



# New Manager Orientation Program Curriculum Overview

## Program Description:

The New Manager Orientation Program (NMOP) is offered to new *people managers* at McMaster University. The training program incorporates McMaster's identified core leadership competencies along with critical business, financial and human resources procedures. Participants will progress through the nine and a half day program as a group or cohort over a five month period. The curriculum covers a variety of topics that will help reinforce and enhance behaviours and skill building around the leadership competencies while appropriately integrating key University knowledge so that new managers better understand McMaster's culture and practices. Visit the program website for eligibility criteria: [www.workingatmcmaster.ca/nmop](http://www.workingatmcmaster.ca/nmop).

## McMaster University Leadership Competencies:

- Employing University Acumen (EUA)
- Communicating (C)
- Developing People (DP)
- Embracing Change (EC)
- Optimizing Service Relationships (OSR)
- Leading (L)

## Program Learning Objectives:

- Effectively *communicate* with internal and external individuals and groups to further the work of the University.
- Develop capacity of McMaster employees *to build rewarding and challenging jobs* and careers that further the work of the University.
- Create deepened knowledge of University functions and access to information to *facilitate cross departmental interactions* and build awareness of support mechanisms.
- Identify and *build relationships* with key stakeholders to effectively *embrace change*.

## NMOP Content Overview (Cohort #4, Fall 2009):

*\*Notes: Primary core competencies (CC) linkage noted under Day & Theme column.*

*Speakers or topics may be adjusted due to unforeseen scheduling conflicts.*

*All sessions are scheduled from 8:30 a.m. – 4:00 p.m. unless otherwise noted.*

Day, Theme & CC connection	Highlights	Presenters
Day 1: October 20, 2009 Seeing the Big Picture  <i>CC: EUA, L, OSR, DP, EC, C</i>	<ul style="list-style-type: none"> <li>• NMOP overview</li> <li>• Leadership Competencies at McMaster</li> <li>• Strength-based People Development at McMaster</li> <li>• Seeing the Big Picture</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant VP, Human Resources Services</li> <li>• Primary Facilitator</li> <li>• CCE Program Team</li> </ul>
Day 2: November 10, 2009 Orientation to Key Operations at McMaster  <i>CC: EUA, OSR, L</i>	<ul style="list-style-type: none"> <li>• Overview: Structure, Governance &amp; Budget</li> <li>• Business Management Services</li> <li>• Purchasing Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Primary Facilitator</li> <li>• Assistant VP, Administration</li> <li>• Director, Financial</li> </ul>

	<ul style="list-style-type: none"> <li>University Technology Services</li> </ul>	<p>Services</p> <ul style="list-style-type: none"> <li>Director, Purchasing Resources</li> <li>University Technology Services representative</li> </ul>
<p>Day 3: November 24, 2009 Human Resources Management: Helping Things Go Right</p> <p><i>CC: C, DP, EC, L, OSR, EUA</i></p>	<ul style="list-style-type: none"> <li>Human Resources Services – Overview</li> <li>Effective Performance Management Principles</li> <li>Handling Performance Problems</li> <li>Issues in People Management – Panel Discussion</li> <li>Health and Safety Overview</li> </ul>	<ul style="list-style-type: none"> <li>Primary Facilitator</li> <li>Director, HR Services &amp; Support</li> <li>Associate Director, Employee/ Labour Relations</li> <li>Manager, Environmental &amp; Occupational Health Support Services</li> </ul>
<p>Day 4: December 15, 2009 Engaging &amp; Developing People at McMaster</p> <p><i>CC: EC, C, DP</i></p>	<ul style="list-style-type: none"> <li>Compensation &amp; Job Evaluation Systems at McMaster</li> <li>Employee Engagement</li> <li>Leveraging Employee Strengths</li> </ul>	<ul style="list-style-type: none"> <li>Senior Manager, Total Compensation</li> <li>Primary Facilitator</li> </ul>
<p>Day 5: January 19, 2010 Recruitment Tools and Practices at McMaster</p> <p><i>CC: L, DP, C, EUA</i></p>	<ul style="list-style-type: none"> <li>Recruitment and Selection: An Overview of McMaster's Processes</li> <li>Effective Interviewing Techniques – Best Practices</li> <li>Interview Workshop using Behavioural-based Interviewing Techniques</li> <li>Criteria-based Selection and Follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Primary Facilitator</li> <li>Manager, Shared Services Transformation</li> </ul>
<p>Day 6: February 9, 2010 Building Healthy and Productive Teams at McMaster</p> <p><i>CC: L, C, DP, EUA</i></p>	<ul style="list-style-type: none"> <li>Human Rights in the University Workplace</li> <li>Building Healthy Teams</li> <li>Learning Your Way Forward</li> <li>Dealing with Team Challenges</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights &amp; Equity Services representative</li> <li>Primary Facilitator</li> </ul>
<p>Day 7: March 2, 2010 Optimizing Service at McMaster</p> <p><i>CC: OSR, EUA</i></p>	<ul style="list-style-type: none"> <li>Raving Fans</li> <li>Fish! Part I – Four key principles for success</li> <li>Fish! Part II – Implementation strategies</li> </ul>	<ul style="list-style-type: none"> <li>Primary Facilitator</li> </ul>
<p>Day 8: March 23, 2010 Embracing Change at McMaster</p> <p><i>CC: EC, L, C, DP</i></p>	<ul style="list-style-type: none"> <li>Facing the Future at McMaster</li> <li>Creating Healthy Change</li> <li>Managing Individual Transitions</li> <li>The Change Game: Social Change Theory in Action</li> </ul>	<ul style="list-style-type: none"> <li>Primary Facilitator</li> <li>Provost and Vice-President, Academic</li> </ul>
<p>Day 9: April 13, 2010 Celebrating Learning &amp; Leadership</p> <p><i>CC: EC, L, C, DP, EUA, OSR</i></p>	<ul style="list-style-type: none"> <li>Reflection on Learning</li> <li>Turning Learning into Action</li> <li>Celebration and Wrap-up</li> </ul>	<ul style="list-style-type: none"> <li>Primary Facilitator</li> </ul>