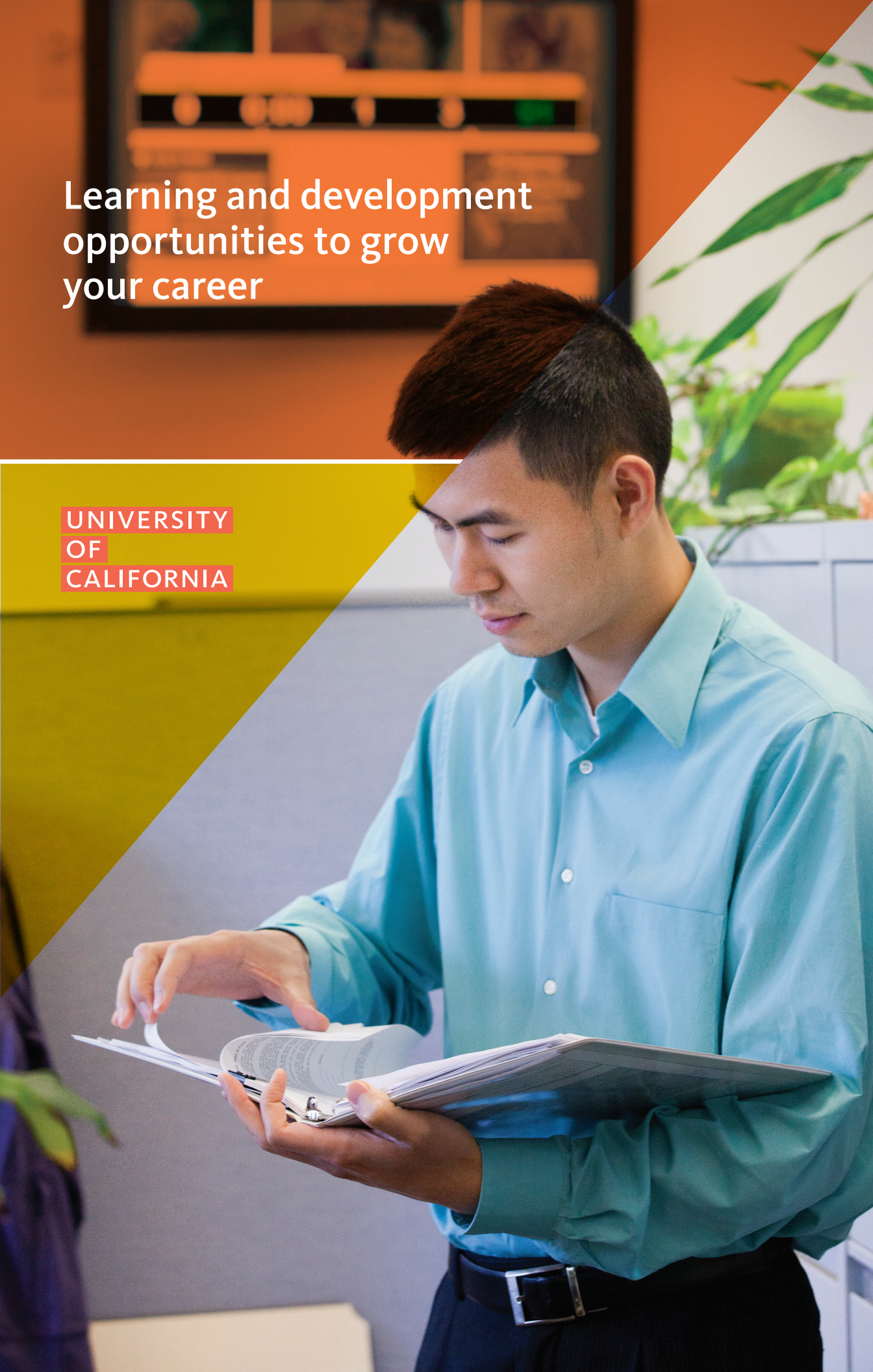


Learning and development
opportunities to grow
your career

UNIVERSITY
OF
CALIFORNIA



UCOP Learning and Development Programs, Courses and Services

Building organizational capability and talent is a priority for the Office of the President. Providing opportunities for individuals to learn and grow in their careers is essential to mastering current responsibilities and preparing for growth and changes in the work environment. We are pleased to provide these developmental programs to support the organization and our staff's learning objectives.

The development opportunities listed in this brochure are designed to meet the key needs of our UCOP employees. Managers are encouraged to work with their direct reports to identify the most appropriate programs to support professional development and enrichment.

We encourage all to learn more about the development opportunities included and take advantage of them. They are valuable resources and will aid in personal and professional development.

The UC Learning Center provides current information on class schedules and locations. Refer to ucop.edu/ucoplearningcenter.

