

# TRAINING GUIDE



For City, Nonprofit, and Special District Employees in San Mateo County  
AUGUST 2019 - JUNE 2020



**To register for training  
in this Guide:**

- 1. Obtain supervisor approval**
- 2. Contact your Training Coordinator (see page 11)**

## Career Planning & Development

### Career Planning and Development (For Any Employee)

March 4, 2020 8:30 AM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This one-day session will assist you in programming yourself for success. Participants will: a) experience an increased awareness of self, strengths, and unique assets; b) explore and clarify personal values and their impact on career decisions; c) explore and identify motivational patterns; and d) leave with tools to further explore job/career options.

Instructor(s): Gabe Aponte Fee: \$165

### Networking for Success (For Any Employee)

September 26, 2019 1:00 PM-5:00 PM  
Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

March 30, 2020 1:00 PM-5:00 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

In this 4-hour session, attendees will learn the essential ingredients for business networking. Additionally, attendees will learn how to: a) assess their networking skills; b) use networking to their advantage; c) identify opportunities and how to customize their approach; d) create a positive first impression; and e) start conversations and be goal-focused in their networking approach.

Instructor: Zakiya Khalfani Fee: \$105

### Presenting Yourself Effectively in a Civil Service Interview Process (For Any Employee)

September 18 & 26, 2019 8:30 AM-4:30 PM  
Room 402, 455 County Center (4<sup>th</sup> floor), Redwood City

October 30, 2019 8:30 AM-4:30 PM  
Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

November 13, 2019 8:30 AM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

January 22 & 30, 2020 8:30 AM-4:30 PM  
February 26 & March 4, 2020 8:30 AM-4:30 PM

ROC Room 1, 501 Winslow St., Redwood City

April 29 & May 6, 2020 8:30 AM-4:30 PM  
June 17 & 24, 2020 8:30 AM-4:30 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This two-day session assists participants in improving their skills in preparing for job interviews and understanding the County's procedures for hiring, recruitment, promotion, and transfer. Participants will learn: a) ways to effectively research vacancies; b) critical steps to take before the interview begins; c) techniques for gaining additional information about the vacancy and selection process; d) keys to effective interviews; e) valuable information on the civil service process; and f) how to create the match between the participant and the job.

Instructor(s): Talent Acquisition Fee: \$230

### Workplace Success (For Any Employee)

January 27, 2020 8:30 AM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

June 15, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

This one-day session looks to take you from where you are now, to a new level of understanding for the key skills that will help make you successful at work: Being a Productive Team Member, Flexibility, Problem-Solving, Giving and Receiving Feedback, Self-Confidence, Resourcefulness, Creative Thinking, and Emotional Intelligence.

Instructor(s): Zakiya Khalfani Fee: \$165

## Computer Training

All Computer Training sessions will be held at the Computer Training Room, 555 County Center (4<sup>th</sup> floor), Redwood City.

### Excel Introduction — Office 365 (For Any Employee)

September 17 & 18, 2019 8:30 AM-12:30 PM

October 15 & 16, 2019 8:30 AM-12:30 PM

November 4 & 5, 2019 8:30 AM-12:30 PM

December 3 & 4, 2019 8:30 AM-12:30 PM

February 3 & 4, 2020 8:30 AM-12:30 PM

March 16 & 17, 2020 8:30 AM-12:30 PM

April 15 & 16, 2020 8:30 AM-12:30 PM

May 12 & 13, 2020 8:30 AM-12:30 PM

Learn to quickly create, edit, and modify worksheets and workbooks. Create simple formulas and insert basic functions. Apply formatting to worksheets and workbooks with ease. Use single and multiple sorting levels to organize your data. Easily filter your data to display only the records that match your criteria. Create and modify basic charts for a clear visual representation of your data.

Instructor(s): Rick Camara Fee: \$115

### Excel Intermediate — Office 365 (For Any Employee)

September 23 & 24, 2019 8:30 AM-12:30 PM

October 28 & 29, 2019 8:30 AM-12:30 PM

November 20 & 21, 2019 8:30 AM-12:30 PM

January 27 & 28, 2020 8:30 AM-12:30 PM

March 9 & 10, 2020 8:30 AM-12:30 PM

April 6 & 7, 2020 8:30 AM-12:30 PM

May 4 & 5, 2020 8:30 AM-12:30 PM

June 16 & 17, 2020 8:30 AM-12:30 PM

Increase your knowledge of Excel functions (Text, Logical, Lookup, Statistical, Date and Time). Use range names in formulas and functions to provide a better understanding of what you are calculating. Create and edit links within workbooks. Organize and modify datasets using tables. Insert, edit, and analyze data with PivotTables. Learn to protect your worksheets and workbooks.

Instructor(s): Rick Camara Fee: \$115

### Excel Advanced — Office 365 (For Any Employee)

October 9 & 10, 2019 8:30 AM-12:30 PM

January 13 & 14, 2020 8:30 AM-12:30 PM

April 29 & 30, 2020 8:30 AM-12:30 PM

June 1 & 2, 2020 8:30 AM-12:30 PM

Apply data validation criteria to keep your data consistent. Use conditional formatting to quickly visualize data patterns or areas in your worksheets that need attention. Use the outline and subtotal commands to easily collapse and expand data views. Troubleshoot your workbooks using the auditing tools. Create and edit macros to automate your work and save time.

Instructor(s): Rick Camara Fee: \$115

#### Excel Calculations — Office 365 (For Any Employee)

December 9 & 10, 2019 8:30 AM-12:30 PM  
 February 10 & 11, 2020 8:30 AM-12:30 PM  
 April 22 & 23, 2020 8:30 AM-12:30 PM  
 June 8 & 9, 2020 8:30 AM-12:30 PM

Learn an array of functions to help retrieve data, (VLookup, HLookup, Index, Match, Sumif, Sumifs, Countif, Countifs). Use text functions to extract or combine information from a text string (Left, Right, Mid, Find, Concat, Upper, Lower, Trim). Work with logical functions to perform calculations based on certain conditions (If, And, Or, True, False, IFError). Create array formulas to perform multiple calculations on arrays simultaneously. Use formulas to create advanced conditional formatting.

