience needs, driving meaningful action.
- **Digital Fluency:** Enhances proficiency in using data visualization tools and techniques to create compelling and accessible presentations.

These competencies align with helping participants present data in a clear, dynamic, and persuasive manner, ensuring their stories drive meaningful action.

# Unlock the Power of Continuous Improvement

## 1- OR 2-DAY COURSE

In a rapidly evolving work environment, staying ahead means constantly improving processes, skills, and outcomes. This interactive workshop dives deep into the principles of continuous improvement. Through practical activities and real-world scenarios, you'll learn how to identify root causes of workplace challenges, brainstorm solutions and make informed decisions on how to move forward successfully. Whether it's enhancing team performance or streamlining daily tasks, this workshop equips you with the tools to drive meaningful, lasting improvement in your work.

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

### LEARNING OBJECTIVES

Participants will leave this workshop with:

- A mindset focused on continuous improvement and long-term success
- Improved confidence in tackling both simple and complex problems
- A structured approach to problem solving that enhances efficiency and results
- Enhanced decision-making abilities, leading to better choices in high-pressure situations
- Practical strategies for fostering teamwork and collaboration during problem-solving processes.

### COMPETENCIES

- Resilience: Develops a proactive approach to overcoming workplace challenges, encouraging adaptability and long-term success in a changing environment.
- Problem Solving: Enhances skills in analyzing issues and devising practical, sustainable solutions to improve processes and outcomes.
- Collaboration: Strengthens the ability to work effectively with others, fostering teamwork to drive continuous improvement initiatives.

These competencies align with fostering a culture of continuous improvement in which individuals and teams are empowered to make impactful, enduring advancements in their work.

### TESTIMONIAL FROM PAST ATTENDEES:

*"The information and matrixes provided will be incredibly helpful within my position. I plan to bring everything I have learned back to my team to implement within out projects."*

*"I'm working on a promotion and before attending this class I was not confident in my ability to lead a project. I am now more confident. The information is still new to me and will be really useful when I am working on a project which will be in the next 2-3 weeks."*







# COMMUNICATION SKILLS

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# Asking Powerful Questions



1-HOUR COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels

## LEARNING OBJECTIVES

- Learn and practice key communication strategies to gain valuable information.
- Recognize how your mindset contributes to your questioning strategies.
- Discover how to increase your connection identifying the power behind your questions.
- Gain knowledge about questions to engage, to assess, and the essential role questioning plays in coaching relationships.

## COMPETENCIES

- Inspirational Leadership: Supports building trust and strong interpersonal connections, which are essential for effective questioning and engaging conversations.
- Vision & Strategic Thinking: Involves strategic questioning to better understand perspectives, which informs vision and decision-making.
- Business Acumen: Enables understanding and insight through questioning, helping leaders make informed, impactful decisions.

These competencies align well with fostering powerful conversations through thoughtful questioning, strategic insights, and building trust.



# Collaboration Skills



## 1-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.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Creates a culture of teamwork, open communication, and constructive collaboration.
- Results-Oriented: Focuses collaborative efforts on achieving team goals and enhancing productivity.
- Business Acumen: Helps in understanding group dynamics, managing conflict, and adapting leadership styles to maximize collaboration.

These competencies align well with fostering a collaborative, communicative, and high-performing team environment.

# Collaboration: The Key Ingredient of a Well-Functioning Team

HALF-DAY COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

Collaboration is critical in today's work environment. Whether working on-site, virtually or, a fusion of both, teams are best served in partnership with others. The workplace today is complex. While individual achievements are encouraged, an environment of collaboration yields a synergy of individuals that creates innovative solutions. Each of us is hard-wired to want to succeed. Tapping that energy and bringing it into a collaboration results in a higher level of productivity, engagement, and morale.

**WHO SHOULD ATTEND:** Appropriate for all levels

## LEARNING OBJECTIVES

- Discover the differences between traditional teams and collaborative partnerships
- Learn the behaviors, skills, and mindset that serve to create a successful, collaborative team
- Develop specific protocols to ensure alignment and accountability in teams
- Understand how trust lays the foundation for a collaborative team; learn ways to create and maintain team trust

## COMPETENCIES

- Collaboration: Highlights the importance of cultivating strong, synergistic relationships within teams to drive innovation and productivity.
- Communication: Ensures clear, open communication, which is crucial for maintaining alignment and accountability within collaborative partnerships.
- Interpersonal Skills: Promotes trust-building behaviors that lay the groundwork for effective teamwork and high morale.

These competencies align well with helping participants to build collaborative, trust-based teams that are harmonious and productive, ultimately enhancing team cohesion and performance.

# Communicate and Listen with Empathy: Seek to Understand Before Being Understood

## 1-DAY COURSE

Participants will learn how to respond to customer needs by utilizing the funnel method of questioning: open-ended questions, probing questions, and closed questions. You will also learn words associated with professional verbiage and how to effectively use them in a work environment.

In addition, attendees will learn fundamentals of effective listening involving listening with the head, the heart, the eyes, and the ears. The heart hears what the customer is feeling, the ears hear what the customer is saying, the head deciphers what the customer is requesting, and the eyes determine what the customer is meaning. Participants will be taught how identify and filter through the noise while communicating with their customers. Some of the noise may include emotional, cultural, generational, and ethos-based. Participants will learn how to listen objectively and respond with empathy.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Learn to communicate more clearly by using appropriate verbal and nonverbal behavior
- Learn how word choice can help or hinder successful communication
- Give and receive feedback effectively
- Assess the effects of different communication styles on the speaker and the listener
- Recognize and avoid poor listening habits
- Listen effectively to coworkers and customers
- Practice skills learned in class to improve communication and empathetic listening

### COMPETENCIES

- **Communication:** Cultivates skills for clear, empathetic communication, empowering participants to understand and respond to customer needs effectively.
- **Customer Engagement:** Focuses on strategies to improve customer interactions by actively listening and using appropriate language, fostering a positive customer experience.
- **Interpersonal Skills:** Promotes empathy and sensitivity in communication, enabling participants to connect meaningfully with both customers and colleagues.

These competencies align well with helping participants enhance customer interactions through empathetic listening and clear, respectful communication, fostering a positive and effective workplace communication culture.

# Communicating Effectively

## 1-DAY COURSE

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

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

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

### LEARNING OBJECTIVES

- Describe the communication process and why it breaks down
- Listen effectively to 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 nonverbal behavior
- Give and receive feedback effectively

### COMPETENCIES

- **Communication:** Strengthens professional communication skills, focusing on clarity in oral communication, assertiveness, and effective listening.
- **Interpersonal Skills:** Promotes positive interactions by teaching assertiveness, empathy, and the ability to adapt communication styles to different situations.
- **Customer Engagement:** Improves participants' ability to connect and engage effectively with both coworkers and customers through clear, professional communication.

These competencies align with fostering effective communication, enhancing understanding, professionalism, and influence in workplace interactions.

# Crafting Effective and Ethical Persuasive Messages

## 1-DAY COURSE

Persuasion is a core professional and personal skill. We utilize our ability to persuade when we're gaining employee compliance with new organizational policies, when we're soliciting community participation in a public program, when we're pitching a new project for our team to work on, and in countless other contexts. With persuasion filling so much of our time, it's valuable to learn how we can best employ this essential communication skill.

This course will explore the key components of crafting effective and ethical persuasive messages. You will learn how to develop persuasive arguments that avoid fallacious reasoning and design persuasive messages based on your audience's unique characteristics and desires. You will examine ways to culminate a persuasive message in a call to action that gets your audience moving toward your goal. In this interactive course, you will develop and share an informal, persuasive message and exchange feedback among your fellow learners to gain confidence in persuasive message design.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Learn how to develop effective persuasive appeals
- Understand how to design a complete persuasive message
- Analyze audience factors to determine how to best reach listeners with your message
- Motivate your audience to take action
- Practice sharing a short persuasive message

### COMPETENCIES

- Communication: Develops clear, audience-specific messages and arguments while avoiding logical fallacies.
- Interpersonal Skills: Builds the skills needed to understand and respond to audience dynamics effectively.
- Innovative Mindset: Encourages creative approaches to audience engagement and call-to-action development.

These competencies align with the course's focus on teaching participants how to craft and deliver effective, ethical persuasive messages that are tailored to audience needs and culminate in actionable outcomes.

# Effective Listening

## 1-DAY COURSE

Listening is a very powerful tool, but it is rarely taught in school. Effective listening habits improve relationships at work, provide the opportunity to learn, and have a positive impact on productivity. This one-day class will help you improve your communication skills in the vital area of listening.

Develop listening skills that will help in many work situations, including when problem solving, in meetings, helping customers and others stay calm during disagreements, speaking to someone with a language barrier, and helping people think through options.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Enhances the ability to listen effectively, supporting clear and accurate understanding in various work situations.
- Interpersonal Skills: Develops empathy and respect through improved listening, fostering positive and collaborative workplace relationships.
- Customer Engagement: Focuses on listening practices that meet the needs of coworkers and customers, ensuring productive and supportive interactions.

These competencies align with helping participants improve listening as a core communication skill, enhancing workplace relationships and supporting positive, productive interactions.

# Interpersonal Skills

## 1- OR 2-DAY COURSE

Interpersonal skills are the foundation of effective relationships at work. With an emphasis on professional and clear communication, this 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 interpersonal skills and opportunities to discuss and solve actual interpersonal work issues. Improve your first impression, listening skills, assertiveness, and nonverbal communications in this class.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Describe the communication process and why it breaks down
- Listen effectively to problem solve with customers and 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 nonverbal behaviors that confirm your message
- Practice skills learned in class to improve the interpersonal process

### COMPETENCIES

- Interpersonal Skills: Enhances understanding and application of communication styles, assertiveness, and feedback, supporting effective workplace relationships.
- Communication: Develops skills for clear, professional verbal and nonverbal communication, improving understanding and influence in interactions.
- Customer Engagement: Focuses on actively listening and responding to colleagues and customers, fostering a positive and collaborative work environment.

These competencies align with helping participants improve their interpersonal effectiveness, fostering respectful, clear, and constructive workplace relationships.



# Managing Conflict Constructively



## 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, with a particular focus on ways to guide a conflict from a competitive mode into a collaborative one.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Essential for guiding conflicts towards collaborative, win-win outcomes and fostering a positive, solution-oriented environment.
- Results-Oriented: Ensures that conflict management strategies lead to constructive resolutions that support team and organizational objectives.
- Interpersonal Skills: Develops skills and insights to move from conflict to collaboration.

These competencies are aligned to help leaders manage conflicts effectively, fostering a collaborative work environment that encourages constructive resolutions.

# Negotiation Skills

## 2-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Enhances negotiation and communication skills, supporting clear and constructive dialogue to reach agreements.
- Interpersonal Skills: Develops self-awareness and adaptability, helping participants manage emotions and respond effectively during negotiations.
- Collaboration: Focuses on fostering cooperative relationships and finding mutually beneficial solutions in negotiation settings.

These competencies align with helping participants improve negotiation effectiveness, fostering clear communication and collaboration to achieve mutually agreeable outcomes.

# Pitch-Perfect Communication in a Virtual World

## 1-DAY COURSE

Communication is essential as we adapt to the reality of working from home. Managers and employees need structure, assurance, and tools for managing change as we navigate the challenging task of doing our jobs differently.

This course helps both managers and employees adapt to remote work with efficiency and emotional intelligence. You'll learn how to plan for and participate in virtual meetings with maximum effectiveness. And, you'll upgrade your ability to email with clarity and care.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

1. Accepting a new approach
  - How is communication different now?
  - How can we best communicate with our coworkers and clients?
  - What's at stake if we don't change?
2. Choosing the right communication tool
  - Pros and cons of common tools
  - Thinking creatively about available tools
  - Flowchart to help you choose the best method
3. Meeting virtually with emotional intelligence
  - See meetings from a new perspective
  - Plan for virtual meetings for maximum efficiency
  - Participate in virtual meetings with maximum attention and courtesy
4. Composing email that's concise yet complete
  - Strategies for keeping it short, but thorough
  - MS tools to improve quality
  - The three golden rules of email

### COMPETENCIES

- **Communication:** Develops skills for effective virtual communication, supporting clear and structured interactions in a remote work environment.
- **Interpersonal Skills:** Enhances emotional intelligence in virtual meetings, promoting empathy and attentiveness in remote interactions.
- **Customer Engagement:** Focuses on adapting communication methods to meet the needs of remote teams and clients, ensuring productive and supportive connections.

These competencies align with helping participants improve remote communication, fostering clear, respectful, and effective interactions in a virtual work environment.

# Powerful Communication Skills



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Differentiate between communication styles
- Learn to adapt different communication styles to lead your team

### COMPETENCIES

- Inspirational Leadership: Essential for fostering effective communication that enhances relationships, team cohesion, and influence.
- Results-Oriented: Ensures communication strategies are purposeful and aligned with achieving specific team and organizational goals.
- Communication: Develops skills to adapt personal communication style to various situations

These competencies align with building versatile communication skills that enhance leadership effectiveness, foster engagement, and drive successful outcomes.

# The Delicate Art of Persuasion

## 1-DAY COURSE

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

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

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Enhances persuasive communication skills, enabling participants to effectively present ideas and influence outcomes.
- **Interpersonal Skills:** Develops the ability to connect with others and tailor persuasive techniques to different personalities, fostering constructive interactions.
- **Customer Engagement:** Focuses on aligning persuasive efforts with audience needs and goals, ensuring messages are relevant and impactful.

These competencies align with helping participants master the art of persuasion, enabling them to influence effectively, connect with others, and drive positive action.









# DIVERSITY, EQUITY & INCLUSION (DEI)

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# Cultural Intelligence Program



## Introduction to Cultural Intelligence

### 2-HOUR COURSE

Cultural intelligence or cultural quotient (CQ) is having the capacity to relate to and work effectively with different groups of people and across cultures (including Big-C "Culture" and little-c "culture"). Cultural intelligence articulates core competencies and skill sets that allow organizations the ability to cultivate and develop effective DEI tools for team members and leaders. Cultural intelligence goes beyond cultural awareness and political correctness. This module will examine the various elements of cultural intelligence and how to operationalize it in an organization.

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Examine the elements of cultural intelligence
- Learn to cultivate and develop effective DEI tools

### COMPETENCIES

- Diversity & Inclusion: Encourages understanding of and respect for different cultural perspectives, equipping leaders and teams with the tools to create more inclusive environments.
- Business Acumen: Promotes the strategic integration of cultural intelligence into organizational practices, enhancing operations through effective DEI tools.
- Vision & Strategic Thinking: Aligns organizational strategies with cultural intelligence, ensuring that DEI efforts contribute to a cohesive, inclusive organizational vision.

These competencies equip participants with the foundational tools to cultivate cultural intelligence within their organizations, enhancing both inclusion and operational effectiveness.

# Cultural Intelligence Program



## Developing the Language of Cultural Intelligence: Building a Living Glossary

### 2-HOUR COURSE

Understanding diversity, equity, and inclusion in the post-2020 world requires a new language to effectively communicate through the lens of cultural intelligence. This language reflects a judgment-free perspective that serves to bring different groups of people together through a understanding and appreciation of the lived experience of others. This module will educate the participants on the common language of DEI to create a common understanding and common connections among divergent groups of people within an organization.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Define inclusive language through the lens of cultural intelligence
- Understand the importance of the common language of DEI
- Understand how you can contribute to an inclusive work environment

### COMPETENCIES

- Diversity & Inclusion: Promotes an inclusive environment where individual differences and perspectives are respected and leveraged for organizational goals.
- Inspirational Leadership: Encourages creating an atmosphere of purpose and collaborative effort aligned with an organization's mission, particularly with a DEI focus.
- Vision & Strategic Thinking: Supports alignment with an organization's vision and values, integrating DEI into broader organizational goals.

These competencies support course participants in developing cultural intelligence and contributing to a more inclusive work environment.

# Cultural Intelligence Program



## Understanding Implicit Bias Through the Lens of Cultural Intelligence

### 2-HOUR COURSE

All human beings operate with varying degrees of implicit bias. Implicit bias is unintended preference that can adversely impact the effective operations of any organization. This module will explore the various types of implicit bias, micro-behaviors, and the proper ways to address and resolve issues that arise from this mindset.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Define implicit bias through the lens of cultural intelligence
- Examine the impact of implicit bias and why it can be difficult to identify
- Select evidence-based strategies to recognize, minimize, and eliminate implicit bias and micro-behaviors

### COMPETENCIES

- Diversity & Inclusion: Promotes awareness and reduction of implicit biases, fostering a more inclusive and equitable work environment.
- Sound Judgment: Supports leaders in identifying and managing biases that may affect decision-making, ensuring fair and evidence-based practices.
- Business Acumen: Encourages integrating cultural intelligence and awareness of biases into organizational processes to optimize operational effectiveness.

These competencies equip leaders to identify, address, and mitigate implicit biases, supporting a more culturally intelligent and inclusive workplace.

# Cultural Intelligence Program



## How to Create Sustainable Change

### 2-HOUR COURSE

A high-performing organization should not only focus on the diversity of its workforce, but also on how that workforce reflects a culture of equity and inclusion. Inclusion addresses how well an organization shares power, access, and resources with all elements of its workforce, particularly those elements which represent marginalized and/or underrepresented groups of the organization. This module will discuss effective ways in which organizations may become more inclusive through operationalizing DEI into every business unit.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Understand inclusive leadership competencies
- Understand the importance of inclusion and the role of an inclusive leader
- Learn to make equity and inclusion a core tenet of your organization
- Develop strategies to integrate equity and inclusion into your organization

### COMPETENCIES

- **Diversity & Inclusion:** Focuses on creating an inclusive organization where power, access, and resources are equitably distributed among all workforce members, with an emphasis on marginalized groups.
- **Vision & Strategic Thinking:** Guides leaders in aligning an organization's strategic goals with DEI principles, ensuring that inclusivity becomes a core organizational value.
- **Stewardship:** Encourages responsible and accountable management of resources and influence to serve the collective long-term good, integrating DEI into sustainable practices.

These competencies provide leaders with the tools needed to operationalize DEI, supporting sustainable change that aligns with an organization's values and mission.

# Cultural Intelligence Program



## Managing Conflict Through the Lens of Equity

### 2-HOUR COURSE

When organizations commence the DEI journey of transformation, there will be conflict to break through the barriers to creating an inclusive organization. This module supports people and organizations in managing expectations for success and provides tools and resources for navigating conflict within individuals, groups of people, and organizations.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Learn to develop and cultivate deeper relationship connections to later manage conflicts within an organization
- Develop skills to manage expectations and conflict
- Learn to identify and break barriers to creating an inclusive organization

### COMPETENCIES

- Diversity & Inclusion: Supports an organization's commitment to equity, emphasizing tools for managing conflict that arises from DEI transformation.
- Results-Oriented: Focuses on achieving organizational goals by effectively addressing and managing conflicts that may hinder an inclusive culture.
- Interpersonal Skills: Develops skills and insights to break barriers to creating an inclusive environment centered around belonging.

These competencies equip leaders to manage conflict effectively, aligning with DEI goals and fostering a more inclusive and harmonious organizational culture.

# Cultural Intelligence Program



## Mastering the Art of Crucial Conversations

### 2-HOUR COURSE

It is essential to learn how to have hard conversations that address the current environment of social justice and racial equity. We will explore topics like cultural intelligence, acknowledgement vs. agreement, Black Lives Matter vs. All Lives Matter, how to be an ally, and the best way to address employees. This module will share practical, timely guidance on how to engage employees around the complex and passionate issues related to systemic racism, the need for transparency and accountability in police practices, and the need for civil discourse.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Learn how to be an ally
- Adopt awareness of cognitive bias to maximize the value of a diverse team
- Foster and promote collaboration and trust among team members
- Cultivate tools to recognize and combat microaggressions

### COMPETENCIES

- Diversity & Inclusion: Encourages open dialogue and inclusivity, fostering an environment where sensitive and crucial topics can be discussed respectfully and constructively.
- Inspirational Leadership: Empowers leaders to model empathy and allyship, creating a culture of trust and openness around challenging social issues.
- Communication: Develops skills to enable leaders to foster and promote trust among their teams.

These competencies provide leaders with the tools needed to facilitate crucial conversations effectively, building trust, respect, and a deeper understanding within diverse teams.



# Diversity and Inclusion: Why They Matter for Leaders



## 2-HOUR COURSE

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

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Diversity & Inclusion:** Encourages leaders to create a work environment where individual differences and perspectives are valued, fostering an inclusive atmosphere.
- **Inspirational Leadership:** Empowers leaders to create a purpose-driven environment that aligns with organizational goals, motivating others to embrace diversity and inclusivity.
- **Sound Judgment:** Supports leaders in making unbiased, well-informed decisions by recognizing and addressing unconscious biases that may impact workplace interactions.

This framework supports leaders in recognizing biases, fostering inclusion, and upholding respectful behavior, reinforcing their role as inclusive leaders.

# Diversity and Inclusion: Why They Matter for Staff

## 2-HOUR COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Diversity and Inclusion: Builds foundational understanding of diversity, inclusion, and the impact of unconscious biases, fostering a respectful and inclusive workplace.
- Interpersonal Skills: Enhances self-awareness and empathy, supporting positive and respectful interactions across diverse backgrounds.
- Customer Engagement: Focuses on creating an environment where all employees feel valued and included, improving team morale and collaboration.

These competencies align with helping participants contribute to an inclusive workplace where diversity is respected and everyone feels a sense of belonging.

# How to Be an Ally

## 2-HOUR COURSE

In this workshop, we will spend time defining the term 'ally' and the daily actions we can execute every day to ensure that the underrepresented populations in our organizations get the support, development, and attention they have worked so hard to achieve.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Define allyship
- Learn daily actions you can execute to support underrepresented people in your organization

### COMPETENCIES

- Diversity & Inclusion: Promotes an inclusive workplace by supporting underrepresented populations.
- Interpersonal Skills: Builds empathy and sensitivity to foster meaningful support for others.
- Resilience: Encourages adapting and acting with purpose to address organizational inequities.

These competencies align with the course's aim of fostering understanding and actionable support for underrepresented populations, enhancing allyship within organizations.

