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3/16/18
Pathway Overview
The Supervisor’s Pathway is designed for individuals who directly manage or supervise the work of other staff. The workshops combine technical knowledge and skill building to help participants learn the responsibilities and characteristics of an effective supervisor. Participants will learn leadership skills as well as key employment policies and the role they play in managing day-to-day human resources issues for their departments.

Objectives
- Ensure University supervisors have the knowledge, skills and abilities to effectively supervise and make day-to-day decisions.
- Promote positive employee relations.
- Ensure employment laws and University policies and procedures are uniformly applied across departments.
- Prevent or limit University legal and financial risk.
- Teach supervisors how to “issue spot” and identify appropriate University resources to assist in resolving problems.
- Work towards the University Strategic Plan goal to make available for faculty and staff ample and fulfilling opportunities for personal and professional growth; and encourage an entrepreneurial spirit that will allow it to creatively steward University assets, adapt to changing environments and enhance its financial vitality to fulfill its mission for a new era, and support the University Mission.

Registration
The Supervisor Pathway to Professional Success has two registration options.

Option 1 – The Supervisor Pathway Certificate of Completion
This option will work towards fulfilling the Supervisor Pathway Certificate of Completion. The Certificate consists of 11 required professional development classroom workshops, plus 3 additional online courses. If participants choose this option, they must commit to complete all 14 of the necessary Supervisor Pathway workshops within two years.

Register for the Supervisor Pathway Certificate by emailing mylead@duq.edu. You will then be added to the Supervisor Pathways Certificate track. You must self-register for each individual Pathway workshop as listed in this brochure because the date of workshop attendance is participant’s choice. This will allow MyLEAD to track Pathway workshop attendance, and when all required workshops are completed, a Supervisor Pathway Certificate of Completion will be awarded.

Option 2 – Ala Cart Workshops
This option allows participants to register and attend any of the Pathway workshops they believe will benefit their professional development. Attendance will be tracked in MyLEAD, but no Pathway Certificate is awarded.

Regardless of what option is chosen, you must pre-register for all Pathway workshops. To register, visit MyLEAD, and click the Training Schedule menu item.
**Workshops Descriptions**

**Avoiding Supervisory Pitfalls - Edu Risk Solutions (Online)**

*Offered continuously*

This online learning program will help supervisors discover how to:

- Prevent unfair treatment of subordinates
- Identify supervisory actions that have led to allegations of unfair treatment
- Recognize scenarios in which an employee might believe a supervisor’s behavior to be discriminatory even though it wasn’t intended to be

To complete this online workshop, review instructions on the last page of this brochure.

**Leveraging the Staff Hiring Process to Build a Vibrant Campus Community**

*Dates offered are 5/10/2018 and 9/27/2018*

The University Employment and Recruiting team will review strategies for recruiting, hiring, and retaining talented staff members. This engaging session will prepare participants to actively contribute to the hiring process, whether as a hiring manager, a search committee member, or other supportive role. The session will focus primarily on skill building rather than on administrative tasks such as required paperwork. Topics for discussion will include:

- Critical Role of University Mission and Strategic Plan in Hiring Process
- Preparing for the Search
- Interviewing for Success
- Reference Checking

**Employment and Payroll Processing**

*Dates offered are 4/24/2018 and 10/3/2018*

Now that you selected the perfect candidate for hire, what’s next? This session will review the “back of the house” activities related to funding of positions, scheduled and non-scheduled payroll processing, faculty employment contract processing, salary encumbrance, Banner data standards and much more!

Participants will gain a better understanding about:

- [hrservices@duq.edu](mailto:hrservices@duq.edu) and what happens after your send an e-mail to this address
- The differences in payment methods and the appropriate forms to complete
- Banner data standards and reporting capabilities
A Review of Fair Labor Standards Act (FLSA)

Dates offered are 5/21/2018 and 10/17/2018

A supervisor’s need to know and review of the Fair Labor Standards Act from the 1930’s to its present impact on today’s workforce. This workshop will provide participants an overview of the University’s policies and procedures concerning time, attendance, compensatory time, and exempt/nonexempt issues with regard to employee pay. Attendees will gain:

- Clear understanding of University policies and procedures for processing employee pay in a variety of circumstances
- The history of the FLSA and the four employer requirements governing minimum wage, overtime, youth employment and recordkeeping
- The various exemptions of the FLSA
- The responsibility of a supervisor and employee to remain in compliance
- University practices related to compensatory time and flex time
- The Department of Labor’s viewpoint on commonly asked questions: meal breaks, hours worked per week, etc.

