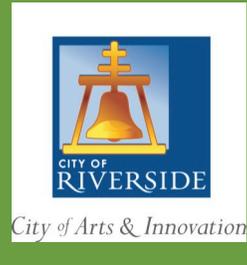


Human Resources Department



Multiplying Talent **M**otivating Excellence **M**aximizing Potential

M³P

**HIGH PERFORMANCE
LEARNING CENTER**



Multiplying Talent **M**otivating Excellence **M**aximizing Potential

M³P

**HIGH PERFORMANCE
LEARNING CENTER**

Our Mission...

To provide City of Riverside employees with contemporary and professional learning and development opportunities which:

- Are in direct alignment with the City of Riverside's organizational objectives (including the City's Economic Development initiatives), and geared toward their fullest attainment.
- Increase skills and competencies for greater efficacy of work performance.
- Stimulate and support talent retention, career advancement, and succession planning.
- Inspire employees to pursue excellence and achieve their utmost potential.

Our Objectives...

Highest Quality

Interactive, Innovative, and Engaging

Generate Interest

Holistic

Purposeful and Business Strategic

Ethics, Values, and Character

Recognition and Rewards

Flexible

Organized and Systematic

Relevant and Personalized

Modular

Accessible

Networked and Collaborative

Cultivate a Culture of Learning

Evaluate and Justify

High yield investment in our most valuable resource: **You!**

S • H • I • E • L • D

Facilitating A Safe, Healthy, Inclusive, Energized, Linked, and Diverse
Work Environment

SHIELD Certificate: Workplace Fundamentals

Information

Eligible Participants

- (1) New/recently hired full-time employees.
- (2) All other full-time employees.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 7 'in class' courses.

Total Duration

- This certificate is offered once per year during the Winter Trimester (November - February).
- 28 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.
- *If you have already completed NEO, you are eligible to receive an exemption from the course.*

Core Courses

NEW EMPLOYEE ORIENTATION (NEO)

Participants will learn:

- The basics of City business and expectations.
- The City's organizational structure and core values.
- An overview of relevant personnel matters such as timecards, employee benefits, safety and emergency procedures.
 - * **Mandatory** for all new benefited employees

WORKPLACE ETHICS

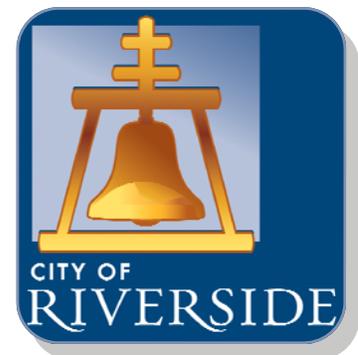
Participants will learn:

- The difference between individual versus business ethics, and organizational responsibility.
- Ways to practice ethical decision making.
- Tips for designing effective 'ethics initiatives'.
 - Month 1, Session 1
 - Duration: 4 hours

VALUING DIVERSITY

Participants will learn:

- How to increase effectiveness in a highly diverse workplace.
- How to identify and understand different personalities.
- How diversity impacts relationships within and between departments, and with residents and other stakeholders.
 - Month 1, Session 2
 - Duration: 4 hours



S • H • I • E • L • D

Facilitating A **S**afe, **H**ealthy, **I**nclusive, **E**nergized, **L**inked, and **D**iverse Work Environment

PREVENTING A HOSTILE WORK ENVIRONMENT

Participants will learn:

- How to read body language and other warning signs of potentially explosive situations.
- What to do when a person is angry or has an emotional outburst.
- When to get others involved.
- Effective contingent actions to use when dangerous threats exist.
 - Month 2, Session 1
 - Duration: 4 hours



CONFLICT RESOLUTION

Participants will learn:

- To become more aware of your preferred conflict resolution style.
- To recognize the preferred conflict resolution styles of others.
- How to understand the conflict resolution process.
- How to assess conflict situations.
- Select the most effective resolution style for a given situation.
- To become more effective at resolving conflict.
 - Month 3, Session 2
 - Duration: 4 hours

STRESS MANAGEMENT STRATEGIES

Participants will learn:

- The events and stressors that are known to cause the highest stress in the U.S.
- How nutrition, exercise, relaxation, and conflict resolution skills can reduce stress.
- How life management can lead to greater fulfillment, achievement, and longevity.
- Exercises (mental and physical) that will help you through stressful situations.
 - Month 2, Session 2
 - Duration: 4 hours

RECOGNIZING SIGNS OF SUBSTANCE MISUSE/WORKPLACE SAFETY

Participants will learn:

- Guidelines for a safer, healthier, and more productive work environment, including applicable laws and illness/injury prevention.
- An overview of employer/employee cost-benefit for a safe work environment.
- Ten key facts about substance misuse based on current workplace trends and activities.
- How to observe and identify tell-tale signs of possible concern.
 - Month 3, Session 1
 - Duration: 4 hours



S • O • A • R

Supplement, Optimize, Acquire, and Renew Essential Skills

SOAR Certificate: Basic - Intermediate Skills Development

Information

Eligible Participants

- (1) Non-management full-time employees.
- (2) Management Level I employees.
- (3) All other employees.

