



# Analyst Training Course Catalog

The Government Training Academy

Designed and Developed by the Los Rios Community  
College District Government Training Academy



Los Rios Community College District

## **Government Training Academy**

Custom training division of Los Rios Community College District

The Los Rios Government Training Academy is the largest provider of customized training to public agencies in the greater Capital Region. Los Rios is the region's leader in creating effective, innovative workforce development solutions and programs.

Our expert trainers and consultants have decades of proven experience creating and delivering innovative courses that engage learners and assure employee success and value to the organization. You will find the Government Training Academy's solutions to be cost-effective, flexible and include proven methods for assuring that the training has a positive impact and the value of training can be measured.

### **CONTACT**

---

**Melissa Fish**

Program Director

(916) 484-8061

FishM@ARC.LosRios.edu

**[www.LosRiosTraining.org](http://www.LosRiosTraining.org)**

# Table of Contents

Introduction to Analyst Courses.....	3
--------------------------------------	---

## **Courses for Analysts**

Critical Thinking Tools .....	4
Problem Solving Methodology and Tool .....	5
Essential Analytical Skills .....	6
Completed Staff Work .....	7
Interpersonal Skills for Analysts .....	8
Writing Skills for Analysts .....	9
Project Management for Analysts .....	10
Presentation Skills for Analysts .....	11
Roles and Responsibilities of a Superior Analyst .....	12
Going Deeper into Completed Staff Work .....	13
Inferential Statistics .....	14

## **Courses for Pre-Analysts**

Introduction to Analytical Skills .....	16
Critical Thinking Skills .....	17
Introduction to the Completed Staff Work Process .....	18
Writing Skills for the Pre-Analyst .....	19
Interpersonal Skills for Pre-Analysts .....	20
Introduction to Project Planning for Pre-Analysts .....	21

## **Courses for Supervisors of Analysts**

Coaching Craft and On-The-Job Training .....	22
An Analytical Training Series for Supervisors of Analysts .....	23

## **Training Options**

Powerful Options for “Making Training Stick” .....	23 - 25
Customization .....	26
Developers and Trainers .....	27 - 33
Contact Information .....	34



# What Will Analyst Training Do for You?

- **Faster and better production of analytical materials that meets the highest standards of your agency**
- **Superior analysts to meet the growing needs of your organization**
- **Well-trained analysts to replace experienced and retiring analysts**
- **Analysts who understand the completed staff work (CSW) model, and consistently apply this high standard and methodology to all their work**

For details about our services and catalogs describing our training programs, or to discuss performance solutions from the GTA, please contact:

**Melissa Fish**  
(916) 484-8061  
FishM@ARC.LosRios.edu  
[www.LosRiosTraining.org](http://www.LosRiosTraining.org)

## Competency-Based Training

### Designed to make a difference

All courses can be customized to meet the individual needs of each agency. Customization results in performance improvement. Course samples, references, and further information is available upon request.

# Courses for Analysts

## Critical Thinking Tools

1 Day

### COURSE DESCRIPTION

Throughout history, inquisitive people have been concerned with the art and science of astute thinking. In the 21st century, the ability to engage in reflective thought has been viewed as a fundamental characteristic of an independent person and as a skill for an increasingly wide range of jobs. As a result, the topic of Critical Thinking is one more way to gain a competitive advantage in career and organization development. This pragmatic course takes critical thinking skills and techniques and makes them accessible to the working analyst.

### Course Outline

- Introduction to critical thinking concepts
- Thinking Map: Analysis and evaluation of documents/arguments
- Grid Analysis: Systematic decision making that combines objectivity and intuition
- Lateral Thinking: Breakthrough thinking by seeing the possibilities in an issue
- Review and action plan

#### EMPLOYEE BENEFIT

- Analyze and evaluate various kinds of documents
- Evaluate the reasoning in an argument and determine its validity
- Make complex decisions with more efficiency and effectiveness
- Take a multi-perspective view of an issue for better decisions

#### AGENCY BENEFIT

- Creating clear-thinking analysts who exhibit solid reasoning
- Building a group of analysts who get it done right the first time

The Government Training Academy is currently delivering analysts courses and series to agencies including: The California DMV, General Services, CALSTRS, Education, and Social Services

Call or email: **Melissa Fish**, (916) 484-8061, [FishM@ARC.LosRios.edu](mailto:FishM@ARC.LosRios.edu), [www.LosRiosTraining.org](http://www.LosRiosTraining.org)

## Problem Solving: Methodology and Tools

1 Day

### COURSE DESCRIPTION

Some people act quickly to solve a problem, even before the problem has been properly defined. Others take the time to fully understand all the issues related to a problem, but lack the tools to attack the problem. This course is designed to give all analysts in the course a standard methodology for problem solving, reintroduce some standard tools and introduce some new tools with which the analyst may not be familiar. The course will produce analysts who share a common problem solving language and set of practical problem solving tools.

### Course Outline

- Understand the Five-Step Method
  - State the Problem
  - Identify the Cause(s)
  - Choose Solution(s)
  - Apply Solution(s)
  - Plan Next Steps
- Apply the Five-Step Method
- Apply Problem Solving Tools
  - Imaging
  - Fishbone Diagram
  - Brainstorming
  - Brainwriting
  - Force Field Analysis
  - SWOT Analysis

### EMPLOYEE BENEFIT

- Having a standard method to use for solving problems in the workplace
- Using creative thinking techniques to expand the possibilities of viable solutions

### AGENCY BENEFIT

- Increased ability of analysts to solve workplace problems in a consistent, efficient, and systematic way

# Courses for Analysts

## Essential Analytical Skills

1 Day

### COURSE DESCRIPTION

Essential Analytical Skills breaks new ground in the preparation of the analyst. This course is designed to explore the relationship between analytical thinking, research, and problem solving. Using actual government-based research problems, participants in this class will learn to organize data, analyze it, and use problem solving techniques and tools.

This course is an excellent refresher for experienced analysts. Analysts new to their positions will also benefit from the systematic and logical approaches to analytical work presented in this class.

