Human Resources

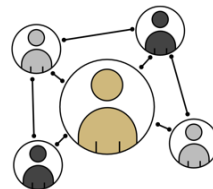## UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Learning and Development

Program Guide

Human Resources Professional Development Program

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

~Socrates

Program Introduction

The Learning and Development team is excited to offer a cohort-based **Human Resources (HR) Professional Development Program.** The courses in this program have been chosen to provide entry to mid-level HR Professionals across the CU Anschutz Medical Campus, foundational tools to help them be successful. The curriculum in the program centers around seven different competencies: University Acumen, Human Resources Expertise, Relationship Management, Communication, Leadership, Ethical Practice, and Consultation.

Contents

Program Curriculum

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 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, you 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
- Identify tips and tools that can help you plan weekly and daily to execute excellence
- Recognize how technology can work for you
- Apply simple yet critical ways of increasing energy to make good decisions and feel more accomplished each day

Creativity Bootcamp

COURSE DESCRIPTION / CONTENT

In this course, we'll dive into the concept of creativity. Creativity is a skill - one that can be developed with practice. In this engaging, hands-on course, our instructors will guide individuals through five interactive training exercises that will help boost creative output and produce even more innovative ideas.

Upon completion, you will be able to:
- Recognize common misconceptions about creativity
- Define creativity
- Learn the hidden value of the "silly idea"
- Discover and practice three bootcamp commands for energizing the creative process

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Creative Problem Solving
COURSE DESCRIPTION / CONTENT

In this course, we'll unravel the secrets of effective problem-solving. Participants will learn how to apply a problem-solving model, master the art of asking the right questions, and ignite creativity to generate fresh ideas. Instructors will guide participants to think 'outside the box' and show new avenues to boost thinking skills.

Upon completion, you will be able to:
- Describe problem solving model
- Understand the importance of asking the right questions
- Develop ways to generate new ideas
- Understand the importance of thinking "outside the box"
- Find new ways to develop thinking skills

Critical Conversations
COURSE DESCRIPTION / CONTENT

This 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 Critical 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, you will be able to:
- Recognize the need for a crucial conversation
- Establish a Safety Zone for the conversation to take place
- Skillfully lead a crucial conversation
- Bring a crucial conversation to a satisfying close

Demystifying HR Operations

COURSE DESCRIPTION / CONTENT

In this dynamic course, we will focus on equipping HR Professionals with a deeper knowledge and understanding of HR Operations. We will cover specific aspects of compliance and best practices related to background checks, I-9s, faculty postings, temporary appointments, retirees, and maintaining personnel records.

Upon completion, you will be able to:
- Identify HR Operations services and gain understanding on how to access them
- Explain background check and employment eligibility (I-9/E-Verify) compliance and best practices that support fair and equitable hiring practices
- Summarize and apply policy and best practices to HR operations functions, including faculty postings, temporary appointments, retirees, and personnel records

Employee Relations and Performance 101

COURSE DESCRIPTION / CONTENT

This interactive course was designed to provide HR Professionals with a high-level overview of the performance management process, how to informally address employee relations issues, provide details on most relevant policies, and leave process guidance.

Upon completion, you will be able to:
- Understand the performance management process on campus and serve as their unit's internal resource for prompting the various stages of the process and the annual collection of performance management documents and ratings.
- Advise their unit on how to informally address employee relations and performance issues and understand when to involve Central HR Resources
- Understand the most relevant Regent, Administrative, Campus, and Classified Staff policies as they pertain to employee relations, separations, Americans with Disabilities Act (ADA), and leave management
- Understand leave processes on campus, such as FMLA and PPL, to serve as their unit's internal resource for prompting the various stages of leave processes and document collection, and to liaison with central HR as appropriate

Extended DISC for HR Professionals

COURSE DESCRIPTION / CONTENT

This course provides a comprehensive dive into the human behavioral styles of the Extended DISC model. Participants learn how to accurately identify and describe the four main DISC styles and gain insights into their own DISC profile. In the course, we'll emphasize the concept of adaptability and growth, highlighting how individuals could change over time in response to their environment. Participants will also explore the connection between DISC profiles and roles within the Human Resources field. Additionally, we will also delve into stress management, examining the primary causes of stress for each DISC style and common signs of stress in individuals, and discuss practical strategies for managing stress, with the aim of enhancing overall well-being and productivity throughout their HR careers.