*Note: **Supervisor/Manager approval is a pre-requisite for all participants.***

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration

- This Certificate is offered once per year during the Spring Trimester (March - June).
- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Core Courses

PROVIDING OUTSTANDING CUSTOMER SERVICE

Participants will learn:

- Twelve elements of outstanding service.
- Four personality styles and how to effectively relate to each type of person.
- Ways to double your listening capacity.
- How to deliver a negative response without saying "NO".
 - Month 1, Session 1
 - Duration: 4 hours

THE CHALLENGE OF CHANGE

Participants will learn:

- How to face your fears, reservations, and negative feelings when change is inevitable.
- Three steps for making suggestions to help change really work.
- How to support your boss during change, versus being a 'hidden rebel'.
- Ways to become a sponsor for positive change.
 - Month 1, Session 2
 - Duration: 4 hours

EFFECTIVE COMMUNICATION SKILLS I

Participants will learn:

- Fifteen easy listening techniques that will build relationships and improve performance.
- To use the 'Ouch System' to resolve miscommunication.
- How to see from the other person's perspective.
- How to avoid common poor communication habits.
 - Month 2, Session 1
 - Duration: 4 hours

BUSINESS WRITING AND GRAMMAR REFRESHER

Participants will learn:

- Report formats that are easy to follow.
- Do's and Don'ts of e-mail communications.
- How to ensure writing is clear, concise, and correct.
 - Month 2, Session 2
 - Duration: 4 hours

S • O • A • R

Supplement, Optimize, Acquire, and Renew Essential Skills

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® I

Participants will learn:

- How to improve your self-awareness.
- To improve effectiveness by practicing self-motivating strategies.
- The power of purposeful living.
 - Month 3, Session 1
 - Duration: 4 hours

CRITICAL THINKING, ETHICS, AND VALUES FOR DECISION-MAKING

Participants will learn:

- How to make better decisions.
- What to do when feeling pressured by circumstances, people, or high expectations.
- How to assess situations more objectively.
 - Month 4, Session 1
 - Duration: 4 hours

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® II

Participants will learn:

- How to develop solutions that benefit all parties.
- Why your advice is sometimes rejected.
- To find ways of implementing innovative ideas.
 - Month 3, Session 2
 - Duration: 4 hours

PRACTICAL PROBLEM SOLVING

Participants will learn:

- A six-step creative problem solving process.
- Common pitfalls for problem solvers.
- How to identify and implement workable, 'never been thought of' solutions.
- How to gain management support.
 - Month 4, Session 2
 - Duration: 4 hours

'Stand Alone' Courses*

PUBLIC RECORDS ACT

Participants will learn:

- What is a public record.
- What records are exempt from disclosure as a public record.
- When and how public records can be requested.
- Your obligations to assist the public.
- How to respond to public records requests and the timing of the response.
- When an agency has met its obligations with regard to the request.

ADVANCED BUSINESS WRITING: REPORTS, E-MAILS, AND CORRESPONDENCE

Participants will learn:

- The difference between ordinary communications and those with extraordinary impact.
- Three ways to ensure that poor quality communications never leave your desk.
- How the right message, in the right format, can move mountains.



* Not within SOAR Certificate program; offered at least once per year.

S • O • A • R

Supplement, Optimize, Acquire, and Renew Essential Skills

SOAR Technology Certificate: Technical Skills Development

Information

Eligible Participants

(1) All full-time employees.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete *any 6* of the SOAR Technology courses, utilizing any combination of courses and levels offered.
- There is no assigned set of core courses specified for this particular certificate program.

Total Duration

- All SOAR Technology courses are offered at least once per year, and most are scheduled for multiple sessions throughout the year.
- 42 hours (6 x 7 hour 'in class' course sessions) in 12 months.
- All course sessions are 7 hours in length.

Core Courses

EXCEL® I

- Introduces beginner level users to basic capabilities of Excel, including:
 - Insert and edit rows and columns.
 - Copy and move cells.
 - Save, retrieve, and print spreadsheets.
 - Create effective formulas.

EXCEL® II

- Familiarizes users with database, charting, and other intermediate level features of Excel, including:
 - Create, sort, and query a database.
 - Customize the Excel work environment.
 - Create Excel macros.

EXCEL® III

- Familiarizes users with advanced level charting, mapping, and other complex features of Excel, including:
 - Use map feature.
 - Manipulate figures with more advanced functions.
 - More complex Excel macros.