### Course Outline

- Examine a complex relationship, its elements and their relationships
- Approach problems in a systematic and rigorous manner
- Identify relevant sources for data
- Evaluate data in a way that leads to conclusions and decisions consistent with the data
- Select the appropriate approach to identify the causes of the problem based on the given situation
- Identify the potential risks in implementation, assess the cost/benefit of implementation alternatives, and make recommendations
- Use basic search engines and explain search results

#### EMPLOYEE BENEFIT

- Gather, analyze and organize data using a logical and systematic process
- Effectively apply problem solving techniques to specific situations
- Develop project plans that are realistic
- Analyze, organize and present research material
- Effectively use the internet as a research tool

#### AGENCY BENEFIT

- Fostering an environment where enhanced analytical problem solving skills and internet research skills are known and used

## Completed Staff Work

2 days

### COURSE DESCRIPTION

Completed Staff Work (CSW) has been identified by many state agencies as the cornerstone of superior analyst performance. This two-day course is for analysts who are required to create recommendations for management implementation in the form of CSW. This class provides employees with an opportunity to develop, improve, or refine their skills in planning and preparing CSW.

The course provides participants with the opportunity to experience working on analytical problems individually and in teams that require the preparation of recommendations in the form of CSW. The program is designed to provide participants with practice in creating evaluation criteria, analyzing and evaluating alternatives, and preparing recommendations for implementation based on the requirements and best practices of the superior state agency.

### Course Outline

- Review the concept of Completed Staff Work, including its history and evolution
- Review the knowledge, skills, abilities (KSAs) and aptitude needed for analytical work as it relates to CSW
- Use of checklists, tools, and techniques for CSW
- Problem solving concepts and practice using them in CSW
- Decision making concepts and practice using them in CSW

#### EMPLOYEE BENEFIT

- Improve ability to create and refine their completed staff work using the seven-step CSW process
- Work on problems as a team and individually
- Experience the challenges in presenting and defending CSW projects

#### AGENCY BENEFIT

- Creating a culture of high quality staff work with clear and thoughtful problem definition, analysis, and unambiguous implementation recommendations



## Interpersonal Skills for Analysts

2 days

### COURSE DESCRIPTION

Success in the workplace depends on both individual and group interaction. This course provides participants with insights and skills that will help them maximize their productivity by interacting with diplomacy, tact, and clarity as they work with others to effectively accomplish workplace goals and objectives.

### Course Outline

- Introduction, course overview and pre-test (if applicable)
- The power of EQ: More important than IQ?
- Developing self-awareness and self- management competencies of EI
- Understanding and managing your interpersonal style developing the social- awareness and relationship management
- Creating an environment of shared understanding
- Understanding what motivates you and others
- Understanding and adapting your behavior
- Adapting your leadership style to meet the needs of the team
- Putting it all together – action planning for self-development

#### EMPLOYEE BENEFIT

- Use Emotional Intelligence (EI) for self-development
- Negotiate and compromise in the face of differing opinions
- Gain effective listening and questioning skills for clarity and influencing toward goals
- Adapt leadership style to meet the needs of the individual or team

#### AGENCY BENEFIT

- Create and retain analysts who interact successfully with others to obtain, process and disseminate information essential to meeting agency goals
- Improved inter and intra agency communications and productivity

# Courses for Analysts

## Writing Skills for Analysts

2 days

### COURSE DESCRIPTION

An analyst's work product needs to be clear, concise, logical, and correct. The first step in meeting these requirements is to plan effectively before writing; the best planners are the best writers. This course will help you analyze and organize your writing project, as well as help you choose the most effective way to present completed staff work to your audience. Writing Skills for Analysts helps participants learn how to become more competent and confident writers, to overcome writer's block, to employ critical thinking, and to communicate using clear, concise, and correct language. This course builds on completed staff work and focuses on how to write specific types of analyst documents, including proposals, white papers, evaluations, etc. Participants in the course are asked to bring completed staff work writing samples from the workplace. The course leader uses these materials, writing drills and engaging exercises to improve the performance of all participants.

### Course Outline

- Introduction and course overview
- Grammar refresher
- Correcting common grammar/writing errors
- Incorporate critical thinking in documents
- The Thinking Map®
- Business writing style
- The WRITE Process®
  - What is my purpose?
  - Randomly generate ideas
  - Impose order
  - Try a first pass
  - Evaluate and finalize

#### EMPLOYEE BENEFIT

- Make points quickly, eliminate unnecessary words and avoid the most common writing errors
- Organize thoughts and write with purpose and conviction
- Effectively plan for audience, purpose, message and tone
- Organize and edit content for clarity, conciseness, and correctness

#### AGENCY BENEFIT

- Create and retain analysts who interact successfully with others to obtain, process and disseminate information essential to meeting agency goals
- Improved inter and intra agency communications and productivity

## Project Management for Analysts

2 days

### COURSE DESCRIPTION

This two-day program teaches participants to successfully plan a project on time, within budget, and within an agreed-upon scope. Through lecture, individual and group exercises, and case studies, participants will learn the essentials of project planning and management, its benefits, and key concepts.

Participants will be provided information, methods and templates to help them prepare a project charter including clearly defined scope, goals, deliverables and success criteria. They will also apply tools and techniques for effective project planning to track and manage projects successfully.

### Course Outline

- Project definition, structure and team development
- Generating tasks and the work breakdown structure
- Roles and responsibilities
- Estimating, network diagram and critical path
- Resource loading and leveling
- Project budgets and risk management
- Tracking and managing the project
- Post-project review

#### EMPLOYEE BENEFIT

- Ability to clearly define a project's need and deliverables
- Create detailed project plans and comprehensive risk management plans
- Manage the implementation of a project plan in an orderly and effective way

#### AGENCY BENEFIT

- Staff that can carry out projects on time and within budget
- Avoid panicky, disorganized project activity

## Presentation Skills for Analysts

2 days

### COURSE DESCRIPTION

This course will prepare participants to make presentations that capture, keep, and motivate the audience. Participant's delivery, confidence, organization, flow, and competency will increase as a result of this course.