# Implicit Bias

## 2-HOUR COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Diversity & Inclusion: Builds awareness and understanding of implicit bias, promoting a more inclusive and equitable workplace.
- Interpersonal Skills: Enhances self-awareness and empathy, supporting respectful and unbiased interactions with others.
- Customer Engagement: Focuses on fostering a workplace culture that values diversity, ensuring that all employees feel included and respected.

These competencies align with helping participants recognize and address implicit bias, fostering a more inclusive and respectful workplace culture.





# HR PRACTICES, POLICIES & COMPLIANCE

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# AI in HR Today Program



## 6-COURSE SERIES

AI is increasingly transforming HR processes, from talent acquisition to performance management, while offering opportunities for automation and predictive analytics. Leveraging vast amounts of data—from telemetry and social media to internal collaboration dynamics—AI enables organizations to make more informed, data-driven decisions. However, AI also presents ethical challenges, such as bias in hiring or promotion algorithms and privacy concerns, that must be carefully managed. CPS HR's training will prepare HR professionals to use AI responsibly, ethically, and effectively across all functions.

The program is structured to provide foundational AI knowledge for all HR professionals, with optional specialized modules catering to specific areas of expertise.

**WHO SHOULD ATTEND:** HR professionals

### PROGRAM OUTCOMES

- Leverage AI for enhanced decision-making.
- Use AI-driven tools to streamline operations and improve the speed and quality of HR services.
- Understand and mitigate ethical challenges and biases associated with AI technologies, particularly in candidate screening, training, and promotion decisions.
- Maximize AI's potential to create more equitable, efficient, and transparent HR systems.

**Introduction to AI for HR Professionals:** Participants will gain a comprehensive understanding of how AI is transforming the HR landscape, with examples of how AI can improve efficiency in recruitment, performance management, and employee engagement.

**Preparing Your Workforce to Embrace AI:** Participants will learn strategies to ensure smooth transitions and build workforce readiness for AI integration.

**Ethics and Bias in AI for HR:** Participants will consider the ethical implications of AI in HR, focusing on mitigating bias in algorithms and ensuring fairness in recruitment, promotions, and performance evaluations. This module includes case studies on AI misuse and best practices for creating transparent, explainable AI systems.

**Prompt Engineering for HR:** Participants will learn techniques to maximize the accuracy and relevance of AI-generated outputs in HR functions such as talent acquisition and employee relations.

**Public Sector AI Implementation and Compliance:** Participants will learn to navigate bureaucracy, ensure AI transparency, align initiatives with public service values, and address legal requirements like data privacy, employment law, and compliance for ethical AI in HR.

### Specialized Modules:

- **AI-Enhanced Job Analysis:** This module helps participants automate job analysis and use the results for more effective recruitment and performance management.
- **AI-Driven Recruitment and Applicant Screening:** This module discusses real-world use cases, such as AI-driven analysis of social media posts and video interviews, along with ethical considerations and privacy concerns.
- **Leading AI Transformation in HR:** This module addresses change management, equipping HR leaders with strategies to overcome resistance, foster AI adoption, and create a culture of innovation.



# Advanced HR Metrics

4-HOUR COURSE



**PREREQUISITES:** HR Analytics (not required, but helpful)

This class takes the 10 core metrics that are provided in the HR Analytics class and builds on them to teach HR professionals how to take a deeper dive into the data they are already gathering in their HRIS systems. Cost of Turnover, Quality of Hire, Internal Mobility Rate, and other advanced metrics will be taught in the class, allowing participants to take these metrics back to their organizations and implement them. We will also cover dashboard tips and tricks to help participants build better dashboards for their organizations.

**WHO SHOULD ATTEND:** HR professionals

## LEARNING OBJECTIVES

- Students will review core metrics and learn new advanced metrics that will allow them to gain powerful insights from the data stored in their HRIS systems.
- Students will gain basic chart and dashboard design strategies to help them build better visualizations for their organizations.

## COMPETENCIES

- **Digital Fluency:** Equips participants to extract, analyze, and present complex data using HRIS systems and dashboards. Enhances comfort and skill in using technology to drive data-informed decision-making in HR functions.
- **Problem Solving:** Supports the ability to interpret advanced HR metrics to uncover trends, diagnose organizational challenges, and inform actionable strategies that improve workforce outcomes.
- **Continuous Improvement (Innovative Mindset):** Reinforces a culture of learning and optimization by teaching participants how to leverage new metrics and better dashboards to continuously improve HR processes and reporting quality.

These competencies align with the course's goal of enabling HR professionals to transform raw data into meaningful insights and compelling dashboards that support organizational success.

# HR Analytics

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** HR professionals

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Digital Fluency:** Builds skills in collecting, managing, and analyzing HR data, supporting data-driven decision-making within HR functions.
- **Customer Engagement:** Focuses on understanding organizational needs and aligning HR analytics to support strategic goals and talent management.
- **Communication:** Enhances the ability to present HR data clearly and persuasively, enabling effective sharing of insights with stakeholders.

These competencies align with helping HR professionals utilize analytics to make informed, impactful decisions that advance organizational goals and improve HR practices.

# Human Resources Academy

## Fundamentals of Human Resources

### 1-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- Collaboration: Supports HR professionals in partnering with organizational leaders and departments to align HR initiatives with organizational goals.
- Customer Engagement: Focuses on understanding and addressing the needs of public sector employees and stakeholders, promoting ethical and merit-based HR practices.
- Communication: Enhances skills for effectively conveying HR policies, regulations, and organizational values to employees and management.

These competencies align with helping participants understand the essential functions of HR in the public sector, fostering an environment that is ethical, compliant, and supportive of organizational goals.

# Human Resources Academy

## Job Analysis

### 1-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- Data Analysis: Supports gathering accurate and comprehensive job data, ensuring relevant and effective job analyses.
- Customer Engagement: Focuses on understanding organizational needs and aligning job analysis outcomes to support various HR functions like selection, classification, and training.
- Communication: Enhances skills for clearly documenting and presenting job analysis findings to inform HR decisions and organizational strategies.

These competencies align with helping participants conduct effective and defensible job analyses that support various HR functions and enhance organizational decision-making.

# Human Resources Academy

## Examination Development and Administration

### 2-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- **Communication:** Develops skills for designing clear, structured exam questions and providing effective instructions to ensure accurate assessment of candidates.
- **Customer Engagement:** Focuses on understanding and addressing the selection needs of hiring departments, aligning exams with job requirements and organizational goals.
- **Collaboration:** Supports teamwork and coordination in exam development and administration, including training panel members and maintaining exam integrity.

These competencies align with helping participants develop and administer examinations that support fair, effective, and accurate candidate assessment aligned with organizational hiring needs.

# Human Resources Academy

## Recruitment and Selection

### 1-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- Customer Engagement: Focuses on creating effective recruitment and selection processes that align with organizational needs and improve candidate experience.
- Collaboration: Enhances teamwork with job experts and hiring teams, supporting accurate role definition and sourcing.
- Communication: Develops skills for conveying organizational values and opportunities, enhancing the organization's image to attract top talent.

These competencies align with helping participants design and implement effective recruitment and selection processes, enhancing the organization's ability to attract, evaluate, and retain top talent.

# Human Resources Academy

## Classification and Compensation

### 2-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- **Business Acumen:** Provides a comprehensive understanding of classification and compensation principles, allowing participants to make informed decisions within public sector HR frameworks.
- **Communication:** Enhances skills for clearly conveying findings and justifications related to classification and compensation decisions, ensuring transparency and understanding.
- **Results-Oriented:** Focuses on practical applications in classification and compensation that support accurate job analysis, salary structure maintenance, and alignment with organizational goals.

These competencies align with helping participants conduct effective classification and compensation studies, supporting fair, consistent, and strategic HR practices within the public sector.

# Human Resources Academy

## Employee Relations

### 1-DAY COURSE

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

**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

### LEARNING OBJECTIVES

This course will cover topics including the following:

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

### COMPETENCIES

- **Interpersonal Skills:** Enhances skills for managing professional relationships and resolving conflicts respectfully within the workplace.
- **Customer Engagement:** Focuses on understanding the needs and rights of employees, unions, and management, promoting fair and supportive interactions.
- **Communication:** Supports clear, accurate communication regarding employee rights, grievance processes, and the roles of unions and management.

These competencies align with helping participants navigate employee relations effectively, fostering a fair, compliant, and supportive workplace environment.



# Onboarding for Success

## 1-DAY COURSE

A study by Gallup found that only 12% of employees strongly agree their organization does a great job of onboarding new employees. That means we've got some work to do!

In this one-day workshop, we'll explore strategies for welcoming, integrating, and keeping the new employees you've worked so hard to find.

**WHO SHOULD ATTEND:** HR professionals, Supervisors, Managers

### LEARNING OBJECTIVES

- Update your onboarding program to reflect current needs
- Quickly integrate employees into your organization's culture and values
- Provide new-hire tools and resources
- Prepare new employees for meaningful work

### COMPETENCIES

- Customer Engagement: Focuses on creating a positive onboarding experience that aligns new employees with organizational culture and goals, supporting engagement and retention.
- Collaboration: Enhances coordination between HR, managers, and teams to ensure new hires receive the resources and support needed for successful integration.
- Communication: Develops skills for clearly conveying organizational values, expectations, and information to new hires, fostering a smooth transition.

These competencies align with helping participants design and implement effective onboarding programs that enhance new hire integration, satisfaction, and retention.

### TESTIMONIAL FROM PAST ATTENDEES:

*"I will use the information and materials from class to develop our onboarding program. The handouts are especially valuable because I can (and already began during class activities) pull specific tasks and use them to develop our plan."*

*"The lecture contained a lot of great information and interesting facts and case studies. It helped me understand how important onboarding is. The breakout room discussions were great as well because I was able to get feedback and our joint ideas were better because of the different experience and perspectives applied. I also appreciated the in-class work time during which it was silent and we were given the opportunity to use the tools when they're fresh in our minds. It's also great to leave class with a draft of a plan! It was a very productive class!"*

# Outsmarting AI: Hiring the Best Candidate in an Era of ChatGPT



## 1-DAY COURSE

The age of AI-assisted resumes and interview prep is here—and it's changing the hiring game. As tools like ChatGPT and Final Round AI make it easier for candidates to appear polished and prepared, how can you ensure you're hiring for true potential, not just the best performance in the interview chair?

This practical course empowers hiring managers, HR professionals, and talent leaders to cut through surface-level polish and build a robust, fair, and effective hiring process. Through this interactive workshop, you'll learn to identify real capability over rehearsed responses, design high-quality behavioral interview questions, and structure evaluation methods that reduce bias and improve decision-making.

**WHO SHOULD ATTEND:** HR professionals, Recruiters, and anyone involved in talent acquisition who wants to stay ahead of the AI curve

### LEARNING OBJECTIVES

By the end of this course, participants will be able to:

- Address the issue: Honest answers or AI-generated responses?
- Create strategies to “outsmart AI” in the recruitment process
- Discuss discrepancies between interviews and job performance
- Generate a “shopping list” for making hiring decisions
- Practice designing behavior-based interview questions
- Develop an objective approach to scoring interview responses
- Conduct practice interviews with effective follow-up questions

### COMPETENCIES

- **Talent Management:** Improves hiring strategies by developing abilities to refine interview techniques and evaluate true capability, resulting in candidates selected based on substance and not just performance polish.
- **Business Acumen:** Supports understanding the shifting talent landscape and adapting hiring practices in alignment with organizational goals, policies, and evolving technology.
- **Results-Oriented:** Reinforces the importance of building a fair, effective, and bias-aware hiring process that leads to strong, lasting performance outcomes.

These competencies support the course's mission to help HR professionals and hiring leaders evolve their strategies, make informed decisions, and safeguard the integrity of their talent selection processes in the AI era.

# About the Risk Management Practitioner Certificate Program

This five day certificate program provides the essential building blocks to establish, develop, and embed Risk Management as a business process in your public sector organization. These workshops provide participants with a comprehensive grounding in the practical application of Risk Management practices for the (primarily self-insured) public entity that will ultimately reduce costs. The program is specifically designed for Risk Management assistants, workers' compensation specialists, human resource analysts/assistants and front-line supervisors who are responsible for, or have as an aspect of their job, the practical and cost-effective management of risk for their organization.

Visit our landing page to learn more: [Risk Management Practitioner Program](#)

# Risk Management Practitioner Certificate Program

## Overview of Public Sector Exposures and Risk Management

### HYBRID COURSE

This course is part of a five-session hybrid certificate program and provides the foundational understanding of risk management practices in the public sector. The hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

**WHO SHOULD ATTEND:** Risk management assistants, Workers' compensation specialists, Human resource analysts/assistants, Front-line supervisors who are responsible for some aspect of risk management

### LEARNING OBJECTIVES

- Acquire a sound, contextual understanding of how risk management impacts the overall financial health of public entities
- Define and explain the purpose of risk management in the public sector, comparing and contrasting "traditional" with "enterprise" risk management
- Define the core competencies of the risk management profession
- Explain how the historical development of risk management in the public sector has evolved into today's practices
- Explore the pros and cons of different ways to practice risk management within a public entity
- Explain basic concepts of laws and regulations that commonly involve public sector risk management, such as Public Records Act Requests, the Brown Act, and HIPAA
- Learn and apply the fundamentals of root cause analysis in the context of risk management
- Demonstrate understanding of the components and purpose of Certificates of Insurance

### COMPETENCIES

- Customer Engagement: Enhances understanding of risk management practices to protect public entities and meet organizational needs effectively.
- Collaboration: Encourages teamwork and coordination among risk management professionals to address public sector loss exposures.
- Communication: Develops skills for clearly explaining risk management practices, laws, and regulations, ensuring transparency and compliance.

These competencies align with helping participants understand and apply foundational risk management practices, ensuring effective protection and compliance for public sector entities.

# Risk Management Practitioner Certificate Program

## Insurance Administration, Annual Renewal, and Risk Transfer

### HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

**WHO SHOULD ATTEND:** Risk management assistants, Workers' compensation specialists, Human resource analysts/assistants, Front-line supervisors who are responsible for some aspect of risk management

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Customer Engagement: Focuses on understanding and addressing organizational insurance needs and ensuring effective risk management practices.
- Collaboration: Encourages building relationships with insurance brokers and stakeholders, fostering effective risk transfer and insurance administration.
- Communication: Enhances skills for interpreting and managing insurance documents, contractual language, and data to support informed decision-making.

These competencies align with helping participants administer insurance programs effectively, manage risk, and support their organization's protection and compliance goals.

# Risk Management Practitioner Certificate Program

## Property and Liability Claims, Safety and Loss Control

### HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

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

**WHO SHOULD ATTEND:** Risk management assistants, Workers' compensation specialists, Human resource analysts/assistants, Front-line supervisors who are responsible for some aspect of risk management

### LEARNING OBJECTIVES

- Demonstrate an understanding of first-party vs. third-party claims
- Increase understanding of torts (intentional acts, negligence, and strict liability)
- Become familiar with the California Tort Claims Act and its implications for risk management
- Demonstrate an understanding of relevant claims investigation activities
- Improve your understanding of litigation management (defense counsel and claims examiners)
- Understand settlement authority in public entities
- Learn the importance of prevention through safety training, compliance, and Cal/OSHA adherence
- Explore current trends and management of unique and evolving risks in the public sector

### COMPETENCIES

- Customer Engagement: Focuses on managing claims effectively and mitigating risk, supporting organizational resilience and the protection of public assets.
- Collaboration: Enhances skills for working with teams in claims management, loss control, and safety, ensuring coordinated efforts to address and prevent losses.
- Communication: Develops skills for clearly conveying claims processes, legal considerations, and risk management practices, ensuring transparency and understanding among stakeholders.

These competencies align with helping participants manage claims and loss control, enhancing risk mitigation and supporting the safety and financial health of public entities.

# Risk Management Practitioner Certificate Program

## Workers' Compensation

### HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

**WHO SHOULD ATTEND:** Risk management assistants, Workers' compensation specialists, Human resource analysts/assistants, Front-line supervisors who are responsible for some aspect of risk management

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Customer Engagement: Enhances understanding of workers' compensation policies and procedures to better support injured employees and fulfill agency responsibilities.
- Resilience: Supports navigating the complexities of workers' compensation claims and litigation, equipping participants to manage challenging cases effectively.
- Collaboration: Promotes coordination with regulatory agencies, claims administrators, and internal stakeholders to ensure efficient workers' compensation management.

These competencies align with helping participants effectively manage workers' compensation within public sector organizations, ensuring comprehensive support for employees and compliance with regulatory standards.

# Risk Management Practitioner Certificate Program

## Disability Management and Early Return to Work

### HYBRID COURSE

This course is part of a five-session hybrid certificate program provides the foundational understanding of risk management practices in the public sector. The hybrid online course combines self-paced eLearning with a live, virtual instructor-led session. The eLearning will take roughly two hours to complete and needs to be completed prior to your live virtual training.

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

**WHO SHOULD ATTEND:** Risk management assistants, Workers' compensation specialists, Human resource analysts/assistants, Front-line supervisors who are responsible for some aspect of risk management

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Customer Engagement:** Focuses on understanding the needs and rights of employees within disability management and early return-to-work programs, fostering a supportive work environment.
- **Communication:** Enhances skills for navigating complex discussions around accommodations, legal requirements, and workplace modifications with clarity and empathy.
- **Collaboration:** Supports the coordination between departments, medical professionals, and employees to effectively implement disability management and return-to-work programs.

These competencies align with equipping participants to manage disability accommodations and early return-to-work programs effectively, fostering a compliant and supportive workplace for all employees.



# Smart Interviewing for Smarter Hiring



## HALF-DAY COURSE

In today's hiring landscape, candidates have access to powerful tools like ChatGPT, Huru, and Interview Sidekick to help them craft polished interview responses—making it harder to distinguish true ability from rehearsed performance. Smart Interviewing for Smarter Hiring equips hiring managers and HR professionals with the skills to design behavioral interview questions that go beyond surface-level answers and reveal real competencies and capabilities.

In this hands-on, half-day workshop participants will focus on designing and scoring interview questions that align with key job skills and effective on-the-job behaviors. This interactive workshop will also help interviewers recognize authentic responses and probe beyond AI-enhanced responses through a consistent follow-up questioning structure—ensuring the best candidate doesn't just interview well but performs well, too.

**WHO SHOULD ATTEND:** HR professionals, Recruiters, and anyone involved in talent acquisition who wants to stay ahead of the AI curve

### LEARNING OBJECTIVES

By the end of this course, participants will be able to:

- Define competency-based and skills-based behavioral interview questions
- Identify core competencies and technical skills required for high performance in a specific role
- Write behavioral interview questions that encourage candidates to share real, experience-based stories
- Recognize indicators of AI-enhanced or overly-rehearsed answers and develop follow-up probes that reveal authenticity
- Apply a rating guide to assess and score interview responses fairly and effectively

### COMPETENCIES

- **Talent Management:** Equips hiring managers with the tools to identify top candidates through thoughtful, competency-based interviewing practices that reveal true ability.
- **Business Acumen:** Reinforces the need for structured, consistent hiring practices that align with organizational standards, mitigate bias, and withstand the challenges of an evolving, AI-influenced candidate landscape.
- **Results-Oriented:** Supports the course's emphasis on selecting candidates who will succeed beyond the interview by applying measurable, job-relevant criteria to hiring decisions.

These competencies align with the course's purpose of empowering HR professionals and hiring managers to build smarter, evidence-based hiring strategies—ensuring that each selection decision is fair, thorough, and performance-driven.

# Violence Prevention in the Workplace



## 1- OR 2-HOUR COURSE

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

This course meets the requirements of workplace violence prevention guidelines issued by California Department of Human Resources (CalHR).

This course meets the requirements of SB 553.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Resilience: Develops strategies for recognizing and managing stressful or potentially violent situations, supporting a safe and prepared workplace.
- Interpersonal Skills: Builds skills in identifying and responding to warning signs of violence, fostering a respectful and proactive work environment.
- Customer Engagement: Focuses on aligning workplace climate with safety protocols, ensuring an environment that prioritizes well-being and security.

These competencies align with helping participants recognize, prevent, and manage situations that could lead to workplace violence, ensuring a safer and more resilient workplace culture.

# Workplace Harassment Prevention for Staff



## 1-HOUR COURSE

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

This course meets the requirements of SB 1343.

**WHO SHOULD ATTEND:** Non-supervisory staff members/employees

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Customer Engagement: Reinforces respectful interactions and fosters a safe, supportive work environment.
- Interpersonal Skills: Supports staff in understanding and practicing respectful, professional behavior.
- Diversity & Inclusion: Encourages a workplace culture free of harassment and promotes inclusion through adherence to legal and ethical standards.

These competencies align with helping participants contribute to a respectful, inclusive workplace that complies with harassment prevention policies and legal standards.

# Workplace Harassment Prevention for Supervisors/Managers



## 2-HOUR COURSE

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

This course meets the requirements of SB 1343 and AB 2053.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Stewardship: Essential for ensuring ethical responsibility, compliance with harassment laws, and maintaining a safe and respectful work environment.
- Business Acumen: Supports understanding legal requirements and recognizing appropriate workplace behaviors to prevent harassment.
- Inspirational Leadership: Encourages promoting a respectful and inclusive environment, fostering trust and accountability within teams.

These competencies align with equipping supervisors and managers to maintain a legally compliant, respectful, and harassment-free workplace.

# Workplace Investigations

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** HR professionals

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Collaboration:** Encourages coordination with stakeholders throughout investigations to ensure thorough and transparent processes.
- **Interpersonal Skills:** Enhances the ability to manage sensitive interactions, maintaining professionalism and impartiality in investigative procedures.
- **Resilience:** Supports handling complex and challenging investigations with diligence and objectivity, ensuring fair outcomes.

These competencies align with equipping participants to conduct fair, thorough, and compliant workplace investigations that address legal and organizational standards while fostering a respectful work environment.







# LEADERSHIP SKILLS

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# AI-Era Leadership: Human Skills That Can't Be Automated



## HALF-DAY COURSE

With AI taking over tasks, what's left for leaders? Everything that makes us human. In this forward-focused course, we'll explore the uniquely human traits that define 21st-century leadership—empathy, ethics, communication, creativity—and how to sharpen them in an age of automation. Future-proof your leadership today.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Leaders, Managers

### LEARNING OBJECTIVES

- Identify key human leadership traits like empathy, ethics, communication, and creativity in the age of AI.
- Explore ways to strengthen these traits to stay effective and relevant as a leader in a tech-driven future.

