

Leadership Competency Development Guide

Competency Cluster: Promoting a High Performance Culture



Competency: Workforce Management

Definition: The effective recruitment, selection, development, and retention of competent staff; includes making appropriate assignments and managing staff performance.

Behavioral Indicators:

- Hires and retains appropriate staff; conducts workforce and succession planning
- Provides feedback on performance
- Addresses employee problems
- Is a resource for career development

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Use behavioral interview questions the next time you interview job candidates. • Write an on-boarding plan for your next new hire. • Provide specific behavioral feedback, both positive and corrective, as soon as possible after observing the behavior • Periodically visit each employee in his/her work area and ask about progress and issues. Schedule regular performance planning meetings with each employee. • Complete timely probation and evaluation reports. • Participate in workforce planning efforts 	<ul style="list-style-type: none"> • Talk individually with each employee to get ideas on how you can better manage their performance. • Ask your manager for feedback on your own performance. • If your organization regularly administers an employee survey, check results that may indicate how you are doing as a supervisor • Interview someone strong in Workforce Management. Ask for specific examples of what he/she has done that were effective in recruiting, retaining, and managing employee performance. • Meet with an HR Professional and ask about effective recruitment and interviewing strategies. • Meet with your EEO Officer and learn about inappropriate interview questions, accommodation rules, and managing diversity. • Meet with your Training Officer and learn about career paths and innovative developmental activities. 	<ul style="list-style-type: none"> • By January 6, I will hold meetings with each employee to implement the first step in the organization's performance management process. • By December 9, I will talk with Randy about building a more collaborative relationship with the IT team. • By February 22, I will provide specific behavioral feedback about performance to each of my employees. • By March 8, I will read a book on behavioral interviewing and prepare a list of behavioral questions that I can use when hiring my next analyst. • By June 15, I will develop a list of non-financial ways I can recognize outstanding performance.



Leadership Competency Development Guide for Workforce Management

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Workforce Management in civil service.

Resource Index



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Developmental Activities](#)



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Academic Journals and Articles On-Line

[The Art of Employee Discipline: How to Retain Control & Increase Production.](#)

The article offers information on how proper company discipline can improve employees' satisfaction and boost their performance. It mentions that it is essential that employees are disciplined when they have violated established rules, if they have caused incidents that caused unproductive environment and if they have performed misconduct in the workplace. It also presents several forms of discipline and the non-negotiable rules of discipline.

Authors: • Lavenant, Michael S

Source: *Nonprofit World* 28, No. 4 (July 2010): 22-23.

[Be Consistent ... But Flexible.](#)

The article offers tips on how managers can achieve consistency on managing employees in various situations. It states that managers must develop a sincere communication partnership and understand the interest of their employees. It says that managers should establish consistent standards, policies and performance evaluation for every employee. Furthermore, managers must discipline their employees properly to avoid resentment or hurt feelings that would eventually lead to poor performance.

Authors: • Turk, Wayne.

Source: *Defense AT&L* 39, no. 6 (November 2010): 33.

[Developing Policies about Uncivil Workplace Behavior.](#)

The article addresses the complexities of developing policies regarding unacceptable workplace behavior. The author recommends beginning by establishing a committee or task force with broad representation of employees. Those areas to consider include defining uncivil behavior, considering local, state, and federal law, describing the expected behavior and responsibilities of employees, and considering the options for remedy. The author notes that the underlying message of these policies should be that all employees are treated with respect and that false allegations are treated as seriously as infractions. Input from a diversity manager and a human resource manager is included.

Authors: • Bandow, Diane, and Debra Hunter.

Source: *Business Communication Quarterly* 71, no. 1 (March 2008): 103-106.



[The Future of Succession Planning.](#)

Workplace learning and performance professionals are often charged to lead organizational efforts to address succession needs. While top managers must authorize the funds for such efforts and hold people accountable for doing their fair share, it often falls to learning professionals to help close developmental gaps and pinpoint and leverage individual strengths. Succession planning is traditionally a strategic change effort designed to prepare people for promotion within an organization by emphasizing internal talent development. The key business drivers that prompt management interest in succession planning are the need for possible replacements as baby boomers reach retirement age (in the United States and Western Europe) and the need for talented people to help fuel explosive growth (in China and the Pacific Rim, for example). An additional driver is the need for backup talent in emergencies—such as following the unexpected loss of individuals to death, disability, or sudden resignation; or the loss of several key leaders in the wake of an attack on an organization's headquarters. I see the future of succession planning centered on four changes: a move from meeting promotion needs to meeting knowledge transfer needs; an increased reliance on retirees; a transition from the strategic to the tactical; and a greater integration of succession planning with career development.
[ABSTRACT FROM PUBLISHER]

Authors: • Rothwell, William J.

Source: *T+D* 64, no. 9 (September 2010): 50.

[Getting Results for the Hands On Manager Management](#)

Articles on the development of leadership and management skills directed at members of the National Management Association.

Publisher Information: Mediaweb Ltd

[Harvard Management Update](#)

Use this publication to generate new ideas, understand management trends, and solve current business problems by drawing on world-class research and real world expertise share the best ideas with colleagues and save each issue for easy reference.

Publisher Information: Harvard Business School Publication Corp.



[IDP 2.0: The Future of the Development Dialogue.](#)

With advancing technology and an impending labor crisis on the horizon, there is a greater need than ever to find and nurture the talent within our organizations. We have greatly improved in succession planning, but we have failed miserably in the opposite talent development process: "buried treasure" planning. Perhaps we already have the talent we need within our organizations; we have just not looked widely or deeply enough, and many resources continue to be untapped. Modern organizations must re-engage a tool that has great potential: the individual development plan, or IDP. For decades, organizations have suggested that managers hold IDP discussions or development dialogues (my favorite term, but call it what you wish) with their direct reports. Sometimes these were held as part of the performance management process, and sometimes they were separated out. All too often, however, they were poorly done, if they even took place. And frequently, they were only taken seriously when used to surface high-potential talent or weed out unsatisfactory workers. The process was frequently ignored or de-emphasized with the "massive middle" of employees—the vast majority of the actual workforce. Organizations today must realize that they can no longer afford to give short shrift to a tool that, when used effectively, can be a critical part of the talent management process. [ABSTRACT FROM AUTHOR]

Authors: • Kaye, Beverly

Source: *T+D* 64, no. 12 (December 2010): 52.

