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

The 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.
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.
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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

Individual Effectiveness
Know the Institution
Leadership
Organizational Effectiveness

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

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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 to 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

When requesting professional development leave, the employee must have a current, approved IDP in place. If a professional development activity is not on the current IDP, then an addendum must be completed and submitted to the supervisor and department head for approval.
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 can be found in the LMS.

Questions about a specific course? We can help!

Contact: HRTrainingContacts@ucr.edu
# Development Matrix for EOD

## Instructor-Led Training and eCourses

|------------|---------------|-----------------------|--------------------|-------------------------------|---------------------------------|-------------------|---------------------|----------------------------------|-------------|-----------------------------------|---------------|----------------|

### EOD Developed Training Courses

- **Delegation Skills**
  - No Cost
  - X
  - X
  - X
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **How to Conduct Effective Meetings**
  - No Cost
  - X
  - X
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **Successfully Supervising Students**
  - No Cost
  - X
  - X
  - X
  - X
  - Staff/Faculty

### Linkedin Learning (R'Space Application)

- **https://www.linkedin.com/learning/login**
  - No Cost

**Linkedin Learning — Popular Technical Courses**

- **Learning Excel 2016**
  - No Cost
  - X
  - X
  - X
  - Staff/Faculty

- **Excel 2016 Essential Training**
  - No Cost
  - X
  - X
  - Staff/Faculty

- **Excel Pivot Tables for Beginners**
  - No Cost
  - X
  - X
  - Staff/Faculty

- **Excel 2016 Advanced Formulas & Functions**
  - No Cost
  - X
  - X
  - Staff/Faculty

- **Learning Python**
  - No Cost
  - X
  - X
  - Staff/Faculty

- **Power BI Essential Training**
  - No Cost
  - X
  - X
  - Staff/Faculty

- **SQL Essential Training**
  - No Cost
  - X
  - X
  - Staff/Faculty

### Linkedin Learning — Popular Non-Technical Courses

- **Communicating with Confidence**
  - No Cost
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **Phone-Based Customer Service**
  - No Cost
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **Developing Your Emotional Intelligence**
  - No Cost
  - X
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **Leading With Emotional Intelligence**
  - No Cost
  - X
  - X
  - X
  - X
  - X
  - Staff/Faculty

- **Time Management Fundamentals**
  - No Cost
  - X
  - X
  - X
  - Staff/Faculty

- **Developing Resources**
  - No Cost
  - X
  - X
  - X
  - Staff/Faculty

---

*Linkedin Learning offers high-quality content with a library of more than 10,000 courses and continuous growth every week.*
# Development Matrix for EOD

## Instructor-Led Training and eCourses

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<th>Course Title</th>
<th>Course Fee</th>
<th>Communication</th>
<th>Diversity &amp; Inclusion</th>
<th>Employee Engagement</th>
<th>Innovation &amp; Continuous Learning</th>
<th>Job Mastery &amp; Continuous Learning</th>
<th>People Management</th>
<th>Resource Management</th>
<th>Results Orientation &amp; Execution</th>
<th>Service Focus</th>
<th>Teamwork &amp; Collaborative Leadership</th>
<th>Org. Excellence</th>
<th>Target Audience</th>
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# Development Matrix for EOD

## Instructor-Led Training and eCourses

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<td>FC 7 Habits for Highly Effective People</td>
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<td>FC Leaders@Change</td>
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## Assessments

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<td>Emotional Intelligence</td>
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<td>DISC TTI Assessments</td>
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## Development Programs

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<td>Building Core Supervisory Competencies (BCSC)</td>
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<td>Coro Women’s Initiative for Professional Development (UCWI) – cost set by systemwide program</td>
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No Cost Training Courses

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.

Topics Covered
- 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

This course fulfills the Administration & Operations Elective of the UC People Management Certificate.

Register for this course

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.

Topics Covered
- To meet or not to meet
- Planning and preparation
- Conducting the meeting
- Follow through and evaluations

This course fulfills the Administration & Operations Elective of the UC People Management Certificate.

Register for this course

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

View course matrix
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 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.