### Course Outline

- Introduction and overview
- Preparation
- Elements of presentations
- Organizing thoughts and content
- PowerPoint design and style
- Content blunders and how to fix them
- Delivery
- Logical flow
- General communications guidelines
- Getting to the point
- Application
- Practice and evaluation

#### EMPLOYEE BENEFIT

- Engage an audience and maintain interest
- Organize thoughts and material to maximize efficiency and effectiveness
- Select the most appropriate visual aids and get to the point quickly

#### AGENCY BENEFIT

- A team of analysts who gives consistently effective presentations
- Analysts who know and exhibit best methods and practices in preparing and delivering quality presentations

# Courses for Analysts

## Roles and Responsibilities of a Superior Analyst 1 day

### COURSE DESCRIPTION

The Roles and Responsibilities of a Superior Analyst course is designed to provide insight into the skills, knowledge and abilities needed to perform as a superior analyst. Additionally, through class exercises participants will become aware of the effect their attitude has on their performance and the performance of their colleagues. The goal of this course is to help participants enhance their ability to perform as a superior analyst in their California government agency.

### Course Outline

- Effective and ineffective work behaviors
- Professional analytical behavior
- Employer expectations
- Roles and responsibilities of a superior analyst
- Work ethics (pride, responsibility, etc.)
- Reporting and communicating
- Attitude and image
- Decision making and initiative
- Feedback and constructive criticism

#### EMPLOYEE BENEFIT

- Work effectively within the organization hierarchy
- Make effective decisions and display initiative in a wide range of contexts
- Display a positive attitude, a professional image, and foster a productive environment

#### AGENCY BENEFIT

- Fostering a positive and productive attitude in the workplace
- A team built with the knowledge, tools and skills to support agency goals and objectives

## Going Deeper into Completed Staff Work Data Analytics for Analysts or Supervisors

2 days

### COURSE DESCRIPTION

This course is a deep dive into the information-gathering and data-analysis steps of the Completed Staff Work model. It explores multiple means of getting the information you need, how to make sense of the numbers, and how to communicate all that data to drive action. In addition to gaining knowledge and insight through examples, discussion, reading, and interactive exercises, participants will get hands-on experience in the computer lab using Microsoft Excel to create charts and graphs in realistic scenarios.

#### Course Outline

- Obtain the right kind of data
- Regression analysis, statistical significance, other statistical principles
- Correlation and Causation
- Cognitive biases
- Which graphs and charts to use for different data
- Create informative/compelling charts & graphs
- Communicate findings to stakeholders

#### Computer Lab Modules

##### Module 1: Design of Experiments (half-day)

- Uses and abuses of statistics
- The nature of data
- Sampling techniques
- Types of error
- Setting up appropriate studies

##### Module 2: Summarizing Data (half-day)

- Frequency tables
- Measures of center
- Measures of variability

#### EMPLOYEE BENEFIT

Understand where to find data. Be confident in using data and the decisions through interpretation of data. Communicate effectively with data to obtain buy-in.

#### AGENCY BENEFIT

Providing analysts with a deeper understanding of data empowers them to make better decisions.

# Courses for Analysts

## Inferential Statistics

2 or 4 days

### Four Half-day Sessions Held in Computer Lab

#### COURSE DESCRIPTION

Students will take the next step and learn knowledge necessary to understand more complex statistical inference. This course discusses the basics of inferential statistics and commonly used tests for analysis. This includes correctly identifying the test to use and possible errors when running analysis. Designed for those people who want to take the next step with their data and to complement their descriptive procedures with inferential.

#### Computer Lab Modules

##### Module 1: Probability (half-day)

- Basic probability rules
- Additive and multiplicative rule of probability
- Counting
- Random variables
- Expected values
- Binomial distribution

##### Module 2: Sampling Distributions (half-day)

- Normal distribution
- Central Limit Theorem
- Approximating the binomial distribution
- Point estimation
- Basics of confidence intervals

#### Computer Lab Modules

##### Module 3 & 4: Fundamentals of Hypothesis Testing (2 half-days)

###### Part 1

- Null and alternative hypothesis
- Types of error
- Hypothesis test for mean with large sample, small sample, proportion

###### Part 2

- Hypothesis test – independent/dependent samples
- Hypothesis test for two proportions
- One-way analysis of variance

**Intended Audience:** All employees who have completed the Descriptive Statistics course.

#### EMPLOYEE BENEFIT

Complete the understanding of statistics and practice through hands-on training. Identify hypothesis, identify the best test to use, and correctly analyze the data.

#### AGENCY BENEFIT

Employees who have a complete understanding of statistics who are prepared to develop hypothesis and analyze the numbers with practical hands-on training.

# Courses for Pre-Analysts

## Introduction to Analytical Skills

2 days

### COURSE DESCRIPTION

This program will help aspiring analysts understand the role of the analyst in state government and the basic skills required. It will also give the aspirant analyst the opportunity to practice assignments often given to State analysts. Participants in the course will assess their interest and skill level in performing analytical work through a diagnostic instrument.

### Course Outline

- Overview of the role of a California state analyst
- Knowledge, skills and abilities needed to be a state analyst
- Conducting research
- Analytical methods and tools
- Self-assessment of analytical abilities
- Data collection and analysis
- Communicating data and findings
- Working in analytical teams
- Report writing formats
- Finding analytical positions that match your interest
- Feedback and constructive criticism

#### EMPLOYEE BENEFIT

- Understand the role of a staff analyst in State service
- Use analytical strategies and diagnose issues through data analysis
- Understand the dynamics of analytical teams
- Find analytical jobs that complement their skills and interests

#### AGENCY BENEFIT

- Exposing all qualified staff to the nature of analytical work and the analytical research process
- Providing all staff the opportunity to thoroughly assess their interest and ability to perform the analyst function



# Courses for Pre-Analysts

## Critical Thinking Skills

1 day

### COURSE DESCRIPTION

Managers, supervisors, and upper management identify critical thinking as the analyst skill most vital to becoming a successful analyst. Being able to think independently, reason logically, and analyze arguments is integral to analytical work. Any pre-analyst who wants to get to the next level should exercise and grow in this important skill.