Instructor(s): Rick Camara Fee: \$115

#### OneNote — Office 365 (For Any Employee)

April 2, 2020 8:30 AM-12:30 PM

OneNote provides the ability to gather and organize information from a variety of file types and easily move, copy and update with ease. Create notebooks on multiple devices and share them on the web, networks or SharePoint sites. Organize your notes with sections, pages, and sub-pages. Use styles for consistent formatting and tag notes for easy navigation and modification. Insert pictures, text, tables, lists, hyperlinks, sounds and videos related to your project in one place. Link with Outlook and other programs.

Instructor(s): Rick Camara Fee: \$60

#### Outlook — Office 365 (For Any Employee)

October 31, 2019 8:30 AM-12:30 PM  
 February 13, 2020 8:30 AM-12:30 PM  
 April 21, 2020 8:30 AM-12:30 PM  
 June 18, 2020 8:30 AM-12:30 PM

Explore the Outlook interface. Compose, send and respond to emails. Organize and locate messages. Customize message settings. Create and manage contacts. Schedule and manage calendar appointments. Schedule and track meetings. Set calendar options. Create and manage tasks. Customize the Outlook environment for your use.

Instructor(s): Rick Camara Fee: \$60

#### PowerPoint Introduction — Office 365 (For Any Employee)

November 14, 2019 8:30 AM-12:30 PM  
 February 20, 2020 8:30 AM-12:30 PM

Explore the PowerPoint environment and create presentations from scratch and by using templates. Use character and paragraph formatting to help emphasize key points. Add graphics to your presentation help tell a better story. Explore and use drawing objects to add your own creative twists to the slides. Create and modify charts

from within PowerPoint or using Excel. Set up timings and transitions to deliver your presentation.

Instructor(s): Rick Camara Fee: \$60

#### PowerPoint Advanced — Office 365 (For Any Employee)

December 5, 2019 8:30 AM-12:30 PM  
 May 7, 2020 8:30 AM-12:30 PM

Learn to work with slide masters to make global changes to your presentations. Create custom layouts and templates. Import and modify SmartArt graphics to visually communicate information like organization charts, process flow, and Venn diagrams. Add special effects like slide animations, sounds and movies. Tailor your presentation for different audiences using custom slide show. Use the rehearse timings feature to practice your presentation. Set up the show for viewing and use presenter view.

Instructor(s): Rick Camara Fee: \$60

#### Publisher — Office 365 (For Any Employee) --- NEW

January 23, 2020 8:30 AM-12:30 PM  
 May 11, 2020 8:30 AM-12:30 PM

Identify the components of the Publisher interface and create publications (newsletters, brochures, flyers, announcements, calendars and more). Import text into your publication and learn to control the display and content with special formatting and linking. Customize the appearance of pictures and add other graphical objects to your presentation. Learn to format publications quickly with styles and schemes. Prepare publications for distribution to print, email, or web.

Instructor(s): Rick Camara Fee: \$60

#### Word Introduction — Office 365 (For Any Employee)

October 7 & 8, 2019 8:30 AM-12:30 PM  
 February 24 & 25, 2020 8:30 AM-12:30 PM  
 March 25 & 26, 2020 8:30 AM-12:30 PM

Enhance your skills for writing, editing, and formatting documents. Quickly apply character and paragraph formatting using styles. Create and modify lists and tables. Insert and edit illustrations like SmartArt, shapes and pictures. Use proofing tools and learn to control page appearance. Save time by creating templates or by using existing ones.

Instructor(s): Rick Camara Fee: \$115

#### Word Intermediate — Office 365 (For Any Employee)

October 21 & 22, 2019 8:30 AM-12:30 PM  
 March 2 & 3, 2020 8:30 AM-12:30 PM  
 April 13 & 14, 2020 8:30 AM-12:30 PM

Integrate Excel spreadsheets and charts with Word. Create and use quick parts to insert re-usable pieces of content in your documents. Work with section breaks, columns and text box links to control the flow of your documents. Mail merge labels and documents. Simplify long document management using table of contents, indexes, and ancillary tables.

Instructor(s): Rick Camara Fee: \$115

## Word Advanced — Office 365 (For Any Employee)

November 6 & 7, 2019 8:30 AM-12:30 PM

June 24 & 25, 2020 8:30 AM-12:30 PM

Work with Word in a collaborative environment by tracking, comparing and reviewing changes in shared documents. Add reference marks and notes to help navigate through specific parts of the document. (Bookmarks, Hyperlinks, Cross-References, Footnotes and endnotes). Manage the general organization of your documents using outline view. Create master documents to organize and maintain those large documents into more manageable sub-documents. Design forms to collect information in a consistent format.

Instructor(s): Rick Camara Fee: \$115

## Customer Service

- ▲ Part of the *Customer Service Excellence* certificate program. See [hr.smcgov.org/certificate-programs](http://hr.smcgov.org/certificate-programs) for more info.

- ▲ Active Listening (For Any Employee)

October 1, 2019 8:30 AM-12:30 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

April 1, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Listening is a critical competency for any position. Unfortunately, few of us have ever had any formal training on how to listen effectively. This session will help participants assess current listening skills, understand the challenges to effective listening, and develop communication behaviors that will lead to more effective personal and professional relationships.

Instructor(s): Jim Delia Fee: \$115

## Conflict Resolution: Dealing with Difficult People (For Any Employee)

October 24, 2019 8:30 AM-4:30 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

May 11, 2020 8:30 AM-4:30 PM

ROC Room 1, 501 Winslow St., Redwood City

In this session, participants will learn to: a) recognize how their own attitudes and actions impact others; b) find new and effective techniques for managing negative emotions; and c) develop coping strategies for dealing with difficult people and difficult situations.