2 Leadership, Management and Supervision

UCOP Leadership Development Program
 UC Management Development
 UCOP-Coro Leadership Collaborative
 Management Skills Assessment Program (MSAP)
 Essentials of Leadership
 Leading Change
 Hiring for Success (online course)
 Sexual Harassment Prevention Training

6 Career and Professional Development

UCOP Mentorship Program
 Take Charge: Developing a Career Strategy
 Career Management
 Part 1 — Career Assessment and Résumé Development
 Part 2 — Networking and Interviewing
 Critical Thinking
 Project Management Basics
 Session 1 — Initiating a Project
 Session 2 — Planning and Estimating a Project
 Session 3 — Scheduling and Tracking a Project
 Accomplishing More with Less
 Essential Analytical Skills
 Negotiation Skills
 Conflict Management
 Embracing Change
 Introduction to Time Management
 Conducting Effective Meetings
 Guide to Team Dynamics
 Working with Difficult People

10 Performance Management

Setting Performance Expectations
 Conducting Performance Appraisals
 Employee Role in Performance Appraisals
 People Management Series —
 Performance Management (online courses)

12 Technology and Software

Access 2010 Fundamentals
 HTML
 Excel 2010 Introduction
 Excel 2010 Intermediate
 Excel 2010 Advanced
 Excel for Power Users
 Outlook 2010 Introduction
 Outlook 2010 Intermediate
 PowerPoint 2010 Introduction
 PowerPoint 2010 Intermediate
 MS Publisher 2010 Basic
 SharePoint Fundamentals
 Visio 2010 Fundamentals
 Word 2010 Introduction
 Word 2010 Intermediate

16 Communications

Essentials of Communication
 Influencing without Authority
 Write Right! Baseline Business Writing Skills
 Get to the Point! — Effective Business Writing
 Presenting with Confidence

18 Services and Other Resources

Organizational Development (OD) Consulting
 Department Training
 Toastmasters

UCOP LEADERSHIP DEVELOPMENT PROGRAM

For emerging leaders

The UCOP Leadership Development Program is designed to accelerate the development of individual leadership abilities and to create a diverse pipeline of future UC leaders. Participants learn from current leaders and experience structured exercises as they develop the following competencies:

- Leading
- Working in a public institution
- Managing people
- Financial operations, decision making and budgeting
- Navigating the OP and university culture
- Collaboration
- Managing change
- Teamwork
- Communicating effectively

Participants:

- Target population: high-performing individuals who manage people and/or projects
- Time commitment: approximately one to two days a month for the duration of the program

Participant Selection Process

Individual nominees will be selected based on the following criteria:

- Manages people and/or projects with a broad scope of responsibility
- Successfully completed at least one year in current position at UCOP
- Demonstrated capability, commitment and capacity to grow

UC MANAGEMENT DEVELOPMENT

Participants are those managers who manage other people

The UC Management Development program is targeted to higher-level managers of people, complex programs and/or complex projects. The program goal is to enable managers to accomplish the UC mission by leading and engaging staff in the attainment of strategic and operational goals that enhance individual accomplishment and reinforce organizational excellence.

The program consists of four modules, including:

- People Management
- Employee Engagement
- Influencing for Organizational Impact
- Making Change Happen

The program is offered annually and participants self-select.

UCOP-CORO LEADERSHIP COLLABORATIVE

For experienced leaders who have an external focus

This collaborative program between the Office of the President and the Coro Center for Civic Leadership is designed to further develop the leadership and professional skills of selected OP leaders. This 10-day interactive program includes a practicum, home teams and leadership style assessments as well as program assessments.

The key outcomes of the program include:

- Enhanced leadership abilities through exposure to and practice with a broad array of leadership tools and concepts that emphasize self and group awareness, interpersonal communication and insightful analysis of resources and systems
- A deepened connection to peers and colleagues and an ongoing network of leaders that expands beyond UCOP
- Increased confidence to initiate positive change and innovation across all levels of the organization
- Improved relationships between UCOP leaders and UC campus staff

Participants are selected by UCOP senior leaders.

MANAGEMENT SKILLS ASSESSMENT PROGRAM (MSAP)

The Management Skills Assessment Program (MSAP) is designed to strengthen the engagement and preparation of high-potential UC supervisors and managers in an intensive, off-site, assessment center experience for early career managers. MSAP is offered twice annually in southern California.

Trained assessors guide MSAP participants through structured exercises and offer feedback about observed strengths and development areas. MSAP is a unique assessment center experience that over time, cumulatively builds a valuable talent pipeline that assists upward mobility and talent deployments as workforce needs evolve into the future.

Components include:

- Pre-program preparation
- Simulated UC management scenarios
- Constructive, behavioral feedback from trained assessors
- Program follow-up and development planning

Managers/sponsors of the participants are encouraged to be actively involved in the process to best support development.

ESSENTIALS OF LEADERSHIP*Development Dimensions International (DDI) course*

This foundational course teaches leaders how to get results through people. During this four-hour workshop, participants learn a set of essential skills to meet both practical business needs and people's personal needs. Learners acquire a set of proven interaction skills, discover seven Leadership Imperatives for meeting today's challenges and realize their role as a catalyst leader — a leader who inspires others to act.