### COMPETENCIES

- **Vision & Strategic Thinking:** Prepares leaders for the future by sharpening uniquely human traits. Empowers leaders to anticipate change, embrace innovation, and align their teams with a compelling, people-centered vision.
- **Inspirational Leadership:** Supports the development of human-centric leadership qualities like empathy, ethics, and creativity—essential for fostering trust, engagement, and resilience in a tech-driven world.
- **Interpersonal Skills:** Reinforces the value of authentic communication and emotional intelligence, equipping leaders to build strong, ethical relationships in environments increasingly shaped by automation.

These competencies support the course's mission to help leaders thrive in the AI era by deepening the human capabilities that technology cannot replicate, ensuring future relevance and impact.



# Accountability in the Workplace



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels of supervisors in state service

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Results-Oriented: Focuses on achieving measurable, customer-driven results consistent with organizational goals, aligning well with the course's emphasis on responsibility and ownership of outcomes.
- Inspirational Leadership: Encourages creating a positive and collaborative atmosphere, moving individuals toward proactive accountability.
- Talent Management: Develops skills to encourage individuals to achieve and own successful results.

These competencies will support the course's objective of fostering a culture where individuals are motivated to take ownership and contribute responsibly to workplace success.

# Active Employee Engagement

## 1-HOUR COURSE



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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Develop strategies to energize employees
- Learn how to create a motivating environment

### COMPETENCIES

- Inspirational Leadership: Motivates employees and fosters a positive, high-energy work environment.
- Results-Oriented: Helps create an environment where engaged employees are driven to achieve measurable outcomes aligned with organizational goals.
- Communication: Creates an environment that encourages employee contributions.

These competencies are geared toward helping managers build a motivated, engaged team driven by internal commitment and aligned with an organization's mission.

# Blueprint for a Changing Workplace

HALF-DAY COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING



Never has there been a better opportunity to create positive changes in your workplace. Everyone in your organization is affected by change, whether internal or external. People have adapted to working from home. They have become more independent, flexible, and productive. As a manager or supervisor, you are in a position to plan, guide, and influence the success of a changing work culture. But how? This class offers ideas, processes, techniques, and behaviors to move things in the right direction from the start.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels of supervisors in state service

## LEARNING OBJECTIVES

- Avoid mistakes that could derail efforts toward a vibrant hybrid work environment
- Develop practices to bring people back into the fold
- Uncover and embrace staff needs, desires, and ideas to streamline and improve work flow
- Allow teams to self-organize by recreating themselves in ways they remain productive and aligned even as they work independently
- Restructure the format and content of meetings to build team, spark innovation, reinforce purpose, and create positive relationships
- Discover the value of coaching as a managing tool for increased employee engagement

## COMPETENCIES

- Vision & Strategic Thinking: Critical for guiding teams through evolving work environments and fostering a flexible, resilient workplace culture.
- Inspirational Leadership: Supports creating a positive, adaptive work environment that embraces change, builds trust, and encourages team cohesion.
- Results-Oriented: Ensures a focus on productivity, team alignment, and continuous improvement amid workplace transitions.

These competencies align with fostering a dynamic, flexible work culture that embraces and thrives on change.

# 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 and 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 a team's measurable performance.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Essential for fostering collaboration, trust, and motivation within teams, building a foundation for high performance.
- Talent Management: Focuses on developing and empowering team members, ensuring that roles and responsibilities are clear and team members are equipped to succeed.
- Results-Oriented: Ensures that team goals are aligned with measurable outcomes, emphasizing accountability and performance standards.

These competencies provide a strong foundation for building and sustaining high-performance teams that are accountable, motivated, and aligned with organizational objectives.

# Change Management 101

## 1-HOUR COURSE



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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Vision & Strategic Thinking: Guides toward effective change and builds understanding of the competencies required at different levels of leadership.
- Inspirational Leadership: Helps create a supportive environment for change by fostering trust, engagement, and motivation among team members.
- Results-Oriented: Focuses on measurable outcomes, ensuring that changes align with organizational objectives and are effectively operationalized.

These competencies equip leaders with the foundational tools to manage change effectively, foster engagement, and achieve successful outcomes.

# Coaching and Mentoring for Leaders



## 1- OR 2-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, managers and leaders

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Focuses on developing, coaching, and mentoring employees, which is foundational to leadership growth and employee development.
- Inspirational Leadership: Supports fostering a trusting and open environment where coaching and mentoring can thrive.
- Results-Oriented: Emphasizes the importance of setting clear goals and tracking progress, ensuring that coaching and mentoring are aligned with performance outcomes.

These competencies equip leaders with the necessary tools for effective coaching and mentoring, building strong, development-focused relationships that drive both personal and organizational growth.



# Creating a Culture of Trust

## 1-DAY COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Fosters a work environment of mutual respect and transparency, which are foundational to building trust.
- Stewardship: Emphasizes responsible and ethical management, crucial for cultivating and safeguarding trust within the organization.
- Results-Oriented: Ensures that trust-building efforts lead to improved productivity, engagement, and alignment with organizational goals.

These competencies align with creating a trust-centered culture that enhances communication, productivity, and employee engagement.

# Dare to Lead (1-Day)



## 1-DAY COURSE

In the one-day overview, we will explore the daring leadership skills and learning objectives at a very high level. If you want a deep dive into the skills, it is recommended you register for the full 3-day program.

Daring leadership is needed now more than ever. Based on the research of Dr. Brené Brown, Dare to Lead is an empirically based courage-building program. One of the most significant findings from Dr. Brown's latest research is that courage is teachable, measurable, and observable. The Dare to Lead program focuses on developing and implementing those four courage-building skills.

Please note this is the 1-day overview of the Dare to Lead program (the full Dare to Lead program is 3 days).

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

- Recognize vulnerability as the emotion we feel during times of uncertainty, risk, and emotional exposure
- Explain why courage requires vulnerability
- Establish a link between what I learned and behaviors I want to change
- Recognize the critical role that self-awareness plays during daring leadership
- Give examples to support how armor—not fear—is the greatest obstacle to daring leadership
- Identify the four skill sets that make up courage: rumbling with vulnerability, living into our values, BRAVING trust, and learning to rise
- Recognize that courage is a collection of four skill sets that are measurable, observable, and teachable
- Recognize that vulnerability is the birthplace of the many behaviors that define daring leadership, including creativity, accountability, and difficult conversations
- Give examples of why daring leadership requires showing up for hard conversation and rumbles, including giving and receiving feedback

### COMPETENCIES

- Inspirational Leadership: Supports fostering courage, vulnerability, and trust within an organization, encouraging leaders to engage fully and authentically.
- Results-Oriented: Ensures that courage-building skills lead to measurable changes in behavior and alignment with organizational goals.
- Interpersonal Skills: Develops self-awareness and fosters courageous leadership.

These competencies align well with fostering daring, courageous leadership that can engage authentically, inspire trust, and drive meaningful change within the organization.



# Dare to Lead (3-Day)



## 3-DAY COURSE

Daring leadership is needed now more than ever. Based on the research of Dr. Brene Brown, Dare to Lead is the ultimate playbook for leadership. It is an empirically based courage-building program. One of the most significant findings from Dr. Brown's latest research is that courage is teachable, measurable, and observable. Dare to Lead focuses on developing and implementing four courage-building skills.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

- Recognize vulnerability as the emotion we feel during times of uncertainty, risk, and emotional exposure
- Explain why courage requires vulnerability
- Establish a link between what I learned and behaviors I want to change
- Recognize the critical role that self-awareness plays in daring leadership
- Give examples to support how armor—not fear—is the greatest obstacle to daring leadership
- Identify the four skill sets that make up courage: rumbling with vulnerability, living into our values, BRAVING trust, and learning to rise
- Recognize that courage is a collection of four skill sets that are measurable, observable, and teachable
- Recognize that vulnerability is the birthplace of many of the behaviors that define daring leadership, including creativity, accountability, and difficult conversations
- Give examples of why daring leadership requires showing up for hard conversations and rumbles, including giving and receiving feedback

### COMPETENCIES

- Inspirational Leadership: Fosters building courageous, open, and trust-driven environments where vulnerability and self-awareness are encouraged.
- Results-Oriented: Ensures that the courage-building skills are not only personally transformative but also align with organizational goals and measurable behaviors.
- Interpersonal Skills: Develops self-awareness and fosters courageous leadership.

These competencies align with creating leaders who are prepared to lead with courage, authenticity, and openness, driving both personal and organizational transformation.

# Effective Change Management



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Vision & Strategic Thinking: Develops skills in guiding the change process from initiation through implementation and managing resistance effectively.
- Results-Oriented: Ensures that change initiatives are goal-oriented and achieve measurable outcomes aligned with organizational objectives.
- Inspirational Leadership: Supports fostering commitment, buy-in, and team cohesion during the change process.

These competencies align well with equipping leaders to navigate the complexities of change management, foster team commitment, and achieve successful outcomes.

# Emotional Intelligence for Leaders



## 2-DAY COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

- Assess your emotional intelligence
- Assess how your EQ and leadership impact the performance of individuals and the organization
- Apply mindfulness and emotional intelligence practices to your leadership behavior(s)
- Practice communications, verbal and nonverbal, and articulate the importance in establishing a climate of trust, transparency, and interdependence
- Apply an "Ability-Based" EQ model to assess your self-awareness, self-management, and social awareness toward a workplace leadership challenge

### COMPETENCIES

- Inspirational Leadership: Fosters trust, transparency, and effective communication, all of which are rooted in emotional intelligence.
- Results-Oriented: Ensures that emotional intelligence is applied to drive individual and organizational performance aligned with mission objectives.
- Interpersonal Skills: Enhances self-awareness and empathy, fostering better interactions and relationships in both professional and personal contexts.

These competencies align well with equipping leaders to harness emotional intelligence, improve communication, and drive both individual and organizational success.

# Extraordinary Leader



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Organizational leaders

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Inspirational Leadership:** Fosters understanding and embodiment of the qualities of extraordinary leadership, resulting in the ability to inspire others through productive behaviors and visionary practices.
- **Results-Oriented:** Ensures that leadership development translates into measurable improvements in performance and goal achievement.
- **Talent Management:** Focuses on the leadership skills necessary for managers and supervisors to empower their teams and achieve results.

These competencies align with the course's focus on understanding and embodying extraordinary leadership qualities, fostering continuous growth, and achieving excellence in leadership.

# Facilitative Leadership in a Virtual World



## 2-DAY COURSE

State agencies are seeing rapid change in today's digital era, and the traditional transactional leadership style is being replaced with a more facilitative approach. Facilitative leaders use accomplished interpersonal skills and cutting-edge virtual management techniques to lead, motivate, and create a positive work culture. This result is an engaged workforce that's empowered to innovate and help shape an agency's future success.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Leaders at any level

### LEARNING OBJECTIVES

- Use emotional intelligence to increase empathy with virtual staff
- Apply techniques from positive psychology to facilitate conversations with employees, upper management, and stakeholders, and manage conflict
- Give effective feedback
- Create an engaged team and nurture a positive culture by creating a psychologically safe environment, leveraging effective motivational techniques and teaching employees the tools to decrease stress, including how to prioritize projects and improve processes
- Use a coach approach to manage employees, and apply a simple model to conduct an effective counseling interview
- Guide employees through change initiatives using tools to overcome resistance and get buy-in
- Manage virtual and hybrid teams more effectively

### COMPETENCIES

- Inspirational Leadership: Central to creating a positive, engaging, and psychologically safe virtual environment where employees feel motivated and supported.
- Vision & Strategic Thinking: Essential for guiding employees through virtual and hybrid changes, ensuring they adapt and remain engaged.
- Interpersonal Skills: Valuable for supporting the development of interpersonal skills and techniques necessary for leading virtual teams, fostering innovation, and promoting well-being.

These competencies support leaders in creating an inclusive, motivating, and adaptive virtual work environment, enhancing both team cohesion and performance.



# From Exhaustion to Engagement: Helping Leaders Combat Change Fatigue

## 2-HOUR COURSE

Between advancing technology, critical skill shortages, economic flux, and the wake of the pandemic, change has become the “new normal,” and most leaders, managers, and teams are struggling to keep up. Change fatigue leads to burnout, stress, and apathy and can cause employees to leave and projects to fail. Join this interactive session to explore practical tips, tools, and best practices for equipping your workforce with the skillsets and mindsets needed to move from exhaustion to engagement amid constant disruption.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

This course will cover topics including the following:

- Characteristics of change fatigue and burnout
- The impact of change fatigue on engagement and performance
- How to assess levels of change fatigue and burnout in your organization
- Five proven strategies for combating change fatigue
- The critical role of leaders and managers
- How to inspire and lead teams during change
- How to build a change-ready workforce

### COMPETENCIES

- Vision & Strategic Thinking: Builds capability to guide teams through constant change, helping leaders to inspire resilience and adaptability.
- Inspirational Leadership: Focuses on motivating and engaging employees, addressing the emotional aspects of change fatigue, and fostering a supportive environment.
- Results-Oriented: Ensures that strategies for combating change fatigue are aligned with maintaining high engagement and performance outcomes.

These competencies align with helping leaders address change fatigue effectively, inspiring teams to remain engaged and productive in the face of constant disruption.

# Government Executive 101 Academy



## Accounting and Procurement Process

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** CEAs

### LEARNING OBJECTIVES

- Review and discuss Fi\$Cal, and how it has changed accounting and procurement
- Discuss management's responsibilities for internal controls
- Examine basic accounting processes and policies such as the Prompt Payment Act, year-end reporting, and State-wide travel
- Discuss procurement rules, including competitive and non-competitive contract processes and IT procurement

### COMPETENCIES

- **Business Acumen:** Builds understanding of and skills to manage the fiscal and operational elements central to accounting and procurement.
- **Stewardship:** Focuses on responsibility and accountability in resource management, particularly relevant to internal controls and policy compliance.
- **Results-Oriented:** Aligns with ensuring efficient and high-quality performance monitoring and adherence to regulations.

These competencies align with the course's objectives, helping participants enhance their understanding of State-specific accounting and procurement processes while reinforcing sound management practices.

# Government Executive 101 Academy



## California State Government Organization and the Role of the Control Agencies

### 2-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** CEAs

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Business Acumen:** Builds understanding of the organizational structure and the interactions between control agencies, the Governor's Office, and various departments.
- **Stewardship:** Involves accountability and responsible management within the governmental structure, particularly in navigating agency roles and legislative impact.
- **Vision & Strategic Thinking:** Supports an understanding of the broader governmental landscape, helping leaders anticipate and align with State objectives.

These competencies will help participants develop a robust understanding of California state government structure, enhancing their ability to operate effectively within this complex framework.



# Government Executive 101 Academy



## Collective Bargaining Overview

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** CEAs

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Stewardship: Develops responsible and accountable management skills needed in a unionized environment, focusing on fair and transparent labor relations.
- Business Acumen: Supports an understanding of the collective bargaining process, labor laws, and effective engagement with unions and labor relations staff.
- Results-Oriented: Ensures labor-management interactions are focused on achieving mutually beneficial outcomes aligned with organizational goals.

These competencies align with understanding and navigating the complexities of collective bargaining, ensuring leaders can engage effectively and ethically in a unionized environment.

# Government Executive 101 Academy



## Human Resources Policies

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

### WHO SHOULD ATTEND: CEAs

#### LEARNING OBJECTIVES

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

#### COMPETENCIES

- Stewardship: Develops understanding of and ability to responsibly manage HR policies, ensuring compliance with regulations and ethical standards.
- Business Acumen: Supports a comprehensive understanding of HR laws and procedures to effectively navigate California's merit system and HR processes.
- Results-Oriented: Ensures HR practices, including hiring and discipline, are aligned with organizational objectives and compliance standards.

These competencies align with providing leaders the knowledge and ethical foundation needed to navigate complex HR policies effectively.

# Government Executive 101 Academy



## Legislative Cycle

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** CEAs

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Business Acumen:** Builds understanding of the legislative process, bill proposals, and how to navigate state government interactions, particularly with key departments.
- **Stewardship:** Emphasizes the responsibility of state executives to stay informed on legislation that impacts their departments and engage responsibly with stakeholders.
- **Results-Oriented:** Ensures that legislative engagement efforts align with department goals and that executives can effectively influence relevant legislative processes.

These competencies align with providing state executives a comprehensive understanding of the legislative cycle, ensuring they can influence and respond to relevant legislation effectively.

# Government Executive 101 Academy



## Project Management and Information Technology

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

### WHO SHOULD ATTEND: CEAs

#### LEARNING OBJECTIVES

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

#### COMPETENCIES

- Results-Oriented: Develops capability to complete projects on time and within budget, aligning project execution with organizational goals.
- Business Acumen: Supports understanding the Project Approval Lifecycle (PAL) and IT procurement processes, which are crucial for executive-level project management.
- Inspirational Leadership: Emphasizes the role of an Executive Sponsor in guiding projects, fostering team engagement, and ensuring effective communication.

These competencies align with providing executive leaders the knowledge and tools to manage projects effectively, particularly in the IT and procurement space.

# Government Executive 101 Academy



## State Budget Process

### 3-HOUR COURSE

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

The Government Executive 101 Academy is comprised of seven courses. Complete all courses in this series to receive an Academy Certificate.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

### WHO SHOULD ATTEND: CEAs

#### LEARNING OBJECTIVES

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

#### COMPETENCIES

- Business Acumen: Builds understanding of the budget process, including legal requirements and strategic resource allocation to support departmental operations.
- Stewardship: Emphasizes responsible management of public funds, ensuring compliance with laws and regulations and maintaining fiscal accountability.
- Results-Oriented: Ensures that budgeting efforts align with organizational goals, focusing on securing and managing resources effectively to meet departmental needs.

These competencies align with equipping leaders to navigate and manage the state budget process effectively, ensuring fiscal compliance and resource optimization.



# Implementing Strengths-Based Leadership

## 1-DAY COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Develops abilities to identify and leverage the strengths of team members, fostering an environment where each individual's talents contribute to team success.
- Inspirational Leadership: Supports creating a culture that values individual strengths, boosting engagement and motivation within the team.
- Results-Oriented: Ensures that strengths-based strategies are aligned with achieving measurable improvements in team performance and outcomes.

These competencies align with helping leaders apply strengths-based principles to enhance engagement, build a high-performing team, and drive positive results.

# Leadership Academy for the Public Sector Manager



## 5-DAY PROGRAM

This five-day leadership program for public sector managers is designed to enhance the leadership skills and capabilities of individuals working in the public sector. The program addresses the unique challenges and responsibilities that come with managing and leading government agencies, departments, and organizations. The program is designed to equip public sector leaders with the knowledge and skills to lead with integrity, adaptability, innovation, and courage.

The program focuses on:

- Leading in a complex environment,
- Communication skills,
- Leading high-performing teams,
- Strategic thinking,
- Leading organizational change, and
- Measuring organizational performance.

The program offers an opportunity to connect and collaborate with peers, and fosters an exchange of ideas and best practices.

Expert faculty, including current and former public sector leaders, facilitate each module and bring valuable insights and guidance to the unique challenges of leading and managing in the public sector.

## PROGRAM OUTCOMES AND GOALS:

This program is designed to increase leadership competency, improve communication skills, develop problem-solving and critical thinking skills to solve real-world situations, build capacity to coach and mentor staff to improved performance and increased accountability, effectively lead organizational change, and measure organizational performance. As a result of completing this program, participants will gain the knowledge and skills to:

- Apply leadership concepts and models to better understand and respond to pressing workplace and organizational challenges.
- Apply communication strategies and styles to address varying audiences and priorities.
- Navigate high-stakes interactions effectively.
- Deliver impactful messages on goals and results.
- Create an environment and culture that encourages and promotes creativity, innovation, and “out-of-the-box” problem solving.
- Create an environment that supports collective accountability.
- Plan effectively for and lead organizational change.
- Develop key performance indicators (KPIs) to measure organizational performance and evaluate success or effectiveness.

This program meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

# Leadership Command Presence

## 2-DAY COURSE



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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Fosters presence, credibility, and influence, enabling leaders to connect with and inspire others.
- Results-Oriented: Focuses on achieving outcomes through influence, persuasion, and strong personal impact, aligned with the course’s goal of driving action and decision-making.
- Communication: Supports understanding and application of verbal and nonverbal strategies that enhance leadership presence and interpersonal effectiveness.

These competencies align well with developing a strong leadership presence, fostering credibility, and enhancing influence, all crucial for impactful and persuasive leadership.



# Leadership Command Presence II

## 2-DAY COURSE



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

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Participants who completed Leadership Command Presence

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Builds leaders' ability to connect authentically, inspire others, and foster an environment of collaboration and trust.
- Communication: Supports effective communication strategies, conflict management, and understanding sources of power, enhancing leadership effectiveness.
- Results-Oriented: Ensures the skills learned are applied toward achieving impactful, measurable results through presence, persuasion, and strategic influence.

These competencies align with enhancing leaders' command presence, enabling them to communicate persuasively, manage conflict constructively, and build strong, authentic connections.

# Leading Through Conflict: Strategies for a Harmonious Workspace



## HALF-DAY COURSE

Transform conflict into opportunities for growth with strategies for leading through challenging situations. This practical course will equip participants with essential tools to navigate disagreements, foster open communication, and build a more harmonious and collaborative workplace. This course will cover both the upsides and downsides to conflict and how to successfully lead and encourage collaboration through conflict. Participants will learn key strategies to turn conflicts into opportunities for positive change and stronger team dynamics.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Leaders, Managers

## LEARNING OBJECTIVES

- Identify common sources of workplace conflict and their underlying causes
- Develop effective communication skills to address and de-escalate conflicts
- Apply conflict resolution techniques to foster understanding and collaboration
- Build emotional intelligence to manage your reactions and support others
- Create a culture of openness and trust that minimizes future conflicts
- Lead with confidence during difficult conversations to promote a positive work environment

## COMPETENCIES

- **Interpersonal Skills:** Reinforces the importance of emotional intelligence, empathy, and respectful communication in fostering understanding, collaboration, and trust in the workplace.
- **Inspirational Leadership:** Aligns with the course's emphasis on leading confidently through difficult conversations, promoting a culture of openness, and using conflict as a catalyst for team growth and positive change.
- **Resilience:** Reflects the importance of maintaining composure and adaptability in the face of workplace challenges.