WORD® I

- Provides the user with an introduction to Word and the necessary skills to create and edit documents, including:
 - Setup and page layout.
 - Enhance characters within a document.
 - Print a document.

S • O • A • R

Supplement, Optimize, Acquire, and Renew Essential Skills

WORD® II

- Introduces new skills using Word, including:
 - Create and use templates, headers, footers, tables, merged documents, and forms.

WORD® III

- Provides the competent Word user with skills to utilize advanced features, including:
 - Manage large documents.
 - Create tables of contents, figures, indexes, and macros.

POWERPOINT® I

- Introduces users to the basic capabilities of PowerPoint, including:
 - Utilize the PowerPoint menu.
 - Create presentations.
 - Create charts.
 - Run a slide show.

POWERPOINT® II

- Introduces users to intermediate capabilities of PowerPoint, including:
 - Insert, delete, rearrange, move, import, and copy slides.
 - Add graphics.
 - Edit and format 'Slide Master'.
 - Custom design templates.

POWERPOINT® III

- Introduces users to advance capabilities of PowerPoint, including:
 - Create multimedia presentations.
 - Use equations.
 - Use advanced graphing features.
 - Deliver presentations in different media.

OUTLOOK® I

- Introduces users to the operations of Outlook, including:
 - Send and receive an e-mail.
 - Attach files.
 - Create, edit, and delete appointments.
 - Track tasks.
 - Create contacts.
 - Use 'Notes' and 'Journal'.

OUTLOOK® II

- Develops users' skills to perform more advanced functions of Outlook, including:
 - 'Calendar' and 'Tasks' techniques.
 - Process e-mails.
 - Track with 'Journal'.
 - Distribution lists.

PUBLISHER®

- Provides the user with a basic understanding of Publisher, including:
 - Plan and design a flyer.
 - Work with the tool box.
 - Use page setup.
 - Create a graphic.
 - Understand and use Publisher menus.

S • M • A • R • T

Supervisors' And Managers' Areas of Responsibility Training

SMART Certificate Level 1: Essentials of Supervision/Management

Information

Eligible Participants

(1) All full-time managers/supervisors and other employees who have a supervisory role.

*Note: **Supervisor/Manager approval is a pre-requisite for all participants.***

Requirements

- Complete all core courses specified for this certificate program:
 - 8 Self-Paced E-Course (SPEC) modules.
 - 4 SPEC Interactive - Follow-Up Discussion Group sessions.
 - 4 'in class' courses.

Total Duration

- This Certificate is offered once per trimester.
- 32 hours in 4 months.
- Per month:
 - 2 x 1 hour SPEC modules
 - 1 x 2 hour SPEC Interactive session.
 - 1 x 4 hour 'in class' course session.

Core Courses

KEY CITY POLICIES I and II (‘in class’)

Participants will learn:

- An overview of the City's policies, procedures, and resources, including those related to:
 - Classification and compensation.
 - Personnel records.
 - Merit increases and promotion.
 - Employee leave entitlements.
 - Workplace safety for supervisors.
 - Recruitment and selection.
 - Payroll/Timecard Procedures.
 - Performance evaluation.
 - Employee and labor relations.
 - MOUs.
- Month 1, Session 1 and Month 2, Session 1, respectively
- Duration: 4 hours per session

UNDERSTANDING YOUR NEW ROLE (SPEC)

Participants will learn:

- The many dimensions of being a supervisor/manager.
- How the job of supervisor/manager differs from that of an individual contributor.
 - Month 1, SPEC 1
 - Duration: 1 hour

WORKING THROUGH OTHERS (SPEC)

Participants will learn:

- The concept that managing is a people-focused activity.
- How to build positive relationships with employees you supervise/manage.
- How to identify your team's immediate needs.
- How to balance conflicting expectations.
 - Month 1, SPEC 2
 - Duration: 1 hour

S • M • A • R • T

Supervisors' And Managers' Areas of Responsibility Training

MANAGING PERFORMANCE (SPEC)

Participants will learn:

- Performance management basics.
- Skills essential for helping employees develop their capabilities.
- How to conduct a formal performance review.
 - Month 2, SPEC 1
 - Duration: 1 hour

ETHICAL MANAGEMENT ('in class')

Participants will learn:

- The best way to handle ethical dilemmas: avoid them in the first place.
- That ethics management is a process that requires modeling and maintenance.
- How to make ethical decisions in groups, and make them public if appropriate.
- To value forgiveness and the need to operate ethically in spite of mistakes.
 - Month 3, Session 1
 - Duration: 4 hours

MANAGING DIVERSITY ('in class')

Participants will learn:

- How to create policies and promote workplace practices that embrace different work styles.
- The business-focused reasons for valuing diversity.
- To empower employees to take responsibility for workplace diversity.
 - Month 4, Session 1
 - Duration: 4 hours

