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.
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.
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Framework</td>
<td>05</td>
</tr>
<tr>
<td>How to Use This Resource</td>
<td>06</td>
</tr>
<tr>
<td>Mapping Your Individual</td>
<td>07</td>
</tr>
<tr>
<td>Development Plan</td>
<td></td>
</tr>
<tr>
<td>Development Matrix</td>
<td>08</td>
</tr>
<tr>
<td>Course &amp; Program Descriptions</td>
<td>10</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>16</td>
</tr>
<tr>
<td>eLearning</td>
<td>22</td>
</tr>
<tr>
<td>LinkedIn Learning</td>
<td>23</td>
</tr>
<tr>
<td>Program &amp; Course Showcases</td>
<td>24</td>
</tr>
<tr>
<td>Contact Us</td>
<td>25</td>
</tr>
</tbody>
</table>
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

**Individual Effectiveness**

- Know the Institution
- Leadership
- Organizational Effectiveness

**UC Core Competencies**
- Communication
- Diversity and Inclusion
- Employee Engagement

**UCR Competencies**
- Innovation and Change Management
- Job Mastery and Continuous Learning
- People Management
- 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

View Table of Contents
## Development Matrix for EOD Courses

### Instructor-Led Training

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Critical Practices for Leading a Team</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>7 Habits for Highly Effective People</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Delegation Skills</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>disability Ally Workshop</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>How to Conduct Effective Meetings</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Leading at the Speed of Trust</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Successfully Supervising Students</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

### 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>
</tr>
</thead>
<tbody>
<tr>
<td>Building Core Supervisory Competencies (BCSC)</td>
<td>X</td>
<td>New to Leadership</td>
</tr>
<tr>
<td>Coro Leadership Collaborative</td>
<td>X</td>
<td>Sr. Leadership</td>
</tr>
<tr>
<td>Coro Womeh’s Initiative for Professional Develop (UC WI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Skills Assessment Program (MSAP)</td>
<td>X</td>
<td>Advanced Leaders &amp; Above</td>
</tr>
</tbody>
</table>

**“Great workshops at HR! Keep providing more! I love them all!”**
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 LinkedIn Learning, can be found in the LMS.

Questions about a specific course? We can help!

Contact: ucrlearning@ucr.edu
**New Employee Financial Planning & Retirement Orientation**

UCR offers assistance to employees required to make a selection on the UC Retirement Choice program and contributing to a voluntary UC retirement savings plan. We offer additional benefits through California Casualty insurance, Altura and SchoolsFirst local credit unions.

Join us at our ongoing bi-monthly meetings to learn from the plan experts to obtain information, receive guidance, and answers to your questions in order to make quality decisions about investing in your future.

**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

**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

**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 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
disability Ally Workshop

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 student 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).
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

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

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

Target Audience:
- Managers and supervisors

Location for all offerings:
- HR Training Room
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 [ucrlearning@ucr.edu](mailto:ucrlearning@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

*Register for this course*

---

**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*
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: 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.
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.”

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.

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.

For more information visit the UC Coro Leadership Development Program website.
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.”
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.
### Core Courses

Complete all 10

- UC Performance Management Overview
- UC Setting Expectations
- UC Giving and Receiving Feedback
- UC Engaging and Developing Employees
- UC Conducting Performance Appraisals
- UC Motivating, Recognizing and Rewarding Employees
- UC Coaching for Performance
- UC Managing Corrective Action
- UC Hiring for Success
- UC Strategic Onboarding

### Implicit Bias Certificate

Complete all 6

- UC Managing Implicit Bias Series: What is Implicit Bias?
- UC Managing Implicit Bias Series: The Impact of Implicit Bias
- UC Managing Implicit Bias Series: Managing the Influence of Implicit Bias – Awareness
- UC Managing Implicit Bias Series: Common Forms of Bias
- UC Managing Implicit Bias Series: Managing the Influence of Implicit Bias - Mindfulness and Conscious De-biasing
- UC Managing Implicit Bias Series: Managing Implicit Bias in the Hiring Process

### Administration & Operations Elective

Complete 1

- Delegation Skills
- Developing Resourcefulness
- Help Your Employees Prioritize Their Work
- How to Conduct Effective Meetings
- Leverage Your Strengths and Avoid Derailing Behaviors
- Project and Process Management For Maximum Results
- Project Management Foundations
- Time Management for Fundamentals

### Communications Electives

Complete 1

- Building Collaborative Relationships
- Communicating – Connecting to Your People
- Communicating with Confidence
- Dealing with Negative Reactions to Performance Feedback
- Facilitating Upward Feedback
- Organization Communication Fundamentals
- UC Responding to Conflict

### Change Management Elective

Complete 1

- Change Project Management – The Crucial Role of Communication
- Choosing the Right Strategy for Implementing Change
- Leading Change

### Managing People Elective

Complete 1

- (BBC) Coaching for Performance/Difficult Performance Conversations
- Developing Your Emotional Intelligence
- Identifying the Root Causes of Performance Issues
- LDC: Building High Performance Teams
- Collaborative Leadership

---

*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 LinkedIn Learning courses directly through R’Space.

Visit R’Space for more information.
Check out our LinkedIn Learning courses!

As a UCR employee, there are many more LinkedIn Learning courses available to you! To access the LinkedIn Learning library, log into R’Space and click on LinkedIn Learning under authorized applications where you can access all of the LinkedIn Learning 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.
Contact us
1201 University Avenue, Suite 208
Riverside, CA, 92507
For general training inquiries:
ucrlearning@ucr.edu