Work Time Management and Automated Attendance Record Keeping

Dates offered are 5/16/2018 and 10/23/2018

This workshop will provide an overview of the University’s automated Time and Attendance system.
- Attendees will review automated time keeping and University procedures

Family Medical Leave Act, (FMLA), Management of Short and Long Term Disability and Workers’ Compensation and Managing Staff Absenteeism

Dates offered are 6/12/2018 and 10/30/2018

Supervisors play a critical role in helping the University remain in compliance with the Family and Medical Leave Act (FMLA). This training presentation has two parts, and will familiarize learners with the provisions of the Act and absenteeism issues.

1. Attendees will be able to answer basic information about FMLA, including:
   - Who is eligible?
   - What are the reasons for taking FMLA?
   - How is the FMLA administered at Duquesne?
   - How does the FMLA interact with the University’s paid sick leave policy, TAP No. 15?
   - Recognize when the FMLA, ADA, and Workers’ Compensation laws overlap and identify how to properly resolve the overlap.
   - What are the employee’s obligations and responsibilities?
   - What are supervisor obligations and responsibilities?
   - Who to contact for assistance?
2. The absenteeism presentation explains University policies and procedures that apply to situations involving staff absenteeism and recommends practical steps that supervisors can take to effectively manage cases of excessive absenteeism. Attendees will review:
   - TAP 15- excessive sick time
   - How to measure excessive absenteeism
   - Coaching conversation tips to employees with excessive absenteeism
   - When to contact Human Resources
   - Progressive discipline
   - Calculating the costs of poor attendance/effects of department with excessive absenteeism employees

**Documentation and Employee Performance Management and EAP: A Productive Partnership**

*Dates offered are 5/1/2018 and 10/9/2019*

This workshop provides supervisors with an overview of best practices and procedures for managing employee performance throughout the year. Topics include assessing your own communication style, providing ongoing feedback using the STAR/AR and FOSA models, and effective use of the University’s Employee Assistance Program (EAP). Participants will also have the ability to practice their new skills by participating in small group activities.

- How to have successful conversations with your employees
- How to have a crucial conversations using the STAR/AR Model
- How to document issues using the FOSA Method: Facts, Objectives, Solutions and Actions
- Kinds of issues and matters to document
- Documentation best practices
- The different types of EAP referrals and how your EAP serves as a Management tool

**Performance Appraisals with Cornerstone on Demand (CSOD) for Managers**

*Dates offered are 5/3/2018, 6/5/2018, 7/17/2018*

This workshop provides a step-by-step demonstration of a manager’s responsibilities in the Cornerstone performance appraisal web-based solution. Attendees will:

- Learn how to log into the Cornerstone system
- Locate and view direct report employees’ appraisal files
- Initiate and complete an annual electronic performance appraisal
**Leading in the Situation**  
*Dates offered are 4/17/2018 and 11/7/2018*

This interactive workshop will examine the various styles and importance of leadership and the effects that it can have on relationship building and development. Participants of this workshop will discuss:

- What is leadership
- Theories and styles overview
- Self-leadership
- Leading others with influence; servant leadership

**Developing High Performance Teams**  
*Dates offered are 4/4/2018 and 10/16/2018*

Participants will discuss successful teams and discover:

- Your personality and team personality types
- Ways to improve productivity of your team by working through areas of weakness and conflict
- Identify ways to best communicate with the personalities that are part of the team
- Simple things that you can do to improve the relationships on your team
- How emotional intelligence and mindfulness plays a roll

**Effective Organizational Communication**  
*Dates offered are 5/22/2018 and 10/4/2018*

Being successful requires effective communication, not only to inform others about services and plans, but also to build relationships with key constituencies. Learn the fundamentals of communication and understand why adapting communication styles is an important component of effective management. Learners will:

- Understand your primary and secondary communication styles
- Learn how those with other communication styles interpret how you communicate
- Develop effective ways to communicate with those who have different styles from yours
Schedule of 2018 Classroom Training for the Supervisory Pathway Certificate:

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<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
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<td>Developing High-Performing Teams</td>
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LinkedIn Online Learning

Online and blended learning workshops are accessed via LinkedIn Learning (part of Lynda.com). To avoid any fees, it is recommended that the “30-day free trial period” LinkedIn Learning license be utilized. However, if more time is needed to complete the course work, participants are responsible for obtaining and paying the additional monthly license fee of $29.99, until the course work is completed. Length of course is provided in descriptions below when available.