Participants will learn how to use critical thinking skills to analyze various situations, identify valid sources of information and expertise, and apply a critical thinking model to a realistic organizational problem.

### Course Outline

- Introduction to critical thinking concepts
- Analysis and evaluation
- Gathering reliable information
- Problem solving
- Review and action plan

#### EMPLOYEE BENEFIT

- To understand and explain the dimensions of a problem
- The ability to quickly identify the central issue(s) in a complex document

#### AGENCY BENEFIT

- Grooming a cadre of pre-analysts who understands the importance of critical thinking and are able to use these skills to cope with problematic situations and make better decisions as they develop their full set of analytical skills

# Courses for Pre-Analysts

## Introduction to the Completed Staff Work Process 1 day

### COURSE DESCRIPTION

This one-day course is for new analysts just starting in their position or technicians who are required to create recommendations for management implementation. This course is often presented as a part of a department's upward mobility program to provide employees with an opportunity to prepare for more challenging positions. This course is usually a precursor to the two-day Completed Staff Work (CSW) course.

Participants will develop an appreciation for the concepts and processes used to create Completed Staff Work. Additionally, they will experience the challenges faced by analysts in preparing and presenting CSW.

### Course Outline

- Introduction to the concept of Completed Staff Work, including its history and evolution
- Review of the Knowledge, Skills, Abilities (KSAs) and aptitude needed for analytical work as it relates to CSW
- Introduction to problem solving concepts and practices
- Introduction to decision making concepts and practices
- Introduction to tools and techniques used to create CSW

#### EMPLOYEE BENEFIT

- Relate the CSW process to their agency's requirements
- Use of a standard method for developing CSW
- Develop Courses of Action and Alternatives (COA) with checklists and evaluation techniques

#### AGENCY BENEFIT

- Developing a fundamental level of understanding of the CSW process throughout the organization
- Preparing all staff to understand the scope, complexity and necessity of CSW

# Courses for Pre-Analysts

## Writing Skills for the Pre-Analyst

1 day

### COURSE DESCRIPTION

Writing Skills for Pre-Analysts helps participants learn how to become more competent and confident writers, to overcome writer's block, to employ critical thinking, and to communicate using clear, concise and correct language.

The course leader uses these materials, as well as engaging writing exercises and drills, to improve the writing performance of all participants.

### Course Outline

- Introduction and course overview
- Grammar refresher
- Correcting common grammar/writing errors
- Business writing style
- The WRITE Process®
  - What is my purpose?
  - Randomly generate ideas
  - Impose order
  - Try a first pass
  - Evaluate and finalize

### EMPLOYEE BENEFIT

- Organize thoughts and write with purpose and conviction
- Make points quickly, eliminate unnecessary words and avoid the most common writing errors
- Effectively plan for audience, purpose, message and tone
- Organize and edit content for clarity, conciseness and correctness

### AGENCY BENEFIT

- Developing a staff at all levels in the agency who show an increased ability to write in a way that saves time, promotes readership and builds credibility

Pre- and post-writing assessments (grammar and writing) are available in class or online as a means of measuring participants' improvement. This is beneficial for training departments that wish to validate the impact of writing.

## Interpersonal Skills for Pre-Analysts

1 day

### COURSE DESCRIPTION

This one-day course prepares the participant for success on the interpersonal side of the analyst's position, while enhancing these skills in their current position. It gives participants the opportunity to better understand how they and others take in, process and act upon information. It also provides them with an opportunity to enhance their communication skills. By the end of the course, participants will be able to create an action plan for using their interpersonal strengths to act independently with open mindedness and flexibility.

### Course Outline

- Introduction, course overview and pre-test (if applicable)
- Setting the stage: Introductory activity
- Understanding and managing your interpersonal style
- Understanding and relating to interpersonal styles of others
- Understanding and adapting your behavior in the face of differing styles, opinions and viewpoints
- Creating shared understanding through effective listening and questioning skills
- Putting it all together... action planning for self-development

### EMPLOYEE BENEFIT

- Understand how they and others perceive and process information and take action based upon those perceptions
- Use their understanding of diversity of thought to work with others with diplomacy and tact
- Use effective listening, questioning for clarity and influencing skills to direct themselves and others toward desired goals

### AGENCY BENEFIT

- A pool of individuals for future analyst positions who interact successfully with others to obtain, process and disseminate information essential to meeting agency goals
- Improve current inter and intra-agency communication and productivity

# Courses for Pre-Analysts

## Introduction to Project Planning for Pre-Analysts 1 day

### COURSE DESCRIPTION

As the world of work becomes more collaborative, employees in state government are increasingly involved as team leaders and members for projects large and small.

The most effective way to ensure the success of any project, whether simple or complex, is to plan it well at the outset. In this highly interactive course, participants will have an opportunity to work with a team of colleagues on a real-world project plan. They will also receive a comprehensive set of tools to aid in project planning. This step-by-step course introduces a logical, powerful, and integrated project planning methodology to participants who have no project management experience.

Note: Unlike many project management classes, this course does not focus on project management software. The focus is entirely on helping participants learn and practice sound project planning and management skills.

### Course Outline

- **Step 1:** Define the project
- **Step 2:** Establish project structure
- **Step 3:** Generate tasks
- **Step 4:** Determine roles and responsibilities and develop estimates
- **Step 5:** Define task interdependencies and develop schedule

#### EMPLOYEE BENEFIT

- Launch projects effectively by focusing the project team on measurable goals and objectives
- Use project management techniques to facilitate communications and decision-making

#### AGENCY BENEFIT

- Staff who can lead and participate on project teams in an informed and effective manner
- Improved organization and planning for staff work and project activities

# Courses for Supervisors of Analysts

## Coaching to Optimum Analytical Performance: Coaching Craft & On-the-Job Training

2 days

### COURSE DESCRIPTION

Coaching has become a buzzword that means many things in the workplace. The Government Training Academy (GTA) believes coaching is a close partnership between supervisors and employees that produces fulfilling results in the professional lives of analysts. GTA coaching goes beyond standard methods of motivating employees and creates an intrinsically motivating experience based on insightful questions, planned activities, and measurable outcomes. Participants will learn how to use a 4-step model for coaching employees. They will improve their ability to coach and will know how to establish a structured on-the-job training program for analysts.

