



80-Hour Supervisor Training Learning Objectives	
1.0 Role of the Supervisor	
1.1 Characteristics / Behaviors	<ol style="list-style-type: none">1. Define the characteristics and behaviors of a successful leader in state service and the difference between leading people and managing process.
1.2 Self-Awareness	<ol style="list-style-type: none">1. Describe ways to build emotional intelligence including: emotional self-control, transparency, optimism, empathy, reading non-verbal cues, and self-confidence.2. Assess personal preferences and explore others' preferences for more effective communication. Examples: Myers Briggs Type Indicator (MBTI), DiSC, Hogan, Taking Flight, True Colors.
1.3 Inspirational Leadership	<ol style="list-style-type: none">1. Define and describe the State of California Leadership Model (Statewide Leadership philosophy, values and competencies).2. Assess personal leadership style and strengths to identify development areas. Examples: Strength Finders, Being the Boss, Leadership Challenge.
2.0 Techniques of Supervision	
2.1 Collaboration	<ol style="list-style-type: none">1. Develop strategies for building and maintaining diverse relationships.2. Describe various conflict resolution models and skills used to improve situations and relationships for better results.
2.2 Communication	<ol style="list-style-type: none">1. Identify the importance of using the appropriate communication channels in order to achieve the desired outcome.2. Practice skills giving and receiving feedback.



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	<ol style="list-style-type: none">3. Practice active listening skills using probing and clarifying questions.4. Demonstrate adaptability by applying situational communication techniques.
2.3 Good Governance	<ol style="list-style-type: none">1. Clearly articulate how the unit goals support the organization's mission.2. Define and model stewardship for customer service to achieve accountability, transparency, sustainability, and policy compliance.3. Explore implications of social and environmental issues including concepts of power, influence utilizing SWOT assessments (Strengths, Weaknesses, Opportunities, and Threats), and/or PEST assessments (Political, Economic, Social, and Technological).
2.4 Team Engagement	<ol style="list-style-type: none">1. Create strategies to develop high-performing and diverse teams.2. Develop strategies to foster employee engagement.3. Explain alignment between organization mission, vision, and core values, and translate them into an actionable mission and vision for your team.4. Define how teamwork contributes to the department's mission success.5. Identify ways to incorporate departmental and informal employee recognition tools into your supervisory style.
2.5 Organizational Change	<ol style="list-style-type: none">1. Discuss a change model and identify common reactions to change.2. Identify strategies to communicate and lead employees through change.3. Create a plan for managing a current or anticipated process change.
2.6 Personal Credibility	<ol style="list-style-type: none">1. Strategize ways to earn and demonstrate personal and professional credibility as a leader.



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	<ol style="list-style-type: none">2. Identify personal responsibility combined with organizational awareness of ethical behavior in a leadership role.
3.0 Planning and Organizing	
3.1 Results Driven	<ol style="list-style-type: none">1. Develop team mission and goals by including the entire team in the decision-making processes.2. Review methods for delegating tasks effectively in order to meet organizational goals and objectives.3. Discuss how to develop and use metrics to show achievement of unit and program goals.4. Demonstrate the use of priority management techniques to achieve program objectives.
3.2 Lean	<ol style="list-style-type: none">1. Discuss the benefits of applying LEAN principles in the workplace and how they can be used to improve customer service and value.2. Learn methods to evaluate work processes, identify inefficiencies, and continuously improve for better customer outcomes.3. Analyze electronic methods for collecting data that help make informed decisions.
4.0 Staffing – Talent Management	
4.1 Recruitment	<ol style="list-style-type: none">1. List ways you can work with your manager and human resources to ensure appropriate staffing levels are maintained and to produce an accurate duty statement for recruitment.



