Course Catalog
2017 - 2018

We offer tools and resources to help you succeed and excel in your professional role at UCR through engaged learning and focused customer service.
“One of my highest priorities is our people and their development.”

– Ron Coley, BAS VC

Welcome to the 2017-2018 Human Resources Course Catalog. We created this resource as a tool to help you navigate your professional development at UCR. Whether you are just starting out with UCR in a full-time position or you are a seasoned UCR employee, we want to ensure your experience with HR’s Employee and Organizational Development department is a good one.

UCR offers a wide variety of developmental programs. This course catalog is a summary and resource guide to all HR courses and programs.

Our staff development courses and programs are designed to help employees enhance their contributions to the University’s mission and goals through the following:

- A wide variety of instructor-led and online trainings
- Conducting assessments for personal and team development
- Designing and delivering customized training for organizational units

Browse this catalog to check out the many developmental opportunities available to you.
Human Resources

**OUR HR MISSION**

We provide HR leadership and expertise to create and support a high-performing, inclusive workplace which advances UCR’s mission and strategic objectives.

**OUR HR VISION**

UCR HR is the benchmark in higher education for visionary and innovative HR strategies and exemplary service delivery.

- **Workforce Readiness**
- **Talent Development**
- **Organizational Capability**
“Continuous professional development of our staff is fundamental to realizing our potential, and thereby supporting UCR’s vision of excellence.”

–Jadie Lee
AVC, Human Resources
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Development Framework

KNOW THE INSTITUTION

These courses cover subject matter unique to UCR. Helping to ease the transition into higher education

INDIVIDUAL EFFECTIVENESS

Professional development tools designed to maximize your value as an individual contributor

LEADERSHIP

Comprehensive leadership development for all levels of the organization.

ORGANIZATIONAL EFFECTIVENESS

With a commitment to efficiency, organizational excellence, and engagement we work collaboratively to create a workplace that allows employees to thrive.
How to Use This Resource

UCR is committed to continuous investment in staff learning and development. Utilize the tools represented in this course catalog to map out your individual development plan. The competency matrices will help you select the options that best meet your development needs.

Keep in mind that training is not the only way learn, grow or develop. In fact, training should be a small component of your overall development plan. There are many other opportunities to develop professionally. These include mentoring, job rotations and shadowing, participation in professional associations, conferences, books, formal networking events, volunteer work and more. Make the most of every professional development opportunity.

Identify areas of strength and continue to refine those areas that you are good at; identify areas where you would like to grow for better performance.

Consider UCR’s mission, values, and strategic priorities when determining what competencies to focus on.
Mapping Your Individual Development Plan

1. Assess
Reflect on your career goals. Where do you see yourself in a few years? What would you like to accomplish or develop? What knowledge, skills or abilities do you need to help you achieve your goals?

2. Create an IDP
Talk with others. Gain support and advice from your leader and/or mentor. Are there gaps in your development? What are your strengths? Development isn’t just a one-way street.

3. Obtain approval
Request your supervisor’s approval to participate in the specific learning activities identified through your IDP.

4. Time to Learn
Enroll in the appropriate courses via the LMS. You’ll receive a confirmation email once you have registered.

5. Hit the Target
It’s important to apply what you learned to your role! Create an action plan with your supervisor to ensure you utilize the newly acquired skills/knowledge. Evaluate your progress regularly.

6. Give Us Feedback
We continuously improve our trainings based on the feedback we receive from you. Please submit post-training surveys or send an email uclearning@ucr.edu
## Development Matrix for EOD Courses

### Instructor-Led Training

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### Performance Factors Key:
- Functional & Technical Skills (FTS)
- Communication Skills (CS)
- Client Service (CL)
- Problem Solving & Decision Making (PS)
- Inclusiveness (I)
- Commitment to Quality (CQ)
- Collaboration/Teamwork (TW)
- Developing Direct Reports (DR)
- Managing & Measuring Work (MW)
- Managing Employee Performance (MP)
- Motivating Others (MO)

### Note:
See Key Above Table (p.28)
# Development Matrix, continued

<table>
<thead>
<tr>
<th>Instructor-Led Training</th>
<th>UC + UCR Core Competencies</th>
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<td>Preparing for Your Performance Appraisal</td>
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<td>Presentation: Skills for Success</td>
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<td>Supervising Students</td>
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## Development Matrix for EOD Programs

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<tr>
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<td>Communication</td>
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<td>Employee Engagement</td>
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<td>Chief Financial and Administrative Officer (CFAO)</td>
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<td>MEI Certificate Program (MEI)</td>
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<td>Professional Academic Advisor Certificate Program (PAACP)</td>
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Employee and Organizational Development Course Descriptions

The next pages provide a description for each course that is coordinated by the Employee and Organizational Development department. The courses listed are offered as instructor-led training (ILT). Descriptions for online courses, such as those offered through Lynda.com, can be found in the LMS.

Questions about a specific course? We can help!

Contact: ucrlearning@ucredu.
7 Habits of Highly Effective People
Franklin Covey’s 7 Habits help employees apply timeless principles of effectiveness to improve interpersonal communication, take initiative, establish greater trust, strengthen relationships, increase influence, and balance key priorities. This 2-part course will provide an overview of leadership effectiveness at the individual, team, and organizational levels. Learners will also participate in the 7 Habits Assessment, assigned prior to their attendance.

