

KEYS TO ENHANCE YOUR SUPERVISORY SUCCESS (KEYS)

Course Title	Course Description	Core Competencies
Foundations Track		
Principles of Supervision: Setting the Context	<p>This course will explore the role of the supervisor and the relationship to the organization. At the end of this workshop, participants will understand:</p> <ul style="list-style-type: none"> • The five practices of exemplary leadership • How to retain an engaged workforce • The role and essential skills of a supervisor at UC Berkeley 	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Managing People * Strategic Planning & Organizing * Quality Improvement * Leadership * Teamwork
Creating an Inclusive Work Environment	<p>This course will explore the importance of creating inclusive work environments and effective teams. We will examine the principles of equity and inclusion, emotional intelligence, and multi-generational workforce issues. The class will finish with an Interactive Theater presentation and participatory discussion. By applying these principles and treating people with fairness and respect, individuals and teams will be motivated to contribute all their talents and ideas and perform at their best.</p>	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Managing People * Strategic Planning & Organizing * Teamwork
Communication Skills: Listening and Feedback	<p>This class will cover the fundamentals of effective communication, including verbal and non-verbal communication, active listening, and feedback skills. Participants will have an opportunity to practice these skills with their peers. Then you will learn the Whole Brain Thinking and Work Styles Model through a fun activity and presentation.</p>	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Managing People * Strategic Planning & Organizing * Communication * Teamwork
Leading Change	<p>The campus is undergoing unprecedented organizational change, and the supervisor plays a pivotal role in its success. This workshop will provide necessary knowledge and skills to support the supervisor in leading change.</p> <p>In this class, we will:</p> <ul style="list-style-type: none"> • Describe the organizational approach to change • Identify the supervisor's role in change management and the skills required • Explore resistance to change, and learn ways to address it productively • Learn ways to inspire commitment and help implement change • Locate resources to guide and support change management efforts 	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Managing People * Communication * Quality Improvement * Teamwork

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Course Title	Course Description	Core Competencies
Foundations Track (continued)		
Running Effective Meetings	<p>At the completion of this workshop, participants will understand and demonstrate the roles and skills needed of the meeting facilitator, including how to:</p> <ul style="list-style-type: none"> • Run effective and participatory meetings • Plan and organize meetings • Make meetings run smoother • Be more productive and deliver intended results 	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Communication * Leadership * Teamwork
Building Teams	<p>This workshop identifies characteristics of an effective team, the tools needed to build one, and provides an opportunity for participants to assess their own team's effectiveness and needs. Participants will explore the stages of team development and the leader's role, and create an action plan to help build an effective team.</p>	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> *Inclusiveness *Managing People *Communication *Teamwork
Supervising Students at UC Berkeley	<p>In this highly interactive workshop, participants will explore:</p> <ul style="list-style-type: none"> • Qualities unique to the student worker • How to effectively supervise students and set expectations • How to create a work environment that fosters learning for students • The student experience and expectations of the supervisor 	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> *Inclusiveness *Managing People *Communication *Leadership
Foundations Track Peer Consulting Group (On hold)	<p>Pre-work: Come prepared to share efforts you have made in applying skills learned in the Foundations Track toward creating a climate that allows everyone to do their best work.</p> <p>Participants will have the opportunity to meet with peers in small groups to discuss supervisory topics related to the Foundations Track. In the context of the Peer Consulting Group, supervisors will develop a peer network and learn from one another.</p>	<p>This workshop addresses the following Core Competencies:</p> <ul style="list-style-type: none"> * Inclusiveness * Communication * Leadership * Teamwork

