The Core Competencies for Managers are defined as follows (using the professional development programs for Baylor University and the United Nations as a standard):

Support the Strategic Plan
- Understand the Big Picture and communicate it to your team
- Think globally
- Manage change
- Be flexible

Provide Leadership
- Let people know where they stand
- Acknowledge and celebrate team accomplishments
- Lead with courage—make decisions and stand behind them
- Face up to problems quickly and directly
- Don’t be afraid to take negative action when necessary (probation, firing, etc.)

Empower others
- Hire good people and let them do their jobs
- Use delegation as a developmental tool
- Provide constructive feedback that helps people learn from their mistakes
- Invite input; share ownership, visibility, and responsibility
- Be aware of each employee’s career goals
- Encourage people to develop their gifts/skills— even if it means they may eventually leave you or the university

Comply legally and ethically
- Keep up with the legal implications of various management practices
- Make sure your management practices are well within legal parameters
- Keep abreast of university policies and fulfill your responsibilities accordingly
- Use fair and legal hiring practices

Manage Performance
- Hold yourself and your employees accountable for accomplishing departmental goals and meeting standards
- Establish clear expectations and directions
- Communicate priorities that will help people monitor their performance
- Use coaching, mentoring, and feedback to help people perform well
- Organize resources and processes to accomplish the work of the department effectively and efficiently
- Take action to improve performance deficiencies
- Recognize and reward good performance
- Utilize contributions of people from diverse backgrounds and different behavioral styles
- Promote team cohesiveness
- Share information

Build Trust
- Use fair and legal management practices
- Don’t discriminate
- Avoid even the appearance of favoritism or impropriety
- Keep confidences
- Do what’s right
- Tell the truth and be direct
- Be approachable

The Learning Academies @ SHSU

Management Academy: “Enhancing Effective Leadership”

Management Training Catalog

Year 2: 2015

What is The Management Academy? The Academy consists of professional development courses for managers of staff at Sam Houston State University. The courses are tied directly to SHSU’s Core Competencies for Managers. By completing this series, managers will gain a firm foundation upon which to build future leadership and management development.

Who is the Academy for? The Academy is designed for anyone who supervises or manages SHSU employees at any level. In most cases, you are considered a manager if you a) supervise staff; b) write performance appraisals; and c) approve time off. Faculty who supervise staff are eligible to attend the Management Academy as well.

New to the Management Academy for 2015: “So You Want to Be a Manager” track

The “So You Want To Be a Manager” training track is designed for non-managers with aspirations to management. To be eligible for the track, a staff employee must be nominated in writing by his or her supervisor to attend. Only certain courses are available in the track and are designated with an asterisk (*) in this catalog.

Participant in the program must complete all of the identified classes to receive a certificate of completion. In the event a participant is unable to attend one of the courses in the track, two hours of Skillsoft management e-library courses, as designated by the Professional Development Coordinator, may be substituted for one “SYW2BAM” course once only. The participant must indicate in advance a desire to obtain a completion certificate and provide notice to the Professional Development Coordinator prior to the end of the calendar year.

What are the advantages of the Management Academy?

There are many advantages:
- For new managers, it offers a well-rounded introduction to supervising.
- For experienced managers, it offers solid “refresher” training, an opportunity to fill in some gaps in supervisory skills, and a chance to network with other managers on campus.
- For future managers, it offers a way to enjoy professional development that prepares them for management opportunities.
- The courses are not generic management courses, but tailored to managing at SHSU.

What is The Management Academy? The Academy consists of professional development courses for managers of staff at Sam Houston State University. The courses are tied directly to SHSU’s Core Competencies for Managers. By completing this series, managers will gain a firm foundation upon which to build future leadership and management development.

Who is the Academy for? The Academy is designed for anyone who supervises or manages SHSU employees at any level. In most cases, you are considered a manager if you a) supervise staff; b) write performance appraisals; and c) approve time off. Faculty who supervise staff are eligible to attend the Management Academy as well.

New to the Management Academy for 2015: “So You Want to Be a Manager” track

The “So You Want To Be a Manager” training track is designed for non-managers with aspirations to management. To be eligible for the track, a staff employee must be nominated in writing by his or her supervisor to attend. Only certain courses are available in the track and are designated with an asterisk (*) in this catalog.

