

# Performance Solutions for Public Agencies

The Government Training Academy

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

# Course Catalog

## Table of Contents

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Analyst Training	4 - 7
Supervising for Performance	8
Superior Writing for Public Agencies	9 - 10
Coaching for Results	11 - 12
Essential Skills for Performance Improvement	13 - 16
Software Applications	17
Powerful Options for Making Training “Stick”	18
Measuring Training Impact	19 - 20
Biographies: Developers & Trainers	22 - 28

### CONTACT

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

All courses can be customized to meet the individual needs of your agency or department.

## At the Government Training Academy we are often asked:

- Do you have a process for making sure that the training you deliver results in positive performance results?
- How do you make sure that the training “sticks”? How do you ensure that it will result in changed behavior?
- Do these methods measure results in a way that shows management that our training department really does “make a difference”?

The answer is **yes!**



## Here are a few of the proven methods we use to ensure results:

1. We provide **Customized training** that reflects the needs, culture, and the specific issues of organizations with whom we work.
2. We plan, design, and develop programs with the end in mind, and then **measure the results** of the training, using the **Return on Investment Model** to assure the training is designed to achieve the desired results.
3. We offer up-front **organizational planning, needs assessment, and consultation** related to the specific training desired.
4. And finally, we can provide follow-up **coaching** for supervisors or leaders instrumental in making sure that the training delivered is followed by recognition, support, and the motivation necessary to ensure that our training “makes a difference.”



See pages 18 - 20 for more information on how we:

- Drive the application of training or “make training stick” and
- measure the impact and value of training

For your specific agency needs, contact:

**Melissa Fish**  
Program Director  
(916) 484-8061  
[FishM@ARC.losrios.edu](mailto:FishM@ARC.losrios.edu)

# Analyst Training

## Courses for Analysts

<b>Critical Thinking Tools</b> Create clear-thinking analysts who exhibit solid reasoning.	<b>1 Day</b>
<b>Problem-Solving</b> Increase the ability of analysts to solve problems in a consistent, efficient, and systematic way.	<b>1 Day</b>
<b>Essential Analytical Skills</b> Excellent refresher for experienced analysts; analysts will gain systematic and logical approaches to analytical work.	<b>1 Day</b>
<b>Completed Staff Work (CSW)</b> For those analysts required to create recommendations for management implementation. CSW is identified by many state agencies as the cornerstone of superior analyst performance.	<b>2 Days</b>
<b>Interpersonal Skills for Analysts</b> Maximize productivity with insights and skills to effectively accomplish goals and objectives.	<b>1-2 Days</b>
<b>Writing Skills for Analysts</b> Eliminate the need for document rework. Analysts become more competent and confident	<b>1-3 Days</b>
<b>Project Management for Analysts</b> Avoid disorganized project activity. Successfully plan a project on time, within budget, and with an agreed upon scope.	<b>1-2 Days</b>
<b>Principles of Government Administration and Organization</b> A practical overview of the public policy process and its implications for government decision-making.	<b>1 Day</b>
<b>The New Science of Making Better Decisions</b> Recognize cognitive bias and its role in poor decision making and practice ways to overcome it	<b>1 Day</b>



## Courses for Analysts (continued)

### Data Analytics for Analysts or Supervisors

1 Day

Explore the multiple means of getting information you need and how to communicate the data to drive action.

### Influence, Persuade, Nudge: The Science of Getting People to Take Action

1 Day

Learn a new method to motivate and engage employees and clients to do what is best for them.

### Leading Up: Building a Better Relationship with Your Boss

1 Day

Improve the working relationship with your boss to where your ideas are heard and respected.

### Resilience: Building and Modeling Resilience in the Workplace

1 Day

Understand the elements of resilience and the tools needed to face organizational challenges.

### The Science and Art of Motivating Ourselves and Others

1 Day

Motivate yourself and others by providing an environment that inspires engagement.

### Presentation Skills for Analysts

1-2 Days

Making presentations that capture, keep, and motivate the audience; analysts will produce and deliver consistently effective presentations.

### Roles and Responsibilities of a Superior Analyst

1 Day

Provides insight into the skills, knowledge, and abilities needed to be a superior analyst.

**Additional and/or customized courses for analysts are available upon request.**

## This series is for any analyst or equivalent classification.

### BENEFITS

The Los Rios GTA Analyst Training series helps your agency build a group of analysts with improved inter- and intra- agency communications and productivity.

