Course Catalog
2018 – 2019

We offer tools and resources to help you succeed and excel in your professional role at UCR through engaged learning and focused customer service.
Welcome

“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

The 2018-2019 Human Resources Course Catalog is a resource created 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
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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

UC Core Competencies
- Communication
- Diversity and Inclusion
- Employee Engagement
- Innovation and Change Management
- Job Mastery and Continuous Learning
- People Management

UCR Competencies
- Resource Management
- Results Orientation & Execution
- Service Focus
- Teamwork
- Collaborative Leadership
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.
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)
- Customer Service (CL)
- Problem Solving and Decision Making (PS)
- Inclusiveness (I)
- Commitment to Quality and Quantity of Work
- Collaboration Teamwork
## Development Matrix for EOD Programs

<table>
<thead>
<tr>
<th>Instructor-Led Training</th>
<th>UC &amp; UCR Core Competencies</th>
<th>Target Audience</th>
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<td>Coro Leadership Collaborative</td>
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<td>Coro Women’s Initiative for Professional Develop (UC WI)</td>
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<tr>
<td>Supervisor Boot Camp</td>
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“Great workshops at HR! Keep providing more! I love them all!”

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Employee and Organizational Development
Course Descriptions

The following 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@ucr.edu
**Benefits Orientation**

The Employee Benefits webinar 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 UC benefits
- Benefits available to UC employees

Offerings:
- Benefits Orientation is offered in a live webinar format every Friday.

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**6 Critical Practices for Leading a Team**

Franklin Covey’s 6 Critical Practices for Leading a Team will equip you with the skills and tools you need to be an even better leader and manager of your team. The session will focus on how to get work done with and through others.

Learning objectives:
- Develop a leader’s mindset
- Hold regular 1:1s
- Set up your team to get results
- Create a culture of feedback
- Lead your team through change
- Manage your time and energy

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**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 will 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

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**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

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Learn more about these courses or register for them.
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

Register for this course

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 will discover how to develop your employees’ potential while getting the job done.

Learning objectives:
- Assess your delegation challenges and skills
- Evaluate what 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

Leaders@Change

This course will focus on change management and how to navigate change at UCR.

Topics covered:
- Change management
- Change at UCR
- Principles and best practices

Register for this course

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

To schedule a presentation for your department, please contact affirmativeaction@ucr.edu.

Register for this course

View course matrix
The Disability Ally program at the University of California, Riverside seeks to facilitate awareness, understanding, and competency of disability through connecting faculty, staff, and students with resources, knowledge, and relationships of disability as diversity. Participants in this program will gain knowledge about what it means to truly be an ally for students with disabilities.

Topics covered:
• Disability Law
• Academic Accommodations
• Disability Etiquette
• Hidden Disabilities
• Disability Demographics
• Student Panel

For more information and registration, please visit the UC learning Center (LMS).
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

Franklin Covey’s Leading at the Speed of Trust
This 2-day course – Leading at the Speed of Trust has been identified as the most critical competency for today’s leaders. It affects everything you are trying to accomplish. Learn how to develop, restore and extend trust with the team you lead.

Topics covered:
• The case for trust
• The trust tax
• Self trust
• Relationship trust
• Organizational trust
• Market trust
• Societal trust

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.

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

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 will 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

Register for this course
Register for this course
Register for this course
View course matrix
UC Managing Implicit Bias

The UC Managing Implicit Bias Series is a series of six eCourses designed to increase awareness of implicit bias and reduce its impact at the University. The program further reinforces the University’s commitment to diversity, equity, and inclusion.

Those who complete all six courses will receive a certificate in Managing Implicit Bias and their coursework will count towards completion of the UC People Management Series and Certificate.

The Managing Implicit Bias Certificate contains the following six self-paced, online interactive courses:

1. What is implicit Bias?
2. The Impact of Implicit Bias
3. Managing the influence of Implicit Bias – Awareness
4. Common Forms of Bias
5. Managing the impact of Implicit Bias – Mindfulness and Conscious De-Biasing
6. Managing the Implicit Bias in the Hiring Process

For additional resources, please visit the My UC Career web page.

To register for this course, visit the UC Learning Center (LMS).
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, other team issues and how the diversity in type contributes to organizational culture.

To schedule a presentation for your department, please contact ucrearning@ucr.edu.

Successfully 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

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

Register for this course

View course matrix
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: ucrlearning@ucr.edu

“"A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves.”

–Eleanor 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

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<th>All Attendees</th>
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<tr>
<td><em>These courses are appropriate for all employees</em></td>
<td><em>Courses for those who have up to 2 years of supervisory experience</em></td>
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### Aspiring Leaders

*These courses are for those who are not yet in a leader or supervisory position*

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### Emerging Leaders

*Courses for those who have 2-5 years of supervisory/leadership experience*

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### Advanced Leaders

*Courses for those who have 5+ years of supervisory/leadership experience*

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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, lecture 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.”

Coro Women’s Initiative for Professional Development

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.

UC Women’s Initiative (WI) is an experiential professional development program for women designed to elevate women in leadership, establish a pipeline for advancement, and contribute women’s and UC’s success. UC WI is sponsored by the Systemwide Advisory Committee on the Status of Women (SACSW) and the UC Office of the President, and is delivered by CORO. The program was awarded the 2018 Brandon Hall Group Gold Excellence Award for Best Advance in Women’s Leadership Development

Additional Information
- SACSW
- UC WI

Coro Leadership Collaborative

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.

For more information visit 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 is being offered to 40-50 high-performing senior staff administrators from across the UC system 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.
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.

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

Learn More

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!”

Learn More

Supervisor 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

• • •

“This was excellent and generated a lot of thought for me.”

• • •

“The program content is very helpful and fresh.”

Learn More

Please contact UCRLearning@ucr.edu for course availability.
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 will 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 UC Systemwide People Management Conference

Participation is limited with the expectation that all four modules will be completed.

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

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

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

Module 4
Leading Change and Managing Transitions: Develop strategic approaches to making organizational change. Linkage
The UC Systemwide People Management Series and Certificate is a program for all people managers consisting of Core and Elective Courses, which includes local and systemwide programs and eCourses, as well as in-person learning experiences. It covers the following topics: Performance Management, Managing Implicit Bias, Managing People, Administration & Operations, Change Management, and Communications.

Coursework

- 10 core courses
- 6 Implicit Bias courses
- 4 elective courses, one from each topic, which include systemwide eCourses and local identified online and instructor-led courses

Visit the UC Learning Center for the complete list of eligible courses.
If you have recently completed courses that are part of the People Management Certificate, it will count toward the certificate. 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.

Access the People Management Series and Certificate through the UC Learning Center.
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 (LMS) and the Lynda.com courses directly through R’Space.

Visit R’Space for more information.
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.”

Visit the Employee & Organizational Development website for more information.
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

“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

“Crucial Conversations and 7 Habits are both highly engaging programs. You walk away better equipped to motivate and inspire.”

Register for this course
Contact us

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