

# Stanislaus County Supervisor Training Academy Training Catalog 2016

## **Training Courses**

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# Supervisor Training Academy

## Memorandum



Dear Colleagues:

The Supervisor Training Academy is a collaborative effort brought to you through the Learning Institute and County Managers across the organization. The Academy is designed to provide supervisors with the competencies, tools, and development opportunities they need to succeed as leaders. The Academy includes courses designed to provide essential training to help individuals meet minimum expectations for supervisors and enables continued developmental progression. Employees who successfully complete all training courses will be awarded a Supervisor Certificate.

The Academy aims to train and enable employees with strong technical abilities to meet the demands of a supervisory/management role. Individuals are promoted into supervisory roles having distinguished themselves as highly competent and capable technicians, yet successful supervision and management requires a whole new toolkit of competencies. The Academy is designed to specifically address these competencies and lay a solid foundation on which to build supervisory skills.

Being a successful supervisor requires a personal commitment to continuous development of supervisory competencies. It is clear that the demands we face on a daily basis change rapidly, and that each one of us will need to rise to these challenges with increasingly greater skill and ability. We at the Academy 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 and lead effectively. These courses are designed to provide material in a practical manner that even the busiest supervisor or manager can benefit from and implement immediately.

The County is committed to being a true Learning Organization, where the best can come to get better through continuous development in an engaging environment. As professionals, we never arrive at a completed state; we must continually look for ways of improving and learning in order to keep our skills honed and amenable to an ever changing world. Indeed, as our County grows, so too does the demand for each of us to demonstrate an ever greater level of skill and performance. The County organization recognizes these requirements and is pleased to help support it through the Academy. Every course is tied to the County's Leadership and Business Core Competencies. This will ensure that the competencies become integrated into your learning and development.

I encourage you to identify individual competency areas for your focused development, and to talk to your supervisor about how to further grow in these areas to ensure that you are continually challenged and inspired to even greater success in your career with Stanislaus County. Enrollment is limited to new and existing supervisors and managers. Eligible employees will self-register through PeopleSoft using the Self Service tab. Employees are responsible for adhering to their departmental training requirements and must obtain the necessary permission to attend classes.

Ryan Leupp  
Director of the Supervisory Training Academy and Learning Institute



## SUPERVISOR TRAINING ACADEMY COURSE DESCRIPTIONS

<b>BUDGETING/FINANCIAL OVERVIEW – 2 HOURS</b>	
<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Supervisor's role in the budget process</li> <li>• Budget and financial terms</li> <li>• County's budget cycle and process</li> <li>• Content of budget</li> <li>• How to minimize expenses and maximize revenue</li> <li>• Revenues—fines, penalties, use of money intergovernmental revenue, charges for service</li> <li>• Expenses—salaries and benefits, services and supplies, fixed assets, interfund charges</li> <li>• Process to make budget changes</li> <li>• Purchasing—invoices, purchase orders and requisitions</li> <li>• Fiscal policies and how staff resources and dollars are committed</li> <li>• How to utilize program resources in the most cost effective manner</li> <li>• Program specific budget allocations</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Effective Decision Making</li> <li>• Financial and Resource Management</li> </ul>

<b>COMPLIANCE/PAYROLL REGULATIONS – 2 HOURS</b>	
<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Provide an understanding of Payroll record keeping requirements established by Federal and State Law and County Policy</li> <li>• Provide an understanding of the Supervisor vs. Employee responsibility regarding payroll records</li> <li>• Work schedules and time reporting</li> <li>• Use of Leave Time</li> <li>• Employee Reimbursements</li> <li>• Paychecks</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Effective Decision Making</li> <li>• Financial and Resource Management</li> </ul>

## CONDUCTING A RECRUITMENT – 2 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• What is a local merit system and how it fits in with the County's recruitment policies</li> <li>• Factors in deciding to fill a vacancy</li> <li>• Types of recruitments used to fill vacancies—including specialized recruitments</li> <li>• Process of turning a job specification into a job flyer/announcement</li> <li>• How and where to advertise your recruitment</li> <li>• Overview of the application screening process</li> <li>• Examination/testing types and procedures of administration</li> <li>• Overview of eligible list and eligible list types</li> <li>• Process of receiving eligible names to consider for the selection process</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Building Effective Teams</li> <li>• Effective Decision Making</li> <li>• Managing Vision and Purpose</li> </ul>

## DISABILITY MANAGEMENT – 2 HOURS

<b>Course Overview</b>	This course will provide Supervisors with an understanding of laws and regulations related to disability management and the Supervisors role in process.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Understanding of the Applicable Laws             <ul style="list-style-type: none"> <li>- Family and Medical Leave (FMLA/CFRA)</li> <li>- Pregnancy Disability Leave (PDL)</li> <li>- Reasonable Accommodation (ADA/FEHA)</li> </ul> </li> <li>• Provide an understanding of the interactive process</li> <li>• How to prevent discrimination and retaliation</li> <li>• Knowing when to Seek Guidance from HR</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Understanding of the applicable laws and associated responsibilities</li> </ul>