### Course Outline

- The craft of coaching
- Coaching situations
- A model for coaching
- Preparing to coach
- Role plays
- OJT vs. SOJT (structured on-the-job training)
- SOJT preparation and Implementation
- Address environmental obstacles
- Action plan for application in the workplace

### EMPLOYEE BENEFIT

- Asking questions to help employees discover strengths and solutions
- Provide training to new analysts that reduces their learning curve
- Create SMART job aids for better training and learning retention

### AGENCY BENEFIT

- Having a group of supervisors who has the tools and abilities to easily incorporate coaching practices in their routine
- Staff who show better retention and follow-through on all analytical tasks, including completed staff work

# Analytical Tools and Concepts for Supervisors

Supervisors who are familiar with current analytical tools and concepts are in a better position to maximize the results of the analysts they supervise.

## The Results:

- Reduced costs
- More timely products
- Increased quality
- Less rework and
- Boosts in output



## Coaching and on the Job Training

Participants will increase their ability to develop analysts through coaching and structured on-the-job training

## Foundations of Analysis

Participants will increase their ability to think critically in problematic situations and make better decisions.

## Presentation Skills

Participants will increase their ability to prepare and deliver effective presentations by:

- Learning best methods
- Practicing and receiving feedback

## Interpersonal Skills

Participants increase ability to understand and be understood, increase influence, improve first impressions, and improve verbal and non-verbal communication.

## Writing for Supervisors of Analysts

Participants will increase their ability to write in a way that saves time, promotes readership, and builds credibility.

### EMPLOYEE BENEFIT

- By promoting a common language and approach to analyst work, this series eliminates one of the major obstacles to ATP application: “My supervisor and I are disconnected”

### AGENCY BENEFIT

- The agency will get more bang for the buck as supervisors help analysts apply skills and tools from the ATP
- Common language and understanding improves the analyst/supervisor relationship and increases morale

# Powerful Options for “Making Training Stick”

## Option 1 — Course Customization

- Course customization is a cost effective means to get maximum performance improvement or impact.
- Course customization includes case studies, exercises, and examples that relate to your agency. The result – performance improvement.
- Course customization is available at standard hourly rates. The number of hours is approved by client prior to customization being done. You are always in control of cost!

## Option 2 — Individual and Organizational Coaching

Have the trained experts at the Los Rios Coaching Group:

- Work with your executives, managers, and supervisors to maximize performance
- Address difficulties before they affect organizational performance
- Maximize performance by tapping the intrinsic motivation of your team- members

## Option 3 — Measure the Impact of Training (next two pages)

- Imagine being able to prove, qualitatively and quantitatively, the value of your training and training department to your agency's management.
- When training departments are able to show improvement in performance, based on training delivered, they see increased management satisfaction and funding for their departments.

## Option 4 — Transfer of Training / Drive Application of Training

- Consider using one of our customized application models. These models get results.

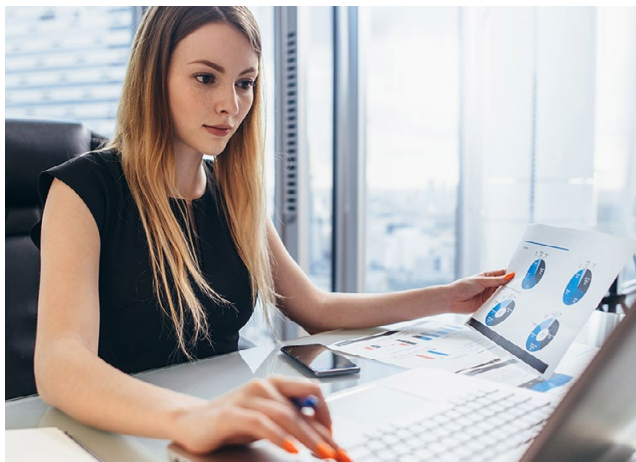
- **Course Customization**
- **Coaching from The Coaching Group**
- **Measuring the Impact of Training**
- **Transfer of Training**

Pricing available with every quote



# Measuring Training Impact

## What's in it for Your Organization?



- Level 5 • Return on Investment
- Level 4 • Business Results
- Level 3 • Application
- Level 2 • Learning
- Level 1 • Satisfaction with the Training

In order to gauge whether any performance improvement has occurred, we use and recommend the use of the Return on Investment Model. We can perform this measurement for you or assist you to design a program yourself.

### THE LEVELS OF MEASUREMENT

#### LEVEL 5 | Return on Investment

The monetary or monetized performance improvement exceeds the investment in the training program or intervention.

#### LEVEL 4 | Organization Impact

The performance improvement, which is the result of the intervention, impacts quality, cost, output or time (QCOT) (e.g., a large-scale writing improvement program results in far less rework for writers and their supervisors and the organization realizes associated time and cost savings).

#### LEVEL 3 | Application

Participants demonstrate a measurable change in behavior or performance on the job (e.g., participants are measurably more cooperative with colleagues or sales associates model superior sales techniques).

#### LEVEL 2 | Learning

Participants increase their knowledge or skills (e.g., supervisors learn to use two additional supervisory tools or analysts understand how to conduct an assessment using a fishbone diagram).

#### LEVEL 1 | Reaction

Participants rate their reaction, response, or satisfaction with the training. This is the evaluation level with which most businesses are familiar. Something often missed at this level is whether the participant believes they will be able to apply what they have learned.

HIGHEST

LOWEST

# What can designing and measuring a training program (using the ROI Model) do for an organization?

- Real and tangible payoff for the organization.
- Alignment with an organization's strategic goals.
- Analysts will apply the right skills and apply them in a way that has the most positive impact for the organization.

How do we know we can measure the results of training?

Because we:

- Start by identifying the outcomes sought.
- Build a system of program measurement from the beginning.
- We have the proof – call for a demonstration.

