2019
UR LEADERSHIP DEVELOPMENT PROGRAM
This program offers both instructor-led classes and online learning.
(January 2019)

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

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 symbol.

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.

URMC — 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.

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.
Track 1: Management Essentials
(Continued)

Performance Management: Creating Accountability & Setting Expectations
(Leader Competency Alignment: Effective Communication; Partnership & Team Building; Performance Management)

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.

Performance Management: Conducting the Annual Performance Review
(Leader Competency Alignment: Effective Communication; Partnership & Team Building; Performance Management)

Additional sessions added! This class will explore the phases of the performance management cycle including writing and delivering the annual employee performance review. Overviews of the performance review components, rating scales, properly written comments, and common performance review pitfalls will be provided. This class is presented by members of the HR Business Partner team.

Performance Management: Giving Effective Feedback
(Leader Competency Alignment: Effective Communication; Partnership & Team Building; Performance Management)

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 HR Leaders in Learning and Development.
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Management & Leadership
Track 2: Leadership Enhanced

These two classes are designed to support the leadership competency domains by providing leaders with the 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 to off-boarding.

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

Values Driven Leadership 201
(Leader Competency Alignment: Partnership & Team Building; Performance Management)

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.

Creating a Respectful Workplace
(Leader Competency Alignment: Partnership & Team Building; Performance Management)

This 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.

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.

Additional Learning & Development Opportunities for Leaders are available through:

Life-Work Connections Employee Assistance Program

See the Life-Work Connections website for current offerings in the Life-Work Connections Employee Assistance Program - 2019 dates coming soon! Video recordings of several prior sessions are also available for viewing on the website.
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Track 2: Leadership Enhanced
(Continued)

Lean Performance Improvement Office
See the Lean Performance Improvement training website for current offerings and registration instructions. Topics include:

- Lean Overview Online Course
- Lean Process Improvement Level 1
- Value Stream Mapping

Professional Development
This class is open to any leaders who would like to improve their professional knowledge and leadership effectiveness.

Crucial Conversations®
(Leader Competency Alignment: Effective Communication; Partnership & Team Building)
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®
(Leader Competency Alignment: Effective Communication; Partnership & Team Building)
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. Led by Crucial Accountability-certified instructors.

Click here for information about the cost and registration process for upcoming Crucial Conversations® and Crucial Accountability® classes.
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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.

HRMS Personnel Action Forms (PAF)
(Leader Competency Alignment: Compliance Knowledge)

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
(Leader Competency Alignment: Compliance Knowledge)

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.

HR Compliance Training (FLSA)
(Leader Competency Alignment: Compliance Knowledge)

This class covers federal and New York State labor regulations and their impact on University policies and procedures. In addition, the session addresses the U.S. Department of Labor’s Fair Labor Standards Act (FLSA) that establishes minimum wage, overtime pay, record keeping, and youth employment standards. Timekeepers, Administrators, Managers, and Supervisors are welcome to attend. Members of the Compensation Department teach this class.

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

Leave Administration: Leave Program Overview

A video recording of this class, offered as part of the EAP Supervisor Series, provides an overview of the various UR employee leave programs including a supervisor’s responsibilities in managing them. Topics covered are Family Medical Leave Act, Paid Family Leave, Short-Term Disability, Workers Compensation, Long-Term Disability, Return to Work, and Leave of Absence policies. Click here to view the recording or visit https://youtu.be/QRGmyg6LBdU
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Compliance Training
(Continued)

**National Incident Management System – Part I (NIMS)**
(Leader Competency Alignment: Compliance Knowledge)
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 – Part II (NIMS)**
(Leader Competency Alignment: Compliance Knowledge)
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.

*Please visit Workforce Learning & Development, located on the Office of Human Resources website, for additional educational offerings.*

*For questions about the UR Leadership Development Program series please contact Maureen Terena at 276-4358.*