Learning objectives:
- Being proactive
- Beginning with the end in mind
- Putting first things first
- Thinking win-win
- Seeking first to understand then to be understood
- Synergizing
- Sharpening the saw

Building High Performance Teams
Explore the principles and dynamics of high performance work teams.

Topics covered:
- Forming, storming, and norming
- Motivating others to serve as a team
- Inner workings of a team
- SWOT analyses
- Managing conflicts
- Team communication and decision making
- Soliciting feedback
- Instilling the mission, vision and values

Benefits Orientation
The Employee Benefits training is designed to acquaint employees with the benefit package available to them as University employees. The Benefits Office staff will answer your questions and assist you with enrollments in the various plans.

Topics covered:
- Enrolling in UCR benefits
- Benefits available to UCR employees

Offerings:
Benefits Orientation is typically offered the first Thursday of each month in the HR Training Room. A live webinar is offered every Friday. To learn more and register, visit the LMS.

Business Writing
Learn the tools, techniques and strategies for effective writing. Covers writing to your audience, common business writing styles and formats including email, writing do’s and don’ts and error-proofing your work.

Learning objectives:
- Planning strategies
- Editing and proofreading skills
- Writing standards using clear, concise, and appropriate writing styles and formats
- Ways to write persuasive and negative messages
- How to write under pressure
- When to use e-mail, memos and reports

Crucial Conversations
Crucial Conversations teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics—at all levels of your organization. By learning to speak and be heard, you’ll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. What is a crucial conversation? A crucial conversation is a discussion where the stakes are high, opinions vary and emotions run strong.

Learning objectives:
- Speak persuasively, not abrasively
- Foster teamwork and better decision making
- Build acceptance rather than resistance
- Resolve individual and group disagreements

View course calendar
Clarifying Performance Expectations

Being a manager and a performance leader requires the ability to help your employees better manage their own jobs. It also requires the ability to set and revise performance expectations so that they are clear, and straightforward. This workshop will give you the skills to discuss performance expectations with your employees in a way that gains their commitment. The topics that will be discussed include: identifying when a discussion to clarify expectations is necessary, responding to questions people have about work priorities, and exploring five steps that will help you to conduct a productive expectation discussion.

Learning objectives:
- When a discussion to clarify performance expectations is necessary
- Responding effectively to questions and concerns people have about work priorities and goals
- Clarify performance expectations in a way that increases employee motivation and commitment

Conducting Performance Reviews

Employees need feedback in order to know if their performance is acceptable, or needs to improve or change. One of the major responsibilities of managers is to discuss this with their employees in a way that allows them to contribute to the discussion, and to recognize their employee's contributions, goals, areas of high performance, and areas that need improvement. This workshop will provide you with skills and tools to help you conduct a performance review that will increase employee motivation, learning, productivity and collaboration throughout the year. Topics covered include: preparing for a focused and collaborative performance review meeting, helping employees prepare for the meeting, overcoming major performance disconnects with the employee, and using six steps for conducting performance reviews.

Topics covered:
- Preparing for a focused and collaborative performance review meeting
- Helping employees prepare for the performance review meeting
- Giving your perspective of the person's performance by focusing on core points
- Overcoming major performance disconnects with the employee
- Increasing employee motivation, learning, productivity, and ensuring collaboration throughout the year

Communicating for Understanding

Through theory and skills practice, this workshop introduces participants to the general process of communication along with its possible disruptions, and teaches a communication method designed to avoid those disruptions and enhance dialogue among members of diverse populations. Participants learn to describe situations in objective ways as a prelude to further communication; to identify and recognize the needs of self and others through the communication process; to identify and recognize emotions that arise when needs are and are not met; and to formulate, express, and recognize requests in ways that locate responsibility in the person making the request. Employees will work in teams, as well as with supervisors who oversee them, and will take away tools that will enable them to create a maximally inclusive environment.

Topics covered:
- Avoiding disruptions
- Using objective ways to communicate
- Recognizing emotions in a group

Customer Service Strategies

This workshop will help enhance your skills in working with others. We all have customers and working successfully with them is a vital part of our jobs. You will refresh your enthusiasm and pick up some practical tips to make your job easier and the service you provide better.

Learning objectives:
- Customer service basics
- Successfully dealing with difficult customers
### Coaching for Performance/Difficult Performance Conversations

The Coaching for Performance course will expand the skills of managers and supervisors as active coaches who view “growing others” as a key component of their positions. Managers today must be able to engage their employees in meaningful and motivating dialogue. Business coaching focuses on employee development through non-coercive means, and is based on honest and open communication, listening and questioning skills. Program participants will learn how to approach a difficult conversation with a subordinate and turn it into a coaching opportunity. In this highly interactive course you will work with scenarios and case studies where you can practice the communication techniques presented.

**Topics covered:**
- Performance management discussion
- Motivation theories & constructs
- Stages of influencing motivation
- Case studies of motivation problems
- Coaching session: outline, process, and techniques
- Employee performance scenario

**Target Audience:** Managers and supervisors

**Location for all offerings:**
HR Training Room

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### Compensation Essentials

Compensation Essentials is an overview of compensation fundamentals and guidelines. This workshop will provide an in-depth look into compensation principles and procedures, job description writing in the Career Tracks World and making sound compensation decisions.