[The Influence of Workplace Attraction on Recruitment and Retention.](#)

Economic changes have made the topics of recruitment and retention key issues for career development and human resource professionals. In this article, a model of workplace attraction is presented as 1 way of better understanding the match between workers and workplaces. Many contextual variables such as age, culture, and gender influence the attraction process. Workplace attraction must be regarded as a career developmental process and as such, regular attention is needed through all career phases. [ABSTRACT FROM AUTHOR]

Authors: • Amundson, Norman E.

Source: *Journal of Employment Counseling* 44, no. 4 (December 2007): 154-162.

[Max Performance FEEDBACK.](#)

The article focuses on the role of feedback in improving employee performance. It states that not giving a feedback to employees is always detrimental. It mentions that giving both positive and negative feedback can improve an employee's performance when delivered well. Furthermore, it says that



feedback should be given within a model of established goals, directed towards goal-oriented behavior that the recipient can manage.

Authors: • Sadri, Golnaz, and Sophia Seto.

Source: *Industrial Management* 53, no. 1 (January 2011): 14-19.

[Motivating People: Getting Beyond Money.](#)

The article discusses how to motivate employees. Studies indicate that strategies such as praise, individual attention, and providing employees opportunities to take leadership roles in projects can be effective ways to inspire workers who are reasonably satisfied with their salaries. Amid a period of declining corporate revenues and cost-cutting, non-financial means of increasing employee engagement should have particular appeal. However, as one human-resources executive pointed out, such initiatives require time and effort on the part of top management.

Authors: • Dewhurst, Martin, Matthew Guthridge, and Elizabeth Mohr

Source: *McKinsey Quarterly* no. 1 (March 2010): 12-15.

[Organizational Performance Management 101](#)

These concise articles present some of the issues considered key for the “organizational performance management discipline. To access the information you have to be a registered member of smartKPIs.com which is free. Once logged in, click on the KPIs101 tab at the top of the page.

[Performance Management Blunders.](#)

The article discusses several common performance management errors that are likely to lead to litigation, as well as ways of minimizing such risks. Employers are advised to avoid over-evaluation by keeping a list of employees about whom supervisors express concern during the evaluation period and to try to address those concerns prior to the evaluation. Training supervisors to come to human resources (HR) professionals when they are mildly frustrated instead of waiting until they have made a decision is suggested.

Authors: • Segal, Jonathan A.

Source: *HRMagazine* 55, no. 11 (November 2010): 75.

[Public Personnel Management](#)



Articles on all aspects of personnel management for public organizations published for members of the International Personnel Management Association.

Publisher Information: International Public Management Association for Human Resources

[The Relationship of Perceived Flexibility, Supportive Work-Life Policies, and Use of Formal Flexible Arrangements and Occasional Flexibility to Employee Engagement and Expected Retention.](#)

This study examines the relationship of perceived workplace flexibility and supportive work-life policies to employee engagement and expectations to remain with the organization (expected retention). It also explores the association of formal and occasional (informal) use of flexibility with these outcomes. Data are from a multi-organization database created by WFD Consulting of studies conducted between 1996 and 2006. Results revealed that perceived flexibility and supportive work-life policies were related to greater employee engagement and longer than expected retention. Employee engagement fully mediated the relationship between perceived flexibility and expected retention and partially mediated the relationship between supportive work-life policies and expected retention. Both formal and occasional use of flexibility was positively associated with perceived flexibility, employee engagement, and expected retention. These analyses provide evidence that workplace flexibility may enhance employee engagement, which may in turn lead to longer job tenure. [ABSTRACT FROM AUTHOR]

Authors: • Brennan, Robert T., et al.

Source: *Community, Work & Family* 11, no. 2 (May 2008): 183-197.

[Strategy and Leadership](#)

Articles, special reports, case studies and thematic issues on all aspects of strategic management and planning aimed at board directors, CEOs, line and staff executives, academics and consulting firms.

Publisher Information: Emerald Group Publishing Limited

[Supervision](#)

Features articles aimed at teaching vital facts on minimizing costs and maximizing output for supervisors in industrial relations and operating management.

Publisher Information: National Research Bureau

[Talent Acquisition as a Potent Tool of Succession Management.](#)

The article discusses the aspect of talent acquisition that is vital in the succession management for leadership in the organization. It provides a framework that hopes to improve the company's succession management program through talent acquisition method. It details the activities and processes in succession planning and succession management that identify key positions and talents in the organization.

Authors: • Shaheen, Joe.

Source: *Journal of Corporate Recruiting Leadership* 5, no. 9 (November 2010): 9-12.

[Talk Me Through It: The Next Level Of Performance Management.](#)

For many people, the performance review is one of the most dreaded events of the year. Whether preparing for and giving the review as a manager or steeling oneself to receive it as a performer, the annual review is rarely perceived as a positive event. So why are performance reviews so ill-favored? Why is it that too frequently both sides of this particular interaction find it distasteful? Is there a better way to structure this event such that both the manager and the performer benefit from the experience? The performance coaching conversation is structured in such a way that it addresses many of the problems with the traditional review while actually strengthening communication, understanding, and trust between the manager and the performer. The quality and effectiveness of the performance coaching conversation depends on a strong partnership for performance. This partnership is based on a mindset of mutual learning embraced by both the manager and the performer. Providing specific feedback on and appraising the quality of someone's performance are important pieces of this larger performance management framework. In reality, however, they are no more important than any of the other elements of this approach. [ABSTRACT FROM PUBLISHER]

Authors: • Russell, Jeffrey, and Linda Russell

Source: *T+D* 64, no. 4 (April 2010): 42.