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4.2 Hiring and Selection	<ol style="list-style-type: none">1. Describe the responsibilities and steps for best practices for hiring including how to properly screen, score, and assess candidates.2. Discuss best practices of the hiring process to recruit a diverse and dynamic workforce by minimizing conscious and unconscious bias.3. Practice writing effective competency-based behavioral interview questions and skill assessments.4. Demonstrate how to prepare for and conduct an effective interview.5. Describe the probationary period and your roles and responsibilities.
4.3 Onboarding	<ol style="list-style-type: none">1. Identify your role, the benefits, and the process for employee onboarding.2. Develop a plan for onboarding new employees to the state and your department using available tools.3. Identify your role and benefits to effectively communicate clear expectations for employee job duties, roles, and responsibilities.
4.4 Coaching / On-The-Job Training	<ol style="list-style-type: none">1. Define, discuss, and demonstrate best practices of coaching and on-the-job training.2. Describe an effective coaching process with direct reports and practice when to apply coaching or counseling techniques to improve work performance.
4.5 Developing Others	<ol style="list-style-type: none">1. Design a training and development plan to build a diverse and dynamic workforce of employees who have a variety of skills and abilities and who function effectively to accomplish the mission of the organization.2. Practice co-developing an Individual Development Plan (IDP) and describe



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	how it can be used to maximize employee professional growth.
5.0 Performance Standards	
5.1 Performance Management	<ol style="list-style-type: none">1. Describe how to provide developmental feedback, guidance, and reinforcement to employees regarding current and future performance expectations.2. Apply techniques for managing work performance of direct reports, including: planning and setting expectations, employee development; monitoring progress, evaluating performance, and recognition.3. Collaborate and develop an individual work plan with goals, strategies, and metrics aligned to the agency's strategic plan.
6.0 Performance Appraisal	
6.1 Performance Appraisal	<ol style="list-style-type: none">1. Describe the purpose, benefits, and best practices of conducting and writing IDPs and Performance Appraisals (PA).2. Practice preparing, writing, and delivering an effective PA.
7.0 Discipline	
7.1 Leader's Role	<ol style="list-style-type: none">1. Describe the supervisor/leader's roles, responsibilities, and steps in the discipline process and the importance of good documentation.2. Apply tools and techniques of early intervention and prevention to avoid the need for further disciplinary action.3. Identify process, partners, and resources for each of the progressive discipline steps.



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8.0 Labor Relations	
8.1 Leader's Role	<ol style="list-style-type: none">1. Identify the leader's role in the labor relations process, including grievances.2. Describe at least three resources to guide labor relations issues.
8.2 Laws and Rules	<ol style="list-style-type: none">1. Identify major labor relations terms, components, and requirements and how to apply them. Examples: Fair Labor Standards Act (FLSA), Ralph C. Dills Act, union and non-union issues, worker's compensation.2. Determine under what circumstances employees are entitled to union or other representation.
9.0 Equal Employment Opportunity Principles and Affirmative Action for Persons with Disabilities	
9.1 Laws and Regulations	<ol style="list-style-type: none">1. Describe your role in offering assistance and managing employees in the areas of EEO (Equal Employment Opportunity), civil rights, and workplace safety. Examples include the Americans with Disabilities Act (ADA), Fair Employment and Housing Act (FEHA), Limited Examination and Appointment Program (LEAP), Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), Pregnancy Disability Leave (PDL), and related state and department policies and procedures.
9.2 Leader's Role	<ol style="list-style-type: none">1. Identify your role and resources for hiring, retention, and promotion of applicants and employees with disabilities. Example: LEAP.2. Recognize how to engage protected employees in the interactive process of reasonable accommodation.3. List your responsibilities to create and support a safe and harassment free



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	<p>work environment.</p> <ol style="list-style-type: none">4. Identify your role and resources for fostering the Upward Mobility program.
10.0 Sexual Harassment Prevention	
10.1 Legal Aspects	<ol style="list-style-type: none">1. Define sexual harassment and other forms of harassment covered by Government Code section 12940 (j) (AB 1825 and AB 2053).2. Identify behavior which constitutes sexual harassment and abusive behavior.3. Understand the essential elements of an anti-harassment policy.
10.2 Leader's Role	<ol style="list-style-type: none">1. Explain the supervisor/leader's role in sexual harassment and abusive conduct complaints.
10.3 Preventive	<ol style="list-style-type: none">1. Identify the benefits of creating a harassment free workplace.2. Strategize ways to create a harassment free and safe workplace.