**Topics covered:**
- Compensation philosophy, local Policy 30, labor market and competitiveness, salary structure, Compa-Ratio, salary compression, FLSA
- Wage programs, equity program, reclassifications, promotions, administrative stipends
- Career Paths, job standards, navigating Career Tracks Job Builder
- Effective job description writing
- Internal equity, succession planning

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### Collaborative Leadership

In this course, you'll learn the power and advantages of collaboration, characteristics of collaborative people and leaders, and leave with personal action items to work toward collaborating with others. This course follows Google’s quest to build the perfect team and what that research revealed. It will provide you with a deeper understanding of your own collaborative leadership style and how to apply it to the workplace.

**Learning Objectives and Topics covered:**
- Advantages of collaborative leadership
- Understand what elements of your leadership style are traditional vs. collaborative
- Review research associated with successful teams
- Define collaborative leadership and the daily disciplines needed to become a successful contributor to the team, department, and organization
- Identify the benefits and challenges associated with successful collaboration
- Plan for future success when working with your team

[View course calendar]
Delegation Skills
What’s one of the most challenging areas for most managers? The ability to delegate effectively. Get the basics of this essential skill. Exercises and assessments help you evaluate your current skills, easily identify the problems, and quickly find solutions. You’ll discover how to develop your employees’ potential while getting the job done.

Learning objectives:
• Assess your delegation challenges and skills
• Evaluate what work must be done by you vs. what can or should be delegated
• Plan tasks to delegate and align the tasks with the appropriate staff
• Identify follow-up actions to ensure delegation success

Developing Others
Managers have many opportunities to develop their employees but they may not always recognize them. The purpose of this course is to provide participants with the skills they need to help others expand their capabilities so they will have the confidence to take on new challenges and work more independently.

Learning objectives:
• Role of a manager in developing others
• Challenges in developing others
• Opportunities to develop the skills and capabilities of others
• Listening and asking techniques that will help others feel confident in their own decisions

Equal Employment and Affirmative Action Essentials
The purpose of this course is to introduce attendees to equal employment opportunity laws and affirmative action regulations. We will explore employment related laws and regulations enforced by the U.S. Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, and the Office of Federal Contract Compliance Programs.

Topics covered:
• Discrimination in the workplace
• Affirmative action obligations

Target Audience: Managers and supervisors
Location for all offerings:
• Surge Building, Conference Room 367

Facilitation Skills Workshop
This workshop will give participants the opportunity to bring content they have designed to the workshop and apply the concepts directly to that content. In addition, this session will help those that may not have content already developed, the tools and best practices for creating meaningful content, and delivering the content successfully.

Topics covered:
• Facilitator Skills
• Recipe for Success
• Asking Questions
• Organizations
• Story Telling
• That “what ifs”
• Action Planning
• Accountability

COMING SOON!
Financial Management for Non-Financial Managers
This course is designed to teach professionals and managers, whose expertise is not in the field of finance, the basic techniques of financial management analysis. These techniques include understanding financial statements, ratio and cash flow analysis, working capital management, cost-volume-pricing analysis, and project selection and evaluation. Participants will be able to use these techniques in support of their management role in the workplace and understand the role of financial management in the firm.

Learning objectives:
• Explain basic terminology related to accounting and finance
• Understand basic accounting data of a firm and how financial decisions are commonly performed
• Define basic financial terms
• Understand how to analyze where data can be found and how it is interpreted within the organization
• Apply basic principles of financial analysis to financial data to perform cost analyses, make operational decisions to improve performance and better control costs, and understand how decisions can affect other departments, divisions and/or outside vendors
Giving Recognition
Excellent performance and productivity are usually rewarded with organizational success, but in the short term, people want to hear from others around them that they are doing something right. By recognizing and reinforcing positive behaviors, managers can encourage and reinvigorate their staff.

Learning objectives:
- Acknowledge accomplishments in ways that will inspire excellent performance and improve morale
- 3 steps to giving recognition

How to Conduct Effective Meetings
This workshop is designed to provide you with a framework and tools for facilitating more effective meetings. Topics include: meeting structures that increase productivity, the key roles in a meeting, the basics of facilitating a meeting, basic consensus decision making and stimulating discussion. You’ll be provided with materials that you can use at your next meeting.

Learning objectives:
- To meet or not to meet
- Planning and preparation
- Conducting the meeting
- Follow through and evaluations

Listening in a Hectic World
This workshop will provide participants with a listening approach that balances the demands of getting the information they need with the awareness that every interaction provides an opportunity to cement solid work relationships with others. Participants will learn four key actions to improve their listening skills and tune out the “noise.”

Learning objectives:
- Missed listening opportunities
- Key actions for listening in a hectic world
- Deciding when to listen
- Managing distractions
- Demonstrating effective listening behaviors
- Keeping conversations on track

Managing in a Unionized Environment
Managing a workforce that is represented by a union and navigating the various union contracts that govern their terms and conditions of employment present challenges and complexities which require knowledge, support, and resources. The campus has longstanding access rules, which can be viewed at http://hr.ucr.edu/supervisor/labor/bargain.html

Additional provisions are contained in the University’s collective bargaining agreements. The Employee and Labor Relations department offers training on how to manage in a unionized environment which explains employee and union rights; rights and responsibilities of managers and supervisors; as well as limitations and restrictions present when managing a unionized (or unionizing) workforce.

