

LEADERSHIP Competency	Course	Course ID	Type	Duration
Leadership: Business Acumen	Understands and demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services. Financial Management Organizational and Business Knowledge Sound Judgment Governance			
	Demonstrating Business Acumen	_pc_ch_sach013	Course	0.5
	Getting to the Root of the Problem	apd_15_a01_bs_enus	Course	0.5
	Defining Alternatives Solutions	apd_15_a02_bs_enus	Course	0.5
	Choosing and Using the Best Solution	apd_15_a03_bs_enus	Course	0.5
	Playing the Devil's Advocate in Decision Making	_pc_bi_pfbi005	Challenge Series	0.5
	Turning Problems Around with Reverse Brainstorming	_pc_bi_lsbi017	Challenge Series	0.5
	Uncovering the Root of the Problem	_pc_ch_lach003	Challenge Series	0.5
	Problem Solving: Process, Tools, and Techniques	_pc_ch_pach003	Challenge Series	0.5
	Decisions: Making the Right Move	_pc_ch_pech001	Challenge Series	0.5
	Confronting Asumptions	apd_17_a01_bs_enus	Course	0.5
	Investigating Arguments	apd_17_a02_bs_enus	Course	0.5
	Sound Conclusions	apd_17_a03_bs_enus	Course	0.5
	Critical Thinking	_pc_ch_lach025	Challenge Series	0.5
	Apply the Best Thinking	_pc_ch_pech003	Challenge Series	0.5
	Making and Carrying Out Tough Decisions	pd_29_a03_bs_enus	Course	0.5
	Setting and Managing Priorities within the Organization: Mission and Goals	lead_11_a01_bs_enus	Course	0.5
	Forging Ahead with Perseverance and Resilience	pe_03_a01_bs_enus	Course	0.5
	Basic Accounting Concepts for Non-financial Professionals	fin_08_a01_bs_enus	Course	0.5
	Basic Budgeting for Non-financial Professionals	fin_08_a02_bs_enus	Course	0.5
Competency	Course	Course ID	Type	Duration

Leadership - Inspirational Leadership	Energizes and creates a sense of direction, purpose, excitement, and momentum for the organization's mission. Creates a positive work environment offering clarity around goals and objectives and ensuring that those who are led work collaboratively to achieve results. Mission Centric Active Engagement Outcome Focused Develops and Empowers			
	Becoming an Inspirational Leader	ald_04_a01_bs_enus	Course	0.50
	Assessing Your Own Leadership Performance	ald_04_a02_bs_enus	Course	0.50
	Employee Engagement	_pc_ch_mqch006	Challenge Series	0.24
	Communicating Vision to Your Employees	ald_01_a02_bs_enus	Course	0.4
	Positive Atmosphere: Establishing an Engaged Workforce	ald_03_a01_bs_enus	Course	0.26
	Verifying and Building on Creative Ideas	apd_02_a02_bs_enus	Course	0.4
	Unleashing Personal and Team Creativity	apd_02_a01_bs_enus	Course	0.18
	Driving Change with Coaching	amg_07_a01_bs_enus	Course	0.6
	Measuring and Sustaining a Coachee's Performance	amg_07_a02_bs_enus	Course	0.6
	Leading through Positive Influence	ald_01_a03_bs_enus	Course	0.40
	Leveraging Emotional Intelligence	ald_01_a04_bs_enus	Course	0.50
	Leading Outside the Organization	_pc_bi_lsbi005	Business Impact	0.4
	Leader as Motivator	_pc_ch_lach008	Challenge Series	0.25
Competency	Course	Course ID	Type	Duration
Leadership - Result Driven	Focuses efforts to efficiently achieve measurable and customer-driven results consistent with the organization's mission, goals, and objectives.			
	Maximize Your Productivity by Managing Time and Tasks	pd_32_a03_bs_enus	Course	0.5
	Managing Pressure and Stress to Optimize Your Performance	apd_07_a01_bs_enus	Course	0.5
	Aligning Goals and Priorities to Manage Time	apd_08_a01_bs_enus	Course	0.48
	The Art of Staying Focused	apd_08_a03_bs_enus	Course	0.41
	You and Your Negotiating Counterpart	comm_40_a02_bs_enus	Course	0.5
	Reaching a Negotiated Agreement	comm_40_a03_bs_enus	Course	0.6
	Driving Change with Coaching	amg_07_a01_bs_enus	Course	0.6
	Measuring and Sustaining a Coachee's Performance	amg_07_a02_bs_enus	Course	0.6
	The Art of Effective Coaching	_pc_bi_lsbi018	Course	0.6

