



SUPERVISOR PATHWAYS

Certification Course Overview

Updated 01/2022

Overview

Auburn University's Supervisor Pathways is available to current, new, and aspiring AU supervisors. This two-year program helps supervisors become problem solvers, conflict managers, coaches, and motivators. Those engaged in this program will learn to be effective supervisors by modeling excellence in communication, teamwork, collaboration, performance management, and demonstrating respect for Auburn's diverse working community. The Pathway is made up of three equally important components: Coursework, a Community of Practice, and a Pathways Project.

Goal and Objectives

Goal

The goal of Supervisor Pathways is to equip Auburn employees with the skills and knowledge needed to manage AU's most significant asset—its people.

Objectives

- Acquire the knowledge, skills, abilities, and crucial behaviors needed to be an effective Auburn supervisor.
- Engage in and build relationships with other supervisors in the Community of Practice through which participants will solve and manage problems faced in the daily work environment.
- Apply the knowledge and skills learned from coursework and the Community of Practice in a final Pathways Project that promotes positive change in a live working environment on campus.

Program Requirements

The total time requirement for Supervisor Pathways is approximately 15 minutes to one hour of Community of Practice discussions per week for the first year, and 40 to 50 hours of coursework and significant independent work over the entire 2-year program. **It is imperative that you and your supervisor fully understand the time commitment and your availability for all required classes and the Community of Practice prior to enrolling.**

Participant Requirements

To “complete the path”, participants will earn a minimum of 3,000 points by completing the following:

- 25 classes including the entire Supervisor Pathways full-day orientation (Minimum of 1,000 Points)
- A full year of active engagement and participation in the Community of Practice (CoP) (Minimum of 1,000 Points)
- A Pathways Project (Minimum of 1,000 Points) which connects coursework and Community of Practice learnings to operations or process improvement in the participant’s current position.

NOTE: Those wishing to participate in the Supervisor Pathways Program will require access to a computer for both mandatory participation in the Community of Practice and to complete coursework. If you do not have a computer provided by the university, and need computer access, let us know; we’d like to help.

Participant’s Manager Requirements

- Guarantee release time for classes and work time to complete the required project.
- Support participant with goal setting and integration of learning into work.
- Participate in quarterly short surveys throughout the duration of the two-year program that provide objective feedback on success of accomplishing goals as well as observed behaviors.
- Make Supervisor Pathways program a significant portion of the participant’s performance planning and review.

Program Breakdown

Part 1: Coursework*

The Supervisor Pathways orientation, in addition to 25 classes make-up the course work for the program. This counts as 1/3 of the overall program and can be taken over the course of two years. Each class is worth 40 points and a minimum of 1,000 points should be earned over the two-year period.

Please note:

- Classes from the core list as well as approved electives completed between 2017 and 2022 can be counted prior to the start of the program.
- Course Codes ending with an “e” are eLearning courses and are available on-demand in Fast-Train.
- Any class you wish to take that is not on the core list or an approved elective must be approved by the Program Coordinators by email at hrpathway@auburn.edu.
- Participants will track their classes via the Pathways Atlas found in their cohort files.

Core Classes:

Supervisor Pathways Orientation (8 hours)

MG400	Management Fundamentals
MG430	Supervisor Basics
MG420	Coaching Fundamentals
MG450e	Behavioral Interviewing
LG120e	Americans with Disabilities Act
LG140e	Family Medical Leave Act
LG160e	Fair Labor Standards Act
LG200e	Basic HIPAA training
MG500e	Introduction to Performance Management
MG510e	Performance Management Fundamentals
UC110e	Conflicts of Interest and Conflicts of Commitment
LG220e	Legally Effective Hiring Practices
LG240e	Preventing and Managing Absenteeism
LG260e	Employee Misconduct
DI600e	Equal Employment Laws and Addressing Discrimination
DI601e	Creating a Diverse Community with Inclusion and Belonging
TW300	Working Among Multiple Generations
MG410e	Feedback in a Flash

Plus another seven approved electives centered around Leadership, Supervision, Communication, and Teamwork.

