



OhioDAS
SERVICE · SUPPORT · SOLUTIONS
DEPARTMENT OF ADMINISTRATIVE SERVICES

STATE OF OHIO
**ANNUAL LEARNING
AND PROFESSIONAL
DEVELOPMENT**

JULY 2018 - JUNE 2019

**COURSE
CATALOG**

Dear State of Ohio Employee:

The courses featured in the annual 2019 Learning and Development Catalog are designed to enhance employee knowledge and develop competencies in a variety of skills, at all levels of experience, while meeting the needs of learners.

Available to you, as a State of Ohio employee, are many instructor-led and online resources. You may choose the course offerings that best meet your needs. As always, there is no cost for you to participate in any of the courses. However, you are encouraged to consult with your immediate supervisor to determine the appropriate course options that may enhance your job performance, competencies and specific skill development.

The catalog contains courses provided by the Ohio Department of Administrative Services (DAS), Human Resources Division and the Office of LeanOhio. In addition, DAS has included its Equal Opportunity Division - sponsored course offerings to support agencies with their Equal Employment Opportunity, diversity, inclusion and compliance training needs. As a supplement to the Ohio Employee Assistance Program courses, the catalog will continue to offer Optum Behavioral Solutions. In addition, the Ohio Department of Mental Health and Addiction Services (OMHAS) has a course offering available to employees. Please look for "LeanOhio," "OEAP," "Optum," "OHMAS" and "EOD" next to the course title in the At a Glance section of the catalog.

Also included is information about the Ohio Office of Budget and Management Fiscal Academy on Pages 12-13 and the Ohio Public Employee Retirement System on Pages 14-15.

The Office of Learning and Professional Development will continue to focus its efforts on the development of supervisors, managers and leaders via the Lead Ohio: Foundations of Supervision and Inspirational Leaders programs. A number of blended learning courses, resources and tools are available. See the new "Development Resources for State of Ohio Supervisor's" section of the catalog which features highlights of the Lead Ohio programs, as well as the new performance management and development workshops on Pages 32-39.

This year's catalog again features a selection of Learning on Demand courses and videos. Learning on Demand is available to exempt State of Ohio employees of agencies participating in the Employee Development Fund, as well as all information technology professionals. You can now register for e-learning resources and tools that can help you earn professional certifications and sharpen your professional skills. The following are some of the many online certification and certificate programs that can enhance your career:

- DAS Emerging Leaders Program (DAS Certificate)
- Human Resources Certification Institute (HRCI)
 - Professional in Human Resources (PHR)
 - Senior Professional in Human Resources (SPHR)
- Project Management (Certification)
- LeanOhio Six Sigma Green Belt Program (Certification)

For more information, see Pages 17-18 of the catalog to get started strengthening your career by taking advantage of the user-friendly and easily accessible resources.

For questions about State of Ohio learning and development programs, please contact the Human Resources Division, Office of Talent Management at: 1-614-387-6183 or visit das.ohio.gov/learning.

As always, we appreciate your continued participation in the learning and development opportunities offered to State of Ohio employees.

Sincerely,

Robert Blair, Director, DAS

Peter Renner, Deputy Director

DAS Human Resources Division, Office of Talent Management





Table of Contents

Course Registration and Instructor-Led Training Locations	5
At a Glance: Course Schedule by Name	6
Ohio Employee Assistance Program (OEAP).	7
At a Glance: Course Schedule by Date.	8
Training Catalog Acronym Listing.	10
LeanOhio	11
Ohio Office of Budget and Management (OBM)	12
Ohio Public Employees Retirement System (OPERS).	14
Learning On Demand (LOD)	16
Learning on Demand Certificate / Certification	17
Learning on Demand Courses	19
Enterprise Learning Management (ELM) Web-based Courses	26
Development Resources for State of Ohio Supervisors.	32
Lead Ohio: Foundations of Supervision	
Performance Management	
Lead Ohio: Inspirational Leaders	
Learning and Professional Development Courses	40
State of Ohio Employee Competencies	52

Course Registration and Instructor-Led Training Locations

For information about registering for the elective courses offered and training locations, please see below:

Ohio Department of Administrative Services (DAS)

4200 Surface Road, Columbus, Ohio 43228

614-387-6183

[Directions](#)

DAS Office of Collective Bargaining (OCB)

Conference Center

Located on the ODOT property adjacent to I-70 on West Broad Street. (Not the Hilltop location.)

1610 W. Broad St., Columbus, OH 43223

614-466-3317

[Directions](#)

Rhodes State Office Tower

30 E. Broad St., Columbus, OH 43215

614-387-6183

[Directions](#)

Twin Valley Behavioral Healthcare Hospital

North Wing Conference Room

2200 West Broad St., Columbus, OH 43223

614-752-0333

[Directions](#)

Heartland Behavioral Healthcare Hospital

3000 Erie St., South, Massillon, OH 44646

330-833-3135

[Directions](#)

Summit Behavioral Healthcare Hospital

1101 Summit Road, Cincinnati, OH 45237

513-948-3600

[Directions](#)

Opportunities for Ohioans with Disabilities

150 East Campus View Blvd., Columbus, OH 43235

614-438-1200

[Directions](#)

Course Registration Instructions

Register now for any of the course offerings via Enterprise Learning Management (ELM) by following the steps below:

Go to myOhio.gov, click on **My Workspace tab**. Under the Self Service Quick Access section click on **mylearning**. Select **Search** from the list on the mylearning page.

Please note: Course offerings are subject to change. Please check ELM for catalog updates.



At a Glance: State of Ohio Learning and Development Courses

The elective learning and development courses in this catalog are available at **no cost** to you.

Course name, description, competency, time and location can be found on the noted pages below.

AT A GLANCE SCHEDULE BY COURSE NAME

COURSE	DATES OFFERED	PAGE
Actively Engaged in My Performance	Aug. 22, Nov. 28, March 27, May 10	40
Assertiveness	Sept. 19, Jan. 30, June 21	40
Children and Stress (Optum)	July 26	41
Communications and Difficult Conversations	Aug. 17, Feb. 26, June 7	41
Communication Skills for the Workplace (Optum)	July 23	41
Confronting Workplace Violence and Bullying (OEAP)	Sept. 20, April 16	41
Conquering Fear and Anxiety (Optum)	Jan. 24	42
Creating Passion (Optum)	June 13	42
Customer Service 101	Sept. 14, April 12	42
Customer Service in a Compliance Environment	Aug. 10, Feb. 7	42
Customer Service: Taking C.A.R.E. of Ohio	July 27, Dec. 6, March 13	43
Dealing with Challenging People (Optum)	Nov. 6	43
Dealing with Negativity in the Workplace (Optum)	May 14	43
Diversity and Inclusion 101 (EOD)	Upon request	43
Equal Employment Opportunity 101 (EOD)	Upon request	44
Emotional Eating (Optum)	March 19	44
Emotional Intelligence	Aug. 7, Dec. 5, Feb. 28, June 7	44
Implicit Bias (EOD)	Upon request	44
Improving Communication Skills for Employees (Optum)	April 18	45
Instructional Skills Training for New Trainers (two-day course)	Oct. 18 and 19, March 28 and 29	45
Is Supervising for Me?	Sept. 7, Jan. 17, May 7	46
Life Matters: Suicide Awareness (OEAP)	Feb. 21	46
Managing Multiple Priorities to Maximize Your Day (Optum)	Feb. 5	46
Managing Stress for Success (Optum)	Oct. 18	47
More than a Bad Day: Mental Health Concerns in the Workplace (OEAP)	Oct. 16	47
Moving from Diversity to Inclusion	Oct. 17, April 5	47

AT A GLANCE SCHEDULE BY COURSE NAME

COURSE	DATES OFFERED	PAGE
New EEO Officer Training: Understanding Equal Employment Opportunity Law, Policies, Complaint System and Investigation (EOD)	July 11, Feb. 8	47
Organizational Change Management	Oct. 31, May 1	48
Position Description Writing	Oct. 4, April 11	48
Religious Discrimination (EOD)	Upon request	49
Respect and Positive Interaction in the Workplace (Optum)	Sept. 13	49
Sexual Harassment (EOD)	Upon Request	49
Sexual Harassment Awareness and Prevention for Management (EOD)	Nov. 9, May 10	49
Stress: Putting it to Rest (OEAP)	July 26, Nov. 15, March 21, May 14	50
The Jerk at Work: Bullying in the Workplace (OEAP)	Jan. 10, June 11	50
Time Management	Aug. 3, Feb. 8	51
Trauma Informed Care (TIC)-Creating Environments of Resiliency and Hope (OMHAS)	Aug. 14, Nov. 14, March 20	51
Violence in Schools (Optum)	Sept. 25	51
Your Healthy Heart (Optum)	Feb. 14	51


EAP

OHIO EMPLOYEE ASSISTANCE PROGRAM

800-221-6327 / 614-644-8545
das.ohio.gov/eap

Ohio Employee Assistance Program (OEAP) offers confidential help for personal problems and concerns. If you've been putting off taking action to solve a personal issue that is affecting you or a member of your family, give OEAP a call today.

AT A GLANCE SCHEDULE BY COURSE DATE

MONTH	DATES OFFERED	COURSE	PAGE
JULY	11	New EEO Officer Training: Understanding Equal Employment Opportunity Law, Policies, Complaint System and Investigation (EOD)	47
	23	Communication Skills for the Workplace (Optum)	41
	26	Children and Stress (Optum)	41
	26	Stress: Putting it to Rest (OEAP)	50
	27	Customer Service: Taking C.A.R.E. of Ohio	43
AUG.	3	Time Management	51
	7	Emotional Intelligence	44
	10	Customer Service in a Compliance Environment	42
	14	Trauma Informed Care (TIC)-Creating Environments of Resiliency and Hope (OMHAS)	51
	17	Communications and Difficult Conversations	41
	22	Actively Engaged in My Performance	40
SEPT.	7	Is Supervising for Me?	46
	13	Respect and Positive Interaction in the Workplace (Optum)	49
	14	Customer Service 101	42
	19	Assertiveness	40
	20	Confronting Workplace Violence and Bullying (OEAP)	41
	25	Violence in Schools (Optum)	51
OCT.	4	Position Description Writing	48
	16	More than a Bad Day: Mental Health Concerns in the Workplace (OEAP)	47
	17	Moving from Diversity to Inclusion	47
	18	Managing Stress for Success (Optum)	47
	18 and 19	Instructional Skills Training for New Trainers (two-day course)	45
	31	Organizational Change Management	48
NOV.	6	Dealing with Challenging People (Optum)	43
	9	Sexual Harassment Awareness and Prevention for Management (EOD)	49
	14	Trauma Informed Care (TIC)-Creating Environments of Resiliency and Hope (OMHAS)	51
	15	Stress: Putting it to Rest (OEAP)	50
	28	Actively Engaged in My Performance	40
DEC.	5	Emotional Intelligence	44
	6	Customer Service: Taking C.A.R.E. of Ohio	43