NETWORKING WITH COLLEAGUES (SPEC)

Participants will learn:

- The concepts and benefits of building a network of individuals to help solve problems and share experiences.
- Skills essential for working effectively with peers.
 - Month 4, SPEC 1
 - Duration: 1 hour

ORGANIZING RESOURCES, MEETINGS, AND TIME (SPEC)

Participants will learn:

- How to take control of administrative responsibilities associated with your new role.
- How to improve your meeting and time management skills.
 - Month 2, SPEC 2
 - Duration: 1 hour

MANAGING A GROUP (SPEC)

Participants will learn:

- How to evaluate interdependencies.
- How to establish positive norms and group processes.
- How to manage interpersonal conflicts.
 - Month 3, SPEC 1
 - Duration: 1 hour

SUPPORTING YOUR BOSS AND ORGANIZATION (SPEC)

Participants will learn:

- How to adapt your work style to accommodate your supervisor's/manager's style.
- How to understand the organization's goals.
- How to craft a vision for your team that supports the organization's goals.
 - Month 3, SPEC 2
 - Duration: 1 hour

EVOLVING AS A MANAGER (SPEC)

Participants will learn:

- How to leverage existing strengths, broaden leadership skills, and think strategically about developing a career.
- The concepts and application of emotional intelligence in managing and leading others.
 - Month 4, SPEC 2
 - Duration: 1 hour

SPEC INTERACTIVE - FOLLOW-UP DISCUSSION GROUP

- A monthly facilitated discussion session covering that month's assigned SPEC modules.
 - Months 1-4, Session 2
 - Duration: 2 hours per month

S • M • A • R • T

Supervisors' And Managers' Areas of Responsibility Training

SMART Certificate Level 2: Leadership Development for Middle-Managers

Information

Eligible Participants

(1) All full-time managers/supervisors and other employees who have a supervisory role.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration

- This Certificate is offered once per trimester
- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Core Courses

EFFECTIVE LEADERSHIP: LEADERSHIP STYLES, FUNCTIONS, AND SUCCESSFUL STRATEGIES

Participants will learn:

- How to self-assess your leadership skill set.
- The skills and knowledge needed to succeed and advance.
- To practice skills in reality-based simulations.
 - Month 1, Session 1
 - Duration: 4 hours

BUILDING AN EFFECTIVE TEAM

Participants will learn:

- How to accomplish results that only a team can achieve.
- How to keep team members involved and motivated.
- Ten ways to keep team discussions moving and on track in a meeting.
- Three proven ways to bring a wayward team member 'back into the fold'.
 - Month 2, Session 1
 - Duration: 4 hours

DECISION MAKING BEST PRACTICES

Participants will learn:

- Risk assessment.
- A six-step decision making process that enables you to organize and consider all available data.
- How to lead in a team-based decision.
 - Month 1, Session 2
 - Duration: 4 hours

EFFECTIVE COACHING AND MENTORING

Participants will learn:

- Three principles to apply in every coaching discussion.
- Critical elements that influence behavioral change.
- The power of positive reinforcement.
- How to handle others' emotions and anger.
 - Month 2, Session 1
 - Duration: 4 hours

S • M • A • R • T

Supervisors' And Managers' Areas of Responsibility Training



PERFORMANCE EVALUATION

Participants will learn:

- The process for evaluating employee performance.
- Appropriate documentation procedures.
- To conduct an effective performance evaluation meeting.
- Common discrimination tendencies.
 - Month 3, Session 1
 - Duration: 4 hours

EMPLOYEE RELATIONS

Participants will learn:

- The fundamentals of progressive discipline and relevant considerations for determining levels of discipline.
- The Skelly process.
- The City's disciplinary policy and process.
- Documentation and file building for employee discipline.
- Guidelines for preparing disciplinary memos.
- Conducting a disciplinary interview.
- Grievance procedures and employment termination policies.
 - Month, 3, Session 2
 - Duration: 4 hours

RECRUITMENT, INTERVIEWING, AND SELECTION

Participants will learn:

- How to ensure a fair and equitable selection process is conducted for all candidates.
- Legal implications of interviewing and selection.
- How to prepare for and conduct interview panels.
- The City's pre-employment procedures and hiring process.
 - Month 4, Session 1
 - Duration: 4 hours

NEGOTIATING FOR RESULTS

Participants will learn:

- How to establish long-term relationships versus one shot deals.
- The skills of a good negotiator.
- What to do when a person goes over your head.
 - Month 4, Session 2
 - Duration: 4 hours



Contact Details

Website: www.riversideca.gov/human/m3p

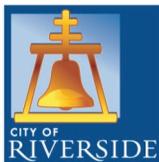
Address: 3900 Main St., Riverside 92522

E-mail: m3p@riversideca.gov

Phone: 951-826-5181

Fax: 951-826-2552

Fuel injected learning for **high performance** output!



