



New Manager

Program Guide

Programs for NKU

employees who are

new people leaders

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# New Manager Certificate Program

## Overview

According to Gallup, “during the first half of 2020, half of employees strongly agreed that they felt well prepared to do their job. This figure has since declined by seven percentage points.”

The ***New Manager Certificate Program*** is anexciting opportunity for a select group of managers (supervisors) to experience the first step and/or continued support towards professional growth as a manager. Developing the knowledge and skills to not only manage but also lead a team introduces a level of complexity that requires the opportunity to learn, practice, and reflect to become the type of manager and leader that direct reports, the department, and the institution need to be successful. NKU recognizes the importance of facilitating the growth and development of its employees and has, therefore, established well-rounded, comprehensive certificate and certification programs that will assist with building or enhancing one’s capability to better manage the challenges of the manager role.

## Who Is the Program For?

The certificate program is for those who either have 0 – 3 years of managerial/supervisory experience or needs a refresher on management / leadership interpersonal knowledge and skills. HR Training and Development will announce an open registration to host a maximum of 35 employees to engage in learning and practicing the competencies necessary to become the manager (and leader) that the team, department, and University needs and they want to be.

## About Certificate Program & Curriculum

The certificate program focuses only on the interpersonal (soft) skills required for a successful transition into the new manager role. In this training program, participants will access their courses via an online platform, *Percipio by Skillsoft*, that allows for on-demand, self-paced learning. To ensure applicable success of learning, participants will engage with their direct supervisor to establish a baseline of the current strengths and learning opportunities as well as expectations to be successful in the role via pre- and post-assessments. Participants will also receive one-on-one coaching after completion of a character strengths assessment.

The online courses, assessment, and coaching within this program will help drive the development or enhancement of self / mindset and ability to lead and develop a team and relationships, which are listed as follows:

* Developing Self / Mindset –
	+ VIA Character Strengths – assessment and one-on-one coaching
	+ Diversity: Inclusion in the modern workplace – part of compliance training
	+ Periodic Group Chats
	+ The Reality of Being a First-time Manager
	+ Facing Challenges as a First-time Manager
	+ Listening Even When It's Difficult to Listen
	+ Becoming an Emotionally Intelligent Leader
	+ Polishing Your Feedback Skills
	+ Leadership Insights on Problem Solving & Decision Making
* Leading & Developing Team / Relationships –
	+ Effectively Directing and Delegating as a Manager
	+ Leading by Motivating
	+ Facing the Management Challenges of Difficult Behavior and Diverse Teams
	+ Managing Employee Development
	+ Strategies for Building a Cohesive Team
	+ Leading Your Team through Change
	+ Creating a Solid Support Base through Peer Relationships

The completion of the certificate program is also tied to the completion of the New Manager Certification Program.

What is important to note is that no supervisors, managers, or leaders are precluded from taking any individual course within Percipio but must complete listed courses as a requirement of the New Manager Certificate (and Certification) Program.

## Snapshot of Certification Program

The certification program will be a one-year commitment focused on not just the interpersonal knowledge and skills necessary to be successful in the role as listed in the certificate program, but the functional components that encompass administrative tasks, familiarity with the law and regulations, and oversight of departmental risks and strategy. The certification is the complete cycle of learning foundational (e.g. compliance and certificate program) and functional knowledge, skills, and aptitude necessary to be a successful supervisor.

