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. The Government Training Academy knows and understands the unique needs and workforce challenges of state, county, and city governments.

The GTA partners with government to design and deliver training and performance solutions and has been government’s proven partner since 1980.

Our expert trainers are experienced developers of innovative classes and materials that engage and assure employee success. You will find the Government Training Academy’s response is cost-effective, flexible and includes proven methods for assuring that the training has a positive impact and the value of training can be measured.

Government Training Academy
Custom training division of Los Rios Community College District
Workforce & Economic Development

Bruce Winner
(916) 563-3232
winnerb@losrios.edu
www.GetResultsFromTraining.com/gta
or www.losrios.edu (then business services, then training source)
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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

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.

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

Call or e-mail

Bruce Winner
(916) 563-3232 • winnerb@losrios.edu
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

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

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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

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winnerb@losrios.edu
Courses for Analysts

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
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
Courses for Analysts

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
Courses for Analysts

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
- The WRITE Process®
  - What is my purpose?
  - Randomly generate ideas
  - Imposing 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

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
Courses for Analysts

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
Courses for Analysts
Principles of Government Administration and Organization (1 day)

Course Description
This course provides a practical overview of the public policy process and its implications for government decision-making. It explores a number of concepts that can be used in a variety of policy settings. Topics covered in this course will include policy writing and research, political lobbying, the legislative process, stakeholder consensus building, and ethics in policy making. Special attention will be given to the rationale for public policy and its impact on the ability of government to deliver public value. This course also explores key components of public organizational systems and how they operate.

Course Outline
- Introduction to the basic framework of public policy analysis
- Overview of the legislative process at the federal and state levels
- The essentials of policy writing and research
- Public policy rationales and alternatives; policy presentations
- Public agencies: Lines of authority, administrative structures, and roles
- Guest speakers, panel and discussion
Courses for Analysts

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
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
Courses for Analysts

Capstone Project for Superior Analysts

A hands-on application of the completed staff work process

Course Description

The capstone course is introduced after the first analytical course and the participants have three months to prepare the capstone project. Each analyst is given a guideline document for completing the capstone project, directions on how to choose and complete a project and how to use their immediate supervisor in the process. Ideally, the analyst’s supervisor plays an integral role in the selection of the project, provides assistance during the process and is present for final capstone project presentation. The ideal project not only serves to reinforce analyst skills and supervisor coaching and mentoring, but results in a project of direct and immediate benefit to the analyst, their unit, and the 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

Produce a final analytical project by incorporating and applying all they have learned in the analytical series. Use of a Completed Staff Work Model resulting in an agency recommendation paper

Agency Benefit

A team of analysts with improved ability to work with their supervisors and peers
Analysts who completed a meaningful analyst project

This project provides a real measure of the application of skills and competencies mastered — the highest level of measuring individual performance improvement
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
- The WRITE Process®
  - What is my purpose?
  - Randomly generate ideas
  - Impose order
  - Try a first pass
  - Evaluate and finalize
- Business writing style
Courses for Pre-Analysts

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 openmindedness 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
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

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
Courses for Supervisors of Analysts

An Analytical Training Series for Supervisors of Analysts

Course Description

This is an eight-day series designed to:

- Help supervisors understand the work analysts do
- Gain exposure to analytical tools and techniques
- Empower supervisors to support analysts in their agency’s mission

Course Outline

- Foundations of Analysis (2 Days)
  - Day 1 – Analytical Mindset
  - Day 2 – Completed Staff Work (CSW)

- Writing (1 Day)
  - The WRITE Process®
  - The Thinking Map as a guide to logical writing

- Presentation Skills (1 Day)
  - Three secrets of dynamite preparation
  - Conciseness: The 3-step PointMinder®

- Interpersonal Skills (1 Day)
  - Supervisors are exposed to the same set of tools & techniques of the analyst course.

- Coaching and OJT Skills (2 days)
  - Addresses two major development dilemmas: “There isn’t a class for what my employees need to know” and “my employees don’t apply what they learn in training classes.”

- Principles of Government (1 Day)
  - Provides a practical overview of the public policy process and its implications for governmental decision making.

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
Rates
Effective July 1, 2014 to June 30, 2016

<table>
<thead>
<tr>
<th>Client pays an hourly rate for course delivery or customization</th>
<th>Per Hour Rates</th>
<th>Per Day Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>$350</td>
<td>$2800</td>
</tr>
<tr>
<td>All other courses including Analyst, Supervisory, Project Management, Interpersonal Skills, and assorted soft skills...</td>
<td>$325</td>
<td>$2600</td>
</tr>
<tr>
<td>Software Application Courses</td>
<td>$240</td>
<td>$1920</td>
</tr>
</tbody>
</table>

Please call for pricing for any “For-Credit” Courses from any of the four Los Rios Colleges. Pricing for these courses is regulated by state policies and can be explained in a presentation of course options. Client determines number of participants in each class.