	Coaching to Shift Perceptions	_pc_ch_mgch007	Course	0.6
	Getting What You Expect from Your Delegate	amg_08_a02_bs_enu	Course	0.6
	Taking Your Team to the Next Level with Delegation	amg_08_a03_bs_enu	Course	0.6
	Building Personal Power through Influence	comm_42_a02_bs_er	Course	0.6
	Personal Power and Credibility	comm_42_a01_bs_er	Course	0.6
	Influence Others with Political Savvy	comm_42_a03_bs_er	Course	0.6
Competency	Course	Course ID	Type	Duration
Leadership - Stewardship	Focuses on being responsible and accountable for managing resources well, choosing to use influence to serve the long-term collective good of the public. Places public interests above self-interests and focuses on the larger purpose or mission of the organization. Social and Environmental Awareness Resource Management Organizational Knowledge Public Trust			
	The Building Blocks of Building Trust	pe_04_a01_bs_enu	Course	0.28
	Trust Building through Effective Communication	acm_07_a03_bs_enu	Course	0.3
	Being an Effective Manager When Times Are Tough	amg_06_a01_bs_enu	Course	0.37
	Aligning Unit Goals and Imperatives	team_03_a02_bs_enu	Course	1
	Leading Teams: Building Trust and Commitment	team_03_a04_bs_enu	Course	0.28
	Managing the Unique Needs of Experts	amg_04_a04_bs_enu	Course	1
	Promoting A Social & Environmental Agenda	38965	Course	0.5
Competency	Course	Course ID	Type	Duration
Leadership - Talent Management	Recruits, selects, and develops effectively to retain world-class staff. Train, Develop, Coach Recognition Workforce Planning Recruitment and Selection			
	Managing the Unique Needs of Experts	amg_04_a04_bs_enu	Course	0.4
	Planning for Skills Needs and Managing Performance	ahr_02_a01_bs_enu	Course	0.4
	Building Career Development Programs and Succession Planning	ahr_02_a02_bs_enu	Course	0.4
	Implementing Transformational HR	ahr_02_a03_bs_enu	Course	0.3
	Individual Behavior in Organizations	ahr_02_a04_bs_enu	Course	0.4
	Beginning Your Coaching Engagement	mgmt_38_a01_bs_enu	Course	0.58

	Coaching Techniques that Drive Change	mgmt 38 a02 bs en	Course	0.42
	Coaching to Drive Performance	mgmt 38 a03 bs en	Course	0.42
	The Art of Effective Coaching	_pc bi lsbi018	Course	0.1
	Coaching	_pc ch lach024	Course	0.25
	Managing Your Company's Talent	amg 04 a03 bs enu	Course	0.3
	Maintaining a Cohesive Multigenerational Workforce	amg 05 a01 bs enu	Course	0.4
	Hitting the Recruitment Bull's-eye	ahr 01 a01 bs enus	Course	0.5
	Applicant Screening: The First Step in Hiring the Best	ahr 01 a02 bs enus	Course	0.5
	Ensuring Onboarding Success	ahr 01 a03 bs enus	Course	0.5
	Attracting and Retaining Talent	_pc ch lach021	Challenge Series	0.25
	Managing an Aging Workforce	_pc bi mgbi005	Challenge Series	0.1
	Conducting Interviews: Asking the Right Questions	_pc bi hrbi014	Challenge Series	0.10
	Aligning Recruitment to Job Requirements	_pc bi hrbi001	Business Impact	0.3
	Surviving the Talent Crunch	_pc ch lsch007	Business Impact	0.2
Competency	Course	Course ID	Type	Duration
Leadership - Vision & Strategic Thinking	Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization. Understands how an organization must change in light of internal and external trends and influences. Visionary Alignment Change Leadership Strategic Mindset			
	Thinking Strategically as a Manager	ast 01 a01 bs enus	Course	0.5
	Using Strategic Thinking to Consider the Big Picture	ast 01 a02 bs enus	Course	0.5
	Identifying Risks in Your Organization	ast 01 a03 bs enus	Course	0.5
	Assessing Your Organization's Risks	ast 01 a04 bs enus	Course	0.5
	Responding Effectively to Risks	ast 01 a05 bs enus	Course	0.5
	Competitive Awareness and Strategy	_pc ch lach022	Series	0.25
	The Keys to Sustainable Change	pe 02 a01 bs enus	Course	0.5
	Planning for Change	pe 02 a02 bs enus	Course	0.5
	Implementing and Sustaining Change	pe 02 a03 bs enus	Course	0.5
	Communicating Organizational Change	_pc bi mgbi015	Business Impact	0.1
	Beyond Change: Working with Agility	_pc bi pabi009	Business Impact	0.1
	Key Elements of Business Execution	ald 02 a01 bs enus	Course	0.5