Instructor(s): Zakiya Khalfani Fee: \$165

- ▲ Exceptional Customer Service: Putting People First in the Public Sector (For Any Employee)

May 18, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

In this session Participants will learn to: a) cultivate a service and can-do attitude; b) enhance their listening skills; c) communicate effectively with customers; d) control problem situations; e) manage conflict and diffuse angry customers; f) anticipate and exceed customer needs; g) flex their communication style for greater effectiveness; and h) handle highly charged, stressful situations.

Instructor(s): Craig Harrison Fee: \$105

- ▲ Powerful Telephone Skills (For Any Employee)

April 1, 2020 8:30 AM-12:00 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This 3.5-hour session is designed to assist employees in providing excellent customer service over the telephone. Participants will learn how to: a) prevent customer dissatisfaction and complaints; b) identify common strategies and consistent practices; and c) manage difficult situations and difficult callers.

Instructor(s): Gabe Aponte Fee: \$75

- ▲ Serving Multi-Generational Customers (For Any Employee)

May 21, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Right now, you are serving four generations of customers, and the fifth is coming up fast. You will learn how to: a) understand each **generation's expectations and preferences for customer service**; b) appreciate what each generation values in customer service and be able to deliver it; c) adapt your approach and communication style for different generations; d) be more tolerant, patient, and courteous with customers whose generation is different from yours; and e) apply the principles of emotional intelligence to multi-generational customer service.

Instructor(s): Patricia Haddock Fee: \$85

- ▲ The Customer Care Approach to Customer Service (For Any Employee)

March 5, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

**Delivering customer care is everyone's job** -those who directly communicate with customers and those who serve coworkers. This session covers: a) the factors that communicate customer care; b) how to develop and present a customer service attitude; c) asking the right questions and testing for understanding; d) creating and maintaining rapport; e) handling complaints with courtesy and grace; and f) applying emotional intelligence to customer interactions.

Instructor(s): Patricia Haddock Fee: \$85

## Diversity / Cultural Competency

How to Thrive in a Changing Diverse Workplace: Essential Strategies Every Supervisor/Manager Should Know (For Supervisors and Managers)

December 5, 2019 1:00 PM-4:00 PM

Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

May 7, 2020 1:00 PM-4:00 PM

ROC Room 2, 501 Winslow St., Redwood City

Supervisors and managers will learn essential strategies on how to successfully navigate a diverse and multi-cultural workforce, and how to thrive and promote inclusion and diversity. This session will also cover common pitfalls supervisors need to avoid in order to comply with Equal Employment Opportunity (EEO) laws and promote an environment supportive of diversity and inclusion.

Instructor(s): Michelle Park Fee: \$70



Working with Multi-Generations at the Workplace (For Any Employee)

March 11, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session will help you: a) know what makes each generation "tick"; b) identify conflicting styles, c) have tools to handle conflict when it arises; d) communicate more effectively with people from different generations; e) reframe your perceptions to enjoy better quality relationships at work; and f) be more persuasive and flexible in interactions.

Instructor(s): Patricia Haddock Fee: \$85

## Leadership Development

ABCs of Supervising Others (For Leads, Supervisors, and Managers)

December 3, 2019 8:30 AM-4:30 PM  
Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

April 6, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

This one-day supervising training session is designed to help you overcome many problems you may encounter in your first few weeks as a new supervisor -whether you are a team leader, a project manager, or a lead. You will learn how to: a) clarify roles and responsibilities; b) adjust to your new role with confidence and assurance; c) develop your communication skills in listening, asking questions and giving feedback; d) identify techniques for giving instructions and dealing with employee challenges; and e) understand the importance of developing good relationships with employees and peers.

Instructor(s): Zakiya Khalfani Fee: \$165

Build Productive Teams through Improved Communication (For Leads, Supervisors, and Managers)

October 16, 2019 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

March 12, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

In our rapid moving, high tech society, it is critical that leaders create a work environment that encourages an open and collaborative exchange of ideas, expertise and information. Start by identifying and understanding your own interpersonal communication style and its impact on others in order to establish positive working relationships and a more effective team. Uncover communication barriers that negatively impact work relationships, and apply effective communication skills to build relationships and create more successful work teams.

Instructor(s): Dianne Faieta Fee: \$120

Change and Innovation (For Supervisors and Managers)

February 19, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

By the end of this session, attendees will have identified, reviewed and learned: a) changes that impact their role and department; b) how we all react differently to change; c) how to transition successfully through nine stages of change; d) use strategies to recover from a change; e)

identify strategies to help workers perform at an optimum level; f) use knowledge of the change process to build commitment, not resistance; and g) identify tools and techniques for facilitating the creative energies in others.

Instructor(s): Dianne Faieta Fee: \$120

Change Leadership (For Any Employee)

March 25, 2020 8:30 AM-4:30 PM

**Captain's House, 1701 Coyote Point Dr., San Mateo**

This session provides participants with a clear, consistent change management/change leadership methodology. Topics will include: a) strategies and tools for leading change - before, during and after; b) change management concepts and principles; c) difference between change and transition; and d) importance of communication during a change process.

Instructor(s): Jim Delia Fee: \$185

Coaching Others to Manage Conflict (For Leads, Supervisors, and Managers)

February 5, 2020 8:30 AM -12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

One role of a leader is to assist others in resolving conflicts they have with others. In this session you will first learn about your own preferred conflict management style by taking the Thomas-Kilmann Conflict Mode Instrument (TKI). Once you understand the different modes and their application to conflict resolution, you will practice identifying **others' styles and how best to coach them in choosing a resolution approach** that fits their situation.