The Los Rios GTA Analyst Training series allows you to create and retain analysts who interact successfully with others to obtain, process, and disseminate information essential to meeting your agency goals.

# Courses for Pre-Analysts

## Introduction to Analytical Skills

Aspiring analysts will learn the role of the analyst in state government and the basic skills required.

**2 Days**

## Critical Thinking Tools

Any aspiring analyst who wishes to promote, must grow and exercise their critical thinking skills. This is the foundational course.

**1 Day**

## Introduction to the Completed Staff Work Process

This course is often offered as part of a department's upward mobility program. It is for new or aspiring analysts who will be required to make recommendations for implementation by management.

**1 Day**

## Writing Skills for the Pre-Analyst

Pre-Analysts become more competent and confident writers; producing clear, concise, logical, and correct work product.

**1 Day**

## Interpersonal Skills for the Pre-Analyst

Interpersonal Skills prepares your future analysts to understand how they and others interact, process and act upon information. It also provides them the opportunity to enhance their communication skills for greater productivity.

**1 Day**

## Introduction to Project Planning for the Pre-Analyst

Simple or complex, secure your project success by planning it well from the outset. This course is appropriate for those who have no project management experience. The focus is to learn and practice sound project planning and management skills.

**1 Day**

### This series is for those preparing to enter the Staff Services Analyst (SSA) classification

#### BENEFITS

- Exposes all qualified staff to the nature of analytical work and the analytical research process.
- Provides all staff the opportunity to assess their interest and ability to perform the analyst function.
- Creates a pool of individuals for future analyst positions.
- Build your future analyst team with the knowledge, tools and skills to produce the quality work

## CA State Agencies

### What will analyst training do for you?

Faster and better production of analytical material 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.

## Analytical Concepts and Tools 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

Contact us today for a detailed catalog on “Analyst Training” or to discuss your specific agency needs:

**Melissa Fish**  
(916) 484-8061  
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### 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.

# Supervising for Performance

## Courses

### Module 1: Foundational Skills for Supervisory Excellence

- Leadership
- Communication
- Performance Management
- Application

### Module 2: Managing Employee Issues: A Roadmap for the California State Supervisor

- Interviewing and Hiring
- Addressing Performance Issues
- Labor Relations, Fair Labor Standards Act, and Benefits
- Equal Employment Opportunity (Identifying and Preventing Discrimination and Sexual Harassment)
- Safety, Reasonable Accommodation and Medical Issues
- Action Plan (Applying the Module to your Job)

### Module 3: How to Build & Maintain a High- Performance Team

- Team Development
- Good Governance
- Employee Development: Coaching and OJT
- Action Plan

### Module 4: Making it Happen – Enhancement and Application of Supervisory Skills

- Lean Principles and Tools
- Management of Time and Workspace
- Leading Organizational Change
- Application



**This series meets the requirement for Government Code Section 19995.4**

#### BENEFITS

The Los Rios GTA Supervising for Performance (SFP) series provides new supervisors with the information, tools and context required to be successful within California state government.

Supervisors learn the challenges to effective supervision and how to face these challenges through adequate personal preparation, acquiring key information and developing critical skills.



# Superior Writing for Public Agencies

## Courses

### Writing Skills for Public Agency Employees

1-3 Days

Develop More Competent and Confident Writers for Effective Communications.

### Writing Skills for Analysts

1-3 Days

Improve Analyst's Writing for Precise Agency Documents.

### Writing Excellent Letters, Memos and E-Mails

1 Day

Develop Audience Connection with Appropriate Tone, Style and Language.

### Professional Business Grammar

1 Day

Professionalize Your Writing and Gain Credibility with Your Audience.

### Writing Technical Documents

2 Days

This course will introduce participants to the basic principles of organization, word choice and grammar, as well as determining and writing for your audience.

### Editing Business Documents

1 Day

Learn how to approach your own writing with fresh eyes and resist the temptation to change (rather than edit) others' work.



#### BENEFITS

The Los Rios GTA Writing Courses are custom designed to drive improvement in your written documents. Improvements include speed, content and accuracy.

Improved writing in an agency results in clearer communication, a more professional image and increased customer or client satisfaction.



## What Will Our Writing Courses Do For Your Agency?

### They will produce writers who:

- Reflect more positively the mission, vision, and professionalism of their agency and incorporate these in the planning and composition of their written materials.
- Create documents that target and speak to a specific audience.
- Produce clear, concise, and correct documents with increased speed and confidence.
- Reduce internal and external errors and misunderstandings caused by writing.