Topics covered:
- Collective bargaining law: The basics of HEERA
- What is a union contract and how to navigate Contractual issues
- Union representation
- Performance management, corrective action and discipline
- Unrepresented employees
- Best practices and resources

Target Audience: Managers and supervisors

Location for all offerings:
HR Training Room
COMING SOON!

Myers-Briggs Type Indicator

Do you know your personality type? How does type interact with the type of work we do? How does type impact the relationships we have with our colleagues? How can our preferences impact our job satisfaction? Using the Meyers-Briggs Type Indicator, this course will take you from knowing your 4-letter type to exploring the impact of type on teams and organizations. You will also explore the impact of type preferences on leadership, communication, conflict management, and other team issues. You will also explore how the diversity in type contributes to organizational culture.

Organizational Excellence Certificate: Lean Forward

Lean Forward is the 3rd course in the OE certificate bronze series which focuses on the transformative power of the Shingo guiding principles. This course demonstrates that Shingo is not a new initiative, but a new way of thinking, and how applying the Shingo principles can shape the culture of UCR.

Topics covered:
- Shingo Model
- Cultural Enablers
- Continuous Improvement
- Enterprise Alignment
- Results
- Lean@UCR

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Optimizing Workplace Health and Wellness: A Team Approach

Two hour workshop for UCR campus departments showcasing Workplace Health & Wellness programs and services for faculty and staff. The workshops will highlight the Integrated and innovative initiatives that mitigate risk, improve health and wellbeing and prevent work-related injury and illness. The workshop will include important information regarding Workers’ Compensation, Wellness, Integrated Healthy Campus, Disability Management, WorkStrong, Return to Work and Ergonomics. This workshop will be informative and interactive. Materials and healthy snacks will be provided.

Location for all offerings: HR Training Room

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Organizational Excellence Certificate: Change Management

Change Management is the 4th course in the OE certificate bronze series which focuses on change management and how to navigate change at UCR.

Topics covered:
- Change Management
- Change at UCR
- Principles and Best Practices

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Planning for Performance Discussions

With the ever changing workloads, priorities, and responsibilities of employees today, managers have several things to consider when planning performance discussions with their employees. This class will provide participants with skills and tools to prepare for performance-related discussions that lead to increased productivity, collaboration, and the achievement of critical goals.

Learning objectives:
- The role of the performance leader
- How an individual’s work supports the organization’s goals
- Creating measurable, objective goals using specific criteria
- Recognizing the challenges individuals might have in achieving their goals and developing strategies to overcome these challenges

View course calendar
**Performance Management I: The Performance Management Process**

Performance management is a process of improving employee performance through feedback and appraisal. This class will cover the elements of the UCR performance management cycle including planning for performance, coaching and managing performance and conducting the performance appraisal. The class will feature lecture, group discussion, and skill building exercises.  

**Learning objectives:**
- The UCR performance management process
- Writing performance expectations and goals
- Tools available to capture critical performance incidents.
- Translating subjective assessments into objective terms
- Writing performance appraisals using objective, behavioral descriptions
- Conducting a structured performance appraisal meeting

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**Performance Management II: Delivering Constructive Feedback**

A key element of the performance appraisal meeting is the ability of the supervisor to provide the employee with constructive feedback. The purpose of this course is to provide skills that will enable participants to give constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.  

**Learning objectives:**
- Defining and describing constructive feedback
- Identifying opportunities to provide constructive feedback in your work environment
- Recognizing the challenges and benefits of providing constructive feedback
- Evaluating your current level of effectiveness at providing constructive feedback
- Conducting constructive feedback conversations with others that result in action toward improved performance

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**Preparing for Your Performance Appraisal**

Getting the most out of your performance appraisal requires that you are as prepared as your supervisor. This session will provide instruction on the three “P’s” of your role in the performance appraisal process. Guidance will also be provided on how to write an effective self-appraisal and information on career and professional development will be discussed.

**Learning objectives:**
- The UCR performance management process
- Forms used in the UCR performance appraisal process
- The agenda for the performance appraisal meeting and how to participate at each stage
- Various types of career directions and sources of learning opportunities

---

**Presentation Skills for Success**

Most of what we do in our personal life and in business is done in the context of relationships. Communication is the key to all relationships. The need to communicate well is one of the most difficult challenges professionals encounter and one that will lead to great rewards.

**Learning Objectives:**
- Basics of an effective presentation
- How to maintain the audience’s attention
- Effective movement and body language
**Project and Process Management for Maximum Results**

This course examines how to map out and set up basic project and process management strategies to improve productivity and outcomes. Topics include project management tools, cost/benefit analysis, identifying project goals and objectives, creating the project team, scheduling a project, developing key performance standards, managing the team’s progress, measuring outcomes and results, moving on to the next project and the supervisor’s role throughout the process.

Topics covered:
- Project management 101
- Project scope and requirements
- Scheduling a project
- Assembling the project team and resources
- Managing the project
- Project outcomes

**Recruitment Strategies & Best Practices**

This course covers recruitment strategies and best practices.

Topics include behavioral based interview questions, reference checks, and ways in which Talent Acquisition can serve as a form of support in the recruitment process.

Learning objectives:
- To identify strategies and best practices in the recruitment process.

Target Audience: Staff who are involved in the recruitment process.

Visit the UC Learning Center (LMS) for scheduled offerings.