## Program Application & Completion Process

1. Discuss your interest in the program with your direct supervisor.
2. Access and complete the [Pre-Assessment Form](https://cmsserv4.nku.edu:8433/content/dam/humanresources/docs/employeedevelopment/NM%20Certificate%20Pre-Assessment%20v1.docx) and ask your direct supervisor to do the same.
3. Meet with your direct supervisor to compare responses on the pre-assessment form to determine expectations (written as a [SMART goal](https://www.indeed.com/career-advice/career-development/smart-goals)) for completing the program.
4. Access the [Application Portal](https://nku.co1.qualtrics.com/jfe/form/SV_3lMfpJIQC1QvlKS) to complete the application information and attach the pre-assessment.
5. Receive the welcome and invite to attend an orientation session, after which you will receive applicable links to begin your learning journey. (*Note*: The primary assignment is the completion of the [VIA Character Strengths survey](https://www.viacharacter.org/survey/pro/nkucharacterstrengths/account/register).)
6. Upon completion of VIA Character Strengths assessment, setup a meeting with the HR Training & Development Director for one-on-one coaching session.
7. Attend a minimum of two (2) Group Chats. (*Note*: A schedule will be provided).
8. Upon completion of all courses and coaching, inform your direct supervisor of completion and apply learning on the job.
9. After applying learned or enhanced skills on the job for the agreed upon timeframe, access and complete the [Post-Assessment Form](https://inside.nku.edu/content/dam/humanresources/docs/employeedevelopment/NM%20Certificate%20Post-Assessment%20v1.docx).
10. Meet with your direct supervisor to discuss responses on the Post-Assessment Form to determine the level of success in growing or developing expectations previously established. (Decision may be made to extend time to apply learned or enhanced skills on the job.)
11. Have direct supervisor send an email to HR Training & Development (hrnku@nku.edu), with a copy of your completed post-assessment, to tell the story of your success and confirm the completion of established expectation(s) was/were met.
12. Receive NKU New Manager Certificate from HR Training & Development and applicable recognition as indicated on the post-assessment form.

The program is administered by HR Training and Development.

## Role of Direct Supervisor

As the direct supervisor, you are the first line of defense to facilitate the professional development, well-being, engagement, and build of business acumen of your employee. With your employee’s participation, your role is very important in helping to provide guidance and feedback and encourage application and accountability of information learned during the program. Your observation of performance post-learning predicates the successful completion of the program.

**What we need from you?**

You are essentially the eyes and ears of how the employee progresses through what you both have established as the expectations the applicant must meet to successfully conclude the program via the Pre-Assessment. As a normal course of meeting with your direct report during 1x1 meetings or periodic check-ins, the progress towards completion should be discussed and noted to continue the conversation through to completion. Once you are confident that your employee has met established expectations, you will send an approval of completion with the Post-Assessment to the Director of Training and Development who will then mark program as complete and furnish your employee with a certification of completion. It is also important to pay attention to what your employee lists as to how they want to be recognized for completing the program and for you to administer.

**What is your time commitment?**

For the most part, you should already have a rhythm and host periodic meetings inclusive of observation, performance feedback, and encouragement. So, the time commitment outside of what you already do should be minimal.

**What are the benefits of your involvement?**

According to Gallup, because “managers control 70% of team engagement” and are responsible for employee development and continuous encouragement of strengths, the benefit of engaging with employees [on completion of this program] is the potential to increase productivity, performance [and job satisfaction]. Thereby, having a more committed, effective, and engaged employee who can excel and further develop to be the manager that their employees, the department, and University needs.

**How long will this process take?**

The process depends on the time it takes for the employee (and direct report) to complete the following requirements:

* Discussion between employee and direct supervisor and agreement of program participation expectations.
* Submission of the application plus pre-assessment form to HR Training and Development.
* Completion of survey and consultation, compliance training, group chats, online courses, and on-the-job practice by employee.
* Observation and satisfaction by direct supervisor of employee meeting established expectations and informing HR Training and Development by completion and submission of the post-assessment form.

**Pre-Assessment Form Sample**

The purpose of this document is to serve as a tool for the participant and their direct supervisor to each complete the form separately and then use as a point of discussion to compare responses and determine what the expectation(s) is/are for completing this program successfully.