Participant in the program must complete all of the identified classes to receive a certificate of completion. In the event a participant is unable to attend one of the courses in the track, two hours of Skillsoft management e-library courses, as designated by the Professional Development Coordinator, may be substituted for one “SYW2BAM” course once only. The participant must indicate in advance a desire to obtain a completion certificate and provide notice to the Professional Development Coordinator prior to the end of the calendar year.

What are the advantages of the Management Academy?

There are many advantages:
- For new managers, it offers a well-rounded introduction to supervising.
- For experienced managers, it offers solid “refresher” training, an opportunity to fill in some gaps in supervisory skills, and a chance to network with other managers on campus.
- For future managers, it offers a way to enjoy professional development that prepares them for management opportunities.
- The courses are not generic management courses, but tailored to managing at SHSU.

What is The Management Academy? The Academy consists of professional development courses for managers of staff at Sam Houston State University. The courses are tied directly to SHSU’s Core Competencies for Managers. By completing this series, managers will gain a firm foundation upon which to build future leadership and management development.

Who is the Academy for? The Academy is designed for anyone who supervises or manages SHSU employees at any level. In most cases, you are considered a manager if you a) supervise staff; b) write performance appraisals; and c) approve time off. Faculty who supervise staff are eligible to attend the Management Academy as well.

New to the Management Academy for 2015: “So You Want to Be a Manager” track

The “So You Want To Be a Manager” training track is designed for non-managers with aspirations to management. To be eligible for the track, a staff employee must be nominated in writing by his or her supervisor to attend. Only certain courses are available in the track and are designated with an asterisk (*) in this catalog.

Participant in the program must complete all of the identified classes to receive a certificate of completion. In the event a participant is unable to attend one of the courses in the track, two hours of Skillsoft management e-library courses, as designated by the Professional Development Coordinator, may be substituted for one “SYW2BAM” course once only. The participant must indicate in advance a desire to obtain a completion certificate and provide notice to the Professional Development Coordinator prior to the end of the calendar year.

What are the advantages of the Management Academy?

There are many advantages:
- For new managers, it offers a well-rounded introduction to supervising.
- For experienced managers, it offers solid “refresher” training, an opportunity to fill in some gaps in supervisory skills, and a chance to network with other managers on campus.
- For future managers, it offers a way to enjoy professional development that prepares them for management opportunities.
- The courses are not generic management courses, but tailored to managing at SHSU.

What is The Management Academy? The Academy consists of professional development courses for managers of staff at Sam Houston State University. The courses are tied directly to SHSU’s Core Competencies for Managers. By completing this series, managers will gain a firm foundation upon which to build future leadership and management development.

Who is the Academy for? The Academy is designed for anyone who supervises or manages SHSU employees at any level. In most cases, you are considered a manager if you a) supervise staff; b) write performance appraisals; and c) approve time off. Faculty who supervise staff are eligible to attend the Management Academy as well.

New to the Management Academy for 2015: “So You Want to Be a Manager” track

The “So You Want To Be a Manager” training track is designed for non-managers with aspirations to management. To be eligible for the track, a staff employee must be nominated in writing by his or her supervisor to attend. Only certain courses are available in the track and are designated with an asterisk (*) in this catalog.

Participant in the program must complete all of the identified classes to receive a certificate of completion. In the event a participant is unable to attend one of the courses in the track, two hours of Skillsoft management e-library courses, as designated by the Professional Development Coordinator, may be substituted for one “SYW2BAM” course once only. The participant must indicate in advance a desire to obtain a completion certificate and provide notice to the Professional Development Coordinator prior to the end of the calendar year.

What are the advantages of the Management Academy?

