Human Resources

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Learning and Development

Program Guide

Manager Certification Program

"Education is the kindling of a flame, not the filling of a vessel"

~Socrates

Strategy

Our strategy is to provide professional and leadership development at all levels that is linked directly to supporting the *University's Mission, Vision and Values, as well as, the execution of the strategic priorities related to enhancing and promoting development programs at all career stages.*

Program Introduction

The Learning and Development team is excited to offer a self-paced, customizable *Manager Certification Program* includes a core curriculum and a set of elective courses. Leading others requires individuals to acquire and grow a new set of skills and abilities. The courses in this program have been chosen to provide leads, supervisors, managers, and individuals looking to move into one of these roles with foundational tools to help them be successful. Developing as a leader goes beyond attending formal courses. Research shows that leadership potential is developed three distinct ways: 1) on-the-job (OJT) work experience, 2) coaching/mentoring from the person's supervisor and/or other key individuals, and 3) formal classroom/virtual training.

How to Develop a Leader

- Training 10%
- Coaching 35%
- OJT Experience 55%

■Training ■Coaching ■OJT Experience

A good manager must be able to handle a variety of situations. The courses in this program range in competencies and topics that will help a manager navigate these situations. The courses can be taken in any order and as time permits and approved by the individual's manager/supervisor. These courses are offered on a variety of platforms from attending instructor led courses to on-line such as SkillSoft, Zoom and Canvas. For information regarding how individuals are selected and how progress will be tracked, please see the ***Resources*** section at the back of this guide. In addition, this program includes a *development plan template* to be used to identify skills/competency development, coaching opportunities, on-the-job training, and course selection. This template is intended to be the participant's roadmap and conversation tool for the participant and manager to discuss progress throughout the program.

As with any new program, we will review feedback and determine if modifications should be made to the program. If you have any questions or would like to discuss how we can further customize this program for your department, please feel free to reach out to me.

Thank you,

Debbie Lammers

Assistant Vice Chancellor, Learning and Development

Debra.Lammers@cuanschutz.edu

Contents

Core Curriculum Overview

Targeted Competency Trainings

Individuals must complete **all** courses in this category.

These courses are scheduled on a regular basis and subject to availability. To view course schedule and information on how to register, visit our L&D Instructor Led webpage.

Core Curriculum | Instructor Led Trainings	Provider	Duration	Cost
5 Choices of Extraordinary Productivity	Human Resources	6 contact hrs.	No Charge
6 Critical Practices for Leading Teams	Human Resources	7 contact hrs.	No Charge
Communicating as a Leader	Human Resources	2 contact hrs.	No Charge
Crucial Conversations	Human Resources	16 contact hrs.	On-Line $226 In-Person $290
Establishing Relationship Trust	Human Resources	2 contact hrs.	No Charge
Establishing Self Trust	Human Resources	2 contact hrs.	No Charge
Extended DISC	Human Resources	3.5 contact hrs.	No Charge
Fundamentals of Continuous Improvement Methodology and Culture	Human Resources	2 contact hrs.	No Charge

Note: For all courses with a listed "cost," prices are subject to change based on vendor pricing for materials. The Learning and Development team will confirm the final cost with registered attendees when speedtypes are collected, typically 4-6 weeks before the course.

The Manager Toolkit series is done through Canvas.

Core Curriculum | Manager Toolkit in Canvas	Provider	Duration approx. 20 hrs	Cost
Conflict Resolution / TKI Instrument	LinkedIn Learning/ Human Resources	Self-Paced	No Charge
Emotional Intelligence	Human Resources	Self-Paced	No Charge
From Bystander to Upstander	LinkedIn Learning	Self-Paced	No Charge
Goal and Discussion Planning	LinkedIn Learning	Self-Paced	No Charge
Leading Meetings in a Hybrid World	LinkedIn Learning	Self-Paced	No Charge
Managing in a Hybrid World	LinkedIn Learning	Self-Paced	No Charge

4 Group Discussions

Participants are required to attend **4 Group Discussions** hosted via Zoom. These are group mentoring sessions to discuss lessons learned, how learnings have been applied, review case studies, and to answer any questions participants may have.

Electives Overview

Targeted Competency Trainings

Individuals must complete a **minimum of three** of the courses in this category.

These courses are scheduled on a regular basis and subject to availability. To view course schedule and information on how to register, visit our L&D Instructor Led webpage.