LinkedIn Learning Popular Technical Courses

- EXCEL 2016 ADVANCED FORMULAS & FUNCTIONS
- EXCEL PIVOT TABLES FOR BEGINNERS
- POWER BI ESSENTIAL TRAINING
- EXCEL 2016 ESSENTIALS TRAINING
- LEARNING PYTHON

LinkedIn Learning Popular Non Technical Courses

- COMMUNICATING WITH CONFIDENCE
- LEADING WITH EMOTIONAL INTELLIGENCE
- PHONE BASED CUSTOMER SERVICE
- TIME MANAGEMENT FUNDAMENTALS
- DEVELOPING YOUR EMOTIONAL INTELLIGENCE
- DEVELOPING RESOURCES

LinkedIn Learning
You can learn it!
New Employee

Financial Planning & Retirement Orientation

Bi-Monthly

HR Training Room

10:00 – 10:15 a.m.
Health Care Facilitator Program Presentation
Ranada Palmer
Health Care Facilitator

10:15 – 10:30 a.m.
California Casualty Presentation
Charlene Rowens
California Casualty Representative

10:30 – 10:45 a.m.
UCR Faculty and Staff Wellness Program
Julie Chobdee
Wellness Program Coordinator

10:45 – 11:30 a.m.
Fidelity Investments Presentation
Matt Vallejo
Retirement Planner

11:30 – 11:45 a.m.
Altura Credit Union Presentation
Jonathan Paredes
Credit Union Representative

11:45 a.m. – 12:00 p.m.
Schools First Federal Credit Union Presentation
Diana Barragan
Credit Union Representative

A lite breakfast & lunch will be served.

To attend this orientation, please register through the UC Learning Center (LMS).
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).
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

To register for this course, visit the UC Learning Center (LMS).
Franklin Covey

4 Essential Roles of Leadership

In this 2-day course, Supervisors/Managers will learn how to consistently live four essential Leadership roles, including: Inspire Trust by being models of character and competence
1. Create Vision by rallying teams around an important purpose.
2. Execute Strategy through consistent, focused discipline and alignment.
3. Coach Potential by unleashing the untapped talent and potential of a team.

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

Register for this course

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
- Selftrust
- Relationship trust
- Organizational trust
- Market trust
- Societal trust

Register for this course

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

Register for this course

Leaders@Change

Change Management focuses on change management and how to navigate change at UCR. This course is for Supervisors/Managers only.

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

Register for this course

UCR Botanical Garden
**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 [HRTrainingContacts@ucr.edu](mailto:HRTrainingContacts@ucr.edu).*

**DiSC**

The DiSC is a personal assessment tool used to improve work productivity, teamwork, leadership, and communication. It identifies behavioral styles in various situations. It also provides a common language that can help people relate to others, and how to adapt their behavior when interacting with others. It focuses on valuing and capitalizing on the different preferences.

*Please check back for future dates in 2020*

**Emotional Intelligence**

*Please check back for information and future dates in 2020.*
**Development Programs**

**Situational Leadership**
Situational Leadership identifies 4 different leadership styles. It will help you identify which style you are most comfortable with, and how to flex your style based on the needs of your team and the work they are responsible for. It focuses on giving your team what they need, when they need it, helping them be more productive, engaged, and successful.

*Please check back for future dates in 2020.*

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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. This course fulfills the Communications Elective of the UC People Management certificate.

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

**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, lectureettes 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.

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**UC Management Development Program**
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 system-wide 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.

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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.”
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

UC Systemwide Women’s Initiative for Professional Development
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.

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.

Additional Information
- Systemwide Advisory Committee on the Status of Women (SACSW)
- UC Women’s Initiative for Professional Development (UC WI)
- UCR Women’s Initiative for Professional Development

View course matrix

Coro Leadership Collaborative
The Office of the President (OP) has partnered with CORO Northern California, 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.

- UC Coro Leadership Development Program website
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 locally identified online and instructor-led courses

Visit the UC Learning Center for the complete list of eligible courses and to register for the People Management Certificate Program.
### 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
- Franklin Covey’s 7 Habits of Highly Effective People
- 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

### Change Management Elective
**Complete 1**
- Change Project Management – The Crucial Role of Communication
- Choosing the Right Strategy for Implementing Change
- Leaders at Change

### Managing People Elective
**Complete 1**
- 6 Critical Practices for Leading a Team
- 4 Essential Roles of Leadership
- Identifying the Root Causes of Performance Issue

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**Access the People Management Series and Certificate through the UC Learning Center.**
Contact Us

1201 University Avenue, Suite 208
Riverside, CA, 92507

For general training inquiries:
HRTrainingContacts@ucr.edu