These competencies support the course's mission to transform conflict into a strategic opportunity—helping leaders cultivate harmony, strengthen team relationships, and model resilient, emotionally intelligent leadership in every interaction.

# Leading Through Organizational Change



8-HOUR COURSE

Change is constant, but successful change requires thoughtful leadership. This session prepares managers, supervisors, and project leads to guide their teams through periods of transition with confidence and clarity. Participants will learn how to anticipate and address resistance, communicate effectively across all levels, and create a sense of stability during times of uncertainty. Using case studies and interactive practice, participants will explore proven strategies to sustain performance, build trust, and align staff to a shared vision—turning challenges into opportunities for growth.

**WHO SHOULD ATTEND:** Leaders, Managers

## LEARNING OBJECTIVES

- Understand the stages of change and their impact on individuals and teams.
- Apply effective communication strategies that foster transparency and trust.
- Use tools to manage resistance while maintaining morale and productivity.
- Develop an action plan for leading current or upcoming organizational changes.

## COMPETENCIES

- **Vision & Strategic Thinking:** Helps leaders communicate a compelling direction during periods of transition. Ensures leaders frame change within the broader organizational mission and future goals, enabling employees to understand not just what is changing but why the change matters.
- **Inspirational Leadership:** Supports leaders in motivating and guiding employees through uncertainty by fostering engagement, clarity, and a shared sense of purpose. Helps leaders maintain morale and commitment even when challenges arise.
- **Results-Oriented:** Ensures leaders maintain focus on outcomes, productivity, and performance during change. Develops leaders who provide structure and direction, and who can enable teams to navigate transitions while still delivering high-quality results.

These competencies and skills equip leaders to guide their teams through transition with clarity, confidence, and resilience, ensuring that organizational change strengthens trust, aligns teams, and supports long-term performance and success.

# Leading Effectively

## 1-DAY COURSE



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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Develops skills to empower others, build strong team dynamics, and applying effective communication and team-building techniques.
- Talent Management: Focuses on the development and delegation skills necessary for supervisors to empower their teams and achieve results.
- Interpersonal Skills: Supports understanding leadership power, conflict management, and the practical differences between leadership and management.

These competencies align with enhancing effective leadership practices that foster empowered, cohesive, and high-performing teams.

# Managing People and Projects for Leaders



## 2-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Results-Oriented: Focuses on effective project completion within scope, time, and budget, ensuring that project management principles drive measurable outcomes.
- Inspirational Leadership: Develops abilities to engage and empower stakeholders, fostering collaboration and commitment within project teams.
- Business Acumen: Supports understanding project management fundamentals, resource allocation, and managing constraints effectively to ensure project success.

These competencies align with building strong project management practices while fostering teamwork and stakeholder engagement, supporting successful project outcomes.

# Meaningful Meetings

## HALF-DAY COURSE



Increase attendance and engagement at your meetings, no matter if they are virtual or in-person, with staff or with volunteers. Boring, predictable meetings garner low attendance and apathy. Meaningful meetings produce energy and results. By understanding what needs to be a meeting (and what could instead be an email!), leaders can create an experience that doubles as team building.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

- Learn strategies for creating meetings that foster enthusiasm, connection, and collaboration
- Experience how it feels to be an active participant rather than a bored bystander
- Outline the key components of a good meeting with clear outcomes and expectations

### COMPETENCIES

- Inspirational Leadership: Develops skills to foster enthusiasm, connection, and collaboration within meetings, turning them into engaging team-building experiences.
- Results-Oriented: Ensures that meetings are structured around clear outcomes and expectations, maximizing productivity and relevance.
- Communication: Supports the strategic planning and execution of meetings, including deciding when a meeting is necessary and how best to engage participants.

These competencies align with creating meetings that are both productive and engaging, driving attendance and meaningful participation.

# Micro-Storytelling for Public Sector Impact



## HALF-DAY COURSE

Policies are complex. Budgets are dry. But your message doesn't have to be. Micro-Storytelling for Public Sector Impact teaches you how to tell powerful, bite-sized stories that capture attention and make people care—whether you're speaking at a council meeting, pitching a program, or presenting a report.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

- Learn how to craft concise, impactful stories that make complex topics engaging and easy to understand
- Develop skills to apply micro-storytelling in public sector settings, such as meetings, program pitches, and reports

### COMPETENCIES

- **Communication:** Enhances participants' ability to distill complex policies and data into clear, engaging narratives that resonate with diverse audiences across public sector settings.
- **Customer Engagement:** Strengthens the connection with stakeholders by focusing on stories that are relevant, emotionally compelling, and aligned with public interests.
- **Innovative Mindset:** Encourages creative approaches to communication, helping participants transform dry information into memorable and impactful micro-stories.

These competencies align with the course's goal of empowering public sector professionals to use micro-storytelling as a strategic communication tool that informs, inspires, and engages.



# Strategic Conversations: A New Way of Strategic Planning

## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Vision & Strategic Thinking: Builds capabilities to develop and apply strategic thinking and planning skills, fostering agile and innovative organizational growth.
- Inspirational Leadership: Supports engaging employees and stakeholders in meaningful strategic conversations that inspire collaboration and shared vision.
- Results-Oriented: Ensures that strategic planning and conversations are aligned with measurable outcomes and organizational goals, driving practical results.

These competencies align with building leaders' ability to foster agile, collaborative, and outcome-driven strategic planning processes within their organizations.



# Strategic Mindset

## 1-HOUR COURSE



Working in a decidedly task-oriented environment often depletes the time, opportunity, or process to strategize. This important aspect of leadership—perhaps the most important—gets put aside in the busyness of “getting stuff done.”

This session serves as a reminder of how strategy succeeds, how vision and purpose play an essential role, and how you can develop a mindset and a discipline to step back, reflect, and project outcomes for your staff and yourself.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Engage colleagues in seeing the "big picture"
- Tie accomplishments to mission and connect to daily work

### COMPETENCIES

- Vision & Strategic Thinking: Cultivates a strategic mindset, encouraging leaders to focus on long-term goals and align daily tasks with the organizational mission.
- Inspirational Leadership: Supports engaging colleagues in seeing the bigger picture, motivating them to connect their work with the organization's vision and purpose.
- Results-Oriented: Ensures that strategic thinking efforts are tied to tangible outcomes, reinforcing the connection between strategy and daily accomplishments.

These competencies align with fostering a strategic mindset that connects daily work to broader organizational goals, enhancing both individual and team contributions.

# The Exceptional Leader: Strategies for Bettering Your Best



## 2-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers, Leaders

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Builds leadership presence, credibility, and influence, fostering motivation, and guiding teams through change.
- Talent Management: Focuses on understanding motivation drivers, addressing team challenges, and helping individuals excel, fostering personal and professional growth.
- Vision & Strategic Thinking: Supports leading teams effectively through change, managing resistance, and maintaining focus on goals.

These competencies align with enhancing leadership effectiveness, fostering team resilience, and developing a balanced approach to management and change.

# Thinking Strategically, Acting Mindfully



HALF- OR 1-DAY COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

Strategic thinking and mindfulness seldom show up in the same sentence. Yet they are highly complementary concepts. Thinking strategically involves careful thought, reflection, and planning. It differs from our standard random thinking. As strategies emerge, they typically impact others. It is crucial strategies are mindful of those impacted and those creating them. This session offers models of strategy planning and prioritization. It delves into the benefits and techniques of mindfulness.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Team leads, Supervisors, Department heads, Managers, Top leaders

## LEARNING OBJECTIVES

- Identify the process of strategic planning from initial vision to execution
- Revisit and be mindful of how you manage time
- Practice methods of strategic prioritization
- Develop a vision for your team or organization
- Learn and experience mindful practices

## COMPETENCIES

- Vision & Strategic Thinking: Fosters growth in developing and implementing strategic plans, balancing multiple perspectives, and aligning goals with long-term objectives.
- Inspirational Leadership: Supports mindful and inclusive approaches to strategy implementation, fostering buy-in and engagement among stakeholders.
- Results-Oriented: Ensures that strategic thinking is translated into actionable plans that drive measurable outcomes aligned with organizational goals.

These competencies align with equipping leaders to approach strategy with mindfulness and clarity, ensuring plans are inclusive, focused, and effectively implemented.

# Visionary Leadership



1-HOUR COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

Leaders gain allegiance from people who look to them to provide the vision, resolve the problem, and lead the way forward. Yet leaders today see a world faced with uncertainties. They must adapt to a changing workplace, constant stream of information, widespread diversity, and intensely complex problems. Leadership is the art of possibility. What is possible today lies in the invitations and openings for leaders to emerge, inspiring others to embrace their own leadership qualities for improved engagement and performance.

Understand your own leadership qualities and how you can emerge to lead in large ways and small. Because your leadership is needed today more than ever.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors and managers

## LEARNING OBJECTIVES

- Foster and promote trust among team members
- Assess the sources of your own leadership style and qualities

## COMPETENCIES

- Inspirational Leadership: Builds ability to foster trust, inspire others, and embrace a collaborative approach to leadership that empowers individuals to contribute to a shared vision.
- Vision & Strategic Thinking: Supports leaders in understanding and developing their own leadership style and qualities to adapt to complex, uncertain environments.
- Stewardship: Emphasizes responsible and ethical leadership that builds trust and inclusivity, promoting authentic engagement with team members.

These competencies align with cultivating visionary leadership that inspires trust, collaboration, and a commitment to creating positive change in uncertain environments.

# Women in Leadership: Empowering and Delegating for High Performance



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Develops skills to build, empower, and delegate within high-performance teams, supporting development and accountability.
- Inspirational Leadership: Supports fostering collaboration, trust, and a culture where team members are motivated to take ownership and contribute fully.
- Results-Oriented: Ensures that team-building and delegation practices are aligned with achieving measurable performance outcomes.

These competencies align with equipping leaders to empower teams effectively, delegate thoughtfully, and drive high-performance outcomes in a collaborative and supportive environment.

# Women in Leadership: Finding Your Voice and Personal Power



## 1-DAY COURSE

The natural leadership behaviors that many women exhibit—emotional intelligence, empathy, and diplomacy—have been proven to be effective leadership skills, and yet many women find themselves second-guessing their leadership abilities and personal power. Attend this 8-hour workshop to explore issues of women and power and build skills to be your best advocate. Find your true, authentic voice and leadership style while building a community of support.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

## LEARNING OBJECTIVES

This course will explore topics including the following:

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

## COMPETENCIES

- Inspirational Leadership: Builds confidence, emotional intelligence, and authentic leadership skills that empower women to lead effectively.
- Resilience: Supports understanding one's own values, strengths, and unique leadership style, promoting authenticity and personal growth.
- Talent Management: Focuses on developing personal power and resilience, building a community of support, and fostering a growth mindset.

These competencies align with equipping women to embrace their unique leadership qualities, find their authentic voice, and cultivate a supportive community, empowering them to lead with confidence.

# Women in Leadership: Political Acumen



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Business Acumen: Builds abilities to understand and navigate organizational power structures and political dynamics to achieve strategic goals.
- Inspirational Leadership: Supports using influence positively, building relationships, and empowering leaders to navigate power differentials effectively.
- Stewardship: Emphasizes the responsible and ethical use of power and influence, particularly in addressing and managing gender assumptions and biases.

These competencies align with equipping women leaders to understand and apply political acumen thoughtfully and strategically, fostering effective and ethical leadership within their organizations.

# Women in Leadership: Powerful Communications and Presentations



## 1-DAY COURSE

The ability to communicate in a clear and relatable way is essential for everyone in a leadership position. Whether we're privately speaking with an employee about a performance issue or giving a presentation to executives, we must stay on message and be confident. In this one-day class, we'll discuss best practices for one-on-one conversations, staff meetings, and formal presentations to executives.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

## LEARNING OBJECTIVES

This course will explore topics including the following:

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

## COMPETENCIES

- **Inspirational Leadership:** Develops skills to communicate assertively, engage audiences, and foster a confident and approachable leadership presence.
- **Communication:** Supports strategic communication, especially in handling difficult topics and managing diverse audience dynamics effectively.
- **Results-Oriented:** Ensures that communication efforts are goal-oriented, whether in individual conversations, meetings, or formal presentations.

These competencies align with equipping leaders to communicate confidently and effectively across various settings, enhancing their influence and ability to lead.



# Women in Leadership: Strengths Discovery



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Fosters abilities to identify, develop, and leverage personal and team strengths to maximize individual and collective performance.
- Resilience: Supports understanding and articulating personal strengths, helping leaders communicate effectively and align their strengths with team needs.
- Inspirational Leadership: Encourages using strengths to build a positive, strengths-based team environment, inspiring growth and collaboration.

These competencies align with helping leaders understand and apply their strengths effectively, while also building a supportive, strengths-based team culture.

# Women in Leadership: The Confident Professional



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Develops capabilities to project confidence, build strong relationships, and effectively lead teams with credibility and influence.
- Resilience: Supports understanding personal strengths, managing obstacles to confidence, and developing a self-assured leadership style.
- Interpersonal Skills: Equips leaders with practical skills for handling criticism, confrontation, and professional challenges, reinforcing their confident presence.

These competencies align with equipping leaders to project confidence, manage professional challenges effectively, and foster a credible, empowering presence.

# Women in Leadership: The Remote Leader



## 1-DAY COURSE

Managing remotely requires updating some of your existing practices and adding a few new ones. This class gives you practical ideas to upgrade your management toolbox. We'll discuss creative ways to motivate and engage your remote team. We'll also consider ways to better manage performance in the remote environment, like setting expectations and giving (and receiving) feedback.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

- Enhance your relationship with your remote team through trust, empathy, and autonomy
- Successfully manage the performance of your remote workers
- Maintain work continuity through shared expectations
- Give meaningful feedback more effectively and frequently

### COMPETENCIES

- Inspirational Leadership: Develops capability to foster trust, empathy, and engagement with remote team members, creating a supportive and motivating environment.
- Results-Oriented: Supports effective performance management and feedback in a remote setting, ensuring team productivity and alignment with goals.
- Talent Management: Equips leaders with strategies to set clear expectations, maintain work continuity, and adapt traditional management practices for remote work.

These competencies align with equipping remote leaders to maintain strong, productive relationships and effectively manage performance from a distance.







# MANAGERIAL & SUPERVISORY SKILLS

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# Addressing Performance Problems: Discipline and Documentation



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Results-Oriented: Ensures supervisors focus on achieving consistent, high-quality performance through clear expectations and accountability.
- Talent Management: Develops skills to guide, coach, and discipline employees to improve performance and retain effective staff.
- Stewardship: Emphasizes responsible and ethical management practices, especially in handling performance issues and legal documentation.

These competencies equip supervisors to handle performance issues effectively, support employee improvement, and maintain a fair, legally sound approach to discipline and documentation.

# Better One-on-Ones



## 1-HOUR COURSE

Regular one-on-one meetings with your direct reports are essential. They are the perfect times to build trust and learn about employees' successes and challenges. You can also ask for feedback on how you can better support them. In this course, you'll learn techniques for getting the most out of these high-priority meetings.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels of supervisors in state service

### LEARNING OBJECTIVES

- Prepare to communicate effectively
- Provide and receive effective feedback

### COMPETENCIES

- Inspirational Leadership: Develops capability to build trust and open communication, and provide feedback in a way that supports employee growth.
- Talent Management: Involves developing and coaching employees, with one-on-one meetings serving as a primary setting for personalized support and guidance.
- Results-Oriented: Helps ensure that discussions in one-on-one meetings are focused on achieving measurable improvements in performance and support.

These competencies align with creating impactful one-on-one meetings that foster trust, development, and results, ultimately leading to improved employee performance and growth.



# Building Resilient Teams in Uncertain Times



## 8-HOUR COURSE

Resilience is more than bouncing back—it's the ability to adapt, innovate, and thrive when circumstances shift. This highly interactive session helps leaders and team members strengthen resilience skills that keep teams engaged and effective under pressure. Participants will explore techniques for building psychological safety, cultivating adaptability, and supporting well-being in the workplace. Through group activities and reflection, participants will leave with practical strategies to create a team culture that endures and excels, no matter the external challenges.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Identify the core elements of team resilience and how they impact performance.
- Practice techniques for fostering psychological safety and collaboration.
- Apply strategies for maintaining focus, energy, and optimism in times of uncertainty.
- Build a personalized toolkit for cultivating resilience at the individual and team level.

### COMPETENCIES

- **Inspirational Leadership:** Develops skills to cultivate psychological safety, optimism, and motivation during times of stress.
- **Results-Oriented:** Ensures leaders and teams sustain performance through adversity by emphasizing focus, accountability, and purposeful action.
- **Stewardship:** Reinforces the leader's responsibility to promote well-being, ethical care, and collective resilience.

These competencies equip leaders to build resilient teams that adapt, collaborate, and thrive, creating a workplace culture grounded in psychological safety, purpose, and sustained high performance even through uncertainty.



# Coaching as a Management Tool



## 1-DAY COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Focuses on developing coaching skills that enable managers to foster employee growth, creativity, and problem-solving.
- Communication: Enhances managers' ability to use effective questioning and active listening techniques essential for building successful coaching relationships.
- Interpersonal Skills: Supports the development of trusting, respectful relationships with employees through coaching, encouraging engagement and high performance.

These competencies align with helping supervisors and managers adopt a coaching approach that promotes employee autonomy, innovation, and high performance through supportive and effective management practices.

# Coaching for Performance



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Apply the steps to effective employee coaching
- Develop the ability to give more effective positive and negative feedback
- Establish a partnership agreement for goal attainment
- Learn and practice key communication tools essential to coaching
- Identify next steps and action plans

### COMPETENCIES

- Talent Management: Focuses on developing and coaching employees, essential for improving staff competencies and overall performance.
- Results-Oriented: Ensures that coaching efforts are aligned with measurable outcomes and contribute to organizational goals.
- Inspirational Leadership: Supports creating a positive environment that motivates employees and fosters growth through constructive feedback.

These competencies are well-suited to help supervisors engage in impactful coaching that supports employee development, productivity, and overall team success.

# 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, start meetings, keep things going, clarify roles, facilitate, and work with difficult attendees.

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Team Leaders, Supervisors, Project managers, Meeting leaders

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Develops capability to manage the structure, roles, and decision-making processes within meetings, ensuring they are efficient and purposeful.
- Results-Oriented: Focuses on achieving productive meeting outcomes and ensuring that time and resources are used effectively.
- Inspirational Leadership: Supports fostering an engaging and positive environment, enabling participation and handling challenging behaviors constructively.

These competencies align with leading effective, focused, and productive meetings that engage participants and achieve meaningful outcomes.

# Conversations Worth Having Workshop



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Fosters positive, engaging, and effective communication within teams and across the organization.
- Results-Oriented: Ensures conversations are purpose-driven, contributing to productivity, performance, and engagement.
- Communication: Supports the strategic use of questioning and framing to address communication challenges constructively and effectively.

These competencies align well with creating impactful, constructive conversations that drive team engagement, productivity, and a positive workplace culture.

# Discipline and Documentation



## 1-HOUR COURSE

In this course, we'll review the basics of progressive discipline and best practices for handling discipline issues when they arise. We'll also discuss your responsibilities during the discipline process and how to properly document employee performance, both good and bad.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Understand the progressive discipline process
- Practice writing documentation of performance issues

### COMPETENCIES

- **Results-Oriented:** Focuses on maintaining performance standards and achieving measurable improvements through structured discipline and documentation.
- **Stewardship:** Emphasizes responsible and ethical handling of disciplinary actions and accurate documentation, safeguarding both organizational integrity and employee rights.
- **Business Acumen:** Supports understanding policies and procedures related to discipline, ensuring adherence to organizational and legal standards.

These competencies align well with supporting a structured, ethical approach to discipline and documentation, promoting both fairness and accountability.

# Empowerment and Delegation



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Focuses on developing and empowering team members, ensuring leaders effectively delegate authority and responsibility.
- Inspirational Leadership: Encourages fostering a supportive and motivational environment where employees feel empowered to take initiative.
- Results-Oriented: Ensures that empowerment and delegation are structured to achieve measurable outcomes aligned with organizational goals.

These competencies align well with developing leaders who can empower their teams effectively, drive performance, and foster a culture of responsibility and initiative.

# Empowerment Through Accountability



## 1-HOUR COURSE

To create accountable work cultures, buy-in and follow-through are essential. In this course, we will discuss best practices to include and empower employees by creating shared agreements and following up with the accountable conversation to hold people to the agreements they make.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Appropriate for all levels of supervisors in state service

### LEARNING OBJECTIVES

- Learn how to create an environment that supports collective accountability
- Recognize and implement the necessary steps of accountability

### COMPETENCIES

- Collaboration: Focuses on building a culture of shared responsibility and mutual accountability, fostering team cohesion.
- Interpersonal Skills: Supports respectful and constructive communication, enhancing trust and commitment in accountable interactions.
- Inspirational Leadership: Emphasizes aligning accountability practices with team and organizational goals, promoting a sense of ownership and empowerment.

These competencies align with helping participants create a culture of accountability, empowering teams to meet shared goals with commitment and integrity.

# Energizing People for Performance



## 1-HOUR COURSE

A universal struggle of managers is how to motivate employees; sometimes, we may feel unmotivated ourselves. In this one-hour course, we'll discuss what it means to be motivated (and unmotivated) and strategies for energizing employees toward better performance.

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

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Develop skills to energize staff and teams for performance and success
- Motivate employees to change behavior and learn the steps to sustain the new performance level

### COMPETENCIES

- Inspirational Leadership: Develops skills to motivate employees and foster a positive environment that encourages high performance.
- Results-Oriented: Ensures that motivation efforts are directed towards achieving measurable improvements in employee performance.
- Talent Management: Supports the development of strategies to sustain performance improvements and encourage employee growth.

These competencies are aligned to help managers energize and sustain high performance among their teams, fostering motivation and a positive work environment.



