



Manager Development Program

Program Overview

The Manager Development Program is a three-tiered program created to onboard new managers, develop existing managers, and create strong leaders in the company. Understanding your expectations as the leader of people is important to the success of your department and the company as a whole. How you engage with and motivate your team to accomplish their personal career goals is just as important as accomplishing the department and company goals. As a people leader you play a critical role in the company and community. You have been intentionally selected for this role based on your knowledge, skills, and personality. You should feel proud of the work you have done to get to this place in your career, but also aware that there will be challenges ahead.

We spend a lot of time working and every person deserves to feel appreciated, respected, and fulfilled by their work. As a manager of people, you are creating this community and it is up to you to build an atmosphere that fosters growth, hard work, and enjoyment. The good news is, we are here to help you every step of the way.

Program Tiers

The design of this program allows employees to move through tiers based on their level of experience, career goals, and available time. We recognize that all employees have busy schedules, and encourage employees to find time to invest in their development. We believe that developing yourself in your skills is what keeps the company moving forward, and therefore include it as an expectation for your department goals. Our hope is that by structuring the program into tiers, modules, and units, you will be able to get bite-size learning behind the scenes of your everyday work, and will then build on what already exists to make it even better.

Tier 1: Beginning Manager

Created for brand-new managers or those aspiring to become part of the management team, this tier focuses on entry level onboarding (software, policies, etc.) and basic leadership skills.

Tier 2: Proficient Manager

During this tier, managers who have been part of the management team for more than two years are paired with a mentor and go through a series of development opportunities based on their career and development goals.

Tier 3: Skilled Manager

To avoid falling into a routine mentality, managers who have been part of the management team for five or more years begin to work alongside an executive to learn more about how their role impacts the company. They are also able to join the mentor program as a mentee for tier 2 employees.

Company Policies

Module Units

Like any community we have rules, guidelines, policies, and procedures to help ensure consistency, safety, and quality. Knowing these policies is required for your role as a leader, but understanding why these rules exist will help as you guide your team through the company's culture. During this module, you will learn about different policies, including:

- purchasing, budgeting, and company travel,
- time tracking and reporting, and
- ethics, information security, and cyber security.

Unit 1: Budget

Creating and managing your department budget
Traveling for company business
Purchasing procedures

Unit 2: Time Tracking and Reporting

Tracking your employees' time
Paid time off (sick time, vacation, personal time, holidays, etc.)
Using PeopleSoft to submit time reports

Unit 3: Required Training

Cyber Security
Diversity and Inclusion
Ethics
Information Security



Module Units

Communication Tools and Strategies

Communication is a core leadership function. Being able to authentically and directly guide a team depends on your ability to listen and share ideas, goals, and strategies. During this section of the foundation module, you will learn how to:

- use communication software (outlook, skype, etc.),
- manage meetings,
- create communication plans to accompany projects, and
- use transactional and relational communication to help lead your team to success.

Unit 1: Communication Software

Microsoft Outlook

Skype for Business

Microsoft PowerPoint, Word, Excel

Unit 2: Meeting Management

How to prepare for and facilitate a productive meeting to

Facilitation

Follow-up

Unit 3: Relational and Transactional Communication

The value of relationships

Communicating expectations and feedback

Developing relationships across business units



Creating a Team

Module Units

Having the right people on your team is critical to the success of your department and the overall company vision. Hiring the right people takes time and a commitment from the manager to make sure the best fit for the team is selected. Creating a team environment where employees work together toward a common goal is an intentional process that takes time, energy, and resources. The rewards of having a strong, collaborative team are endless - from increased productivity to increasing enjoyment of time spent at work.

During this module you will learn not just about the rules and policies for hiring, but also how to select the right people for your team and your role as the leader in bringing everyone together to be successful. You will also learn how to:

- create a new position or adjust the requirements of an existing role,
- write and post jobs in our talent management system,
- manage the interview process to fill an open vacancy, and
- create a team environment that enables employees to succeed in their role.

Unit 1: Preparing to Hire a New Employee

Create a descriptive and accurate job description
Using the talent management system

Unit 2: Interviewing a Candidate

Create meaningful interview questions
Select and prepare the interview panel
Following up after the interview

Unit 3: Leading a Collaborative Team

Equipping employees for success
Getting out of the way to let people do their work
Building a relational team



Performance Management

Module Units

The ability to create a team is just the start of a department's success. Maintaining a teamlike environment and the success of a department depends on how the team leader manages the performance of his/her employees. In this section you will learn different ways to:

- inspire a shared vision among their team,
- recognize employees, and
- plan team building and engagement activities.

Unit 1: Recognition

Formal and Informal Recognition
Importance of Appreciation

Unit 2: Feedback

Providing Feedback
Coaching an Employee to Success
Performance Reviews

Unit 3: Employee Development

Defining Development
Providing Development
Owning your Development