Upon completion, you will be able to:
- Identify and describe the four main human behavioral styles of DISC
- Understand your own DISC profile and how it influences your interactions with others
- Recognize how others perceive you based on your DISC profile
- Understand that you can change and adapt over time based on your environment
- Determine natural strengths and behavioral preferences in your DISC profile with relevant competencies and roles within the Human Resources field
- Gain knowledge of the primary causes of stress for each DISC style and recognize common signs of stress exhibited by individuals
- Discover practical strategies to effectively cope with and manage stress based on your primary DISC styles to enhance well-being and productivity throughout your HR career

Human Resources Foundations

COURSE DESCRIPTION / CONTENT

In this kick-off session to the program, we will discuss essential concepts of HR foundations. Through active engagement in group discussions, participants will have the opportunity to apply their knowledge in a collaborative setting, fostering a deeper understanding of the material. We will explore how the concepts drawn from course pre-work align with but also differ from the intricate world of HR at CU Anschutz.

Upon completion, you will be able to:
- Recall key concepts from course pre-work video(s)
- Apply knowledge from the pre-work in active group discussions
- Present key concepts from course pre-work
- Learn and understand how concepts from course pre-work compare to the world of HR at CU Anschutz

HR Technology Introduction

COURSE DESCRIPTION / CONTENT

In this dynamic course, participants will gain the skills and knowledge necessary to access Human Capital Management (HCM), which will include a hand's on practice with HCM reporting functionality. With a focus on successful recruitment and candidate care, you will also learn how to extract essential insights from Oracle BI/Taleo, ensuring informed decision-making throughout the hiring process. Additionally, the course equips you with the know-how to streamline data processing using Smartsheet, enhancing your ability to manage and optimize HR operations efficiently. By the end of this course, you will be well-prepared to engage with HR technology tools.

Upon completion, you will be able to:
- Access the HCM and its reporting functionality
- Access and Interactive with Tableau
- For the purposes of successful recruiting and candidate care, understand how to pull reporting out of Oracle BI/Taleo
- Understand how to use Smartsheet to facilitate data processing

Keys to Hiring Success with Talent Acquisition

COURSE DESCRIPTION / CONTENT

This interactive course was designed to provide HR Professionals with a high-level overview of the job evaluation, recruitment, and promotion process for University Staff positions.

Upon completion, you will be able to:
- Understand and discuss current job market trends and how they impact recruitment
- Write an effective job description
- Learn and apply inclusive recruiting practices
- Practice and apply candidate care protocols
- Understand and describe the main phases in university staff hiring

Meeting Advantage for HR Professionals

<u>**COURSE DESCRIPTION / CONTENT**</u>

This dynamic and engaging course teaches HR Professionals how to run effective meetings, how to maintain productivity during the meeting, and how to follow-through successfully after the meeting.

Upon completion, you will be able to:
- Set standards for high-focus meetings
- Describe the three-step process to implement the standards
- Identify ways to deal with common behavior issues during meetings
- Use tools for planning high-focus meetings

Presentation Advantage

<u>**COURSE DESCRIPTION / CONTENT**</u>

This dynamic and engaging course will help HR Professionals consistently deliver highly successful presentations. Individuals will learn the mindsets, skillsets, and toolsets to better inform, influence, and persuade others in today's knowledge-based world.

Upon completion, you will be able to:
- Define presentation success
- Identify the clear purpose to be achieved with the message
- Create a memorable introduction and conclusion
- Learn how to design visuals to increase attention to and retention of the message
- Learn and practice the six elements of success delivery
- Determine strategies for best managing presentation stress

Project Management Essentials for the *Unoffical* Project Manager

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, you 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

Trust & Inspire Leaders

Course Description / Content

This course is designed to help shift from styles of managing others to leading people, from position to influence, from controlling to trusting, and from motivation to inspiration. Individuals with this kind of leadership are inspired to become the best version of themselves and produce their best work. This interactive course will explore how a change in mindset can help leaders change their mindset and unleash the potential in others.

Upon completion, you will be able to:
- Recognize the extraordinary potential and performance unleashed by Trust & Inspire leaders
- Identify barriers to becoming a Trust & Inspire leader and explore solutions for each
- Apply the fundamental beliefs of Trust & Inspire leaders

Turning Uncertainty into Opportunity (Leading Yourself Through Change)

COURSE DESCRIPTION / CONTENT

This interactive course is about how to best lead yourself through change. In this workshop, individuals will learn key ideas that help prepare for changes and diagnose when things go wrong. We will provide tools that can be used on your own or with teams to navigate the waters of change.

Upon completion, you will be able to:
- Recognize common human reactions to change
- Use tools to prepare for change, clarify an upcoming change, successfully persist through obstacles of change, and explore possibilities created by change
- Recognize the importance of addressing the human needs, not just the business needs during time of change

Understanding Emotional Intelligence

COURSE DESCRIPTION / CONTENT

Developing emotional intelligence is a life-long journey. It is important to develop because it separates those who know themselves well and take personal responsibility for their actions from those who lack self-awareness and repeat the same mistakes. In the workplace, it is important to develop because it separates those who build rapport, have influence, and collaborate effectively with others from those who are demanding, lack empathy, and are therefore difficult to work with. This interactive course will provide a foundation for understanding the concepts of emotional intelligence, emotional triggers, and how our thoughts and behaviors can influence how we manage our emotions.