# Franklin Covey's 7 Habits for Managers



## 2-DAY COURSE

This two-day workshop focuses exclusively on the management applications of the 7 Habits, giving managers the tools to take initiative, resolve conflicts, and unleash the talents and passions of their teams. Designed to help supervisors and managers 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.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Inspirational Leadership: Develops skills to foster trust, accountability, and team cohesion, aligning well with the principles of initiative and empowerment.
- Results-Oriented: Ensures that the 7 Habits are applied to drive measurable performance improvements and balanced decision-making within teams.
- Communication: Supports understanding and applying strategic resourcefulness, constructive feedback, and diverse perspectives in decision-making.

These competencies support applying the 7 Habits to enhance managerial effectiveness, cultivate team strengths, and drive balanced, results-oriented performance.

# Giving and Receiving Meaningful and Constructive Feedback



## HALF-DAY COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

## LEARNING OBJECTIVES

- Learn to be more receptive and less defensive when receiving feedback
- Develop the ability to give more effective positive and negative feedback
- Prepare to provide effective, meaningful feedback

## COMPETENCIES

- Inspirational Leadership: Develops capability to foster a supportive and trusting environment where feedback can be given and received constructively.
- Talent Management: Focuses on developing and improving team members through meaningful feedback that drives performance and growth.
- Communication: Supports understanding the nuances of effective feedback, ensuring that it aligns with organizational and individual goals.

These competencies are aligned to help leaders provide impactful feedback that drives both individual and team development while fostering a culture of openness and receptivity.

# Hybrid Teams That Work



1-DAY COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

Everything on a team happens as a result of conversations. What we do in conversation and how we organize, construct, and use language as tools in those conversations determines what we will create in our work relationships, especially in our team dynamics. The more we see language as a tool, the more we will be able to use it to our advantage. The way we use the tools of language with each other will determine the effectiveness of the team. This session will help outline how to use specific tools within language as well as a structure and process to support teams that work!

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

## LEARNING OBJECTIVES

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

## COMPETENCIES

- Inspirational Leadership: Develops skills to foster effective communication, cohesion, and positive team dynamics within hybrid teams.
- Results-Oriented: Ensures that language and communication strategies are aligned with team productivity and outcome goals.
- Communication: Supports the strategic use of language as a tool for structuring conversations, aligning team efforts, and enhancing hybrid team functionality.

These competencies align with creating structured, productive communication that enhances hybrid team effectiveness and cohesion.

# Performance Management



## 1-HOUR COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Learn about the performance management cycle
- Understand the process

### COMPETENCIES

- Talent Management: Focuses on developing and managing individual performance through structured planning, monitoring, and evaluation.
- Results-Oriented: Ensures that performance management efforts align with organizational goals and drive measurable improvement.
- Inspirational Leadership: Emphasizes responsible and ethical management practices in evaluating and recognizing performance, ensuring fairness and accountability.

These competencies align with fostering a productive performance management process that enhances individual contributions and supports organizational goals.

# Recognizing Employees Contributions



## 1-HOUR COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Brainstorm strategies to recognize outstanding performance
- Learn to cultivate a culture of recognition

### COMPETENCIES

- Inspirational Leadership: Develops skills to foster effective communication, cohesion, and positive team dynamics within hybrid teams.
- Talent Management: Supports integrating recognition into performance management, contributing to employee engagement and retention.
- Results-Oriented: Ensures that recognition strategies align with performance goals and reinforce desired outcomes within the organization.

These competencies align well with creating a recognition-rich culture that motivates employees and reinforces organizational values.

# Setting Expectations and Goals



## 1-HOUR COURSE

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

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Discuss effective ways to communicate expectations
- Explore best practices for delegating

### COMPETENCIES

- Results-Oriented: Ensures that clear expectations and goals are communicated effectively, leading to measurable outcomes and accountability.
- Talent Management: Supports effective delegation and setting of performance standards that enhance employee development and alignment with organizational goals.
- Inspirational Leadership: Emphasizes understanding roles and authority levels, ensuring that tasks are delegated appropriately and that expectations are clear.

These competencies align with creating an environment where employees understand their roles, expectations, and goals, enhancing overall performance and accountability.

# So You Want to be Supervisor?

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Resilience:** Prepares participants for the challenges and responsibilities of supervisory roles by building adaptability and readiness.
- **Interpersonal Skills:** Develops foundational skills for managing relationships and effectively interacting with others as a supervisor.
- **Communication:** Enhances the ability to convey expectations, provide feedback, and engage effectively in supervisory roles.

These competencies align with the course's focus on preparing participants to assess their readiness and understand the responsibilities, traits, and behaviors required for effective supervision.

# Supervisory Skills Refresher



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Talent Management: Enhances supervisors' skills in performance management, counseling, and helping employees thrive in changing environments.
- Inspirational Leadership: Supports fostering a positive work environment, boosting morale, and engaging employees through challenging times.
- Results-Oriented: Ensures that supervisory efforts are focused on improving team performance and productivity, even in stressful situations.

These competencies align with refreshing and strengthening supervisors' abilities to manage teams effectively, support employee well-being, and improve organizational performance.



# Teamwork Skills for Supervisors



## 1-DAY COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Explore the value of working in teams and promoting teamwork
- Build your skills and competencies as leaders to promote collaboration and participation
- Learn to enhance open and responsive communications through motivation
- Identify how to manage conflict constructively

### COMPETENCIES

- Inspirational Leadership: Builds skills to promote collaboration, foster a positive team environment, and motivate team members.
- Talent Management: Focuses on developing supervisors' skills in team building, conflict resolution, and encouraging team participation.
- Results-Oriented: Ensures that teamwork efforts are directed toward achieving collective goals and keeping teams productive.

These competencies align with equipping supervisors to foster strong, collaborative teams that work effectively toward shared objectives.

# The Performance Gap Conversation



## 1-HOUR COURSE

Feedback is essential for growth and performance improvement, yet many managers find these critical conversations difficult and may avoid them. In this course, you will learn important tactics to create a successful gap conversation that leads to a desired shift or change in work performance.

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Learn to be give and receive effective feedback
- Explore practical tactics to successfully address work performance

### COMPETENCIES

- Talent Management: Focuses on providing constructive feedback to address performance gaps, fostering growth and improvement in employees.
- Inspirational Leadership: Supports engaging in feedback conversations that are respectful, motivational, and aimed at positive change.
- Results-Oriented: Ensures that feedback conversations lead to actionable improvements aligned with performance goals.

These competencies align with equipping managers to conduct productive and supportive conversations that address performance gaps and drive employee development.







# MATH & BUDGET SKILLS

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# Budget Change Proposal Workshop

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Persons who prepare, review, or administer budget change proposals (BCPs), or those who are preparing themselves for these roles

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Business Acumen:** Enhances participants' knowledge of the BCP process, resource justification, and strategic allocation essential for organizational budgeting.
- **Results-Oriented:** Focuses on achieving structured and effective BCPs that align with organizational goals and support decision-making.
- **Communication:** Emphasizes clear, precise writing and presentation skills for effectively articulating budget needs, objectives, and justifications.

These competencies align with helping participants prepare well-structured, clear, and justified budget change proposals that support organizational goals and enhance financial planning.

# Budget Process Overview

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Business Acumen: Enhances participants' understanding of the State budget process, financial regulations, and strategic resource allocation for effective budget planning and administration.
- Results-Oriented: Focuses on structured and accurate budget planning, ensuring that budgeting efforts align with State program goals and legislative requirements.
- Digital Fluency: Supports the use of technology tools and resources to facilitate data analysis, document preparation, and efficient budget tracking.

These competencies align with equipping participants to effectively prepare, interpret, and manage budgets, ensuring compliance with state regulations and alignment with organizational objectives.

# Statistics

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Digital Fluency: Builds proficiency in using statistical tools and methods, enhancing participants' ability to analyze data accurately and effectively.
- Customer Engagement: Focuses on selecting and applying statistical methods that align with research objectives, supporting informed decision-making.
- Communication: Develops skills to interpret and convey statistical findings clearly, ensuring results are accessible and actionable for stakeholders.

These competencies align with helping participants apply statistical methods effectively, ensuring data-driven insights that support organizational and research goals.









# PERSONAL DEVELOPMENT

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# Anger Management Techniques

## 1-DAY COURSE

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

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Interpersonal Skills: Promotes understanding and effective communication, helping individuals navigate emotionally charged interactions with empathy and respect.
- Resilience: Builds the capacity to manage stress, maintain composure, and effectively handle challenges arising from anger and conflict.
- Interpersonal Skills: Encourages self-awareness and understanding of emotions, essential for managing anger and fostering constructive relationships.

These competencies align with helping participants understand, manage, and overcome the effects of anger, fostering healthier relationships and a more positive outlook in both personal and professional settings.

# Career Development Series

## Effective Résumé Writing

HALF-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Enhances skills for articulating achievements and professional value in a clear, impactful résumé format.
- Customer Engagement: Focuses on tailoring résumé content to meet the expectations of hiring managers and align with job market needs.
- Interpersonal Skills: Supports self-presentation skills by helping participants convey their strengths and accomplishments effectively.

These competencies align with helping participants create effective résumés that communicate their professional strengths and attract potential employers.

# Career Development Series

## Interviewing Skills for Success

### HALF-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Develops skills for articulating qualifications and experiences clearly and confidently, ensuring effective self-presentation in interviews.
- **Customer Engagement:** Focuses on understanding and meeting the expectations of interviewers, aligning responses to highlight relevant skills and experiences.
- **Interpersonal Skills:** Enhances self-awareness and adaptability, enabling participants to make a positive impression and connect effectively with interviewers.

These competencies align with helping participants prepare for successful interviews by communicating effectively, engaging professionally, and presenting themselves as strong candidates for the job.

# Coping with Change

## 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Appropriate for all staff levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Resilience:** Enhances the ability to adapt to and cope with change, reducing stress and building a positive approach to transitions.
- **Interpersonal Skills:** Promotes understanding of how change impacts relationships and expectations within the workplace, supporting empathetic interactions.
- **Customer Engagement:** Focuses on aligning responses to change with both personal and organizational needs, fostering a supportive work environment.

These competencies align with helping participants effectively manage and adapt to change, building resilience and fostering a supportive workplace culture.

# Discovering and Working with Your Talents and Strengths

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Interpersonal Skills:** Enhances self-awareness and understanding of personal strengths, supporting effective interactions and collaboration with others.
- **Collaboration:** Encourages the use of individual strengths within team settings, fostering a more productive and supportive work environment.
- **Customer Engagement:** Focuses on aligning individual talents and strengths with workplace roles, promoting job satisfaction and meaningful contributions.

These competencies align with helping participants apply their strengths in ways that enhance individual and team performance, supporting a strengths-based approach to work satisfaction and productivity.



# Enhancing Workplace Resiliency

## 1-DAY COURSE

In today's rapidly changing world we face unprecedented challenges. There are many stressors that can have a profound impact on our mental and emotional well-being. Consider how the global pandemic, political and economic uncertainty, and return to work mandates have stressed and impacted the workplace.<sup>1</sup>

When experienced over extended periods of time, stress can wreak havoc on our body, memory, brain health, and mental health, and can destroy happiness. How does one effectively deal with these seemingly endless issues? We increase our resiliency.

Resilience is our ability to deal with, withstand, adapt, recover, and grow from changes and challenges. It is not a fixed trait, but rather a skill that can be learned and developed over time. The good news is that resilience is ordinary, not extraordinary. People commonly demonstrate resilience in the face of adversity.

Memory Spring's well-researched and tested model for increasing resilience has proven very effective in giving our graduates a better perspective and practical tools to improve the quality of their lives. By cultivating resilience, we can navigate the challenges life throws at us and even thrive in difficult times.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Resilience: Builds skills for managing stress, avoiding burnout, and enhancing personal resilience to maintain productivity and well-being.
- Interpersonal Skills: Supports empathy and self-awareness, helping individuals recognize the impact of stress and practice self-care in the workplace.
- Customer Engagement: Focuses on aligning resilience practices with organizational goals, promoting a balanced approach to work demands.

These competencies align with helping participants develop resilience strategies to improve their well-being and productivity in demanding work environments.

# Franklin Covey's 5 Choices to Extraordinary Productivity

## 1-DAY COURSE

### THE CHALLENGE:

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

### THE SOLUTION:

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

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

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

### LEARNING OBJECTIVES

- Act on the Important - Don't React to the Urgent
- Go For Extraordinary - Don't Settle for Ordinary
- Schedule the Big Rocks - Don't Sort Gravel
- Rule Your Technology - Don't Let it Rule You
- Fuel Your Fire - Don't Burn Out

### COMPETENCIES

- Resilience: Builds skills to manage stress and avoid burnout by focusing on high-impact activities that align with personal and professional goals.
- Customer Engagement: Emphasizes making intentional, high-priority choices that support productivity and effectively meet stakeholder needs.
- Communication: Supports clear, purposeful communication to prioritize tasks and make impactful decisions amidst distractions.

These competencies align with helping participants improve productivity through intentional decision-making, leading to greater focus, fulfillment, and accomplishment in both personal and professional realms.

# Franklin Covey's 7 Habits of Highly Effective People

## 2-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.**

This course is also modified and available for managers. The two-day manager's course is called 7 Habits for Managers.

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

## LEARNING OBJECTIVES

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

## COMPETENCIES

- **Interpersonal Skills:** Develops self-awareness and empathy, fostering positive and effective relationships in both personal and professional contexts.
- **Communication:** Enhances skills for clear, proactive, and collaborative communication, supporting effective teamwork and mutual understanding.
- **Resilience:** Focuses on maintaining balance, managing priorities, and engaging in continuous personal growth to sustain long-term effectiveness.

These competencies align with helping participants apply the 7 Habits for personal and organizational effectiveness, fostering goal alignment, resilience, and impactful collaboration.

# From Burned Out to Built Up: Tips, Tools, and Strategies for Building Team Resilience

## 1-DAY COURSE

As the future rushes toward us at dizzying speeds, teams today need to be more resilient than ever before. Resilience helps teams adapt to constant change, pivot quickly, stay motivated, and not just weather challenges or adversity but grow stronger in the face of them. Organizations with practices promoting resilient workforces have achieved bottom-line impact through lower absenteeism, lower health care costs, decreased turnover, and improved customer satisfaction. While most organizations recognize that resilience is needed to not only survive but thrive in an age of disruption, resilience remains in short supply as individuals and teams continue to struggle with prolonged stress and lingering worries about health, safety, job security, and global and civic unrest.

Join this interactive session to explore proven practices for reducing the damaging impact of workplace stress and burnout on your team and organization. Through case examples, guided discussion, and interactive exercises, you will walk away with practical tips, tools, and job aids for building team resilience.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Identify signs and symptoms of burnout
- Define the impact of burnout upon team commitment, confidence, and performance
- Explore proven prevention strategies for reducing burnout
- Discover 5 habits of highly resilient teams
- Assess best practices with workplace wellness programs

### COMPETENCIES

- Resilience: Builds skills to help teams manage stress, reduce burnout, and adapt to change, fostering a stronger and more resilient workforce.
- Collaboration: Focuses on fostering team cohesion and mutual support, enhancing collective resilience and adaptability.
- Customer Engagement: Emphasizes creating a supportive work environment that prioritizes employee well-being, ultimately improving organizational outcomes.

These competencies align with helping participants build team resilience, reduce the impact of burnout, and foster a supportive, adaptable work environment.

# Giving and Receiving Feedback



## 1-HOUR COURSE

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

This class meets the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

**WHO SHOULD ATTEND:** Supervisors, Managers

### LEARNING OBJECTIVES

- Discuss strategies for giving feedback
- Learn to be more receptive and less defensive when receiving feedback

### COMPETENCIES

- Communication: Enhances skills for delivering and receiving feedback clearly and constructively, supporting open and effective workplace communication.
- Interpersonal Skills: Develops self-awareness and empathy, fostering respectful and productive feedback interactions.
- Talent Management: Focuses on understanding the needs and reactions of employees during feedback sessions, promoting a supportive environment for growth.

These competencies align with helping participants deliver meaningful, respectful feedback and receive it openly, fostering a culture of growth and improvement.

# Leadperson Workshop

## 2-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Collaboration: Supports leadpersons in coordinating team efforts effectively and fostering teamwork within workgroups.
- Interpersonal Skills: Develops skills in communication, conflict resolution, and motivation, enhancing positive and productive interactions within teams.
- Inspirational Leadership: Focuses on aligning team efforts with organizational goals, supporting team productivity and morale.

These competencies align with helping participants lead workgroups effectively, enhancing coordination, communication, and alignment with organizational goals.

# Managing You, Managing This

1-DAY COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

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

**WHO SHOULD ATTEND:** Appropriate for all levels

## LEARNING OBJECTIVES

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

## COMPETENCIES

- **Resilience:** Builds skills for managing stress, adapting to change, and developing a growth-oriented mindset that supports personal and professional resilience.
- **Interpersonal Skills:** Enhances self-awareness and emotional regulation, promoting constructive responses to internal and external challenges.
- **Customer Engagement:** Focuses on fostering a balanced and adaptable approach to workplace interactions, enabling participants to maintain effective engagement.

These competencies align with helping participants build resilience and self-management techniques, enhancing their ability to adapt positively and maintain effectiveness in changing environments.

# Managing Your Time Wisely to Become a High Performer

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Identify ground rules about time management
- Discover where all your time is going
- Explore, define, and live the CORE
- Discover the power of systems to manage work
- Create a personalized system
- Communicate results and requests
- Improve self-management
- Create accountability around execution

### COMPETENCIES

- **Resilience:** Develops time management skills that reduce stress and enhance productivity, supporting sustained performance and well-being.
- **Collaboration:** Focuses on aligning time management practices with team dynamics, ensuring effective communication and accountability.
- **Customer Engagement:** Emphasizes the efficient use of time and resources to meet organizational goals and deliver high-quality work.

These competencies align with helping participants develop an effective time management system, enhancing productivity, collaboration, and high performance in the workplace.



# 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 “nonrenewable” time. In addition, we feel like our memory is slipping away.

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Resilience:** Develops techniques for enhancing memory, supporting mental agility, and reducing stress related to information overload.
- **Interpersonal Skills:** Focuses on memory skills that improve social interactions, such as remembering names and details, strengthening workplace relationships.
- **Communication:** Enhances skills for recalling key information, improving clarity and impact in presentations and interactions.

These competencies align with helping participants improve memory retention, enhancing productivity, relationships, and effective information management in both personal and professional settings.

# Organizing and Prioritizing for Success

## 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Resilience:** Builds skills for managing stress and staying organized under pressure, supporting productivity and well-being.
- **Customer Engagement:** Focuses on prioritizing tasks to meet organizational and stakeholder needs effectively, ensuring important goals are achieved.
- **Communication:** Enhances the ability to set and communicate priorities clearly, ensuring alignment and understanding in a busy work environment.

These competencies align with helping participants develop practical strategies for organization and prioritization, enhancing productivity and focus on both individual and team goals.

# Prioritizing Your Priorities—Without Losing Your Cool

3-HOUR COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

Did you ever wonder if those who claimed working virtually would be less stressful and more productive weren't exactly telling the truth? Always a struggle, prioritizing has become more challenging when home and work life, and off-site and on-site working efforts, merge. And if you're suffering from feeling like you never have enough time or that you haven't done enough, your stress alone can derail productivity. This session looks at proven prioritization models to learn and practice. It focuses on the importance of identifying and addressing your needs, strengths, attitudes, and work rhythms to prioritize what you need to do without sinking into overwhelm in the process.

**WHO SHOULD ATTEND:** Appropriate for all levels

## LEARNING OBJECTIVES

- Analyze how you spend your time.
- Explore prioritization methods that work for you and where your roadblocks lie.
- Discover proven prioritization models to guide your project or achieve your goals.
- Learn and practice mindfulness techniques to maintain confidence and calm while dealing with multiple conflicting priorities.

## COMPETENCIES

- Communication: Enhances the ability to set and communicate priorities clearly, ensuring alignment, and understanding in a busy work environment.
- Results-Oriented: Focuses on measurable outcomes that organizational objectives.
- Interpersonal Skills: Provides for tips for practicing mindfulness techniques to reduce stress and strengthen focus.

These competencies align with helping participants prioritize effectively, manage stress, and maintain productivity, supporting personal and organizational success in a blended work environment.

# Squash Burnout and Thrive Instead

## HALF-DAY COURSE

According to the Mayo Clinic, burnout is a special type of work-related stress—a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment. In this course, you will learn to recognize, reverse, and build resiliency to make work “work” for you again.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Learn to set boundaries
- Read obstacles
- Develop time management skills
- Embrace assertive communication

### COMPETENCIES

- **Resilience:** Focuses on building skills to manage stress and prevent burnout, enhancing well-being and productivity.
- **Interpersonal Skills:** Supports assertive communication and boundary-setting, promoting respectful and healthy workplace interactions.
- **Customer Engagement:** Encourages participants to align their workload and boundaries with personal and organizational needs, fostering sustainable engagement.

These competencies align with helping participants recognize and combat burnout, fostering resilience and effective stress management for a balanced work experience.

# Stress Management

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

- Recognize three ways we react to stress including Freeze, Fight, and Flight
- Describe how stress may affect our 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

### COMPETENCIES

- Resilience: Focuses on developing coping techniques to manage stress effectively, supporting sustained productivity and personal well-being.
- Interpersonal Skills: Encourages self-awareness of stress responses and positive interactions, fostering a healthier workplace dynamic.
- Collaboration: Emphasizes aligning stress management with workplace organization and time management to enhance overall engagement and productivity.

These competencies align with helping participants manage stress constructively, fostering resilience, well-being, and a more productive work environment.

# Success Habits

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Resilience: Develops skills to reduce stress and pressure, and cope with times of transition and change.
- Interpersonal Skills: Enhances the ability to connect with others, communicate effectively, and foster positive relationships, supporting collaborative success.
- Communication: Develops skills to communicate effectively while under stress or conflict.

These competencies align with helping participants adopt and cultivate success-oriented habits, fostering resilience, effective communication, and personal and professional growth.

# Time Management

## 1-DAY COURSE

This interactive, one-day workshop offers practical techniques for utilizing TIME as a limited resource and establishing productive work plans.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Resilience: Builds skills to manage time effectively, reducing stress and enhancing productivity.
- Customer Engagement: Focuses on aligning time management practices with organizational and personal goals, supporting efficient workflow.
- Digital Fluency: Enhances proficiency in using tools and techniques to streamline tasks and organize work effectively.