1. Which are the top 3 competencies for the employee’s current role as a supervisor/manager?
	* Communication
	* Delegation
	* Motivating others
	* Supervising others
	* Conflict resolution
	* Emotional intelligence
	* Performance management
	* Team building
	* Change agent
	* Coaching
	* Problem solving
2. Which top 3 competencies are the employee’s strengths for the current role as a supervisor/manager?
	* Communication
	* Delegation
	* Motivating others
	* Supervising others
	* Conflict resolution
	* Emotional intelligence
	* Performance management
	* Team building
	* Change agent
	* Coaching
	* Problem solving
3. Which top 3 competencies are the employee’s opportunities to develop for the current role as a supervisor/manager?
	* Communication
	* Delegation
	* Motivating others
	* Supervising others
	* Conflict resolution
	* Emotional intelligence
	* Performance management
	* Team building
	* Change agent
	* Coaching
	* Problem solving
4. What is/are the expectation(s) for successfully completing the program? (What must the registrant do to demonstrate effective application of agreed upon learning?) – Please write expectation(s) as a [SMART goal(s)](https://www.indeed.com/career-advice/career-development/smart-goals), which will be used to enter into the application portal and achievable actions.
5. Please share your definition or experience of what great management looks like. (Can share an example of who and what was done to exemplify great management.)

**Sample of Portal:** Click [**HERE**](https://nku.co1.qualtrics.com/jfe/form/SV_3lMfpJIQC1QvlKS) to apply

**New Manager Certificate Program - Application Portal - fields**

|  |  |
| --- | --- |
| First Name |  |
| Last Name |  |
| E-mail |  |
| Current Role Title |  |
| Department / College |  |
| Division | Academic Affairs, etc. |
| Direct Supervisor |  |
| Number of years at NKU |  |
| Number of years in management role | 0, 1, 2, 3, 4-7, 8+ |
| Number of employees managing currently |  |
| Faculty, staff, or students currently managed | Faculty, Staff, Students, N/A |
| Highest level of education | High school, bachelor’s, master’s, doctorate |
| Degree specialization |  |
| How did you hear/learn about the program | Newsletter, Staff Congress, Faculty Senate, Training and Development website, your supervisor, peer, other |

**Applicant**: Please complete the Pre-Assessment Form and ask your manager to do the same for your discussion to compare responses and then to agree upon the expectations upon completion of the courses and add to this application.

|  |  |
| --- | --- |
| **Agreed upon expectation(s) - Please write expectation(s) as a** [**SMART goal(s)**](https://www.indeed.com/career-advice/career-development/smart-goals) |  |

**Post-Assessment Form Sample**

NKU New Manager Certificate Program

The purpose of this document is to serve as a tool for the participant to complete and then use as a point of discussion with their direct supervisor and determine level of success in accomplishing expectations and next steps.

1. Which competency(ies) was/were targeted as part of the agreed upon expectations for completing this program?
	1. Communication
	2. Delegation
	3. Motivating others
	4. Supervising others
	5. Conflict resolution
	6. Emotional intelligence
	7. Performance management
	8. Team building
	9. Change agent
	10. Coaching
	11. Problem solving
2. What was the level of success in accomplishing the expectation(s)? – Low (partially met), Moderate (met), High (substantially met)
3. Please describe rationale behind response to question 2.
4. What lessons did you learn as part of participating in this program?
5. Did you experience any barriers during this program? If so, please share what those barriers were and how they were addressed.
6. Refer to your previous definition of what you deemed as management. Has your definition changed and why or why not?
7. Having completed this certificate program, have you identified other professional development goals? If so, please share. If not, please discuss it further with your manager.
8. How would you like to be recognized for your achievement? (please circle one)
	1. Certificate only; **(b)** a + direct supervisor; **(c)** b + team;

**(d)** c + staff / faculty newsletter; **(e)** c + division newsletter, if available

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| --- |
| **Direct Supervisor**: If level of success was moderate or high and you are comfortable with that assessment, please send an email to the Director of Training & Development with a copy of the post-assessment via nkuhr@nku.edu to confirm that your direct report has accomplished all that was expected for this program. Upon receipt of email, a certificate will be issued and recognition of accomplishment will be arranged. |

**Program Development Committee Members**

Marquita Barron – Administrator and Director, Training and Development

Bob Alston – Assistant Dean, Students, Community Care, & Student Conduct

Sherri Jones – Assistant Director, Student Financial Assistance

Georgia Knuehl - Instructional Designer, Center for Innovation & Technology in Education

Danielle McDonald – Faculty Professor, Political Science / Criminal Justice / Organizational Leadership

Lisa McElfresh - Assistant Director, Career Services

Jen Moeves - Division Business Officer, Administration & Finance