Electives	Provider	Duration	Cost
4 Disciplines of Execution	Human Resources	4 contact hrs.	No Charge
Continuous Improvement: Understanding Current State	Human Resources	2 contact hrs.	No Charge
Crucial Accountability	Human Resources	12 contact hrs.	On-Line $155 In-Person $199
DISC - Leadership Style	Human Resources	3 contact hrs.	No Charge
Extended DISC and Managing Stress	Human Resources	2 contact hrs.	No Charge
Introduction to Continuous Improvement Tools for Application	Human Resources	2 contact hrs.	No Charge
Lead with Your Strengths	Human Resources	3 contact hrs.	$49.99
Performance Management	Human Resources or Skillsoft Course	3 contact hrs.	No Charge
Presentation Advantage	Human Resources	3 contact hrs.	No Charge
Project Management Essentials	Human Resources	4 to 7 contact hrs.	On-Line $0 In-Person $170
Understanding and Applying State Classified Rules	Skillsoft Course	2 contact hrs.	No Charge
Writing SMART Performance Goals	Human Resources or Skillsoft Course	3 contact hrs.	No Charge

Note: For all courses with a listed "cost," prices are subject to change based on vendor pricing for materials. The Learning and Development team will confirm the final cost with registered attendees when speedtypes are collected, typically 4-6 weeks before the course.

Core Curriculum

To view course schedule and information on how to register, visit our L&D Instructor Led webpage.

5 Choices of Extraordinary Productivity

COURSE DESCRIPTION / CONTENT

Each day brings with it a new wave of urgencies that compete for our attention. Texts, emails, calls, meetings and more, all converge on our already full schedules. The result is a sense of being busy without actually being productive, which leaves people feeling burned out and unfulfilled. The sheer volume of daily distractions threatens our ability to think clearly and to make wise decisions about what is important.

The interactive and dynamic 6 contact hour course, empowers individuals with clear discernment to avoid distractions and to accomplish the goals that matter most in their professional and personal lives.

Upon completion, the learner will be able to:
- Discern the important from the less important
- Identify and utilize a framework of what success looks like in your current role
- Understand specific tips and tools that can help you plan weekly and daily to execute excellence
- Learn how to make technology work for you
- Learn how to apply simple yet critical ways of increasing energy to make good decisions and feel more accomplished each day

6 Critical Practices for Leading Teams

COURSE DESCRIPTION / CONTENT

Leading a team requires a different skillset than working as an individual contributor. To succeed in the face of new challenges this course provides insight into the mindsets, skillsets, and toolsets required to help supervisors excel in this sometimes tough and demanding role.

This interactive and dynamic course help individuals transition successfully from an individual contributor to leaders of others. It also applies to leaders who have been in their roles for some time, and are looking for practical and relevant guidance on how to effectively lead and manager their teams.

Upon completion, the learner will be able to:
- Explore the critical mindset shifts that will maximize your success as a leader of others.
- Increase team engagement by conducting regular meetings.
- Create clarity about team goals and results; delegate responsibility to team members while providing the right level of support.
- Give feedback to develop team member confidence and competence.
- Identify specific actions to help tam members navigate and accelerate through change and achieve better performance.
- Use weekly planning to focus on the most important priorities, and strengthen your ability to be an effective leader by applying the 5 Energy Drivers.

Communicating as a Leader

COURSE DESCRIPTION / CONTENT

Moving from an individual contributor (the doer) to a lead/management position is more than a step up the ladder, but a jump to an entirely new ladder in terms of skills, motivations, perspectives, responsibilities, and impact to the organization. This seminar helps you to identify key skills for communicating to others in your new role.

Upon completion, the learner will be able to:
- Recognize the skills needed to transition from an individual contributor to a person leading others
- Identify common mistakes made by new leaders
- Understand the role communication plays – both verbal and non-verbal
- Identify the importance of email communication and common guidelines for writing effective emails

Crucial Conversations

COURSE DESCRIPTION / CONTENT

This 16 contact hour course teaches skills for communicating when stakes are high, opinions vary, and emotions run strong. Based on the national best-selling book Crucial Conversations: Tools for Talking when the Stakes are High, the Crucial Conversations course teaches participants to speak persuasively, not abrasively; foster teamwork and better decision-making; build acceptance rather than resistance; and resolve individual and group disagreements.