	Building Innovation Cultures and Leaders	ald_02_a02_bs_enus	Course	0.5
	Leading Your Team through Change	ald_02_a03_bs_enus	Course	0.5
	Building a Leadership Development Plan	ald_02_a04_bs_enus	Course	0.5
	Aligning Unit Goals and Imperatives	ald_02_a05_bs_enus	Course	0.4
	Leading Teams through Change	_pc_bi_lsb003	Business Impact	0.1
	Leading Change	_pc_ch_lach004	Series	0.25

CORE - Competency	Course	Course ID	Type	Duration
Core - Adaptability	Flexible and works well in a variety of situations, and with various individuals and groups. Open to different and new ways of doing things; willing to modify one's preferences and priorities. Builds Consensus Flexible and Receptive Stress Management Prioritization			
	The Many Approaches to Facing Workplace Conflict	acm_11_a01_bs_enus	Course	0.5
	Organizations Change So Get Ready	pd_31_a01_bs_enus	Course	0.48
	Redefining Yourself after Organizational Change	pd_31_a02_bs_enus	Course	0.67
	Managing the Stress of Organizational Change	_pc_bi_mgb004	Challenge	0.15
	The Importance of Flexibility in the Workplace	_pc_bi_pfb007	Business Impact	0.6
	Managing Motivation During Organizational Change	amg_06_a02_bs_enus	Course	
	Developing Organizational Agility	_pc_ch_pach024	Challenge	0.15
	How to Manage Difficult Conversations	amg_06_a03_bs_enus	Course	0.48
	How Culture Impacts Communication	comm_48_a01_bs_enus	Course	0.3
	Become a Great Listener	comm_29_a03_bs_enus	Course	0.24
	Taking Stock of Your Work/Life Balance	pd_30_a01_bs_enus	Course	0.37
	Staying Balanced in a Shifting World	pd_30_a02_bs_enus	Course	0.48
	Take a Deep Breath and Manage Your Stress	pd_30_a03_bs_enus	Course	0.52
	Creating Work/Life Balance	_pc_ch_lach036	Business Impact	0.8
	Setting and Managing Priorities	_pc_ch_lach018	Course	0.25
Competency	Course	Course ID	Type	Duration

Core - Collaboration	Develops, maintains, and strengthens relationships while working together to achieve results. Teamwork Inclusive Relationship Building Conflict Resolution			
	Being an Effective Team Member	atm_02_a01_bs_enus	Course	0.5
	Effective Team Communication	atm_02_a03_bs_enus	Course	0.5
	Strategies for Building a Cohesive Team	atm_02_a02_bs_enus	Course	0.48
	Establishing Team Goals and Responsibilities, and Using Feedback Effectively	atm_02_a04_bs_enus	Course	0.5
	Cultivating Relationships with Your Peers	apd_04_a01_bs_enus	Course	0.35
	Building Peer Relationships	_pc_ch_pach019	Challenge Series	0.25
	Power and Politics in Matrixed Teams	_pc_ch_mgch002	Challenge Series	0.25
	How to Manage Difficult Conversations	amg_06_a03_bs_enus	Course	0.5
	The Many Approaches to Facing Workplace Conflict	acm_11_a01_bs_enus	Course	0.63
	Facing and Resolving Conflict in the Workplace	acm_11_a02_bs_enus	Course	0.5
	Making an Impact with Non-verbal Communication	acm_07_a02_bs_enus	Course	0.35
	Trust Building through Effective Communication	acm_07_a03_bs_enus	Course	0.48
	Choosing the Right Interpersonal Communication Method to Make Your Point	acm_07_a04_bs_enus	Course	0.52
Competency	Course	Course ID	Type	Duration
Core - Communications	Listens, writes, and presents ideas, opinions, and information in diverse situations. Clarity and Context Presenting and Facilitating Active Listening Influence			
	The Art and Science of Communication	acm_07_a01_bs_enus	Course	1
	Making an Impact with Non-verbal Communication	acm_07_a02_bs_enus	Course	1
	Trust Building through Effective Communication	acm_07_a03_bs_enus	Course	1
	Choosing the Right Interpersonal Communication Method to Make Your Point	acm_07_a04_bs_enus	Course	1
	Do We Have a Failure to Communicate?	acm_07_a06_bs_enus	Course	0.47
	Audience and Purpose in Business Writing	comm_51_a01_bs_enus	Course	0.47
	Clarity and Conciseness in Business Writing	comm_51_a02_bs_enus	Course	0.52
	Editing and Proofreading Business Documents	comm_51_a03_bs_enus	Course	0.5
	Writing for Business	_pc_bi_pabi012	Impact Series	0.1
	Written Communication	_pc_ch_pach015	Challenge Series	0.2
	Using Punctuation Marks	acm_04_a04_bs_enus	Course	0.5
	Creating Well-constructed Sentences	acm_04_a05_bs_enus	Course	0.56