This workshop helps leaders to:

- Multiply their effectiveness by motivating their team and helping people to be more effective
- Accomplish more in interactions in less time, while enhancing interpersonal relationships
- Help people enhance their performance by providing them with feedback they are willing to accept and they are able to act on

This workshop is conducted quarterly by Raffy Sison, Progress Associates, a certified DDI facilitator.

LEADING CHANGE*Development Dimensions International course*

This course focuses on leaders' crucial role in initiating change in the workplace. Leaders learn how to introduce a change initiative and lead discussions with employees to explore how best to implement the changes. They also learn to help others overcome their resistance to change. These skills enhance a leader's ability to minimize the potentially negative effects of change on morale, processes and productivity.

This workshop helps leaders to:

- Understand the importance of commitment to and ownership of change for themselves and others
- Effectively introduce change, explore change and overcome people's resistance to change
- Minimize the negative impact, on individuals, work groups and the organization, of not adapting to change
- Sustain an environment that embraces change and celebrates successes

This workshop is conducted quarterly by Raffy Sison, Progress Associates, a certified DDI facilitator.

HIRING FOR SUCCESS*(online course)*

The UC Hiring for Success training is part of the UC People Management Series and is designed for hiring managers and supervisors who recruit for staff openings.

Key outcomes from this training include:

- Learning how to begin the talent acquisition process and ensure an effective interview strategy
- Understanding the importance of diversity in the talent acquisition process
- Ensuring a positive candidate interview experience
- Effectively completing the process

The training is approximately 30 minutes in its entirety, with knowledge checks throughout each module.

LIVE THEATER — SEXUAL HARASSMENT AVOIDANCE TRAINING FOR MANAGERS AND SUPERVISORS

Sexual harassment is a form of discrimination based on sex and can occur in many forms and under many different circumstances.

To comply with AB 1825, the University of California requires two hours of sexual harassment prevention education for all supervisory and management-level employees. Training is required every two years. This session provides course materials in a live theater, a highly interactive training format to fulfill the requirement.

Managers and supervisors must be aware of their responsibilities and their accountability for failure to prevent and correct sexual harassment in the workplace. Part of their responsibilities includes learning to recognize sexual harassment and the appropriate corrective actions to take in the event of an occurrence.

This session will include the following:

- State and federal laws, rules and regulations on sexual harassment
- The types and forms of sexual harassment
- Employers' duties in preventing sexual harassment in the workplace
- Preventative measures to adopt to ensure a safe working environment

Note: An online interactive course is also available.



UCOP MENTORSHIP PROGRAM

The UCOP Mentorship Program is a nine-month volunteer program that pairs experienced and successful Office of the President leaders and professionals — from all departments — with career staff who are seeking to develop professionally.

The program provides a supportive structure in which participants can cultivate contacts, explore challenges and enhance effectiveness as they design their personal growth and career paths at the Office of the President. The program also provides the opportunity to gather information, develop peer support, learn more about management and better understand the organizational culture of the Office of the President.

Mentors are experienced Office of the President managers and professionals in classifications at PSS 5 or above. They are well-respected advisors and coaches who are willing to share their experiences.

Mentees are career Office of the President staff members who apply and are selected to participate in the program.

TAKE CHARGE: DEVELOPING A CAREER STRATEGY

This six-month program is specifically designed for administrative and support staff.

Five two-hour workshops include the following topics:

- Managing up
- Promoting yourself
- Negotiation techniques
- Career management (two sessions)

Workshops are supplemented with self-guided assignments. Peer mentoring occurs during five additional one-hour sessions.

Intended outcomes for participants include:

- Increasing their ability to manage their own career development
- Expanding their professional network
- Enhancing their job satisfaction
- Improving their relationship with their managers

Managers of the participants are invited to participate in a one-hour overview session of the program that includes how they can reinforce the learnings.

Participants are selected based on an application process that includes manager recommendations.

CAREER MANAGEMENT

Career Management — Part 1

In this first of two sessions, employees complete a self-assessment of their skills, write a development plan and update their résumé.

Topics include:

- Managing change — learn to manage a career in a changing environment
- Self-assessment — complete a skills, personal preferences and values assessment
- Development planning — establish a development plan with short- and long-term goals
- Résumé writing — learn about different types of résumés, appropriate content, format and how to best convey past experiences

Career Management — Part 2 Networking and Interviewing

Building on the first Career Management session, this workshop educates participants on how to network (both online and in person). Participants also practice interviewing skills and get feedback on résumés developed after the first session.

Topics include:

- Interviewing — learn the do's and don'ts of interviewing and how to prepare
- Networking — identify networking opportunities and why networking is important to one's career
- Résumé critique — participants critique one another's résumés to get valuable feedback
- Interview practice

Each of the two sessions are four hours in length and are scheduled quarterly. They are facilitated by Katy Liddell, Liddell and Associates.