## Building a Training Program using a Return on Investment Planning and Measurement Model

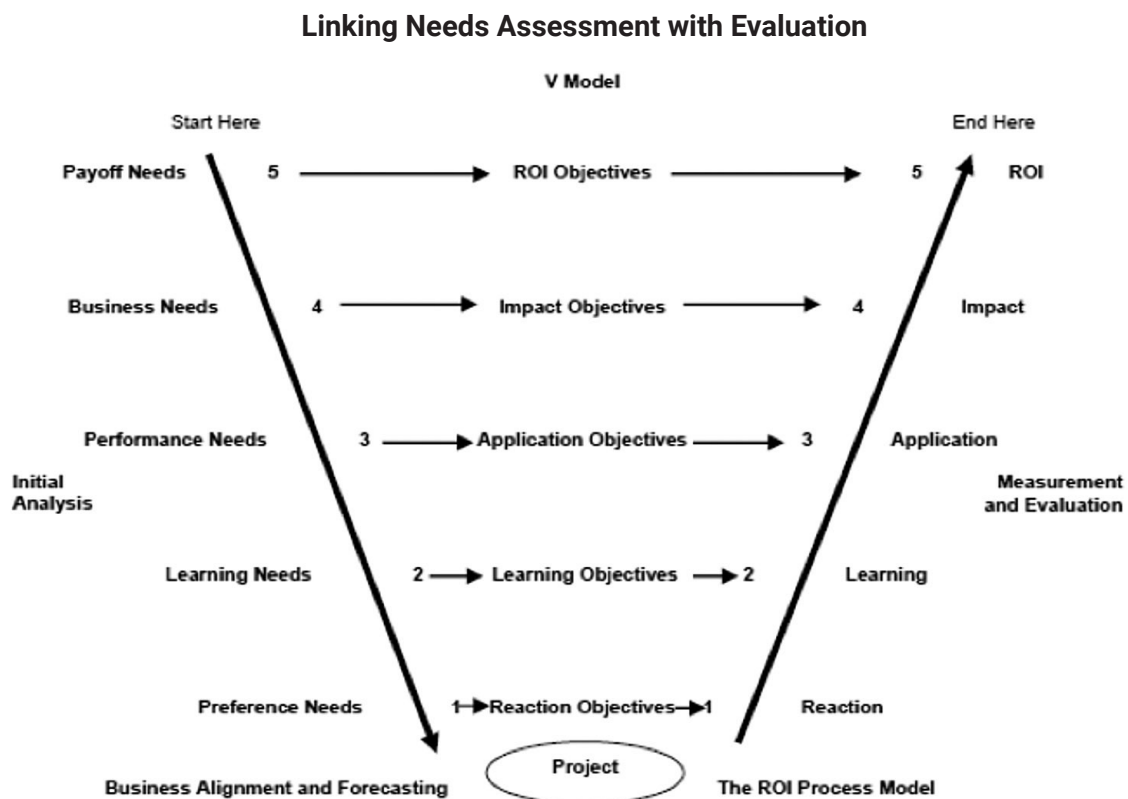


Diagram adapted from the book, "The Value of Learning," Patricia and Jack Phillips, 2007, The ROI Institute, Inc.

# Customized Programs

All programs can be customized for your agency

Customized training reflects the needs, culture and specific issues of the agency and has been proven to improve post-course performance

## **Customization can include:**

- Addition, deletion or modification of topics or days devoted to specific training issues
- Tailored assessments that identify your specific agency needs
- Case studies, anecdotes and examples drawn from your workplace
- Data sets and other quantitative examples from your agency or organization
- Exercises, scenarios and other interactive means to engage learners and reinforce learning
- Contracts, orientation sessions, accountability programs and other means of maximizing the training program to engage employees, improve performance and achieve positive and measurable impact on the organization including:
  - Time savings
  - Improved quality
  - Decreased costs
  - Increased output

# Biographies: Developers & Trainers

---

## Melissa Fish

*Program Director*

Melissa Fish is the Program Director and offers 25 years' experience in performance consulting and business education working for Franklin Templeton Investments, American River College, and small businesses. Melissa has partnered with organizational leaders from both the private and public sectors to develop strategic goals, outline succession plans, and align human talent to surpass expectations. She has a proven record of completing projects on time and on budget while producing measurable returns on investment. In addition to her training and organizational development experience, Melissa earned her MBA with a concentration in Human Resources Management.



Helping your organization develop competencies, improve performance indicators, promote equity and inclusion, and build trust are some of our key goals. Melissa is committed to supporting clients by providing a full spectrum of services including assessment, performance management, instructional delivery, coaching, or other consulting solutions. Her specialties include leadership development, talent coaching, organizational alignment, program design and facilitation, change consulting, project management, and team effectiveness. She also offers experience in diversity, equity, and inclusion work to improve cultural competence, build opportunities, and drive progress.

Melissa is excited to collaborate on your talent development blueprint and translate your strategic vision into practical action plans for positive impact.

---

## Steve Abeyta

*Trainer*

Steve Abeyta combines his experiences as a government analyst and college instructor to provide training through the Los Rios Government Training Academy. With the Training Academy, Steve's main focus is to provide interactive and engaging courses to help analysts achieve their fullest potential.

Steve also teaches English composition and critical thinking for the Los Rios Community College District where he employs a variety of teaching strategies to meet the diverse needs and abilities of his students. And in his service with the State of California, Steve drew upon his 32 years of experience in program and project analysis to develop and deliver project management training to analysts and managers.



Steve holds a Bachelor of Science degree with a double major in Economics and Finance and a Master of Arts in English Literature from California State University, Sacramento.

# Biographies: Developers & Trainers

---

## Rob Anderson

### *Trainer*

Rob has over 25 years of training and development experience in both the public and private sector. In 2000, he began working with Bruce Winner and The Training Source instructing the Call Center Training Program and later facilitating courses with the Government Training Academy including Completed Staff Work, Critical Thinking Tools and Essential Analytical Skills. In 2001, Rob was co-founder and Managing Director of the Community College Call Center Consortium, a 501(c)(3) organization committed to developing relationships between industry and community college call center contract educators nationwide. The organization was created in conjunction with Bruce Winner and The Training Source.