AT A GLANCE SCHEDULE BY COURSE DATE

MONTH	DATES OFFERED	COURSE	PAGE
JAN.	10	The Jerk at Work: Bullying in the Workplace (OEAP)	50
	17	Is Supervising for Me?	46
	24	Conquering Fear and Anxiety (Optum)	42
	30	Assertiveness	40
FEB.	5	Managing Multiple Priorities to Maximize Your Day (Optum)	46
	7	Customer Service in a Compliance Environment	42
	8	New EEO Officer Training: Understanding Equal Employment Opportunity Law, Policies, Complaint System and Investigation (EOD)	47
	8	Time Management	51
	14	Your Healthy Heart (Optum)	51
	21	Life Matters: Suicide Awareness (OEAP)	46
	26	Communications and Difficult Conversations	41
	28	Emotional Intelligence	44
MARCH	13	Customer Service: Taking C.A.R.E. of Ohio	43
	19	Emotional Eating (Optum)	44
	20	Trauma Informed Care (TIC)-Creating Environments of Resiliency and Hope (OMHAS)	51
	21	Stress: Putting it to Rest (OEAP)	50
	27	Actively Engaged in My Performance	40
	28 and 29	Instructional Skills Training for New Trainers (two-day course)	45
APRIL	5	Moving from Diversity to Inclusion	47
	11	Position Description Writing	48
	12	Customer Service 101	42
	16	Confronting Workplace Violence and Bullying (OEAP)	41
	18	Improving Communication Skills for Employees (Optum)	45
MAY	1	Organizational Change Management	48
	7	Is Supervising for Me?	46
	10	Actively Engaged in My Performance	40
	10	Sexual Harassment Awareness and Prevention for Management (EOD)	49
	14	Dealing with Negativity in the Workplace (Optum)	43
	14	Stress: Putting it to Rest (OEAP)	50
JUNE	7	Communications and Difficult Conversations	41
	7	Emotional Intelligence	44
	11	The Jerk at Work: Bullying in the Workplace (OEAP)	50
	13	Creating Passion (Optum)	42
	21	Assertiveness	40

TRAINING CATALOG ACRONYM LISTING

ACRONYM	NAME
BU	Bargaining Unit
CEU	Continuing Education Unit
DAS	Ohio Department of Administrative Services
DMAIC	Define, Measure, Analyze, Improve and Control
EDF	Employee Development Fund
EDGE	Encouraging Diversity, Growth and Equity
EEO	Equal Employment Opportunity
ELM	Enterprise Learning Management
EOD	Equal Opportunity Division
FIN	Financial
HRCI	Human Resource Certification Institute
HRD	Human Resources Division
ILT	Instructor-Led Training
IT	Information Technology
LO: FoS	Lead Ohio: Foundations of Supervision
LO: IL	Lead Ohio: Inspirational Leaders
LOD	Learning on Demand
MBE	Minority Business Enterprise
OAKS	Ohio Administrative Knowledge System
OBM	Ohio Office of Budget and Management
OCB	Office of Collective Bargaining
ODOT	Ohio Department of Transportation
OEAP	Ohio Employee Assistance Program
OFA	Ohio Fiscal Academy
OMHAS	Ohio Department of Mental Health and Addiction Services
OPERS	Ohio Public Employee's Retirement System
OTM	Office of Talent Management
PHR	Professional in Human Resources
SHRM	State Human Resources Management
SPHR	Senior Professional in Human Resources
TDC	Talent Development Community
TIC	Trauma Informed Care



LEANOHIO



Yellow Belt

This instructor-led introductory course is about using Lean thinking to make daily improvements in the workplace. The training provides tools for attaining and sustaining awareness around Lean Daily Management and is taught by agency LeanOhio trainers.

Competencies Supported:

- Customer Focus
- Making Decisions and Solving Problems

Location: Various Locations



LeanOhio Boot Camp

LeanOhio Boot Camp is an intensive four-day training program intended to get people learning and using Lean methods and tools and is tailored for public-sector workplaces. This is practical training aimed at generating results. Participants will be able to use their new knowledge and skills immediately to affect positive change in their agencies.

Competencies Supported:

- Customer Focus
- Making Decisions and Solving Problems
- Analyzing Data or Information

Location: Rhodes State Office Tower, 30 E. Broad Street, Room 1845, Columbus, OH



Green Belt

The Green Belt program provides an in-depth, hands-on experience in which people learn process improvement tools, techniques, and applications. The program provides substantial content on Six Sigma, with added focus on data and data analysis in order to promote objective problem-solving and decision-making. Upon completion of this four-day program, participants will be proficient in the basic analytical tools necessary to Define, Measure, Analyze, Improve, and Control (DMAIC) Lean Six Sigma improvement projects.

Competencies Supported:

- Customer Focus
- Making Decisions and Solving Problems
- Analyzing Data or Information
- Monitoring and Controlling Resources

Location: Rhodes State Office Tower, 30 E. Broad Street, Room 1845, Columbus, OH

Prerequisites: LeanOhio Boot Camp



Black Belt

The Black Belt program is an intensive five-week course (extending over a number of months) focused on Lean and Six Sigma principles and tools. The program provides instruction and practice on methods to cut waste, save time, increase customer focus, and reduce costs. A full week focuses on how to scope and conduct a Kaizen event. The term Kaizen is Japanese, meaning to change (kai) for the better (zen). Kaizen teams achieve this by analyzing every part of a work process – then transforming it to be simpler, faster, better, and less costly. Black Belts collect and analyze data, co-facilitate Kaizen events, guide other improvement projects, and measure agency results.

Competencies Supported:

- Customer Focus
- Making Decisions and Solving Problems
- Analyzing Data or Information
- Developing and Building Teams
- Monitoring and Controlling Resources
- Providing Consultation and Advice to Others

Location: Rhodes State Office Tower, 30 E. Broad Street, Room 1845, Columbus, OH

Prerequisites: Green Belt Training

Enrollment for Belt Classes: Check lean.ohio.gov/training.aspx for more information.

OHIO OFFICE OF BUDGET AND MANAGEMENT (OBM)



Ohio Fiscal Academy

OHIO OFFICE OF BUDGET AND MANAGEMENT

The Ohio Fiscal Academy (OFA)

The **Ohio Fiscal Academy (OFA)** is a robust, three-tiered program that provides operational, theoretical and hands-on experiences for State of Ohio fiscal professionals.

Each year, OBM accepts OFA applications from State of Ohio employees employed in the following classifications:

- Financial Analyst
- Sourcing Analyst
- Financial Manager
- Fiscal Specialist
- Budget Analyst
- Employed in a fiscal or budgetary capacity

Note: Other positions may be considered for entry into the program at the discretion of the OBM training director.

Applications will be accepted in Fall 2018. Selection will be limited to 25 participants.

To learn more or apply, please visit obm.ohio.gov/OFA.

The FIN SOURCE

The **FIN SOURCE** for Ohio is an online, single-source repository where you can access State of Ohio financial policies and procedures. "The FIN SOURCE" provides complete and easy access to information by:

- Offering the current version of a fiscal process or procedure;
- Providing easy key-word search functionality; and
- Publishing dynamic content to a user-friendly web-based location.

This online, searchable help site is a "one-stop-shop" providing users with:

- A glossary – financial terminology from the Account ChartField to Zero-Base Budgeting
- The "SAFE Policy Manual" – policy and guidance on revenue and expenditure transactions and the payment process
- The "OAKS FIN Account Code Table" – quickly and easily find the right Account Code to enter into OAKS FIN; and
- The "OAKS FIN Online Process Manual" – step-by-step procedures for FIN functions in OAKS:

Find "The FIN SOURCE" online at:

finsource.ohio.gov.



Statewide Fiscal Orientation

If you're a new fiscal employee and you've found yourself asking, "Why do we do it that way?" this is the course for you. OBM's **Statewide Fiscal Orientation** will help new fiscal employees get up to speed during the first 90 to 120 days on the job. This virtual training program provides a "big picture" overview of the following five areas:

- Budget and Allotments;
- Transactional Tools;
- Minority Business Enterprise (MBE)/Encouraging Diversity, Growth and Equity (EDGE) programs;
- Procurement; and
- Revenue

If you are interested in attending the Statewide Fiscal Orientation, please email

obm.trainingacademy@obm.ohio.gov.



OBM



Training Academy

OHIO PUBLIC EMPLOYEES RETIREMENT SYSTEM (OPERS)

How to Select Your OPERS Retirement Plan

This seminar is for new members within their 180-day selection period. It provides an overview and comparison of the three retirement plans with education and resources to help new members with their plan selection.

[Click here](#) to watch a video of this seminar or for a list of live webinar opportunities.

Bridging the Gap to Financial Wellness

Financial wellness is the knowledge of personal finance which enables healthier financial decisions to achieve one's goals and enhance the overall quality of life. Our goal at OPERS is to provide members with hands-on, real-life training to gain a better understanding of their personal finances and make sound financial decisions that can lead to a secure retirement in the future. This interactive workshop will help you assess your financial wellness, review your current spending habits and estimate your retirement income so you can identify the "gap" between what you will have in retirement and what you will need. We'll also show you ways you can begin closing your gap today. Let us help you get started on a path to financial wellness.

[Click here](#) for in-person seminar opportunities near you.

Education Today for Retirement Tomorrow

This webinar is for Group B and C members in the Traditional Pension Plan who are more than five years from retirement. Information will be provided about your pension benefits and health care in retirement. You will learn how you can take an active role in preparing for your retirement and make retirement decisions throughout your career.

[Click here](#) for a list of live webinar opportunities.

