UNIVERSITY OF ROCHESTER MEDICAL CENTER
LEADERSHIP DEVELOPMENT PROGRAM

This program offers both instructor-led classes and online learning.
April 2020

→ Locate dates, times and registration in MyPath by searching the class title, unless otherwise noted

Leaders with direct reports in all divisions of the University of Rochester, Medical Center, and affiliates are welcome to attend.
Some sessions include Medical Center-specific content and are indicated by “URMC” in the title.

URMC New Leader Orientation
Open to newly hired and promoted URMC leaders of people (assistant manager, manager, and above with direct reports), this session will to inspire, engage, and connect new leaders to the URMC mission, vision, values, key strategic initiatives, and to provide an introduction to the leadership role and expectations within the organization.

New leaders in URMC divisions of Strong Memorial Hospital, School of Medicine and Dentistry, School of Nursing, Medical Faculty Group, Eastman Institute of Oral Health, and Health Sciences are encouraged to attend within two months of starting the new role. The same session is repeated each month.

Management & Leadership

Track 1: Management Essentials
These classes are designed to help build the foundational knowledge required for newly hired and promoted leaders to be successful in leading their teams and the organization.
New leaders are encouraged to attend all classes with the Pillars icon.
Online classes are designated with the Computer icon.

URMC Past, Present and Future
Participants will explore the organizational structure of URMC and its evolution as a health care system. In this class leaders build on their skills to better execute their responsibilities by more fully understanding the priorities of the organization. These organizational priorities relate to high-quality Health Care service delivery, patient and family engagement, and our commitment to creating a high-performing workplace that is attractive in recruiting and retaining health care providers and workers. Led by SMH Executive VP & Chief Operating Officer, Kathy Parrinello.

This class is available in either an online or instructor-led format.

Ethical and Legal Obligations in the Hiring Process
This online module provides any employee involved in the hiring and recruitment process with baseline ethical and legal responsibilities as outlined by University policy. As a key influencer in the hiring process, it highlights your obligation to create fair and equitable access to job opportunities and fosters skills that assist you in making the most effective hiring decisions. THIS MODULE IS REQUIRED FOR ANY STAFF MEMBER INVOLVED IN INTERVIEWING APPLICANTS FOR OPEN POSITIONS.
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Management Essentials
(Continued)

NEW! Diversity Education Classes
The Office for Inclusion and Culture offers a number of programs to help provide education and professional development for medical center leaders and staff.

❖ Intro to Micro-Aggressions and Implicit Bias (Part 1)
Participants will learn the concept and existence of unconscious bias in relation to race and ethnicity, using an evidence-based approach. This class will identify strategies for minimizing participants own unconscious biases.

❖ Micro-Aggressions and Ally-ship: Understanding and Reacting (Part 2)
Participants will learn ways to create a culture and climate that nurtures everyone to work towards their fullest potential. We will also identify how implicit bias and micro-aggressions occur in academic contexts while learning Ally-ship and advocacy techniques. Note: This is a follow-up class to Intro to Micro-aggressions and Implicit Bias and should be taken after completing part 1.

Labor Relations Training for Leaders
This training curriculum is comprised of 4 different classroom sessions geared towards preparing Managers and Supervisors in their role as it relates to the larger organization and overseeing a Unionized staff. Topics in this series will include: Labor Relations terminology, the implications of past practice, interactions with Union Delegates, conducting investigation meetings, the grievance process, the impact of an arbitration and the criteria used by arbitrators in rendering decisions, the process of filling Union (SEIU) positions, and an employee's probationary period. Led by members of the Labor Relations team. Search “Labor Relations Training for Leaders” in MyPath to enroll in this learning series.

Managing the Effects of Change on Employee Engagement
Participants are provided with an overview of the change process and steps leaders can take to promote engagement and trust within their teams during times of organizational change. This class is presented by members of the HR Business Partner team.
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Management Essentials
(Continued)

Performance Management Mini-Series:
This series of four classes will provide the skills, knowledge, and techniques for managing employee performance. Classes can be taken in any order.