City of Arts & Innovation

SET THE PACE - RIVERSIDE

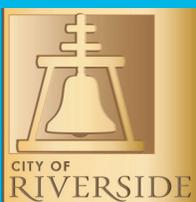
PROFESSIONAL ADVANCEMENT/CAREER ENHANCEMENT



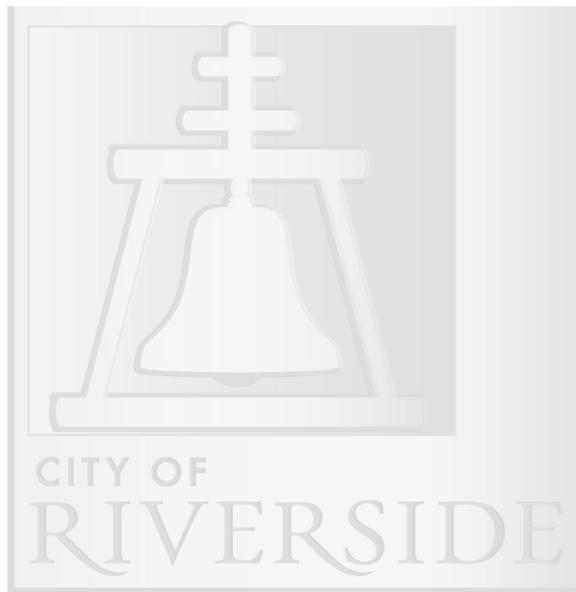
A LEADERSHIP SKILLS
DEVELOPMENT PROGRAM



CERTIFICATE
INFORMATION
AND APPLICATION
INSTRUCTIONS



City of Arts & Innovation



City of Arts & Innovation

A LETTER FROM THE CITY MANAGER

Dear Current and Future Leaders:

Thank you for your interest in exploring “*Set the PACE - Riverside*,” a leadership program offered by the City’s Human Resources Department. The City is looking for the organization’s current and future leaders and decision-makers to apply for admission to the incoming *Set the PACE – Riverside* Class of 2014. Unlike other general skills development programs, *Set the PACE - Riverside* is an elite program for those individuals who have either attained positions of leadership or have been identified as future leaders and equips them with the knowledge, awareness and skill set to positively shape our organization’s future. Upon graduation, each class is then called upon to utilize the knowledge gained in this program to work and advocate for the betterment of the organization.

With the understanding that 53% of the organization’s workforce is retirement eligible within the next five years, this strategic planning initiative is critical to ensure the continued and future success of the organization. The *Set the PACE – Riverside* program will play an instrumental role in the organization’s succession planning efforts and prepare the organization for a successful future.

Set the PACE – Riverside is comprised of online training and facilitated sessions and conversations with industry experts and the organization’s visionary department leaders. Through this in depth program, participants will get a unique opportunity to interact with other program participants and organizational leaders to enhance your personal and professional development. This intensive series of e-learning and in-person workshops will give participants the breadth and depth of knowledge to be effective as a current or future leader of our organization.

This 10-month program empowers current and future leaders and decision-makers of our organization with the skills and relationships to address critical issues that affect the City and the organization.

Classes consist of approximately 15 dynamic individuals who are drawn from different departments throughout the organization who upon graduating, go on to contribute to Riverside’s growth and success. *Set the PACE – Riverside* is currently accepting applications for the Class of 2014 until **Friday, August 16, 2013 at 5 PM**. Class sessions will commence in September 2013, with an orientation luncheon scheduled September 5, 2013.

Included in this brochure is more information on the program including requirements, a tentative schedule of sessions and a program application. For questions about the program or the application process, please contact Training Coordinator Jennifer Brown with the Human Resources Department at (951) 826-5181 or jkbrown@riversideca.gov .

Thank you for your interest in this dynamic program.

Sincerely,



Scott C. Barber
City Manager

SET THE P•A•C•E —

CLASS OF 2014 FACT SHEET

PROGRAM

Set the PACE - Riverside is a succession planning program designed to strengthen the organization by developing and empowering our current and future leaders. The program includes 8 monthly, half-day sessions devoted to teaching key leadership skills and examine departmental operations and issues at various locations throughout the City of Riverside. Participants get an in-depth knowledge of the skills necessary to lead the organization and build strong and lasting relationships between other program participants and the organization.

The program brings together a diverse group of participants. Our classes consist of about 15 dynamic individuals who are drawn from varied backgrounds, departments and levels within the organization. Through online learning and facilitated sessions and conversations with industry experts and organizational leaders, participants will enhance their understanding of issues impacting Riverside while advancing their personal and professional career.