Ready to Retire Pension and Health Care

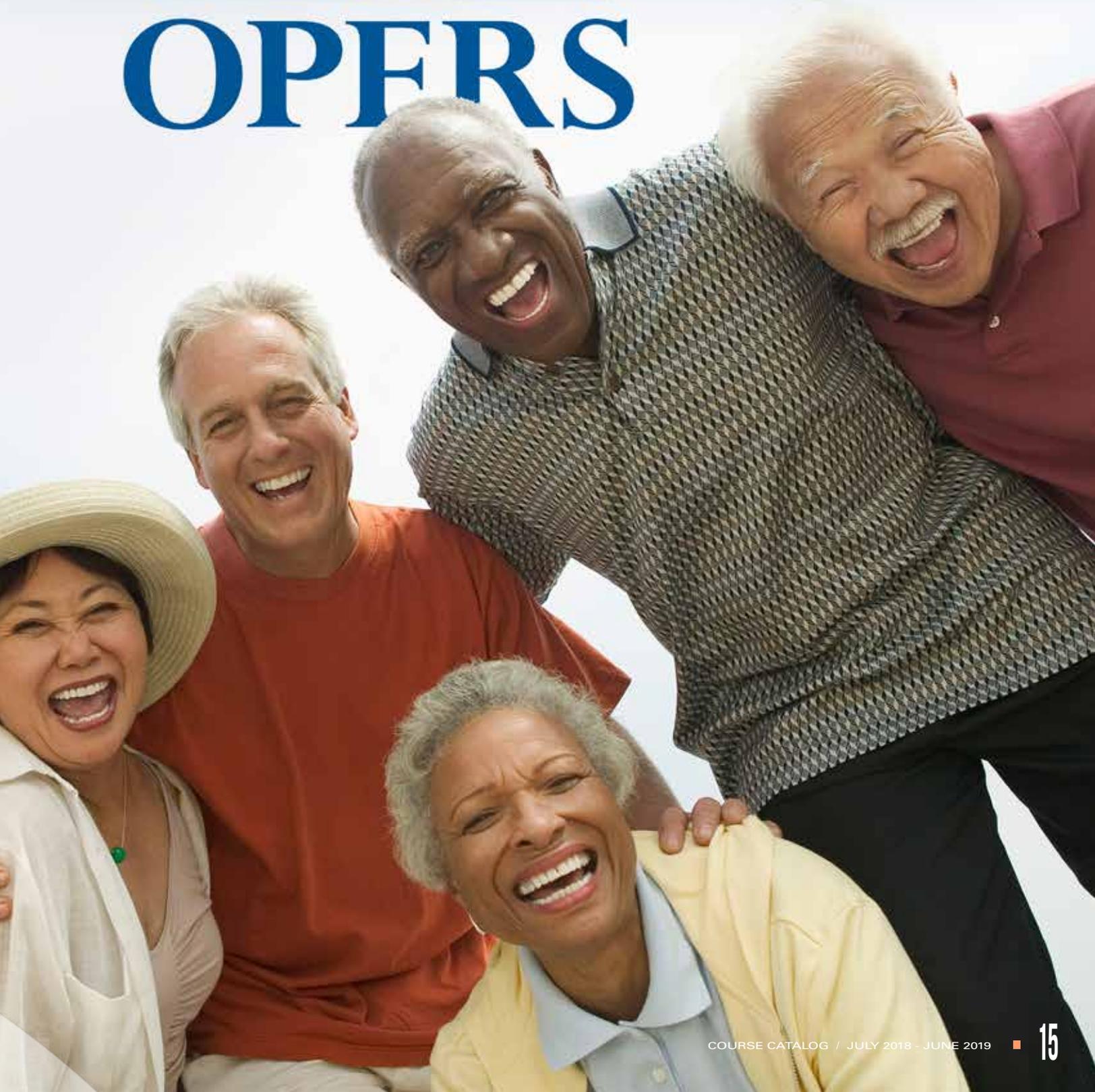
This seminar is for Group A and B members in the Traditional Pension Plan who are within five years of retirement eligibility. Information will be provided about your pension benefits and health care, including any changes that will impact your retirement. You will learn useful tips and information about the tools available to you to help you transition from work to retirement, and also important timeline details about your transition.

[Click here](#) for in-person seminar dates near you or for a list of live webinar opportunities.





OPERS



LEARNING ON DEMAND (LOD)

Welcome to the State of Ohio Learning On Demand

What is Learning on Demand?

Learning on Demand is the State of Ohio's e-learning portal. It is a just-in-time e-learning resource and support tool that will enhance your professional development and technical skills.

The program is your gateway to learning when and where you need it. You can learn new skills to apply to your daily work activities to improve performance.

Learning on Demand offers a wide variety of online learning resources. These include: more than 3,500 courses, 31,000 books, 35,000 videos, simulations, test preps, SkillBriefs, express guides and various job aids. Also, online real time assistance (e.g., project management, Six Sigma and mentoring) is available for certification-oriented courses.

Who can access Learning on Demand content?

State of Ohio exempt employees with agencies participating in the Employee Development Fund (EDF), as well as all information technology (IT) professionals (both exempt and bargaining unit).

How do I access Learning on Demand?

Follow these simple steps:

1. Go to MyOhio.gov
2. Sign on with your State User ID and Password.
3. User ID and Password are case sensitive. Be sure your caps lock key is off.
4. Click on **My Workspace**, then select **Applications**, and click on **Learning on Demand**.



Note: Please review and adhere to your agency's training guidelines, policies and procedures regarding use of these e-learning tools and resources.

Learning On Demand

Ohio's e-Learning Resource

LEARNING ON DEMAND (LOD) CERTIFICATE / CERTIFICATION PROGRAMS



DAS Emerging Leaders Program (Certificate)

This DAS Emerging Leaders Program, which was renamed from DAS Online Supervision Program, is designed to provide learning resources to enhance the knowledge, skills and confidence of new supervisors or emerging leaders. The curriculum focuses on fundamental supervisory skills that compliment both professional knowledge and technical skills. Completion of this curriculum sets the stage for improved team effectiveness.

Human Resources Certification Institute (HRCI)

- o HRCI-Professional in Human Resources (PHR)
- o HRCI-Senior Professional in Human Resources (SPHR)

Are you a Human Resources (HR) professional who implements policies and strategies, serves as the point of contact for staff and stakeholders, delivers HR services and performs operational HR functions? If so, you may want to consider this certification program if you are pursuing a career in human resources management. This program will help you prepare for the examination.

Project Management (Certification)

This course is geared toward information technology professionals interested in learning to manage larger projects and gain more responsibility or add project management skills to their current role. This program will prepare you for the exam as well as enhance your effectiveness when working with project teams.

To learn more about these programs, please visit [LearningonDemand](https://www.learningondemand.com).

If you have questions, please contact LearningonDemand@das.ohio.gov.

LEARNING ON DEMAND (LOD) CERTIFICATE / CERTIFICATION PROGRAMS



LeanOhio Six Sigma Green Belt Program (Certification)

A LeanOhio Six Sigma Green Belt-certified person is an essential member of every project team. Whether you're tasked with leading projects or looking to expand your knowledge, this Lean Six Sigma Green Belt program will help you develop skills in process improvement tools, techniques, and applications. The program offers content on Six Sigma, with added focus on data analysis to promote objective problem-solving and decision-making.

This program is designed to meet the needs of State of Ohio employees and aligns to the American Society of Quality Body of Knowledge. Upon completion of this program, participants will be proficient in the basic analytical tools necessary to Define, Measure, Analyze, Improve, and Control (DMAIC) Lean Six Sigma improvement projects. Completion of this coursework will assist participants toward achieving their LeanOhio Green Belt certification and becoming productive project team members. To become eligible for the Green Belt program, participants are required to:

Complete LeanOhio Boot Camp and submit A3 (a ledger size (11 x 17) piece of paper used for documenting the necessary information needed for decision-making and progress reporting project results to LeanOhio.

To earn a LeanOhio Green Belt, participants must:

- Complete the in-person or Learning on Demand online Green Belt program;
- Complete a process improvement project using the DMAIC (Found on Page 11) methodology;
- Demonstrate use of Lean tools, collect and use data as part of the project; and
- Present project to LeanOhio network.

HRCI and Project Management items require a test outside of Learning on Demand, the successful passing of which results in certification.

LEARNING ON DEMAND COURSES



BUSINESS ANALYSIS

Introduction to Business Analysis

This course provides an overview of business analysis, foundational terms and concepts used by business analysts who work in the field.

State Competency Support:	Offered:
<ul style="list-style-type: none">Analyzing Data or Information	Length: 60 Minutes Audience: Employee



COMMUNICATION SKILLS

Forming Peer Relationships and Alliances at Work

Developing a healthy network of peers you trust plays a major role in your success at work. This course explores how to leverage social and communication skills in building peer relationships.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with People Outside the Organization	Length: 60 Minutes Audience: Employee, Manager

Using Business Etiquette to Build Professional Relationships

This course demonstrates how to put business etiquette to work for you. You will learn how to make a positive first impression by practicing the appropriate code of behavior. Also, it teaches how to diffuse conflict when it occurs so you can maintain a positive relationship with others.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and Subordinates	Length: 60 Minutes Type: Skillsoft Course Audience: Individual Contributor, Manager

LEARNING ON DEMAND COURSES

CUSTOMER SERVICE

Designing a Customer Service Strategy

There are several defining moments, or moments of truth, that can make or break every service transaction. To successfully navigate these moments of truth, it's important for service organizations to add value to a customers' experience by creating and implementing strong, clearly defined service standards. In this course, you will learn techniques used to shape the direction of customer service in an organization, including mapping, researching, taking action on, and evaluating moments of truth. Also, you will learn how to develop and implement customer service standards and strategies.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus	Length: 28 Minutes Audience: Employee, Manager

Developing Your Customer Focus

Customers have the power – the power of choice. So how can you make it an easy decision for them to choose you and your company? This Challenge Series exercise explores how to know, meet and anticipate what your customers are looking for.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus	Length: 15 Minutes Audience: Employee



Rapport Building in Customer Service

Good customer service and strong customer relationships begin with building rapport. Building rapport requires knowing your customers, understanding their situations, and providing an empathetic ear for them to voice their concerns. In this course, you will learn how to build rapport with customers by paying close attention to their needs, connecting with them, and being positive. You'll also learn how to empathize with customers by relating your own experiences, reflecting their emotions back to them, and normalizing their difficulties.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus	Length: 28 Minutes Audience: Employee, Manager

LEARNING ON DEMAND COURSES



DESKTOP/COMPUTER SKILLS

Customizing and Managing Outlook 2016

Microsoft Outlook 2016 includes a variety of management and customization features that allow you to change the way you view and control Outlook to search for items. This course discusses options that allow you to modify, customize, and personalize Outlook. In this course, you will learn how to locate messages and items using Instant Search and Advanced Find, create search folders, add e-mail accounts, and delegate access to an account.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 68 Minutes Audience: Employee, Manager

Microsoft Excel 2016 Essentials: Data Presentation Strategies

Microsoft Excel 2016 provides many options for improving the presentation of your data. In this course, you will learn about adding visual impact to your data using Sparklines, linking to different locations using hyperlinks and creating custom formatting rules. You will learn about the many tools Excel 2016 provides for visually enhancing the appearance of your data.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 48 Minutes Audience: Employee, Manager

Microsoft Excel 2016 Essentials: Formulas and Functions

Being able to use formulas to complete calculations not only simplifies your work, but also helps to reduce the number of errors that can arise with such complex tasks.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 68 Minutes Audience: Employee, Manager

Microsoft Office 365: Applications

In this course, you'll be introduced to the online applications and their uses.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 40 Minutes Audience: Employee, Manager

LEARNING ON DEMAND COURSES



DESKTOP/COMPUTER SKILLS

Microsoft Office 2016: Identify New Features in Office 2016

After watching this video, you will be able to recognize the new cross-platform features in Office 2016 and use enhanced features in Word 2016 and Outlook 2016.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 11 Minutes Audience: Employee, Manager

Microsoft Office 2016 Intermediate Excel: Creating Custom Visual Effects

A picture can paint a thousand words, but Microsoft Excel 2016 makes adding both words and pictures to your workbooks very straightforward. In this course, you will learn how to insert and style text boxes, shapes and SmartArt. Also, you will learn about applying and customizing themes and watermarks.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 68 Minutes Audience: Employee, Manager

Microsoft Office 2016 Intermediate Excel: Macros and Advanced Queries

Using macros in Excel 2016 lets you save time when performing repetitive tasks.