[13 Tips for Managing Professionals.](#)

The task of managing highly qualified and educated professionals is a reality in today's workplace. In fact, it is a situation that occurs quite frequently across industries. Although education is seen more and more as a necessity among today's workforce, a terminal degree, required for many specialty positions (e.g. top level scientist, faculty member, or medical doctor), is rarely required for high



level management positions, which rely instead on varying combinations of qualifications such as education, work experience, job performance, political savvy, and knowledge capital. As a result, it is not unusual for managers to find themselves supervising employees who are more highly qualified than they are. Doing this well becomes very important, as the organizations who manage professionals most effectively will win the ongoing war for talent. Competition to hire talented employees is going to become even more intense in the next few generations, as predictions are that there will be more jobs than there are qualified people to fill those jobs. [ABSTRACT FROM AUTHOR]

Authors: • White, Alison Boord.

Source: Supervision 69, no. 11 (November 2008): 7.

[Workforce Management](#)

A business magazine for leaders in human resources covering all aspects of personnel/human resources management.

Publisher Information: Crain Communications Inc. (MI)





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Workforce Management Books Available for Checkout

Book Title	Author	Publisher	Year	Call Number
Managing Workforce 2000: Gaining the Diversity Advantage	David Jamieson, Julie O'Mara	Jossey-Bass	1991	HF5549.5. M3J36 1991
An Operational Process for Workforce Planning	Robert M Emmerichs, Cheryl Y. Marcum, Albert A Robbert	Rand	2004	UC263.E28 2004
Performance Management	Robert Bacal	McGraw-Hill	1999	HF5549.5.R 3B285 1999
Performance Planning and Appraisal: A How-to Book for Managers	Patricia King	McGraw-Hill	1989	HF5549.5.R 3K53 1984
In Pursuit Of Performance Management Systems in State and Local Government	Patricia W. Ingraham	Johns Hopkins University Press	2007	JK468.P75I 57 2007
Staff Planning in a Time of Demographic Change	edited by Vicki Whitmell	Scarecrow Press	2005	Z682.35.M3 5S73 2005
Strategic Management Of Human Knowledge, Skills, And Abilities Workforce Decision-Making In The Postindustrial Era	Eugene B. McGregor Jr.	Jossey-Bass Publishers	1991	HF5549.M3 3957 1991
Successful New Employee Orientation A Step-By-Step Guide For Designing, Facilitating, And Evaluating Your Program	Jean Barbazette	Pfeiffer	2007	HF5549.5.I 53B37 2007



Book Title	Author	Publisher	Year	Call Number
Succession Planning for a Vital Workforce in the Information Age	Myron Olstein	American Water Works Association	2005	HD4461.S9 5 2005
Succession planning in state government California Leadership Institute, CLI Team VI, module III.	California Dept. of Personnel Admin.	California Dept. of Personnel Admin.	2002	P360.T72 S83
Upward Mobility Considerations for Program Planning and Development	Janice B. Smith	Office of Personnel Management, Office of Consulting Services, Workforce Effectiveness and Development Group	1980	PM 1.2:Up 9
Workforce Crisis How To Beat The Coming Shortage Of Skills And Talent	Ken Dychtwald, Robert Morison, Tamara J. Erickson	Harvard Business School Press	2006	HF5549.5. M3D93 2006
Workforce Planning And Development Processes A Practical Guide	Georges Vernez	Rand	2007	UG773.W6 7 2007



Books On-Line

[**100 Ways to Motivate Others**](#), By Steve Chandler & Scott Richardson, Career Press 2008

[**101 Sample Write-Ups for Documenting Employee Performance Problems: a Guide to Progressive Discipline and Termination**](#) by Paul Falcone. AMACOM, 2010

[**Built on Values: Creating an Enviably Culture that Outperforms the Competition**](#) by Ann Rhoades. Jossey-Bass, 2011

[Chapter 4: Fill Your Company with A Players: A Values-Based Way to Hire](#)

[**Competency-Based Performance Reviews**](#) by Robin Kessler. Career Press, 2008

[**Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within**](#) by William J. Rothwell. AMACOM, 2010.

[**Improving Succession Plans: Harnessing the Power of Learning and Development**](#) by Carol L. Morrison. ASTD, 2010.

[**Improving the Performance of Government Employees: A Manager's Guide**](#) by Stewart Liff. AMACOM, 2011

[**Management Extra: Development for High Performance.**](#) Pergamon Flexible Learning, 2008.

[**Manager's Guide to HR: Hiring, Firing, Performance Evaluations, Documentation, Benefits, and Everything Else You Need to Know**](#) by Max Muller. AMACOM, 2009

[**The Manager's Guide to Maximizing Employee Potential: Quick and Easy Strategies to Develop Talent Every Day**](#) by William J. Rothwell. AMACOM, 2009

[**Managing People**](#) by Johanna Hunsaker. Dorling Kindersley Limited, 2009.

[**Performance Appraisals and Phrases for Dummies**](#) By Ken Lloyd, John Wiley & Son 2009.



[***Strategic Staffing: A Comprehensive System for Effective Workforce Planning***](#)
by Thomas P. Bechet. AMACOM, 2008

[***Sustainable Business: An Executive's Primer***](#) by Nancy E. Landrum and Sandra Edwards

[Chapter 3: Human Resources](#)

[***TrailBlazers: How Top Business Leaders Are Accelerating Results through Inclusion and Diversity***](#) by Redia Anderson and Lenora Billings-Harris. John Wiley & Sons, 2010

[Chapter 8: Sticking Strategies™ to Keep Your Pipeline Filled](#)



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Workforce Management-Recruitment Videos Available for Checkout