CRITICAL THINKING

The ability to engage in reflective thought has been viewed as a fundamental characteristic of an independent person and as a skill for an increasingly wide range of jobs. As a result, learning the skill of critical thinking is one more way to gain a competitive advantage in career and organization development.

Participants of this one-day workshop will benefit by learning how to:

- Analyze and evaluate various kinds of documents
- Evaluate the reasoning in an argument and determine its validity
- Make complex decisions with more efficiency and effectiveness
- Take a multi-perspective view of an issue for better decisions

The session is facilitated by People Development Systems.

PROJECT MANAGEMENT BASICS: THREE-PART SERIES

Many roles at UCOP require that individuals have strong project management skills. This three-part series introduces the learner to Project Management Basics. Each session is four hours and is conducted by Raj Kapur, Center for Project Management.

Session 1 — Initiating a Project

Recognize the critical importance of having a clear, shared understanding of the project at the outset by creating a comprehensive project charter.

Topics include:

- How to define the purpose of the project, its business value, scope, objectives and project success
- Understand how the project is linked to other projects and activities
- Identify warning signs to watch for as the project is executed
- Identify the project stakeholders and determine their priorities and their impact on the project
- Assess the complexity of the project in both business and technical dimensions

Session 2 — Planning and Estimating a Project

Learn how to build a professional-grade project plan and detailed estimates.

Topics include:

- How to construct a “work breakdown structure”
- How to construct a “network diagram,” connecting tasks to show their logical relationships
- How to perform “critical path analysis,” “crashing” and “fast-tracking” to meet project requirements
- How to manage scope
- The role of a change management plan
- Development and application of a communications management plan

Session 3 — Scheduling and Tracking a Project

Learn how to convert a project plan and estimates into a project schedule and track and communicate project status.

Topics include:

- How to create a project schedule and perform what-if analysis to optimize schedule
- The role of project management software in managing the schedule
- How to conduct effective project progress reviews
- How to track the health of the project using “vital signs”
- How to continuously monitor and update risks to the project

ACCOMPLISHING MORE WITH LESS

This fun and engaging workshop, facilitated by People on the Go, gives breakthrough techniques for difficult time and productivity challenges. The focus is on how to more effectively manage electronic media in order to achieve more creative time.

Participants will gain strategies to:

- Better manage interruptions and stay focused while still being responsive to the needs of team members
- Work more strategically instead of working harder
- Manage competing priorities and better align daily activities with goals

This one-day course is facilitated by People on the Go.

ESSENTIAL ANALYTICAL SKILLS

This one-day program is designed to build critical thinking and problem-solving skills.

Upon completion of the training, participants will be better prepared to:

- Apply critical thinking skills in written and numeric contexts
- Evaluate and select appropriate problem-solving techniques and tools.
- Use a standard, five-step method for solving problems in the workplace
- Apply the five-step method to an actual workplace problem

This session is facilitated by People Development Systems.

NEGOTIATION SKILLS

This workshop provides a foundation in the process, skills and tools of successful negotiation. The win-win negotiation approach is important and applicable in a working environment where you need good relationships and an open exchange of ideas with colleagues and partners to build success.

Objectives include:

- Explore the role negotiation plays in your career
- Explore a methodology to plan, execute and learn from your negotiation experiences
- Explore the skills of an effective negotiator
- Recognize the balance between goals and relationships in negotiations
- Identify different styles of negotiation, when and how to use them
- Develop Best Alternative to Negotiated Agreements (BATNA)
- Examine common negotiation tactics and what to do to counteract them

This four-hour course is conducted by Raj Kapur, Center for Project Management.

CONFLICT MANAGEMENT

Conflict is a natural occurrence in the workplace as people have different views and advocate for different positions. Conflicts can range from differences of opinion to patterns of interaction between two people or heated disagreements. When managed effectively, conflict can be used as a way to spur innovation and productive change. When not managed effectively, it can undermine work relationships and the ability of an organization to meet its goals.

This four-hour session offers strategies for:

- Assessing one's conflict-handling style
- Assessing conflict situations
- Utilizing conflict-handling modes in various situations

This session is facilitated by Katy Liddell, Liddell & Associates.

EMBRACING CHANGE

Change is something that excites people who love opportunities for growth, to see and learn about new things, or who like to shift the status quo.

Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding people's hesitation, enlisting the help of others, setting up plans and managing stressors. These steps can also ensure that desired changes are implemented successfully.

In this half-day workshop, participants learn how to work through and cope with change, and how to help those around them.

This workshop is facilitated by Raj Kapur, Center for Project Management.

INTRODUCTION TO TIME MANAGEMENT

In today's work climate, time management is a critical skill. This four-hour course begins by having participants examine current time-management skills and identify ways to improve. Practice exercises during the session allow the participant to set up a personal organization system. Topics included in the session are: the basics of time management, work-life balance, email management tips, personal planner options, dealing with the unexpected and setting goals and targets.