TIME COMMITMENT

The Class of 2014 meets monthly from September 2013 to June 2014, with an additional kick-off session in early September and a graduation reception in June 2014. A tentative schedule is included within this brochure for your reference. In order to accomplish *Set the PACE – Riverside's* objectives, the full participation of each individual is essential. Expected time commitment is approximately 70 hours; this includes all in-class sessions on the schedule as well as additional time outside of the sessions needed to complete the online component of the program. A tentative schedule is included within this brochure for your reference.

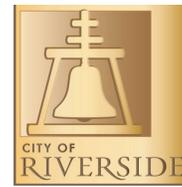
FINANCIAL COMMITMENT

The tuition for *Set the PACE - Riverside* Class of 2014 is \$750. **The sponsoring department will be responsible for cost of the tuition.**

SELECTION CRITERIA

Applicants to *Set the PACE - Riverside* must submit an application package signed by their department head or be nominated by their department head for this program. Through a competitive application review process, the *Set the PACE - Riverside* Steering Committee will select approximately 15 participants. In order to ensure the broadest possible representation of professional and organizational experiences, the number of participants from any one department, profession or area of interest may be limited.

RIVERSIDE



City of Arts & Innovation

The ideal candidate has:

- The potential to make a positive impact on the organization.
- Aspirations to hold leadership roles in the organization.
- Held positions that demonstrate leadership in a department.
- The probability of remaining with the organization for at least five years after completion of the program.

GRADUATION

Following the completion of *Set the PACE – Riverside*, participants will be recognized at a reception and at a City Council Meeting scheduled for Tuesday, June 24, 5:00pm - 7:00pm. Participants are expected to attend this evening event in celebration of this important achievement.

POST-PROGRAM ACTIVITY

Program participants who successfully complete the program will be expected to:

- Be available to mentor existing and/or future *Set the PACE – Riverside* program participants.
- Nominate high potential individuals for subsequent *Set the PACE – Riverside* classes.
- Participate in a job shadowing program that will allow *Set the PACE – Riverside* participants an opportunity to partner with a past program graduate to learn about their job and role within the organization.
- Engage current and future *Set the PACE – Riverside* program participants to enhance their experience and potential for success within the organization.
- Attend future *Set the PACE – Riverside* graduation ceremonies in support of the future leaders of the organization.



SET THE P•A•C•E —

CLASS OF 2014 PROGRAM

SEPTEMBER 2013 - JUNE 2014

SEPTEMBER

SET THE PACE - RIVERSIDE: INTRODUCTION

Wednesday, September 5, 9:30am - 12:00pm, Mayor's Ceremonial Room

- Welcome and Introductions.
- *Set the PACE – Riverside* Overview.
- City Manager's Overview of the City's mission, vision, resources, current and future challenges/issues.
- Overview of the City Attorney's Office, City Clerk's Office and their role in maintaining the City's mission and vision.
- Duration: 2 hours

ONLINE COURSE: SELF MANAGEMENT

Course work to be completed by Wednesday, September 18

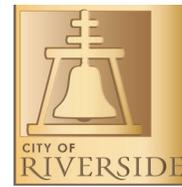
Participants will learn:

- To set goals, gain direction and support to achieve these goals, and manage relationships more effectively.
- To overcome obstacles and take initiative to build new skills.
- How to become confident and proficient, and negotiate for more authority.
- How to identify your individual competence and commitment level on any task or goal.
- To identify and proactively seek the direction and support needed to excel in organization.
- Duration: 4 hours 30 minutes

GROUP SESSION - HOSTED BY THE PUBLIC UTILITIES GENERAL MANAGER

Wednesday, September 18, 8:00am - Lunch

- Interactive in-class discussion covering Self Management Online Course - Facilitated by Human Resources Capital Consultants.
- Overview of the Public Utilities Department including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.



CLASS OF 2014 PROGRAM

OCTOBER

ONLINE COURSE: PARTNERING FOR RESULTS

Course work to be completed by Wednesday, October 9

Participants will learn:

- To understand and successfully develop internal and external partnerships.
- The factors that contribute to successful relationships.
- How to overcome obstacles to partnerships.
- An action plan to ensure success and mitigate potential factors leading to failure for the partnership.
- How to apply techniques for leveraging partnerships.
- Duration: 2 hours 30 minutes

ONLINE COURSE: RESOLVING INTERPERSONAL ISSUES

Course work to be completed by Wednesday, October 9

Participants will learn:

- Fundamental communication skills to better address interpersonal issues and build powerful working relationships.
- To develop effective working relationships on trust with co-workers.
- To solve problems more efficiently.
- To surface and address conflict in a productive manner without damaging relationships with others.
- Duration: 2 hours 30 minutes

GROUP SESSION - HOSTED BY THE FIRE CHIEF

Wednesday, October 9, 8:00am - Lunch

- Interactive in-class discussion covering Partnering for Results and Resolving Interpersonal Issues Online Courses - Facilitated by Human Resources Capital Consultants.
- Overview of the Fire Department including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.