Contact us today for a detailed catalog on “Superior Writing for Public Agencies” or to discuss your specific agency needs:

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# Coaching for Results

## Courses

### Coaching for Supervisors and Managers

1 Day

#### ***Coaching to Achieve Optimal Analytical Performance: The Craft of Coaching***

Los Rios GTA Coaching goes beyond standard methods of motivating employees by discovering motivational experiences based on insightful questions, planned activities and measurable outcomes.

### **The New Supervisor's Coach: The Top Three Priorities for Every Supervisor**

1 Day

The responsibility that comes with being a new supervisor can be daunting. When you add to that the complexities of a 21st century organization, today's do-more-with-less environment and a constant stream of employee issues, it's no surprise that new supervisors feel so overwhelmed. Where do you begin? Where are your priorities? How do you handle that overwhelmed feeling?

The course is also beneficial for managers of new supervisors, providing practical tips on how to support and develop supervisors in their new position. All participants will receive a copy of *The New Supervisor's Coach*, written by instructor Dennis Wade.

Upon completion of this one-day course, participants will know how to:

- Avoid the five most common new supervisor blunders
- Conquer the feeling of being overwhelmed by focusing on what's most important
- Increase credibility as a leaders
- Address issues promptly

**Combine Coaching and SOJT (*next page*) for a powerful and cost-effective means to maximize performance and build working relationships.**



#### **Employee Benefit**

By promoting a common language and approach to analyst work, this series will improve employee performance while building a stronger relationship between employee and supervisor.

#### **Agency Benefit**

Get more bang for the buck as supervisors help analysts to apply skills and tools from analyst training.

Common language and understanding improves the analyst/supervisor relationship and increases morale.

# Coaching for Results (continued)

## Courses

### Structured On-the-job Training Program

*Leading the Way in Employee Development during Good and Bad Times*

**1 Day**

Which word better describes your employee development efforts: telling or training? On-the-job training (OJT) originated when the first human showed another how to do something. Today, humans are still showing others how to do their jobs, but OJT has evolved to structured OJT (SOJT), which is more than showing and telling. It is a systematic and results-oriented training method that provides a high return on your investment. The structure helps ensure consistent training, which leads to consistent work results.

If done correctly, SOJT achieves what organizations have been pursuing for years: consistent and measurable results. Additionally, SOJT solves three employee development dilemmas:

- “I have a limited budget for training courses.”
- “My employees don’t apply what they learn in training classes.”
- “There isn’t a class for what my employees need to know.”

***In this one-day course, participants will learn to:***

- Analyze needs to determine which jobs fit the SOJT model
- Create a MAP of how you’ll implement SOJT
- Write job aids (no more writing on the back of napkins!)
- Prepare training and trainers
- Implement SOJT
- Maintain SOJT



### Benefits

Coaching can take your ordinary managers and supervisors and turn them into consistently high-performing managers and supervisors.

Contact us today for a detailed catalog on “Coaching for Results” or to discuss your specific agency needs:

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# Essential Skills for Performance Improvement

## Courses

### Meeting Improvement

This course provides participants with the tools and skills needed to increase their ability to lead meetings that stay focused and get results.

1 Day

### Project Management

Participants will be able to successfully plan a project on time, within budget, and within an agreed upon scope of work. They will learn tool and techniques for effective project planning and time management.

1 -2 Days

### Change Management

This course will help participants learn and apply effective strategies to manage the human side of change and increase their ability to lead through organizational change and transition.

1 -2 Days

### Managing Stress & Maximizing Time

Using time management best practices, participants will be able to get more done in less time. They will also develop the skills necessary to handle emergencies, interruptions, procrastination, and learn how to identify and eliminate time wasters.

1 Day

### Listening Skills

Hearing the customer's spoken and unspoken needs and desires is the key skill needed in delivering exceptional customer service. This course develops and builds participants' listening skills so they can be successful in delivering good service to internal and external customers.

1 Day



The Los Rios GTA has the right training and tools to improve employee performance and increase the productivity of your organization.

### Benefits

Gives your employees the tools, techniques, and practice to work:

**faster,  
better,  
smarter.**



# Essential Skills for Performance Improvement (continued)

## Courses

### Effective Communications

1 Day

Communication, rated the number one problem in most organizations, is the key ingredient in overall success. Participants will learn how to tailor their communication with the different communication styles of others for maximum impact. They will also learn effective ways to give and receive feedback.