Example:
Full-day (eight-hour) Analytical Course at $325 per hour: Investment $2600
The per-student investment for a full-day course for 25 participants is $104 per student.

Low Materials Cost
You pay at or near cost for course materials (duplication, binders, collation, covers).
We own the rights to most of the materials we use, so cost typically run less than $7 per student per day.

Compare to most fee-based courses!
- You save money
- Receive a course customized for your agency and needs
- Course delivered at your site
Powerful Options for “Making Training Stick”

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

Option 1 — Course Customization
- Course customization is a cost-effective means to get maximum performance improvement or impact.
- Course customization = case studies, exercises, and examples that relate to your agency. The result — performance improvement.
- Course customization is available at $240-$350 per hour (identical to course delivery) and the number of hours is jointly determined and approved by client prior to customization being done. You are always in control of cost!

Option 2 — Coaching
Have the trained experts at the Los Rios Coaching Group:
- Work with your best 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
- 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
- Consider using one of our customized transfer of training models. These models get results.
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 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

[HIGHEST Level 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).

[LOWEST Level of Measurement]
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.
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

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
Bruce Winner
Custom Training Manager
Government Training
Academy & Training Source

Bruce Winner, MBA, has been a trainer, program developer, business owner, speaker and training manager, during his professional career. Bruce is currently the Director of the Government Training Academy, the Training Source, and the Association Group, all with the Los Rios Community College District, Sacramento, California. For the past 15 years, he has led a qualified and results-oriented group of trainers, developers, and consultants that conduct needs assessments, design and develop programs and deliver engaging and impactful programs that yield positive and measurable results for clients. Bruce has been on the Board of Directors for the Association of Talent Development (ATD), formerly known as ASTD, Sacramento since 2010, served as the Chapter President in 2011 and is an active member in both Sacramento and as part of a national group of ATD Chapter Leaders. He also served for two years on the Professional Development Committee of the California Society of Association Executives (CalSAE).

Bruce was the founder and president of the American Brewers Guild for six years, the nation’s first brewing school for the brewpub and micro-brewing industry. He built this successful business from the ground up before selling it in the late 1990s, where it still trains aspiring pub and micro brewers from across the country. Before this, Bruce spent five years at University Extension, The University of California in Davis, where he managed several open-enrollment training initiatives in business, food and agriculture. Bruce started his training career in West Africa and spent six years there as an agricultural extension agent, trainer and project manager who promoted oxen as an intermediate technology and development solution in Togo, West Africa. Bruce did this work for the Peace Corps and the United States Agency for International Development (USAID).

Bruce blogs to the training community at
www.GetResultsFromTraining.com
and the association industry at
www.ProgramsGetResults.com
Biographies: Developers & Trainers

Linda Delgadillo

Contract Education Program Manager  
*The Government Training Academy & Training Source*

Linda Delgadillo is the Contract Education Program Manager for the Los Rios Community College District Workforce and Economic Development Center. She has a Bachelor of Science in Business Administration with a concentration in Human Resource Management from CSU, Sacramento and a Master of Arts in Organizational Management from University of Phoenix, Sacramento Valley Campus.

Linda has been with the Los Rios Community College District for almost seventeen years and had several opportunities to work with numerous grants such as: the Small Business Development Center, The Center for International Trade, and the EDNET Grant providing meeting coordination throughout the state of California for fourteen Initiative Directors. Recently, Linda managed the Department of Labor, HealthForce Grant/Electronic Medical Records program providing computer courses to all the major hospital partners in Northern California.

Linda served as client and instructor liaison for the Government Training Academy for five years and recently acting program coordinator for Sutter Center for Health Professions, Sacramento City College Extended Campus Nursing Program. For the last two years she has been a key member of the Collaboration Council responsible for the planning and implementation phases of the Sutter Center for Health Professions, Sacramento City College Extended Campus Nursing Program. Linda is an ASTD member and in the last two years, was a member of the Folsom Lake College Medical Lab Technician Advisory Committee.

Mike Hodge

Mike has over 35 years of experience in private enterprise, state government, and the military as a leader, manager, curriculum developer, instructional designer, trainer, and director of training and customer service. He specializes in supervisory training, organizational development, analysis and problem solving, and conflict management. He is the author of the Completed Staff Work, Introduction to Completed Staff Work, and Roles & Responsibilities courses.

Mike’s private sector experience includes five years with Coventry Health Care as Director of Bill Review Training, Customer Support and System Development. His public sector experience includes managerial positions with the California Departments of Justice, Corrections, and the Conservation Corps.

