

Competency	Course	Course ID	Type	Duration
<b>Business Acumen</b>	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	<a href="#">_pc_ch_sach013</a>	Course	0.5
	Getting to the Root of the Problem	<a href="#">apd_15_a01_bs_enus</a>	Course	0.5
	Defining Alternatives Solutions	<a href="#">apd_15_a02_bs_enus</a>	Course	0.5
	Choosing and Using the Best Solution	<a href="#">apd_15_a03_bs_enus</a>	Course	0.5
	Playing the Devil's Advocate in Decision Making	<a href="#">_pc_bi_pfbi005</a>	Challenge Series	0.5
	Turning Problems Around with Reverse Brainstorming	<a href="#">_pc_bi_lsbi017</a>	Challenge Series	0.5
	Uncovering the Root of the Problem	<a href="#">_pc_ch_lach003</a>	Challenge Series	0.5
	Problem Solving: Process, Tools, and Techniques	<a href="#">_pc_ch_pach003</a>	Challenge Series	0.5
	Decisions: Making the Right Move	<a href="#">_pc_ch_pect001</a>	Challenge Series	0.5
	Confronting Assumptions	<a href="#">apd_17_a01_bs_enus</a>	Course	0.5
	Investigating Arguments	<a href="#">apd_17_a02_bs_enus</a>	Course	0.5
	Sound Conclusions	<a href="#">apd_17_a03_bs_enus</a>	Course	0.5
	Critical Thinking	<a href="#">_pc_ch_lach025</a>	Challenge Series	0.5
	Apply the Best Thinking	<a href="#">_pc_ch_pect003</a>	Challenge Series	0.5
	Making and Carrying Out Tough Decisions	<a href="#">pd_29_a03_bs_enus</a>	Course	0.5
	Setting and Managing Priorities within the Organization: Missions	<a href="#">lead_11_a01_bs_enus</a>	Course	0.5
	Forging Ahead with Perseverance and Resilience	<a href="#">pe_03_a01_bs_enus</a>	Course	0.5
	Basic Accounting Concepts for Non-financial Professionals	<a href="#">fin_08_a01_bs_enus</a>	Course	0.5
	Basic Budgeting for Non-financial Professionals	<a href="#">fin_08_a02_bs_enus</a>	Course	0.5
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<b>Inspirational Leadership</b>	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	<a href="#">ald_04_a01_bs_enus</a>	Course	0.50
	Assessing Your Own Leadership Performance	<a href="#">ald_04_a02_bs_enus</a>	Course	0.50
	Employee Engagement	<a href="#">_pc_ch_mgch006</a>	Challenge Series	0.24
	Employee Engagement Connection	36672	Video	0.4
	Communicating Vision to Your Employees	<a href="#">ald_01_a02_bs_enus</a>	Course	0.4
	Positive Atmosphere: Establishing an Engaged Workforce	<a href="#">ald_03_a01_bs_enus</a>	Course	0.26
	Verifying and Building on Creative Ideas	<a href="#">apd_02_a02_bs_enus</a>	Course	0.4
	Unleashing Personal and Team Creativity	<a href="#">apd_02_a01_bs_enus</a>	Course	0.18
	Driving Change with Coaching	<a href="#">amg_07_a01_bs_enu</a>	Course	0.6
	Measuring and Sustaining a Coachee's Performance	<a href="#">amg_07_a02_bs_enu</a>	Course	0.6
	Leading through Positive Influence	<a href="#">ald_01_a03_bs_enus</a>	Course	0.40
	Leveraging Emotional Intelligence	<a href="#">ald_01_a04_bs_enus</a>	Course	0.50
	Leading Outside the Organization	<a href="#">_pc_bi_lsbi005</a>	Business Impact	0.4
	Leader as Motivator	<a href="#">_pc_ch_lach008</a>	Challenge Series	0.25
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<b>Result Driven</b>	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	<a href="#">pd_32_a03_bs_enus</a>	Course	0.5
	Managing Pressure and Stress to Optimize Your Performance	<a href="#">apd_07_a01_bs_enus</a>	Course	0.5
	Aligning Goals and Priorities to Manage Time	<a href="#">apd_08_a01_bs_enus</a>	Course	0.48
	The Art of Staying Focused	<a href="#">apd_08_a03_bs_enus</a>	Course	0.41
	You and Your Negotiating Counterpart	<a href="#">comm_40_a02_bs_en</a>	Course	0.5
	Reaching a Negotiated Agreement	<a href="#">comm_40_a03_bs_en</a>	Course	0.6
	Driving Change with Coaching	<a href="#">amg_07_a01_bs_enu</a>	Course	0.6