Instructor(s): Joanne Bond Fee: \$140

Leadership Basics (For Leads, Supervisors, and Managers)

February 27, 2020 8:30 AM-12:30 PM  
Jupiter Room, 264 Harbor Blvd., Bldg. A (Housing)

This half-day interactive session is designed for all employees directly responsible for leading people. The focus is on providing participants with an effective foundation for developing and exercising leadership skills in order to get better and more consistent results. Participants will be provided tools to help increase self-awareness and understanding of how to influence and motivate people. The significance of generational differences in the workplace and the application of best practices will also be covered during the session.

Instructor(s): Jim Delia Fee: \$115

Leading Multi-Generational Teams (For Any Employee)

March 23, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session will show you how to be more effective leaders by understanding the challenges, opportunities, and best practices in leading multi-generational teams. You will: a) understand the factors **that influence each generation's attitude about work and leadership**; b) know how each generation views teamwork and prefers to work with others; c) appreciate the challenges and opportunities multi-generational teams present; d) make better team assignments by leveraging generational strengths and mitigating weaknesses; and e)

motivate each generation to excel by understanding and utilizing their primary motivators.

Instructor: Patricia Haddock Fee: \$85

Mission Possible: How to Build a Trusting Workplace (For Any Employee) --- NEW

April 2, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Having a feeling of trust between colleagues helps strengthen an **organization's overall productivity. It can help reduce turnover, improve morale, decrease workplace anxiety, and ultimately improve the culture and work environment.** Attendees will have a chance to reflect, realign and recommit and gain new, immediately useable tools on how to create a healthier, trusting work culture.

Instructor(s): Nicole Schapiro Fee: \$135

Political Astuteness/Savvy (For Leads, Supervisors, and Managers)

February 25, 2020 8:30 AM-12:00 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This half-day session will help participants understand their organizational culture, seek out opportunities, and manage conflict. Participants will understand: a) what political astuteness is; b) what value it has to them and their programs; and c) how to develop and apply it.

Instructor(s): John Keene Fee: \$90

Skills for Collaborative Leadership (For Any Employee)

March 19, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Collaborative leaders encourage growth and demonstrate empathy through communication. They also encourage buy-in when making decisions. This session will teach you how to: a) foster the conditions necessary to promote productive relationships; b) support the strategies necessary to ensure your team achieves its goals; and c) model, safeguard, promote, and reward the collaborative process consistently.

Instructor(s): Nicole Schapiro Fee: \$135

Supervision 101: What All New Supervisors Need to Know (For Newly Appointed Leads, Supervisors, and Managers)

November 20, 2019 8:30 AM-4:30 PM

**Captain's House, 1701 Coyote Point Dr., San Mateo,**

April 8, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

In this interactive, content-rich, one-day session, participants will review the key challenges faced when a person moves into a key leadership position. The session will balance theory along with practical tools and templates that can be immediately used back at the workplace. Topics will include a practical overview of the core knowledge, skills and behaviors necessary to become effective supervisors and managers, including: a) the role of the supervisor; b) transition issues/tips; c) leadership traits; d) techniques for managing change; e) motivation; f) delivering feedback; g) dealing with negative attitudes; h) encouraging responsibility/accountability; i) the importance of credibility and trust; j)

managing conflict; k) problem-solving; and l) delegation and managing your boss.

Instructor(s): Jim Delia Fee: \$185

## Professional Development

▲ Part of the *Customer Service Excellence* certificate program. See [hr.smcgov.org/certificate-programs](http://hr.smcgov.org/certificate-programs) for more info.

◆ Part of the Public Sector Professional certificate program. See [hr.smcgov.org/certificate-programs](http://hr.smcgov.org/certificate-programs) for more info.

◆ Building Effective Workplace Relationships (For Any Employee)

January 8, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

June 18, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Building effective workplace relationships is important for getting things done and being successful in your career. This session will help participants understand what motivates people, and will provide tools to: a) understand how words and body language help or hinder rapport building; b) create credibility and engender confidence from others; c) reframe events and communication to improve relationships; d) resolve conflicts and misunderstandings; e) select appropriate communication strategies; and f) understand and use business etiquette and emotional intelligence tools.

Instructor(s): Patricia Haddock Fee: \$85

Decision-Making Skills - Adapting to Uncertainty (For Any Employee)

November 14, 2019 8:30 AM-12:30 PM  
Room 402, 455 County Center (4<sup>th</sup> floor), Redwood City

April 22, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

This interactive session will present a structure, process, and tools to help solve problems and make proactive and timely decisions. Topics will include: a) the decision-making process; b) applying a structured approach to decision-making; c) setting the decision parameters; d) identifying the full range of choices available; e) testing the logic of the decision; and f) following up on the decision.

Instructor(s): Jim Delia Fee: \$115

Decisiveness (For Any Employee)

February 26, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

In this session, attendees will learn: a) the importance of: decisiveness; b) factors that impact decisiveness; and c) how to apply decision-making techniques. Additionally, attendees will discuss and review the role of risk-taking in decisiveness; techniques for analyzing alternatives; and practice decision-making by consensus.

Instructor(s): Dianne Faieta Fee: \$120

◆ Develop as a Professional (For Any Employee)

September 18, 2019 8:30 AM-4:30 PM

Captain's House, 1701 Coyote Point Dr., San Mateo

April 23, 2020 8:30 AM-4:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Knowing your job is an important step in getting ahead at work, but being good at your job may not be enough. Learn how to showcase your abilities and develop new ones that enhance your reputation as a professional who gets things done. This session teaches how to: a) create a personal definition of what it means to be thought of as a professional; b) understand how your job contributes to both **your reputation and the organization's**; c) **hone communication skills** to get results; and d) develop and maintain good professional relationships.

Instructor(s): Patricia Haddock Fee: \$115

◆ Emotional Intelligence Skills Training (For Any Employee)

January 16, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Are you skillful in recognizing your emotions and how they affect your work? Would you like to improve your ability to collaborate with, motivate, and influence others? Do you want to improve your ability to advance your career? This session will teach you how to increase your skills in harnessing your emotions to guide their impact on the environment and your performance.

