


UNIVERSITY OF ROCHESTER MEDICAL CENTER LEADERSHIP DEVELOPMENT PROGRAM

January 2021

Leaders with direct reports in all divisions of the University of Rochester, Medical Center, and affiliates are welcome to attend. Locate dates, times and registration in MyPath by searching the class title, unless otherwise noted. Some sessions include Medical Center- specific content and are indicated by "URMC" in the title.



Mode of delivery is indicated by icons next to the course title. In accordance with CDC guidelines, space in any in-person classroom sessions will be limited; masks and distancing will be required of all participants. No food or beverages will be provided.

Courses specifically intended for new leaders are indicated with the Pillars  icon.

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 inspire, engage, and connect new leaders to the URMC mission, vision, values, key strategic initiatives, as well as 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 a new role. New leaders only need to attend once; the same presentation is repeated on each date.

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.

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.

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Management Essentials (Continued)

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.

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.

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.

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Management Essentials (Continued)

❖ **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.

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.

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Leadership Enhanced (Continued)

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.

Lean Process Improvement Level 1

Participants will be able to identify waste in work processes and understand how to use Lean tools and techniques in process improvement projects. Led by members of the Operations Excellence team.

Please Note: You must complete the [Lean Overview](#) online learning training module before registering for this session.

NEW! Remixing It: Generational Differences across the Workforce

Today's workforce is the first to include five different generations working side by side. Each generation has different expectations, communication styles, and perspectives shaped by historical events and society. Adopting a management strategy that addresses these distinctive characteristics can allow leaders to harness the respective strengths of their workforce. In this session participants will discuss this five-generation workforce and learn strategies for engaging high-performing, diverse teams.

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.

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Additional Learning & Development Opportunities:



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

- Adapting Your Leadership Style
- Critical Thinking Skills
- Managing Remote Employees
- Skillful Collaboration
- Talk Like a Leader: What Every Employee Needs to Hear
- The Toughest Supervisor Challenges and How to Overcome Them

UR Medicine (formerly Work-Life Connections) Employee Assistance Program Supervisor Series

See the UR Medicine EAP [website](#) for current offerings in the UR Medicine 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

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®



Now offered virtually!



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®

Due to COVID restrictions, this offering is temporarily suspended.



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.

NEW! Communicating with DiSC®



Effective leaders have more motivated employees, create engaging workplaces, and foster retention through open communication. So what does it take to be more effective in your leadership role?

While there are many skills and attributes of an effective leader, understanding and applying the research-based DiSC human behavior model builds a solid foundation for development. DiSC identifies and assesses strength and improvement based on 4 critical areas: Dominance, Influence, Steadiness, and Conscientiousness. DiSC behaviors drive individual performance and workplace relationships.

Manage and lead more effectively by understanding the behavior of others. Led by DiSC-certified instructors, this class is currently being offered in a virtual, 2-part format. **Click the links below for more information, including class cost and registration.**

February 2 & 4: <https://cvent.me/QRLW8b>

April 13 & 20: <https://cvent.me/bVEwBa>

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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.

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.

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Systems Training (Continued)

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

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](#)

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 **OPEN TO ALL URMIC STAFF, ALL LEVELS!**

The Learning & Development office offers an online option for Microsoft training. This learning curriculum, located in MyPath, includes all levels (Beginner, Intermediate, Advanced) for 6 applications: Excel, PowerPoint, Word, Outlook, OneNote and Teams. Enrolling in this online course will give you access to all levels of all applications until June 30, 2021!



How do I register?

- Search for the appropriate curriculum title in MyPath: Microsoft Office 2013, Microsoft Office 2016, or Microsoft Office 2019 Online Training
- Request the desired training module
- An email will be sent to your MyPath manager of record requesting his/her approval for this training (depending on how many applications and levels you take, this course may require several hours of work time so we require that you receive your manager's approval before the course is assigned).
- Once Learning & Development receives the manager approval, you will receive an email notification from MyPath and the training will appear on your transcript within 3 business days.

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

Find the most recent URMIC Leadership Development Program listing, and additional educational offerings, on the [Learning & Development webpage](#), located on the UR Office of Human Resources website.