Upon completion, the learner will be able to:
- Make high-quality decisions, and act on those decisions with unity and commitment
- Deal with difficult situations such as:
  - People who cannot resolve conflicts or come to an agreement
  - People who withhold feedback and important information from management
  - Environments that seem emotional and political

Establishing Self-Trust

COURSE DESCRIPTION / CONTENT

This interactive training course explores FranklinCovey's First Wave of Trust – Self-Trust. During this course, you will explore the 4-Cores of Credibility and how they affect Self-Trust.

Upon completion, the learner will be able to:
- Understand the Cost of Trust (Trust Taxes and Dividends)
- Explain the 4-Cores of Credibility
- Identify your strengths as it relates to the 4-Cores of Credibility
- Develop a plan to include the 4-Cores of Credibility when building or enhancing relationships

Establishing Relationship Trust

COURSE DESCRIPTION / CONTENT

This interactive training course explores FranklinCovey's Second Wave of Trust – Relationship-Trust. During this course, you will explore the 13 High Trust Behaviors, extending trust, and restoring trust.

Upon completion, the learner will be able to:
- Identify the 13 High Trust Behaviors, their opposites and counterfeit behaviors
- Understand the importance of extending trust
- Determine when and how trust can be restored
- Develop a plan to develop the 13 High Trust Behaviors

Extended DISC

COURSE DESCRIPTION / CONTENT

An important factor toward increasing team achievement is for team members to identify and accommodate to the different behavioral styles and motivators of their co-workers. DISC participants learn four primary behavior types, become aware of differing communication styles, and how to influence better communication outcomes by accommodating the style of a co-worker(s).

Upon completion, the learner will be able to:
- Understand how people are different
- Develop self-awareness
- Learn to identify the styles of others
- Modify behavior based on the other person's style

Fundamentals of Continuous Improvement Methodology and Culture

COURSE DESCRIPTION / CONTENT

The focus of continuous improvement is to increase efficiency across campus so that we can better serve our students, improve workplace satisfaction and be agile as we face the current and future challenges of higher education. This course is designed to provide a foundational understanding of continuous improvement culture and mindset and how those concepts can be applied to our daily work.

Upon completion, the learner will be able to:
- Describe the fundamental concepts of process improvement methodology and characteristics of a Lean culture
- Identify continuous improvement in higher ed

Manager Toolkit

COURSE DESCRIPTION / CONTENT

This self-paced course provides a variety of topics that help managers become more aware of their individual style, as well as, topics targeted to help managers navigate managing virtual teams. The modules covered in this course include: Emotional Intelligence, Conflict Resolution/TKI Instrument, Managing Virtual Teams, Virtual Meetings, Goal and Discussion Planning, and From Bystander to Upstander.

Upon completion, the learner will be able to:
- Understand the importance of emotional intelligence
- Identify the five modes of conflict resolution and their individual mode preference
- Identify key aspects of managing virtual teams
- Conduct effective virtual meetings
- Prepare and conduct effective goal and discussion planning sessions
- Formulate the best approach for when to speak up as part of an upstander culture.

Elective Curriculum

To view course schedule and information on how to register, visit our L&D Instructor Led webpage.

4 Disciplines of Execution

COURSE DESCRIPTION / CONTENT

This interactive course guides you in removing the distractions of the day-to-day tasks in your day job and being able to focus on 'Wildly Important Goals' and execute these excellently. This course helps managers move from strategy to execution.

The objective of the 4DX process is to teach leaders how to help their teams execute on their highest priorities in the midst of the whirlwind of the day-to-day. We find that by not just teaching 4DX to leaders, but teaching them to teach and implement the process with their teams, they "own the process" at a deeper level and the results are often groundbreaking.

Upon completion, the learner will be able to:
- Clearly identify goals and priorities
- Identify and organize individual actions
- Understand how to best track actions and achievement
- Learn how to engage in simple processes that highlight successes, analyze failures, and course-corrects as necessary

Continuous Improvement: Understanding Current State

COURSE DESCRIPTION / CONTENT

In order to solve complex problems and develop solutions, we first need a clear picture and understanding of what the issue is. This course will focus on how to capture the current state in service of understanding project scope and set the path towards building impactful solutions.

Upon completion, the learner will be able to:

- Apply tools for project scoping and visualizing current state

Crucial Accountability

COURSE DESCRIPTION / CONTENT

This 12 contact hour course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. It uses video, group discussions, skill practice, and real-life application to make the course both entertaining and engaging. Attendees will have the opportunity to gain a refresher on the Crucial Conversations techniques and how Crucial Accountability builds upon them.

