APPLICATION PACKET

Deadline:
Friday, November 8, 2013
5:00 pm
The goals of the **Supervisor Development Program (SDP)** are to provide supervisors and new managers with opportunities to gain skills and enhance those assets that support Emory’s strategic vision as well as that of their department.

Front line supervisors play a critical role in the daily operations of departments within the University. Most supervisors have the responsibility of directing the work of others by hiring, developing, motivating and monitoring the performance of staff.

Developing supervisors who demonstrate competency in these areas supports the University’s mission to:

- Be a **destination university** by fostering lifelong learning among all constituents.
- Be **inquiry-driven** by providing supervisors opportunities to explore their leadership capabilities.
- Be distinctive for its **ethical commitment** by setting standards followed by others.
- Work for **positive transformation** by fostering openness and diversity of thought, experience and culture.

**Ideal Candidates**

Individuals who are new to leadership or recently promoted to a role with supervisory responsibilities (e.g., new supervisors or managers or current associate directors, directors, supervisors, or team leaders). Faculty members are eligible and encouraged to participate in the program.

**Program Themes**

Participants will be selected to attend several engaging, interactive sessions that include the following themes:

- **Leadership Development**—Exploring leadership styles, ethics and managing people and resources.
- **Building and Managing Relationships**—Developing relationships with direct reports, peers and senior leadership. Additional topics include building and leading diverse teams as well as managing conflicts.
- **HR & Legal Policies**—Understanding the current HR laws and policies that impact today’s workplace.

**Program Design**

This program is designed to allow leaders to develop and enhance skills within a cohort group of up to 20 participants. By creating a shared experience, participants have the opportunity to build relationships with colleagues from different departments and divisions. This peer interaction strengthens the learning experience, promotes networking and increases the retention of the participants in the program. Participants will also complete a capstone project. This short-term project allows participants to apply concepts learned in the program to address relevant, timely issues that enhance productivity and/or strengthen leadership skills.

**Participant Selection**

All applicants will be notified via email by **Friday, December 20, 2013** regarding the status of their application. Participants will be selected based on their stated goals, departmental representation and supervisor’s recommendation. Depending upon the level of experience, candidates may be selected for the Manager Development Program. Candidates are encouraged to reserve the dates listed on the Program-at-a-Glance (see page 4) in anticipation of their acceptance to the program. Sponsors are encouraged to reserve **Monday, January 27, 2014 Orientation from 11:00 am-12:00 pm at 1599 Clifton Road, Room 1.432.**

**Program Cost**

The cost for the department for each participant is $500.
The purpose of the Learning & OD Programs is to provide participants with an opportunity for growth and development. Given the investment of time and resources, it is important that participants are committed to attending all of the program sessions.

**Attendance is mandatory.** The “Program at a Glance” is provided in the application. Interested candidates can plan regular work-related commitments, professional conferences and vacations in advance, so that they do not conflict with program dates. In the event a participant misses a class, the program coordinator will contact the participant, the sponsor/supervisor and the Manager of Training.

**Extenuating Circumstances**
In the event of illness, loss of a loved one or unexpected workplace emergency, the participant will inform the program coordinator that she or he will not be able to attend the session. The program coordinator will assist the participant in making up the session, which may include attending an upcoming session or completing the class online. The participant’s department will be responsible for any additional fees associated with completing online courses.

**Inclement Weather**
In the event of inclement weather, participants should follow the University guidelines for closings and delays. Safety is paramount and should a class need to be rescheduled, we will seek your support in adjusting calendars.

**Unexcused Absences**
Examples of unexcused absences include meetings, vendor meetings, conference calls, conference attendance or vacation days. The participant will be responsible for making up the session(s). If available, the participant may complete the class online, or attend another upcoming session. The participant’s department will be responsible for any additional fees associated with makeup classes.

If a participant misses three classes and has not made up the classes prior to the published graduation date for that cohort group, the participant will be allowed to join the next available cohort and graduate with the new cohort group. Program fees will not be refunded as course materials are acquired in advance.