❖ Creating Accountability & Setting Expectations
Explore your role as a leader by understanding your rights and responsibilities for creating accountability within your team. Discuss performance standards and how to clearly set these expectations. To assist employees in reaching their full potential, managers will define and learn about setting these performance standards as well as analyzing and addressing performance gaps. This class is presented by members of the HR Business Partner team.

❖ Conducting the Performance Review
This class will explore the phases of the performance management cycle including preparing, writing, and delivering employee performance reviews. Overviews of the performance review components, rating scales, properly written comments, common performance review pitfalls, and techniques to keep employees aligned throughout the year will be provided. This class is available in either an online or instructor-led format.

❖ Creating and Managing Performance Goals
Effectively written performance goals can engage staff, foster collaboration, and improve outcomes. Performance goals that are aligned with the organizational strategy will keep your team working toward our common goals. Managers should ensure that their individual goals – as well as those of their direct reports - are in line with the overarching strategy. This session will review the key concepts behind writing SMART, aligned performance goals and keeping the focus throughout the year. Led by leaders in Learning & Development.

❖ Giving Effective Feedback
This class focuses on how to deliver feedback effectively with tact and sensitivity. The ability to facilitate these conversations is an essential skill for leaders which in turn promotes increased trust, stronger work relationships, and better performance. Led by leaders in Learning and Development.
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Management Essentials
(Continued)

Values Driven Leadership 101
Learn how to develop and maintain a work environment with clear expectations by using effective communication, role modeling, and positive reinforcement. This class is presented by members of the ICARE Commitment Office.

Management & Leadership
Track 2: Leadership Enhanced

These classes are designed to support URMC leaders by providing practical and conceptual skills needed to align our work with the organization's business goals and manage the phases of the employee lifecycle, from recruiting through off-boarding.

Attendance in Track 2 is based on role; please attend if classes are related to your current position.

Developing Your Direct Reports
Developing Your Direct Reports is an online course in which participants will learn "development coaching". So what's the difference between performance management and development coaching? Performance management is focused on eliminating the weaknesses of the past and present. Development coaching, on the other hand, targets employee strengths as the basis for future performance and the achievement of long-term goals. And the other major difference? It requires the direct and regular involvement of the manager.

Coaching for Development
In this online course, an excellent companion module to “Developing Your Direct Reports,” participants will learn the key elements of building a successful coaching relationship and how to best implement them using a step-by-step coaching process. Effective strategies for overcoming common coaching challenges are also provided. In addition, participants will learn how to help employees implement a development plan to improve their success.

Creating a Respectful Workplace
This instructor-led class challenges participants to explore the factors that make up respectful workplaces. Group discussion and exercises focus on personal values, workplace respect, effective communication and civility. This class is presented by members of the ICARE Commitment Office.
Leaders with direct reports in all divisions of the University of Rochester, Medical Center, and affiliates are welcome to attend.

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Leadership Enhanced
(Continued)

Privacy, Professionalism & Work Relationships in an Age of Social Media

This class challenges the participant to think critically about professional boundaries in all settings while forming meaningful relationships that improve the quality of their work. This class is led by a representative from the Office of Human Resources.

Process Improvement for Leaders

This course is designed for leaders to gain awareness and understanding of how to best support and sponsor process improvement projects. A variety of topics such as coaching, navigation through barriers, and the role of a sponsor within the project will be discussed. Leaders will get a brief introduction to the Lean Process Improvement Framework to create a common language and understanding of concepts to share with their staff who attend the Lean Performance Improvement Level 1 course. Led by members of the Operations Excellence team.

Values Driven Leadership 201

Effective leaders establish and maintain a culture that reinforces the values of the organization and promotes employee engagement. Explore how your leadership behaviors influence the overall performance of your team and why they are necessary in developing the steps needed to ensure success. This class is presented by members of the ICARE Commitment Office.