Rob earned a BA in Communications from California State University, Chico where he received a Certificate of Recognition as the Outstanding Graduate in Communications. Rob's book and DVD, Long Term Care Customer Service, which provides interpersonal skills training to Certified Nursing Assistants, has been sold continuously in the US and Europe since 2014.

Most recently he was employed by a national financial services firm as a Public Outreach Officer to conduct workshops on topics including Social Security strategies, retirement income and taxation. Rounding out these experiences is several years of performing stand-up comedy including a summer residency at the Comedy Store LA and co-founding Comedy Communications in Silicon Valley which employed a humorous approach to corporate training. Clients included British Telecom and Hewlett-Packard.

---

## Paul Briley

### *Trainer*

Paul Briley leverages his 25+ years of experience and leadership in the Training & Development industry to help your vision come to life. He is a consultative and strategic thought leader focused on creating impact on people, culture and results.

Paul has worked for large, multi-unit organizations, as well as consulting with business leaders and stakeholders within their own organizations. His extensive experience on the front lines of sales and service organizations provides a unique perspective and ability to see challenges and solutions from the customer's point of view.

Paul builds relationships based on a sense of purpose, action-orientation and having fun in the process. Paul holds a Master's in Business Administration, has been a Certified Professional in Talent Development (CPTD) since 2005 and is a member of the Association for Talent Development.



# Biographies: Developers & Trainers

---

## Kimberly Geil

### *Trainer*

Dr. Geil is the founder of Coaching Heights, a coaching business that specializes in helping people make their jobs better using the science of job crafting. As both an ICF-certified coach and a certified Optimize coach, she is committed to continually improving her own protocols and empowering others to do the same. She helps people integrate ancient wisdom, modern science, practical tools and the Fundamentals of Optimal living – eating, moving, sleeping, breathing, focusing, celebrating and prospering – into their work and relationships. She is passionate about building community and helping people optimize all facets of their work, relationships and day-to-day lives.

Dr. Geil is based in Sacramento, California, where she does executive coaching, training, facilitation, curriculum development, editing and more for various state agencies. She spends her summers in Grand Teton National Park, Wyoming, where she facilitates soft skills and leadership training for the 70+ guides at Exum Mountain Guides.

She has a BA in sociology from Stanford University and received her doctorate in educational psychology and research on teaching from the University of Colorado at Boulder in 2011. Her research focused on burnout and engagement among teachers and transformative professional development opportunities.



## Antoinette Joy

### *Trainer*

Antoinette is a leadership coach with over 20 years' experience creating and maintaining healthy work environments. Antoinette's accomplishments include influencing and supporting employees and organizations to achieve their unforeseen highest potential through coaching, enhancing organizational culture, designing training and recognition programs, and partnering with executives on strategic initiatives. She has coached all levels of staff within organizations and state agencies, including new supervisors, department leaders and executives.

As an independent training consultant, she designs and delivers impactful, applicable on-site and virtual courses. Working extensively with Los Rios Community College District's Government Training Academy, UC Davis' Continuing and Professional Education HR Program, CPS HR Consulting, and more, she continues to receive accolades for educating while keeping attendees engaged and empowered to apply course content. Her curriculum is vast and includes coaching, leadership development, communication skills and talent management.

She holds a Professional Human Resources (PHR) certification and Society for Human Resource Management Certified Professional (SHRM-CP) certification. She has a bachelor's degree in business administration and human resources from California State University, Sacramento.



# Biographies: Developers & Trainers

---

## Nick LeForce

### *Trainer*

Nick is president of Inner Works, established in 1992, a coaching and training company located in Northern California that provides training and executive coaching services to businesses as well as personal coaching services to individuals. He holds undergraduate degrees in psychology and social welfare and a master's degree in rehabilitation administration. Nick is certified as a trainer of neuro-linguistic programming and is an active member of the International Association for Generative Change (IAGC).



Nick has designed and delivered coaching certification programs internationally, and he has been a key member of the core staff of trainers for the ICF Certified Coach Training programs offered through the NLP Institute of California and the Academy of Leadership Coaching and NLP from 2002 through 2016. In 2010, Nick designed and delivered the coach training program for the core trainers in the Government Training Academy of the Los Rios Community College District. He has authored 12 books, including co-authoring *Powerful Questions and Techniques for Coaches and Therapists* with Tim and Kris Hallbom.

---

## Erin Lebacqz

### *Trainer*

Erin designs and delivers brain-based, inquiry-centered, customized training in writing and communication. Erin has trained and taught in the United States and Asia, in the finance, manufacturing and trades, non-profit, higher education, and public sectors. Erin is also the creator of the High-Value Writing program and curriculum.

Erin developed her expertise in both the theory and practice of writing and communication through twenty years of instructional and administrative service in public higher education in the United States and abroad. She holds a Bachelor of Arts degree in International Relations from UC San Diego, a Secondary Education Teaching Credential with an emphasis on intercultural and multilingual learning from San Jose State University, and an Master of Arts degree in Professional Writing from the University of New Mexico. She is certified as a Master Trainer in workplace ESL using ELTS' Peace Corps-endorsed Color Vowel Chart system, and has won awards such as Inspirational Teacher of the Year. Erin is also a certified ICBI Intercultural Coach, and is functionally bilingual in Spanish/English.



# Biographies: Developers & Trainers

---

## Jannene Litchfield

### *Trainer*

Jannene is the president of Best Coach for You, providing leadership and career coaching for professionals. As a certified coach, she uses reflection, exploration and accountable goal setting to help clients embrace their potential. She helps professionals identify their strengths and opportunities for development, and create better integration with career and personal life, resulting in greater personal and professional happiness.

Jannene is an International Coaching Federation–certified coach and utilizes a variety of assessments, such as Leadership Practices Inventory, Elevations, StrengthsFinder, DiSC, Myers-Briggs and Thomas-Kilmann instruments. These assessments help leaders and professionals receive feedback to gain clarity in their professional development plan.