Video Title	Description	Format/ Length	Year	Call Number
1001 Ways to Energize Individuals	This video provides proven techniques and solid strategies for energizing, empowering, and motivating workers to do their best.	VHS/?	1997	HF5549.5 M63 O537 1997
A Basic Toolkit: Good Manager and Good Employee Skills	This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.	VHS/ 120 Minutes	2003	Z682 S64 2003
A Case of Working Smarter Not Harder	This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.	VHS/15 Minutes	1985	HD50 C37 1985
A New Look at Motivation	This video examines basic psychological principles of motivation and their application to both worker behavior and managerial styles. By heightening awareness of the individual factors that motivate people, this film will be of interest to both workers and managers.	VHS/32 Minutes	1980	HF5549.5 M63 N49 1980
Abilene Paradox, 2nd Edition	This classic film on management in an organization has been completely updated with a fresh, new look and a faster, more engaging pace. Whether you are interested in leadership, individual-accountability, communication,	VHS/28 Minutes	2002	HD30 23 A25 2002



Video Title	Description	Format/ Length	Year	Call Number
	team building, decision making or problem-solving training, you'll find this film flexible enough to target the skill sets most important to your organization at any given time.			
After All, You're the Supervisor!	This training program addresses effective supervision, teaching new and seasoned supervisors how to reach for, and achieve, greater success with these 10 learning objectives: acknowledge your new role; plan and prioritize team tasks; be accessible to your team; encourage teamwork; model desired behaviors; problem solve; delegate; communicate upward and downward; discipline effectively; and provide praise and recognition.	VHS/DVD 40 Minutes	2002	HF5549 12 A48 2002
Best of Motives: Part 1: Nobody Ever Tells Us	This video examines leadership skills and one of the fundamentals of motivation: communication about the job. Film deals with three concepts: information about the job, how it fits into the big picture and why it matters; feedback and letting employee measure own performance; and recognition and praise for exceptional achievements.	VHS/32 Minutes	1994	HF5549.5 M63 B47 1994
Best of Motives: Part 2: Nobody Ever Asks Us	Part 2 of this film series looks at leadership skills and the second part of motivation which is asking for feedback. Film deals with 3 concepts: listening to comments and ideas from workforce; involving employees in decisions and using their knowledge and experience; and empowering employees to achieve results not just to perform tasks.	VHS/27 Minutes	1994	HF5549.5 M63 B47 1994
Can You Spare a Moment?	John Cleese shows managers and team leaders how to handle the often-delicate counseling interview. After running through the wrong way to offer counseling, Cleese demonstrates the four stages of a successful structured approach. A manager needs to be able to spot impending problems and create an opportunity to talk confidentially when there is sufficient time to listen. Open	VHS/25 Minutes	2001	HF5549.5 C8 C36 2001



Video Title	Description	Format/ Length	Year	Call Number
	<p>questions should be used to encourage feedback. Summarizing the interview and rephrasing will help to clarify thinking. Finally, managers should not impose their own solutions. Instead, working through each stage will help employees discover their own resolution to the problem. Above all, remaining friendly and neutral is essential for conducting successful counseling interviews.</p>			
Common Mistakes People Make in Interviews	<p>This interesting and effective program helps job seekers anticipate what interviewers are looking for so they do not make the common mistakes most job seekers make. Creatively using a wrong way/right way format, this program illustrates potential pitfalls in the job interview and helps job seekers overcome them. Presents a gold mine of informative techniques to show job seekers how to do well in the interview and get the job offer!</p>	DVD/ 27 Minutes	2002	HF 5549.5 I6 C666 2002
Delegating	<p>This film examines the hidden traps that can undermine management efforts and provides basic steps to aid you in easing your own workload and building a more efficient department; covers the need for delegating, the benefits of delegating, and the techniques of delegating.</p>	VHS/30 Minutes	1981	HD50 D45 1981
Delegating for Diehards: Working Together to Get Things Done	<p>Delegating means relying on someone else to do a job that you're responsible for. It's not easy when time and accuracy are at stake. Learn the keys to win-win delegation from watching the process unfold. The video includes hilarious portrayals of people's deepest fears about delegating. Learn to: analyze tasks; select the right delegate; communicate effectively; and ensure successful results.</p>	VHS/20 Minutes	1998	HD50 D452 1998
Documenting Discipline II	<p>Explains documentation of progressive discipline and offers supervisors a fair and consistent approach in dealing with negative employee behaviors.</p>	DVD- ROM 22 Minutes	2006	HF5549.5.L 3 D63 2006



Video Title	Description	Format/ Length	Year	Call Number
EEO Compliance for Supervisors and Managers	This video gives an overview of the Equal Opportunity Act and how it impacts supervisors and managers.	VHS/23 Minutes	1993	HD4903 E36 1993
Employee Assistance Program: A Management Resource for Supervisors and Managers	This video gives an overview of the EAP Program.	VHS/21 Minutes	1996	HF5549.5 E42 E37 1996
Excellence in the Public Sector	Tom Peters proves that the management revolution is not confined to the private sector - that a revolution is brewing in the public sector, too. He travels to five organizations - The Navy Depot at Alameda, California; the National Theater Workshop of the Handicapped in New York City; the City of Phoenix, Arizona; the Department of Juvenile Justice in New York City; and the National Forest Service in Ochoco, Oregon - and uncovers the secrets of their management success.	VHS/27 Minutes	1989	JK421 E93 1989
First Time Around	Presents the concept of Work Planning, a process that prevents delays, misunderstandings, and non-performance by making sure work is done right the first time around. Viewers will learn how to plan good performance, gain agreement before work begins, and prevent problems by following up on deadlines.	VHS/29 Minutes	1989	HD31 F57 1989
Get Hired! How to Ace the Interview	This training program is designed to provide a map for individuals who are beginning their journey of finding a new job. Dr. Paul Green, one of the world's leading experts on interviewing, helps candidates evaluate their own skills, handle various interview situations, and greatly increase their abilities to land a job.	VHS/ 30 Minutes	2001	HF5382.7 G73 2001
Hire for Attitude	Skills can be taught. Attitude cannot. With fewer people doing more work these days, organizations cannot afford costly hiring mistakes and the resulting	VHS/20 Minutes	2000	HF5549.5 S38 H53 2000