These competencies align with helping participants use time effectively, manage interruptions, and optimize productivity for a balanced and efficient work experience.

# Train Your Brain for Positivity

2-HOUR COURSE | ONLY OFFERED AS LIVE, VIRTUAL INSTRUCTOR-LED TRAINING

We're only human, and somehow humans fluctuate from being positive and upbeat to negative thinking and a heads-down attitude. When you see yourself spiraling down to the gray hole of worry and despair, how do you bounce back smoothly and quickly? This delightful—and popular—session explores how our minds can play tricks on us. It offers multiple techniques and tips to reverse direction and perspective in ways that serve you best.

**WHO SHOULD ATTEND:** Appropriate for all levels

## LEARNING OBJECTIVES

- Discover how your brain and your mind function to support your thoughts and feelings—whether good or bad!
- Review how the conscious and sub-conscious work in tandem but remain pliable.
- See how your thoughts, feelings, and actions lead to the results that echo your initial idea.
- Participate in an exercise to identify and dissolve your disempowering beliefs.
- Learn multiple mindful and positivity techniques to throw you a lifeline when you're down in that gray hole!

## COMPETENCIES

- Resilience: Focuses on developing positive thought patterns to improve mental well-being and adaptability.
- Interpersonal Skills: Enhances self-awareness and emotional regulation, supporting positive interactions and reducing negative influences.
- Innovative Mindset: Builds knowledge of techniques to change your perspective and unleash your inner creativity.

These competencies align with helping participants cultivate a positive mindset, enhancing resilience, self-awareness, and constructive engagement in both personal and professional settings.









# PRESENTATION, INSTRUCTION & FACILITATION SKILLS

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# Curriculum Design for Trainers

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Strengthens skills in clearly outlining and structuring training content, ensuring it is accessible and effective for both trainers and learners.
- Collaboration: Supports teamwork by designing curriculum materials that other trainers can easily use and adapt.
- Customer Engagement: Focuses on aligning curriculum design with organizational goals and learner needs, creating relevant and impactful training.

These competencies align with helping participants create structured, goal-oriented training content that can be effectively delivered by various trainers, enhancing consistency and impact in organizational learning.

# Design and Deliver Dynamite Virtual Training

## 2-DAY COURSE

Training in a virtual environment presents us with challenges and opportunities. This two-day workshop will equip you to both create compelling curriculum and facilitate an interactive, online class.

On Day 1, you'll build an outline for a virtual class and learn PowerPoint techniques for maximum visual interest.

On Day 2, you'll explore and practice tools for engaging learners via an online platform.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

#### Virtual Curriculum Design

- Develop a virtual class from scratch
- Reimagine a traditional class in a virtual format
- Build a dynamic slide deck that captures and keeps your learners' attention
- Present a unified look throughout your supporting materials

#### Virtual Instruction Techniques

- Develop your baseline virtual-teaching skillset, adaptable to all curriculum
- Build community in your virtual classroom
- Use eight online tools for maximum engagement
- Manage your time online
- Keep learners' attention despite environmental distractions

### COMPETENCIES

- **Communication:** Enhances skills for clear, engaging presentations and curriculum design, ensuring content is both visually appealing and easy to understand in a virtual format.
- **Collaboration:** Encourages interactive virtual teaching techniques that foster a sense of community and engagement among online participants.
- **Digital Fluency:** Focuses on developing proficiency with virtual tools and presentation software, maximizing the effectiveness of virtual training.

These competencies align with equipping participants to design and deliver dynamic virtual training that captures attention, builds engagement, and enhances the learner experience.

# Effective Presentations

## 1- OR 2-DAY COURSE

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

**WHO SHOULD ATTEND:** Anyone who presents

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Builds skills for delivering clear, engaging presentations that effectively convey information to an audience.
- **Interpersonal Skills:** Supports confidence-building and positive audience interaction, enhancing rapport and engagement.
- **Customer Engagement:** Focuses on understanding and meeting audience needs through tailored messaging and visual aids.

These competencies align with helping participants deliver polished, impactful presentations that communicate effectively and foster positive audience engagement.

# Expertly Manage Your Time and Classroom

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Builds skills for managing time and interactions effectively during presentations, ensuring a clear and engaging delivery.
- Interpersonal Skills: Supports the respectful and professional handling of challenging behaviors and questions, fostering a positive learning environment.
- Customer Engagement: Focuses on creating a well-structured, audience-centered experience that meets the needs of all participants.

These competencies align with helping participants manage time, interactions, and classroom dynamics effectively, supporting an organized, engaging, and professional facilitation experience.

# Facilitation Workshop

## 1- OR 2-DAY COURSE

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

**WHO SHOULD ATTEND:** Anyone who must lead a group meeting

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Collaboration: Develops skills to foster inclusive and productive group discussions, supporting team cohesion and collective decision-making.
- Communication: Enhances facilitation skills for guiding conversations, moderating discussions, and keeping meetings on track.
- Customer Engagement: Focuses on creating a positive meeting environment that meets participants' needs and supports active involvement.

These competencies align with helping participants facilitate meetings and discussions effectively, creating a collaborative environment that drives productive outcomes.



# From Assessment to Action: A Roadmap to Making Training Stick

## 3-HOUR COURSE

Upskilling and reskilling remain a priority for organizations seeking to better navigate the future of work. Training needs assessment is at the heart of aligning skill gaps with upskilling and reskilling opportunities. Yet many professionals are challenged to conduct proper needs assessments due to a business climate of moving targets, talent shortages, budget cuts, and/or poor management support. Join this 3-hour experiential session to gain practical tools and approaches for linking learning and performance and ensuring that training achieves its intended impact. Increase buy-in for your development plans, and allocate resources where they can be most effective.

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

### LEARNING OBJECTIVES

This course will cover topics including the following:

- How to assess knowledge and skill gaps
- Ensuring alignment to business and stakeholder needs
- Using and critiquing sample assessment tools
- Defining potential training solutions for addressing gaps
- Determining whether training is the best solution for closing gaps
- Translating assessment findings into a credible training plan
- "Just-in-time" assessment tools for managing time & resource constraints
- Building buy-in for training plans and recommendations
- Best practices for making training "stick"

### COMPETENCIES

- Collaboration: Supports teamwork and stakeholder engagement to ensure training plans align with organizational goals and effectively address skill gaps.
- Customer Engagement: Focuses on understanding and meeting the specific development needs of the organization, fostering buy-in for training initiatives.
- Communication: Enhances skills for presenting needs assessment findings and building support for targeted training solutions.

These competencies align with helping participants conduct effective training needs assessments, fostering stakeholder support, and ensuring training initiatives achieve meaningful, lasting results.

# Public Speaking

## 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Anyone who speaks in public

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Builds foundational skills for clear and effective public speaking, enhancing participants' ability to convey messages confidently and engage audiences.
- **Resilience:** Develops techniques for managing nervousness and building confidence, supporting a positive and composed approach to public speaking.
- **Customer Engagement:** Focuses on tailoring messages to audience needs, ensuring presentations are relevant and impactful.

These competencies align with helping participants become confident and effective public speakers, enhancing their communication abilities and audience engagement.

# Using AI to Enhance Your Presentations



## HALF-DAY COURSE

"Using AI to Enhance Your Presentations" is an introductory, half-day class designed to introduce you to the fundamental ways Artificial Intelligence can revolutionize your presentation creation and delivery. We'll cover simple yet powerful AI tools and techniques that can help you streamline your workflow, generate compelling content, and create visually engaging slides, making your presentations more impactful and efficient.

This introductory class will lay the groundwork for understanding AI's potential in the realm of presentations and aims to spark your interest in exploring further applications of AI in your professional development.

**WHO SHOULD ATTEND:** Anyone who speaks in public

## LEARNING OBJECTIVES

Upon completion of this class, you will:

- Understand the course overview and background of using AI for presentations, including an overview of top AI tools such as Copilot, ChatGPT, Gemini, and Grok.
- Learn about ethical considerations when using AI in presentations.
- Develop skills in crafting proper AI prompts to create a focus and enhance your presentations.
- Be able to build and enhance PowerPoint presentations using AI, including the incorporation of images and videos.
- Share your AI-enhanced slides and collaborate on presentation development.
- Have fun while learning!

## COMPETENCIES

- **Digital Fluency:** Builds foundational skills in using AI tools like Copilot and ChatGPT to streamline presentation creation, integrate multimedia, and elevate visual storytelling.
- **Communication:** Enhances the ability to generate clear, compelling, and audience-focused presentation content using AI, improving clarity and message delivery.
- **Innovative Mindset:** Encourages exploration of emerging technologies to enhance professional creativity, efficiency, and engagement in presentation design and delivery.

These competencies align with the course's goal of equipping participants to harness AI tools in creating engaging, professional presentations that are both efficient to build and impactful to deliver.





# RELATIONSHIP & BEHAVIOR DEVELOPMENT

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# Customer Service in the Public Sector

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Customer Engagement: Emphasizes understanding and addressing the unique needs of public sector customers, both internal and external, fostering positive interactions.
- Communication: Strengthens verbal and nonverbal communication skills to effectively address and resolve customer concerns.
- Interpersonal Skills: Supports the ability to navigate cultural differences and manage challenging customer interactions with empathy and professionalism.

These competencies align with equipping participants to deliver exceptional, culturally sensitive customer service that builds trust and resolves issues effectively in the public sector.

# 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, coworkers or even a supervisor. In this very interactive class, you will recognize specific difficult behaviors and receive 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 those costs.

You will leave this training having options and feeling more in control rather than feeling frustrated, helpless, or manipulated by difficult people.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Interpersonal Skills:** Enhances the ability to navigate and manage challenging interactions with professionalism and empathy.
- **Customer Engagement:** Focuses on maintaining positive, solution-oriented relationships with both internal and external stakeholders, even in the face of difficult behaviors.
- **Communication:** Supports clear and controlled communication, essential for de-escalating conflicts and improving interactions with challenging personalities.

These competencies align with equipping participants to handle difficult behaviors calmly and effectively, fostering positive interactions and reducing workplace tension.



# Dealing with Negativity in the Workplace

## 3-HOUR COURSE

Dealing with negativity at work can sometimes appear to be an insurmountable task. Our typical workplace has its ups and downs in terms of employee negativity. However, constant negative thinking can spread like wildfire across the normally positive workplace. It's difficult to understand and control.

Whether it's an employee expressing disagreement about a new policy or a group of coworkers frustrated by the latest operating system, negative attitudes can affect how people interact, and more importantly, how negativity will affect each person's productivity.

One of the most difficult situations occurs when a work environment has personalities that continuously express negativity in every situation. These employees may be passive-aggressive, complainers, remain quiet and unresponsive, or are just downright negativists who say, "It won't work," or "It's impossible to do a new idea."

This training is designed to recognize these different types of negative behaviors and give coworkers, supervisors, subordinates, and leaders the tools to address each situation.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Raise awareness about negative behavior in the workplace and recognize the difference between a "bad day" and a consistent negative attitude
- Develop the ability to handle your own reactions whether witnessing or being the target of a person's negative attitude
- Learn methods for directly addressing negative behavior and seeking solutions when negativity surfaces before it can spread throughout the department or company
- Identify official processes to use if a person refuses to recognize and work to change their own negative behavior. Yes, you can discipline for negative attitudes
- Discover practical solutions and proactive actions to "nip negativity and negative employees' behaviors in the bud"

### COMPETENCIES

- **Interpersonal Skills:** Develops skills for managing and responding to negative behaviors constructively, fostering a positive and supportive workplace environment.
- **Customer Engagement:** Encourages a proactive approach to addressing negativity, ensuring a supportive work environment that benefits all employees.
- **Communication:** Focuses on clear, respectful dialogue to effectively address and mitigate negative attitudes and behaviors.

These competencies align with equipping participants to address negativity effectively, creating a more positive and productive work environment.



# Developing Relationships in a Hybrid Workplace

## HALF-DAY COURSE

Ideally, “a workplace is a community—a place where people bond around shared values, feel valued as human beings, and have a voice in decisions that affect them” (Adam Grant). The hybrid workplace presents challenges around creating that kind of community.

In this course, we’ll discuss ways to intentionally build bridges among our team and reestablish expectations and priorities. We’ll also explore how to ensure remote workers are equally included in work decisions and opportunities.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Braid the physical and digital work experiences together
- Rebuild community within your team
- Identify and overcome proximity bias
- Balance “we” work with “me” work

### COMPETENCIES

- Collaboration: Emphasizes building strong, inclusive relationships across both physical and digital spaces to foster a cohesive team environment.
- Interpersonal Skills: Supports the ability to connect empathetically with team members, overcoming challenges such as proximity bias in a hybrid setting.
- Customer Engagement: Focuses on understanding and addressing the needs of all team members, whether remote or in-office, to create an inclusive work culture.

These competencies align with equipping participants to foster strong relationships and a sense of community within a hybrid workplace, supporting team cohesion and inclusivity.

# Emotional Intelligence

## 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Interpersonal Skills:** Enhances self-awareness and empathy, fostering better interactions and relationships in both professional and personal contexts.
- **Communication:** Supports understanding and managing emotions in communication, improving clarity and emotional impact during interactions.
- **Customer Engagement:** Focuses on understanding and responding to the emotional needs of colleagues and clients, creating a supportive and responsive environment.

These competencies align with helping participants apply emotional intelligence principles to improve workplace interactions, enhance self-awareness, and foster a positive, empathetic work environment.

# MBTI: Understanding Personalities

## HALF- OR 1-DAY COURSE

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

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Interpersonal Skills: Builds self-awareness and understanding of personality types, supporting positive interactions and reducing conflict.
- Collaboration: Enhances team dynamics by fostering appreciation for diverse communication and decision-making styles.
- Customer Engagement: Focuses on tailoring interactions to meet the needs of individuals with different personality types, improving relationship-building and team cohesion.

These competencies align with helping participants understand and apply MBTI insights, fostering self-awareness, effective teamwork, and positive workplace relationships.

# Navigating the Multigenerational Workplace

## 3-HOUR COURSE

A multigenerational workforce has become the norm for many organizations, and supervisors are tasked with overseeing and motivating team members from a diverse range of age groups. Today's workplaces often accommodate as many as five different generational subsets, each with its own communication style, level of technology knowledge, and other contrasting—sometimes even conflicting—age-related characteristics.

Each generation brings unique strengths and potential pitfalls to the workplace. The unique perspectives of each generation and their approaches to work can spark insights into the current workforce's how, why, and what. These perspectives have shaped, and will continue to shape, work—and learning—as we know it.

Multigenerational are challenges in managing a wide range of age groups and making sure everyone's needs are met. Organizations large and small are challenged with shifting their attitudes and work cultures, and leaders are working to accommodate the significant differences that each generational group brings to the workplace every morning.

This training is designed to create "a-ha" moments so that participants may build greater relationships with those in other generations within the workforce and serve those around them.

This training program offers information on and strategies for decreasing the focus on generational differences and establishing ways in which participants can learn from each other—no matter which generation they fall into. Applying the strategies presented within this highly interactive training program will create opportunities to build a future where your organization successfully brings the multigenerational workforce together to serve your customers.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Recognize the challenge of having different generations in the workplace
- Identify the management preferences for the members of each generation
- Explore strategies used to capitalize on the diversity that is offered in a multigenerational workplace
- Become aware of the influential events that shape a generation's perspectives
- Identify points of friction and how to address them within the multigenerational workforce
- Learn methods to engage all of the different generations within the workforce so they may work together to meet the organization's goals

### COMPETENCIES

- Diversity and Inclusion: Builds an understanding of generational diversity, fostering an inclusive workplace that values and leverages the strengths of all age groups.
- Collaboration: Enhances skills for managing and motivating a multigenerational team, supporting effective teamwork and mutual respect.
- Interpersonal Skills: Develops empathy and adaptability, enabling participants to connect with and support colleagues across generations.

These competencies align with helping participants navigate and embrace generational diversity, creating a collaborative workplace where all generations work together to achieve organizational goals.

# 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. This model is a nonthreatening way to present information about personality styles so they can be viewed in a positive light. The class will offer specific information on these personality styles to help you build strong relationships in the workplace.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Interpersonal Skills:** Builds self-awareness and understanding of various personality styles, enhancing personal effectiveness and workplace relationships.
- **Collaboration:** Focuses on recognizing and appreciating diverse behavioral styles, supporting constructive team dynamics and mutual respect.
- **Communication:** Encourages adaptability in interactions to meet the diverse needs of colleagues and clients, fostering strong workplace connections.

These competencies align with helping participants build strong workplace relationships, enhance team cohesion, foster mutual understanding, and improve overall effectiveness.

# The Challenging Customer

## 1-DAY COURSE

Participants will be instructed on four behavior types: the angry customer, the frustrated customer, the worried or anxious customer, and the fearful customer. Participants will be taught that challenging behaviors follow a traceable pattern and each behavior functions from a set of values. Attendees will be instructed on how to positively respond and not become emotionally manipulated. Challenging behaviors will be classified so that employees have a clear understanding of how to identify, address, and assist challenging behavior types. These challenging behaviors include: The Raging Bull, The Time Bomb, The Pessimist, The Sherman Tank, and The Ambiguous. Participants will be taught a step-by-step process of controlling the conversation, redirecting the customer, staying focused, maintaining emotional independence, and de-escalating abrasive behavior.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Gain insight into four customer behavior types and five challenging behavior types
- Identify common difficult behaviors and how to effectively respond
- Practice steps for dealing with difficult customers
- Improve interactions with difficult customers

### COMPETENCIES

- Customer Engagement: Focuses on understanding and responding effectively to challenging customer behaviors, enhancing service quality and customer satisfaction.
- Interpersonal Skills: Builds skills for managing emotional responses and maintaining professionalism, fostering positive and constructive interactions.
- Resilience: Supports techniques for staying focused and maintaining composure, reducing stress during challenging customer interactions.

These competencies align with helping participants handle challenging customer interactions with empathy and professionalism, ensuring positive outcomes and sustained customer engagement.









# TECHNOLOGY

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# ChatGPT Level 1: Mastering the Basics

## 3-HOUR COURSE

Unleash the power of ChatGPT to save time and get more done. This instructor-led ChatGPT training will get you started if you've never used ChatGPT before. Explore its powerful use cases and learn how it can help you become more productive.

**WHO SHOULD ATTEND:** People who have never used ChatGPT before

### TOPICS

- Paid vs. unpaid subscriptions
- Getting around the interface
- Asking ChatGPT to answer questions and when to use Google vs. when to use ChatGPT
- Analyzing text (e.g., summarizing a contract)
- Generating new content (e.g., composing an email response)
- Rewriting (e.g., translation, simplification, editing grammar and style)
- Alternatives to ChatGPT

### COMPETENCIES

- **Digital Fluency:** Focuses on developing skills to navigate, utilize, and leverage ChatGPT effectively, enhancing productivity and overall tech-savviness.
- **Communication:** Supports the use of ChatGPT to improve written communication, including summarizing, generating, and editing content with clarity and precision.
- **Results-Oriented:** Encourages the efficient use of ChatGPT to save time, optimize workflows, and achieve targeted outcomes through practical applications.

These competencies align with helping participants effectively use ChatGPT as a productivity tool, enhancing professional communication and driving goal-oriented task completion.

# ChatGPT Level 2: Beyond the Basics

## 3-HOUR COURSE

Learn advanced techniques and powerful integrations to dramatically improve productivity and get the most out of ChatGPT.

**WHO SHOULD ATTEND:** People who have so far only used ChatGPT to do basic research, summarize, and rewrite content

### TOPICS

- Getting around the “at capacity” error
- How to properly phrase questions and requests to ChatGPT
- Asking ChatGPT to answer questions and when to use Google vs. when to use ChatGPT
- Getting your hands on an OpenAI API key to take advantage of other AI services
- Integrating ChatGPT with Google Sheets
- Integrating ChatGPT with Excel
- Using ChatGPT to come up with text-to-image prompts for services like Midjourney
- Connecting email, calendars, and other systems to ChatGPT using Zapier
- Using Code Interpreter for creating files (e.g., PNGs and QR codes) and analyzing spreadsheets
- Using Plugins to download web pages, query PDFs, and generate charts and diagrams

### COMPETENCIES

- **Digital Fluency:** Focuses on developing the skills to navigate, utilize, and leverage ChatGPT effectively, enhancing overall productivity and technological fluency.
- **Communication:** Supports using ChatGPT as a tool to improve written communication, including summarizing, generating, and editing content with clarity and precision.
- **Results-Oriented:** Encourages the efficient use of ChatGPT to save time, optimize workflows, and achieve targeted outcomes through practical applications.

These competencies align with helping participants effectively use ChatGPT as a productivity tool, improving professional communication and supporting goal-oriented task completion.

# Excel Level 1

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Fundamentals, Getting around Workbook basics
- Chapter 2: Creating worksheets, Entering data, Formulas, Functions, Moving and copying data, Reference types
- Chapter 3: Formatting text, Formatting number, Formatting alignment borders, highlightings, and themes
- Chapter 4: Manipulating data, Data entry shortcuts, Paste options, Inserting, deleting, and hiding
- Chapter 5: Charts, Creating charts, Chart types and elements
- Chapter 6: Output, Managing worksheet windows, Sharing workbooks
- Chapter 7: Settings and templates, Workbook options and properties, Printing worksheets Templates

### COMPETENCIES

- Digital Fluency: Builds foundational skills in Microsoft Excel, enhancing proficiency in data organization, calculations, and formatting.
- Customer Engagement: Focuses on creating well-organized and visually accessible workbooks, improving data clarity and usability for end-users.
- Communication: Supports clear data presentation through effective use of Excel's formatting, charting, and printing features.

These competencies align with helping participants develop foundational Excel skills for efficient data management, clear data presentation, and improved productivity in the workplace.