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Course Title	Course Description	Core Competencies
Performance Management Track		
Performance Management at UC Berkeley	Participants will learn the principles and guidelines for performance management, and the importance of having a common set of core competencies, a common rating scale, and shared language as the foundation for developing strategies on behalf of individuals and the institution. In addition, specifics of the Berkeley performance evaluation components, interpreting the rating scale and the evaluation process will be discussed. Participants will understand the importance of well-written performance reviews in minimizing risk to the University.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Communication * Quality Improvement * Service Focus
Communicating Goals and Expectations	Participants will learn how goals and performance standards fit into the performance management cycle and the performance evaluation process, understand the differences and similarities between setting goals and establishing performance standards, write goals and performance standards using SMART criteria, and align individual goals with department and organizational goals.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Strategic Planning & Organizing * Communication
Delegation Skills	This workshop will explore the delegation process and its benefits to the individual, team and organization. Participants will learn skills in: <ul style="list-style-type: none"> • Planning and preparing to delegate a task • Communicating effectively for delegating • Planning follow-up and successful project completion 	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Communication * Leadership
Coaching for Performance and Development	Participants will learn the differences between coaching for performance and coaching for development, know how to prepare for a coaching conversation, learn and use a coaching model, and practice and prepare to give both positive and constructive feedback.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Communication * Quality Improvement
Conducting Difficult Performance Conversations	Participants will better understand the supervisor's responsibility for having performance conversations, be able to provide formal and informal feedback for corrective action, value the importance of documentation, clearly articulate expectations and how they have not been met, address behaviors and develop plans for improving them, and be able to deal with negative emotions and reactions.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Problem Solving * Communication

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Course Title	Course Description	Core Competencies
Performance Management Track (continued)		
Taking Disciplinary Action	Participants will be provided with information and skills needed to more confidently deal with unacceptable employee behavior and performance. They will learn the Seven Tests of Just Cause as a framework for disciplinary action, and the disciplinary alternatives and ways to determine which ones are appropriate.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Problem Solving * Communication
Performance Management Track Peer Consulting Group (On hold)	Pre-work: Come prepared to share how you have applied the skills of constructive conversation to affect the performance of your team (e.g. communicating goals, giving feedback, coaching, performance improvement). Participants will have the opportunity to meet with peers in small groups to discuss supervisory topics related to the Performance Management Track. In the context of the Peer Consulting Group, supervisors will develop a peer network and learn from one another.	This workshop addresses the following Core Competencies: * Inclusiveness * Communication * Leadership * Teamwork

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Course Title	Course Description	Core Competencies
Employee & Labor Relations Track		
Recruiting and Hiring Staff	Learn how to effectively recruit and hire staff based on federal and state regulations and UC policies to conduct consistent, legal, and fair hiring processes. This entails all stages of the full-cycle recruitment process to include proper job description creation, how to apply principles of inclusion, manage Special Placement Candidate and Medical Separation applicants and qualify applicants based on qualifications defined for the position. You will also learn effective record keeping and applicant de-selection protocol. Establishing an ideal search committee, defining competency based interviewing questions, and reference questions are critical to managing the recruiting process. All other components involved in properly closing the hiring process will also be covered.	This workshop addresses the following Core Competencies: * Inclusiveness * Decision Making * Strategic Planning & Organizing * Communication
ADA/FMLA – What Every Supervisor Needs to Know	Topics covered in this workshop include current information about the laws, eligibility, rights and responsibilities, and how these laws interact with one another. The workshop introduces the Interactive Process of the Americans with Disabilities Act (ADA), and examples of reasonable accommodation in the workplace. It also provides an overview of the Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), and Pregnancy Disability Leave	This workshop addresses the following Core Competencies: * Inclusiveness * Stewardship & Managing Resources * Decision Making * Communication
Compensation and Benefits – What Every Supervisor Needs to Know	<p>This workshop will cover the basics of managing compensation and understanding the benefits structure at UC Berkeley.</p> <p>The Compensation session will provide guidance on how to address frequently asked compensation questions, including:</p> <ul style="list-style-type: none"> • How do I determine the appropriate salary for a new hire? • What is an appropriate promotional increase? • When is an equity adjustment appropriate? • When should payment of a stipend be considered? <p>It will also review how job descriptions should be developed and discuss the tools available to make submitting a classification request easier.</p> <p>The Benefits session will cover benefits eligibility and related benefits packages; and employment and life events and their impact on benefits.</p> <p>Participants will be able to better:</p> <ul style="list-style-type: none"> • understand how appointment structure relates to benefits eligibility and related benefits packages • support their employees in addressing benefits situations, including when to refer employees to the department’s Benefits Administrator. 	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Stewardship & Managing Resources