**Supervising Students**

Do you supervise student employees? Are you considering hiring student employees in your department? Then this class is for you! The workplace offers student employees a unique opportunity, and also creates some unique supervisory challenges. This workshop will provide strategies relating to scheduling, giving effective feedback, and making your department student-friendly. Participants will gain an understanding of what motivates student employees to work and perform their best.

Learning objectives:
- Scheduling
- Giving effective feedback
- Motivating student employees

**Speaking to Influence Others**

Speaking clearly, concisely, and convincingly is especially important in today’s fast-paced work environment, where people are continually bombarded with competing requests for their attention. This workshop shows participants how to organize and deliver their ideas to get results in such a workplace. Participants will explore four key actions for speaking to influence others and then practice using the actions in a real situation from their own work environment.

Learning objectives:
- Organizing your thoughts with a focus on addressing the needs of your listeners and achieving your objectives
- Encouraging desired action by delivering your message clearly and concisely
- Handling resistance by responding to listeners’ ideas, opinions, and concerns
- Ensuring that your ideas are acted on by developing concrete follow-up plans
- Sharing ideas for workplace improvements and innovations geared toward better business results
**Supervisor’s Guide to Corrective Action**

All employees are expected to meet performance standards and behave appropriately in the workplace. Corrective action is the process of communicating with an employee to improve unacceptable behavior or performance after other methods such as coaching and performance appraisal have not been successful. The course objective is to help those with supervisory responsibilities guide employees to correct performance or behavior through proactive supervision, which includes early identification of problems, causes, and implementation of comprehensive solutions.

Topics covered:

- How to recognize problematic conduct or unsatisfactory performance and develop plan of action
- Performance management model
- Legal foundations and employment relationship
- Just cause: Framework for action
- Progressive discipline
- Investigations: when they occur and who conducts them
- Common disciplinary issues (documentation & complications)

**Target Audience:**

- Managers and supervisors

**Location for all offerings:**

- HR Training Room

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“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

—John Quincy Adams
2016-2017 EOD Course Calendar

“Great workshops at HR! Keep providing more! I love them all!”

Use the calendar on the next few pages to see at-a-glance when EOD courses are offered!

Keep in mind:
- We continue to overhaul and introduce new courses to our catalog,
- Check the LMS for the current offerings
- Can’t find something? Class schedules are updated weekly; check back later
- All dates are subject to change without notice

September 2017
October 2017
November 2017
December 2017
January 2018
February 2018
March 2018
April 2018
May 2018

http://ucrlearning.uc.edu/

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- **September 2017**
- **20** 
  *Crucial Conversations – Supervisors & Managers*
- **26** 
  *UCR Staff Orientation*
- **27** 
  *Organizational Excellence Certificate Collaborative Leadership*

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- **9** Performance Management: Preparing for your Performance Appraisal
- **10** Organizational Excellence Certificate: LEAN Forward
- **16** Organizational Excellence Certificate: Change Management
- **17** Facilitation Skills Workshop

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## February 2017

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# March 2017

- **Delegation Skills**
- **Performance Management: Developing Others**
- **Facilitation Skills Workshop**
- **Performance Management: Conducting Performance Reviews**
- **Organizational Excellence Certificate - Change Management**
- **Crucial Conversations – Day 1**
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**April 2017**

- **3**: Supervisor's Guide to UCR's Performance Management System – Part 2
- **10**: Giving Recognition
- **11**: Supervisor Boot Camp – Session 1
- **12**: Organizational Excellence Certificate: Collaborative Leadership
- **17**: Supervisor Boot Camp – Session 2
- **18**: Organizational Excellence Certificate: Change Management
- **24**: Supervisor Boot Camp – Session 3
- **25**: Crucial Conversations – Supervisors & Managers – Day 1
- **26**: Crucial Conversations – Supervisors & Managers – Day 2

**Back to course matrix**
May 2017

1  Supervisor Boot Camp – Session 4

Organizational Excellence Certificate: Change Management
Leadership Development

Programs

If you have questions about participating in a Leadership Development program, we can help guide you to the one that best fits your development need.

Contact: uclearning@ucr.edu

“... The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it. “

—Theodore Roosevelt
Leadership Development at UCR

Preparing leaders to meet the workplace needs of the future starts here, with programs and courses designed for each stage to help you succeed and excel.

Take a look around! There is something for every level of leadership, whether you are just starting out or a seasoned senior level leader.
Levels of Leadership

**Aspiring Leaders**
MSAP, Boot Camp, *Pathways to Promotion, Collaborative Leadership, BLAZE, Delegation Skills, *UC People Management Certificate*

**New to Leadership**
Boot Camp, Collaborative Leadership, Delegation Skills, Giving Recognition, *Effective Decision Making, Emotional Intelligence*

**Emerging Leaders**

**Advanced Leaders**

**Directorship**

**Senior Leadership**

*Indicates that the development opportunity is currently under development or in the process of being added to leadership curriculum.
**BLAZE (BAS Only)**

BLAZE is a BAS-only comprehensive leadership development program designed primarily for high-performing individual contributors to help prepare them for the next stage in their careers. BLAZE uses experiential learning sessions, self-assessments, 360-degree feedback and one-on-one coaching to help equip participants for greater responsibility. Through this robust learning experience, participants will gain a combination of theory, organizational knowledge and practical application.

Participating in the program will result in the participant increasing their readiness for leadership roles, expanding their network, and they will gain exposure to leaders in BAS. The six-month program culminates with the participant applying the skills and knowledge they’ve learned during the program by leading a project to address an organizational issue and presenting it to the leadership team in BAS. Once the program is completed, the participant continues to work with their mentor to help identify opportunities in the organization for promotion pipeline.