At the conclusion of the workshop, participants will be able to:

- Assess time management needs and approaches
- Distinguish between efficiency and effectiveness
- Develop new ways of managing time effectively

This session is offered semi-annually and is conducted by Marjorie Singer, Singer Associates.

CONDUCTING EFFECTIVE MEETINGS

Many individuals spend a large percentage of their workday in meetings. To manage this important expenditure of time and resources, meeting leaders need to effectively manage both information and interactions among meeting participants and/or team members. This session offers tips for:

- Preparing for an effective meeting
- Keeping meetings focused and on track
- Encouraging balanced participation
- Creating effective action plans

The four-hour course is offered semi-annually, and is facilitated by Elaine Schilling, Pinehurst Consulting.

GUIDE TO TEAM DYNAMICS

Many organizations form teams to accomplish work in a collaborative setting. Team dynamics influence how a team behaves, performs, and meets its goals. As a team leader, how do you manage the team environment so dynamics are positive and results achieved? As a team member, how do you contribute to positive team dynamics and results?

This workshop offers tips for:

- Getting a team off to a productive start using team roles and operating guidelines
- Identifying and managing team dynamics, team stages, characteristics of effective teams and accountability to the team.

This four-hour session is facilitated by Elaine Schilling, Pinehurst Consulting

WORKING WITH DIFFICULT PEOPLE

Success in dealing with difficult people begins with understanding how we behave, as well as how we impact others. Planning for and approaching challenging people with effective communication tools and techniques leads to more positive outcomes. In this half-day workshop, you will learn how to turn difficult situations into opportunities for growth.

Key learning objectives:

- Recognize how your own attitudes and actions impact others
- Find new and effective techniques for dealing with difficult people
- Learn successful techniques for managing and dealing with anger
- Develop coping strategies for addressing difficult people and difficult situations

The four-hour course is conducted by Raj Kapur, Center for Project Management.

Performance Management

Performance Management is an ongoing process for developing individuals and enhancing their performance. Key in the process is clearly communicating performance expectations, providing effective feedback, delegating growth assignments and conducting annual performance appraisals. Courses are designed to assist managers and supervisors in using the process to give constructive, developmental feedback. Employees gain strategies for using performance management to ensure that they get the feedback they need for development.

SETTING PERFORMANCE EXPECTATIONS

Supervisors and managers are responsible for assessing performance and providing support in the development of their employees. Setting Performance Expectations, provides a framework for managing performance. It links strategic goals to Key Results Areas (KRAs), which are then used for setting actionable goals.

Topics include:

- Performance management process
- Defining specific performance expectations
- Communicating performance expectations

It is recommended that all managers and supervisors attend this course as a foundation for managing performance.

The course is a four-hour workshop and is offered semi-annually. It is facilitated by Elaine Schilling, Pinehurst Consulting.

CONDUCTING PERFORMANCE APPRAISALS

Conducting Performance Appraisals provides tools for maximizing the performance appraisal process. Using the performance appraisal discussion, participants will learn to clearly communicate with an employee about past performance, assess job satisfaction and make plans for future performance and development.

Topics include:

- Review of the performance management and appraisal process
- The three phases of the appraisal process — preparing, writing and conducting
- Review of communication strategies to use during the process

Recommended prerequisite: Setting Performance Expectations.

It is recommended that all managers and supervisors attend this course. The course is a four-hour course and is offered semi-annually.

Elaine Schilling, Pinehurst Consulting, is the facilitator.

EMPLOYEE ROLE IN PERFORMANCE APPRAISALS

Participants will learn strategies to maximize the impact of their performance appraisals, resulting in improved performance and a stronger collaborative relationship with their managers. Participants learn techniques to ensure that their evaluation goes beyond assessment to include a meaningful plan for professional development.

Topics for the session include:

- Techniques for completing one's self appraisal
- Preparatory steps for a performance appraisal conversation
- Tools for tracking and measuring work
- Individual development planning

This course is recommended for all UCOP employees.

The session is two hours and is offered multiple times in the early summer in preparation for the annual performance appraisal process.

The sessions are conducted by Katy Liddell, Liddell & Associates.

PEOPLE MANAGEMENT SERIES — PERFORMANCE MANAGEMENT (online courses)

The courses are designed to help managers better understand their role and how to retain motivated, engaged employees. The courses use best practices, tools, assessments, and interactive scenarios and incorporate systemwide UC management practices.

The Performance Management Series includes:

- 1 — Performance Management Overview
- 2 — Setting Expectations and Performance Goals
- 3 — Giving and Receiving Feedback
- 4 — Engaging and Developing Employees
- 5 — Conducting Performance Appraisals
- 6 — Motivating, Recognizing and Rewarding Employees
- 7 — Coaching for Performance
- 8 — Managing Corrective Action

The series of 30-60 minute courses can be accessed anytime, anywhere, from the UC Learning Center. For assistance, contact Learning and Development.