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Course Title	Course Description	Core Competencies
Employee & Labor Relations Track (continued)		
Supervising in a Union Environment	Supervisors will learn how to manage their represented employees within the constraints of the laws and the labor contracts. They will also learn about management rights, employee rights and union rights, and how to communicate with represented employees and unions.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Communication
Employee and Labor Relations Track Peer Consulting Group (On hold)	Pre-work: Come prepared to share an employee or labor relations problem or challenge you are facing in your role as supervisor, related to content covered in one or more of the workshops you have attended in the Employee and Labor Relations Track. What actions have you tried? Participants will have the opportunity to meet with peers in small groups to discuss supervisory topics related to the Employee and Labor Relations Track. In the context of the Peer Consulting Group, supervisors will develop a peer network and learn from one another.	This workshop addresses the following Core Competencies: * Inclusiveness * Communication * Leadership * Teamwork
Risk Management Track		
Minimizing Risk	Eager to spend days in front of a judge and jury answering embarrassing questions about how you treated an employee? Didn't think so. Learn how to reduce workplace risk – and what to do if it becomes unavoidable – in this gateway course to the Risk Management Track. We'll talk about what risk management is, how it applies to managing employees, and the ten best practices you should follow to minimize or even eliminate the likelihood that you'll be the target of employment-related grievances and lawsuits.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Stewardship & Managing Resources
Dealing with Disputes and Disagreements	Effectively managing conflict in the workplace is a key management responsibility. When conflicts are not resolved, individuals, work groups, and even the entire department may become dysfunctional. Managing conflict requires skills that can be taught. Course participants will: <ul style="list-style-type: none"> • Learn how to select the appropriate strategy for managing workplace conflicts • Learn how to analyze and map workplace conflict • Learn how to assess different conflict styles • Learn the skills of effective listening and speaking needed to manage conflict 	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Problem Solving * Communication

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Course Title	Course Description	Core Competencies
Risk Management Track (continued)		
Disability Management: Understanding the Process	This workshop provides supervisors with the background and tools necessary to manage the disability process. Topics include disability laws, workers' compensation, non-occupational disability, transitional return-to-work, reasonable accommodation, and the interactive process.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Stewardship & Managing Resources
Creating a Safe and Healthy Workplace	Pre-work: 1) View eCourse on UC Learning Center: "Workplace Health & Safety Awareness", class code BEEHSWHSP_11-18-09 2) Ask the staff you supervise for input – what are their health and safety concerns? Managers and supervisors play a significant role in addressing the University's commitment to providing a safe, healthy and inclusive work environment. This training provides managers and supervisors with the knowledge and skills to meet their responsibilities for creating a safe, healthy and inclusive work environment, preventing injury and illness, promoting health and wellness, and addressing other workplace health and productivity issues.	This workshop addresses the following Core Competencies: * Inclusiveness * Managing People * Stewardship & Managing Resources
Risk Management Track Peer Consulting Group (On hold)	Pre-work: Come prepared to share what specific strategies you have employed in your role as a prevention agent in minimizing risk. Participants will have the opportunity to meet with peers in small groups to discuss supervisory topics related to the Risk Management Track. In the context of the Peer Consulting Group, supervisors will develop a peer network and learn from one another.	This workshop addresses the following Core Competencies: * Inclusiveness * Communication * Leadership * Teamwork