Success in a 21<sup>st</sup> Century organization requires employees with mastery of the soft skills most critical to being a productive and successful employee.

### Keeping Your Team on Course

1 -2 Days

Keeping a team on course is the key to a team's success. This course will provide participants with the tools and techniques to help them guide the course of a team through a variety of challenges. Participants will learn that working together to achieve the team's mission and goals is the responsibility of all team members, not just the leader.

Having the necessary soft skills is essential for employees at all levels in today's workplace where the workforce is varied in cultural and generational diversity.

### Leadperson Excellence

1 Day

Leadpersons do not have all of the same responsibilities of supervisors, but they do have roles and responsibilities beyond those of regular employees. As such, leadpersons exercise quite a bit of influence on those around them. For example, leadpersons will:

- Assign work
- Rally staff toward their supervisor's camp
- Evaluate employee's work for quality, quantity, and completeness
- Be the voice and pulse of the team

In this course, leadpersons will learn new skills to provide more value to the organization, fellow employees, and their supervisor.

# Essential Skills for Performance Improvement (continued)

## Courses

### **Resilience: Building and Modeling Resilience in the Workplace**

Many of us in fast-paced and ever-changing organizations are struggling to cope with the increasing demands of the workplace. This course offers an understanding of the elements of the growing body of scientific work to understand resilience. It provides practical tools to enable the participant to be personally and professionally resilient in the face of organizational challenges, and to serve as a model for peers and those supervised or led.

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### **Habits: A Science-Based Approach to Developing Good Ones and Dropping Bad Ones**

This course will introduce you to a three-step model for both reversing bad habits and sticking to good ones. Winners and losers start with the same goal in mind. Of course, goals are important, but there is increasing evidence that what differentiates winners is their systematic building of good habits and their elimination of bad ones. There is good science, built on years of behavioral findings, that lays out a clear path for making and breaking habits. Imagine the impact this course could have on your efficiency, your productivity, your belief in yourself, and your ultimate success in the workplace.

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### **Active Learning: Taking Control of Your Learning and Professional Growth**

This workshop will unlock the science-based evidence of how to learn and provide systems and the means to improve your ability to learn. According to education and work expert Heather E McGowan, "Having an agile learning mindset will be the new skill set of the 21st century." Lifelong learning is the new and essential workforce skill. The good news is two-fold. Lifelong learning opportunities are more available, effective, and easier to access than ever before. The fields of cognitive and educational psychology have uncovered significant science-based evidence about what works as one seeks to learn and acquire new skills.

Contact us today for a detailed catalog on "Skills for Performance" or to discuss your specific agency needs:

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# Essential Skills for Performance Improvement (continued)

## Courses

### **The Organized Office – Workload and Workspace Management** ½ Day

Managing competing demands and prioritizing tasks can be challenging and participants will learn techniques to distinguish the urgent from the important and what to tackle first.

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### **Time Management Skills – Principles, Tips and Techniques** ½ Day

Get trained on how to identify and stick to your daily priorities. And, discover proven methods for multi-tasking – without sabotaging your productivity – to accomplish both routine and unexpected tasks.

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### **Overcome Information Overload to Focus and Thrive in Today’s Workplace** ½ or 1 Day

This course leverages the science of rapt attention to provide methods and tools for overcoming cognitive overload. It provides a means to recover the many abilities we need to flourish in the workplace. We are distracted, overloaded, and it is having an adverse effect on our productivity and even our happiness. We are bombarded by information from texts, emails, social media, and print messages from screens that multiply daily. Cognitive experts have documented how information overload has impacted our ability to concentrate, make sound decisions, and be balanced and well-adjusted in our lives in and out of the workplace.

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# Software Applications

## Courses

### Access Level I, II & III

Access is used to create simple database solutions. It is offered at levels appropriate to those who have no experience in creating simple databases to intermediate level users needing to enhance designs and troubleshoot and for the experienced user interested in learning the advanced capabilities of the program.

Each  
2 Days

### Word Level I, II & III

Word is used to create a document. For those with little or no experience, Level I provides the basic concepts required to produce common business documents. Levels II and III are for those interested in learning the intermediate and more advanced features of Word.

