

Stanislaus County Supervisor Training Academy Training Catalog 2009

Training Courses

Role of the Supervisor
Union Relations
Managing Employee Performance
HR Policies/Legal Obligations
Managing Employee Attendance
Compliance/Payroll Regulations
Injury and Safety Management
Ethics
Sexual Harassment for Supervisors
Progressive Discipline Process
Budgeting/Financial Overview
Conducting a Recruitment
Employee Selection
Employee Development



Memorandum



August 12, 2009

Dear Colleague:

The Supervisor Training Academy is a collaborative effort brought to you through the Learning Institute and County Human Resource Managers. The Academy is designed to provide you with the competencies, tools and development opportunities you need to succeed in your role. The Academy consists of nine "Core" classes which are considered essential training programs to support minimum expectations for supervisors. There are five "Recommended" classes that are considered optional training programs based on assigned duties and individual development goals. Employees successfully completing the 40 hours of training will be awarded a Supervisor Certificate.

The Academy has been developed to meet the needs of employees with good technical abilities who have been promoted into supervisor/management roles; and experienced supervisors who want or need to brush up on their supervisory skills. Supervisors with responsibility for directing and evaluating the work of subordinate employees and/or management employees with direct or indirect supervisory responsibilities should attend Academy courses.

Eligible employees will self-register through PeopleSoft using e-Development. Initially, enrollment will be limited to new and existing supervisors and managers. Employees are responsible for adhering to their departmental training requirements and must obtain the necessary permission to attend classes.

It is clear that the demands we face on a daily basis are changing rapidly, and that each one of us will need to rise to these challenges with increasingly greater skill and ability. We in Human Resources are anticipating this demand by providing you with a learning experience that will enhance your technical expertise while giving you the personal, interpersonal and group skills necessary to supervise effectively and become an overall effective leader. These courses are designed to provide material in a practical manner that even the busiest manager can benefit from and use right away!

Change requires us to continually stretch ourselves. One of the changes you will find in this catalog is that every course is tied to the County's new Leadership and Business Core Competencies. This will ensure that the competencies become integrated into your learning and development.

As our County has grown, so has the demand for every one of us to demonstrate a greater level of skill and performance. I encourage you to identify individual competency areas for your development, and to select courses in the Academy to ensure that you are continually challenged and inspired to even greater success in your career with Stanislaus County.

Jody Hayes, Deputy Executive Officer



**SUPERVISOR TRAINING ACADEMY
TRAINING CATALOG
COURSE DESCRIPTIONS**

ROLE OF THE SUPERVISOR—2 Hours	
Course Overview	This is the beginner's course for all supervisors. This class will provide participants with the basic understanding of a supervisor's role and responsibilities. They will be given the tools and skills necessary to be a successful supervisor in our organization.
Learning Objectives	<ul style="list-style-type: none"> • How to transition from a peer to a boss • Learn how to navigate change • Accept new role/responsibilities • Set clear boundaries • Communicate effectively • Set expectations • Make decisions quickly • Gather facts/data • Execute a plan of action
Competencies	<ul style="list-style-type: none"> • Build Effective Teams • Communication • Conflict Management • Effective Decision Making • Ethics and Integrity • Managing Vision and Purpose

UNION RELATIONS—2 Hours	
Course Overview	This course will provide supervisors with an overview of the County's labor relations program, including a review of supervisory responsibilities for maintaining compliance with labor agreements and processing employee grievances.
Learning Objectives	<ul style="list-style-type: none"> • Legal foundation for employee representation • Bargaining Unit structure and difference between represented and non-represented employees • Process for negotiating labor agreements • Basic MOU content and structure • Basic management and employee rights • Legal duty to meet and confer on changes in employment conditions • Role of supervisors, managers and CEO staff in labor relations issues • Supervisor's role in evaluating and processing employee grievances • Process for unresolved disputes between County and Unions
Competencies	<ul style="list-style-type: none"> • Communication • Conflict Management • Customer Orientation • Effective Decision Making • Ethics and Integrity