Additional Learning & Development Opportunities:

NEW! Optional online leadership courses have been added to MyPath to support your career development and professional growth. These self-paced modules are available for any learner who would like to use them, from aspiring to existing leaders.

- Managing Remote Employees
- Adapting Your Leadership Style
- Critical Thinking Skills
- Skillful Collaboration
- Talk Like a Leader: What Every Employee Needs to Hear
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Additional Learning & Development Opportunities
(Continued)

Active Violence in a Healthcare Setting OPEN TO ALL URMC STAFF, ALL LEVELS!
This class will help participants develop a plan in order to respond to, and survive, a critical incident. Participants will be introduced to the Survival Mindset concept, learn about the importance of understanding their work environment, and know what to expect in a response from Law Enforcement. This program will be taught by members of the UR Department of Public Safety.

Life-Work Connections Employee Assistance Program Supervisor Series
See the Life-Work Connections website for current offerings in the Life-Work Connections Employee Assistance Program Supervisor Series. Video recordings of several prior sessions are also available for viewing on the website.

University of Rochester Office of Staff Diversity, Equity, and Inclusion
Diversity, inclusion, and equity education and training are an essential part of building awareness and a cohesive work environment. These skill-building opportunities, available in MyPath, are designed to inspire sensitivity and increase awareness.

Online Curriculum for Self-Study for Faculty and Staff
- Cultural Awareness and Diversity: A Gardener’s Tale
- Cultural Awareness and Diversity: Implicit Association Test
- Cultural Awareness and Diversity: Microaggression

Online courses:
- Cultural Competency in Healthcare e-Learning
- From Conflict to Conversation
- Time Management: Gaining Efficiency, Improving Your Skills

URMC Office for Inclusion and Culture Development
The Office for Inclusion and Culture Development offers a number of programs to help further the education and careers of medical center faculty, residents, fellows, students, other medical professionals and staff. Visit their website for educational programs and resources.

Toastmasters
Looking to improve your public speaking skills? Check out Toastmasters! Bi-monthly meetings are offered onsite at the Medical Center and members learn useful strategies and gain valuable practical experience that will help develop this important communication skill in a safe and supportive environment. Check out the local chapter website or email vpm-3685@toastmastersclubs.org for more information.
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Professional Development
These classes are open to any staff member who would like to improve professional skills and interpersonal effectiveness.

Crucial Conversations®
Crucial Conversations® teaches skills for creating alignment and agreement by fostering open dialogue around high-stake, emotional, or risky topics—at all levels of the organization. By learning how to speak and be heard (and encouraging others to do the same) you’ll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. Led by Crucial Conversations-certified instructors.

Crucial Accountability®
Open to participants who have completed Crucial Conversations®, this one-day follow up class builds on the prior skills learned in Crucial Conversations® and will focus on improving accountability. This research-based program teaches a step-by-step processes and skills to hold others accountable, improve performance, and ensure execution. Participants learn how to talk about violated expectations in a way that yields two-way accountability and allows further progress to be made. Led by Crucial Accountability-certified instructors.

Click here for information about the cost and registration process for upcoming Crucial Conversations® and Crucial Accountability® classes. Tuition Reimbursement for Crucial Conversations may be available for eligible UR employees.
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Compliance Training

These classes provide the skills and knowledge required to comply with internal and external policies and regulations. Leaders should attend each class if related to responsibilities of their current role.

National Incident Management System (NIMS) – Part I (URMC)

This class is designed to provide the necessary information to complete your National Incident Management System (NIMS)/Incident Command System (ICS) training for modules 700.a and 100.b in a classroom/instructor environment as an alternative to FEMA online training. After attending the class you will need to take the online exams to complete your training and receive your certificates. Please note: This class is a prerequisite to the Part II class. Instructor: Dave Bujak.

