

SUPERVISORY CERTIFICATE PROGRAM COURSE DESCRIPTIONS

REQUIRED CLASSES

Introduction to Management – eCourse through the UCLC *(Required)*

Length: 3.5 - 4 hours

Description:

New supervisors are often unprepared to address the broader responsibilities, people issues, and legal/contractual obligations that are part of the manager's role. This online course helps participants understand the work of supervisory managers and offers concepts and tools such as the management functions, law, delegation, planning and problem-solving processes. This class is comprised of three online modules; participants must complete all three online modules to receive credit for this class.

Coaching to Improve Performance *(Required)*

Length: 3.5 - 4 hours

Description:

In coaching, a supervisor provides constructive feedback to an employee and together they develop a plan for performance improvement and the development of new skills. Coaching is a critical skill that you as a supervisor will use actively through the performance management cycle, one that focuses on engaging employees in problem solving and skill development. Topics include coaching models, coaching conversations, and delivering feedback.

Conducting Performance Appraisals *(Required)*

Length: 3.5 - 4 hours

Description:

The performance appraisal provides an opportunity for a supervisor and employee to discuss past performance and make plans for the employee's future performance and development. It is the process of measuring an employee's performance in the current position and summarizes the employee's contributions in specific areas over the entire appraisal period. A formal appraisal is conducted at least once a year, and is one of the many discussions you as a supervisor will initiate throughout the year to give formal and informal feedback about performance. Topics include phases, preparation, writing the appraisal, communicating about the appraisal - employee appraisal forms, conducting performance conversations, informal and formal feedback.

Delegating and Developing Employees *(Required)*

Length: 3.5 - 4 hours

Description:

Delegation is a key strategy for developing employee skills and knowledge. Effective delegation involves prior planning about the task and the employee who will receive the task, building agreement on the task that was delegated, coaching throughout the process, and ending an assignment. Topics include delegation, responsibility and accountability, obstacles to delegation and the delegation process

EEO/AA Law for Supervisors *(Required)*

Length: 2.5 - 3 hours

Description:

UC Merced is committed to a diverse campus community and providing equal opportunity in employment. In this class, participants gain a general understanding of the pertinent legal, contractual, and policy obligations of our highly regulated workplace. This class emphasizes aspects of audits by regulatory bodies such as the EEOC and OFCCP, while reinforcing University policies and procedures.

Recruiting and Hiring at UC Merced *(Required)*

Length: 2 – 2.5 hours

Description:

Hiring is a costly investment and it is part of the performance management strategy. This course equips participants to hire staff systematically and effectively, while ensuring legal and workplace safety compliance. This course also covers the basic best practices to conduct candidate interviews and reviews the policies involved throughout the recruiting process.

Setting Performance Expectations *(Required)*

Length: 3.5 - 4 hours

Description:

As a supervisor, you set and communicate clear goals and expectations that give employees the opportunity to be successful in their jobs. It is important that employees connect their work with the organizational mission and goals. In this course, you will practice a systematic approach to setting goals and expectations and practice effective ways of engaging employees in this process. Topics include setting and communicating goals, establishing performance standards, aligning individual and organizational goals.

Supervising According to Union Contracts and the PPSM *(Required)*

Length: 2 – 2.5 hours

Description:

UCM supervisors and managers often supervise both represented and non-represented employees. This particular class emphasizes working effectively and legally within a union environment. This class will overview the different bargaining units and it will touch upon the Personnel Policies for Staff Members (PPSM).

IN-PERSON ELECTIVE CLASSES

Communication and Influence *(Elective)*

Length: 3.5 - 4 hours

Description:

Whether you are managing projects, teams or processes, clarity of purpose and delivery, and the ability to influence others are critical skills that help you accomplish goals. Communicating includes creating an environment that fosters clear and open discussion, describing the benefits of the outcomes and asking for what you need. Influence includes seeking and taking advantage of opportunities, helping others, and assessing your sources of influence.

Conflict Management in the Workplace *(Elective)*

Length: 3.5 - 4 hours

Description:

Given the many perspectives, backgrounds, experiences and goals of people at work, it is not surprising that conflict occurs regularly. Conflict can take many forms – overt, quiet, one-on-one, disruptive, and hostile. Conflict that is not managed effectively can affect productivity, satisfaction and motivation. In this session, you will become more aware of your conflict style and how it affects others, assess conflict situations and strategize how you can manage conflict more effectively.

Emotional Intelligence: A Different Way of Being Smart & Whole Brain Thinking Styles *(Elective)*

Length: 3.5 - 4 hours

Description:

What is emotional intelligence and why does it matter? It is the capacity to manage our own emotions, feelings, and motivation to build and manage working relationships. Business research shows that it is the sine qua non, or essential ingredient of leadership – those who have and use emotional intelligence are more successful than leaders who do not develop and use their emotional intelligence. The foundational skills include self-awareness, self-regulation, motivation, empathy, and emotional management.

The Whole Brain Model explores the four brain preferences that shape people's behavior - how they communicate, approach their work, solve problems, and lead. You will also examine how to become more effective in working with people who have other brain preferences.

Situational Leadership: A Model for Developing People *(Elective)*

Length: 3.5 - 4 hours

Description:

Situational Leadership is a model for developing people and a strategy for providing the right amount of direction and support to the people you lead. The most successful leaders are those who adapt their leadership style to the readiness level of the individual or group they are attempting to lead/influence for a particular task. They also consider their own style and are able to adapt it to build positive working relationships and get the best results from the people they lead.

What Supervisors Should Know about Managing Change *(Elective)*

Length: 3.5 – 4 hours

Description:

Change is a common experience for most employees. Does that mean that we embrace and manage change effectively? Not necessarily. However, we can learn strategies for doing so. This class reviews the ways people view change, assess our own adaptability, discuss resistance to change and learn strategies for managing and leading change in our units/areas.