State Competency Support:	Offered:
<ul style="list-style-type: none">Working with Computers	Length: 71 Minutes Type: Skillsoft Course Audience: Individual Contributor, Manager



LEARNING ON DEMAND COURSES

PROFESSIONAL EFFECTIVENESS

Business Writing: How to Write Clearly and Concisely

This course describes ways to make your writing more clear. Specifically, it covers the importance of using short, familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases. The course also discusses ways to be more concise and explains some best practices for organizing content logically and appropriately.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and Subordinates	Length: 60 Minutes Audience: Employee, Manager

Business Writing: Know Your Readers and Your Purpose

To write effective and appropriate business messages, you need to know your readers. Are you addressing multiple readers or a single reader? How much knowledge do your readers have of your subject, and what issues concern them most? These are just some of the questions to consider before you start writing your message.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and Subordinates	Length: 60 Minutes Audience: Employee, Manager

Developing Your Reputation of Professionalism with Business Etiquette

This course introduces you to the basics of how to act professionally and practice proper business etiquette. It also explains how to present yourself in the work environment, including looking the part of a professional and ensuring your workspace reflects positively on you. Also, it looks at how to ensure your personal activities do not impact your work reputation, which is especially important in the time of far-reaching social media.

State Competency Support:	Offered:
<ul style="list-style-type: none">Customer FocusEvaluating Information to Determine Compliance with Standards	Length: 60 Minutes Audience: Employee, Manager



LEARNING ON DEMAND COURSES



PROFESSIONAL EFFECTIVENESS

Problem Solving: Determining and Building Your Strengths

This course helps you assess and develop your problem-solving skills; also, it aims to help you recognize and overcome several types of bias.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	Length: 60 Minutes Audience: Employee, Manager

Solving Problems: Generating and Evaluating Alternatives

In this course, you will first learn how to elicit descriptions of ideal states. Next, you will find out how to use basic techniques to generate and evaluate alternative solutions to a problem. Finally, you will learn to recognize and avoid common pitfalls that can occur while generating and evaluating alternatives.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	Length: 38 Minutes Audience: Employee, Manager

LEARNING ON DEMAND COURSES



TIME MANAGEMENT

Time Management: Quit Making Excuses and Make Time Instead

Learn what you can do to spend your time more wisely and productively. Also, you'll learn to block the time stealers that interfere with your productivity, use to-do lists and schedules to organize your time and tasks and develop a regular habit of checking your plans to make sure you're getting them done.

State Competency Support:	Offered:
<ul style="list-style-type: none">Organizing, Planning and Prioritizing Work	Length: 32 Minutes Audience: Employee, Manager

Time Management: Ready, Set, FOCUS

You'll find out how to manage your internal focus deficiencies, make your environment work for you, gracefully decline requests when you need to and refocus when circumstances change. Get ready to get things done.

State Competency Support:	Offered:
<ul style="list-style-type: none">Organizing, Planning and Prioritizing Work	Length: 32 Minutes Type: Skillsoft Course Audience: Employee, Manager



WORK/LIFE BALANCE

Optimizing Your Work/Life Balance: Taking Control of Your Stress

This course will explain how the signs and symptoms of stress could be physiological, behavioral and psychological in nature and where these stresses can come from.

State Competency Support:	Offered:
<ul style="list-style-type: none">Developing Objectives and Strategies	Length: 60 Minutes Audience: Employee, Manager

ENTERPRISE LEARNING MANAGEMENT (ELM) WEB-BASED COURSES

Business Intelligence Overview

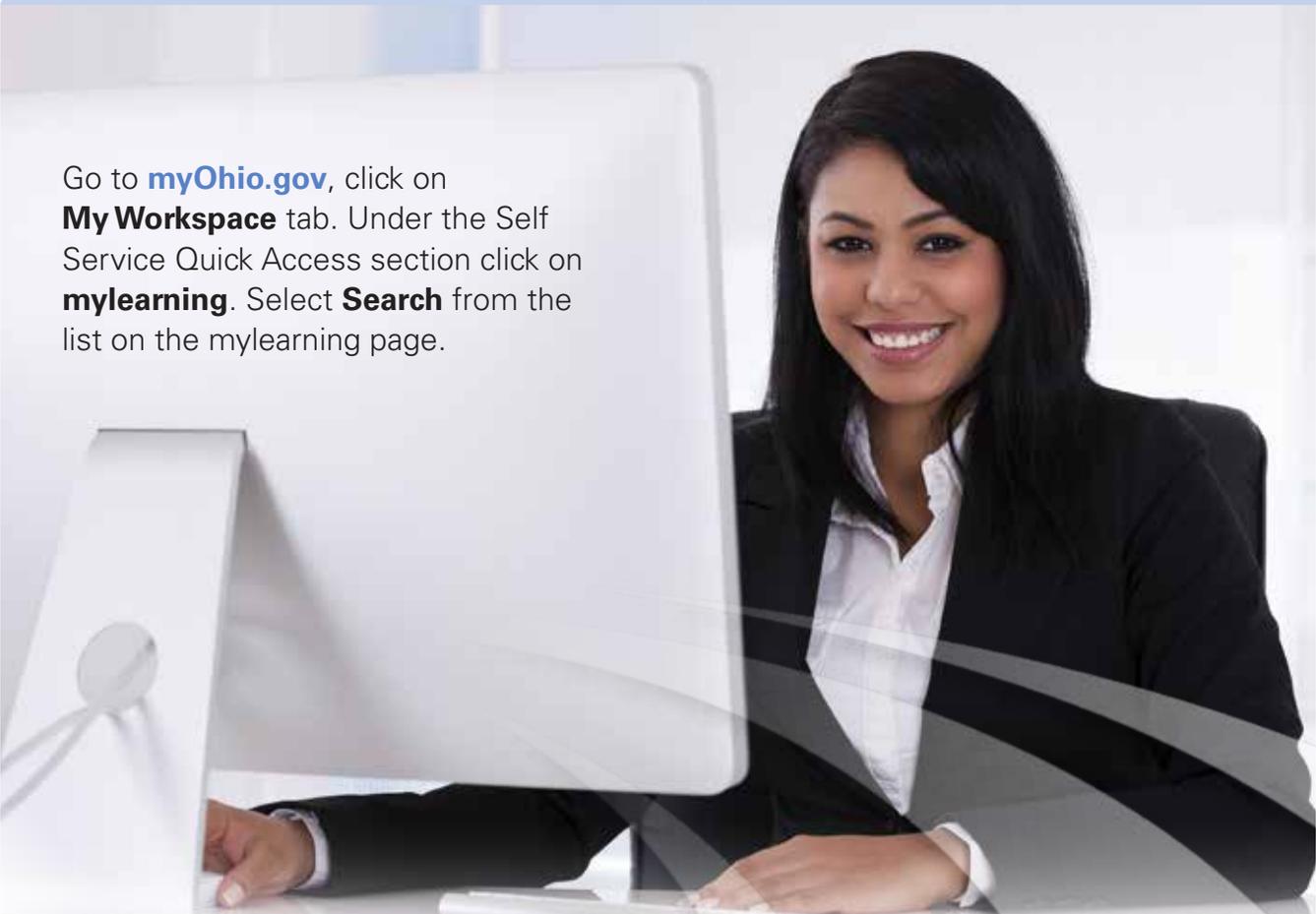
Overview of the Business Intelligence solution, the state's new reporting strategy, the reporting decision tree (a.k.a. what tool to go to for your transactional or analytical reporting needs), and reporting roles.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems• Getting Information	Length: 60 Minutes Audience: Employee, Manager

Data Classification Training

This course provides an understanding of the data classification methodology from state policy for the purpose of managing data and information systems with regard to their level of confidentiality and criticality.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Analyzing Data or Information	Length: 60 Minutes Audience: HR Administrators/Professionals



Go to myOhio.gov, click on **My Workspace** tab. Under the Self Service Quick Access section click on **mylearning**. Select **Search** from the list on the mylearning page.

ENTERPRISE LEARNING MANAGEMENT (ELM) WEB-BASED COURSES

Data Classification Worksheet Training

This course provides instruction on how to use the Data Classification Worksheet to obtain recommended data classification levels for both confidentiality and criticality for systems and assets.

State Competency Support:	Offered:
<ul style="list-style-type: none">Analyzing Data or Information	Length: 5 Minutes Audience: HR Administrators/Professionals

Equal Employment Opportunity Training

This course offers agencies an opportunity to comply with the Ohio Administrative Code Rule and Employee Anti-Discrimination and Anti-Harassment Reporting Policy and Procedures.

State Competency Support:	Offered:
<ul style="list-style-type: none">Getting Information	Length: 45 Minutes Audience: HR Administrators

FIN 101: OAKS in a Nutshell

Complete this course to learn the basics of OAKS FIN (how to log in, use the menu, navigate, attach files, etc.).

State Competency Support:	Offered:
<ul style="list-style-type: none">Documenting/Recording InformationMonitoring and Controlling ResourcesWorking with Computers	Length: 20 Minutes Audience: Employee, Manager

FIN 102: Introduction to OAKS Financials

Complete this course to learn about the individual modules of OAKS FIN (Accounts Payable, Billing, General Ledger (GL), etc.) and how they interact.