Upon completion, the learner will be able to:

- Discuss expectations in a way that yields two-way accountability and allows further progress to be made
- Consistently apply skills that leads to faster problem solving, decision-making, and conflict resolution
- Improve relationships & productivity

DISC – Leadership Style

COURSE DESCRIPTION / CONTENT

The DISC Leadership Assessment identifies your natural leadership strengths and development areas. Confident leaders are self-aware of how they prefer to lead and how others perceive their leadership style to make necessary adjustments to be more effective. This course provides you with candid feedback and a road map to make decisions on how to adjust attitudes and behaviors to be more successful with your personal interactions.

This interactive course will provide Information on leadership styles associated with the four DISC styles, how to identify the styles of your employees and how to adjust your style to be a more effective and successful leader

Upon completion, the learner will be able to:

- Understand the DISC styles
- Identify your leadership style
- Identify the DISC style of your staff
- Adjust your style to be a more effective leader

Extended DISC and Managing Stress

COURSE DESCRIPTION / CONTENT

Individuals are incredibly unique and respond very differently to stress and pressure. We are continually in situations where we deal with people, deadlines, changes, and emotions. The four DISC styles perceive, show, and respond to stress very differently. During this session, we will discuss the theory behind stress, the causes and signs of stress in the four styles and provide recommendations to better cope. By becoming more self-aware of how our DISC styles operate in challenging situations, we develop skills to control our stress

Upon completion, the learner will be able to:

- Understand the theory behind stress
- Discuss how stress affects the body and mind
- Recognize the primary causes of stress and signs of stress in the 4 DISC styles
- Learn how your "Stress and Time Management" reinforcement report can better help you to cope and manage stress based on your primary DISC style

Introduction to Continuous Improvement Tools for Application

COURSE DESCRIPTION / CONTENT

Building on the fundamentals course, this course will focus on learning tools that apply the continuous improvement framework to problem-solving. We will utilize the Plan-Do-Check-Act framework and introduce other tools that can be applied immediately in your workplace.

Upon completion, the learner will be able to:
- Identify waste and value-added steps in your work
- Apply Lean thinking tools for problem-solving

Lead with Your Strengths

COURSE DESCRIPTION / CONTENT

Your role as a manager is essential and challenging. The best way to lead confidently and lead well is to lead with your strengths. Your distinct Clifton Strengths Profile sets you apart from every other manager. This new report outlines the most powerful of your dominant 10 strengths. In this interactive class, you will discover practical ways to apply your strengths in your day-to-day routine with your team and how to use your strengths to become a better manager.

Upon completion, the learner will be able to:
- Understand the Strengths-Based Theory Concept
- Describe the Strengths Development Principles
- Understand Your Strengths as a Leader
- Describe the Strengths Team Model
- Understand the Four Domains of Team Strengths
- Understand How to Apply Your Themes in a Leadership Role to Achieve Team Success

Performance Management

COURSE DESCRIPTION / CONTENT

This course is designed to provide a foundation for supervisors/managers in the performance management of Classified Staff and University Staff.

Upon completion, the learner will be able to:

- Identify the performance management cycle for Classified and University Staff
- Address the importance of performance planning and evaluations
- Discuss best approaches to provide feedback during coaching and evaluation meetings
- Locate resources to assist in performance management

Presentation Advantage

COURSE DESCRIPTION / CONTENT

Unproductive meetings and lost opportunities occur due to poor presentations. The lack of powerful methods to inform and persuade is one of the greatest hidden and pervasive costs of the 21st-century workplace. This dynamic and engaging two-part course will help participants consistently deliver highly successful presentations. Participants will learn the mindsets, skillsets, and toolsets to better inform, influence, and persuade others in today's knowledge-based world.

Upon completion, the learner will be able to:

- Define presentation success
- Identify the clear purpose to be achieve with the message
- Create a memorable introduction and conclusion
- Learn how to design visuals to increase attention to and retention to the message
- Handle questions and group dynamics

Project Management Essentials

COURSE DESCRIPTION / CONTENT

Today's knowledge workers have quietly slipped into the role of the unofficial project manager. Stakeholders, scope creep, no formal training, and a lack of process all combine to raise the probability of project failure costing organizations time, money, and employee morale. Project management isn't just about managing logistics and hoping the project team is ready to play to win. The skills of "informal authority" are more important than ever before, so team members are inspired to contribute to project success! This engaging course will help provide the mindset, skillset, and toolset to participants that will consistently deliver successful projects to completion.

