

Human Resources/Organization & Employee Development

Supervisor Development Plan - DRAFT

Required (mandatory) Training for All Supervisors of WSU Employees

Program Focus	Duration	Resources/Support	Delivery Method	Target Audience	Program Schedule
<p>Core Supervisor Development Program <i>will focus on:</i></p> <ul style="list-style-type: none"> ➤ Day One: Leadership Effectiveness ➤ Day Two: Service Excellence ➤ Day Three: Personal Effectiveness ➤ Day Four: Talent Management* ➤ Day Five: Moving a Work Group Forward** <p>*Diversity and Cross Cultural, Sensitivity, Legal Responsibilities, Sexual Harassment Awareness and Prevention **Conflict Management and Documentation</p>	5 Days (Spaced learning) Approx.	<ul style="list-style-type: none"> ❑ Professional Development Division ❑ Labor Relations ❑ Human Resources ❑ Existing course materials 	<ul style="list-style-type: none"> ❑ Experiential learning (opportunity for experiencing, processing, generalizing, and applying) ❑ Case Studies ❑ Videos ❑ Role Plays ❑ Out of Class Assignments ❑ Group Work 	New and seasoned supervisors	Four Programs Each Fiscal Year
<p>Performance Planning and Development Process will focus on:</p> <ul style="list-style-type: none"> ➤ What performance planning and development is and what it is not ➤ Achieving Alignment (strategically align employee and supervisor performance goals/expectations (what's and how's) with university strategic direction) ➤ Components of the Process (Three planned conversations, forms, training and support) ➤ How to Set & write SMART Goals ➤ Coaching and evaluation 	3 Hours Approx	<p>Cascade Approach</p> <ul style="list-style-type: none"> ❑ Executive - Cabinet ❑ Deans; AVPs; Direct Reports (second level, Management, Supervisors (first level), Employee ❑ HR Consultants ❑ Unions ❑ Labor Relations ❑ Business/Administrative Managers ❑ OED 	<ul style="list-style-type: none"> ❑ Instructor-led ❑ Videos ❑ Classroom exercises (individual and group work) 	New and seasoned supervisors	<ul style="list-style-type: none"> ❑ Fall (Initial Planning) ❑ Winter (Interim Planning) ❑ Summer (Final Review Planning)

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<ul style="list-style-type: none"> ➤ When and how to hold performance improvement conversations ➤ Support for the Process 					
<p>Managing Within the Law will focus on:</p> <ul style="list-style-type: none"> ➤ Office of the General Counsel <ul style="list-style-type: none"> ✓ When to seek legal help ✓ How to deal with attorneys ✓ The office of the General Counsel as advisor to individuals ➤ What is “the Law” Which Applies to WSU? <ul style="list-style-type: none"> ✓ Federal, State, Board of Governors ✓ constitution, legislation and common law ➤ The Law and Personnel <ul style="list-style-type: none"> ✓ compliance with Collective Bargaining Agreements ✓ Discharges Allegedly Not for Proper “Cause” and “Negligent Evaluation” ✓ Discrimination (including sexual harassment) ✓ Hiring ➤ Liability and Indemnification ➤ Technology: Patents, Copyright, Software <ul style="list-style-type: none"> ✓ Creation ✓ Piracy ➤ Students <ul style="list-style-type: none"> ✓ Academic Appeals, Academic Dishonesty, 	<p>2.5 Hours Approx.</p>	<p>General Counsel</p>	<p>Instructor-led</p>	<p>Supervisors</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fall <input type="checkbox"/> Winter