## EMPLOYEE DEVELOPMENT – 4 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Employee Development</li> <li>• How to motivate and nurture your employees</li> <li>• How to uncover potential in your employees</li> <li>• Internal/External Development</li> <li>• Soft Skills/hard skills</li> <li>• Role of supervisor in career development</li> <li>• Career Paths</li> <li>• Recognition and communication</li> <li>• Employee retention/reduce turnover</li> <li>• Improve morale and increase job satisfaction</li> <li>• Workforce Planning</li> <li>• Leadership and Business Core Competencies</li> <li>• Technical Competencies</li> <li>• Development Plan</li> <li>• Dynamics and Differences with Four Generations in the Workplace</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Building Effective Teams</li> <li>• Communication</li> <li>• Employee Performance Development and Coaching</li> <li>• Organizational Performance Management</li> </ul>

## EMPLOYEE SELECTION – 2 HOURS

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

## HUMAN RESOURCES POLICIES AND LEGAL OBLIGATIONS – 2.5 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Negligence and liability issues</li> <li>• Introduction to Equal Rights</li> <li>• Employment and Discrimination</li> <li>• Overview of County Personnel Policies</li> <li>• Overview of Leave Laws</li> <li>• Interactive Process Requirements</li> <li>• Case Law examples</li> <li>• For Cause Drug testing</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Effective Decision Making</li> <li>• Employee Performance and Development Coaching</li> <li>• Ethics and Integrity</li> </ul>

## INJURY AND SAFETY MANAGEMENT – 2 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Understanding Workers' Compensation and which forms need to be filled out</li> <li>• When to fill out an Incident Report for Security/Violence in the Workplace</li> <li>• Why accommodate an injured worker—what is in it for us?</li> <li>• Monitor and follow-up</li> <li>• Why it's important and what is the supervisor's role</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Effective Decision Making</li> </ul>

## MANAGING EMPLOYEE PERFORMANCE – 8 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"><li>• Understand how supervisor's actions and words influence employees' behavior</li><li>• Setting expectations for employees</li><li>• Proper delegation skills</li><li>• Consistent treatment of all staff</li><li>• Effective employee conference model</li><li>• When to start the discussion of performance deficiencies</li><li>• Writing a corrective action plan and following through</li><li>• Appropriate usage of communication tools—e-mail, group discussion</li><li>• How to write and deliver an effective evaluation</li><li>• How to set goals and follow-up on their completion</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Building Effective Teams</li><li>• Communication</li><li>• Conflict Management</li><li>• Effective Decision Making</li><li>• Employee Performance and Development Coaching</li><li>• Ethics and Integrity</li><li>• Organizational Performance Management</li></ul>

## PROGRESSIVE DISCIPLINE PROCESS – 3 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"><li>• Three phases of discipline—preventative, corrective, formal</li><li>• Reprimands—where do they fall in the discipline process</li><li>• How to recognize when formal disciplinary action is necessary</li><li>• How to evaluate "Just Cause"</li><li>• Types of Formal Disciplinary Action</li><li>• Guidelines for selecting appropriate disciplinary action</li><li>• Documents provided in the disciplinary action process</li><li>• Preparation of documents</li><li>• Employee Rights during disciplinary action</li><li>• Follow-up to disciplinary action</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Communication</li><li>• Effective Decision Making</li><li>• Conflict Management</li><li>• Employee Performance Development and Coaching</li></ul>

## ROLE OF THE SUPERVISOR – 2.5 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"><li>• How to transition from a peer to a boss</li><li>• Learn how to navigate change</li><li>• Accept new role/responsibilities</li><li>• Set clear boundaries</li><li>• Communicate effectively</li><li>• Set expectations</li><li>• Make decisions quickly</li><li>• Gather facts/data</li><li>• Execute a plan of action</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Build Effective Teams</li><li>• Communication</li><li>• Conflict Management</li><li>• Effective Decision Making</li><li>• Ethics and Integrity</li><li>• Managing Vision and Purpose</li></ul>

## SEXUAL HARASSMENT FOR SUPERVISORS – 2.75 HOURS

<b>Course Overview</b>	Mandatory Sexual Harassment for Managers and Supervisors provides an 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.
<b>Topics Covered</b>	<ul style="list-style-type: none"><li>• Define Sexual Harassment</li><li>• Describe a manager's responsibilities in preventing and handling sexual harassment incidents</li><li>• Describe the process of responding to a complaint of sexual harassment and the investigation and resolution process</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Communication</li><li>• Effective Decision Making</li></ul>



## UNION RELATIONS – 3 HOURS

<b>Course Overview</b>	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.
<b>Topics Covered</b>	<ul style="list-style-type: none"><li>• Legal foundation for employee representation</li><li>• Bargaining Unit structure and difference between represented and non-represented employees</li><li>• Process for negotiating labor agreements</li><li>• Basic MOU content and structure</li><li>• Basic management and employee rights</li><li>• Legal duty to meet and confer on changes in employment conditions</li><li>• Role of supervisors, managers and CEO staff in labor relations issues</li><li>• Supervisor's role in evaluating and processing employee grievances</li><li>• Process for unresolved disputes between County and Unions</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>• Communication</li><li>• Conflict Management</li><li>• Customer Orientation</li><li>• Effective Decision Making</li><li>• Ethics and Integrity</li></ul>