Video Title	Description	Format/ Length	Year	Call Number
	turnover. This video will teach you how to: determine what attitudes lead to success in a job; design questions to reveal those attitudes; conduct effective interviews; and evaluate candidates placing a priority on attitude.			
Hiring Secrets: 12 tips to get candidates to reveal their true selves	Twelve ways to get applicants to show who they really are and not just tell you what you want to hear. Includes how to get a first impression that counts, determine a good fit for your office culture, check abilities of grammar, logic and sense of humor.	VHS/19 Minutes	2005	HF5549.5.1 6 H57 2005
How to Influence Motivation	Shows how managers can foster motivation at three crucial stages of job performance: before a new task is begun, while the task is in progress, and after a task has been completed.	VHS/31 Minutes	1986	HF5549. 5. M63 H695 1986
Human Touch: Performance Appraisal II	In addition to providing direct feedback and establishing expectations, a performance appraisal provides the legal backup you need to support promotions, raises, terminations, and potential legal disputes. This video is used by hundreds of companies around the world to help managers understand that evaluating employees is an ongoing interactive process of monitoring and motivating that benefits supervisors, employees and the organization. It also teaches supervisors how to: prepare a positive, constructive appraisal; eliminate any personal bias; be specific and candid; build on the employee's strengths; evaluate themselves as managers.	VHS/24 Minutes	1991	HF5549. 5 R3 H857 1991
Jack Cade's Nightmare I: The Nightmare	Jack Cade's Nightmare I: A Supervisor's Guide to Laws Affecting the Workplace was designed to help reduce the potential liability that all organizations and their management staffs face on a daily basis. This training program will sensitize supervisors and managers to the problems and legal liabilities that can arise under the rapidly changing labor and employment laws.	VHS/27 Minutes	1993	HF5549.12 J33 1993



Video Title	Description	Format/ Length	Year	Call Number
Jack Cade's Nightmare II: Preventing the Nightmare	Jack Cade thought he was doing the right thing by not getting involved in his employees' problems until he was slapped with a lawsuit suing him personally for \$600,000. This video revisits the mistakes Jack made in Part I, but this time describing how he could have prevented the problems from getting out of hand by following 10 simple rules. The video shows a 10-point action plan for better management that should help organizations and managers reduce their liability risk and continue to manage a quality workforce. Audience: new and experienced supervisors and managers.	VHS/22 Minutes	1993	HF5549.12 J33 1993
Jack Cade's Nightmare III: Caught in the Crossfire	Tape 1 provides participants with a humorous, yet realistic view of the mistakes many managers make in their general managerial roles and in their specific performance management responsibilities. Tape 2 analyzes these mistakes and provides a framework for understanding the components of effective supervision and performance management.	VHS/DVD 46 Minutes	1998	HF5549.12 J33 1998
Keeping the Good Ones	This video begins with Marvin, a hotel manager who finds out that his trusted assistant manager is leaving. To add to his troubles, he soon learns that other employees have stayed only out of loyalty to his assistant manager. Marvin has his hands full trying to stop the rest of his employees from leaving before a major upcoming event. Viewers learn that the secret to keeping good employees lies within the individual. Key learning points: treat your team members as people first and employees second, connect with your team members in a non-work way, offer employees your time with the Take 10 Check-in, and show your appreciation for your team members. This video is an excellent tool for stand alone training, or in conjunction with Performance Based Interviewing Training.	VHS/DVD 25 Minutes	2001	HF 5549.5 R68 K44 2001



Video Title	Description	Format/ Length	Year	Call Number
Legal and Effective Interviewing II: The Right Questions	This video and leader's guide provides the tools to facilitate a complete workshop focusing on the preparation, skills and techniques required to conduct a successful interview. The program addresses developing interview questions, controlling the interview process and avoiding discrimination. The content of this program is designed for all managers and supervisors in any organization.	VHS/14 Minutes	2001	HF5549.5 I6 L39 2001
Legal and Effective Interviewing: The Right Questions	Knowing your legal boundaries is one of the most important facets of the interviewing process. This video program provides you with a thorough, practical approach to training supervisors in this vital aspect of employment and covers such topics as setting the interview tone, the general interview format, listening techniques and more. Highlights: preparing for the interview; avoiding discrimination and lawsuits; gathering information; and closing and documenting the interview.	VHS/23 Minutes	2001	HF5549.5 I6 L39 2001
Legal Issues for Managers: It's Just Not Fair	Find out what can happen when employees or potential employees feel the smack of unfair treatment or inequality. This look at various work-related situations demonstrates how for some individuals, 'It's just not fair,' and paints a truthful representation of the legal consequences managers and organizations can face if an employee files a lawsuit. Explaining the defensive concepts of consistent documentation and recognizable, fair treatment, this unique 'news-magazine' style video lays out six specific guidelines for managers to follow and keep out of court.	VHS/22 Minutes	1996	HF5549.12 L43 1996
Legal Peril: 8 Management Pitfalls to Avoid	Statistics show one in five managers or supervisors will find themselves in litigation or part of an employment related claim or charge. This hard-hitting film featuring Harry Hamlin of LA Law fame explores the Eight Management Pitfalls –	VHS/23 Minutes	2003	HF5549.12 L443 2003