Instructor(s): Kathye Citron Fee: \$105

Enhancing Trust by Communicating with Tact and Professionalism (For Any Employee)

February 13, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

How do you build trust when rapid change is occurring? Why does trust take so long to build, yet just minutes to erode? Through the use of exercises and role play, participants learn techniques to overcome disruptive behaviors and resistance. They learn how to manage interactions to engender respect, trust, and professionalism. This training helps them navigate more quickly through resistance and build trust so team members can be more productive.

Instructor(s): Craig Harrison Fee: \$105

◆ Essentials of Project Management (For Any Employee Who Manages Projects)

January 23, 2020 8:30 AM-12:30 PM

May 27, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

In this session, participants will learn about: a) the 5 phases of every project; b) different approaches for different people; c) defining projects; d) clarifying goals; e) identifying stakeholders; and f) maintaining project checklists. Project team dynamics will be discussed, along with a discussion on team roles.

Instructor(s): Dianne Faieta Fee: \$120

◆ Get Organized for Peak Performance (For Any Employee) --- NEW

March 9, 2020 8:30 AM-4:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Disorganization can be a major time-waster. We deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they jump from one task to another, trying to get everything done. In this workshop, you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating if/when appropriate.

Instructor(s): Zakiya Khalfani Fee: \$165

How to Be Happier at Work (For Any Employee)

January 8, 2020 8:30 AM-12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

May 27, 2020 8:30 AM-12:30 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

We spend about 33% of our weekly awake hours at work. Given that this a considerable amount of our life time, most of us want to make the most out of these precious hours by being useful, productive and also happy. Always being happy, whether it is at work or at some other part of our life, is not realistic. However, there are ways within our control that we can practice that can help us to be happier. This workshop will cover tips, tools, and techniques focused on how to be happier at work so that we can feel more positive and optimistic when we get up each day and head to our workplace.

Instructor(s): Jim Delia Fee: \$115

How Work Works (For Employees New to the Workforce) --- NEW

January 22, 2020 8:30 AM-12:30 PM

Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

May 14, 2020 8:30 AM-12:30 PM

ROC Room 2, 501 Winslow St., Redwood City

This four-hour interactive workshop is for participants who are relatively new to formal work environments in large and/or complex organizations, where the expectations and protocols may not be generally understood. It is intended to provide the information and insights necessary to be successful as a co-worker, direct report, team member, or a project lead. The session will provide an opportunity to discuss challenges and concerns as they relate to this important transition.

Instructor(s): Jim Delia Fee: \$115

Leading Positive Change (For Any Employee)

May 4, 2020 8:30 AM -12:30 PM

ROC Room 1, 501 Winslow St., Redwood City

Leading positive change, through the use of exercises and role play, helps you apply the change model and other techniques to disruptive behaviors and situations. You will practice managing interactions to restore respect, trust, and professionalism. Managing change effectively helps you navigate through resistance and align your teams for better performance.

Instructor(s): Stewart Levine Fee: \$105

**Manage Your Time, Don't Let Time Manage You** (For Any Employee) --- NEW

January 29, 2020 8:30 AM-12:30 PM  
ROC Room 2, 501 Winslow St., Redwood City

June 11, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Time management is really self-management. It involves principles, practices, skills, tools, and systems that if followed consistently will ensure deadlines are met, quality work is produced, and stress-inducing crises are avoided. This workshop will be most effective for those who are open and committed to using their time in the most effective and productive way possible.

Instructor(s): Jim Delia Fee: \$115

**Managing Up** (For Any Employee)

November 12, 2019 1:30 PM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This half-day session will help you identify and practice various strategies and tactics to create a better, team-oriented relationship with your boss. Learn to be more successful and satisfied in your current job and to position yourself for growth opportunities. When communicating with their bosses, participants will: a) understand their own interpersonal communication style and its impact on others; b) understand which interpersonal communication methods are most effective; c) understand their role in establishing an effective working relationship; d) learn how and when to effectively deliver bad news; e) learn when and how to give feedback; and f) learn how to present new ideas or changes.

Instructor(s): Theresa Rabe and Mary Welch Fee: \$60

▲ **Mastering the Communication Process** (For Any Employee)

October 29, 2019 8:30 AM-12:30 PM  
Jupiter Room, 264 Harbor Blvd., Bldg. A (Housing)

April 13, 2020 1:00 PM-5:00 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session will focus on your ability to master one-on-one communications. Participants will learn: a) how to take control of discussions and ensure that you open up the lines of communication; and b) how to establish rapport with people with different communication styles using the DISC model.

Instructor(s): Zakiya Khalfani Fee: \$105

◆ **Maximizing Your Personal Effectiveness** (For Any Employee)

May 7, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

**Personal effectiveness is no longer a luxury, it's demanded in today's marketplace.** Identify your current skills, add to those skills and help manage yourself effectively as a committed and responsible employee who respects the rights of others. Learn how to influence others with respect while assertively and honestly communicating with them, and adjust your attitude for greater success.

Instructor(s): Dianne Faieta Fee: \$120

**Meetings Made Fun and Easy** (For Any Employee)

February 12, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Learn how to plan, promote, conduct and evaluate your meetings for optimal success. Effectively use agendas, room layout, preparation, and follow-up to increase effectiveness. Problem-solve common meeting conundrums and manage meeting monsters. Apply facilitation techniques including skillful use of questions and parliamentary procedure to maximize meeting productivity.

Instructor(s): Craig Harrison Fee: \$105

**Putting Your Presentation Together** (For Employees Who Present to Commissions, Boards, and/or Other Audiences) --- NEW

November 13, 2019 8:30 AM-12:30 PM  
Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

March 2, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Learn how to effectively put your short presentation together to inform, persuade, support and win favor for your recommendation. Effective presentations, and the visuals that complement them, are the result of designing, building, refining, and rehearsing your presentation before you finally deliver it for maximum impact. Learn strategies, techniques and tips for the entire process, from outset to delivery.