Upon completion, you will be able to:
- Define emotional intelligence
- Identify the three parts of the brain that trigger responses
- Describe the difference between the Automatic and Reflective System Brain
- Describe the Four Quadrants of Emotional Intelligence and 18 Competencies
- Describe the Johari Window
- Understand how Self-Awareness + Self-Management Leads to Agile Thinking
- Describe the Emotions, Thoughts, and Behaviors Holistic Model and Behavioral Principles

Competency Based Learning

In our continuous commitment to advancing high-quality professional development, each course in this program also includes a framework of competencies. The curriculum in the program centers around seven different competencies: University Acumen, Human Resources Expertise, Relationship Management, Communication, Leadership, Ethical Practice, and Consultation. Competency-based learning is an educational theory that prioritizes mastering skills, emphasizing dynamic and personalized learning experiences.

The competencies within the program span a spectrum of important skills. This strategic alignment ensures that the courses not only deliver knowledge but also provide a practical and applicable skill set that is transferable to a variety of roles on the CU Anschutz Medical Campus. Through the incorporation of competencies, the courses in the program are poised to serve as catalysts for individual growth and organizational success, epitomizing our dedication to delivering a learning experience that is both impactful and tailored to the unique needs of each participant.

HR Professional Development Program Competency Chart

Course	University Acumen	Human Resources Experties	Relationship Management	Communication	Leadership	Ethical Practices	Consultation
5 Choice of Extraordinary Productivity					•	•	•
Change: Turning Uncertainty into Opportunity			•		•	•	•
Creative Problem Solving			•		•		•
Creativity Bootcamp					•		•
Critical Conversations		•	•	•	•	•	•
Demystifying HR Operations	•	•					
DISC for HR Professionals			•	•	•	•	•
Employee Relations and Performance 101	•	•					
HR Foundations		•					•
HR Technology							
Keys to Hiring Success (Talent Acquisition)	•	•					
Meeting Advantage			•	•	•	•	•
Presentation Advantage				•	•		
Project Management Essentials			•	•	•	•	•
Trust & Inspire Leaders			•	•	•	•	•
Understanding Emotional Intelligence			•	•	•	•	

Additional Information

Attendance

This is a **9-month in-person** program. Individuals participating in this program will be required to submit their attendance for each class. Participants will be provided with a schedule upon acceptance/enrollment in the program and will receive meeting invites ahead of time for all classes. We understand that schedule conflicts may arise; however, ***if you miss more than 2 sessions, you may not receive credit for the program.*** If you have any conflict with dates or know you have previous commitments, please contact hr.ldcustomrequests@cuanschutz.edu as soon as possible in order to determine possible options for making up missed materials.

Development Plan

To assist individuals and managers in identifying an annual development plan, there is a Program Development Plan template posted on our website with this program's resources 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. This is not a requirement of the program but highly recommended.

HR Professional Development Teams Site

Individuals in the cohort-based program will be added to a private Teams site to share insights, resources, and receive updates on pre-work/upcoming sessions.

FAQs

Is supervisor approval required for the program?

- Yes. Individuals must have approval of their supervisor to participate in the program.

What level is this program best geared toward?

- This program is most suited for those that are currently in an HR position or are looking to move into an HR position. We recommend the program for those that are in entry level to mid-level HR roles at CU Anschutz.

After completing the program, will I be eligible for a raise or promotion?

- This program does not guarantee raises or promotions. 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.

If I have already taken any of the courses listed prior to registering for the program, do I need to re-take them with the cohort?

- Yes. Since this is a cohort-based program, all individuals in the program are expected to complete the curriculum together. Many of the courses were specifically created for this unique program.

How long is the cohort program?

- This is a 9-month long cohort-based program.

Is additional work required before and/or in-between sessions?

- Yes, there is usually pre-work required for every session. Pre-work time could vary depending on the curriculum but is usually less than 30 minutes, except for specific session days like the kick-off to the program and for graduation days. Participants will have approximately 3 weeks' advanced notice of any pre-work required before each session. Each session will also involve optional post-work. While this is not required, there will be optional action plans that can be created, recommended supplemental online modules, etc.

How much of a monthly time commitment is the program?

- Each month will involve an entire day of curriculum (days usually start at 8:30am and finish at or before 5pm). Frequent breaks and a lunch break are pre-scheduled for each session date. Pre-work time and optional post-work time could vary from session to session.

How many contact hours is the program?

- Because each session's length could vary, we estimate the entirety of the program to be approximately 65 contact hours with instructors.

What is the cost of the program per participant?

- This is a free program.

I have additional questions about the program. Who can I contact?

- Please reach out to the Learning and Development Team via this email address.