Part 2: Community of Practice

Using Microsoft Teams, the tool used for the Supervisor Pathways Community of Practice, participants deepen their understanding of supervision by actively engaging with their peers on an ongoing basis- asking and answering questions, sharing knowledge, resources, and ideas, solving problems with one another, and working together to develop new and better ways of working at Auburn. The Community of Practice (CoP) counts as 1/3 of the program. The first year comprises weekly discussions with an expectation of continuous engagement. The second year is primarily a time for us to simply communicate and keep track of where you are on your projects and course work with no engagement expected.

How it Works:

- Members will be placed in cohorts of 20 individuals with weekly discussion topics being posted each Tuesday.
- Time in the CoP will require 15 minutes to one hour each week.
 - Some weekly posts will offer opportunities for participants to practice/utilize the tools, resources, techniques, and behaviors featured in discussion topics for the week within their own departments. These weeks may require more time based on the activity.

- Participants will earn points **throughout the year** and must have a minimum of 1,000 points by the end of their time in the CoP to continue the program.
- Participants are required to track their discussion points via the Pathways Atlas found in their cohort files on Teams.*
- Point system:
 - **Responding to an initial weekly discussion (20 points)**. This requires two or three well-crafted sentences that follow the instructions provided in the weekly discussion post.
 - **Completing a monthly challenge (50 points)**. During six of the 12 months in your first year of the CoP we will introduce a challenge focused on one of six crucial behaviors. You have one month to complete the challenge which tasks you with applying a supervisory tool or resource to current happenings in your department.
 - **Volunteering to facilitate a weekly discussion in your cohort on a topic of your choice (50 points)**. Topics should be centered on leadership, supervision, management, teamwork, coaching, communication, diversity and inclusion, legal practices surrounding employment, or any other topic approved by program coordinators via hrpathway@auburn.edu. You will need to craft the topic of conversation, get approval from program coordinators, and spend the week garnering conversation from your cohort peers.
 - **Scrolling through other members' responses and responding to at least one of their comments (10 points)**. You may certainly respond to more than one, and active discussion is encouraged.
 - **Posting a question or challenge/scenario (10 points)**. For example: "Has anyone encountered this problem before, and if so, how did you solve it?"
 - **Sharing a resource, ie. link, article, document (5 points)**. For example: "Here are links to three relevant documents in the policy database."
 - **Ask for feedback from other cohort members (5 points)**. Tag one or two other cohort members in your response to the discussion and ask them what they think.

*A lack of active engagement throughout the year may adversely affect the full certification seeking to be obtained through this program.

**Program Coordinators will conduct audits of engagements and members found with low engagement may be terminated.

Part 3: Pathways Project

While the first year of your journey on the Pathway will focus on your time in the Community of Practice and coursework, the second year should be focused on the completion of your project. The Pathways Project portion counts as 1/3 of the overall program with a minimum of 1,000 points being earned here as well. The project connects coursework and Community of Practice learnings to operations or process improvement in the participant's current position.

Three courses are required to support project development and completion:

Project Classes:

- MG480 Getting Started with Continuous Improvement
- MG481e Problem Solving and Pathways Projects
- MG600P Supervisor Pathways Project Guide

The Project gives Pathways Participants the opportunity to fix issues within their own department for their customers as well as colleagues by following an eight-step process (explained in MG481e Problem Solving and Pathways Projects):

1. Project planning: Define the problem
2. Clarify the problem
3. Define the goal of the project using the SMART system
4. Conduct a root cause analysis
5. Develop specific actions to eliminate the problem
6. Execute the action plan
7. Evaluate the results
8. Continuously improve and adjust as needed

Once the project is complete, participants arrange a closing meeting with those who worked on the project and complete the Continuous Improvement Form. This should also be shared with their supervisor for notation on Performance Review Forms. Arrange a meeting with their Supervisor Pathways Coordinator to ensure the project is ready to present. Lastly, participants should prepare to present their reports to AU Human Resource Development, members of the Supervisor Pathways program, and other peers such as supervisors, teams, departments, or colleagues across campus.

