



Superior Writing for Public Agencies

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

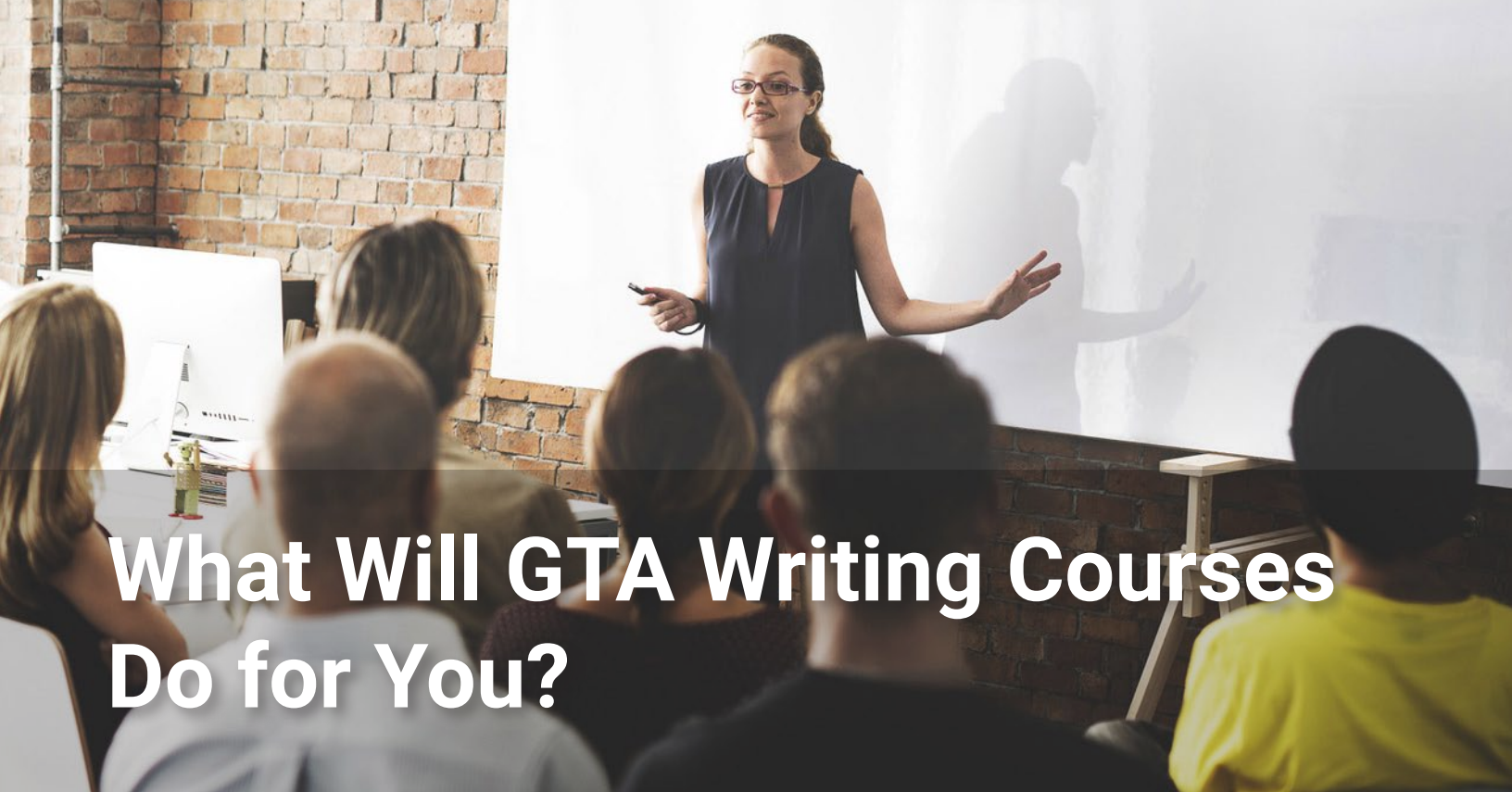
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What Will GTA Writing Courses Do for You?

- **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 specific and diverse audiences.**
- **Produce concise, courteous, and correct documents with increased speed and confidence.**
- **Reduce internal and external errors and misunderstandings caused by writing.**

Improved writing in an agency results in better collegial relationships, a more professional image and increased client satisfaction.

The Government Training Academy is currently delivering writing programs and series to agencies including The California DMV, Department of Social Services, CALSTRS and CalHR. All courses can be customized to meet the individual needs of each agency. Customization results in performance improvement. Call or email:

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How are custom writing programs developed?