Technology and Software

Numerous programs for building software skills are offered. These full-day classes provide employees the skills and knowledge needed to excel in their current position or to advance in their careers. All sessions are held in the Franklin Building, PC Training Room, 7107. Classes are taught by Academy X instructors.

Arrangements can be made for participation in advanced technical classes at Academy X facilities in San Francisco. For more information about available options, contact UCOP Learning and Development at (510) 987-0673.

ACCESS 2007 FUNDAMENTALS

Microsoft Access is a database management system designed to track multiple, interrelated sets of data. During this fundamentals session, participants will learn to design and create databases, work with tables, fields and records, sort and filter data and create queries, forms and reports.

Topics include:

- Getting started — database concepts, exploring the Access environment
- Databases and tables — exploring and creating tables
- Fields and Records — finding, editing and organizing records
- Basic queries — creating and using queries, modifying queries and results, performing operations in queries
- Using forms — creating forms using Wizards, sorting and filtering records

Course is offered semiannually.

HTML

HTML (Hypertext Markup Language) is the main markup language for creating Web pages and other information that can be displayed in a Web browser. This class covers a basic introduction of how to create your own website page by page using HTML, a common website coding process.

From basic HTML definitions to different types of websites, this class offers website builders information regarding the foundation of HTML basics.

Topics include:

- The role of HTML in relation to the various Web technologies
- Learning how to open a blank text document and convert it into a Web page using HTML
- Designate paragraphs, headings and other page elements
- Formatting page text with size changes, italics and bold
- Tailoring your Web page colors, alignment and bullets

EXCEL 2010 INTRODUCTION

Microsoft Excel 2010 makes it easy to crunch numbers and organize data in an immediately comprehensible format. This hands-on class provides the learner the skills to create professional Excel spreadsheets quickly and efficiently.

Topics include:

- Calculating values with Excel's built in formulas
- Formatting cell data in numeric, currency, percentage, data or text styles
- Creating visually effective 2-D and 3-D charts from any numeric range
- How to add, resize and modify images, photos and tables
- Navigating within and between spreadsheets

Class is offered quarterly.

EXCEL 2010 INTERMEDIATE

Excel 2010 Intermediate furthers the learners' understanding of this powerful tool and adds to their Excel skill set. This hands-on class prepares students to:

- Link workbooks to manage larger data sets
- Employ advanced formatting techniques on tables and charts
- Gain experience working with graphics
- Create custom filters to target specific data for analysis
- Allow multiple users to work on a spreadsheet while protecting critical data from deletion

To fully benefit from the course, it is recommended that the learner meet the following criteria:

- Familiarity with the Microsoft Office Ribbon
- Understanding of cell references, formulas and functions
- Successful completion or understanding of the skills taught in the UCOP Excel 2007 Introduction course

Class is offered quarterly.

EXCEL 2010 ADVANCED

Excel Advanced is targeted at experienced Excel users and builds on the key concepts learned from the Introduction and Intermediate courses. Content focuses on importing and exporting data, formatting numbers, working with ranges, working with macros, data analysis tools, summarizing data, using "what-if" data analysis and expands on workgroup collaboration. This full day class is hands-on and highly interactive.

Topics include:

- Advanced functions, including logical, financial, statistical and database functions
- Use of Data Tables to explore the effects of different input values on a formula
- Data validation to control which values are allowed in cells
- Setting up pivot tables to analyze complex data sets
- Presenting results to stakeholders graphically with PivotCharts, SmartArt graphics and conditional data bars or icons
- Use of text files, XML files, Microsoft Queries and Web Queries to import and export spreadsheet data

Prerequisite: a strong, working knowledge of Microsoft Excel. Completion of Excel Introduction and Excel Intermediate classes is preferred.

Class is offered quarterly.

EXCEL FOR POWER USERS

Microsoft Excel's array of analytic capabilities makes it an invaluable problem-solving tool in any context. However, to use Excel's most sophisticated features effectively requires more than knowledge of the application's formulas and menu options. To take mastery of Excel to the next level requires the ability to apply Excel's arsenal of analytic tools to derive meaning from the data and arrive at more effective solutions. Excel for Power Users training provides the learner with practical experience using the application's most powerful features and sophisticated data analysis techniques to develop better solutions faster, and implement those solutions with a greater understanding of the complex set of factors that affect business outcomes.

Specific topics include:

- Analyzing spreadsheet data effectively with advanced formulas
- Taking pivot table analysis to the next level
- Creating powerful, customizable dashboards to display key data in a single view
- Enhancing spreadsheet functionality with powerful, multipurpose VBA macros
- Giving users control over the way they interact with spreadsheet data

Prerequisite: participants should have extensive experience using Excel.

Class is offered twice each year.

OUTLOOK 2010 INTRODUCTION

Microsoft Outlook offers a powerful set of communication and collaboration features beyond sending and receiving email messages. These include scheduling meetings, setting up tasks and personal electronic notes.