Points and the Supervisor Pathways Program

You must earn a minimum of 3,000 points (Coursework: 1,000 | CoP: 1,000 | Project: 1,000) to complete the program, but many of you will far surpass that number. For the first year there will be monthly leaderboards that focus on Community of Practice points to keep you motivated. The leaderboards will include overall individual leader, overall cohort leader, and those leading within the cohorts themselves.

What Happens if I Have the Most Points?

- The overall top performer will receive a one-on-one coaching session with a leadership expert, a book from a curated list of options, and be able to attend a lunch and learn session.
- The top performer from each cohort will receive a book from a curated list of options as well as the opportunity to attend a lunch and learn session.
- The winning cohort will receive a lunch and learn session.

What Happens If I Don't Meet the Minimum Requirements?

- Those who do not earn at least 1,000 CoP points and/or fail to participate **consistently*** (this means you are active in your cohorts each month) by the end of the first year will need to resign from the program, forfeiting the possibility of certification. (Please note that you may apply for the Pathway in the future, resignation will not be held against

you, and your coursework will still apply, however you will need to restart your engagement in the Community of Practice.)

- Those who do not earn at least 3,000 points, fail to participate **consistently***, or fail to complete the project and/or coursework by the end of the second year will need to reapply to the program; forfeiting the points gained from the Community of Practice from previous enrollment.

*“Consistently” means we are requiring engagement that is spread throughout the year. If you earn 1,000 points in the first 3 months, consistent engagement will still be expected throughout your year in the program as you earn points towards rewards.

Earning the Certificate

Pathways Participants will have two years to complete Supervisor Pathways. The first year will include your time in the Community of Practice, as well as coursework. Your second year should be focused on completing coursework and your Pathways Project.

The AU HRD team will review a participant’s coursework, Community of Practice engagement, and the Pathways Project /Presentation to determine if the Supervisor Pathways certification has been earned. The AU HRD team reserves the right to ask questions, examine engagement, and to withhold certification.

Pathways certificate holders who apply for a supervisory role within Auburn University will receive six months of supervisory experience credit. This credit will be counted by Employment Services toward meeting minimum supervisory requirements, and by Compensation along with the hiring department for determining a salary if a position offer is extended. Pathways certificate holders will also receive a digital badge to share on their social media and be recognized each year during Employee Appreciation Week.

Performance Management

Supervisor Pathways should be a large part of your performance documentation over the next two years. The coursework and Community of Practice should both fall under the “Previously Identified Development Needs” section of the PeopleAdmin7 Performance Management System (PA7PM). Additionally, the Pathways Project should also tie directly to performance and be a major goal discussed by the Pathways participant and their supervisor. It may be considered a “stretch” goal and be weighted heavily in the performance year.



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SUPERVISOR PATHWAYS

Enrollment Agreement

Important > Action Required!

By signing below, I acknowledge that I have read and understand the Supervisor Pathways Program syllabus and agree to meeting the program expectations outlined above.

(Participant's Name)

To help increase understanding of program expectations, I will fully participate in a one-day Supervisor Pathways orientation. This will include training activities to ensure successful participation throughout my time in the program. Additionally, I will receive a digital Pathways Atlas that I will maintain throughout my time in the program. If, at any time, I do not meet the expectations of the program, I may be dismissed from Supervisor Pathways and encouraged to reapply at another time.

Supervisors are expected to support their participants with goal setting and integration of learning into their work as well as provide objective feedback each quarter on the success of goals and observed behaviors.

It is the participant's and supervisor's responsibility to read, discuss, and understand the information, rules, and procedures enclosed. By signing below, the participant and supervisor acknowledge that they have read this document and understand the expectations of the program.

(Participant Signature) (Date)

(Supervisor Signature) (Date)

Save this page as a separate file, sign (either by hand or digitally), and upload this in the 2022 Supervisor Pathways Registration form at aub.ie/hrpathways. Note that any registration form submitted without this document will not be considered for program registration.