There are many advantages:
- For new managers, it offers a well-rounded introduction to supervising.
- For experienced managers, it offers solid “refresher” training, an opportunity to fill in some gaps in supervisory skills, and a chance to network with other managers on campus.
- For future managers, it offers a way to enjoy professional development that prepares them for management opportunities.
- The courses are not generic management courses, but tailored to managing at SHSU.
Learning > Browse for Training > Management Resources > Talent Management link. Go to My Sam > Employees tab > Human Resources > Talent Management > Specific dates for training can be found by going to My Sam > Employees tab > Human Resources > Talent Management > Specific dates for training can be found by going to My Sam > Employees tab > Human Resources > Talent Management.

1. E-Colors Awareness for Teams
   Special combined Training U./Management Academy class. Managers are encouraged to bring their teams. Learn about personality preferences, both your own and your team’s; identify ways that you can work more productively with employees who have different behavioral styles; learn how to use personality preference awareness to reduce conflict and increase efficiency in the workplace. 3.25 credits. February 2015.
   Core competencies: Innovative in thinking; Committed to vision/mission; accountable to ourselves and to others; build trust.

2. Foundations of Management I*
   Hear from a panel of SHSU’s senior leaders who are new to SHSU or have recently taken on new leadership duties. They will present lessons they have learned from managing in a new culture. 2 Credits. April 2015.
   Core competencies: Support the strategic plan; provide leadership; empower others; manage performance.

3. Foundations of Management II: HR for Non-HR Managers*
   Senior Human Resources managers will discuss “the one thing I wish managers at SHSU knew,” key topics that all managers of staff need to be aware of in human resources today. They will introduce you to the subject matter experts in each area you can go to for answers to your important HR-related questions and explain how each can help. 2 credits. May 2015.
   Core competencies: Support the strategic plan; comply legally and ethically.

   Managers will learn specific tools for making tough calls under pressure when “the enemy is at the gates.” 2 credits. June 2015.
   Core competencies: Support the strategic plan; provide leadership.

5. Project Management for Managers
   When you’re the one whose name is on the dotted line, understanding how to lead your team through a major project is critically important. Learn key techniques for project management from a certified project manager. 2 credits. September 2015.
   Core competencies: Support the Strategic Plan; provide leadership; manage performance.

6. New Topics in Managing Legally*
   Managers will learn what the current “litigation landmines” are and how to avoid them; identify behaviors and actions that may lead to discrimination and sexual harassment complaints and how to prevent them; and identify appropriate management conduct that can reduce or eliminate legal problems. 2 credits. October 2015.
   Core competencies: Provide leadership; comply legally and ethically; manage performance; build trust.

7. Building Trust: Leading High-Performance Teams with Commitment
   Highly successful teams have members who exhibit certain key characteristics, including an honest and fair approach, personal integrity, and a positive attitude. Two personal qualities are particularly crucial for a member of a high-performance team: a healthy level of trust in others and a sense of commitment to the team. This session explores the ways that you can demonstrate integrity and build trust with your employees. 2 credits. November 2015.
   Core competencies: Build trust; empower others.

Core Competencies for Staff

SHSU’s Staff is:
Committed to SHSU’s Vision & Mission
Innovative in thinking
Effective in communications
Accountable for ourselves and to others
Dedicated to life-long learning
Efficient in operations

Core Competencies for Managers

In addition, our managers...
Support the Strategic Plan
Provide leadership
Empower others
Comply legally and ethically
Manage performance
Build trust

WHAT ARE CORE COMPETENCIES?
Core competencies are the interpersonal skills, knowledge, and attributes that distinguish and define excellent performers.

In addition to offering ILT training, SHSU has partnered with SkillSoft, Inc., the online training provider, to make 1000+ online courses available through our learning management system (LMS), Talent Management. The online training provides thousands of hours of instructional content in six business solution areas, including:

- Professional Effectiveness
- Management & Leadership
- Project Effectiveness
- Sales & Customer Facing Skills
- Finance, HR & Administration
- Business Strategy & Operations

There are several curriculums targeted for different interest areas to make it easier to find the courses you want. Some are based on functional areas, while some are based on the core competencies.

Here are a few examples:

- Administrative Professionals Curriculum
- Information Technology (IT) Professionals Curriculum
- Customer Service Fundamentals Curriculum
- First-time Managers Curriculum
- Wellness Curriculum
- Manager core competency – Comply legally and ethically
- Manager core competency – Manage performance