To register for the trial license: https://www.linkedin.com/learning/?trk=uno-reg-guest-home-learning

To complete the Supervisor Pathway Certificate, complete any two workshops from the list below, and send your name, course title, completion certificate and date, to mylead@duq.edu.

Management Foundations

Good managers drive their employees and their organization to success. They juggle a wide range of tasks and deadlines; know how to effectively manage people, their performance, and the business itself; and help others achieve their potential. And they do it well. Learn to become a manager your employees admire and respect and one your boss can rely on. Britt Andreatta, director of learning and development for lynda.com, shows you how to choose the right style of management for you and your workplace, hire and onboard employees, address performance problems, resolve conflict, and manage time, budgets, and performance goals. Additionally,
learn how to handle tricky situations like transitioning from a peer to a manager, managing multiple generations, and letting employees go.

https://www.linkedin.com/learning/management-foundations (2 hours 9 minutes)

**Transitioning from Manager to Leader**

Much like management, leadership is a skill that can be taught. In this course, executive coach Sara Canaday shares proven strategies to help you shift your mindset from manager to leader. To begin, you’ll learn how to enhance your personal growth by practicing self-awareness and emotional intelligence, developing an executive presence, and becoming a thought leader. Next, you will learn how to expand your perspective from local to global, innovate by viewing challenges with a fresh lens, and improve your decision-making skills. Lastly, you’ll learn how to cultivate and nurture a stellar team: attract top talent, inspire your team with broad-based support, and explore tactics for creating rapport and building meaningful relationships. Each chapter of this course is coupled with a coaching story that shows you how to apply these concepts to real-world situations.

https://www.linkedin.com/learning/transitioning-from-manager-to-leader (1 hour)

**Coaching and Developing Employees**

In this course, business coach Lisa Gates teaches managers to harness the power of coaching in the workplace. Learn the benefits of developing your team and helping employees build their skills in ways that transform and empower them to do more productive and engaging work. Then discover how to build your own leadership and coaching skills and equip yourself with tools that encourage insight and growth. The course wraps with a look at how you can maintain the coaching momentum in the workplace and address common challenges.

https://www.linkedin.com/learning/coaching-and-developing-employees (1 hour 5 minutes)

**Improving Your Conflict Competence**

Workplace conflict is inevitable. But it doesn't have to end badly. In this course, author and conflict expert Craig Runde helps you manage workplace conflict more effectively. He first explains the dynamics that create conflict, and helps you become aware of what your conflict response is. Once you are aware of how conflict arises, learn some practical steps you can take to manage your emotions and engage with others constructively.

https://www.linkedin.com/learning/improving-your-conflict-competence (52 minutes)

*Please note that there may be a fee for certain workshops. This fee will cover the materials for each participant. Participation in these workshops may require the completion of a registration form including appropriate authorization for attendance and financial responsibility. Also note that any fee incurred will not be refunded if cancelation occurs less than two weeks prior to the workshop date.*
How to register for the United Educator's "Avoiding Supervisory Pitfalls" online workshop:

Visit: [https://learn.ue.org/7N7PB791859/DUQEmployee](https://learn.ue.org/7N7PB791859/DUQEmployee)

1. Enter your name and email; click register.
2. Check your email and click the provided login link.
3. Enter your email and the temporary password from the email.
4. Enter your temporary password again, and enter a new password twice, with a secret question and answer.
   a. Note: New passwords must contain at least 8 characters, one uppercase letter, one number, and one special character
5. On the course selection screen, click the course title and click Launch, then follow the on-screen instructions.
6. Email [mylead@duq.edu](mailto:mylead@duq.edu), with your name, and the course completion date.

Please contact Training and Development ([mylead@duq.edu](mailto:mylead@duq.edu) or 412-396-5774) for more information, or log-in to DORI and visit [DORI Training & Development Supervisor’s Pathway to Professional Success](https://duq.edu/dori-training-development-supervisors-pathway) web page for the Pathway details, schedules and MyLEAD registration information.