Much of Mike’s experience comes from his service in the military, including Command and Leadership positions from Company to Brigade level. His academic credentials include a Master’s Degree in Public Administration from the University of Shippensburg (PA), Bachelor’s Degree in Social Science from CSUS, and a Certificate in Designing Web-based Training from the University of Colorado. Additionally, he has attended several high level military schools including the prestigious Army War College (a graduate level course on International Relations, Politics, and the Use of Military Force).
Biographies: Developers & Trainers

**Allison Horak**

Allison Horak is an independent training consultant and works extensively with the Los Rios Community College District’s Government Training Academy as a trainer, project consultant, and ROI Coordinator. She is a member of the California and Oregon State Bars. While working as in-house counsel for an Oregon corporation, she handled litigation matters, as well as training and educating corporate members on various legal issues. Since coming back to California in 1998, she has worked as a solo practitioner, managing various transactional, litigation, and probate matters for clients.

One of Allison’s passions is writing. She is a published author (legal articles, and even a poem) and enjoys books about writing, grammar, and the use of language. Her experience in the legal profession and her interest in words and linguistics provide her the expertise necessary to convey the basics of Business Writing, Grammar, and Critical Thinking.

Allison has a B.A. degree in Communication from University of California, San Diego, and attended law school at Lewis & Clark College in Portland, Oregon. Additionally, Allison is a DDI certified instructor.

**Nick LeForce**

Nick LeForce has 30+ years of experience in human communication and development. He holds a Masters degree in Rehabilitation Administration from the University of San Francisco McLaren School of Business and undergraduate degrees in Psychology and Social Welfare. He is president of Inner Works, a training and coaching company in Northern California.

Nick provides on-site training and coaching services to businesses and individuals. He specializes in Value-Based Life Management Skills, helping companies and individuals identify governing values and use those values to create compelling goals, make effective decisions, manage time, overcome barriers to success, communicate persuasively, and achieve desired outcomes. He has provided on-site consultation and training in Leadership, Communication Skills, Customer Service Skills, Change Management, Team Building, Conflict Resolution, Supervisory Skills, Time Management and other topics.

Nick is certified to administer the “Language and Behavior Profile” from Rodger Bailey; he is certified to teach the Wealthy Mind™ Program by its founders, Tim and Kris Hallbom; and he is certified as a Habit of Attraction Coach through the Messenger network.

Nick is author of “I Owe You, You Owe Me,” co-author of “Coaching in the Workplace: A Pocket Guide of Strategies and Tools for Powerful Change” published in the Memory Jogger series of books, Goal/QPC Publishers; and “Co-Creation: How to Collaborate for Results.”
Biographies: Developers & Trainers

Jannene Litchfield

Jannene has over 20 years of experience in human resources leadership, employee development, and coaching. As a developer of leaders, she creates and delivers custom supervisory, management, and leadership training for world-class organizations in state and federal government, non-profit, and the private sector.

She has worked as a leadership development and management consultant since 2001 and frequently partners with state agencies to develop leaders throughout state government. With over 13 years working with governmental agencies, she transfers experience and expertise to the learning environment. Prior to consulting, she gained valuable experience as the Vice President of Human Resources for Schools Financial Credit Union, Director of Human Resources for Verizon Wireless, and Human Resources Manager for MCI Communications. She knows how to develop people. And people are organizations.

She earned her Bachelor’s Degree in Business Administration from Texas Tech University and her Masters Degree in Business Administration from National University. In addition, she received her Senior Professional in Human Resources (SPHR) certification, the highest certification in the human resources profession. Her broad experience in operating world-class businesses is evident as she applies best practices in the workplace.

Dennis Wade

Dennis Wade has been involved in educating employees of private and public organizations for over 20 years. His experience managing employees at Intel Corporation and teaching students at Chapman University prepared him as an independent consultant and trainer. He has worked with Robert Mondavi, Affymetrix, Pride Industries, CalPERS, Caltrans, UC Davis Health System, RagingWire and other Northern California organizations in the areas of change management, team development, customer service, management/leadership, conflict management, and structured on-the-job training.

A graduate of UC Davis, he also holds a Master’s degree in Organization Development from the University of San Francisco. He is certified in Bob Mager’s Criterion Referenced Instruction, William Bridges’ Transitions, Jeffrey Nelson’s Expert OJT, Los Rios’ Creative Coaching Clinic, and Achieve Global’s Leadership for Results.

A former President of the Sacramento Chapter of ATD (Association for Talent Development), Dennis firmly believes that training is not the only answer to employee development; it is a major component in a systematic approach that includes coaching, OJT, feedback, and connection to specific organizational objectives.
Biographies: Developers & Trainers

Tyler Wade

Tyler Wade works as an employee development consultant with People Development Systems in Sacramento. His greatest thrill as a people developer is the “Aha! Moment”—that moment of clarity when some additional understanding, wisdom, or recognition brings learning home. Before entering the field of training and development, Tyler spent ten years in government, legislation, and campaign politics at the State Capitol and throughout California. His workplace learning and development experience includes needs assessment, training development and delivery, and program management for public and private sector clients. He is co-author of The New Supervisor’s Coach, a guidebook for new supervisors, and two follow-up e-books entitled Coaching the Toxic Employee and Coaching the Remote Employee.