**Graduation Requirements**
Participants will be eligible for graduation in 2014 by completing following requirements: 1) attendance in classes 2) submission of the SPP Capstone Project Plan and 3) presenting their completed Capstone Project on Tuesday, **August 26, 2014**. If the participant is unable to meet these requirements, they will be invited to participate in the next graduation ceremony.
**SDP Program Dates January 2014 Cohort**

Once selected, attendance will be required. Please review the following dates prior to submitting your application to ensure your availability. With the exception of the graduation, all of the sessions will take place at Learning & Organizational Development, 1599 Clifton Road. Please note that the topics are subject to change.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>Application Deadline</td>
<td>Friday, November 8, 2013</td>
<td>5:00 pm</td>
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<tr>
<td>Participation Notification via Email</td>
<td>Friday, December 20, 2013</td>
<td>5:00 pm</td>
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<tr>
<td>Pre-Work Deadline</td>
<td>Friday, January 17, 2014</td>
<td>5:00 pm</td>
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<tr>
<td><strong>Sponsors Orientation (for sponsors only)</strong></td>
<td><strong>Monday, January 27, 2014</strong></td>
<td><strong>11:00 am-12:00 pm</strong></td>
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<td>Program Kickoff, 360 Process Overview, Birkman</td>
<td>Tuesday, January 28, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Your Leadership Journey Site/Central</td>
<td>Tuesday, February 11, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Capstone Project Overview Situational Leadership</td>
<td>Tuesday, February 25, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Communicating for Leadership Success</td>
<td>Tuesday, March 11, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Building and Sustaining Trust</td>
<td>Tuesday, March 25, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Crucial Conversations Day 1</td>
<td>Tuesday, April 15, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Crucial Conversations Day 2</td>
<td>Tuesday, April 29, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Delegating with Purpose</td>
<td>Tuesday, May 20, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Civil Treatment for Managers</td>
<td>Tuesday, June 3, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Setting Goals &amp; Reviewing Results</td>
<td>Tuesday, June 17, 2014</td>
<td>8:30 am-5:00 pm</td>
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<tr>
<td>Coaching for Peak Performance &amp; Addressing Poor Performance</td>
<td>Tuesday, July 8, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Presentation Skills</td>
<td>Tuesday, July 22, 2014</td>
<td>8:30 am-5:00 pm</td>
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<tr>
<td>Driving Change</td>
<td>Tuesday, August 5, 2014</td>
<td>8:30 am-5:00 pm</td>
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<td>Capstone Project Presentations Supervisors, Sponsors, Coworkers are invited.</td>
<td>Tuesday, August 26, 2014</td>
<td>8:30 am-5:00 pm</td>
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<tr>
<td>Graduation</td>
<td>September 2014</td>
<td>TBD</td>
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SUPERVISOR DEVELOPMENT PROGRAM APPLICATION

Application Due: Friday, November 8, 2013 5:00 pm

I. PERSONAL DATA

NAME: ___________________________ EMPL ID ___________________________

TITLE: ___________________________

DEPARTMENT: ___________________________ SMART KEY#: ___________________________

CAMPUS ADDRESS: ___________________________

SCHOOL/UNIT: ___________________________

PHONE: ___________________________ EMAIL: ___________________________

SUPERVISOR’S NAME/TITLE: ___________________________

1. How long have you been a supervisor at Emory? __________

2. Do you have prior experience as a supervisor? If so, how many years? __________

3. How many direct reports do you have? __________

Note: To be considered for this program, you must currently supervise others (i.e., responsible for their performance evaluations).

II. RESUME—PLEASE SUBMIT A CURRENT RESUME.

III. ESSAY QUESTIONS—PLEASE SUBMIT UP TO 2 PAGES WITH YOUR RESPONSES TO THE FOLLOWING QUESTIONS:

1. What are some challenges you face as a supervisor that you would like to address in this program?

2. Have you participated in a supervisory or leadership program in the past? If so, briefly describe your experience, including lessons learned.

