Level Two Certificate Overview

FOUNDATIONS

Building Effective Work Teams
Building Productive Work Relationships
Compliance with the Fair Labor Standards Act*
Conflict Resolution
Disciplinary Process at UCLA*
Managing a Diverse Workforce*
Managing Change
Managing the UC Workforce in a Unionized Environment*

SPECIAL TOPIC ELECTIVES

Compliance with Current State, Federal and UC Disability Mandates*
Compliance with the Family Medical Leave Act*
Dealing Effectively with Troubled Employees*
Demystifying the Grievance and Complaint Process*

* Course is restricted to employees designated as supervisors in the HR System or employees with personnel responsibilities.
FOUNDATIONS

Building Effective Work Teams
An understanding of team development concepts can help supervisors and managers create cohesion and enhance effectiveness of their work groups. The class covers the supervisor’s role in building a team; understanding team building concepts; diagnosing the level of team functioning; how to build a shared vision; key components that make a group a team; importance of group dynamics and communication.

Building Productive Work Relationships
This course helps participants build productive work relationships which optimize job performance. The class focuses on developing an awareness of values, motivation, and strengths to create “win-win” work relationships. Through discussion, exercises, and self-assessments, participants acquire an understanding of personal strengths and areas of weakness; identify preferred styles of behaving in two different situations, when things are going well and when there is conflict; formulate strategies for building mutually productive relationships with individuals whose values and motivations are different from their own.

Compliance with the Fair Labor Standards Act
The Fair Labor Standards Act (FLSA) is federal legislation that establishes certain minimum requirements for employees’ hours of work, wages, overtime and payroll records. Topics covered include exempt vs. non-exempt status; straight time vs. premium overtime; compensatory time for non-exempt employees; what constitutes a work week; FLSA documentation and record-keeping; application to represented and non-represented employees.

Conflict Resolution
This class focuses on the concepts, strategies and techniques that supervisors can utilize to turn potentially dysfunctional conflict situations into positive experiences. The course covers understanding the conflict process; identifying the conditions which lead to conflict; identifying individual conflict resolution styles; productive and counterproductive confrontation styles; preparing positive strategies for conflict situations.

Disciplinary Process at UCLA
Employee discipline requires careful thought, critical documentation and due process. We cover UCLA policies and procedures with regard to disciplining employees, with an emphasis on improving performance. Topics include identifying the actions that are most likely to result in improved performance; recognizing when discipline is appropriate; contractual and legal obligations of supervisors; understanding and applying progressive discipline; meeting the seven tests of just cause; Investigatory Leaves.

Note: This course is restricted to employees designated as supervisors in the HR System.

Managing a Diverse Workforce
This course for managers and supervisors is presented in two half-day sessions. The first session, Equal Employment Opportunity/Affirmative Action, covers an overview of the University’s equal employment opportunity/affirmative action laws; UC policies and procedures; and supervisory responsibilities. The impact of University policies on everyday decision-making and managing diversity is explored through interactive exercises and case studies. Participants will develop skills to effectively provide a discrimination/harassment-free work environment. The second session, Managing Diversity, provides a broader understanding of diversity issues at UCLA. Through interactive exercises and application of principles learned in class, participants develop strategies and cross-cultural communication skills to address diversity issues. Skills discussed include demonstrating respect, managing ambiguity, being nonjudgmental and modeling appropriate behaviors.

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FOUNDATIONS (CONTINUED)

Managing Change
This course covers the nature of change, and how to deal with resistance in order to manage the process and bring about positive vs. negative outcomes. Supervisors focus on understanding the human reaction to change; personality type, temperament and change; organizational roles and change; effective communication for change; preparing for change and steps to consider in your action plan.

Managing the UC Workforce in a Unionized Environment
This course provides an overview of labor relations at the University of California. The class includes a description of applicable laws and regulations and the agencies that administer them. The class also provides some nuts-and-bolts guidance regarding issues that supervisors confront.

Note: This course is restricted to employees designated as supervisors in the HR System.

SPECIAL TOPIC ELECTIVES

Compliance with the Family Medical Leave Act
Supervisors and managers learn about responsibilities that are mandated by the Family Medical Leave Act (FMLA). The focus is on understanding supervisory obligations and liability associated with enforcing FMLA. Topics include what is FMLA; factors to consider when applying FMLA; FMLA documentation and record keeping; recent case law and impact on UCLA.

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Dealing Effectively with Troubled Employees
This class offers supervisors and managers information about the signs and symptoms exhibited by employees experiencing work life stressors, emotional distress and alcohol and/or drug abuse. Supervisors learn how to effectively handle these situations and how to assist employees exhibiting problem behaviors in the workplace. Discussion includes helping managers to be proactive in identifying potential problems early on to avoid job performance and work environment difficulties; procedures and appropriate steps for intervening in situations involving troubled employees; consulting with and referring the employee to the Staff and Faculty Counseling Center.

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Compliance with Current State, Federal and UC Disability Mandates
This class overviews the laws and UC policies that apply to work-related and non-work-related employee disability, injury and/or illness. The course covers compliance issues for both current and prospective employees and the potential wide-ranging impact of our decisions. The class presents a common sense approach to fulfilling our legal obligation to accommodate people with disabilities in the workplace and fulfilling our responsibilities under UC policies, procedures and collective bargaining contracts. Course topics include Transitional Return to Work program; reasonable accommodation; steps to take to accommodate; the interactive process; penalty for non-compliance; medical separation, and confidentiality.

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Demystifying the Grievance and Complaint Process
This course covers what campus supervisors and managers need to know about the UCLA grievance and complaint process. Topics include the definition of a grievance and a complaint; overall cost of grievances to the University; resources available for supervisors and managers; and an overview of the formal and informal steps to grievance resolution. In addition, the principles of “Just Cause” are discussed along with specific do’s and don’ts in handling grievances. A case study is used to illustrate both policy and procedural issues.

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