

OVERVIEW: This program covers critical foundational skills for managers that can be applied immediately in the workplace. This is an instructor-led training program and some of the cohorts are offered virtually, and others are in-person in Salem. During the break between each session, the participants are required to work on homework that applies the skills they learned previously.

TARGET AUDIENCE: Team leads, new managers, or experienced managers needing a refresher.

This training is required for new managers. Managers will need to enroll into the waitlist for one of the cohorts within five calendar days of their position start date. We will move all managers from the waitlist into the cohort weekly or 45 days before the first session to ensure all managers have priority over those who aren't currently managing employees. If there is capacity in the cohort, we will enroll non-managers from the waitlist.

For new managers as of April 1, 2024, you will be required to complete the Foundational Training program within 4 months of the hire date. If you are required to make up a session due to an absence in your original cohort, you must also complete the make-up session within 4 months of your hire date.

LENGTH: The in-person cohorts are a total of eight days of in-class time. The virtual cohorts consist of nine half day sessions. Participants will attend 1 session per week.

COST: \$500

TOPICS:

Section 1

- Defining Management
- Building Trust
- Emotional Intelligence
- Flexing Your Work Style
- Enterprise Manager Values & Competencies

Section 2

- Time Management & Prioritization
- Motivating Employees
- Enhancing Team Cohesion

Section 3

- Communicating Expectations
- Assigning and Delegating Work
- Feedback that Works
- Coaching

Section 4

- Creating a Culture of Accountability
- Performance Accountability & Feedback Model
- Planning Phase
- Monitoring Phase
- Quarterly Performance Feedback

Section 5

- Labor Relations
- Recruiting and Hiring
- Position Management
- Employee Engagement

Section 6

- Addressing Conflict
- Difficult Conversations
- Preventing Burn-out

Section 7

- SMARTER Goal Setting
- Meeting Internal Customer Needs
- Meeting Management

Section 8

- Professional Networking
- Increasing Your Organizational Awareness
- Managing Up
- Professional Development

REGISTRATION: To register go to <https://tinyurl.com/FOUNDATIONALregistration> (you will be prompted to log into Workday first). Once you are logged in, you'll go directly to the course overview page.

****IMPORTANT**** Use this schedule to verify the delivery mode (in-person or virtual via Zoom) and the cohort dates before enrolling into the offering in Workday.

ATTENDANCE POLICY: Participant must attend Session 1 as scheduled or enrollment will be cancelled and payment forfeited. Absences of 30 or more minutes will require a make-up session to complete the program. Absences of two days or more will result in enrollment cancellation and payment forfeiture.

CANCELLATION POLICY: A learner may cancel a registration with no penalty 30 days before the start of the first class. The learner is expected to pay the registration fee if they cancel less than 30 calendar days prior to the first class or if they do not meet attendance requirements. Payment cannot be transferred to a future enrollment if enrollment is cancelled less than 30 days prior to Session 1 or if learner's enrollment is cancelled because they did not meet the attendance requirements.

QUESTIONS: If you have any questions about the program, please contact the CHRO training team at chro.training@das.oregon.gov.

2025 COHORT SCHEDULE

Enrollment opens two (2) months prior to training start date or as previous cohorts become full.

Enrollment closes 45 days prior to training start date unless minimum enrollment is not met.

COHORT 1 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Katie Curtis

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 1/7/25 |
| 1.2 | 1/14/25 |
| 2 | 1/21/25 |
| 3 | 1/28/25 |
| 4 | 2/4/25 |
| *5* | 2/11/25 |
| 6 | 2/18/25 |
| 7 | 2/25/25 |
| 8 | 3/4/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 2 – IN-PERSON INSTRUCTOR-LED COURSE

LOCATION: Chemeketa Center for Business & Industry
626 High St. NE Salem

TIME: 8:30am to 4:30pm

INSTRUCTOR: Patricia Hutchings

| Section | SESSION DATES |
|---------|---------------|
| 1 | 1/15/25 |
| 2 | 1/22/25 |
| 3 | 1/29/25 |
| 4 | 2/5/25 |
| *5* | 2/11/25 |
| 6 | 2/19/25 |
| 7 | 2/26/25 |
| 8 | 3/5/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 3 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 2/6/25 |
| 1.2 | 2/13/25 |
| 2 | 2/20/25 |
| 3 | 2/27/25 |
| 4 | 3/6/25 |
| *5* | 3/13/25 |
| 6 | 3/20/25 |
| 7 | 3/27/25 |
| 8 | 4/3/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 4 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 2/18/25 |
| 1.2 | 2/24/25 |
| 2 | 3/3/25 |
| 3 | 3/10/25 |
| 4 | 3/17/25 |
| *5* | 3/26/25 |
| 6 | 3/31/25 |
| 7 | 4/7/25 |
| 8 | 4/14/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 5 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Katie Curtis