# Excel Level 2

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Managing workbooks, Managing worksheets, Customizing Excel
- Chapter 2: Named ranges, Using names in formulas
- Chapter 3: Tables, Sorting, Filtering tables, Structured references, Validation Transposing data
- Chapter 4: Summarizing data, Consolidation, Subtotals
- Chapter 5: PivotTables, Creating and formatting PivotTables, Manipulating PivotTables, PivotCharts
- Chapter 6: Presentation features, Conditional formats, Custom Formats Graphics
- Chapter 7: Advanced charts, Special chart types, Sparklines Quick Analysis
- Chapter 8: Collaboration Permissions Shared workbooks

### COMPETENCIES

- Digital Fluency: Enhances skills in managing and analyzing complex data sets in Excel, supporting advanced data handling and presentation capabilities.
- Customer Engagement: Focuses on creating accessible and insightful data presentations that meet user needs and support decision-making.
- Collaboration: Supports efficient teamwork and data-sharing practices, enabling seamless collaboration within Excel.

These competencies align with helping participants leverage Excel for advanced data analysis, presentation, and collaborative efforts, driving productivity and data-driven decision-making.

# Excel Level 3

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Logical and Lookup Functions, Decision-making functions, Lookup and reference functions
- Chapter 2: Advanced Formulas, Auditing and error-trapping, Formula options Arrays
- Chapter 3: Special functions, Date and time functions, Text functions, Other functions
- Chapter 4: Importing and Exporting Power Pivot Data, Model Exporting data
- Chapter 5: Analysis, What-if analysis, The Analysis Toolpak
- Chapter 6: Macros and Forms, Recording macros, Running macros Forms

### COMPETENCIES

- Digital Fluency: Develops advanced Excel skills for complex problem-solving and data manipulation, enhancing efficiency in data analysis and decision-making.
- Customer Engagement: Focuses on creating precise, high-quality data solutions that meet specific analytical needs and support business decisions.
- Communication: Strengthens data presentation skills using advanced formulas and analysis tools, ensuring insights are clear and actionable.

These competencies align with helping participants master advanced Excel techniques for data analysis, automation, and informed decision-making, driving real-world applications and problem-solving.

# Excel Pivot Tables

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Excel: Text Functions - How to Clean up Imported Data
- Excel: Pivot Tables
- Excel: Pivot Charts
- Excel: Dashboards
- Excel: VLOOKUP
- Excel: IF Functions

### COMPETENCIES

- Digital Fluency: Enhances proficiency in using Excel PivotTables, PivotCharts, and related functions to organize, analyze, and visualize data efficiently.
- Customer Engagement: Focuses on creating insightful data summaries that meet user needs, supporting informed decision-making.
- Communication: Supports the clear presentation of complex data through pivot tables, dashboards, and visualization tools.

These competencies align with helping participants use Excel PivotTables and related tools for efficient data manipulation, analysis, and presentation, enhancing data-driven insights and productivity.

# Excel VBA

## 1-DAY COURSE

This one-day instructor-led course teaches how to take complex and time-consuming tasks and automate them with code. Participants will learn how to use the macro recorder effectively and how to write VBA code from scratch. Participants will use tools built into Excel to explore and learn VBA's capabilities and to optimize and debug code.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

1. Using VBA to Solve Business Problems
  - Use Macros to Automate Tasks in Excel
  - Identify Components of Macro-Enabled Workbooks
  - Configure the Excel VBA Environment
2. Recording a Macro
  - Use the Macro Recorder to Create a VBA Macro
  - Record a Macro with Relative Addressing
  - Delete Macros and Modules
  - Identify Strategies for Using the Macro Recorder
3. Writing VBA Code Directly
  - Write VBA Code
  - Discover Objects You Can Use
  - Create a Custom Function
4. Solving Problems through Code
  - Make Decisions in Code
  - Work with Variables
  - Perform Repetitive Tasks
5. Improving Your VBA Code
  - Debug VBA Errors
  - Deal with Errors
  - Improve Macro Performance
  - Controlling How and When Macros Run

### COMPETENCIES

- **Digital Fluency:** Develops advanced skills in Excel VBA programming, enabling automation and customization of complex workbook tasks.
- **Customer Engagement:** Focuses on creating user-friendly, automated solutions that meet specific business needs, enhancing the efficiency and usability of workbooks.
- **Problem Solving:** Supports the ability to address complex data and workflow challenges through customized VBA scripts, enabling tailored solutions.

These competencies align with helping participants master Excel VBA for enhanced automation, enabling them to create custom, efficient solutions tailored to complex data and workflow needs.



# Excel Power Query

## 1-DAY COURSE

Excel Power Query is an instructor-led course covering the Excel add-in you can use to prepare and manipulate large data sets. Power Query helps you collect data from different sources using a graphical interface and apply transformations using a Power Query Editor. You can import data, clean it, transform it, then reshape it according to your needs. You can set up a query once and re-use it later by simply refreshing. Power Query has several useful features embedded in it, such as the appending of data and creating relationships between different data sets. You can group and summarize data with the help of the Power Query tool.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Introduction to Power Query
- Data Scrubbing
- Data Preparation Challenges
- Combining Data from Multiple Sources and Mismatched Tables
- Unpivoting Tables to Restructure Data or Address Previous Poor Design
- Avoiding Common Data Wrangling Pitfalls to Build Robust Queries

### COMPETENCIES

- Digital Fluency: Enhances the ability to proficiently use Excel Power Query for efficient data manipulation, cleaning, and transformation.
- Problem Solving: Equips participants with strategies to tackle complex data challenges, supporting efficient data structuring and accuracy.
- Customer Engagement: Ensures data presentations align with user needs and offer practical solutions for decision-making.

These competencies align with fostering efficient data handling, supporting clear communication of data insights, and streamlining processes for future data needs.

# Introduction to Power BI (Part 1)

## 3-HOUR COURSE

This course covers the various methods and best practices that are in line with business and technical requirements for modeling, visualizing, and analyzing data with Power BI. The course will show how to access and process data from a range of data sources including both relational and non-relational sources.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### COMPETENCIES

- **Digital Fluency:** Builds foundational skills in using Power BI for data modeling, visualization, and analysis, supporting data-driven decision-making.
- **Customer Engagement:** Focuses on creating meaningful and accessible data presentations that meet organizational and stakeholder needs.
- **Communication:** Enhances the ability to present data clearly through Power BI, enabling effective interpretation and insight sharing.

These competencies align with helping participants use Power BI to model and visualize data effectively, enhancing data-driven insights and supporting organizational goals.

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# Introduction to Power BI (Part 2)

## 3-HOUR COURSE

This course covers the various methods and best practices that are in line with business and technical requirements for modeling, visualizing, and analyzing data with Power BI. This course covers how to manage and deploy reports and dashboards for sharing and content distribution.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### COMPETENCIES

- **Digital Fluency:** Develops advanced skills in Power BI for managing, deploying, and sharing reports and dashboards, facilitating seamless data distribution.
- **Customer Engagement:** Focuses on creating accessible and relevant data reports for stakeholders, enhancing data-driven decision-making.
- **Communication:** Enhances skills for effectively organizing and presenting data insights through dashboards, ensuring clarity and impact in content distribution.

These competencies align with helping participants effectively manage and deploy Power BI content, supporting transparent data sharing and informed decision-making within the organization.

# Introduction to Power Automate

## 1-DAY COURSE

This one-day, instructor-led course is a product showcase for Microsoft Power Automate from start to finish in an engaging and practical way. Power Automate is a diverse product, turning business processes into automated, consistent and visual workPower Automates. Power Automate is designed to interweave the various products in Office 365 as well as connect to other on-premises and web-based solutions. This course will give you the confidence to select the right actions and workPower Automate logic for your business workPower Automates.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Introduction to Power Automate
- Getting Started with Power Automate
- Power Automate Logic
- Integration
- The Mobile App
- Administration and Maintenance

### COMPETENCIES

- Digital Fluency: Focuses on understanding and navigating Power Automate's interface and integrations, enhancing digital efficiency and leveraging technology to streamline workflows.
- Results-Oriented: Encourages the creation of efficient, goal-oriented automated workflows to optimize productivity and achieve consistent outcomes in business processes.
- Innovative Mindset: Develops skills to identify, analyze, and automate processes to improve efficiency, solve workflow challenges, and achieve business objectives.

These competencies align to help participants use Power Automate to develop efficient, tech-savvy workflows that enhance productivity and improve business process management.

# Microsoft Project

## 2-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Introduction to Microsoft Project
- Chapter 2: Creating a Project Plan File
- Chapter 3: Structuring the Project Plan
- Chapter 4: Adding Resources to the Project Plan
- Chapter 5: Tracking Estimated Costs
- Chapter 6: Adjusting the Project Plan
- Chapter 7: Finalizing the Project Plan
- Chapter 8: Updating the Project Plan
- Chapter 9: Reporting on Project Information
- Chapter 10: Creating Project Templates
- Chapter 11: Working with Multiple Projects
- Chapter 12: Customizing Microsoft Project

### COMPETENCIES

- Digital Fluency: Develops advanced skills in using Microsoft Project, supporting efficient planning, scheduling, and tracking of projects.
- Customer Engagement: Focuses on aligning project management practices with organizational goals, ensuring that project outputs meet stakeholder needs.
- Collaboration: Enhances teamwork by providing tools for resource management, task delegation, and effective project coordination.

These competencies align to help participants maximize productivity in Microsoft Project, enhancing their ability to plan, manage, and successfully complete projects in alignment with organizational goals.

# Microsoft Teams

## 1-DAY COURSE

This one-day instructor-led course provides a comprehensive introduction to Microsoft Teams, the hub for collaboration in Microsoft 365. Participants will learn how to effectively use Teams for chat, video meetings, and file sharing while mastering the organization of teams, channels, and conversations. The course covers meeting management including scheduling, screen sharing, and recording, as well as co-authoring documents directly within Teams.

Participants will also explore integration with other Microsoft 365 apps, using tabs and apps to customize your workspace, and best practices for maintaining productive communication. By the end of the day, your team be equipped to leverage Teams as your central platform for workplace collaboration and communication.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: SharePoint and Teams
- Chapter 2: Groups and Teams
- Chapter 3: Team Level Settings
- Chapter 4: Search for Teams
- Chapter 5: Sharing Teams and Team Codes
- Chapter 6: Adding Team Owners
- Chapter 7: Creating Teams Channels
- Chapter 8: Manage Notifications in Teams
- Chapter 9: Posting a Channel
- Chapter 10: Start an Instant Meeting in Teams
- Chapter 11: See all your Meetings in Teams
- Chapter 12: Create and Manage Breakout Rooms During Class Meetings
- Chapter 13: Change Participant Settings for a Teams Meeting
- Chapter 14: Screen and Content Sharing
- Chapter 15: Use Read Receipts for Messages in Teams

### COMPETENCIES

- Digital Fluency: Equips participants with essential skills to effectively use Microsoft Teams and related Office 365 tools.
- Collaboration: Enhances teamwork by teaching participants how to manage conversations, share files, and work collaboratively in Teams.
- Communication: Builds skills in managing meetings, private chats, and using mentions to improve team communication.

These competencies align with the course's goal of helping participants master the core functionalities of Microsoft Teams, enhancing team productivity and communication.

# MS 365 Copilot: Advanced Topics & Integrations



## 1-DAY COURSE

**REQUIRED SOFTWARE:** The \$30/month add-on to MS 365 at [m365.cloud.microsoft](https://m365.cloud.microsoft)

This is a hands-on, instructor-led course on how to use Microsoft 365 Copilot's features. Note that this subscription-based add-on product is different from the similarly-named free MS Copilot app available at [copilot.microsoft.com](https://copilot.microsoft.com).

**WHO SHOULD ATTEND:** People who have never used Copilot before

## TOPICS

1. Advanced Research
  - Error-checking: Identify and correct hallucinated responses or factual errors
  - Deep research: Conduct in-depth exploration across documents, datasets, and web sources
  - Data uploads: Analyze Excel, Word, or PDF files directly in Copilot
  - Screenshots: Use images or screen captures as contextual input
2. Integrating with Your Work Apps
  - Word & PowerPoint: Generate content, rewrite drafts, and visualize ideas
  - Excel: Analyze trends, explain formulas, and model scenarios
  - Outlook & Teams: Draft responses, summarize threads, and manage meeting content
  - OneNote & OneDrive: Search, summarize, and organize notes and stored documents
3. Agents
  - Using Built-In Agents: Access preset roles like Researcher, Analyst, and Coach
  - Creating Custom Agents: Activate, toggle, or combine agents for different tasks
  - Copilot Studio: Get introduced to building custom workflows and agent automations
4. Notebooks
  - Reference integration: Combine inputs from across emails, files, and chats
  - Audio briefings: Summarize your day, meetings, or projects in spoken or script-ready form

## COMPETENCIES

- **Digital Fluency:** Deepens participants' expertise in leveraging advanced AI tools across the Microsoft 365 ecosystem. Emphasizes effective integration of Copilot into daily workflows, enhancing productivity through sophisticated automation, data analysis, and document generation.
- **Innovative Mindset:** Encourages exploration of Copilot's advanced features, including custom agent creation and workflow automation. Guides participants to experiment with new methods and embrace continuous improvement and intelligent risk-taking.
- **Customer Engagement:** Strengthens the ability to anticipate and respond to professional needs with tailored outputs across platforms such as Word, Excel, Outlook, and Teams. Develops skills for creating personalized solutions that enhance internal and external user experiences.

These competencies align with the course's advanced scope, equipping participants to integrate AI capabilities into their core applications, improve service delivery, and innovate confidently within their work environment.

# MS Copilot Basics



## 3-HOUR COURSE

**REQUIRED SOFTWARE:** The free AI chatbot at [copilot.microsoft.com](https://copilot.microsoft.com) + Windows' built-in AI chatbot

This is an instructor-led, hands-on workshop designed to familiarize you with the fundamentals of using the free AI chatbot tools available under the "Copilot" umbrella.

**WHO SHOULD ATTEND:** People who have only used Copilot to do basic research, summarize, and rewrite content

## TOPICS

1. Overview
  - Learn the differences between Copilot versions (MS Copilot, Windows Copilot, MS365 Copilot).
  - Understand the interface and customization options.
  - Practice sharing and copying Copilot outputs.
2. Research
  - Use Copilot to ask questions, gather data, and solve problems.
  - Analyze text and PDFs for insights and summaries.
  - Explore browser integration features.
3. Writing
  - Generate text in different formats (e.g., paragraphs, tables).
  - Use various styles and vocabularies (e.g., for contracts, social media, different reading levels).
4. Rewriting
  - Rewrite text in different tones and languages.
  - Edit for style, tone, and grammar.
5. Image Generation
  - Create professional images with Copilot.
  - Learn aesthetics and effective text-to-image prompts.
6. Bias, Ethics, & Responsible Use
  - Understand bias and copyright issues.
  - Detect inaccurate or "hallucinated" answers.
  - Practice safe and responsible use (avoid sharing sensitive info).

## COMPETENCIES

- **Digital Fluency:** Builds foundational proficiency in using emerging AI tools to enhance research, writing, and communication tasks. Facilitates hands-on experience with Copilot's capabilities, encouraging confidence in leveraging technology for professional purposes.
- **Communication:** Supports development in generating, rewriting, and editing written content using AI, with a focus on tone, clarity, and audience needs. Enables effective interaction with digital tools for written communication.
- **Innovative Mindset:** Encourages exploration and experimentation with AI capabilities, prompting participants to question traditional workflows, embrace intelligent risk taking, and discover novel ways to problem solve using digital tools.

These competencies align with the course's objectives to empower participants to confidently and creatively integrate AI tools into their daily work, enhancing productivity, communication, and innovation.

# OneNote

## 1-DAY COURSE

This course provides a way for students to create and collect their notes. This course will introduce students to using OneNote notebooks to store a variety of content in an organized way, access the content from anywhere, and also share it.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Getting Started with OneNote
- Adding & Formatting Notebook Content
- Embedding & Attaching Files
- Organizing & Searching Notebooks
- Finalizing a Notebook
- Managing Notebook Files
- Sending & Sharing OneNote Content

### COMPETENCIES

- Digital Fluency: Builds skills in using OneNote to organize, access, and share notes efficiently, enhancing digital productivity.
- Collaboration: Focuses on OneNote's sharing and collaborative features, improving teamwork and information accessibility.
- Customer Engagement: Emphasizes organizing content to meet user needs, ensuring notes are structured and easily accessible for effective knowledge sharing.

These competencies align with helping participants use OneNote effectively for digital note-taking, organization, and collaboration, thereby enhancing productivity and teamwork.



# PowerPoint Level 1

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Fundamentals, Exploring the PowerPoint environment
- Chapter 2: Creating a presentation, Creating and modifying slide content
- Chapter 3: Working with slide masters and layouts, Formatting slides and text
- Chapter 4: Creating and formatting shapes, Working with images
- Chapter 5: Working with charts and tables
- Chapter 6: Customization, Slide transitions, Additional text options, Printing

### COMPETENCIES

- Digital Fluency: Develops foundational skills in using Microsoft PowerPoint, enabling participants to create and customize presentations effectively.
- Communication: Enhances the ability to design presentations that clearly convey information and engage the audience.
- Customer Engagement: Focuses on creating presentations tailored to the audience's needs and organizational goals, ensuring effective message delivery.

These competencies align with helping participants use PowerPoint to produce clear, engaging presentations, thereby enhancing both digital fluency and communication effectiveness.

# PowerPoint Level 2

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Advanced formatting: Inserting and formatting SmartArt, Additional formatting options
- Chapter 2: Animation, time effects, and media: Animating slide content, Inserting and formatting media
- Chapter 3: Reviewing content, tracking changes, and saving in other formats: Reviewing content and tracking changes, Saving a presentation in other formats
- Chapter 4: Custom slide shows: Working with notes pages; Configuring, rehearsing, and presenting slide shows
- Chapter 5: Sharing, collaborating, and security: Protecting your presentations, Sharing your presentations

### COMPETENCIES

- Digital Fluency: Builds advanced PowerPoint skills, empowering participants to create dynamic and interactive presentations.
- Collaboration: Enhances the ability to track changes, share, and collaborate on presentations, fostering teamwork and integrating feedback effectively.
- Communication: Focuses on using advanced formatting, media tools, and features to communicate information more effectively and engage audiences.

These competencies align with helping participants create polished, engaging, and collaborative presentations using advanced PowerPoint features, thereby enhancing digital proficiency and communication effectiveness.

# Section 508 Accessibility for Office Documents

## 1-DAY COURSE

**PREREQUISITES:** Windows and Microsoft Office Skills

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Individuals creating publicly accessed documents in Microsoft Office

### TOPIC

- Creating accessible documents with Microsoft Office

### COMPETENCIES

- Digital Fluency: Builds proficiency in creating accessible Office documents, ensuring compliance with State accessibility standards and fostering inclusivity.
- Customer Engagement: Focuses on making documents accessible to a broader audience, ensuring they meet legal and ethical standards for public information.
- Communication: Develops skills for crafting clear and accessible content that enhances understanding and usability for all readers.

These competencies align with helping participants create accessible documents that comply with standards and improve accessibility for all users.

# Section 508 Accessibility for PDFs

## 1-DAY COURSE

This one-day class will teach you how to make PDF documents accessible with Adobe Acrobat. It is a comprehensive hands-on training that focuses on creating well-formed, properly structured documents in Microsoft Word and InDesign by following basic principles. Making PDF documents accessible is easiest when the original Word/InDesign document is properly structured. An accessible document is a document created to be as easily readable by a reader with or without blindness or low vision.

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Individuals creating publicly accessed documents in PDFs

### TOPICS

- Creating accessible documents with Microsoft Word and InDesign
- Creating accessible PDF documents with Adobe Acrobat

### COMPETENCIES

- Digital Fluency: Develops skills for creating accessible PDF documents using Adobe Acrobat, Word, and InDesign, ensuring compliance with Section 508 accessibility standards.
- Customer Engagement: Focuses on producing accessible content that meets legal requirements, promoting inclusivity and ensuring accessibility for all users.
- Communication: Enhances the ability to structure and format documents for readability by diverse audiences, including those who are blind or have low vision.

These competencies align with helping participants create accessible PDF documents, ensuring compliance with Section 508 and improving usability for all audiences.

# Section 508 Accessibility for Websites

## 1-DAY COURSE

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

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

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Individuals creating publicly accessed websites.

### TOPICS

- Basic HTML/CSS
- Web accessibility principles
- Accessibility guidelines
- Section 508 and WCAG 2.0/2.1 requirements

### COMPETENCIES

- Digital Fluency: Builds skills in accessible web design using HTML and CSS, ensuring websites comply with Section 508 and WCAG standards.
- Customer Engagement: Focuses on creating inclusive, accessible websites that meet the needs of users with disabilities.
- Communication: Enhances the clarity and usability of web content, ensuring it is accessible to all audiences, including those with disabilities.

These competencies align with helping participants create accessible websites that comply with accessibility standards, providing a user-friendly experience for all visitors.

# Smartsheet Level 1: Introduction

## 1-DAY COURSE

Smartsheet Level 1 is a one-day, instructor-led class to help get started with Smartsheet, create an account, and update it. Explore how to navigate the features and functions of the spreadsheet-style interface and configure the interface display options to meet your team's needs. Learn the process of capturing data, organizing your data, and then visualizing your data story.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Navigation Overview
- Solution Center
- Sheets
- Rows and Hierarchy Introduction
- Introduction to Dependencies
- Columns and Column Types
- Formatting Cells to Improve Readability
- Attachments
- Conditional Formatting
- Formula Basics Introduction
- Sharing
- Contacts and Groups
- Views
- Comments and Conversations
- Personal Settings
- Sheets-Reports-Dashboard Relationships

### COMPETENCIES

- **Digital Fluency:** Builds foundational skills in using Smartsheet effectively, enabling participants to manage data, track tasks, and collaborate seamlessly.
- **Collaboration:** Enhances skills in sharing information and communicating within Smartsheet, fostering better team coordination and project visibility.
- **Customer Engagement:** Focuses on customizing Smartsheet to meet organizational and team needs, ensuring data is organized, accessible, and easy to manage.

These competencies align with helping participants leverage Smartsheet to streamline workflows, improve data management, and enhance team collaboration.