BLAZE participants will experience a program filled with challenging assignments and experiences designed to help them develop competencies that align with the leadership needs in BAS and to enhance performance to achieve the University’s strategic priorities.

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**Boot Camp**

Boot Camp is designed to quickly provide information to enhance supervisory capabilities. Leaders discover a blend of operational and inspirational topics that increase their leadership effectiveness.

Learning Objectives:
- Role of the leader/supervisor
- Facilitating effective meetings
- Delegation skills
- Communication/Collaboration/Building Teams
- Recruitment strategies and best practices
- Managing disability
- Leading through change
- Minimizing risk
- Dealing with disputes and disagreements
- Diversity and inclusion

... 

“The program content is very helpful and fresh.”

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Praise for Boot Camp:

“Excellent presentations and presenters.”

“Great course everyone! Engaging and interesting.”

“The HR folks provided a lot of good info. Definitely worth the time.”
Building Core Supervisory Competencies (BCSC)

The Building Core Supervisory Competencies program emphasizes participation and practice of supervisory skills through the use of self-assessment inventories, case studies, lecturelets and small group exercises. This comprehensive program begins with an orientation for both participants and their supervisors.

Participants then complete four full-day core courses and five half-day core courses and a variety of electives. Many courses deal with University policies and procedures which are crucial for successfully dealing with the day-to-day responsibilities required of a supervisor. An optional assignment will be offered for those who want to gain the most benefit from the program.

On-the-job follow-up activities which involve both the supervisor and the participant will be provided to assist in reinforcing new skills.

... “I enjoyed the core courses the most; they were interesting, helpful, as well as engaging.”

Praise for BCSC:

“It was an awesome program and I would recommend it to all supervisors.”

“A lot of the self-knowledge and evaluation of personal skills and tendencies were helpful.”

COMING SOON!

Chief Financial and Administrative Officer Program

This program is being designed to prepare individuals for a career as Chief Financial Administrative Officer. This important program will provide development and mentoring opportunities for participants that will allow them to grow their career. Content is being developed in partnership with subject matter experts who actually do the work. This will ensure participants receive hands on experience and will reflect the reality of what an individual will experience in the role. This program is scheduled to launch in 2017.

COMING SOON!

Career Mentoring Program

Investing in your career contributes to our culture of organizational excellence at UC Riverside, one where employee professional development is integral to the success of the university. Part of what makes UC Riverside a great place to work is the opportunity for continuous learning. The UC Riverside Career Mentoring program is being designed around the career management cycle which includes learning about yourself (asessments), leadership series with personal career stories from university leaders, planning your next steps (goal setting, individual development plans), taking action (accomplishment statements, resumes, references, cover letters, interviews) and evaluating your progress. This program is scheduled to launch in 2017.
Coro Fellows Program (System-wide)

CORO is a nationally respected nonprofit, nonpartisan leadership development organization, to offer an experiential leadership training program designed to enhance leadership skills and foster relationships, networking, and collaboration across UC. The UC-CORO Systemwide Leadership Collaborative will be offered to up to 40 administrators in two cohorts: North and South. More information about the program can be found on the UC Coro Leadership Development Program website.

This leadership development opportunity is targeted for senior members of our campus community who have shown themselves to have high potential for contributing to the objectives outlined in UCR-2020. This leadership program will focus on the benefits of inter-campus and cross functional involvement. With the program being tailored at the director level and above, the participants will have field study opportunities to work on a specific campus or a medical center leadership initiative. The UC–CORO Systemwide Leadership Collaborative will be offered to 40–45 administrators from UC campuses to form a Northern California cohort and a Southern California cohort. The program will include campus explorations where participants will interview campus leaders and have the opportunity to visit and learn about the institution. This provides a direct opportunity to get a sense of the physical, intellectual, administrative and cultural nature of multiple University of California campuses.

Praise for The Coro Fellows Program:

"CORO has given me the gift of self-awareness; how I am perceived, an appreciation for that which I can offer, and stronger confidence in my ability to lead. It has provided the tools to recognize and understand that which I am experiencing and the ability to adjust as needed.”

--Jorge
Management Skills Assessment Program (MSAP)
The Management Skills Assessment Program (MSAP) is a highly successful program offered throughout the UC system for more than 20 years. UCR participates in the Southern Region of California with UC campuses in our area.

MSAP is designed to assess, on an individual basis, the management skills of UC supervisors and managers. The program enables participants to identify managerial strengths, gain information on skills they need to improve, learn about the range of skills necessary for effective management, practice these skills in a supportive environment, and work with a manager trained to identify professional development activities. Participants demonstrate management skills in role-playing exercises that simulate typical management activities. The participant works with their assessors to design an individualized development plan based on the assessment of strengths and improvement opportunities.

MSAP is based on an Assessment Center approach that integrates personnel from across UC departments, sites, and hierarchy to assess core competencies that have been identified as essential for UC managers. It contributes a unique value by using integrated assessment centers to change and foster organizational culture.

"...Very valuable exercises and feedback. They showed me where I am lacking and where I excel, and therefore, the areas that need strengthening so I can be more effective as a supervisor and leader."