Topics include:

- The basics of launching applications, using the toolbars, and customizing the interface, maximizing the calendaring features
- Demystifying the secrets of scheduling meetings between groups, inviting attendees and resource requests
- Improving productivity and learning the benefits of the Contacts folder and setting up profiles
- Improving efficiency by mastering the Tasks and Notes features and setting deadlines and priorities and tracking tasks

Class is offered twice each year.

OUTLOOK 2010 INTERMEDIATE

Microsoft Outlook is the most widely used email client in the workplace. Through this course, learners improve their ability to manage their mailboxes and calendars.

Topics include:

- Managing data files
- Notes and journal files
- Group schedules
- Contacts folder
- Templates and forms

Also included in the session are collaboration features, which include sharing folders, calendars, SharePoint integration and RSS feeds.

Prerequisite: Completion of Outlook Introduction Class is offered twice each year.

POWERPOINT 2010 INTRODUCTION

Microsoft PowerPoint Introduction helps the learner build proficiency in developing persuasive, dynamic slide show presentations that combine graphics, text and animation effects. In this course, the participant will learn to expedite presentation creation with the Outline mode, Masters and Templates.

Topics include:

- Navigating PowerPoint's features using the new "Fluent" interface
- Techniques for creating and modifying a slide show in minutes
- Using the Format Painter to easily match character styles
- Using WordArt, SmartArt and Excel-created tables and charts
- Adding animated transition effects

Class is offered twice each year.

POWERPOINT 2010 INTERMEDIATE

Building on the basics of PowerPoint Introduction, students will learn to customize PowerPoint by modifying the Quick Access toolbar and creating macros. They will also apply themes and templates, work with SmartArt graphics and tables and work with multimedia content.

Participants gain hands-on experience with:

- Customizing presentation options
- Using graphic and multimedia content
- Customizing SmartArt graphics and tables
- Creating custom slide shows
- Distributing a presentation
- Integrating Microsoft Office files

This full-day course is offered twice each year.

PUBLISHER 2010 BASIC

This course focuses on the core features and functions of Microsoft Publisher 2010. Participants learn how to create and edit publications, arrange text and pictures, work with master pages, and create and format tables. They also learn how to flow text across text boxes, create a facing-pages layout, export publications to PDF and prepare publications for commercial printing.

Topics include:

- The Publisher interface
- Basic documents
- Multi-page publications
- Working with text
- Tables
- Layout and design techniques
- Finalizing documents

This course is scheduled annually.

SHAREPOINT FUNDAMENTALS

SharePoint is an intranet tool that facilitates communication, teamwork and collaboration among a designated group. It provides easy access to discussion boards, calendars, shared documents, surveys and more.

This training session includes:

- Overview of the SharePoint platform
- Why and how it can be used
- SharePoint jargon and related terms, such as *lists*, *teams*, *libraries*
- How to browse around a SharePoint site
- What features are available within a site

Class is offered twice each year.

VISIO 2010 FUNDAMENTALS

Microsoft Visio is a tool that provides the user with templates to create advanced diagrams and layouts. This hands-on training focuses on real-world uses and challenges individuals face in their day-to-day environment.

Topics include:

- Using stencils, scaling and resizing objects, drawing basic shapes, manipulating compound lines, and distributing and grouping objects
- Creating diagrams, working with text and customized bullets, formatting shapes and lines, using shortcut keys and applying a background page
- Using the Auto Hide, Background Pages and Paint features

Class is offered twice each year.

WORD 2010 INTRODUCTION

Learn the basics of and where to find all the tools and features of Microsoft Word 2010. Create, edit, format and print documents by mastering the use of Office Ribbon groups and tabs, plus galleries and themes.

Topics include:

- Creating documents from scratch or by using Word's templates
- Opening documents and viewing in a split screen or any level of magnification
- Using tips and tricks of enhanced table features for creating tables, converting text to tables and adding or deleting columns, rows and entire tables
- Understanding page layout in order to create, edit and add headers, footers and page numbers
- Mastering the skill of adding graphics and clip art into documents

Class is scheduled twice annually.

WORD 2010 INTERMEDIATE

Building on the basics learned in Microsoft Word Introduction, this class assists learners in expanding their skill sets.

Key concepts include:

- Using styles and templates to create polished and professional documents
- Creating and formatting tables in Word
- Creating mail merges
- Managing document changes in workgroup collaborations
- Working with graphics
- Working with document sections

We recommend that the learner have successfully completed Microsoft Word Introduction or have the requisite skills of that class before enrolling in the course.

Class is scheduled twice annually.

ESSENTIALS OF COMMUNICATION

Almost everything you do in your position calls for good communication skills — whether you're conveying a point to a colleague, trying to understand what your manager needs from you or tactfully speaking with someone who has a different view than yours — your self-knowledge and communication skills will make it easier for you to build and improve working relationships and productivity.