State Competency Support:	Offered:
<ul style="list-style-type: none">Documenting/Recording InformationMonitoring and Controlling ResourcesWorking with Computers	Length: 25 Minutes Audience: Employee, Manager

ENTERPRISE LEARNING MANAGEMENT (ELM) WEB-BASED COURSES

Human Trafficking Awareness

This one-hour video covers the definition and signs of human trafficking.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Length: 60 Minutes Audience: All Employees

LeanOhio White Belt

This online course is a high-level overview of why and how LeanOhio utilizes continuous improvement methodologies to help make state government in Ohio simpler, faster, better, and less costly. It introduces participants to core Lean Six Sigma concepts and aims to shift mindsets from tolerating process problems to addressing those problems and seeking solutions – while pointing the way to improvement opportunities and building interest in furthering people’s Lean learning.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus• Getting Information• Making Decisions and Solving Problems	Length: 90 Minutes Audience: Employee, Manager

Managers Supporting Caregivers in the Workplace

This course will provide a foundational level of understanding of what/who a caregiver is, consider some of the situations that employees may face and ensure agency frontline supervisors understand employee benefits and rights. The course provides an opportunity to discuss the issues facing working caregivers and will teach you the essential resources that can assist working caregivers in maintaining a healthy balance between work responsibilities and the needs of the caregiver.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Assisting and Caring for Others	Length: 25 Minutes Audience: Manager

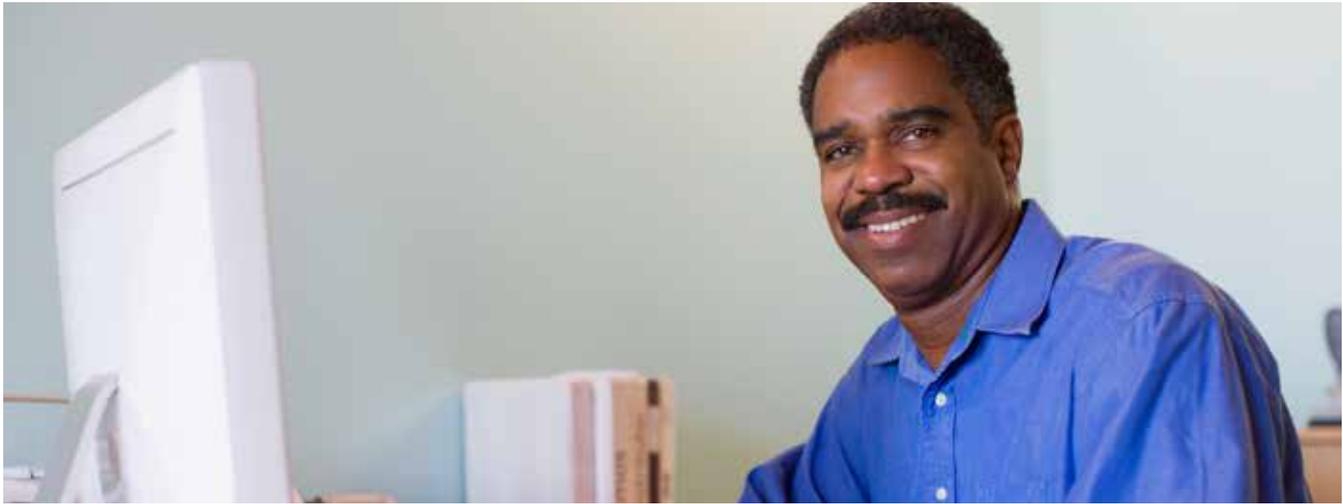
Ohio Budget Process

This course will help you to understand how the state budget process works. You’ll learn when certain activities occur during the budget process, how agencies create their budgets, where the money for the budget comes from, and more.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Monitoring and Controlling Resources	Length: 20 Minutes Audience: Employee, Manager



ENTERPRISE LEARNING MANAGEMENT (ELM) WEB-BASED COURSES



PowerPoint Design

This course is designed to review the basic principles of PowerPoint design and explore techniques that are used in PowerPoint to enhance presentations.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Thinking Creatively	Length: 10 Minutes Audience: Employee, Manager

Securing the Human

This course is intended to help support DAS' efforts to raise awareness of information security issues and responsibilities among employees and, by so doing, to strengthen the level of protection of information kept by Ohio state government.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Length: 45 Minutes Audience: All Employees

Sexual Harassment Awareness Training

This course focuses on concepts, awareness, and prevention of sexual harassment in our work environment.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	Length: 38 Minutes Audience: All Employees

ENTERPRISE LEARNING MANAGEMENT (ELM) WEB-BASED COURSES

Surviving an Active Aggressor/Threat

This course is designed to make employees aware of actions to take in the event of an active aggressor or threat.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	Length: 30 Minutes Audience: Employee, Manager

Understanding the Essentials of Performance Management and Development Cycle

This web-based session will provide an overview of the fundamental concepts and processes of performance management, which include the Performance Management and Development Cycle, SMART goals, and competencies.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Launching July 16 Length: 15 Minutes Audience: All Employees

What Every Manager Should Know – Barbara Warner Workplace Domestic Violence Training

This course provides managers information about domestic violence, its signs, and how to address concerns in the workplace.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Length: 30 Minutes Audience: Manager

What Every Employee Should Know – Barbara Warner Workplace Domestic Violence Training

This course provides important information for employees about the Barbara Warner Workplace Domestic Violence awareness program.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Length: 30 Minutes Audience: Employee



FOUNDATIONS of SUPERVISION

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS

LEAD OHIO: FOUNDATIONS OF SUPERVISION

Foundations of Supervision is a mandatory training program for newly hired or recently promoted State of Ohio supervisors. The program provides consistent statewide leadership guidance to all supervisors/managers. Learners will be introduced to the **State of Ohio Top 10 Supervisor Expectations**.

Eligibility: Lead Ohio: Foundations of Supervision is a mandatory program for new supervisors who currently manage others. Supervisors are expected to enroll in Lead Ohio within 90 days of hire or promotion. Existing supervisors and managers who have two or more direct reports and two or more years of continuous state experience supervising others are encouraged to enroll in the Foundations of Supervision program.

Program Curriculum: Foundations of Supervision consists of the following eight instructor-led training courses designed to provide a consistent training experience for existing and newly hired supervisors to the State of Ohio and the associated training hours:

- Appreciating and Engaging our Differences (4)
- Coaching and Developing Others (8)
- Communicating for Results (8)
- Evaluating your Employees (4)
- Goal Setting (4)
- Introduction to DISC Behavior Styles (4)
- Labor Relations (8)
- Leadership Fundamentals (4)

Supporting Competencies: During the learning experience, participants will become familiar with and/or more proficient in applying critical competencies to strengthen core supervisory behaviors. The following seven competencies will be reinforced throughout the training:

- Judging the Qualities of Objects, Services or People
- Resolving Conflict and Negotiating with Others
- Interpreting the Meaning of Information for Others
- Establishing and Maintaining Interpersonal Relationships
- Getting Information
- Guiding, Directing and Motivating Subordinates
- Making Decisions and Solving Problems

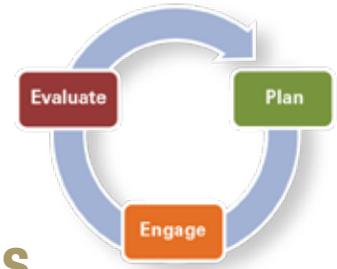
Continuing Education Units (CEUs): There are no CEUs associated with the Foundations of Supervision program.

Program Outcomes: Learners will gain the foundational skills expected for all supervisors within the State of Ohio. Throughout the program, supervisors will obtain an increased level of knowledge needed to:

- Understand and adapt their behavior style;
- Communicate effectively with all levels in the organization;
- Effectively use the performance management process (i.e., Goal Setting, Coaching, and Evaluating);
- Apply the fundamentals of leadership when supervising others;
- Enhance engagement and appreciate differences within the workplace; and
- Consistently apply the collective bargaining agreements within the workforce.

Certificate Requirements: Learners are required to complete all eight courses to receive a certificate of completion.

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS



PERFORMANCE MANAGEMENT: ROADMAP TO MANAGING PERFORMANCE WORKSHOP SERIES

The State of Ohio is committed to building and sustaining a culture of high performance across all agencies. This workshop series is designed to ensure that supervisors understand the performance management and development process, as well as the tools and resources available, and become more aware of their contributions to organizational goals.

Program Objectives:

- Ensure consistency and uniformity in performance management and development language – common terms used and spoken across the state.
- Strengthen the communication process to enable supervisors and employees to work collaboratively to improve and develop performance.
- Build a culture of development to achieve a higher level of workplace performance.

Audience: Supervisors, managers and leaders; HR Administrators and ePerformance Administrators.

The Starting Point: Exploring Expectations, Goals, and Competencies

Supervisors will learn how to effectively establish expectations and goals for each individual employee while better understanding the role of goals and competencies. This is an interactive workshop which includes in-class application of activities.

State Competency Support:

- Guiding, Directing and Motivating Subordinates
- Interpreting the Meaning of Information for Others

***See Performance Management Workshops Cycle Date Chart for dates, locations and times offered.**

Engaging and Supporting Performance

If you are a supervisor wanting to learn how to increase your employee's involvement in developing their performance or how to become better at giving and receiving feedback, you may want to consider this workshop.

State Competency Support:

- Establishing and Maintaining Interpersonal Relationships
- Guiding, Directing and Motivating Subordinates

***See Performance Management Workshops Cycle Date Chart for dates, locations and times offered.**

It's That Time: Evaluating Year-end Performance

During this workshop, supervisors will learn how to enter the collective performance documentation into the annual performance evaluation and conduct an effective performance discussion with the employee.

State Competency Support:

- Judging the Qualities of Objects, Services or People
- Guiding, Directing and Motivating Subordinates

***See Performance Management Workshops Cycle Date Chart for dates, locations and times offered.**

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS



PERFORMANCE MANAGEMENT: ROADMAP TO MANAGING PERFORMANCE WORKSHOP SERIES

*Performance Management Workshops Cycle Date Chart

Performance Management Workshops for Cycle Starting July 1, 2018

Course	Date	Location	Time
The Starting Point	Aug. 1 Aug. 21	Rhodes Tower 4200 Surface Road	8:30 a.m. to 12:30 p.m. 12:30 to 4:30 p.m.
Engaging and Supporting	Oct. 17 Oct. 31	4200 Surface Road Rhodes Tower	12:30 to 4:30 p.m. 8:30 a.m. to 12:30 p.m.
It's That Time	May 9 May 15	4200 Surface Road Rhodes Tower	12:30 to 4:30 p.m. 8:30 a.m. to 12:30 p.m.

Performance Management Workshops for Cycle Starting October 1, 2018

Course	Date	Location	Time
The Starting Point	Oct. 24 Nov. 14	4200 Surface Road Rhodes Tower	12:30 to 4:30 p.m. 8:30 a.m. to 12:30 p.m.
Engaging and Supporting	Jan. 16 Feb. 6	Rhodes Tower 4200 Surface Road	8:30 a.m. to 12:30 p.m. 12:30 to 4:30 p.m.