Video Title	Description	Format/ Length	Year	Call Number
	pitfalls which could end up costing you and your associates valuable time and your company millions of dollars. You will learn through example and discussion what they are, how to avoid this costly exposure and how to stay out of court.			
Legal Survival Skills for the Modern Manager	Dramatization with interspersed commentary. Teaches twelve basic survival skills that help companies remain in compliance with major employment legislation while at the same time encouraging worker morale and productivity.	DVD/26 Minutes	2005	HF5549. L443 2005
Light the Fire: Leveraging Appraisals for Maximum Performance	Managing and appraising employee performance is a critical job for all leaders and managers. This video is designed to help participants understand and practice how to write goals and objectives that are aligned with and support their business; think about the entire scope of job responsibilities; see the benefits of coaching and mentoring; and identify personal skills and growth needs required to attain goals.	VHS/24 Minutes	2004	HF5549.5 R3 L54 2004
Love 'Em or Lose 'Em: Employee Retention	This video explores the impact of retention problems and what makes employees stay. There are many simple and inexpensive ways to create a loyal and enthusiastic workplace. Discover how easily implemented tactics can improve morale and retain your most valuable assets – your employees.	18 Minutes	2000	HF5549.5 R58 K4 2000
Managing From the Heart	Put more heart into your management skills. Learn the importance of acknowledging the positive reasons behind new ideas. Never make others feel wrong, regardless the merit of the suggestion. Management is not all about brains, for it involves psychological and emotional subtleties as well, all of which are explained and illustrated in this program. Supplement your management techniques today with this program. Through it, both seasoned managers and incoming ones will also recognize that	DVD/30 Minutes	2001	HD 38 M315 2001



Video Title	Description	Format/ Length	Year	Call Number
	everyone has a potential to grow, especially if it is positively acknowledged by a great leader who supports them and makes them feel valued and respected.			
Max and Max	Meet Max, a recent college graduate, full of talent and ideas. And meet Max, a purebred Golden Retriever, eager to do his master's bidding. This workshop, one of five films in the Covey Leadership Library, is about empowerment. It's designed to increase leaders' awareness of the waste of human potential within organizations, and to help create a culture that fosters independent initiative, creativity, and resourcefulness. Included is an introduction and summarizing insights by Dr. Stephen R. Covey, founder and chair.	VHS/22 Minutes	1998	HD50. 5 M39 1998
Mixing Four Generations in the Workplace	Addresses the conflict between generations in the workplace and how to minimize its negative effects. Provides managers and supervisors with strategies for dealing with, recruiting, retaining, and motivating, using the generational differences in a positive way. The generations are: Matures, born prior to 1946; the Baby Boomers, born between 1946 and 1964; the Generation Xers, born between 1965 and 1980; the New Millennials, born after 1980.	DVD/34 Minutes	2007	HF5549.5. M5 M59 2007
More Than a Gut Feeling III	This video teaches you to select the most qualified job candidate by applying the behavioral approach to interviewing. This method, developed by industrial psychologist Dr. Paul Green, directs you to probe the job applicant for specific examples of their past. Viewers of More Than a Gut Feeling III will learn helpful job-related interviewing techniques practiced by so many hiring staffs all over the world. You can refrain from judging an applicant on gut feeling by: asking rapport-building questions; discussing the job; taking notes and explaining why; asking specific, open-ended questions to	VHS/28 Minutes	2001	HF5549. 5 I6 M66 2001



Video Title	Description	Format/ Length	Year	Call Number
	get specific answers; allowing for silence if necessary; maintaining control; getting contrary evidence; and evaluating.			
Motivating Your Employees: Rewards and Recognition	Recognition helps bring out the best in people. It improves productivity and retention, and encourages your employees to grow and strive to accomplish more. This program shows managers how to create a culture of achievement by doing the following: 1) praise must be honest and authentic; 2) recognition should be specific and timely; 3) rewards are best when tailored to the individual; and 4) managers must look for positive behavior and praise often.	DVD/21 Minutes	2004	HF5549.5 M63 M669 2004
Motivation: Igniting Exceptional Performance	Create a work environment where people do their very best every single day. Based on the proven strategies of the best-selling book 1001 Ways to Energize Employees, this documentary-style video uses real-life examples from managers and employees at United Airlines and Boardroom, Inc. to illustrate practical techniques and approaches that managers at all levels can implement.	VHS/DVD 21 Minutes	1998	HF5549.5 M63 M67
Municipal Employee Training – Standards of Conduct	Through realistic scenarios, new employees learn that to be a professional staff member, they must be a law abiding citizen and must understand what it means to display a professional demeanor. Viewers learn what it means to be businesslike, the importance of respecting city property, what the citizens expect when it comes to being sober, being moral and being honest and why it is important to obey legitimate orders. New employees will understand the conduct the city expects of them and will be inspired to take pride in conducting themselves according to the highest standards of professional conduct.	DVD/11 Minutes	2006	JS148 S73 2006



Video Title	Description	Format/ Length	Year	Call Number
Painless Performance Improvement	Real change only happens when the decision to change comes from the person doing the changing. Painless Performance Improvement provides managers with a simple and proven technique to help team members improve their own poor performance without the drama, pain or conflict often associated with performance issues. Supervisors will relate to scenes of management gone awry as well as employee's favorite excuses and sidetracks.	VHS/23 Minutes	2004	HF 5549.5 M63 P35 2004
Positive Discipline: How to Resolve Tough Performance Problems Quickly and Permanently	This video teaches a five step process for correcting negative performance by: 1) identifying the problem (the gap between the actual & desired behavior); 2) analyzing the problem's severity; 3) discussing the problem with the employee; 4) documenting the discussion (including the history of the problem and what was said and agreed upon); and 5) following-up to monitor results (recognize improvements, or take action if the problem hasn't resolved.) This shows supervisors how-when done right-performance discussions can actually be a tool for coaching and developing employees.	VHS/DVD 24 Minutes	2006	HF 5549.5 L3 P67 2006
Priorities for Life: Capacity & Energy: Uncommon Reminders for Bringing Out the Best in Yourself and Others	Robert Cooper is an acclaimed educator on how exceptional leaders and teams excel under pressure while everyone else is just competing or falling behind. He provides uncommon yet highly practical guidance on how to bring out more of the best in yourself and others in ways that can make the biggest difference: developing leadership, setting priorities, dealing with change, and increasing personal capacity. This is one of a 6 part program.	DVD/4 Minutes	2001	BF408 P75 2001
Productivity and the Self-Fulfilling Prophecy: <i>The Pygmalion Effect, 2nd</i>	This revision shows the evolution of the self-fulfilling prophecy and how a manager's or instructor's expectations alone can influence and dramatically improve another person's performance.	VHS/27 Minutes	1987	HF5549. 5 I5 P76 1987