Instructor(s): Craig Harrison Fee: \$105

**Relationship Management** (For Any Employee)

March 25, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

Business is all about relationships. Relationships help you actualize work results. These relationships are all around you and include: your boss and those above you in the organization structure; your peers; your staff or those that report to you; and your customers or external clients. In this session you will enhance your ability to leverage your key relationships for work success through analysis, skill building, and action planning.

Instructor(s): Joanne Bond Fee: \$110

**Resolving Conflict with Difficult Personalities** (For Any Employee)

January 16, 2020 1:00 PM -5:00 PM  
ROC Room 1, 501 Winslow St., Redwood City

Instructor(s): Kathye Citron

May 4, 2020 1:00 PM -5:00 PM  
ROC Room 1, 501 Winslow St., Redwood City

Instructor(s): Stewart Levine

This session is designed to help you save time, money, and energy by resolving conflicts in their early stages when they are easiest to solve. You will learn to: a) handle challenging behaviors; b) reduce anger and negativity; c) develop resolution strategies; d) stay calm when under pressure; e) sharpen your listening and negotiating skills; and f) identify and influence diverse styles to make needed changes.

Fee: \$105



## Self-Care: Managing Pressure and Maintaining Balance (For Any Employee)

January 9, 2020 8:30 AM-12:30 PM  
Jupiter Room, 264 Harbor Blvd., Bldg. A (Housing)

June 8, 2020 1:00 PM-5:00 PM  
ROC Room 1, 501 Winslow St., Redwood City

When things are extremely busy at work and you have your hands full with many tasks and dealing with difficult people, having skills you can draw on are essential for peace of mind and growth. This course will help participants understand: a) the causes and costs of workplace pressure; b) the benefits of creating balance; c) how to identify pressure points; and d) how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.

Instructor(s): Zakiya Khalfani Fee: \$105

## Strategies for Changing Times (For Any Employee)

June 24, 2020 8:30 AM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session teaches skills and tools to anticipate, introduce, and respond to change and turn it into an opportunity. You will learn: a) how to create, accept, manage, and maintain change and transition as a positive force; b) how to act, not react; c) to prepare and manage people and tasks during change; d) reframing; e) tools to reduce fear, anger, resistance, and frustration; f) how to find and communicate consistency in the middle of chaos; and g) to build and maintain enthusiastic teams and get prepared for the next shift!

Instructor(s): Nicole Schapiro Fee: \$135

## Taking the Step Up to Supervisor (For Any Employee)

December 4, 2019 8:30 AM-4:30 PM  
**Captain's House, 1701 Coyote Point Dr., San Mateo**

May 13, 2020 8:30 AM-4:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This one-day session is aimed at staff who do not currently supervise other staff but would like to prepare to take on that role and gain a clearer understanding of the key responsibilities and tasks involved. This interactive session will provide participants with insights and understanding about what a first-line supervisor does and how this challenging role is different from being an individual contributor.

Instructor(s): Jim Della Fee: \$185

## ◆ Time Management (For Any Employee)

September 24, 2019 1:00 PM-4:00 PM  
February 27, 2020 9:00 AM-12:00 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session is designed to refine your time management skills, increase productivity and job satisfaction, and aid you in managing **your time and your team's time more effectively. You will learn proven methods for:** a) realistically determining how much of your day is available to work on assignments; b) prioritizing work tasks; c) techniques for handling interruptions; d) managing multiple tasks or projects; and e) establishing and meeting expectations for yourself, your work unit, your customers, and your supervisor.

Instructor(s): Jim Porter Fee: \$70

## Safety

To register for Safety classes, contact Azi Imandel at [aimandel@smcgov.org](mailto:aimandel@smcgov.org).

### Conducting Facility Safety Inspections (For Any Employee)

Conducting facility safety inspections are an essential element of an effective Injury and Illness Prevention Program. This session will provide an overview of related laws and regulations, the required elements of a safety inspection and a visual demonstration of common office features that require particular attention during an inspection. We will also discuss how to develop a corrective action plan to address deficiencies found during an inspection.

Fee: \$60

### Ergonomics for Department Ergonomics Coordinators (For Department Ergonomic Coordinators Only)

**This session is designed to provide an overview of the County's Ergonomic Program to all assigned Department Ergonomic Coordinators.** Participants will also learn about the fundamentals of providing ergonomic evaluations and a step-by-step ergonomic evaluation will be provided to help Coordinators better understand how to conduct effective evaluations within their departments.

Fee: \$80

### Ergonomics for Supervisors and Managers (For Supervisors and Managers)

Participants will learn: a) fundamental ergonomic principles; b) how to identify ergonomic challenges and opportunities; c) what to do when an employee files an ergonomic-related injury claim; d) how to review and respond to an ergonomic evaluation; and e) how to effectively manage ergonomics as a process. Special emphasis will be given to computer-based ergonomics, but the fundamentals apply to any task in any field of work.

Fee: \$50

### Fire Prevention & Fire Extinguisher Use (For Any Employee)

Participants will learn: a) the most common causes of fires; b) fire prevention techniques; and c) the different types of fires and the fire extinguishers that can be used for each type. Two short videos will be used to help illustrate the impact that fires can have and a fire extinguisher simulator will be used to help demonstrate the proper technique used to extinguish a fire.

Fee: \$50

### Supervisor Safety Responsibilities (For Supervisors and Managers)

Supervisors are required to be familiar with the safety and health hazards to which employees under their immediate direction may be exposed. This session will provide an overview of common workplace hazards, the general safety regulations and programs supervisors need to be familiar with, and will cover effective tools designed for supervisors to successfully provide a safe work environment.