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Discipline, Psychological Emergency <input checked="" type="checkbox"/> Contractual Rights <input checked="" type="checkbox"/> Affirmative Action <input checked="" type="checkbox"/> Students with Disabilities <input checked="" type="checkbox"/> Responsibilities of Students and Faculty <input checked="" type="checkbox"/> Family Educational Rights and Privacy Act of 1974 (FERPA) <input type="checkbox"/> Conflict of Interest and Consulting <input type="checkbox"/> Contracts <input type="checkbox"/> Negligence					
Prevention of Violence in the Workplace for Supervisors will focus on: <input type="checkbox"/> Definition of Workplace Violence <input type="checkbox"/> WSU Policy on Workplace Violence <input type="checkbox"/> Identification of Early Warning Signs <input type="checkbox"/> Early Interventions <input type="checkbox"/> Progressive Discipline <input type="checkbox"/> When and How to Refer Employees to EAP	3 Hours Approx.	Human Resources <input type="checkbox"/> Organization and Employee Development <input type="checkbox"/> Employment Service Center Public Safety Value Options (EAP)	<input type="checkbox"/> Instructor-led <input type="checkbox"/> Role Play <input type="checkbox"/> Case Study <input type="checkbox"/> Video	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Sexual Harassment What Manager Should Know will focus on: <input type="checkbox"/> Legal and University policy obligation to prevent and report matters of sexual harassment <input type="checkbox"/> Sex discrimination in the workplace and classroom	2 Hours Approx.	Office of Equal Opportunity	Instructor-led	<input type="checkbox"/> Assistant and Associate Chairs <input type="checkbox"/> Deans <input type="checkbox"/> Directors <input type="checkbox"/> Managers <input type="checkbox"/> Supervisors <input type="checkbox"/> HR Professionals	Winter

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<p>Labor Relations at WSU: What Every Supervisor Needs to Know will focus on:</p> <ul style="list-style-type: none"> ➤ Unique Challenges for Supervisors ➤ Overview of Union Environments & the WSU Perspective on Bargaining Units (some basic principles) ➤ Understanding the Difference between Problem Solving Meetings, Investigatory Meetings & Grievances ➤ Standards for Discipline ➤ Importance of Setting Expectations ➤ Supervisor's Role at a 1st Step Grievance ➤ Developing a Positive Working Relationship with Unions ➤ No surprises 	<p>16.5 Hours Approx.</p>	<p>Labor Relations</p>	<p>Instructor-led</p>	<p>Supervisors</p>	<p><input type="checkbox"/> Fall <input type="checkbox"/> Winter</p>

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<p>Orientation Process will focus on:</p> <ul style="list-style-type: none"> ➤ Element One – Faculty & Staff Orientation (Introduction to WSU policies, benefits, completion of forms, parking, Access ID, OneCard, etc) ➤ Element Two – Departmental Orientation (Introduction to the S/C/D, performance expectations, etc) ➤ Element Three – University Orientation (Overview of the mission, strategic direction, Four Pillars, organizational structure, Branding, customer service campus bus tour, involvement opportunities such as the Fitness Center, UAC, networking and building relationships) ➤ Element Four – Ongoing Orientation (continuous performance planning & development) 	<p>7.5 Hours Approx.</p>	<ul style="list-style-type: none"> ➤ Provost Office ➤ Marketing and Communications ➤ Public Safety ➤ Business Operations/ ➤ Fitness Center ➤ Law School/Guided Bust Tour ➤ Schools/Colleges/Divisions ➤ Human Resources <ul style="list-style-type: none"> ✓ Employment Service Center ✓ Organization and Employee Development ✓ Total Compensation & Wellness 	<ul style="list-style-type: none"> <input type="checkbox"/> Variety of multi-medias <input type="checkbox"/> Guided Bus Tour <input type="checkbox"/> Instructor-led <input type="checkbox"/> Classroom Exercises 	<ul style="list-style-type: none"> <input type="checkbox"/> All newly hired, transferred or promoted supervisors. <input type="checkbox"/> Hiring Managers 	<ul style="list-style-type: none"> <input type="checkbox"/> Element One – Weekly <input type="checkbox"/> Element Two (TBA by S/C/D) <input type="checkbox"/> Element Three (Quarterly) <input type="checkbox"/> Element Four (Ongoing)

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Elective (Optional) Training