Video Title	Description	Format/ Length	Year	Call Number
<i>Ed.</i>	Updates the history of the Pygmalion effect, showing how it has been both a useful and a destructive tool throughout time, and how it can be harnessed to positively influence the behavior of people at all ages.			
Pygmalion Effect: Power of Expectations, 3rd Ed.	Through interviews with topic expert Dr. Robert Rosenthal and reenactment of a 'positive Pygmalion' success story, learn how positive/negative expectations create self-fulfilling prophecies. Understand how to develop the skills to positively influence coworkers and subordinates, raise the expectations of staff members and help individuals to believe more in their own ability to positively influence and lead others.	VHS/DVD 34 Minutes	2001	HF5549.5 I5 P93
Self-Directed Evaluation	This video states the importance of establishing 'quality indicators' of performance on the job. It looks at employees in the two organizations taking initiative steps to evaluate their own job performance by using various strategies to develop their group and individual performance indicators.	VHS/20 Minutes		HF5549 5 J62 S4
Start Right - Stay Right: Orientation Basics	This video will help you easily show your new hires the kinds of behaviors you expect from them – including everything from basic workplace etiquette (like being aware of personal hygiene & appearance) to more advanced things (like showing appreciation to co-workers and taking initiative.) This program features a host who leads viewers through vignettes demonstrating 24 success behaviors. It also allows a wide variety of facilitation options.	DVD/ 39 Minutes	2000	HF5549.5 C35 S73 2000
Supervising an Employee with a Disability: Situations in the Workplace	Men and women with various physical, sensory, hidden and developmental disabilities are portrayed successfully working in manufacturing, office and medical positions. .A real-life look at issues and solutions in the workplace, with actual employee supervisors, and employees with disabilities sharing their	VHS/2 videos 56 Minutes	1999	HD7255 S86 1999



Video Title	Description	Format/ Length	Year	Call Number
	experiences and providing step-by-step guidelines for orientation, training, and ongoing supervision.			
Supervisory Skills at Work	<p>From learning patience to fostering empowerment, help your new managers understand the more complex and challenging qualities that every manager needs to be successful.</p> <ul style="list-style-type: none"> • Understand that a manager's role is to help others achieve, rather than do everything themselves. • Learn to motivate and understand those you may not have much in common with. • Realize how to confront team members that may attempt to undermine management. • Learn to use recognize when constructive coaching techniques will help employees improve. <p>The message that underlies everything is the importance of respect. respect for your colleagues, your responsibilities and respect for yourself.</p>	VHS/17 Minutes	2005	HF5549.12 S87 2005
Talent Management: How to Retain Your Best People	<p>With research indicating that one third of a typical workforce is ready to resign within the next two years, this video has suggestions for retaining employees: spotting the warning signs that something might be amiss, asking questions (and listening to the answers), and looking for solutions. Depicts scenarios involving a stressed out employee, an employee who feels undervalued, and a bored employee.</p>	VHS/DVD	2004	HF5549.5 R58 T35 2004
The Consultant: Performance Issues	<p>Equip managers with the answers they need to handle personal, discrimination, conflict, and job performance problems they face every day.</p>	DVD/5 Minutes	2007	HF 5549.12 P47 2007
The Dreaded Appraisal	<p>Giving a review—or receiving one—is a challenging experience, even when the news is good. Prevent performance appraisals from turning into disasters with The Dreaded Appraisal. This video emphasizes the need to remain in control,</p>	VHS/31 Minutes	1990	HF5549.5 R3 D73 1990



Video Title	Description	Format/ Length	Year	Call Number
	avoid irrelevant arguments and gain agreement on specific, measurable performance goals. The Dreaded Appraisal lets you sit in as three managers review three different employees, each an archetype of a 'problem' personality. Each illustrates a different challenge for managers and each presents an opportunity to turn negative attitudes into positive actions.			
The Little Things Mean a Lot: From Micro-inequities To Micro-affirmations	The "little things" are behaviors we all use, intentionally and unintentionally. They can make our organizations highly productive or erode their power, innovation and productivity. Designed by a pioneer in the field of diversity and inclusion, Little Things Mean A Lot™ shows how the ways we value and devalue our colleagues impact our workplace and its effectiveness. This program combines a compelling business case with practical strategies individuals, teams and leaders can use to counter micro inequities while building high performance work environments.	DVD/22 Minutes	2008	HD 58.7 L58 2008
The Three-Dimensional Interview	Provides participants with the skills and knowledge they need in order to effectively conduct a consistent structured interview process to hire the best fit with the job requirements and organizational culture.	VHS/DVD 28 Minutes	2006	HF5549.5.1 6 T44 2006
Training Ground: Supervisory Skills	This video offers an overview of basic supervisory skills for supervisors with any level of experience. It covers: active listening skills; the five Ls for supervisors; giving and receiving feedback; time management and delegation skills, and progressive discipline and conflict resolution.	VHS/26 Minutes	1998	HF5549.5 T7 T73 1998



Podcasts

[Center for Creative Leadership](#) — Resources and tips on Leadership.

[Duke University Center for Leadership and Ethics Podcasts and Videos](#) — Through this dynamic partnership, the center leverages the intellectual resources and practical experiences of leading academic and practitioner institutions and individuals (both within Duke University and from outside the university) to respond to today's need for ethical leaders and their leadership development



On-Line Courses For a Fee on Workforce Management

[California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

Website: <http://www.cvc.edu/>

[OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) “Office Desk Courses”](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Website: <http://www.dts.ca.gov/training/default.asp>

Email: training@state.ca.gov

[Supervisory Training material from CDCR](#) –

The College of Continuing Education at Sacramento State University developed this training for [CDCR](#). **These materials are provided by permission of CDCR for the limited and specific use of California State agencies for the purpose of training their employees.** This 11-course supervisory training meets the requirement for structured training and can be used for employee development as well.