	Troublesome Words and Phrases: Common Usage Mistakes in Writing	acm_04_a06_bs_enus	Course	0.48
	Planning an Effective Presentation	acm_05_a01_bs_enus	Course	0.48
	Building Your Presentation	acm_05_a02_bs_enus	Course	0.52
	Ensuring Successful Presentation Delivery	acm_05_a03_bs_enus	Course	0.5
	Writing Effective E-mails and Instant Messages	acm_02_a01_bs_enus	Course	0.28
	Sending E-mails to the Right People	acm_02_a02_bs_enus	Course	0.28
	Organizing Your E-mail	acm_02_a03_bs_enus	Course	0.28
	Become a Great Listener	acm_07_a05_bs_enus	Course	0.28
	Listening to Improve Conversation	_pc_bi_pabi001	Impact Series	0.1
	Listening with Skill	_pc_ch_pach002	Challenge Series	0.25
	Effective Listening	_pc_ch_lach030	Challenge Series	0.25
	Listening with Skill	_pc_ch_pach002	Challenge Series	0.25
Competency	Course	Course ID	Type	Duration
Core - Customer Engagement	Creates a connection with internal and external customers through positive experiences and exceptional service in response to current and future needs. Service Centric Critical Thinking Problem Solving Solution Oriented			
	Rapport Building in Customer Service	acs_03_a01_bs_enus	Course	.47.
	Providing On-site Customer Service	acs_03_a02_bs_enus	Course	0.48
	Providing Telephone Customer Service	acs_03_a03_bs_enus	Course	0.52
	Getting to the Root of a Problem	apd_15_a01_bs_enus	Course	0.4
	Defining Alternative Solutions to a Problem	apd_15_a02_bs_enus	Course	0.4
	Choosing and Using the Best Solution	apd_15_a03_bs_enus	Course	0.4
Competency	Course	Course ID	Type	Duration
Core - Digital Fluency	Use technology effectively in the performance of one's job. Includes the integration and acceptance of new technology when appropriate. Leverage Technology Information Security Systems Management Data Driven Decisions			
	Business Analysis Overview	aba_02_a01_bs_enus	Course	1
	The BA Planning and Monitoring Knowledge Area	aba_02_a02_bs_enus	Course	1.63

	The BA Elicitation and Collaboration Knowledge Area	aba_02_a03_bs_enus	Course	1.5
	The Requirements Life Cycle Management Knowledge Area	aba_02_a04_bs_enus	Course	1
	Personal Skills for Effective Business Analysis	aba_04_a01_bs_enus	Course	1
	Business Analysis Professional Effectiveness Competencies	aba_04_a02_bs_enus	Course	0.9
	Using E-mail and Instant Messaging Effectively	comm_17_a01_bs_en	Course	1
	IT Security for End Users: IT Security Fundamentals	ds_sfeu_a01_dt_enus	Course	1
	IT Security for End Users: Using Corporate Devices Securely	ds_sfeu_a02_dt_enus	Course	0.5
	IT Security for End Users: Secure Corporate Communications and Networking	ds_sfeu_a03_dt_enus	Course	1
	<i>Also Microsoft Office and Adobe courses covering all versions</i>			
Competency	Course	Course ID	Type	Duration
Core - Ethics and Integrity	Behaves in a trustworthy, fair, and forthright manner. Respects concerns shared by others and follows through on commitments. Authentic Reliable Trustworthy Credible			
	The Building Blocks of Building Trust	pe_04_a01_bs_enus	Course	1
	The Fruits of Integrity: Building Trust at Work	_pc_ch_pach012	Course	1
	Developing Your Business Ethics	apd_05_a01_bs_enus	Course	1
	Ethics, Integrity, and Trust	_pc_ch_lach005	Course	1
	Building Trust	pd_15_a01_bs_enus	Course	1
	Rebuilding Trust	pd_15_a02_bs_enus	Course	1
Competency	Course	Course ID	Type	Duration
Core - Fostering Diversity	Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals. Fair and Equitable Diversity and Inclusion Open to Others and New Ideas Respectful			
	Your Role in Workplace Diversity	apd_01_a02_bs_enus	Course	0.5
	Understanding Workplace Diversity	_pc_bi_hrbi002	Challenge Series	
	Bridging the Diversity Gap	apd_01_a01_bs_enus	Course	0.45
	Managing Diversity	_pc_ch_lach015	Challenge Series	3.09

