

## 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*)
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## **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*)