

Manager/Supervisor Leadership Training Matrix

The proposed Manager/Supervisor Leadership Training Matrix was developed by the Succession Planning Committee as a tool/guide to help ensure all new managers/supervisors receive timely and essential information, training and resources to support their success during their first two years as new managers/supervisors with the County.

The Matrix identifies the essential, foundation and core online and instructor led training during the first six, twelve and twenty four months as a manager/supervisor. The sessions during the first two years are sessions which reflect our specific personnel practices/operations, organizational culture and core values. Additionally, the sessions reflect best practices, knowledge and skills that every manager and supervisor should acquire to ensure San Mateo County has a highly skilled, productive and engaged workforce.

Following the first two years (67.5 hours of training), the Matrix also identifies leadership training electives which can assist the new Manager/Supervisor in customizing a plan that can meet their specific developmental goals as well as further their supervisory knowledge and skills. The County offers a diverse array of supervisory/management sessions (electives) that will compliment and meet the specific skill and development needs of the user. Additionally the County's Management Development Program (MDP) is also included for those wishing to further their leadership development.

It is recommended, that this Matrix be used by the superiors of newly hired/promoted managers/supervisors in identifying the (non-departmental specific) training plan and resources for their future success. The tool can be used to promote coaching discussions between the supervisor and the new employees about their development/progression, transfer of learning and advancement paths.

For existing County managers and supervisors, the Matrix identifies sessions that are highly recommended but allow for the discretion of the Department Head to determine if these sessions will be required (Note: Discretion does not extend to mandatory trainings such as AB1825 and Code of Conduct/Ethics).

Adherence to this training Matrix shall be the responsibility of the County's Department Heads.



San Mateo County 2015/16 Manager/Supervisor Leadership Training Matrix

Category	Course	Hours	ILT sessions available each Fall and Spring through LMS	Newly Hired/ Promoted Supervisors and Managers	Supervisors and Managers
ESSENTIALS (Within 6 months of hire or promotion)	AB 1825: Preventing Sexual Harassment in the Workplace*	2 Hours	n/a	R	R
	Code of Conduct (Ethics) Online*	1 Hour	n/a	R	R
	Supervision 101: What All New Supervisors Need to Know	7 Hours	Yes	R	H
FOUNDATION COURSES (Within 12 months of hire or promotion)	ESS Series:				
	Coaching	4 Hours	Yes	R	R
	Goal Setting	4 Hours	Yes	R	R
	Value-Added Feedback	4 Hours	Yes	R	R
	Performance Evaluation	4 Hours	Yes	R	R
CORE HR TRAINING (Within 24 months of becoming a manager)	Effective 1:1 Meetings	2 Hours	Yes	R	H
	Communicating Expectations	2 Hours	Yes	R	H
	Employee Documentation	2 Hours	Yes	R	H
	Managing Absenteeism	2 Hours	Yes	R	H
	Supervisor's Guide to Progressive Discipline	5.5 Hours	Yes	R	H
	How to Thrive in a Changing Diverse Workplace: Essential Strategies Every Supervisor /Manager Should Know	2 Hours	Yes	R	H
	Labor Relations	7 Hours	Fall only	R	H
	Managing Employees with Medical Conditions	4 Hours	Yes	R	H
	Risk Management for the Supervisor/Manager	3 Hours	Yes	R	H
	Workers' Compensation	3 Hours	Yes	R	H
	Hiring, Building, and Retaining a Skilled Workforce	7 Hours	Yes	R	H
	Effective Onboarding Practices	2 Hours	Yes	R	H

* Mandatory, required and assigned every two years. These online training are also assigned to newly hired and promoted employees via e-mail through the LMS every six months.

R – Required

H – Highly Recommended

Instructor-led training (ILT) is available in the fall and spring. To register, log into LMS at www.smcgov.org/LMS.

To receive a certificate of completion following your first two years, please contact Human Resources, Training & Development Division.



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2015 MDP Program

Category	Course	Hours
ONGOING LEADERSHIP TRAINING (Electives: Following the first 2 years. Two sessions per year, once Essentials, Foundation and Core classes are completed)	Advanced People Skills	7 Hours
	Building Productive Teams through Improved Communication	7 Hours
	The Art of Delegating Effectively	4 Hours
	Motivating Long-Term Employees	4 Hours
	Relationship Management (Managing Your Boss)	4 Hours
	Leading Multi-Generations Teams	4 Hours
	ABCs of Supervising Others	7 Hours
	Building Effective Workplace Relationships	4 Hours
	Change Leadership	7 Hours
	Coaching Others to Manage Conflicts	4 Hours
	Creative Problem Solving	7 Hours
	Developing Effective Project Proposals and Work plans	7 Hours
	Advanced Facilitation	4 Hours
	Leadership Basics	4 Hours
	Mastering the Communication Process	4 Hours
	Political Astuteness/Savvy	4 Hours
	Project Management for the Real World	7 Hours
	Recognizing and Valuing Our Differences	4 Hours
	Resolving Conflict with Difficult Personalities	4 Hours
	Skills for Collaborative Leadership	7 Hours
	Strategies for Changing Times	7 Hours
	Supporting Outstanding Customer Service in the Public Sector	4 Hours
	Time Management	3 Hours

Category	Course	Hours
EXECUTIVE PROGRAM FOR MANAGERS (Elective program: Specific to SMC's culture and operations)	MDP: Leading with Emotional Intelligence	3.5 Hours
	MDP: Leading with Shared Vision 2025	3.5 Hours
	MDP: Leading from Vision to Results	3.5 Hours
	MDP: Leading Strategically	3.5 Hours
	MDP: Leading Your Team	3.5 Hours
	MDP: Leading a Culture of Engagement	3.5 Hours
	MDP: Leading through Forecasting and Planning	3.5 Hours
	MDP: Leading through Data Analysis	3.5 Hours
	MDP: Leading through Process Improvement	3.5 Hours
	MDP: Leading Partnerships	3.5 Hours
	MDP: Leading by Example	3.5 Hours
	MDP: Leading Involves Resiliency and Networking	3.5 Hours

Note: Prerequisite – To be eligible, a manager must be a graduate of the Essential Supervisory Skills (ESS) Academy.

Note: Based on need/availability, sessions are subject to change.

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