3. What are your career goals and how would participating in this program assist you in reaching those goals?

4. How will you personally contribute to this program?

5. Is there anything else that we should know about your interest in this program?

6. Please describe 3 skills that you would like to develop.
SUPERVISOR/SPONSOR RECOMMENDATION

The Supervisor Development Program is aimed at developing supervisors and new people managers throughout the University. Candidates can be nominated or self-nominated to participate in this program. An individual who self-nominates will still be required to have the formal support of his or her direct supervisor in order to be considered for the program.

LETTER OF SUPPORT
The supervisor/sponsor must submit a letter of support. In an attachment, please provide a statement of support for your employee’s admission into the Program. Some questions to consider include: Why do you think this person is an ideal candidate for this Program? How would this individual benefit from this experience? How will your department benefit from this person’s participation?

SPONSORS’ ORIENTATION
Supervisors/Sponsors are expected to attend the Sponsors’ Orientation on Monday, January 27, 2014 from 11:00 am-12:00 pm. During the Orientation, supervisors/sponsors will learn about the program expectations including the Capstone Project, 360 Assessment, attendance requirements, and meet the Learning & OD Team. Although some of this program will be funded centrally, there will be $500 charged back to the department. Faculty are eligible and encouraged to apply.

SUPERVISOR COMMITMENT

Please read the following, and sign and date below to indicate your agreement.

I understand that the participant’s commitment to the Program includes instructor-led classes and additional time that may be required to complete any course-related work such as completing a self-assessment and/or pre-work. I will support this person in meeting all the Program requirements. I will provide guidance in the completion of the Capstone Project, and allow time to complete it. I understand that the participant’s continued enrollment in the program will be based on attendance at every scheduled course, and that I will be informed of any missed sessions.

My signature below indicates that I have read the program at a glance, course policies and timetable for the Program, and support my employee’s participation in the Supervisor Development Program. I am committed to his/her professional development and training, and I will support his/her attendance with paid time away to fully participate in this program.

TYPE NAME OF SUPERVISOR: ________________________________

TITLE: ________________________________

SIGNATURE: ________________________________

IF THE SPONSOR IS DIFFERENT FROM THE SUPERVISOR:

TYPE NAME OF SPONSOR: ________________________________

TITLE: ________________________________

SIGNATURE: ________________________________
THE HR LEARNING & ORGANIZATIONAL DEVELOPMENT DEPARTMENT fulfills the mission of Emory University by offering a variety of learning opportunities including general enrollment courses, customized workshops, performance consulting and facilitation services.

SERVICES—While most courses are specifically targeted to University staff and faculty, employees of Emory Healthcare are invited to participate in those classes that meet their personal and professional development needs. The following programs and services are available:

GENERAL ENROLLMENT COURSES

PERFORMANCE CONSULTING SERVICES
- Leadership & Behavior Assessments
- Retreat Design & Facilitation
- Team Building Design & Facilitation
- Customized Training

PROGRAMS
- Academic Leadership Program (ALP)
- Administrative Professionals Program (APP)
- Excellence Through Leadership (ETL)
- Manager Development Program (MDP)
- Mentor Emory
- HR Rep Certificate Program

VISIT OUR WEBSITE AT: www.learningservices.emory.edu

CHECKLIST FOR THE SUPERVISOR DEVELOPMENT PROGRAM

___ I have read the program overview and understand that the cost of this program is $500.
___ I have reviewed the program dates and ensured my ability before applying to the program.
___ I have completely filled out the application, attached a current resume and essay responses.
___ I have attached a letter of support from my sponsor/supervisor, and s/he has signed this form.
___ I have reviewed the application for accuracy and signatures.

APPLICATION DEADLINE: Friday, November 8, 2013, 5:00 pm

FOR INQUIRIES OR TO SUBMIT YOUR APPLICATION CONTACT:

Attn: Supervisor Development Program
Anisthasia B. Carter
Manager of Training
Learning & Organizational Development
404-727-9563 (Phone)
404-727-1849 (Fax)
abcart3@emory.edu (Email)

Drop-off/ Interoffice Mail
1599 Clifton Road, NE, 1st Floor, Room 1.120
Mailstop: 1599-001-1AP
Atlanta, Georgia 30322

Submit a “green” application:
Scan a completed, signed copy of your application, and email it to the address listed above.