The Government Training Academy (GTA) writing staff:

- Works with your agency or department to identify writing needs, issues and problems
- Reviews participants' writing (memos, reports, issue papers...)
- Conducts pre-assessments (optional – more information and examples available)
- Incorporates agency documents, guidelines, and issues into the customized training material
- Delivers writing training via lecture, discussion and exercises in an engaging manner that encourages participation and growth
- Conducts post-assessments (optional – more information and examples available)

The Los Rios Government Training Academy wants to be your partner to:



- Facilitate real learning that matters
- Develop employee skills and assure their application to organizational needs
- Use learning and application to improve agency performance
- Solve critical issues

Writing Skills for the Public Agency Employee 1-3 Days

COURSE DESCRIPTION

Writing is a vital skill for public sector employees – and increasingly identified as a challenge by management. Many writers produce unclear, confusing, and jargon-filled documents that are difficult to understand. Management wants plain, straightforward language that avoids jargon and uses easily understood technical terms.

Writing for Public Agency Employees teaches participants how to become more competent and confident writers. Using the WRITE® process, the course provides a simple straightforward method to create an orderly document.

Course Outline

- Course Overview
- The WRITE® Process
- Grammar Refresher (as needed)
- Apply the WRITE® Process to a public agency document
- Consider your audience
- Professional writing style
- Concise writing skills
- Apply the WRITE® Process to other government documents
- Correct common grammar errors
- Active voice
- Parallel structure
- Graphics

EMPLOYEE BENEFIT

- Become a more competent and confident writer
- 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

- Written documents that are complete, clear and concise
- 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

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, overcome writer's block, employ critical thinking and 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, and engaging writing drills and exercises, to improve the performance of all participants.

Course Outline

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

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

Writing Excellent Letters, Memos and E-mail

1 Day

COURSE DESCRIPTION

As with any type of writing, the best letters, memos – even email – take planning. This course helps participants to identify and consider the needs of their audience and make sure that their tone, style and language are appropriate. This course also includes tips on formatting different types of communications and how to manage email effectively.

Course Outline

- The WRITE® Process
- Apply the WRITE® Process to a letter or memo
- Apply the WRITE® Process to an email
- Consider your audience
- Standard, professional formats for letters and memos
- Graphics
- Better emails
- Benefits and risks of using email
- Etiquette: Acceptable tone and word usage
- The three toughest email challenges and how to address them
- The four “musts” before hitting “send”

The WRITE® Process

Follow a proven path to writing excellence

W – What is my purpose?

R – Randomly generate ideas

I – Impose order

T – Try a first pass

E – Evaluate and finalize

EMPLOYEE BENEFIT

Write in a way that saves time, promotes readership and builds credibility

AGENCY BENEFIT

Staff that produce writing in all formats that is professional and appropriate in tone, word usage and appearance

Professional Business Grammar

1 day

COURSE DESCRIPTION

Common grammar and punctuation mistakes can lessen participant's credibility with the reader. This course will help participants write more professionally and effectively. It will help them identify and fix common grammar and punctuation errors and utilize correct sentence structure.

Course Outline

- Course overview
- Sentence structure
- Parts of speech
- Run-on sentences
- Subject-verb agreement
- Correcting common writing errors
- Word usage
- Punctuation
- Rules of grammar vs. personal style/ preference

EMPLOYEE BENEFIT

- Learn to eliminate common grammatical errors that distract from the intended message
- Properly apply rules for correct word choice and punctuation usage
- Write in a way that saves time, promotes readership and builds credibility

AGENCY BENEFIT

- Staff that produce writing in all formats that is professional and appropriate in tone, word usage and appearance

Writing Technical Documents

2 days

COURSE DESCRIPTION

Technical writing is the process of transmitting technical information so that people can understand it easily and use it effectively. This course will introduce participants to such types of communication as processes, description of mechanisms, proposals and reports. Upon completion of this two-day course, participants will be able to:

- Explain the difference between technical writing and expository writing
- Apply effective document design and graphics in technical writing
- Make technical adjustments in style, punctuation and other grammar elements
- Integrate appropriate visual elements into a user manual

Course Outline

- Technical vs. non-technical writing
- Technical style and grammar
- Punctuation, capitalization, use of numbered and bulleted lists, use of “you,” use of the active and passive voice and use of the future tense
- The Technical Writing Process
- Reports and proposals
- Technical instructions and user manuals

EMPLOYEE BENEFIT

Clear, concise publications that capture the reader’s interest

AGENCY BENEFIT

Staff that produce writing in all formats that is professional and appropriate in tone, word usage and appearance

Writing for and Presenting to Executives

2 days

COURSE DESCRIPTION

Writing and presenting are unique skill sets, each requiring competence in communication-and confidence. However, even people experienced in both can feel some dread knowing they'll eventually be evaluated and questioned by an executive team.