Management Development Program (MDP)
The UC Management Development Program is a dynamic systemwide training program designed to equip mid-level managers of managers/supervisors and/or managers of complex programs or projects with the tools to enhance and strengthen their leadership capabilities in the UC core competencies of people management, employee engagement, and change management.

The program is conducted at UC Riverside twice a year and individuals interested in attending must be nominated by their Vice Chancellor/Dean’s Office.

"Great content taught by a great presenter!"

"Very pleased with the ‘tool kit’ of knowledge provided via this workshop."

"Program content was relevant and timely. I am able to apply the content to my work immediately."

"I really enjoyed the training and saw this as a great opportunity to learn and gain knowledge from the training...and the tools were great resources! Thank you!"

"Fantastic and engaging!"

Making Excellence Inclusive (MEI): a Diversity Certificate Program
The Making Excellence Inclusive (MEI) Diversity Certificate Program—a foundational part of the Chancellor’s Diversity Education Program—is a six-month program in which participants learn about the complexities of UCR’s diversity challenges. Program participants research, analyze and apply their new knowledge to actual situations in the UCR work environment and develop capstone projects designed for immediate or near-term implementation. It is a rare opportunity to meet and collaborate with coworkers from across the University.

The program learning outcomes include:

- Acting to advance the full and equal participation and representation of all identity groups within the campus community
- Examining institutional activities, policies, practices, responses and/or communications that impact a respectful community and use these findings to inform change
- Demonstrating knowledge and skills in interpersonal and group communication that reflect a commitment to a climate of respect
- Being a model of respect and address acts of disrespect in an appropriate and timely manner
**COMING SOON!
Pathways to Promotion (P2P)**
The Pathways to Promotion program is designed for those entry level, diverse, unionized employees who have aspirations for career mobility.
As a six month program centered in Facilities and Dining, the program will cover an array of workshops and assessments designed to grow and nurture organizational talent to prepare them for the next steps in their careers.
The program includes:

- Career Path — Strong’s Interest Inventory
- Core Skills including an introduction to using computers and accessing the Internet; and using Microsoft programs such as MS Word and Excel
- Understanding organizational structure and overview
- Communication skills
- Customer service
- Building interview skills
- Networking
- Planning and organizing skills

**Professional Academic Advisor Certificate Program (PAACP)**
This eight-part course first taught in 2005, is designed as a comprehensive, professional development course to assist campus academic advisors and student affairs staff to put student development theory into practice with their students on the UCR campus. This course focuses on honing the conceptual, informational, and relational skills necessary to assist our students to succeed academically. The course will focus on practical strategies advisors and others can use to build and maintain those all-important student-centered and responsibility-sharing relationships. Topics will include the following:

- The crucial role of Academic Advisors
- Getting respect for what we do
- Establishing relationships with students
- Asking the right questions—getting students to open up
- What makes UCR students unique?
- Common challenges that impact UCR student Academic performance and making an effective referral
- Strategies advisors can use to assess and increase academic advising effectiveness
- Diagnosing the analyzing patterns of academic challenge and strategies advisors can use to help students improve their academic performance

For information:
Barbra J. Wallace, Director
CNAS Undergraduate Academic Advising Center
barbra.wallace@ucr.edu

**Praise for MDP:**
“This was a very high quality program. The presenters were excellent and engaging. I appreciate UCR bringing programs of this caliber to the campus.”

“This was excellent and generated a lot of thought for me.”
UC Riverside Employee and Organizational Development Department is pleased to offer the UC Management Development Program (MDP)

The Management Development Program (MDP) is an investment in you as a manager. As a UC manager, you drive results that directly influence the success of the University of California and the communities we serve. MDP is here to support your efforts. You’ll connect with peers from across your individual location, share challenges and work together to find effective solutions.

MDP is a dynamic systemwide training program that's designed to enhance and strengthen UC manager capabilities in four core competencies – People Management, Employee Engagement, Influence, and Change Leadership.

The program is intended for managers who manage other supervisors or leads and/or manage complex programs or projects. UC Office of the President and a consortium of training and performance improvement professionals throughout UC worked with industry leaders in talent management and leadership development to create four modules of content. The curriculum includes topics and discussions relevant to the demands facing UC managers.

Completion of the 4 modules gives participants eligibility to attend the People Management Conference

Participation is limited to 25 attendees, with the expectation that all four modules will be completed.

October 10: Module 1 – Manager Redefined: Redefine your role as a manager and leader who encourages and guides employees, advances teamwork, inspires trust, and optimizes results. Towers Watson

October 17: Module 2 – Employee Engagement: Create a workplace environment that promotes employee engagement and development. Blessing White

October 24: Module 3 – Exercising Influence: Improve your ability to work with others to gain commitment and achieve results. Barnes and Conti

October 31: Module 4 – Leading Change and Managing Transitions: Develop strategic approaches to making organizational change. Linkage
BENEFITS

What are the benefits of completing the Series and Certificate?

• Builds baseline management skills for all people managers and individuals who want to become managers
• Increases opportunity for promotion and potential for future leadership positions
• Offers easily accessible online courses that are learner-centric and self-paced
• Builds on coursework already taken

People Management Certificate

The UC Systemwide People Management Series and Certificate is a program for all People Managers and aspiring managers. It consists of Core and Elective Courses, which include local and systemwide programs and eCourses, as well as in-person learning experiences, and covers the following topics: Performance Management, Managing People, Administration & Operations, Change Management and Communications.