Fee: \$60

# Written Communication

- Part of the *Business Writing* Essentials certificate program. See [hr.smcgov.org/certificate-programs](http://hr.smcgov.org/certificate-programs) for more info.

- Better Reading and Writing (For Any Employee)

October 23, 2019 8:30 AM-4:30 PM  
Jupiter Room, 264 Harbor Blvd., Bldg. A (Housing)

February 20, 2020 8:30 AM-4:30 PM  
May 28, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Attending this full-day session is a great way to pick up some tips and techniques to improve your reading skills and write more effectively in your work environment. Here's your chance to learn simple and easy ways to read and understand "new words" and business letters and memos. After that, spend the rest of the session building on basic concepts to improve your writing and look more professional on paper.

Instructor(s): Neal Doten Fee: \$150

- Business Writing Basics (For Any Employee)

December 12, 2019 8:30 AM-4:30 PM  
Room 405, 455 County Center (4<sup>th</sup> floor), Redwood City

April 16, 2020 8:30 AM-4:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

In **today's fast**-paced, information-rich environment, it is important to produce written documents that are quickly and easily read and acted upon. This session is designed to improve the effectiveness of your letters, memos, reports, and emails that you send to your customers and colleagues. You will learn and review: a) different writing styles for different audiences and purposes; b) tips and formats for different messages; c) basic grammar, punctuation, and sentence structure; and d) methods to build confidence in your writing abilities.

Instructor(s): Craig Harrison Fee: \$ 175

- Delivering Customer Service in Writing (For Any Employee)

September 24, 2019 8:30 AM-12:30 PM  
June 3, 2020 8:30 AM-12:30 PM  
Room 101, 455 County Center (1<sup>st</sup> floor), Redwood City

This session explains how to use electronic and print communications to deliver the high-quality customer service that was previously provided by phone or in person. This session teaches you how to: a) identify the personal care factors that should be included in everything you write; b) use the right tone; c) understand and apply business etiquette to written documents; d) use email appropriately **for effective customer relationships; and e) write "bad news"** communications.

Instructor(s): Patricia Haddock Fee: \$85

- Editing and Proofreading (For Any Employee)

January 9, 2020 8:30 AM -12:30 PM  
June 10, 2020 8:30 AM -12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Good writers appreciate the importance of editing to create concise, focused documents. This session teaches you how to: a) edit for content, logical flow, and tone; b) use active and passive voice appropriately; c) use formatting to improve readability; d) ensure logical flow for reader comprehension; e) ensure subject-verb and noun-pronoun agreement; f) find and correct grammar and punctuation errors; and g) use standard proofreader marks.

Instructor(s): Patricia Haddock Fee: \$85

- Grammar and Composition Refresher for Business Writing (For Any Employee) --- NEW

November 6, 2019 8:30 AM-12:30 PM  
Room 402, 455 County Center (4<sup>th</sup> floor), Redwood City

April 9, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

In this workshop, participants will: a) review grammar and punctuation rules most relevant for business writing; b) improve writing structure to ensure logical flow; c) review sentence structure and composition requirements for business writing; and d) develop an action plan to improve your writing moving forward.

Instructor(s): Patricia Haddock Fee: \$85

- Memo Writing: Plan, Write, Edit (For Employees Who Write Staff Reports) --- NEW

March 26, 2020 8:30 AM -12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

Are you bogged down trying to write effective memoranda, reports, and letters? Do you procrastinate, dread or get overwhelmed when asked to write a memo or report? This training will help you increase your confidence by applying the best practices in business writing and presenting reports. Participants learn how to greatly improve both their memo and report-writing and editing. This interactive training provides hands-on practice using templates, forms, and procedures.

Instructor(s): Craig Harrison Fee: \$105

- Writing for the Workplace (For Any Employee) --- NEW

February 5, 2020 8:30 AM-12:30 PM  
May 14, 2020 8:30 AM-12:30 PM  
ROC Room 1, 501 Winslow St., Redwood City

In this workshop, participants will: a) review six different ways of organizing business documents; b) organize and write seven types of documents; and c) learn the various requirements needed to effectively write for the workplace. At the end of class, participants will write an action plan to improve future writings.

Instructor(s): Patricia Haddock Fee: \$85

Contact your Training Coordinator to register for any of the sessions in this Guide.

The most up-to-date version of this list can be found at [hr.smcgov.org/training-coordinators](http://hr.smcgov.org/training-coordinators)

## City/Town Training Coordinators

Atherton .....	Francesca Reyes, (650) 752-0500	Millbrae.....	Wanyi Liang, (650) 259-2332
Belmont.....	Laura Kirby, (650) 595-7452	Mountain View.....	Karin Davalos, (650) 903-6059
Brisbane.....	Maria Saguisag-Sid, (415) 508-2115	Pacifica.....	Lia Maksoud, (650) 738-7303
Burlingame.....	Christopher Manuel, (650) 558-7297	Palo Alto .....	Elizabeth Egli, (650) 329-2560
Colma .....	Lori Burns, (650) 997-8306	Portola Valley .....	Brandi de Garneau, (650) 851-1700 x222
Daly City (LMS Access) .....	Bonnie Woo, (650) 991-8096	Redwood City .....	Sandy Moniz, (650) 780-7285
East Palo Alto .....	Irma Martinez, (650) 853-3100	San Bruno .....	Lucia Marquez, (650) 616-7071
Foster City (LMS Access) .....	Judy Ting, (650) 286-3208	San Carlos.....	Lucille Mesias, (650) 802-4170
Half Moon Bay .....	Sandy Rickey (650) 712-1786	San Mateo (LMS Access).....	Lucha Arellano, (650) 522-7278
Hillsborough.....	Kristin Armbruster, (650) 375-7502	South San Francisco .....	Mich Mercado, (650) 829-6699
Los Altos .....	Jennifer Leal, (650) 947-2606	Sunnyvale.....	Michelle Zahraie, (408) 730-3031
<b>Menlo Park.....</b>	<b>Barbara Tong, (650) 330-6676</b>	Woodside .....	Paula Wong, (650) 851-6790