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 3/11/25 |
| 1.2 | 3/18/25 |
| 2 | 3/25/25 |
| 3 | 4/1/25 |
| 4 | 4/8/25 |
| *5* | 4/15/25 |
| 6 | 4/22/25 |
| 7 | 4/29/25 |
| 8 | 5/6/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 6 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm – 5pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 3/26/25 |
| 1.2 | 4/2/25 |
| 2 | 4/9/25 |
| 3 | 4/16/25 |
| 4 | 5/7/25 |
| *5* | 4/30/25 |
| 6 | 5/14/25 |
| 7 | 5/21/25 |
| 8 | 5/28/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 7 – IN-PERSON INSTRUCTOR-LED COURSE

LOCATION: Chemeketa Center for Business & Industry
626 High St. NE Salem

TIME: 8:30am to 4:30pm

INSTRUCTOR: Patricia Hutchings

| Section | SESSION DATES |
|---------|---------------|
| 1 | 4/2/25 |
| 2 | 4/9/25 |
| 3 | 4/16/25 |
| 4 | 4/23/25 |
| *5* | 4/30/25 |
| 6 | 5/7/25 |
| 7 | 5/14/25 |
| 8 | 5/21/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 8 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 4/17/25 |
| 1.2 | 4/24/25 |
| 2 | 5/1/25 |
| 3 | 5/8/25 |
| 4 | 5/15/25 |
| *5* | 5/22/25 |
| 6 | 5/29/25 |
| 7 | 6/5/25 |
| 8 | 6/12/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 9 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 5/5/25 |
| 1.2 | 5/12/25 |
| 2 | 5/19/25 |
| 3 | 6/2/25 |
| 4 | 6/9/25 |
| *5* | 6/18/25 |
| 6 | 6/23/25 |
| 7 | 6/30/25 |
| 8 | 7/7/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 10 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 5/20/25 |
| 1.2 | 5/27/25 |
| 2 | 6/3/25 |
| 3 | 6/10/25 |
| 4 | 6/17/25 |
| *5* | 6/24/25 |
| 6 | 7/1/25 |
| 7 | 7/8/25 |
| 8 | 7/15/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 11 – VIRTUAL INSTRUCTOR-LED COURSE**LOCATION:** Virtual**TIME:** 8am to 12pm**INSTRUCTOR:** Katie Curtis

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 6/4/25 |
| 1.2 | 6/11/25 |
| 2 | 6/18/25 |
| 3 | 6/25/25 |
| 4 | 7/2/25 |
| *5* | 7/9/25 |
| 6 | 7/16/25 |
| 7 | 7/23/25 |
| 8 | 7/30/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 12 – IN-PERSON INSTRUCTOR-LED COURSE**LOCATION:** Chemeketa Center for Business & Industry
626 High St. NE Salem**TIME:** 8:30am to 4:30pm**INSTRUCTOR:** Patricia Hutchings

| Section | SESSION DATES |
|---------|---------------|
| 1 | 6/11/25 |
| 2 | 6/18/25 |
| 3 | 6/25/25 |
| 4 | 7/2/25 |
| *5* | 7/9/25 |
| 6 | 7/16/25 |
| 7 | 7/23/25 |
| 8 | 7/30/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 13 – VIRTUAL INSTRUCTOR-LED COURSE**LOCATION:** Virtual**TIME:** 8am to 12pm**INSTRUCTOR:** Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 7/10/25 |
| 1.2 | 7/17/25 |
| 2 | 7/24/25 |
| 3 | 7/31/25 |
| 4 | 8/7/25 |
| *5* | 8/14/25 |
| 6 | 8/21/25 |
| 7 | 8/28/25 |
| 8 | 9/4/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 14 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 7/22/25 |
| 1.2 | 7/29/25 |
| 2 | 8/5/25 |
| 3 | 8/12/25 |
| 4 | 8/19/25 |
| *5* | 8/27/25 |
| 6 | 9/9/25 |
| 7 | 9/16/25 |
| 8 | 9/23/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 15 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Katie Curtis