	Measuring and Sustaining a Coachee's Performance	<a href="#">amg_07_a02_bs_enu</a>	Course	0.6
	The Art of Effective Coaching	<a href="#">_pc_bi_lsbi018</a>	Course	0.6
	Coaching to Shift Perceptions	<a href="#">_pc_ch_mgch007</a>	Course	0.6
	Getting What You Expect from Your Delegate	<a href="#">amg_08_a02_bs_enu</a>	Course	0.6
	Taking Your Team to the Next Level with Delegation	<a href="#">amg_08_a03_bs_enu</a>	Course	0.6
	Building Personal Power through Influence	<a href="#">comm_42_a02_bs_er</a>	Course	0.6
	Personal Power and Credibility	<a href="#">comm_42_a01_bs_er</a>	Course	0.6
	Influence Others with Political Savvy	<a href="#">comm_42_a03_bs_er</a>	Course	0.6
<b>Competency</b>	<b>Course</b>	<b>Course ID</b>	<b>Type</b>	<b>Duration</b>
<b>Stewardship</b>	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	<a href="#">pe_04_a01_bs_enu</a>	Course	0.28
	Trust Building through Effective Communication	<a href="#">acm_07_a03_bs_enu</a>	Course	0.3
	Being an Effective Manager When Times Are Tough	<a href="#">amg_06_a01_bs_enu</a>	Course	0.37
	Aligning Unit Goals and Imperatives	<a href="#">team_03_a02_bs_enu</a>	Course	1
	Leading Teams: Building Trust and Commitment	<a href="#">team_03_a04_bs_enu</a>	Course	0.28
	Managing the Unique Needs of Experts	<a href="#">amg_04_a04_bs_enu</a>	Course	1
	Articulating An Environmental Vision	38541	Video	0.6
	Promoting A Social & Environmental Agenda	38965	Course	0.5
<b>Competency</b>	<b>Course</b>	<b>Course ID</b>	<b>Type</b>	<b>Duration</b>
<b>Talent Management</b>	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	<a href="#">amg_04_a04_bs_enu</a>	Course	0.4

	Planning for Skills Needs and Managing Performance	<a href="#">ahr_02_a01_bs_enus</a>	Course	0.4
	Building Career Development Programs and Succession Planning	<a href="#">ahr_02_a02_bs_enus</a>	Course	0.4
	Implementing Transformational HR	<a href="#">ahr_02_a03_bs_enus</a>	Course	0.3
	Individual Behavior in Organizations	<a href="#">ahr_02_a04_bs_enus</a>	Course	0.4
	Beginning Your Coaching Engagement	<a href="#">mgmt_38_a01_bs_en</a>	Course	0.58
	Coaching Techniques that Drive Change	<a href="#">mgmt_38_a02_bs_en</a>	Course	0.42
	Coaching to Drive Performance	<a href="#">mgmt_38_a03_bs_en</a>	Course	0.42
	The Art of Effective Coaching	<a href="#">_pc_bi_lsbi018</a>	Course	0.1
	Coaching	<a href="#">_pc_ch_lach024</a>	Course	0.25
	Managing Your Company's Talent	<a href="#">amg_04_a03_bs_enus</a>	Course	0.3
	Maintaining a Cohesive Multigenerational Workforce	<a href="#">amg_05_a01_bs_enus</a>	Course	0.4
	Hitting the Recruitment Bull's-eye	<a href="#">ahr_01_a01_bs_enus</a>	Course	0.5
	Applicant Screening: The First Step in Hiring the Best	<a href="#">ahr_01_a02_bs_enus</a>	Course	0.5
	Ensuring Onboarding Success	<a href="#">ahr_01_a03_bs_enus</a>	Course	0.5
	Attracting and Retaining Talent	<a href="#">_pc_ch_lach021</a>	Challenge Series	0.25
	Managing an Aging Workforce	<a href="#">_pc_bi_mgbi005</a>	Challenge Series	0.1
	Conducting Interviews: Asking the Right Questions	<a href="#">_pc_bi_hrbi014</a>	Challenge Series	0.10
	Aligning Recruitment to Job Requirements	<a href="#">_pc_bi_hrbi001</a>	Business Impact	0.3
	Surviving the Talent Crunch	<a href="#">_pc_ch_lsch007</a>	Business Impact	0.2
<b>Competency</b>	<b>Course</b>	<b>Course ID</b>	<b>Type</b>	<b>Duration</b>
<b>Vision &amp; Strategic Thinking</b>	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	<a href="#">ast_01_a01_bs_enus</a>	Course	0.5
	Using Strategic Thinking to Consider the Big Picture	<a href="#">ast_01_a02_bs_enus</a>	Course	0.5
	Identifying Risks in Your Organization	<a href="#">ast_01_a03_bs_enus</a>	Course	0.5
	Assessing Your Organization's Risks	<a href="#">ast_01_a04_bs_enus</a>	Course	0.5
	Responding Effectively to Risks	<a href="#">ast_01_a05_bs_enus</a>	Course	0.5

	Competitive Awareness and Strategy	<a href="#">_pc_ch_lach022</a>	Challenge Series	0.25
	The Keys to Sustainable Change	<a href="#">pe_02_a01_bs_enus</a>	Course	0.5
	Planning for Change	<a href="#">pe_02_a02_bs_enus</a>	Course	0.5
	Implementing and Sustaining Change	<a href="#">pe_02_a03_bs_enus</a>	Course	0.5
	Communicating Organizational Change	<a href="#">_pc_bi_mqbi015</a>	Business Impact	0.1
	Beyond Change: Working with Agility	<a href="#">_pc_bi_pabi009</a>	Business Impact	0.1
	Key Elements of Business Execution	<a href="#">ald_02_a01_bs_enus</a>	Course	0.5
	Building Innovation Cultures and Leaders	<a href="#">ald_02_a02_bs_enus</a>	Course	0.5
	Leading Your Team through Change	<a href="#">ald_02_a03_bs_enus</a>	Course	0.5
	Building a Leadership Development Plan	<a href="#">ald_02_a04_bs_enus</a>	Course	0.5
	Aligning Unit Goals and Imperatives	<a href="#">ald_02_a05_bs_enus</a>	Course	0.4
	Leading Teams through Change	<a href="#">_pc_bi_lsbi003</a>	Business Impact	0.1
	Leading Change	<a href="#">_pc_ch_lach004</a>	Challenge Series	0.25