Management Development Curriculum

_A tiered approach to development opportunities for managers and supervisors_

**Tier 1** - For all employees who supervise student staff and/or volunteers and those considering the supervisory role

**Introduction to Supervision**

- So You Want to be a Supervisor (3 hours)
- Supervising Student and Volunteer Staff: The Basics Every Supervisor Should Know (4 hours)

**Tier 2** - For all newly hired, newly promoted supervisors

**Supervisor Essentials Certificate Program (SECP)**

- Frontline Supervision (2 day foundational program)
  - The Role of the Supervisor
  - Using Personal Styles to Manage Different People (DiSC)
  - Supervisory Communication Skills
  - Setting and Communicating Expectations
- The Art of Delegation (3 hours)
- Managing Performance: From Coaching to Discipline (6 hours)
- Understanding the Manager’s Role in Progressive Discipline (2 hours)
- Understanding the Manager’s Role in Family and Medical Leave Act (FMLA) (2 hours)
- Accommodations: Understanding a Manager’s Role and How to avoid Pitfalls (2 hours)

**Tier 3** - For all newly hired, newly promoted managers, and mid-level managers

**Essentials of Management**

- Hire Smart! Finding the Perfect Candidate (4 hours)
- Developing and Writing Legally Compliant Job Descriptions (3 hours)
- You’ve Got People, Now What? Using Personal styles to Manage (4 hours)
- Goal Planning and Setting (3 hours)
- Setting and Communicating Performance Standards (3 hours)
- Managing Teams Effectively (3 hours)
- Feedback with Finesse (3 hours)
- Critical Thinking and Creative Decision Making (3 hours)
- Understanding the Rutgers Identity (3 hours)
Tier 3 - continued

Manager as Leader Series

- Leading Staff through Change and Transition (*3 hours*)
- Manager as Leader: Developing Staff (*4 hours*)
- The 360 Leadership Challenge (*1 and ½ days*)

Additional On-Demand Resources for Supervisors and Managers

Online Toolkits

- Conducting Effective Meetings
- Getting the Most from Sending Staff to Training (for Managers and Supervisors)
- Managing Conflict
- Planning and Scheduling Tools
- Presentation Tips
- Getting Organized!
- Email Etiquette

Voiced-over PowerPoint Presentations

- A Manager’s Action Plan for Pursuing Service Excellence
- Hire Smart! Finding the Perfect Candidate
- Performance Management Basics (*in development*)
- How to Conduct an Effective Appraisal Meeting (*in development*)