	Facing the Management Challenges of Difficult Behavior and Diverse Teams	amg_02_a03_bs_enu	Course	0.52
	Maintaining a Cohesive Multigenerational Workforce	amg_05_a01_bs_enu	Course	0.42
	Managing Multigenerational Employees	amg_05_a02_bs_enu	Course	0.4
	Workplace Management: Global HR, Diversity, and Inclusion	hr_20_a01_bs_enu	Course	1
Competency	Course	Course ID	Type	Duration
Core - Interpersonal Skills	Interacts positively with courtesy, sensitivity and respect with a variety of individuals and makes every effort to understand and relate to others. Emotional Intelligence Empathy Social and Self-Aware Professional Conduct.			
	Cultivating Relationships with Your Peers	apd_04_a01_bs_enu	Course	0.35
	Building Your Professional Network	apd_04_a02_bs_enu	Course	0.4
	Building Rapport with Your Boss	apd_04_a03_bs_enu	Course	0.5
	Building Better Relationships through Understanding	_pc_ch_pach017	Challenge Series	0.15
	Making an Impact with Non-verbal Communication	acm_07_a02_bs_enu	Course	0.38
	Trust Building through Effective Communication	acm_07_a03_bs_enu	Course	0.42
	Choosing the Right Interpersonal Communication Method to Make Your Point	acm_07_a04_bs_enu	Course	0.5
	Do We Have a Failure to Communicate?	acm_07_a06_bs_enu	Course	0.43
	Navigating Your Own Emotions	acm_13_a01_bs_enu	Course	0.48
	Navigating Other People's Emotions	acm_13_a02_bs_enu	Course	0.42
	Navigating the Workplace with Emotional Intelligence	acm_13_a03_bs_enu	Course	0.43
	What is Emotional Intelligence?	comm_25_a01_bs_enu	Course	1
	Emotional Intelligence at Work	_pc_ch_pach014	Simulation	0.12
	The Essentials for Anger Management	comm_47_a01_bs_enu	Course	0.4
	Becoming an Accountable Professional	pe_05_a01_bs_enu	Course	0.5
	Becoming Your Own Best Boss	pe_05_a02_bs_enu	Course	0.5
	Becoming More Professional through Business Etiquette	pe_05_a03_bs_enu	Course	0.48
Competency	Course	Course ID	Type	Duration

Core - Innovative Mindset	Demonstrates curiosity, develops new insights, considers creative approaches and applies novel solutions . Learning Curiosity and Creative Leverages Opportunities Measured Risk Taking			
	Unleashing Personal and Team Creativity	apd_02_a01_bs_enus	Course	1
	Verifying and Building on Creative Ideas	apd_02_a02_bs_enus	Course	0.56
	Key Elements of Business Execution	ald_02_a01_bs_enus	Course	0.5
	Building Innovation Cultures and Leaders	ald_02_a02_bs_enus	Course	0.5
	Wanted - Innovation Leaders	_pc_bi_lsbi013	Business Impact	0.1
	Preparing a Business Plan	stgy_10_a01_bs_enus	Course	1
Competency	Course	Course ID	Type	Duration
Core - Resilience	Overcomes challenges, does the job, and remains optimistic under pressure and adversity. Identifies issues Agile Continuous Improvement Prudence			
	Forging Ahead with Perseverance and Resilience	pe_03_a01_bs_enus	Course	0.28
	Reaching Goals Using Perseverance and Resilience	pe_03_a02_bs_enus	Course	0.27
	Persevering through Setbacks	_pc_ch_pach011	Challenge Series	0.25