UC Systemwide People Management Series and Certificate Coursework

• Complete 10 Core courses and 4 Elective courses (one from each topic area)
• Courses include systemwide eCourses & locally identified online and instructor-led courses.
• Check your local UC Learning Center for the complete list of eligible courses.
# People Management Certificate

## Grow

**Core Courses (online)**
- **Complete All 10**
  - Performance Management Overview
  - Setting Expectations
  - Giving and Receiving Feedback
  - Engaging and Developing Employees
  - Conducting Performance Appraisals
  - Motivating, Recognizing and Rewarding Employees
  - Coaching for Performance
  - Managing Corrective Action
  - Hiring for Success
  - Strategic Onboarding

**Managing People Elective**
- **Complete 1**
  - Building High Performance Teams
  - Coaching for Performance/Difficult Performance Conversations
  - Identifying the Root Causes of Performance Issues
  - Collaborative Leadership

**Administration & Operations Elective**
- **Complete 1**
  - Business Case Development
  - Business Plan Development
  - Career Management
  - Decision Making
  - Difficult Interactions
  - Goal Setting
  - Innovation and Creativity
  - Managing Upward
  - Meeting Management
  - Negotiating
  - Persuading Others
  - Presentation Skills
  - Process Improvement
  - Project Management
  - Stress Management
  - Time Management
  - Writing Skills

## Develop

**Change Management Elective**
- **Complete 1**
  - Moving Through Change - What's in it for me?
  - Change Project Management – The Crucial Role of Communication
  - Choosing the Right Strategy for Implementing Change
  - Leading Change Supervisors Scenarios*

**Communications Electives**
- **Complete 1**
  - Communicating – Connecting to Your People
  - Building Collaborative Relationships
  - Dealing with Negative Reactions to Performance Feedback
  - Facilitating Upward Feedback
  - Communicating with Confidence
  - Organization Communication Fundamentals
  - UC Exercising Influence
  - UC Responding to Conflict
  - Crucial Conversations
  - Listening in a Hectic World

## Learn

**Access**
The People Management Series and Certificate can be accessed through the LMS.  
[Click here to be directed to the LMS People Management Series.](#)

If you have previously taken courses that are part of the People Management Certificate, credit will be given for that course and will not have to be taken again.

Elective courses are a mix of online and instructor-led courses.  You may elect to take all online or a blend to meet your development needs.

We are continually adding new courses to our electives.  Please check back regularly for enhanced selections.

For more information contact [UCLearning@ucr.edu](mailto:UCLearning@ucr.edu)
eLearning

Why Should I Consider eLearning?

eLearning allows you to learn at your own pace and is a great alternative to accommodate your busy schedule.

Access

eLearning is available to all UCR employees. Any employee that has a valid NetID can access our eLearnings in the UC Learning Center and the Lynda.com courses directly through R’Space.

eLearning?

Through Lynda.com we offer hundreds of eLearning courses that cover a wide range of topics that are high quality, easily accessible, and available 24/7.
Check out our Lynda.com courses!

As a UCR employee, there are many more Lynda.com courses available to you! To access the Lynda.com library, log into R’Space and click on Lynda.com under authorized applications where you can access all of the Lynda.com courses.
Program Showcase:
Building Core Supervisory Competencies

The Building Core Supervisory Competencies Program is specifically designed for employees with one to two years of supervisory experience who want to develop a broad range of skills that can enhance their performance in carrying out supervisory duties.

The program focuses on critical competencies such as communication, conflict management, legal risk in the workplace, and a comprehensive offering of electives which provide instruction in other management areas. All aspects of the program emphasize participation and practice through the use of self-assessment inventories, assignments designed to take the learning back to the workplace, lectures, and small group exercises.

The program kicks off with an orientation for participants where they will meet the others in their cohort, and complete a management skills assessment.

“Awesome seminar!! The speakers were great and the material presented was very applicable to my work situation.”
Course Showcase: Project and Process Management for Maximum Results

As one of our most sought after courses, Project and Process Management for Maximum Results examines how to map out and set up basic project and process management strategies to improve productivity and outcomes. Spanning two 3.5 hour sessions over two days, this course enables immediate on-the-job application of learning concepts.

Covering topics such as identifying project goals and objectives, creating project teams, measuring outcomes and results, and the supervisor’s role throughout the process, this course provides a practical project management tools explained in real world scenarios.

“Excellent condensed course covering key/critical information to prepare and implement a project management structure.”
Course Showcase:
Presentation Skills for Success

Presentation Skills begins with the importance of making a great first impression with words, voice, actions and appearance. Dealing with fears about speaking is discussed and practical techniques are given to reduce those fears. The seminar includes the topics of preparation, organization, support for key points and conclusion. Finally, discussed are visual aids, humor and technical aids. Practical advice is presented for dealing with difficult people, and answering tough questions.

“Great!
Made me feel more confident about presenting and exposed areas I can work on. Thank you!!!”
Course Showcase:
Crucial Conversations

Along with several other new offerings, the EOD team is excited to highlight a course that will be available soon. Crucial Conversations is described as:

“Tools for Talking When Stakes are High.”

“Crucial Conversations is a course that teaches skills for creating alignment and agreement by fostering open dialogue around high stakes, emotional, or risky topics – at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you will begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment.”

–Vital Smarts.com
Contact us

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For general training inquiries:
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For LMS inquiries:
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