SET THE P•A•C•E —

CLASS OF 2014 PROGRAM

NOVEMBER

ONLINE COURSE: NAVIGATING CHANGE

Course work to be completed by Wednesday, November 13

Participants will learn:

- To recognize and address the internal interactions associated with change in order to guide yourself through any organizational change.
- Four key principles for dealing with workplace change.
- The signs of each phase of transition, and to identify appropriate actions you can take.
- How to develop a plan to successfully manage your own transition.
- Duration: 1 hour 30 minutes

ONLINE COURSE: VIRTUAL TEAMS

Course work to be completed by Wednesday, November 13

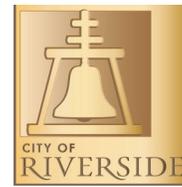
Participants will learn:

- A new outlook on working remotely by exploring virtual teams and their unique characteristics.
- A framework for effectively working in or with remote teams.
- Technologies and techniques for working on a virtual team using the 'Virtual Connections Model'.
- Duration: 45 minutes

GROUP SESSION - HOSTED BY THE POLICE CHIEF

Wednesday, November 13, 8:00am - Lunch

- Interactive in-class discussion covering Navigating Change and Virtual Teams Online Courses - Facilitated by Human Resources Capital Consultants.
- Overview of the Police Department including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.



CLASS OF 2014 PROGRAM

DECEMBER

ONLINE COURSE: HIGH IMPACT HIRING

Course work to be completed by Wednesday, December 11

Participants will learn:

- A performance-based strategy for quickly and successfully selecting the right talent for your organization.
- To identify competence and performance potential among job candidates, and select high-performing talent faster.
- To create a personalized hiring system that is objective, valid, reliable, and repeatable.
- How to eliminate unfair or illegal hiring practices.
- Duration: 2 hours 30 minutes

ONLINE COURSE: RETAINING TALENT

Course work to be completed by Wednesday, December 11

Participants will learn:

- The skills needed to keep your key employees engaged and prevent them from leaving the organization.
- To describe the factors that contribute to employee commitment.
- To work with individual direct reports to select and implement the right retention strategies.
- To conduct a career advancement conversation.
- To proactively address attrition triggers with teams and individuals.
- Duration: 2 hours 15 minutes

ONLINE COURSE: BUILDING COMMUNITY

Course work to be completed by Wednesday, December 11

Participants will learn:

- To transform the work environment into one that values respect and cooperation, and encourages a diversity of views and people.
- To build meaningful relationships with your co-workers that support the goals of your organization.
- To unite your organization through diversity, innovation, and collaboration.
- Duration: 2 hours 30 minutes

SET THE P•A•C•E —

CLASS OF 2014 PROGRAM

DECEMBER CONTINUED...

GROUP SESSION - HOSTED BY THE COMMUNITY DEVELOPMENT DIRECTOR AND HUMAN RESOURCES DIRECTOR

Wednesday, December 11, 8:00am - Lunch

- Interactive in-class discussion covering Situational Leadership II Online Course - Facilitated by Human Resources Capital Consultants.
- Overview of the Community Development and Human Resources Department including mission, vision, resources, current and future challenges/issues; followed by lunch.

FEBRUARY

ONLINE COURSE: FORGING BREAKTHROUGHS

Course work to be completed by Wednesday, February 12

Participants will learn:

- Tools necessary to produce high quality solutions to complex business challenges.
- To examine thought processes in order to identify individual assumptions.
- To develop new perspectives and alternative approaches in complex situations.
- To engage your colleagues productively and synthesize multiple perspectives.
- The impact of various thought processes on business practices and successes.
- Duration: 3 hours 30 minutes

GROUP SESSION - HOSTED BY THE LIBRARY DIRECTOR & PARKS, RECREATION, AND COMMUNITY SERVICES DIRECTOR

Wednesday, February 12, 8:00am - Lunch

- Interactive in-class discussion covering Forging Breakthroughs Online Course - Facilitated by Human Resources Capital Consultants.
- Overview of the Library and Parks, Recreation and Community Services Department including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.

CLASS OF 2014 PROGRAM

MARCH

ONLINE COURSE: SITUATIONAL LEADERSHIP® II

Course work to be completed by Wednesday, March 20

Participants will learn:

- Leadership skills that help you develop your employees' competence, commitment, and productivity.
- How to match your leadership style to your employees' development level.
- The three core skills of a 'Situational Leader': diagnosis, flexibility, and partnering for performance.
- Duration: 6 hours

GROUP SESSION - HOSTED BY THE PUBLIC WORKS DIRECTOR AND FINANCE DIRECTOR

Wednesday, March 20, 8:00am - Lunch

- Interactive in-class discussion covering Situational Leadership® II Online Course - Facilitated by Human Resources Capital Consultants.
- Overview of the Public Works and Finance Department including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.



