



40-Hour Manager Training Learning Objectives

1.0 Role of the Leader

The role of the leader is to ensure our civil service workforce delivers quality services and products to the citizens of California. The leader provides inspirational leadership by engaging, influencing, and empowering others and creating a culture of mission driven success. The leader uses proven techniques of leadership, planning, organizing and talent management, including building solid relationships with labor, to achieve desired business outcomes in the most efficient and effective manner possible.

1. Identify how to lead an organization to perform the mission.
2. Compose a compelling vision and inspire and empower others to bring the vision to life.
3. Define and communicate organizational goals and results.
4. Evaluate how your leadership impacts employee engagement and the organization's culture.
5. Describe and apply how to maximize employee and organizational performance while managing risk.
6. Coach, mentor, and develop others to be effective leaders.

2.0 Techniques of Leadership

The leader uses various techniques to create an environment and foster a culture of engagement, accountability, and empowerment to deliver results. Leaders are mindful of the impact their own leadership style has on the performance of individuals and teams and apply leadership techniques appropriate to the situation.

1. Apply appropriate leadership techniques.
2. Analyze how, when, and with whom to delegate authority.
3. Create an environment that engages and empowers others to drive results.
4. Assess how your leadership impacts the performance of individuals and the organization.
5. Assess your leadership strengths and weaknesses in order to maximize your effectiveness.
6. Identify and apply emotional intelligence to enhance leadership skills.

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3.0 Planning and Organizing

The leader serves as an effective steward of state resources by utilizing best practice management methodologies to operate programs and run organizations.

1. Apply management practices to successfully create or more effectively lead a program.
2. Implement process improvements to increase the efficacy and/or efficiency of a program.
3. Develop a business or implementation plan for a new program or initiative.
4. Apply project management principles and practices to program workloads.
5. Utilize common state practices for budgeting and contracting.
6. Identify how to collaborate and network with others to achieve program results.

4.0 Talent Management

The leader builds and sustains a diverse and talented workforce with the capability needed to perform the mission and achieve the strategic objectives of the organization. The leader implements appropriate talent management strategies to allow employees to achieve their full potential throughout the employee life cycle.

1. Analyze how workforce and succession planning drives organizational results.
2. Utilize talent management strategies to maximize workforce performance throughout the employee lifecycle.
3. Apply a competency-based approach to workforce training and development.
4. Communicate and manage organizational changes that impact the workforce.
5. Recognize unconscious bias and how to reduce its negative effects.
6. Apply techniques for managing the performance of direct reports.



CALIFORNIA DEPARTMENT OF HUMAN RESOURCES

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5.0 Performance Management

The leader is accountable for organizational performance. The leader plans, prioritizes, and creates metrics to regularly monitor performance. Leaders fully understand the processes they manage and are champions for ongoing process improvement.

1. Establish organizational performance standards and operating targets.
2. Create and evaluate key performance indicators (KPIs) / metrics to measure organizational performance.
3. Align individual performance goals to organizational performance goals.
4. Engage teams in using data to assess organizational performance and to make data-driven decisions.
5. Identify how to monitor and respond to performance metrics results.
6. Recognize and celebrate individual and organizational successes.

6.0 Labor Relations

The leader ensures that management honors the agreements set forth in relevant bargaining unit agreements.

1. Identify labor relations authorities and stakeholders.
2. Define roles and responsibilities.
3. Describe why it's important to, and tips for, establishing positive relationships with local labor representatives.
4. Identify how to utilize the grievance process to the benefit of the employer.