Upon completion, the learner will be able to:
- Understand that consistent project success depends on processes and people
- Identify project stakeholders, establish clear and measurable project outcomes, and create a well-defined project scope statement
- Create a realistic and well defined project schedule
- Hold team members accountable to project plans
- Create a clear communication plan around the project that includes regular project status reports and project changes
- Reward and recognize the contributions of project team members

Understanding and Applying State Classified Rules

This course has transitioned from the classroom to on-line allowing individuals to complete the course at their own pace.

COURSE DESCRIPTION / CONTENT

This course is designed to provide a foundation for supervisors/managers to understand supervision in the State personnel system. This course will discuss the Personnel Board Rules and the Administrative Procedures (11 Chapters).

Upon completion, the learner will be able to:
- Learn the basics of State Classified positions as related to the Personnel Board Rules

Writing SMART Performance Goals

This interactive course helps individuals understand the difference between hard (technical) and soft (social/interpersonal) skills and how to effectively develop SMART performance goals for each. Individuals are asked to bring two performance goals they are looking to incorporate into their annual performance review as the final exercise will help you to develop these goals.

Upon completion, the learner will be able to:
- Identify the difference between "hard" and "soft" skills
- Describe the components of a SMART goal
- Develop SMART goals for both "hard" and "soft" skills
- Understand the importance of developing an action plan and trailing goal program

Competency Categories

CU Human Resources — UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

MANAGER CERTIFICATION PROGRAM

Competency Category

Core Curriculum | Instructor Led Trainings	Provider	Duration	Cost	Self-Awareness	Communication	Building Trust	Leading Teams	Project Management	Productivity / Time Mastery	Continuous Improvement	Strategic Planning	Conflict Management	Performance Management
5 Choices of Extraordinary Productivity	Human Resources	6 contact hrs.	No Charge					•	•				
6 Critical Practices for Leading Teams	Human Resources	7 contact hrs.	No Charge				•	•			•		
Communicating as a Leader	Human Resources	2 contact hrs.	No Charge	•	•		•						
Crucial Conversations	Human Resources	16 contact hrs.	On-Line $226 In-Person $290		•							•	•
Establishing Relationship Trust	Human Resources	2 contact hrs.	No Charge	•			•						
Establishing Self Trust	Human Resources	2 contact hrs.	No Charge	•			•						
Extended DISC	Human Resources	3.5 contact hrs.	No Charge	•	•								
Fundamentals of Continuous Improvement Methodology and Culture	Human Resources	2 contact hrs.	No Charge							•			

Core Curriculum | Manager Toolkit in Canvas	Provider	Duration approx. 20 hrs	Cost										
Conflict Resolution / TKI Instrument	LinkedIn Learning/ Human Resources	Self-Paced	No Charge	•	•							•	
Emotional Intelligence	Human Resources	Self-Paced	No Charge	•			•						
From Bystander to Upstander	LinkedIn Learning	Self-Paced	No Charge	•									
Goal and Discussion Planning	LinkedIn Learning	Self-Paced	No Charge		•								•
Leading Meetings in a Hybrid World	LinkedIn Learning	Self-Paced	No Charge		•			•					
Managing in a Hybrid World	LinkedIn Learning	Self-Paced	No Charge		•			•					

Electives	Provider	Duration	Cost										
4 Disciplines of Execution	Human Resources	4 contact hrs.	No Charge					•	•		•		
Continuous Improvement: Understanding Current State	Human Resources	2 contact hrs.	No Charge							•			
Crucial Accountability	Human Resources	12 contact hrs.	On-Line $155 In-Person $199		•							•	•
DISC - Leadership Style	Human Resources	3 contact hrs.	No Charge	•				•					
Extended DISC and Managing Stress	Human Resources	2 contact hrs.	No Charge	•	•								
Introduction to Continuous Improvement Tools for Application	Human Resources	2 contact hrs.	No Charge							•			
Lead with Your Strengths	Human Resources	3 contact hrs.	$39.99	•				•					
Performance Management	Human Resources or Skillsoft Course	3 contact hrs.	No Charge										•
Presentation Advantage	Human Resources	3 contact hrs.	No Charge		•								
Project Management Essentials	Human Resources	4 to 7 contact hrs.	On-Line $0 In-Person $170					•	•		•		
Understanding and Applying State Classified Rules	Skillsoft Course	2 contact hrs.	No Charge					•					•
Writing SMART Performance Goals	Human Resources or Skillsoft Course	3 contact hrs.	No Charge										•

LEARNING AND DEVELOPMENT

Note: For all courses with a listed "cost," prices are subject to change based on vendor pricing for materials. The Learning and Development team will confirm the final cost with registered attendees when speedtypes are collected, typically 4-6 weeks before the course.