In her roles as the vice president of human resources for Schools Federal Credit Union and director of human resources for Verizon Wireless, Jannene led the talent management and human performance side of the businesses. She continues to coach and teach leadership classes for Los Rios Community College District and California State University, Sacramento, and is also a fellow coach at Better Up.

She earned a Bachelor of Business Administration from Texas Tech University and an MBA from National University. Additionally, she has earned her Senior Professional in Human Resources (SPHR) and Associate Certificated Coach (ACC) certifications.



## Thomas Moore

### *Trainer*

Tom Moore has over 25 years of experience in public and private organizations including government, higher education, and business. He has firsthand experience as both a manager and an individual contributor, and he knows how to make organizations successful through employee learning and development. Over an 18-year career as an organizational development/program specialist at the City of Sacramento, Tom coordinated the training function, and taught leadership classes and topics to enhance employee engagement. He was a key player in several strategic organizational change and engagement initiatives, including creating a wellness program for the city. As an independent consultant since 2010, Tom has taught undergraduate college students in the areas of communication, business, and strategic management, and he teaches a variety of analytical skills classes to public sector employees throughout California. He is also known for creating fun and engaging virtual training. He served on the board of the Association for Talent Development (ATD) Sacramento chapter, and held positions including program chair, president, and chapter advisor. Tom is a certified Gallup StrengthsFinder coach, and a certified Achieve Global leadership instructor. He holds a bachelor's degree in Mass Communication from UC Davis, a Certificate in Marketing and Public Relations from UC Davis Continuing and Professional Education, and a master's degree in Organizational Development from the University of San Francisco.





# Biographies: Developers & Trainers

---

## Michelle Schmitt

### *Trainer*

As a leadership consultant and coach, Michelle has spent her nearly 30-year career dedicated to public service with the state of California. She is passionate about bringing the best practices of servant leadership, healthy workplace cultures and personal development to state service. Her ultimate goal has always been to improve the lives of the neediest citizens in the community as well as the lives of those serving them. As the chief of organizational capacity and workforce management, she was pivotal in getting state government to recognize the imperative to create healthy, sustainable organizations: places people come, stay, serve with excellence and thrive both personally and professionally.



Michelle is certified as both an integral and somatic coach working with individuals to unleash their gifts and potential: serving her clients in seeing and growing themselves as well as their organizations, thereby creating wholeness and sustainable leadership excellence. She is a collaborator, facilitator of dynamic dialogues and trainer. She co-creates communities of excellence by partnering with leadership and all members of the organization to innovate workplaces that invite people to bring their gifts to serve a greater purpose as well as the bottom line.

---

## Dennis Wade

### *Trainer*

Dennis has provided employee coaching services to a variety of large and small organizations in both the private and public sectors, including Intel, DuPont, Art Institute, Caltrans, CalHR, Trinity Technology Group, DBI Beverage, California Department of Insurance and California Department of Water Resources. Coaching topics include employee and executive performance, management skills, leadership development, presentation skills, interpersonal communication and anger management, among others. A graduate of UC Davis, he also holds a master's degree in organization development from the University of San Francisco and a coaching certification from Government Training Academy.



Dennis is co-author of *The New Supervisor's Coach: A Guide to the Top Three Priorities in Your New Position*, which has been well-received in public and private sectors and has been used as a textbook at three colleges. He also co-authored the companion book, *The New Supervisor's Coach Personal Workbook*.

# Biographies: Developers & Trainers

---

## Tyler Wade

### *Trainer*

Tyler Wade has 14+ year's experience helping dozens of public and private sector organizations lead change and develop effectiveness through appropriate strategies and interventions, especially training and education programs, group facilitation, and one-on-one and team coaching. He is a DiSC- and 5 Behaviors-certified expert in communication, team building, performance management, and adult learning.

Before joining PplDev, Tyler was a program manager and analyst in employee education and workforce development for the U.S. Department of Veterans Affairs' Greater Los Angeles Healthcare System. He also worked in legislative and campaign politics at the State Capitol and throughout California for nine years.

Certified in Change Management, he holds a Masters degree in Public Policy from Pepperdine University and is a past president of the Sacramento chapter of the Association for Talent Development. He is co-author of *The New Supervisor's Coach*.



## Bruce Winner

### *Trainer*

Bruce is the founder and past director of the Los Rios Community College District Government Training Academy and the GTA's Coaching Group. Bruce has led many large-scale organizational coaching programs for California state agencies. For 22 years he led the GTA's results-oriented group of trainers, coaches and consultants. He believes that managerial-level coaching is one of the most powerful tools available for empowering individuals and driving organizational performance.

In 2010, Bruce completed the 108-hour Neuro-Linguistic Programming (NLP) Coaching Course, sponsored by Los Rios' Government Training Academy, and he is currently pursuing an additional coaching certification from the International Coaching Federation (ICF). He holds an MBA from the University of California, Davis.

Bruce began his training career in West Africa and spent six years there as an agricultural extension agent and project manager for the Peace Corps and USAID. While there, he promoted oxen as an intermediate technology development solution. Bruce was the founder and president of the American Brewers Guild, the nation's first brewing school for the brewpub and microbrewing industry, and worked for several years for University Extension, UC Davis, managing training initiatives in business, food science and agriculture.





Los Rios Community College District

## **Government Training Academy**

Custom training division of Los Rios Community College District

The Los Rios Government Training Academy is the largest provider of customized training to public agencies in the greater Capital Region. Los Rios is the region's leader in creating effective, innovative workforce development solutions and programs.

Our expert trainers and consultants have decades of proven experience creating and delivering innovative courses that engage learners and assure employee success and value to the organization. You will find the Government Training Academy's solutions to be cost-effective, flexible and include proven methods for assuring that the training has a positive impact and the value of training can be measured.

### **CONTACT**

---

**Melissa Fish**

Program Director

(916) 484-8061

FishM@ARC.LosRios.edu

**[www.LosRiosTraining.org](http://www.LosRiosTraining.org)**