This course will help you feel comfortable with business writing, including drafting an executive report. In this two-day course, participants will:

- Understand what the executives value
- Review business writing basics
- Identify components of executive/board report
- Learn a process to apply to all writing projects, giving consistent outcomes
- Spot annoying habits and know what to replace them with
- Understand what the audience wants and know how to effectively give it to them
- Practice presenting

Course Outline

- Business writing basics
- Writing as a process
- What is an executive report (or a board report)?
- Transform report to a presentation
- Know your audience and identify a call to action
- PowerPoint essentials
- Presentation tips
- Field questions effectively and how to handle when you don't know
- Real-life practice

EMPLOYEE BENEFIT

Feel comfortable in writing and presenting executive or board reports.

AGENCY BENEFIT

Staff that can comfortably present to executives in a professional, appropriate manner.

Editing Business Documents

1 day

COURSE DESCRIPTION

After putting pen to paper (either literally or figuratively) comes the important task of editing; it's a skill set related to, but different from, writing. Equipping ourselves to edit our own work, as well as the writing of others, is the foundation of this course. Participants will learn how to approach their own documents with "fresh eyes" and overcome the temptation to change (as opposed to edit) another person's document. We'll learn how to avoid the common pitfalls that inhibit a reader's ability to understand what we've written, as well as look at samples of common business documents – both good and bad.

Course Outline

- Introduction and course overview Results of bad writing / lack of editing Sentence structure
- Basic editorial marks
- Editing for clarity and meaning
- Eliminating emotional language and adding objective phrasing
- Transforming informal and conversational language to business appropriate choices
- Practice editing different manuscripts such as business letters, issue memos, staff reports and email

EMPLOYEE BENEFIT

- Become a more thorough editor and a better writer
- Reduce employee frustration over multiple revisions

AGENCY BENEFIT

- Eliminate the need for multiple re-writes
- Produce less ambiguous, more concise documents



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

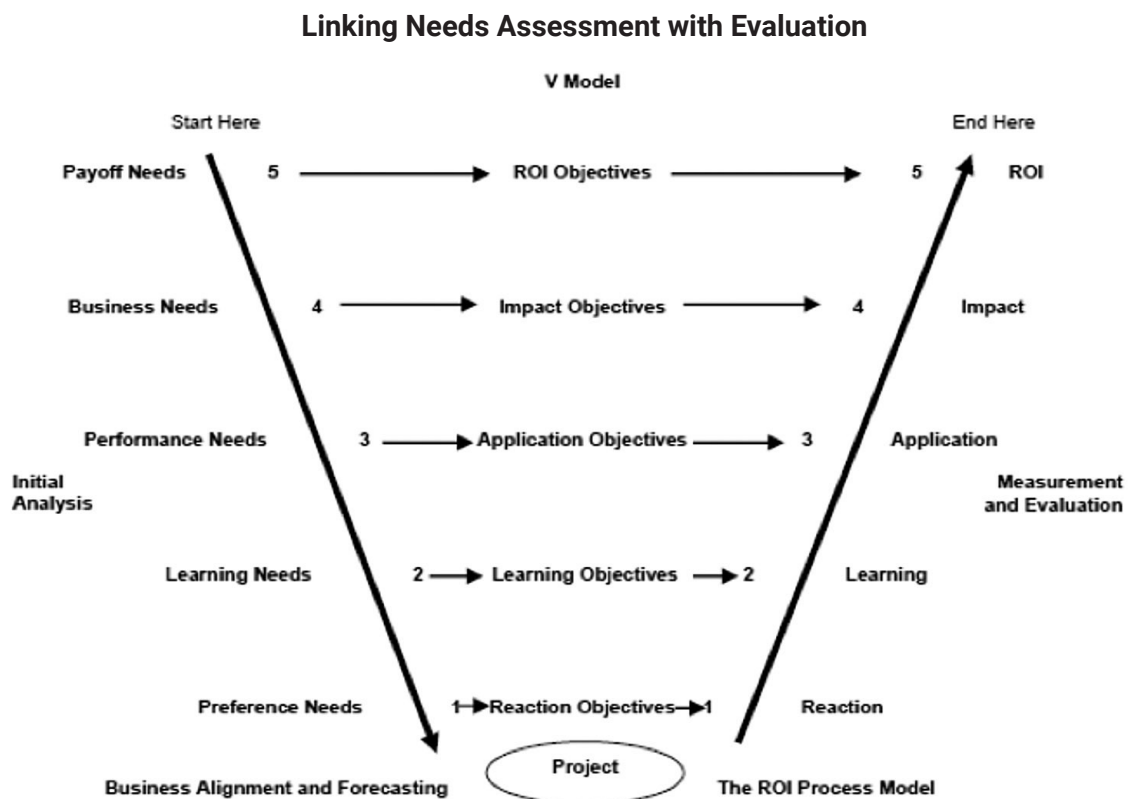


Diagram adapted from the book, "The Value of Learning," Patricia and Jack Phillips, 2007, The ROI Institute, Inc.

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 Certified 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.





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