Resources

Supervisor Nomination / Employee Request for Nomination

There are two ways to apply or express interest in attending this program: 1) Supervisor can nominate an individual for the program and 2) an individual can request a nomination for the program.

The following outlines the **supervisor nomination** process:

- From the Manager Certification Program Webpage, click the Supervisor Nomination Site button. The nomination *must* be completed by the supervisor or manager.
- Once the nomination is submitted, the participant and supervisor will receive an email confirmation. This confirmation will include further instructions regarding the program.
- If there are any questions regarding enrollment, please email HR.TrainingRegistration@cuanschutz.edu.

The following outlines the **request for nomination** process:

- From the Manager Certification Program Webpage, individual can click the Employee Request for Nomination Site button.
- Part of the interest form requires you to include the name and email address of your supervisor. We encourage all individuals to discuss their interest in the program prior to submitting a nomination request.
- Once the nomination is received, an email will be sent to the supervisor notifying them of your interest and will provide next steps.
- The supervisor must complete a Supervisor Nomination for the employee to participate in the Manager Certificate Program.
- If there are any questions regarding enrollment, please email HR.TrainingRegistration@cuanschutz.edu.

Program Tracker

To assist individuals in tracking their progress, there is a program tracker that participants must complete. The program tracker will be included in the confirmation email the participant receives once nomination is submitted. After completing all requirements, the participant must submit the completed PDF to the Learning and Development team. Once the team has confirmed completion of requirements, the participant will receive a certificate of completion.

Development Plan

To assist individuals and managers in identifying an annual development plan, there is a Manager Certification Program Development Plan template that participants and managers should jointly complete. This template guides the participant and supervisor in identifying skills/competencies to focus on for a 12-month period including no more than three development goals, and activities (coaching, on-the-job learning, or classes) associated with the goal.

Manager Certification Team Channel

Participants gain access to a Team channel to share insights, articles, learning and much more.

Level 2 and Level 3 Knowledge Check Evaluations

We request that participants complete knowledge checks while in the program. The Level 2 evaluations will determine participant's increase of knowledge level of the targeted competencies covered in the program. The Level 3 evaluations measure how much the program has influenced the participant's behavior.

FAQs

Q: Is supervisor approval required for the program?

A: Yes. Individuals can express interest in the program by completing the *employee interest* information on the C-Vent site; however, they must have the approval of their supervisor to participate in the program. Once the request is received, the Learning and Development Team will confirm approval with the applicant's supervisor.

Q: After completing the program, will I be eligible for a raise or promotion to manager?

A: This certification program does not guarantee raises or promotion to a supervisor/manager position. It is intended to help individuals gain/enhance skills and competencies to be successful in their current role and future roles that may become available. Please talk with your supervisor/manager concerning raise and promotion opportunities.

Q: If I have already taken any of the courses listed prior to registering for the program, can I show them as complete?

A: Yes. Previous attendance in any of the courses that have not had significant changes (i.e., Crucial Conversations, Crucial Accountability) can count towards completion of the program.

Q: If the class was conducted by my department, can I include as a completed course?

A: Yes. If your department hosted the course, please make a notation on the tracking guide that this was a department sponsored course. If we have any questions, we will contact you regarding the course.

Q: How long will it take me to complete the program?

A: As this is a self-paced course, it will primarily depend on your availability to complete the requirements. Typically, this type of program could take approximately two to three years to complete. Remember this is a process that is more than just attending courses. You will work with your manager to create opportunities for practicing skills learned in class, coaching/mentoring, and other on the job tasks.

Q: What if the class(es) I need to attend are full with a waitlist?

A: Individuals enrolled in the certification program will receive priority consideration for enrollment in classes. If you are attempting to enroll in a class and it is full, please send an email to HR.TrainingRegistration@cuanschutz.edu and we will assist in your enrollment.