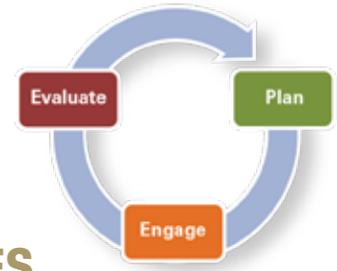
Performance Management Workshops for Cycle Starting January 1, 2019

Course	Date	Location	Time
The Starting Point	Jan. 9 Jan. 23	Rhodes Tower 4200 Surface Road	8:30 a.m. to 12:30 p.m. 12:30 to 4:30 p.m.
Engaging and Supporting	April 3 April 17	4200 Surface Road Rhodes Tower	12:30 to 4:30 p.m. 8:30 a.m. to 12:30 p.m.

Performance Management Workshops for Cycle Starting April 1, 2019

Course	Date	Location	Time
The Starting Point	April 10 April 25	4200 Surface Road Rhodes Tower	12:30 to 4:30 p.m. 8:30 a.m. to 12:30 p.m.

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS



PERFORMANCE MANAGEMENT: ROADMAP TO MANAGING PERFORMANCE WORKSHOP SERIES

Understanding the Essentials of Performance Management and Development Cycle

This web-based session will provide an overview of the fundamental concepts and processes of performance management, which include the Performance Management and Development Cycle, SMART goals, and competencies.

This course is a prerequisite for all workshops - must view prior to attending first instructor-led session.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Getting Information	Launching July 16 Length: 15 Minutes Audience: All Employees

Connecting with Others: Leveraging Performance Discussions

This workshop allows supervisors to put into practice the art of holding impactful performance discussions based upon the principles of question-based coaching.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Guiding, Directing and Motivating Subordinates• Coaching and Developing Others	Nov. 7 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or Nov. 28 at 4200 Surface Road, 12:30 to 4:30 p.m. or Feb. 13 at 4200 Surface Road, 12:30 to 4:30 p.m. or Feb. 27 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or April 24 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or May 8 at 4200 Surface Road, 12:30 to 4:30 p.m.

Performance Development: Why it Matters

Supervisors will learn to leverage and practice performance development using the Performance Improvement Plan and Career Development Plan to develop and strengthen employee skills for improved performance.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Developing Objectives and Strategies• Coaching and Developing Others	Sept. 26 at 4200 Surface Road, 12:30 to 4:30 p.m. or Dec. 12 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or March 6 at 4200 Surface Road, 12:30 to 4:30 p.m. or May 22 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or June 5 at 4200 Surface Road, 12:30 to 4:30 p.m.

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS



PERFORMANCE MANAGEMENT: ROADMAP TO MANAGING PERFORMANCE WORKSHOP SERIES

ePerformance Manager (Rater) Overview

This course will provide hands-on experience in the ePerformance system as a supervisor/manager. During the course, you will learn how to create and complete a performance review.

State Competency Support: <ul style="list-style-type: none">• Documenting/Recording Information• Guiding, Directing and Motivating Subordinates• Working with Computers	Offered: Upon request at 4200 Surface Road, 3 hours
--	---

ePerformance Administrator Refresher

This session provides an overview of the ePerformance module for HR ePerformance Administrators. It includes hands-on practice along with policy information and guidance.

State Competency Support: <ul style="list-style-type: none">• Documenting/Recording Information• Guiding, Directing and Motivating Subordinates• Working with Computers	Offered: Upon request at 4200 Surface Road, 12:30 to 4:30 p.m.
--	--





INSPIRATIONAL LEADERS

DEVELOPMENT RESOURCES FOR STATE OF OHIO SUPERVISORS

LEAD OHIO: INSPIRATIONAL LEADERS

Inspirational Leaders is a competency-based leadership development program designed to build and strengthen leadership capabilities of state managers and leaders. Leaders will gain strategies and tools to achieve business results. The program provides numerous opportunities for leaders to expand their networks across agencies.

Program Year: The program year is based on the state fiscal year (July 1 through June 30). During the program year, learners are encouraged to complete 20 training credits to earn their annual certificate of completion. If the 20 training credits are not accrued during a program year, no certificate will be earned. Inspirational Leaders training credits automatically reset on July 1, providing a new opportunity to earn the 20 training credits needed for the next certificate of completion. Since the curriculum is updated annually, learners are encouraged to earn a certificate of completion each year to continue their leadership development.

Program Curriculum: Inspirational Leaders consists of nine instructor-led training courses and more than 30 unique learning activities offered through a variety of formats (i.e., instructor-led, large group events, and individual learning via online resources and tools). Some instructor-led courses may include pre-assessments and pre-reading materials. To ensure state supervisors and managers receive relevant and current information, the curriculum will be reviewed and refreshed annually. Below is a list of the instructor-led courses available for learners with associated training hours and credits:

- Building Better Teams (8)
- Developing Dynamic Relationships (8)
- DISC Leadership Styles (4)
- Enabling Strategic Action (8)
- Expanding Our Comfort Zone: Recognizing and Managing the Impact of Implicit Bias (8)
- Leading in New Directions (8)
- Next Level Coaching (8)
- Overcoming Conflict through Conversation (8)
- Principles of Effective Leadership (8)

Supporting Competencies: Learners will become more proficient in applying critical leadership competencies. There are seven competencies to support the learning experience via blended learning activities:

- Coaching and Developing Others
- Communicating with Supervisors, Peers and Subordinates
- Establishing and Maintaining Interpersonal Relationships
- Getting Information
- Guiding, Directing and Motivating Subordinates
- Making Decisions and Solving Problems
- Resolving Conflicts and Negotiating with Others

Continuing Education: At this time, CEUs are offered only to professionals in the disciplines of nursing, mental health and social work. The course credits may vary each program year.

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES



Actively Engaged in My Performance

Are you actively engaged with your supervisor in managing your performance? Do you want to be more engaged in your performance development? Learn how to collaborate with your supervisor to plan and set goals and expectations to ensure successful performance throughout the year.

During this course, you will learn the elements of the performance management process, how to set SMART goals, request and accept feedback in a positive way, and discuss how to achieve more open and constructive communication in supervisor and peer relationships.

State Competency Support:

- Developing Objectives and Strategies
- Organizing, Planning and Prioritizing Work

Offered:

Aug. 22 at 4200 Surface Road, 12:30 to 4:30 p.m. or
Nov. 28 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or
March 27 at Rhodes Tower, 12:30 p.m. to 4:30 p.m. or
May 10 at 4200 Surface Road, 8:30 a.m. to 12:30 p.m.
Audience: All Employees

Assertiveness

Being assertive is a core communication skill. It's not just what you say that's important, but also how you say it. Communication that is direct and respectful gives you the best chance of successfully delivering your message.

Assertiveness is defined as standing up for your rights, wants and needs without violating the same rights of others. In this session, we will examine how to communicate more assertively including making requests, giving bad news and saying no.

State Competency Support:

- Coordinating the Work Activities of Others
- Scheduling Work and Activities
- Communicating With People Outside the Organization
- Communicating With Supervisors, Peers and Subordinates
- Making Decisions and Solving Problems

Offered:

Sept. 19 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or
Jan. 30 at 4200 Surface Road, 8:30 a.m. to 12:30 p.m. or
June 21 at 4200 Surface Road, 8:30 a.m. to 12:30 p.m.
Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Children and Stress (Optum)

Stress impacts children as young as seven years old. How can we help children have a happier and more balanced childhood? This workshop outlines the causes and signs of stress. When should parents be alarmed? What are the red flags to look for in our children? We'll discuss the symptoms of stress in children and techniques that will help children on an everyday basis.

State Competency Support:	Offered:
<ul style="list-style-type: none">Assisting and Caring for Others	July 26 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

Communications and Difficult Conversations

Communication skills are multi-dimensional and some of the most important skills you can develop. It is not just what you say, but how you say it that can make a difference.

Difficult conversations become easier when you use the proper technique. It takes practice to make sure you are communicating the proper information in a way that is fully understood – that you say what you mean and mean what you say. You will have an opportunity to practice in the classroom setting.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating With People Outside the OrganizationCommunicating With Supervisors, Peers and SubordinatesResolving Conflicts and Negotiating With Others	Aug. 17 at 4200 Surface Road, 12:30 to 4:30 p.m. or Feb. 26 at 4200 Surface Road, 12:30 to 4:30 p.m. or June 7 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. Audience: All Employees

Communication Skills for the Workplace (Optum)

Communication is perhaps the most important skill to develop to be effective in the workplace. This skill can be developed with practice. This course will help participants learn how to determine the goal of a conversation and what to do before, during and after it, as well as how to identify barriers and use best practices.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and SubordinatesEstablishing and Maintaining Interpersonal Relationships	July 23 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

Confronting Workplace Violence and Bullying (OEAP)

Workplace violence can include bullying, hostility, threats, intimidation and revenge. This course provides you with a better understanding of common causes, early warning signs and intervention services available through OEAP.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and SubordinatesResolving Conflict and Negotiating With OthersMaking Decisions and Solving Problems	Sept. 20 at Rhodes Tower, 9 a.m. to 12 p.m. or April 16 at 4200 Surface Road, 9 a.m. to 12 p.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Conquering Fear and Anxiety (Optum)

Fears and anxieties are made up of thoughts that are based upon either personal experiences or beliefs. Pretending that these thoughts/fears don't exist or aren't that bad can actually make them worse. In this course we'll learn how to talk through our thoughts to realize that our fears and anxieties are manageable and controllable.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	Jan. 24 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

Creating Passion (Optum)

This is a thought-provoking session designed to encourage participants to energize themselves. Content covers creating a productive work environment and self-motivation. The value of goal-setting and achievement also is discussed.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Establishing and Maintaining Interpersonal Relationships	June 13 at Rhodes Tower, 10 to 11 a.m. Audience: All Employees

Customer Service 101

Focused on the basics of good customer service, this interactive course presents proven techniques for creating positive customer experiences. This course is geared toward anyone who has one or more customers (hint: all state employees fit that description). You will leave with skills that can be used in all areas of life. Learn simple, yet powerful tips for communicating effectively and making customers feel valued. Understand the repercussions of not providing good customer service. Share your own customer service experiences and hear about techniques used by State of Ohio agencies and other organizations.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus (Statewide Competency)• Performing for or Working Directly With the Public	Sept. 14 at 4200 Surface Road, 12:30 to 4:30 p.m. or April 12 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. Audience: All Employees

Customer Service in a Compliance Environment

The definition of customer service is not the same for every department or agency. In various State of Ohio environments, some positions must navigate enforcing the laws of our state with people who potentially shout, make threats, cry or get angry with us for the information we have to deliver. If you have reached the end of your rope trying to come up with new ways to satisfy customers and cope with these tough situations, attend this course to obtain practical tools to provide great customer service in a compliance environment.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus (Statewide Competency)• Performing for or Working Directly With the Public	Aug. 10 at 4200 Surface Road, 12:30 to 4:30 p.m. or Feb. 7 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Customer Service: Taking C.A.R.E. of Ohio