## Nonprofit/Special Districts Training Coordinators

Achieve Kids.....	Julie Ngov, (650) 494-1200 x142	Peninsula Bridge.....	Deirde Marlowe, (650) 473-9461
Acknowledge Alliance.....	Judy Bulloch, (650) 314-0180	Peninsula Conflict Resolution Center .....	Anne Bers, (650) 513-0330 x335
ACRC.....	<b>Megan O'Day, (650) 364-6563</b>	Peninsula Family Service.....	Larry Diskin, (650) 403-4300 x4614
Boys & Girls Club of the Peninsula .....	Tammy Patton, (650) 646-6130	Peninsula Humane Society/SPCA .....	Dan Hoffer, (650) 340-7022 x322
CA Dept. of Forestry & Fire Protection.....	Jenna Mabry, (831) 335-6745	Peninsula Jewish Center .....	Kelly Joseph, (650) 378-2758
Center for Independence of the Disabled.....	Alexandra Maneri, (650) 645-1780 x119	Peninsula Volunteers.....	Iram Bautista, (650) 272-5105
Central County Fire .....	Kristin Armbruster, (650) 375-7502	Project Ninety.....	Barry Norton, (650) 579-7881
Child Care Coordinating Council .....	Genie Allen, (650) 517-1425	Project Sentinel Fair Housing .....	Laurie Dachelet, (650) 399-2149
Child Care Partnership Council .....	Nirmala Dillman, (650) 802-5443	Puente de la Costa Sur.....	Veronica Ortega, (650) 879-1691
<b>Coastside Children's Program.....</b>	<b>Ginger Wills, (650) 726-7413</b>	Salvation Army.....	Bonnie Miller, (650) 368-4645
Community Gatepath.....	Amanda Harms, (650) 259-0170	Samaritan House .....	Connie Gerschaneck, (650) 294-4303
CORA .....	Tanisha Hughes, (650) 652-0800 x114	SamTrans.....	Robert Greenleaf, (650) 508-6440
Granada Sanitary District .....	Delia Comito, (650) 726-7093	San Mateo	
Health Connected.....	Perryn Reis, (650) 367-1937 x15	Community College District.....	Eugene Whitlock, (650) 574-6179
Health Plan of San Mateo.....	Susan Vakil, (650) 616-2139	San Mateo	
HEART .....	Boris Vatkin, (650) 204-5640	Convention & Visitors Bureau .....	Gina Alhands, (650) 348-7600
Highlands Recreation District .....	Jeff Schwartz, (650) 341-4251	San Mateo County Event Center .....	Charlene King, (650) 574-3247
HIP Housing .....	Laura Fanucchi, (650) 348-6660 x303	San Mateo County Office of Education.....	Eileen Gavron, (650) 802-5381
IHSD, Inc.,		San Mateo County	
San Mateo County Head Start .....	Anne Carzon, (650) 578-3416	Resources Conservation District.....	Kellyx Nelson, (650) 712-7765 x102
Legal Aid Society of San Mateo .....	Loreli Lopez, (650) 517-8919	San Mateo Credit Union.....	Janelle Eaton-Escalante, (650) 562-1230
Life Moves .....	Shavell Crawford, (650) 458-2718	Second Harvest Food Bank.....	Alicia Ontai, (408) 266-8866 x216
Mid-Pen Housing Corp.....	Katie Newkirk, (650) 356-2973	Sequoia Hospital.....	Linde Cheema, (650) 482-6134
Midpeninsula Regional		Silicon Valley Clean Water.....	Jennifer Flick, (650) 832-6223
Open Space District.....	Heather Reiter, (650) 625-6515	Silicon Valley	
Mills-Peninsula Health Services .....	Cindy Ahern-Patel, (650) 696-5801	Community Foundation.....	Maria Luisa Sanchez-Ku, (650) 450-5421
Mission Hospice .....	Hank Nourse, (650) 554-1000	Sitiike Counseling Center .....	Kathy Glaser, (650) 589-9305
Mosquito & Vector Control District .....	Devina Walker, (650) 344-8592	Sonrisas Community Dental Clinic .....	Dirk Alvarado, (650) 726-2144
North County Fire Authority.....	Elizabeth Solis, (650) 991-8262	Superior Court.....	Becky Tigri, (650) 363-4895
Ombudsman Services of SM County .....	Bonnie Mellott, (650) 780-5707	UC Cooperative Extension.....	Wei-Ting Chen, (650) 276-7429
		West Bay Sanitary District .....	Todd Reese, (650) 321-0384

Thank you for supporting our continuous efforts to go green by viewing this **Guide electronically. For more information on the County's training programs and resources,** visit our website at [hr.smcgov.org/training](http://hr.smcgov.org/training).

## To register for training sessions:

To register for any of these sessions, obtain supervisor approval and contact your organization's Training Coordinator (see page 11).

## Cancellation Policy:

All participants must withdraw at least three business days prior to the session's start date to avoid a charge equivalent to the full session fee to their department/organization. No-shows and incompletes will be charged at the same rate.

## Training Locations & Directions:

Participants may view maps for all locations at [hr.smcgov.org/maps](http://hr.smcgov.org/maps).

## Certificate Programs:

We offer three certificate programs designed to enhance your career development:

- Business Writing Essentials
- ▲ Customer Service Excellence
- ◆ Public Sector Professional

*To learn more about San Mateo County's certificate programs, visit*

[hr.smcgov.org/certificate-programs](http://hr.smcgov.org/certificate-programs)



## Training & Development Division

County of San Mateo  
Human Resources Department  
455 County Center, 5<sup>th</sup> Floor | Redwood City, CA 94063  
(650) 363-4343 | [hr.smcgov.org/training](http://hr.smcgov.org/training)



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