MANAGING EMPLOYEE PERFORMANCE—4 Hours	
Course Overview	This course will provide an overview of the County’s expectations of supervisors and managers regarding employee communication on job performance. The program will include how to set expectations for employees on their first day and how to positively evaluate their performance to enhance productivity and job satisfaction.
Learning Objectives	<ul style="list-style-type: none"> • Understand how supervisor’s actions and words influence employees’ behavior • Setting expectations for employees • Proper delegation skills • Consistent treatment of all staff • Effective employee conference model • When to start the discussion of performance deficiencies • Writing a corrective action plan and following through • Appropriate usage of communication tools—e-mail, group discussion • How to write and deliver an effective evaluation • How to set goals and follow-up on their completion
Competencies	<ul style="list-style-type: none"> • Building Effective Teams • Communication • Conflict Management • Effective Decision Making • Employee Performance and Development Coaching • Ethics and Integrity • Organizational Performance Management

HUMAN RESOURCE POLICIES AND LEGAL OBLIGATIONS—4 Hours	
Course Overview	This course will provide supervisors with an overview of County personnel policies as well as raise awareness to legal issues that affect day-to-day business.
Learning Objectives	<ul style="list-style-type: none"> • Legal issues in the workplace and the responsibility and expectations of those in supervisory positions to follow proper procedure, including working with Human Resources and County Counsel • Negligence and liability issues • Introduction to Equal Rights • Employment and Discrimination • Overview of County Personnel Policies • Overview of Leave Laws • Interactive Process Requirements • Case Law examples • For Cause Drug testing
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making • Employee Performance and Development Coaching • Ethics and Integrity

MANAGING EMPLOYEE ATTENDANCE—2 Hours	
Course Overview	This course will provide supervisors and managers with the tools and resources on how to manage employee's attendance, including a review of the attendance expectations and guidelines, supervisory responsibilities on monitoring employee attendance, and the process involved in providing disciplinary actions.
Learning Objectives	<ul style="list-style-type: none"> • The definition of attendance, which includes being tardy • Attendance expectations, guidelines and procedures • Supervisor's responsibility and role in monitoring attendance • Counseling and coaching employees • Leave Restrictions • Progressive Discipline
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making • Employee Performance and Development Coaching • Ethics and Integrity

COMPLIANCE/PAYROLL REGULATIONS—2 Hours	
Course Overview	This course will provide supervisors with an overview of the County's Payroll regulations and compliance requirements, including a review of supervisory responsibilities for maintaining compliance with labor agreements and processing employee time and wages.
Learning Objectives	<ul style="list-style-type: none"> • Provide an understanding of Payroll record keeping requirements established by Federal and State Law and County Policy • Provide an understanding of the Supervisor vs. Employee responsibility regarding payroll records • Work schedules and time reporting • Use of Leave Time • Employee Reimbursements • Paychecks
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making • Financial and Resource Management

INJURY AND SAFETY MANAGEMENT—2 Hours	
Course Overview	In this course you will learn how injury management and safety coincide. You will learn the basics about Disability Management, How to file a Workers' Compensation Claim, How to Conduct an Effective Accident Investigation and what to do about Non-Employee Injuries. You will learn the basics of safety, including Violence in the Workplace. In addition, you will learn how to fill out the appropriate forms and the location of available resources.
Learning Objectives	<ul style="list-style-type: none"> • Understanding Workers' Compensation and which forms need to be filled out • When to fill out an Incident Report for Security/Violence in the Workplace • Why accommodate an injured worker—what is in it for us? • Monitor and follow-up • Why it's important and what is the supervisor's role
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making

ETHICS—4 Hours	
Course Overview	Provide an understanding of the Six Pillars of Character, the Principles of Public Service Ethics, and the tools for making ethical decisions.
Learning Objectives	<ul style="list-style-type: none"> • Two Aspects of Ethics—discernment and will power • Six Pillars of Character • Public Interest • Objective Judgment • Accountability • Democracy • Respectability • Code of Ethics • Gift Policy • Conflict of Interest Policy • How to Recognize Important Decisions • Seven Step Decision-Making Process
Competencies	<ul style="list-style-type: none"> • Ethics and Integrity

SEXUAL HARASSMENT FOR SUPERVISORS—2 Hours	
Course Overview	Overview of AB1825 and practical guidance regarding Federal and State statutory laws regarding sexual harassment. Interactive instruction in the prevention of harassment, discrimination and retaliation.
Learning Objectives	<ul style="list-style-type: none"> • Define Sexual Harassment • Describe a manager’s responsibilities in preventing and handling sexual harassment incidents • Describe the process of responding to a complaint of sexual harassment and the investigation and resolution process
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making