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<p>How to Write SMART Goals will focus on:</p> <ul style="list-style-type: none"> ➤ How to write individual goals that are Specific, Measurable, Attainable, Realistic, and Timely ➤ How to write goals that align with department, school, college and division goals ➤ How to write goals that align with university goals 	1.5 Hours	Human Resources Organization and Employee Development	Instructor-led	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter <input type="checkbox"/> Spring
<p>Coaching – Encouraging, Correcting, Challenging your Team will focus on:</p> <ul style="list-style-type: none"> ➤ Definition of coaching ➤ Steps in the coaching process ➤ Assessing coaching skills ➤ Implementing coaching interventions 	1 Hour Approx.	<input checked="" type="checkbox"/> Existing Materials <input checked="" type="checkbox"/> Human Resources Organization and Employee Development	Instructor-led	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter <input type="checkbox"/> Spring
<p>Using The Performance Planning & Development Process Forms will focus on:</p> <ul style="list-style-type: none"> ➤ Developing goals and setting expectations ➤ Discussing expectations ➤ Establishing employee development plans for the future ➤ The three forms (Initial Planning, Interim Review and Final Review) and conversations ➤ Problem solving 	2.5 Hours Approx.	<input checked="" type="checkbox"/> New Materials will Need to Be Developed <input checked="" type="checkbox"/> Existing Materials <input checked="" type="checkbox"/> Human Resources Organization and Employee Development	<input type="checkbox"/> Instructor-led <input type="checkbox"/> Variety of Multi- medias	<input type="checkbox"/> Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter <input type="checkbox"/> Spring

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Online Hiring System Training will focus on: <ul style="list-style-type: none"> ➤ How the process works ➤ Recruitment and search procedures ➤ Establishing a search team ➤ Developing interview questions ➤ Employment eligibility verifications ➤ Clerical Testing ➤ Candidate Information Booklet (used for clerical applicants) ➤ Internal Notice of Labor Certification ➤ Letters of Offer ➤ WSU Orientation Process Overview 	3 Hours Approx.	Human Resources Employment Service Center	<input type="checkbox"/> Instructor-led <input type="checkbox"/> WBT	<input type="checkbox"/> Hiring Managers <input type="checkbox"/> Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
How to Run Effective Meetings will focus on: <ul style="list-style-type: none"> ➤ Planning & facilitation techniques to ensure productive meetings ➤ Problem solving 	3.5 Hours Approx.	<input type="checkbox"/> Existing and new Materials <input type="checkbox"/> Human Resources Organization & Employee Development	<input type="checkbox"/> Variety of multi-medias <input type="checkbox"/> Some instructor-led	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Team Building will focus on: <ul style="list-style-type: none"> ➤ Team fundamentals ➤ Stages of team development ➤ Communicating in teams ➤ Understanding and recognizing conflict ➤ Resolving conflict ➤ Team decision making ➤ Consensus process 	7.5 Hours Approx.	<input type="checkbox"/> New Horizons (external vendor) <input type="checkbox"/> Professional Development Division	<input type="checkbox"/> Variety of multi-medias <input type="checkbox"/> Some instructor-led <input type="checkbox"/> Classroom exercises	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter

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Change Management will focus on: <ul style="list-style-type: none"> ➤ Fundamentals of change management ➤ Change process ➤ Managing change ➤ Adapting to change ➤ Coping with uncertainty ➤ Moving forward 	7.5 Hours Approx.	<input type="checkbox"/> New Horizons (external vendor) <input type="checkbox"/> Professional Development Division	Variety of Multi-medias	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Supervisor's Guide to Handling Grievances, Employee Conduct, and Disciplinary Actions of Represented, Non-Academic Personnel will focus on: <ul style="list-style-type: none"> ➤ What is a Contract? ➤ Disciplinary Actions (How To, When To, What To) ➤ Management Investigations ➤ Requests for Information ➤ Documentation ➤ Grievance Handling (Step 1 and Step 2) ➤ Job Refusal ➤ Threats/Assaults ➤ Intoxication on the Job 	3.5 Hours Approx.	Labor Relations	Instructor-led	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Strategic Planning will focus on: <ul style="list-style-type: none"> ➤ Overview of the process ➤ Creating vision ➤ Setting goals ➤ Making vision a reality ➤ Employing motivational strategies ➤ Failures and mistakes 	7.5 Hours Approx.	<input type="checkbox"/> New Horizons (external vendor) <input type="checkbox"/> Professional Development	Instructor-led	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter

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Conflict Management will focus on: <ul style="list-style-type: none"> ➤ Causes of conflict ➤ Recognizing conflict ➤ Approaches to resolving conflict ➤ Problem solving strategies 	7.5 Hours Approx.	<input type="checkbox"/> New Horizons (external vendor) <input type="checkbox"/> Professional Development Division	Instructor-le	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Customer Service Excellence will focus on: <ul style="list-style-type: none"> ➤ Fundamentals of customer service ➤ Guidelines for best practices for providing service excellence ➤ Identification of the customer ➤ Recovery: How to restore excellent customer service 	7.5 Hours Approx.	<input type="checkbox"/> New Horizons (external vendor) <input type="checkbox"/> Professional Development Division	<input type="checkbox"/> Instructor-led <input type="checkbox"/> Variety of Multi-medias	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
Leadership Effectiveness will focus on: <ul style="list-style-type: none"> ➤ Principles of leadership ➤ Leading for organizational effectiveness ➤ The leader's role and key leadership practices/competencies ➤ Building strategic alliances ➤ Results driven leadership ➤ Managing change ➤ Leader as a change agent ➤ Defining the employee's role ➤ Implement vision ➤ Motivating employees through planned change ➤ Responding to mistakes 	7.5 Hours Approx.	<input type="checkbox"/> Professional Development Division	Variety of Multi-medias	Supervisors	<input type="checkbox"/> Winter <input type="checkbox"/> Fall

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<p>Personal Effectiveness will focus on:</p> <ul style="list-style-type: none"> ➤ Maximizing personal influence & leadership effectiveness through: <ul style="list-style-type: none"> ✓ Understanding the communication preferences of self and others ✓ Clearly communicating expectations ✓ Effectively using active listening skills ✓ Building & supporting a high performance work team ➤ Achieving higher work unit performance 	7.5 Hours	Professional Development Division	Variety of Multi-medias	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
<p>Managing Medical Leaves: A Supervisors Guide to Understanding the Family Medical Leave Act (FMLA) at WSU will focus on:</p> <ul style="list-style-type: none"> ➤ Overview of the legal framework & University policies regarding the Family and Medical Leave Act of 1993 ➤ Employer requirements ➤ Leave circumstances ➤ Leave coverage and eligibility ➤ Recordkeeping & reporting requirements ➤ Reasonable accommodation ➤ Issues and compliance ➤ Policies and forms 	3.5 Hours Approx.	Human Resources Employment Service Center	<input type="checkbox"/> Instructor-led <input type="checkbox"/> WBT	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter

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<p>Decision Making will focus on:</p> <ul style="list-style-type: none"> ➤ Overview of the process ➤ How to define complicated challenges ➤ Identifying specified & implied tasks ➤ Listing & prioritizing criteria for success ➤ Developing & comparing possible courses of action ➤ Choosing the best course of action 	7.5 Hours Approx	Professional Development Division	<input type="checkbox"/> Instructor-led <input type="checkbox"/> Variety of Multi-medias	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter
<p>Critical Thinking Skills will focus on:</p> <ul style="list-style-type: none"> ➤ Conceptual framework of the problem solution & decision making ➤ How to engage problems & opportunities rapidly & with the right tool or technique ➤ How to turning Challenges into solutions and achieve desired results 	7.5 Hours Approx.	Professional Development Division	<input type="checkbox"/> Instructor-led <input type="checkbox"/> Variety of Multi-medias	Supervisors	<input type="checkbox"/> Fall <input type="checkbox"/> Winter