Instructor-Led Courses For a Fee on Workforce Management

[American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: info@arc.losrios.edu

[College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

Website: <http://www.cce.csus.edu>

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Training Manager as Strategist (2 days)
- Coaching Employees to Success (2 days)
- Managing the Training Function (3 days)
- Evaluating and Reporting Training Impacts (1 day)
- Workforce Development (1 day)
- Human Capital Applications (1 day)
- Human Capital Essentials (1 day)

[Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

- Selection and Hiring: Guidelines and Tips (4 hours)
- Disciplinary Discussions (4 hours)
- Advanced Coaching and Influencing Others (4 hours)
- Performance Management: Analyzing and Addressing Performance Issues (4 hours)
- After the Downsizing: Survivor Guilt and Productivity (4 hours)



Cooperative Personnel Services (CPS)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Website: www.cps.ca.gov/training.aspx

Phone Number: (916) 263-3614 Option 3

Email: trainingcenter@cps.ca.gov

- Performance Appraisal and the IDP (1 day)
- Basic Supervision

Folsom Lake College

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [http://www.flc.losrios.edu/Career Technology Programs](http://www.flc.losrios.edu/Career_Technology_Programs)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

Los Rios Community College District, Business and Economic Development Center (BEDC)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Website: www.trainingsource.losrios.edu

Email: WinnerB@losrios.edu

- Supervising for Performance: Series delivered in one to three day modules (80 hour series)
- Foundational Skills for Supervisory Excellence- part of 80 hour series (3 days)
- Essential Legal Aspects of Supervision for California State Supervisors- part of 80 hour supervisor series (2 days)
- Making it Happen: The Application and Enhancement of Supervisory Skills- part of the 80 hours series (2 ½ days)
- Remote Supervision- part of 80 hour supervisor series (1/2 to 1 day)
- How to Build and Maintain a High Performance Team- part of 80 hour supervisor series (2 ½ days)



[OTech Training Center](#)

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Website: <http://www.dts.ca.gov/training/default.asp>

Email: Training@state.ca.gov

[State Personnel Board \(SPB\)](#)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: ttp@spb.ca.gov

- Supervising for Performance: Series delivered in- (modules 80 hour series - 1 to 3 days)
- Foundational Skills for Supervisory Excellence- (part of 80 hour series -3 days)
- Essential Legal Aspects of Supervision for California State Supervisors- (part of 80 hour supervisor series -2 days)
- How to Build and Maintain a High Performance Team- part of the 80 hours series (2 ½ days)
- Making it Happen: The Application and Enhancement of Supervisory Skills- (part of the 80 hours series - 2 ½ days)
- Workforce/Succession Planning - Preparing for Your Future Workforce in a Changing World. (2 and ½ days)



Government Resources

State Government

[Department of Finance](#)

[Strategic Planning Guidelines](#)

[Department of Personnel Administration](#)

[Appeal of Performance Appraisal](#)

Competency Based HR Program Training

[Behavioral Interview Guides for Leaders](#)

Training HR professionals, managers, supervisors, and applicants for jobs can integrate this best practice hiring technique to match the right people to the right jobs. The HR Mod Project is pleased to announce the release of four new interview guides for the Leadership Competency Model:

- [First level supervisor](#)
- [Second level supervisor](#)
- [Manager](#)
- [Executive](#)

[Competency Based Reference Checks](#)

These questions can be used or tailored to a position to elicit responses from references consistent with what is required for the job and confirm what the applicant said during the interview. These questions will further assist the hiring managers with assessing a candidate's experience



Modernizing California's HR Program

Introductory two-hour tutorial about how competencies can be used in hiring, managing, and developing employees. – 2 hours

The Merit Principle Training

An overview of the California merit principle, including legal citation and references Explains the importance, history, and implementation of the merit principle in California civil service. 20 minutes.

Workforce Planning

Workforce planning enables an organization to proactively plan for and address changes in the workforce, provides an awareness of workforce composition now and in the future, and encourages organizations to more effectively and specifically develop existing and newly hired staff.

Employee Performance Management Cycle

Performance Appraisal and Discipline

Supervisor's Responsibility During the Probation Period

Labor relations- The Department of Personnel Administration recommends that every new supervisor meet with and/or receive an overview of Labor Relations with their Department or Agency Labor Relations Officer. An agenda and/or topics of discussion may include the role of a steward, the collective bargaining process, fair labor standards act, and the grievance process for your agency or department. Soon, an on-line portal of Labor Relations Training will be available for use that would qualify as a free alternative to instructor led training in this topic

- **[Dills Act](#)**
- **[Bargaining Unit Contracts](#)**
- **[PERB and Unfair Labor Practice](#)**



Grievances

- [Grievance and Appeals Procedure for Excluded Employees](#)
- [Grievance Process for Represented Employees](#)
- [Supervisor Bill of Rights](#)

[The Virtual Help Desk for Managers and Supervisors](#)

A high-level overview of basic personnel processes.

[Workforce Planning](#)

[State Personnel Board](#)

[Limited Examination and Appointment Program \(LEAP\)](#)

[Permissive Affirmative Action](#) (PowerPoint)

Federal Government

[What is Performance Management?](#)



Colleges and Universities Resources

[Penn State University Smeal College of Business Executive Insight Series](#)

Leadership in Focus: Executive Insights is the signature speaker series at the Smeal College of Business. The program brings high-profile business leaders to the college to connect with students, faculty, and administrators

[San Diego State University Collaborative for Distance Learning](#)

[Job accommodations for people in the workplace and disability information](#)

[Training for people with disabilities](#)



External Resources

[Supervisor's Handbook for Orienting New Employees](#) - This is a Supervisor's Handbook for Orienting New Employees.

[Business Week: World's Most Influential Head Hunters \(Recruiting\)](#)

[Introduction to Management & Developing Your Staff from the Association of California State Supervisors](#)

[SmartKPIs.com](#) - An online platform for performance management knowledge integration.