PROGRESSIVE DISCIPLINE PROCESS—2 Hours	
Course Overview	This course will provide supervisors and managers with an understanding of the County’s formal disciplinary action process including a discussion of their role and responsibilities. Will use case studies as a tool to facilitate learning process.
Learning Objectives	<ul style="list-style-type: none"> • Three phases of discipline—preventative, corrective, formal • Reprimands—where do they fall in the discipline process • How to recognize when formal disciplinary action is necessary • How to evaluate “Just Cause” • Types of Formal Disciplinary Action • Guidelines for selecting appropriate disciplinary action • Documents provided in the disciplinary action process • Preparation of documents • Employee Rights during disciplinary action • Follow-up to disciplinary action
Competencies	<ul style="list-style-type: none"> • Communication • Effective Decision Making • Conflict Management • Employee Performance Development and Coaching

BUDGETING/FINANCIAL OVERVIEW—2 Hours	
Course Overview	This course provides a basic understanding of the County's budget process and key financial information useful for supervisors and managers. This course will provide an overview of the County's budget and financial requirements, including a review of supervisory responsibilities for maintaining compliance with public funds.
Learning Objectives	<ul style="list-style-type: none"> • Supervisor's role in the budget process • Budget and financial terms • County's budget cycle and process • Content of budget • How to minimize expenses and maximize revenue • Revenues—fines, penalties, use of money intergovernmental revenue, charges for service • Expenses—salaries and benefits, services and supplies, fixed assets, interfund charges • Process to make budget changes • Purchasing—invoices, purchase orders and requisitions • Fiscal policies and how staff resources and dollars are committed • How to utilize program resources in the most cost effective manner • Program specific budget allocations
Competencies	<ul style="list-style-type: none"> • Effective Decision Making • Financial and Resource Management

CONDUCTING A RECRUITMENT—4 Hours	
Course Overview	This course will provide supervisors with an overview of the County's recruitment policies and procedures and provide the resources needed to assist supervisors in the establishment of County eligibility lists.
Learning Objectives	<ul style="list-style-type: none"> • What is a local merit system and how it fits in with the County's recruitment policies • Factors in deciding to fill a vacancy • Types of recruitments used to fill vacancies—including specialized recruitments • Process of turning a job specification into a job flyer/announcement • How and where to advertise your recruitment • Overview of the application screening process • Examination/testing types and procedures of administration • Overview of eligible list and eligible list types • Process of receiving eligible names to consider for the selection process
Competencies	<ul style="list-style-type: none"> • Building Effective Teams • Effective Decision Making • Managing Vision and Purpose

EMPLOYEE SELECTION—4 Hours	
Course Overview	This course will provide supervisors with an overview of the County's procedures related to quality selection interviews and the hiring process.
Learning Objectives	<ul style="list-style-type: none"> • Overview of the methods of certifying names to departments • Overview of the County's transfer policy • Process used to set up selection interviews • Rule of Five • Waivers and action codes • Preparation tips—what to do before the interview • Interview types • Appropriate and inappropriate interview questions • Situational and behavioral interview questions • Best fit • Making job offers, including how to make a conditional offer of employment • Supervisor references • Process of handling appointments above the first step or bottom of the band • Written justification • Overview of special appointments • Probationary period
Competencies	<ul style="list-style-type: none"> • Building Effective Teams • Effective Decision Making • Managing Vision and Purpose

EMPLOYEE DEVELOPMENT—4 Hours	
Course Overview	This course will provide supervisors and managers an overview of the Basic Building blocks to Employee Development, Workforce Planning and the workplace dynamics of four generations in the workplace.
Learning Objectives	<ul style="list-style-type: none"> • Employee Development • How to motivate and nurture your employees • How to uncover potential in your employees • Internal/External Development • Soft Skills/hard skills • Role of supervisor in career development • Career Paths • Recognition and communication • Employee retention/reduce turnover • Improve morale and increase job satisfaction • Workforce Planning • Leadership and Business Core Competencies • Technical Competencies • Development Plan • Dynamics and Differences with Four Generations in the Workplace
Competencies	<ul style="list-style-type: none"> • Building Effective Teams • Communication • Employee Performance Development and Coaching • Organizational Performance Management