Each  
1 Day

### Excel Level I, II & III

Excel is used to produce spreadsheets, an efficient and easy way to manipulate, process, and view all types of data. Beginners learn basic worksheet skills; intermediate level participants learn to enhance spreadsheet data and streamline repetitive tasks. Level III is for those who currently use spreadsheets and want to learn more features and functions for optimum use of Excel.

Each  
1 Day

### PowerPoint Level I & II

PowerPoint is used to create slide presentations for effective messaging that has impact. Participants in Level I will learn how to produce graphic documents and slide shows that can be easily shared. Level II enables beginning and advanced PowerPoint users to produce professional slide shows using the advanced features for easy sharing and exporting to the web.

Each  
1 Day

Bring efficiency, speed, quality and clearer communications to your agency work products by enhancing your employee's skill with one or a series of computer applications courses from the Los Rios Government Training Agency (GTA).

### Benefits

Employees will be able to produce the quality, professional work documents your agency demands.

An agency with all levels of staff skilled in these software applications work smarter, faster and produce more clear, precise documents.

### Other Courses Offered

Acrobat  
Dreamweaver  
GroupWise  
InDesign

# 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!***

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## OPTION 2 | Individual and Organizational Coaching

Have the trained experts at the *Los Rios Coaching Group*:

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

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## 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.

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## OPTION 4 | Transfer of Training / Drive Application of Training

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

**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

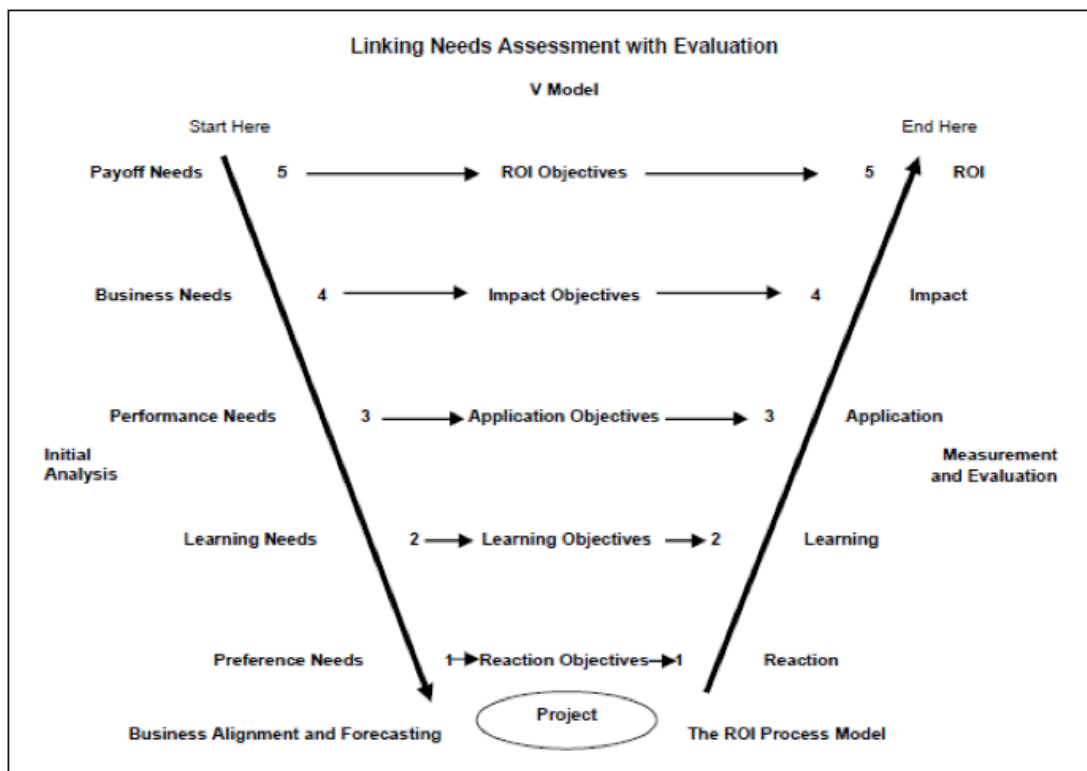


Diagram adapted from the book, "The Value of Learning," Patricia and Jack Phillips, 2007, The ROI Institute, Inc.

# 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.

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## 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.

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## 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.

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## 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.

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# 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.

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## 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[KM1], 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 [KM2] 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.

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## 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.

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## 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*.

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## 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.