

COURSE OUTLINE

Career Management Skills II

Course Description

WL 111. Career Management Skills II. 1 hour credit. This course will enable the student to develop a set of portable professional skills needed to be seen as a success at any level of any organization. The student will learn how to make the transition from individual contributor to supervisor by developing skills in delegation, performance coaching, interviewing, performance appraisal and discipline. The student will explore areas of weakness and strength; acquire knowledge, tools, and techniques; and develop a professional improvement plan.

Course Relevance

All businesses rely on effective supervisors. Poor supervision is the most common reason that people leave their jobs. Developing good supervisors means increased retention and employee satisfaction. This course will allow the student to acquire a better understanding of the nature, scope, and responsibilities of a supervisor and enhance the student's opportunity to move into a supervisory role.

Required Materials

Business Performance Group. (2001-2007). *Getting work done through others, performance coaching, interviewing and selecting employees, performance appraisal and discipline*. Andover, KS: Business Performance Group.

Learning Outcomes

The intention is for the student to be able to:

1. Identify gaps between current performance and desired performance, and develop a professional improvement plan
2. Develop a set of portable supervisory skills that, when given the opportunity to move into a supervisory role, will help the student manage the performance of direct reports

Course Content

- I. Skills/Competencies – Actions that are essential to achieve the course outcomes:
 - A. Demonstrate effective delegation techniques, clarify expectations, and plan to monitor results
 - B. Realize the value of using coaching on an on-going basis informally and formally to develop employees and improve performance
 - C. Describe how to conduct effective, legally sound interviews and apply appropriate screening criteria to select a qualified individual who is a good fit for the job
 - D. Explain how to prepare and conduct a productive performance appraisal meeting
 - E. Seek out and use an organization's progressive disciplinary action process
 - F. Recognize the importance of good documentation

Learning Units

- I. Getting work done through others
 - A. Assigning work to others
 - B. Providing clear direction
 - C. Conducting on-the-job training
 - D. Assigning work versus delegating
 - E. Delegating appropriately
 - F. Using delegation as a motivator and as a means of getting work done through others

- II. Performance coaching
 - A. Understanding the supervisor's role as a coach
 - B. Using effective coaching practices
 - C. Coaching, counseling, and confronting
 - D. Using a step-by-step coaching process

- III. Interviewing and selecting employees
 - A. Using a hiring process
 - B. Understanding the supervisor's role in the company's process
 - C. Screening applicants
 - D. Asking the right questions and listening effectively
 - E. Avoiding discrimination during interviews
 - F. Evaluating candidates
 - G. Selecting the best candidate
 - H. Orienting the new employee

- IV. Performance appraisal and discipline
 - A. Using a performance appraisal process
 - B. Preparing for the meeting
 - C. Conducting the session
 - D. Preparing for a difficult review
 - E. Using a progressive discipline process
 - F. Understanding reasons for non-performance
 - G. Effectively documenting performance

Learning Activities

Learning activities will be assigned to assist the student to achieve the intended learning outcomes through lecture, self-assessments, instructor-led class discussion, group activities, case studies, skill practice, and others at the discretion of the instructor.

Grade Determination

The student will be graded on the completion of learning activities and assessment tasks. Grade determinants may include the following: daily work, student presentations, class participation, skills improvement plan, and other methods of evaluation employed at the discretion of the instructor.