This course is not just for those responsible for front-line customer service. It is designed to help everyone become more engaged in their daily interactions. The tools and techniques presented in this course take an inside-out approach to being at the service of others and more engaged in your daily interactions.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Customer Focus (Statewide Competency)• Performing for or Working Directly With the Public	July 27 at 4200 Surface Road, 12:30 to 4:30 p.m. or Dec. 6 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. or March 13 at 4200 Surface Road, 12:30 to 4:30 p.m. Audience: All State Employees

Dealing with Challenging People (Optum)

We all have different perspectives when defining a “challenging person.” Some people challenge the lives of many others, and then there are types who just get under our skin and push our buttons. Regardless of the particulars, we have two choices: 1) learn how to effectively deal with the challenging person, or 2) remove the possibility of interaction with them. In this course we will learn how to deal with the challenging person.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Communicating with Supervisors, Peers and Subordinates• Communicating with People Outside the Organization• Customer Focus• Resolving Conflict and Negotiating With Others	Nov. 6 at Rhodes Tower, 10 to 11 a.m. Audience: All Employees

Dealing with Negativity in the Workplace (Optum)

This program is a must for all employees. Participants will learn how to identify the ways negativity surfaces in the workplace and how to recognize the relationship of workplace change to negative behavior and interaction. Time will be spent helping participants identify ways to stay focused, productive and positive.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Establishing and Maintaining Interpersonal Relationships	May 14 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

Diversity and Inclusion 101 (EOD)

Understanding Diversity and Inclusion and how they apply to the State of Ohio as a workplace.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Developing and Building Teams	Upon Request Length: 1.5 – 2 hours tailored to the organizations' needs Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Equal Employment Opportunity 101 (EOD)

An interactive, participative instructional session on the basics of Equal Employment Opportunity (EEO).

State Competency Support:	Offered:
<ul style="list-style-type: none">Establishing and Maintaining Interpersonal Relationships	Upon Request Length: 1.5 – 2 hours tailored to the organizations' needs Audience: All Employees

Emotional Eating (Optum)

Are you an emotional eater? This program will define and identify reasons for this issue. Participants can explore their own personal food history and examine the relationship between mood and cravings. They will also look at questions to heighten awareness of and determine their own eating behavior. For those who want to move out of emotional eating, there are identified steps, best practices and resources.

State Competency Support:	Offered:
<ul style="list-style-type: none">Providing Consultation and Advice to Others	March 19 at Rhodes Tower, 10 to 11 a.m. Audience: All Employees

Emotional Intelligence

Do you ever feel that displaying emotion is a “bad” thing? Today there is a growing body of evidence indicating that the proper understanding and use of emotions can help you be a more effective employee and communicator. Attend this class to discover how to express your emotions in a way that enables you to build strong relationships with the people around you, your peers, coworkers, supervisor and people in your personal life. Also, you will improve your awareness of the emotions others are experiencing and learn how this information assists you with successful interactions.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating With Supervisors, Peers and SubordinatesEstablishing and Maintaining Interpersonal RelationshipsDeveloping and Building Teams	Aug. 7 at 4200 Surface Road, 8:30 a.m. to 4 p.m. or Dec. 5 at Rhodes Tower, 8:30 a.m. to 4 p.m. or Feb. 28 at Rhodes Tower, 8:30 a.m. to 4 p.m. or June 7 at 4200 Surface Road, 8:30 a.m. to 4 p.m. Audience: All Employees

Implicit Bias (EOD)

This course will define implicit bias, demonstrate how we all have bias, and how to overcome our bias.

State Competency Support:	Offered:
<ul style="list-style-type: none">Developing and Building Teams	Upon Request Length: 1.5 – 2 hours tailored to the organizations' needs Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES



Improving Communication Skills for Employees (Optum)

Communication is a given. It's also the heart and soul of our professional and personal interactions. Depending upon our skill level, the way we communicate can open doors to productive relationships, a good working climate and opportunities or it can slam those same doors shut. This training program will give participants a chance to apply skills that are critical to good communication. And, they will learn about factors that positively influence communication — as well as those that may create barriers.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and Subordinates	April 18 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

Instructional Skills Training for New Trainers

The intent of this course is to provide new State of Ohio trainers and subject matter experts with foundational knowledge and skills in the field of training and development that can be demonstrated in any training environment on the job. The Instructional Skills program is a product of the Talent Development Community.

State Competency Support:	Offered:
<ul style="list-style-type: none">Training and Teaching OthersCoaching and Developing Others	Oct. 18 and 19 at 150 East Campus View Blvd, 8:30 am to 4 p.m. or Oct. 18 and 19 at 4200 Surface Road, 8:30 a.m. to 4 p.m. or March 28 and 29 at 150 East Campus View Blvd, 8:30 a.m. to 4 p.m. or March 28 and 29 at 4200 Surface Road, 8:30 a.m. to 4 p.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES



Is Supervising for Me?

Have you thought about taking a position as a supervisor or manager? Are you curious to see whether supervising would align with your current skills and abilities?

Supervisors who possess the necessary skills can make everyone's job more enjoyable. When employees understand the skill that it takes to be a great supervisor, they can prepare themselves for this important role. Attend this interactive course to discover if supervising is a good career fit for you

State Competency Support:	Offered:
<ul style="list-style-type: none">• Coaching and Developing Others• Coordinating the Work Activities of Others• Guiding, Directing and Motivating Subordinates	Sept. 7 at 4200 Surface Road, 8:30 a.m. to 4 p.m. or Jan. 17 at Rhodes Tower, 8:30 a.m. to 4 p.m. or May 7 at 4200 Surface Road, 8:30 a.m. to 4 p.m. Audience: All Employees

Life Matters: Suicide Awareness (OEAP)

This course provides an overview of the warning signs, risk factors and impact of suicide as well as resources and tools for individuals and families to prevent suicide.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Assisting and Caring for Others• Making Decisions and Solving Problems	Feb. 21 at Rhodes Tower, 9 to 11 a.m. Audience: All Employees

Managing Multiple Priorities to Maximize Your Day (Optum)

To keep up in today's dynamic and fast-paced business environment, people continually need to improve their planning and prioritizing skills. Feeling overwhelmed by competing priorities, tight deadlines, meetings, emails and interruptions can derail professional growth, impair team performance and lead to stress and burnout. The focus of this program is on obtaining practical skills, tools and techniques to maximize collective gains in effectiveness and increase productivity. Through interactive participation and analysis of their own data, participants will learn a set of tools they can apply on a continuing basis to achieve better results.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Organizing, Planning and Prioritizing Work	Feb. 5 at Rhodes Tower, 10 to 11 a.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Managing Stress for Success (Optum)

In this course participants are provided a brief overview of stress basics as well as practical suggestions for coping with stressful situations, especially as they occur in the workplace. The concept of stress hardiness is addressed as a focus for healthy stress management. The program provides tools to help reduce levels of employee stress and help better understand personal and organizational aspects of stress.

State Competency Support:	Offered:
<ul style="list-style-type: none"> Assisting and Caring for Others Making Decisions and Solving Problems 	Oct. 18 at Rhodes Tower, 9 to 10:30 a.m. Audience: All Employees

More than a Bad Day – Mental Health Concerns in the Workplace (OEAP)

This course will review the most common mental health issues, signs, symptoms and practical information for intervention/referral.

State Competency Support:	Offered:
<ul style="list-style-type: none"> Assisting and Caring for Others Getting Information Making Decisions and Solving Problems 	Oct. 16 at 4200 Surface Road, 9 to 11 a.m. Audience: All Employees

Moving from Diversity to Inclusion

From gender to culture and across multiple generations, our workforce is a very diverse place. During this course you will learn ways to understand and talk about human differences, which in turn helps to promote healthy relationships through the growth of interpersonal understanding and appreciation within your team.

State Competency Support:	Offered:
<ul style="list-style-type: none"> Developing and Building Teams Establishing and Maintaining Interpersonal Relationships 	Oct. 17 at Rhodes Tower, 8:30 a.m. to 4 p.m. or April 5 at 4200 Surface Road, 8:30 a.m. to 4 p.m. Audience: All Employees

New EEO Officers Training: Understanding Equal Employment Opportunity Law, Policies, Complaint System and Investigation (EOD)

This course is for new and experienced EEO Officers. This course will bring participants up to date on current policies and best practices noted from across the enterprise and is a networking opportunity for the sharing of knowledge.

State Competency Support:	Offered:
<ul style="list-style-type: none"> Coaching and Developing Others 	July 11 at 4200 Surface Road, 1 to 4:30 p.m. or Feb. 8 at 4200 Surface Road, 1 to 4:30 p.m. Audience: HR Professionals

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Organizational Change Management

This overview course will address how human nature impacts the way people respond to change. You also will learn ways leaders can lead their people through change. This is a three-hour overview of the State's approach to Organizational Change Management (OCM).

State Competency Support: <ul style="list-style-type: none">• Selling or Influencing Others• Guiding, Directing and Motivating Others	Offered: <p>Oct. 31 at 4200 Surface Road, 8:30 to 11:30 a.m. or May 1 at Rhodes Tower, 8:30 to 11:30 a.m. Audience: All Employees</p>
---	--

Position Description Writing

This course offers an overview of best practices when developing position descriptions. Join us as we discuss how to structure job duties, task statements, related laws, minimum qualifications and more.

State Competency Support: <ul style="list-style-type: none">• Evaluating Information to Determine Compliance with Standards• Analyzing Data or Information	Offered: <p>Oct. 4 at Rhodes Tower, 9:30 a.m. to 4 p.m. or April 11 at Rhodes Tower, 9:30 a.m. to 4 p.m. Audience: HR Professionals and Managers</p>
--	---



Learning On Demand
Ohio's e-Learning Resource

Visit the Learning On Demand Website at das.ohio.gov

See Pages 16-25 for details.

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Religious Discrimination (EOD)

This course defines religious discrimination; what is and is not protected.

State Competency Support:	Offered:
<ul style="list-style-type: none">Establishing and Maintaining Interpersonal Relationships	Upon Request Length: 1.5 – 2 hours tailored to the organizations needs Audience: All Employees

Respect and Positive Interaction in the Workplace (Optum)

Co-workers who demonstrate integrity and respect in their interactions help cultivate a positive and successful working environment that enhances the bottom line. So why isn't every workplace a model of human harmony? It's for the same reasons our personal lives don't reflect continuous harmony. This workshop will introduce communication skills and other behaviors that promote respectful, open ways of relating, settling differences and working effectively as a team.