Tyler holds a Master’s degree in Public Policy from Pepperdine University. He is a member of the Association for Talent Development (ATD) and served as President of the Sacramento chapter in 2012.

Pete Williams

Pete Williams recent instructional work reflects his 34 years in California state government. During his state career, he managed a variety of administrative and program functions and has practical and instructional experience in human resources, performance measurement, group facilitation, improving work processes, getting results in teams, customer and employee surveys, and organizational assessment techniques.

Pete was Co-Director of the California Victim Assistance Academy, led a project to establish state agency performance measures for the Governor’s Office and at State Parks helped refine their widely recognized performance measurement system. Pete served as Senior Examiner for the California Council for Excellence, was Lead Judge for the California Team Excellence Awards, and chaired the Sacramento Area Council for Excellence.

Pete has 20 years of experience in human resources, including as Personnel Manager for 25 Boards and Commissions and Training Manager for the Department of General Services.

Since retirement from full-time “in the trenches,” he has drawn on his years of experience to train new supervisors in state government and assist several state agencies in the areas of performance measurement, strategic planning and group facilitation.

Pete graduated from U. C. Davis, has a Certificate in Quality Management and is a graduate of the California Leadership Institute.
Biographies: Developers & Trainers

Sue Williams
During her years in California State Government, Sue Williams led training programs for the State Personnel Board, the Departments of General Services, and Health Services. She managed the California State Personnel Board’s Statewide Training Program and the Office of Civil Rights. She worked at the California Conservation Corps in the Corpsmembers Development Program.

She taught supervisory skills, assessing managerial proficiency, group facilitation methods, participatory strategic planning, writing skills, Meyers Briggs type indicator (MBTI), analytical staff work, performance evaluations and individual development plans, and job hunting. Sue led the California Network of Learning Professionals (CNLP), formerly known as the Department Training Officers (DTO). This group of volunteers support each other and improve state agency training by sharing ideas, expertise, and resources. She served as a member of California Performance Review (CPR) Workforce Development Competencies Team, which defined the key competencies for managers and supervisors throughout state government.

Sue holds a Master of Arts in Counseling from USF and a Bachelor of Arts degree in Psychology and Social Science. She is certified in the Meyers Briggs Type Indicator (MBTI) and is a graduate facilitator of MTOP (mastering technology of participation).

Joan Zeglarski
Joan is an experienced facilitator who focuses on engaging participants with highly interactive exercises and activities to maximize the effectiveness of the time they spend in her sessions. She holds a Master’s degree in Human Resources and Organization Development, and a Bachelor’s degree in Liberal Arts with a concentration in Math and Science. She has an extensive background in management, human resources, organization development, training development, and training delivery.

Joan’s main foci concentration are in the areas of organizational and interpersonal communication, team-building, conflict management, interest based negotiation, leadership, turning stress into productivity, customer service, and personal development.

She is qualified in a variety of nationally recognized programs focused on Emotional Intelligence, Myers Briggs®, and DiSC® and Turning Stress into Productivity (SAI programs), Appreciative Inquiry and ODI (Organizational Development Institute) Quality Management programs.

Mike Zeglarski
Mike Zeglarski, MAT, D.Min., is a partner in HRT Associates and has worked for over 40 years as a manager, educator, training consultant, organization development specialist, and life/management coach. A graduate of Harvard University, he brings extensive cross-cultural and multilingual experience into the services he provides to clients in both the public and the private sector. His focus is always on providing tools and strategies to assist his clients in achieving tangible, measurable results as efficiently as possible while also supporting staff compassionately to enhance their productivity and self-esteem.
The Government Training Academy

The Government Training Academy (GTA) is a custom training division of the Los Rios Community College District that specializes in partnering with government to design, deliver, and measure the impact of performance solutions.

Performance solutions include:

- Assessment
- Customized training programs
- Coaching
- Measurement of the value of performance solutions
- Other value-added services to assure that training has a real and measurable Impact

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

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www.GetResultsFromTraining.com/gta
or www.losrios.edu (then business services, then training source)
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. The Government Training Academy knows and understands the unique needs and workforce challenges of state, county, and city governments.

The GTA partners with government to design and deliver training and performance solutions and has been government’s proven partner since 1980.

Our expert trainers are experienced developers of innovative classes and materials that engage and assure employee success. You will find the Government Training Academy’s response is cost-effective, flexible and includes proven methods for assuring that the training has a positive impact and the value of training can be measured.

Government Training Academy
Custom training division of Los Rios Community College District
Workforce & Economic Development

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