National Incident Management System (NIMS) – Part II (URMC)

This class is designed to provide you with the necessary information to complete your National Incident Management System (NIMS)/Incident Command System (ICS)/National Response Framework (NRF) training for modules 200.b and 800.c in a classroom-instructor environment as an alternative to FEMA online training. After attending the class, you will need to take the online exams to complete your training and receive your certificates. Instructor: Dave Bujak.
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Systems Training for Leaders
These classes provide the training required to use UR/URMC Systems.
Leaders should attend classes if system access is required for their current role.

- **eRecord: Reporting v2019 (URMC)**
  Leaders requiring access to the Reporting Workbench/Dashboards should enroll in this online module to learn how to search the library for reports, read radar dashboards, manipulate criteria, and save a report. An optional one-on-one, hands-on training is also available for learners who would like additional support after completing the online module.

  To register for the online learning module (Step 1) or the Reporting Workshop (optional Step 2) complete the [Online Enrollment Form](#).

  For questions about Reporting v2019, please contact eRecord Scheduling at eRecordSchedulingEnrollment@urmc.rochester.edu

- **HRMS Personnel Action Forms (PAF) (URMC)**
  This online training module will familiarize administrators with hiring processes and procedures, how to use the HRMS system to create forms for these processes, and how to access data/reports in HRMS.

- **HRMS Time and Labor Training (URMC)**
  Time and labor training sessions have been established for new Timekeepers who are required to attend a class and pass a competency test to be given access to the timekeeping functions in the HRMS system. This session is led by members of the Compensation Department.

  For questions about HRMS Time and Labor Trainings, please contact hrd_registration@hr.rochester.edu

- **MyPath: System Training***
  This introductory session will provide hands-on system training for managers. The training will review how managers can access their team, assign training, view employee goals and employee performance reviews, and other systems related training for MyPath. This class is presented by members of the MyPath team.

*Please Note: This training is only available to individuals with direct reports.*
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Systems Training
(Continued)

MyPath: Reporting Training*
The purpose of this 60-minute session is to provide training to managers on MyPath standard reports. The class will include open Q & A and hands-on training on how to run a variety of reports to manage employee learning and performance. This class is presented by members of the MyPath team.

*Please Note: This training is only available to individuals with direct reports.

Have a question about MyPath sessions? Contact the MyPath support team at mypathsupport@rochester.edu

UR Budget
The UR Budget Basic Navigation eLearning in MyPath will prepare all users on how to navigate the system interface for any instructor-led class.

Also available on the UR Budget website:
Instructor Led Class Recordings
Quick Reference Videos (by topic)
Quick Reference Cards

NEW! Introduction to UR Financials
This online module and reference guide, located in MyPath, provides an overview of the finance system at the University of Rochester. It will also prepare leaders with financial reporting responsibilities for any subsequent instructor-led training on UR Financials that may be assigned.

In addition to this module, the UR Financials website provides information on training options, instructor-led training class dates, and course outlines.
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Microsoft Office Training


In addition to a limited number of instructor-led introductory level classes, the Learning & Development office now offers an online option for Microsoft training! This learning curriculum located in MyPath includes all levels (Beginner, Intermediate, and Advanced) for 4 applications: Excel, PowerPoint, Word, and Outlook. Enrolling in this online course will give you access to all levels of all applications until June 30, 2020!

Interested? Here is the process:

- Let your manager know that you would like to enroll in this course in MyPath and request his/her approval to complete this training during your workday (depending on how many applications and levels you take, this course may require several hours of work time so it is important that you receive your manager’s approval before submitting the request form to Learning & Development)
- Have your manager sign the Microsoft Office Training Request Form
- You or your manager will send the approved request form to learninganddevelopment@urmc.rochester.edu
- You will receive an email notification from MyPath that the course has been assigned to you with user instructions within 5 business days.

For questions about online Microsoft Office Training, please contact learninganddevelopment@urmc.rochester.edu

Instructor-led Microsoft training classes are available locally through:

MCC Corporate College
New Horizons Training Center

Find the most recent URMC Leadership Development Program listing, and additional educational offerings, on the Learning & Development webpage, located on the UR Office of Human Resources website.