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 8/5/25 |
| 1.2 | 8/12/25 |
| 2 | 8/19/25 |
| 3 | 9/2/25 |
| 4 | 9/16/25 |
| *5* | 9/10/25 |
| 6 | 9/23/25 |
| 7 | 9/30/25 |
| 8 | 10/7/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 16 – IN-PERSON INSTRUCTOR-LED COURSE

LOCATION: Chemeketa Center for Business & Industry
626 High St. NE Salem

TIME: 8:30am to 4:30pm

INSTRUCTOR: Patricia Hutchings

| Section | SESSION DATES |
|---------|---------------|
| 1 | 8/13/25 |
| 2 | 8/20/25 |
| 3 | 8/27/25 |
| 4 | 9/3/25 |
| *5* | 9/10/25 |
| 6 | 9/17/25 |
| 7 | 9/24/25 |
| 8 | 10/1/25 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 17 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 9/3/2025 |
| 1.2 | 9/10/2025 |
| 2 | 9/17/2025 |
| 3 | 9/24/2025 |
| 4 | 10/1/2025 |
| *5* | 10/8/2025 |
| 6 | 10/15/2025 |
| 7 | 10/22/2025 |
| 8 | 10/29/2025 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 18 – VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Tom Atchison

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 9/18/2025 |
| 1.2 | 9/25/2025 |
| 2 | 10/2/2025 |
| 3 | 10/9/2025 |
| 4 | 10/16/2025 |
| *5* | 10/23/2025 |
| 6 | 10/30/2025 |
| 7 | 11/6/2025 |
| 8 | 11/13/2025 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 19 - VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 10/6/2025 |
| 1.2 | 10/13/2025 |
| 2 | 10/20/2025 |
| 3 | 10/27/2025 |
| 4 | 11/3/2025 |
| *5* | 11/12/2025 |
| 6 | 11/17/2025 |
| 7 | 11/24/2025 |
| 8 | 12/1/2025 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 20 – IN-PERSON INSTRUCTOR-LED COURSE

LOCATION: Chemeketa Center for Business & Industry
626 High St. NE Salem

TIME: 8:30am to 4:30pm

INSTRUCTOR: Patricia Hutchings

| Section | SESSION DATES |
|---------|---------------|
| 1 | 10/15/2025 |
| 2 | 10/22/2025 |
| 3 | 10/29/2025 |
| 4 | 11/5/2025 |
| *5* | 11/12/2025 |
| 6 | 11/19/2025 |
| 7 | 12/3/2025 |
| 8 | 12/10/2025 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 21 - VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Katie Curtis

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 11/4/2025 |
| 1.2 | 11/10/2025 |
| 2 | 11/18/2025 |
| 3 | 11/25/2025 |
| 4 | 12/2/2025 |
| *5* | 12/9/2025 |
| 6 | 12/16/2025 |
| 7 | 12/23/2025 |
| 8 | 12/30/2025 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 22 - VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 1pm to 5pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 11/13/2025 |
| 1.2 | 11/19/2025 |
| 2 | 12/3/2025 |
| 3 | 12/10/2025 |
| 4 | 12/17/2024 |
| *5* | 12/30/2025 |
| 6 | 1/7/2026 |
| 7 | 1/14/2026 |
| 8 | 1/21/2026 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm

COHORT 23 - VIRTUAL INSTRUCTOR-LED COURSE

LOCATION: Virtual

TIME: 8am to 12pm

INSTRUCTOR: Pam Moore

| Section | SESSION DATES |
|---------|---------------|
| 1.1 | 12/8/2025 |
| 1.2 | 12/15/2025 |
| 2 | 12/22/2025 |
| 3 | 12/29/2025 |
| 4 | 1/5/2026 |
| *5* | 1/14/2026 |
| 6 | 1/20/2026 |
| 7 | 1/26/2026 |
| 8 | 2/2/2026 |

*Section 5 will be conducted via Zoom from 8:30am – 4:30pm