SET THE P•A•C•E —

CLASS OF 2014 PROGRAM

APRIL

ONLINE COURSE: MANAGING CHANGE

Course work to be completed by Wednesday, April 16

Participants will learn:

- The leadership skills needed to mobilize employee support for change initiatives.
- The seven principles of transition management.
- How to create a transition monitoring team to track progress and collect feedback.
- Duration: 1 hour 30 minutes

ONLINE COURSE: REFRAMING CHANGE

Course work to be completed by Wednesday, April 16

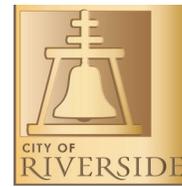
Participants will learn:

- To recognize and understand the three-phase internal transition process that accompanies workplace change.
- To experience change with minimal stress and anxiety.
- To reframe change as an opportunity for innovation, teamwork, and personal excellence.
- To manage the effects of change on personal productivity by addressing the emotional impact of changing conditions.
- Duration: 45 minutes

GROUP SESSION - HOSTED BY THE MUSEUM DIRECTOR & AIRPORT DIRECTOR

Wednesday, April 16, 8:00am - Lunch

- Interactive in-class discussion covering Retaining Talent and Optimizing Team Performance Online Courses - Facilitated by Human Resources Capital Consultants.
- Overview of the Museum and Airport Departments including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.



CLASS OF 2014 PROGRAM

MAY

ONLINE COURSE: OPTIMIZING TEAM PERFORMANCE

Course work to be completed by Wednesday, May 14

Participants will learn:

- The three dimensions of any team: challenge, work style, and leadership approach.
- How and when to adjust work style and leadership approach to achieve optimal team performance.
- How to move a team forward when it loses momentum.
- Duration: 2 hours 30 minutes

ONLINE COURSE: TECHNOLOGY AND INNOVATION

Course work to be completed by Wednesday, May 14

Participants will learn:

- To embrace the opportunities and challenges presented by technological change and create an environment that encourages and supports innovation.
- The effects of technological change and how certain emerging technologies will impact your future.
- How to assess the innovation potential of your group.
- Leadership techniques to nurture a more innovative culture.
- Duration: 1 hour 45 minutes

GROUP SESSION - HOSTED BY THE GENERAL SERVICES DIRECTOR AND CHIEF INNOVATION OFFICER

Wednesday, May 14, 8:00am - Lunch

- Interactive in-class discussion covering Building Community and Technology and Innovation Online Courses - Facilitated by Human Resources Capital Consultants.
- Overview of the General Services and Information Technology Departments including mission, vision, resources, current and future challenges/issues; followed by facility tour and lunch.

APPLICATION INFORMATION



City of Arts & Innovation

SET THE PACE – RIVERSIDE

Sample Candidate Application and Information

Set the PACE - Riverside is a succession planning program designed to strengthen the organization by developing and empowering our current and future leaders. The program includes 8 monthly, half-day sessions devoted to teaching key leadership skills and examine departmental operations and issues at various locations throughout the City of Riverside. Participants get an in-depth knowledge of the skills necessary to lead the organization and build strong and lasting relationships between other program participants and the organization.

The application can be found online, under the Human Resources Department's [Training Website](#). Please type directly into the PDF fields on the form. Once the application has been completed, please print out a copy and deliver your application package to your Department Head for review and approval. The signed application package must be returned to Human Resources no later than August 16, 2013.

Full Name	Years Employed by City
Department	Classification
Phone	Email

Please answer the following question on a separate sheet of paper. Your typed response should be limited to 750 words.

Explain what makes you an ideal candidate for *Set the PACE – Riverside*.

Please attach your current resume.

By submitting this application package, you are affirming your commitment to attend and participate in each and every training session as well as complete the assigned online learning prior to each meeting date. You also agree to support future *Set the PACE – Riverside* classes by being available to mentor future participants. Failure to attend and participate in each class or online learning will jeopardize your completion of the program.

Applicant Signature

Date

I support and approve the submission of this application for the *Set the PACE – Riverside* program.

Department Head Signature

Date

Please submit the signed application package by August 16, 2013 to Jennifer Brown, Training Coordinator in the Human Resources Department. Please visit the [M3P Training Registration Site](#) for a printable application.

Date Received by Human Resources

CONTACT INFORMATION

TRAINING COORDINATOR: JENNIFER BROWN

E-MAIL: JKBROWN@RIVERSIDECA.GOV

PHONE: 951-826-5181

FAX: 951-826-2552