This session offers strategies for:

- Understanding your communication patterns
- Using emotional intelligence to increase your effectiveness
- Understanding and adapting to the communication styles of others
- Receiving and giving feedback

Time frame: four hours.

Session is facilitated by Elaine Schilling, Pinehurst Consulting.

INFLUENCING WITHOUT AUTHORITY

Effectively exercising influence, even when one may not have the formal authority to mandate action, is a challenge many face. Whether working in a matrix organization or leading a cross-functional team, the goal is to contribute one's best, support the organization and ensure goals are met.

To exercise influence without authority, it is important to understand the nature of power and influence in the organization, understand personal sources of influence and know how to leverage personal political power. Successful professionals build networks of relationships with stakeholders and influencers. This course introduces the skills necessary to employ these interpersonal and leadership skills and to manage the often complex relationship dynamics of the workplace.

This four-hour workshop explores the primary strategies of influence — reciprocity, communicating to influence and influencing styles. The participant will learn how to select the most appropriate strategy for the circumstances.

Topics include:

- Dynamics of the influence process
- Skills for use in a variety of situations
- Awareness of one's current influence behavior
- Areas for ongoing development

Class is scheduled quarterly. The course instructor is Raj Kapur, Center for Project Management.

WRITE RIGHT! BASELINE BUSINESS WRITING SKILLS

This foundational course provides the basics of grammar and writing clearly. Participants learn key characteristics of good writers and practice those skills in the session. They will learn the current, best practices in business writing. It is a full-day class.

Topics include:

- The sentence — the foundation of language — and how to punctuate it
- Verbs — the heart and soul of every sentence
- Grammar and capitalization guidelines
- Key hints for writers

Completing this course is recommended before registering for the Get to the Point! Workshop. Course is scheduled twice annually. The course instructor is Barbara Nelson, Nelson Communications.

GET TO THE POINT! EFFECTIVE BUSINESS WRITING

Being able to articulate one's point quickly, clearly, concisely and powerfully is a critical skill in effective writing. This one-day workshop provides practical tips and tools that can immediately be used to improve written communications.

Topics include:

- Facing the crucial issues: determining purpose and analyzing audience
- Organizing and formatting: getting beyond the traditional outline, writing powerful openings and writing for high skim value
- Writing clearly and concisely: using powerful verbs and eliminating extra words and jargon

Participants are encouraged to bring a sample of their writing for individual feedback.

We recommend that participants have already completed the Write Right! Business Writing Basics course. Course is scheduled twice annually. The course instructor is Barbara Nelson, Nelson Communications.

PRESENTING WITH CONFIDENCE

Does making a presentation keep you up at night? Do you dread having to prepare for a staff meeting? Practice planning, designing and delivering powerful presentations during this one-day interactive workshop.

Topics include:

- Recognizing the value of planning and designing a presentation with essential components
- Understanding the concept and practice of "presentation presence"
- Identification of one's key strengths as a presenter
- Areas that are challenging as a presenter
- Initiating the process of delivering more effective presentations

Course is scheduled twice annually. The facilitator is Marjorie Singer, Singer Associates.

ORGANIZATION DEVELOPMENT (OD) CONSULTING

In an ever-changing world, departments and employees can experience the stress of facing operational challenges. Some symptoms include leadership misalignment, alienated staff, overburdened management and interpersonal conflicts. One remedy is to call on Learning and Development for assistance in designing and implementing solutions to organizational needs. Consultation services include assessment and intervention strategies that improve teamwork, enhance operational effectiveness and increase productivity.

Consultation services include:

- Performance management
- Strategic planning and goal setting
- Department retreat facilitation
- Change management
- Team building
- Individual management coaching

Managers may contact Learning and Development at (510) 987-0673.

DEPARTMENT TRAINING

Working with managers or department leaders, Learning and Development staff tailor training sessions and workshops to address the unique needs of different UCOP departments. In this way, all members of the team can share the same information and there is greater support for implementing the learnings. Learning and Development staff work with the department to provide training on a wide range of topics, including:

- Team building
- Communications
- Customer service
- Leadership
- Performance management
- Conflict management
- Writing skills

Contact Learning and Development at (510) 987-0673 for more information.

TOASTMASTERS

Does standing in front of a group terrify you? Do you struggle when you have to deliver an unpleasant message?

Participating in Toastmasters is a great way to overcome the fear of public speaking and improve your communication skills. Not only do members improve their ability to speak in front of a group, but they also learn ways to more clearly articulate their thoughts in any speaking situation. By participating in Toastmasters you build confidence, enjoy an opportunity to network with others inside and outside the organization and enhance your leadership skills.

The Lakeside Speakeasy Toastmasters group meets every Thursday from 12:05 to 12:55 in the Kaiser Building, Room 712. Everyone is invited to attend and learn more about what Toastmasters has to offer.



UNITED STATES
POSTAL SERVICE

8