# Smartsheet Level 2: Intermediate

## 1-DAY COURSE

Smartsheet Level 2 is a one-day, instructor-led class covering using math in the Smartsheet process, automating your approaches to data capture, controlling who can do what and when and where to the data content, and improving your data storytelling.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Formulas
- Forms
- Workspaces and Folders
- Permissions
- Track and View Sheet Activity
- Sorting and Filtering
- Automation
- Add links and images for easy access by team members
- Alerts & Reminders
- Update Requests
- Approval Requests
- Export, publish, or print a sheet to share data with a broader audience
- Reports
- Sheet Summary

### COMPETENCIES

- Digital Fluency: Enhances Smartsheet skills for intermediate data management and automation, optimizing workflow efficiency and task tracking.
- Collaboration: Builds on sharing and permissions settings to ensure structured team access and responsibility within Smartsheet.
- Customer Engagement: Refines data presentation and accessibility, making information clear and actionable for both team and organizational needs.

These competencies align with helping participants leverage Smartsheet's intermediate features to improve data organization, enhance team collaboration, and streamline project management.

# Smartsheet Level 3: Advanced

## 1-DAY COURSE

Smartsheet Level 3 is a one-day, instructor-led class to help perfect your processes and project management in Smartsheet. Decide the output for your various audiences.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Customizing a Task List
- Creating and Combining Reports from Task Lists
- Dashboards
- More on Permissions and Sharing
- More on Forms that Point to Sheets
- Supplemental Content
- Smartsheet Special Features

### COMPETENCIES

- Digital Fluency: Develops advanced skills in Smartsheet for customized task management, reporting, and dashboard creation, enabling high-level project management.
- Customer Engagement: Focuses on tailoring Smartsheet outputs to meet the unique needs of different audiences, ensuring clarity and usability of project data.
- Collaboration: Enhances skills in managing permissions, sharing, and form integration to streamline teamwork and ensure secure data handling.

These competencies align with helping participants leverage Smartsheet's advanced features for efficient project management, secure collaboration, and customized data outputs.



# Word Level 1

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Fundamentals: Getting around, Creating documents, Document views
- Chapter 2: Formatting: Formatting characters, Formatting paragraphs, Quick Styles, Making lists
- Chapter 3: Document setup: Page layout; Proofing documents; Printing; Headers and footers; Templates
- Chapter 4: Graphics: Inserting pictures, Formatting pictures, Picture layout
- Chapter 5: Tables: Creating tables, Formatting tables
- Chapter 6: Shapes, WordArt, and SmartArt: Shapes and text, SmartArt
- Chapter 7: Managing documents: Custom themes, Building blocks, Section breaks, Page backgrounds
- Chapter 8: Styles: Character styles, Paragraph styles

### COMPETENCIES

- Digital Fluency: Develops foundational skills in Microsoft Word, enhancing digital literacy and productivity in document creation.
- Communication: Supports clear and effective formatting and structure, enabling users to produce professional, easy-to-read content.
- Customer Engagement: Focuses on aligning document design with audience needs, ensuring accessibility and readability for diverse readers.

These competencies align with helping participants gain proficiency in Microsoft Word, supporting effective document creation and engaging audiences through clear formatting and visual organization.

# Word Level 2

## 1-DAY COURSE

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

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: References and hyperlinks, Reference notes, Table of contents, Hyperlinks
- Chapter 2: Navigation and organization, Navigating documents, Master documents
- Chapter 3: Saving and sharing documents, Saving and sending, Comments, Protecting documents
- Chapter 4: Advanced formatting, Tables and charts, Creating building blocks, Linking text
- Chapter 5: Tables, Configuring, Word options, Working with templates, Tracking and reviewing changes
- Chapter 6: Using references, Internal references, Indexing, Citing external sources
- Chapter 7: Creating mailings, Recipient lists, Performing mail merges, Envelopes and labels
- Chapter 8: Macros, Forms

### COMPETENCIES

- Digital Fluency: Enhances skills in managing complex Word documents and automating tasks, supporting productivity and advanced document management.
- Communication: Develops techniques for organizing and formatting large documents effectively, ensuring clarity and professionalism in content presentation.
- Customer Engagement: Focuses on aligning document functionality with user needs, supporting accessible, well-organized, and interactive content.

These competencies align with helping participants work efficiently with complex documents, supporting professional, well-organized content that meets diverse audience needs.

# Word Level 3

## 1-DAY COURSE

Word Level 3 is a one-day, instructor-led course that provides advanced skills for Microsoft Word power users. In the course, participants will learn to use references, hyperlinks, advanced formatting features, document management strategies, data fields and sources, macros, and forms.

NOTE: Course is limited to 15 participants.

**WHO SHOULD ATTEND:** Appropriate for all levels

### TOPICS

- Chapter 1: Advanced formatting, Tables and charts, Creating building blocks, Linking text
- Chapter 2: Advanced document management, Configuring Word options, Working with templates, Tracking and reviewing changes
- Chapter 3: Using references, Internal references, Indexing, Citing external sources
- Chapter 4: Creating mailings, Recipient lists, Performing mail merges, Envelopes and labels
- Chapter 5: Macros, Forms

### COMPETENCIES

- Digital Fluency: Expands proficiency in advanced Word functionalities, enhancing automation and document management for efficiency.
- Communication: Strengthens skills in document structuring and formatting, ensuring professional and cohesive content.
- Customer Engagement: Focuses on adapting document features for diverse user needs, supporting effective and accessible communication.

These competencies align with helping participants manage advanced Word features, ensuring efficient workflows and professional, user-oriented document presentation.





# WRITING SKILLS

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# Brevity at Work: Write Less, Say More— A Practical Writing Series for Government Pros



## 8-COURSE SERIES

Today's government readers are overloaded with emails, memos, reports, and requests. This 8-part webinar series combines plain language principles and Smart Brevity techniques to help you write clearly, quickly, and with impact. Whether you're drafting a report or sending a two-sentence email, you'll learn how to say what matters—and leave the rest.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Apply Smart Brevity and plain language principles to craft clear, concise messages that capture attention and communicate key information effectively.
- Revise and format professional content—including emails, reports, and headings—to improve readability, engagement, and response rates.
- Transform bureaucratic, passive writing into active, conversational styles using tone, structure, and visual cues for maximum impact.

1. **Say It in 7 Seconds: Lessons from Smart Brevity (1-Hour):** You only have a few seconds to hook your reader. Inspired by Smart Brevity, this session shows how to open strong, front-load what matters, and use bold structure to guide the eye. You'll walk away with a framework for writing that respects time.
2. **From Clutter to Clarity: Writing for People Who Don't Have Time (1-Hour):** Learn how to revise wordy drafts into tight, clear messages without losing nuance. This hands-on session shows how to cut filler, rework sentences, and make key points shine. We'll use side-by-side comparisons to see the difference editing makes.
3. **Break the Bureaucratic Voice (1-Hour):** If your writing sounds like it was created by a committee, you're not alone. This session helps you break out of robotic, wordy, passive writing habits using concrete techniques and rewrites. Say it simply, say it strong.
4. **Make It Visual (Even in Writing) (1-Hour):** People read with their eyes first. Learn how to use formatting, structure, and visual cues to guide your reader—even in plain-text emails or memos. You'll leave with a toolkit for making your writing pop without adding graphics.
5. **Subject Lines, Titles, and Headers: Make People Look Twice (1-Hour):** If your headline or subject line flops, your message may never get read. Discover how to write bold, useful headers that grab attention and get to the point. We'll analyze real government examples and rework them together.
6. **Power Up Your Emails (1-Hour):** If your headline or subject line flops, your message may never get read. Discover how to write bold, useful headers that grab attention and get to the point. We'll analyze real government examples and rework them together.
7. **Writing for Action: Requests, Recommendations, and Decisions (1-Hour):** If your headline or subject line flops, your message may never get read. Discover how to write bold, useful headers that grab attention and get to the point. We'll analyze real government examples and rework them together.
8. **Reports That Speak: Say What Matters, Leave the Rest (1-Hour):** You don't need to write a novel to show your work. We'll explore how to front-load key insights, simplify technical content, and build a skimmable report—even for formal government writing. You'll get practical report templates to use right away.

# Business Writing

## 1-DAY COURSE

Emails, reports, forms, and letters—we have so much paperwork and too little time! This class is for you if you'd like all your business correspondence to be professionally written in less time. Through a combination of direct instruction, group activities, and individual exercises, this class is designed for the busy professional who wants to learn specific writing strategies for quickly creating easy-to-read documents.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Enhances written communication skills to create clear, professional, and concise documents suitable for various business contexts.
- Results-Oriented: Supports efficient and effective writing practices to produce high-quality documents in less time, aligning with productivity goals.
- Customer Engagement: Focuses on tailoring communication to the audience's needs, including tone and clarity, to enhance reader experience and understanding.

These competencies align with helping participants produce professional and effective written communications that meet organizational standards and audience expectations.

# Editing and Proofreading

## 1-DAY COURSE

This one-day course is designed to develop editing for correctness, conciseness, clarity, and proofreading for accuracy skills using both hard copy and electronic documents.

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Recognize bad writing/lack of editing
- Understand and employ the tenet of plain language
- Organize documents using a logical flow
- Edit for clarity and meaning
- Eliminate negative language and add positive phrasing
- Learn how to give feedback in a constructive way
- Use basic editorial marks

### COMPETENCIES

- **Communication:** Develops skills in editing and proofreading to enhance clarity, conciseness, and accuracy in written materials.
- **Customer Engagement:** Focuses on producing clear and positive communication that aligns with reader needs, improving overall message effectiveness.
- **Interpersonal Skills:** Supports the ability to provide constructive feedback on writing, fostering positive and professional interactions.

These competencies align with equipping participants to produce polished, professional documents that communicate effectively and meet organizational standards.



# Effective Minute-Taking and Meeting Notes for Public Sector Agencies



## 1-DAY COURSE

Accurate, concise, and well-organized minutes are essential for transparency, accountability, and efficient decision-making in public sector agencies. This interactive course provides participants with the skills to create clear and effective meeting minutes and notes that meet public sector standards. Participants will learn techniques for capturing key information, summarizing discussions, and maintaining neutrality. The course also explores how to leverage technology—such as digital recording tools, automated transcription software, and collaboration platforms—to streamline the minute-taking process and improve accuracy. Whether for formal meetings or less structured discussions, this course will enhance your ability to produce records that are accessible, professional, and compliant with public sector requirements.

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

## LEARNING OBJECTIVES

By the end of this course, participants will be able to:

1. Identify the Key Elements of Effective Minutes
  - Recognize the essential components of minutes and meeting notes, including attendees, decisions, action items, and follow-up tasks.
2. Summarize Discussions Clearly and Objectively
  - Apply summarization techniques to produce concise and neutral records that capture the essence of meeting discussions and decisions.
3. Utilize Technology to Enhance Minute-Taking Efficiency
  - Integrate tools such as digital recordings, speech-to-text software, and real-time collaboration platforms to streamline the process of capturing and editing meeting notes.
4. Distinguish Between Different Types of Meetings and Notes
  - Adapt minute-taking styles and formats to suit formal meetings, public hearings, and informal team discussions, while using appropriate digital tools for each context.
5. Maintain Compliance with Public Sector Standards
  - Understand and apply public sector guidelines and legal requirements for meeting documentation and record-keeping, including secure digital storage and distribution practices.
6. Organize and Distribute Meeting Records Efficiently
  - Use technology to format, store, and share minutes, ensuring clarity, accessibility, and timely follow-up through digital platforms and document management systems.

## COMPETENCIES

- **Communication:** Enhances participants' ability to capture, summarize, and present meeting information with clarity and neutrality.
- **Digital Fluency:** Strengthens participants' capability to use digital tools, such as recording devices, speech-to-text software, and collaboration platforms to streamline minute-taking and improve accuracy.
- **Customer Engagement:** Supports the production of meeting records that meet the needs of internal and external stakeholders by ensuring accuracy, transparency, and timely distribution.

These competencies enable participants to produce clear, accurate, and compliant meeting minutes by focusing on communication, technology, stakeholder needs, and attention to detail.

# Foundations of Grammar and Punctuation

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

- Review the nuts and bolts of sentence structure
- Review correct use of commas, semicolons, colons, and dashes
- Identify and correct the run-ons, comma splices, and sentence fragments
- 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

### COMPETENCIES

- Communication: Develops foundational grammar and punctuation skills, ensuring clarity and correctness in written communication.
- Customer Engagement: Focuses on creating clear and professionally written documents that meet reader expectations and support effective communication.
- Interpersonal Skills: Enhances confidence in reviewing and editing documents, enabling constructive feedback and collaboration in writing.

These competencies align with helping participants improve grammar and punctuation knowledge, enhancing confidence and accuracy in written communication.

# Report Writing

## 1-DAY COURSE

This course will help you write effective business reports. You will learn about five types of reports and how to prepare them. Both informational and analytical reports will be discussed. Special attention will be paid to writing executive summaries and formatting reports for professional standards and readability. In this interactive course, you will also practice writing components of successful reports.

This course is best suited to learners with an understanding of professional writing fundamentals, such as learners who have previously completed at least one other Writing Skills course.

**WHO SHOULD ATTEND:** Anyone tasked with writing policies and procedures

### LEARNING OBJECTIVES

- Identify 5 types of business reports and their main parts
- Learn how to write the main parts of business reports
- Identify formatting and graphic elements needed in business reports
- Use business writing strategies in the report writing process
- Learn functional ways to concisely present report content to an audience
- Practice report writing

### COMPETENCIES

- **Communication:** Strengthens skills in structuring and presenting information clearly and professionally, enhancing the impact and readability of business reports.
- **Customer Engagement:** Focuses on understanding audience needs, ensuring that reports are tailored for effective communication and usability.
- **Digital Fluency:** Use technology to develop professional and well-organized reports.

These competencies align with producing professional, well-organized reports that meet business standards and effectively communicate essential information.

# Technical Writing

## 2-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Develops clear, organized, and audience-centered technical writing skills, supporting effective information delivery.
- **Customer Engagement:** Focuses on tailoring technical documents to meet the audience’s needs, ensuring clarity and purpose.
- **Digital Fluency:** Enhances proficiency in technical document organization and editing, improving efficiency and reducing communication costs.

These competencies align with helping participants produce clear, accurate, and well-organized technical documents, ensuring effective communication and audience engagement.

# Writing Effective Policies and Procedures

## 1-DAY COURSE

Policy and procedure writing is a skill that requires clarity and precision, so an agency's principles and best practices can be understood, followed, and enforced. In this one-day workshop, participants will learn what distinguishes a policy from a procedure, best planning and writing practices for both, and how visual design can impact readability. Exercises will introduce and practice common procedure formats such as flowcharts, playscripts, and workflows. Participants will actively discuss and revise policy and procedure sample documents for developing greater clarity in decision points, concision in standard operating procedures, and overall meaning in policy statements and guidelines.

**WHO SHOULD ATTEND:** Anyone tasked with writing policies and procedures

### LEARNING OBJECTIVES

- Distinguish between policy writing and procedure writing best practices and needs
- Develop policy and procedure planning tactics
- Identify and integrate common procedure formats
- Recognize how design can influence readability and usability
- Practice writing for increased clarity, concision, and meaning

### COMPETENCIES

- **Communication:** Strengthens participants' ability to write clearly, concisely, and with purpose by developing the skills needed to distinguish between policy and procedure writing best practices.
- **Innovative Mindset:** Encourages participants to explore different procedure formats, such as flowcharts, playscripts, and workflows, and to evaluate new approaches to improving document usability.
- **Digital Fluency:** Enhances participants' ability to use technology and design principles to improve the readability and usability of policy and procedure documents.

These competencies help participants create clear, well-structured policies and procedures that improve consistency and meet organizational needs through strong writing, design, analysis, and effective use of digital tools.

# Writing Essentials for the Workplace

## 1-DAY COURSE

This full-day course will provide four areas of strategies to help busy workplace writers write for success: using business tone and clarity; writing clear reports, emails, and letters; incorporating correct grammar and punctuation; and understanding the types of writing done by government writers at the analyst level. The course will help you refine your writing's tone and clarity, write concisely, and understand your readers. You will learn the essential qualities of workplace writing and clear communication, as well as increase your confidence as a writer.

**WHO SHOULD ATTEND:** Appropriate for all levels

### Business Writing

- This module will help you create clear and easy-to-read documents and written communication, thus increasing your confidence in your writing at work. The class will provide strategies for writing with a clear style, understanding usage, and analyzing your audience and purpose to create more effective documents.

### Writing Skills for Analysts

- This module will prepare you to write analytic documents for management, incorporate reasons and evidence, and present your case clearly for more influence among your readers.

### Grammar and Punctuation Overview

- This module will help you understand the core rules and guidelines behind sentence structure and correct usage. We will review the basics of grammar with a focus on sentence structure and syntax, and study strategies to avoid common grammar and punctuation errors.

### Foundations of Effective Writing

- This module will help you write reports, letters, memos, and emails that clearly state your message and get the results you want. You will learn strategies to increase your written clarity and organization, while learning to stay on point and make clear requests and recommendations in your communicative writing.

## COMPETENCIES

- **Communication:** Focuses on enhancing clear, professional, and effective writing to convey messages accurately and persuasively.
- **Customer Engagement:** Supports tailoring written content to meet reader needs, ensuring messages are relevant and easy to understand.
- **Digital Fluency:** Strengthens skills in using digital tools for drafting, editing, and formatting workplace documents efficiently.

These competencies help writers improve the clarity, accuracy, and professionalism of their workplace documents, supporting effective and purposeful communication in various business contexts.

# Writing Letters, Memos, and Emails

## 1-DAY COURSE

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

**WHO SHOULD ATTEND:** Appropriate for all levels

### LEARNING OBJECTIVES

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

### COMPETENCIES

- Communication: Focuses on clear, concise, and professional writing to convey messages effectively, ensuring alignment with organizational standards.
- Customer Engagement: Supports meeting the needs of the reader, ensuring that the communication style of a message is organized and relatable to diverse audiences.
- Digital Fluency: Enhances proficiency in using technology for and maintaining professionalism in business writing including emails, letters, and memos.

These competencies support effective communication that meets the needs of both an organization and its readers, enhancing clarity, accuracy, and professionalism in workplace writing.

# Writing Skills for Analysts

## 1-DAY COURSE

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

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

### LEARNING OBJECTIVES

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

### COMPETENCIES

- **Communication:** Strengthens skills in creating clear, well-organized analytical reports, ensuring that complex information is conveyed effectively to decision-makers.
- **Customer Engagement:** Focuses on aligning reports with the needs of readers, providing relevant, accurate information that supports informed decision-making.
- **Innovative Mindset:** Enhances the ability to present solutions and justify proposals with evidence-based analysis, ensuring reports are actionable and relevant.

These competencies align with enhancing participants' ability to produce accurate, insightful analytical reports that support strategic decision-making and communication within government.









# **COURSES THAT MEET THE BIENNIAL LEADERSHIP TRAINING (GOVERNMENT CODE § 19995.4(C))**

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# Courses that Meet the Biennial Leadership Training (Government Code § 19995.4(c))



Alphabetical list of all leadership classes that meet the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

- Accountability in the Workplace
- Accounting and Procurement Process
- Active Employee Engagement
- Addressing Performance Problems: Discipline and Documentation
- AI-Era Leadership: Human Skills That Can't Be Automated
- Asking Powerful Questions
- Better One-on-Ones
- Blueprint for a Changing Workplace
- Building High Performance Teams
- California State Government Organization and the Role of the Control Agencies
- Change Management 101
- Coaching and Mentoring for Leaders
- Coaching as a Management Tool
- Coaching for Performance
- Collaboration Skills
- Collective Bargaining Overview
- Conducting Effective Meetings
- Conversations Worth Having Workshop
- Creating a Culture of Trust
- Dare to Lead (1-Day)
- Dare to Lead (3-Day)
- Developing the Language of Cultural Intelligence: Building a Living Glossary
- Discipline and Documentation
- Diversity and Inclusion: Why They Matter for Leaders
- Effective Change Management
- Emotional Intelligence for Leaders
- Empowerment and Delegation
- Empowerment Through Accountability
- Energizing People for Performance
- Extraordinary Leader
- Facilitative Leadership in a Virtual World
- Franklin Covey's 7 Habits for Managers
- From Exhaustion to Engagement: Helping Leaders Combat Change Fatigue
- Giving and Receiving Feedback
- Giving and Receiving Meaningful and Constructive Feedback
- How to Create Sustainable Change
- Human Resources Policies

# Courses that Meet the Biennial Leadership Training (Government Code § 19995.4(c))



Alphabetical list of all leadership classes that meet the requirements of Government Code section 19995.4(c) of 20 hours of continuing professional education biennially for all levels of supervisors in state service.

- Hybrid Teams That Work
- Implementing Strengths-Based Leadership
- Introduction to Cultural Intelligence
- Leadership Academy for the Public Sector Manager
- Leadership Command Presence
- Leadership Command Presence II
- Leading Effectively
- Leading Through Conflict: Strategies for a Harmonious Workplace
- Legislative Cycle
- Managing Conflict Constructively
- Managing Conflict through the Lens of Equity
- Managing People and Projects for Leaders
- Mastering the Art of Crucial Conversations
- Meaningful Meetings
- Performance Management
- Powerful Communication Skills
- Project Management and Information Technology
- Recognizing Employees Contributions
- Setting Expectations and Goals
- State Budget Process
- Strategic Conversations: A New Way of Strategic Planning
- Strategic Mindset
- Supervisory Skills Refresher
- Teamwork Skills for Supervisors
- The Exceptional Leader: Strategies for Bettering Your Best
- The Performance Gap Conversation
- Thinking Strategically, Acting Mindfully
- Understanding Implicit Bias Through the Lens of Cultural Intelligence
- Visionary Leadership
- Women in Leadership: Empowering & Delegating for High Performance
- Women in Leadership: Finding Your Voice & Personal Power
- Women in Leadership: Political Acumen
- Women in Leadership: Powerful Communications & Presentations
- Women in Leadership: Strengths Discovery
- Women in Leadership: The Confident Professional
- Women in Leadership: The Remote Leader
- Workplace Harassment Prevention for Supervisors/Managers

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# CPS HR CONSULTING

## **Training Center Address**

2450 Del Paso Road, Suite 120  
Sacramento, CA 95834

## **Mailing Address**

2450 Del Paso Road, Suite 160  
Sacramento, CA 95834

**916-263-3614**



**[www.cpshr.us](http://www.cpshr.us)**

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