State Competency Support:	Offered:
<ul style="list-style-type: none">Communicating with Supervisors, Peers and SubordinatesDeveloping and Building TeamsEstablishing and Maintaining Interpersonal Relationships	Sept. 13 at Rhodes Tower, 1 to 3 p.m. Audience: All Employees

Sexual Harassment (EOD)

This course will answer the following questions:

- What is sexual harassment?
- Who determines if someone has been harassed?
- What should you do if you feel you have been harassed?
- Are they just being "too sensitive"?

State Competency Support:	Offered:
<ul style="list-style-type: none">Establishing and Maintaining Interpersonal Relationships	Upon Request Length: 1.5 – 2 hours tailored to the organizations' needs Audience: All Employees

Sexual Harassment Awareness and Prevention for Management (EOD)

This course is important to ensure the State of Ohio remains a diverse, inclusive, and equal opportunity employer that promotes safe and discrimination-free work environments.

State Competency Support:	Offered:
<ul style="list-style-type: none">Coaching and Developing OthersEstablishing and Maintaining Interpersonal Relationships	Nov. 9 at 4200 Surface Road, 10 to 11:30 a.m. or May 10 at 4200 Surface Road, 10 to 11:30 a.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES



Stress: Putting it to Rest (OEAP)

Stress can trigger anxiety and depression, or it can motivate and inspire. This course examines the positives and negatives of stress, along with suggestions for controlling worry, frustration, inaction, compulsiveness, irrational thinking and failure.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Making Decisions and Solving Problems	July 26 at Rhodes Tower, 9 to 11 a.m. or Nov. 15 at 4200 Surface Road, 1 to 3 p.m. or March 21 at 4200 Surface Road, 1 to 3 p.m. or May 14 at Rhodes Tower, 9 to 11 a.m. Audience: All Employees

The Jerk at Work: Bullying in the Workplace (OEAP)

The rise of bullying in the workplace and beyond has left many workers feeling isolated and helpless. The devastating effects of bullying can be long-term and have a drastic impact on employee morale and productivity. This course provides information on how to eliminate this mentality.

State Competency Support:	Offered:
<ul style="list-style-type: none">• Resolving Conflicts and Negotiating With Others	Jan. 10 at 4200 Surface Road, 9 to 11 a.m. or June 11 at Rhodes Tower, 1 to 3 p.m. Audience: All Employees

LEARNING AND PROFESSIONAL DEVELOPMENT COURSES

Time Management

Time management provides the learner with an opportunity to assess their current use of time and identify areas for improvement. Learners will become more aware of their time management behaviors and develop skills to enhance time management.

State Competency Support:	Offered:
<ul style="list-style-type: none">Organizing, Planning and Prioritizing WorkScheduling Work and Activities	Aug. 3 at 4200 Surface Road, 8:30 a.m. to 12:30 p.m. or Feb. 8 at Rhodes Tower, 8:30 a.m. to 12:30 p.m. Audience: All Employees

Trauma Informed Care (TIC) – Creating Environments of Resiliency and Hope (OMHAS)

Trauma Informed Care is an approach that explicitly acknowledges the role trauma plays in people’s lives. This course will focus on the trauma that people experience in their lives, its impact and basic principles of care. The course also will focus on dealing with secondary trauma or the stress resulting from helping, or wanting to help, a traumatized or suffering person.

State Competency Support:	Offered:
<ul style="list-style-type: none">Assisting and Caring for OthersEstablishing and Maintaining Interpersonal Relationships	Aug. 14 at Twin Valley Behavioral Healthcare Hospital, 9 a.m. to 12 p.m. or Nov. 14 at Heartland Behavioral Healthcare Hospital, 9 a.m. to 12 p.m. or March 20 at Summit Behavioral Healthcare Hospital, 9 a.m. to 12 p.m. Audience: All Employees

Violence in Schools (Optum)

Violence in schools has become a serious concern for parents. They may wonder: How safe is my child’s school? Is my child at risk? What signs do I look for in my child-or in his or her friends? What can I do? This program will address these questions, give parents suggested ways to approach their children and recommend practical ways to get involved.

State Competency Support:	Offered:
<ul style="list-style-type: none">Providing Consultation and Advice to Others	Sept. 25 at Rhodes Tower, 10 to 11 a.m. Audience: All Employees

Your Healthy Heart (Optum)

Paying attention to your heart health is one of the best things you can do to improve your quality of life, longevity and overall health. In this seminar, we will touch on the various terms and factors you need to know for better heart health.

State Competency Support:	Offered:
<ul style="list-style-type: none">Getting Information	Feb. 14 at Rhodes Tower, 2 to 3 p.m. Audience: All Employees

STATE OF OHIO EMPLOYEE COMPETENCIES

State of Ohio employee competencies are demonstrated and measurable patterns of knowledge, skills, abilities, behaviors and other characteristics designed to reflect the behaviors employees use to complete tasks to achieve performance expectations.

To support employees, supervisors and managers, competencies have been grouped into clusters to enable individuals to focus development on specific groups of competencies. This will help to:

- Plan for present and future development needs;
- Target specific skill development; and
- Identify and assess specific competency gaps.

All employees in the state are evaluated on their Customer Focus behaviors, which is defined as, "Focuses on the customer, whether internal or external, by understanding the needs of the customer and responding in a timely manner, responding to customer feedback, and seeking out help and information when needed."

The following pages list the new statewide competency clusters:



Applying Technical Proficiency

Competencies that demonstrate specific technical expertise while performing tasks.

- Drafting, Laying Out, and Specifying Technical Devices
- Estimating the Quantifiable Characteristics of Products, Events or Information
- Inspecting Equipment, Structures, or Materials
- Monitoring Processes, Materials, or Surroundings
- Operating Vehicles, Mechanized Devices, or Equipment
- Repairing and Maintaining Electronic Equipment
- Repairing and Maintaining Mechanical Equipment
- Working with Computers

Assessing, Interpreting, and Explaining Information

Competencies that demonstrate the assessment and interpretation of information, as well as providing an explanation to assist others in understanding how the information may impact them or their interests.

- Analyzing Data or Information
- Evaluating Information to Determine Compliance with Standards
- Interpreting the Meaning of Information for Others
- Judging the Qualities of Objects, Services or People
- Making Decisions and Solving Problems
- Processing Information
- Thinking Creatively

Building Relationships

Competencies that examine the ability to influence decisions through building and strengthening relationships with others.

- Communicating with Supervisors, Peers and Subordinates
- Establishing and Maintaining Interpersonal Relationships
- Providing Consultation and Advice to Others
- Resolving Conflicts and Negotiating with Others
- Selling or Influencing Others

Collecting and Assembling Information

Competencies that demonstrate gathering and compiling information in various ways.

- Documenting/Recording Information
- Getting Information
- Identifying Objects, Actions, and Events

Developing, Learning, and Motivating

Competencies that involve imparting, obtaining, and improving the skills of others and self.

- Coaching and Developing Others
- Developing and Building Teams
- Guiding, Directing, and Motivating Subordinates
- Training and Teaching Others
- Updating and Using Relevant Knowledge

Serving the Public

Competencies that demonstrate professional interactions with customers and constituents external to state government.

- Assisting and Caring for Others
- Performing for or Working Directly with the Public
- Communicating with People Outside the Organization
- Customer Focus

Planning and Organizing

Competencies that examine planning and organizing activities and work in order to sustain operations.

- Coordinating Work Activities of Others
- Developing Objectives and Strategies
- Monitoring and Controlling Resources
- Organizing, Planning, and Prioritizing Work
- Performing Administrative Activities
- Scheduling Work and Activities
- Staffing Organizational Units

Using Physical Aptitude

Competencies that demonstrate the use of various physical skills and abilities to perform work tasks.

- Controlling Machines and Processes
- Handling and Moving Objects

COMPETENCIES	DEFINITION
Analyzing Data or Information	Identifying the underlying principles, reasons or facts of information by breaking down information or data into separate parts.
Assisting and Caring for Others	Providing personal assistance, medical attention, emotional support or other personal care to others such as patients or inmates (as part of assigned job duties).
Coaching and Developing Others	Identifying the developmental needs of others and coaching, mentoring or otherwise helping others to improve their knowledge or skills.
Communicating With People Outside the Organization	Communicating with people outside of the organization (agency), representing the organization (agency) to customers, the public, government (federal, other state or local), and other external sources. Information can be exchanged in person, in writing (electronic or hard copy), or by telephone or email.
Communicating With Supervisors, Peers and Subordinates	Providing information to supervisors, coworkers (peers) and subordinates (staff) by telephone, in written form (electronic or hard copy) or in person.
Controlling Machines and Processes	Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).
Coordinating the Work Activities of Others	Getting members of a group to work together to accomplish tasks.
Customer Focus	Customer Focus is required for use in all State of Ohio performance evaluations. The Customer Focus competency centers on the employee interaction with the customer. It can be either an internal or external customer. It must be demonstrated that the employee understands the need(s) of the customer. The demonstration should include the employee level of knowledge, the tone and the timeliness of the employee responses. The employee should know when to seek assistance to ensure the customer has an overall positive experience. Finally, the evaluation should include examples that the employee evaluates his/her practices based on customer feedback.

COMPETENCIES	DEFINITION
Developing and Building Teams	Encouraging and building mutual trust, respect and cooperation among team members.
Developing Objectives and Strategies	Establishes long-range objectives and specifying the strategies and actions to achieve them.
Documenting/Recording Information	Entering, transcribing, recording, storing or maintaining information in written or electronic/magnetic form.
Drafting, Laying Out and Specifying Technical Devices, Parts and Equipment	Providing documentation, detailed instructions, drawings or specifications to tell others about how devices, parts, equipment or structures are to be fabricated, constructed, assembled, modified, maintained or used.
Establishing and Maintaining Interpersonal Relationships	Developing constructive and cooperative (professional) working relationships with others and maintaining them over time.
Estimating the Quantifiable Characteristics of Products, Events or Information	Estimating sizes, distances and quantities; or determining time, costs, resources or materials needed to perform a work activity.
Evaluating Information to Determine Compliance with Standards	Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations or standards.
Getting Information	Observing, receiving and otherwise obtaining information from all relevant sources.
Guiding, Directing and Motivating Subordinates	Providing guidance and direction to subordinates (staff), including setting performance standards and monitoring performance.
Handling and Moving Objects	Using hands and arms in handling, installing, positioning and moving materials, and manipulating things.
Identifying Objects, Actions and Events	Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
Inspecting Equipment, Structures or Materials	Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.
Interpreting the Meaning of Information for Others	Translating or explaining what information means and how it can be used by others.

COMPETENCIES	DEFINITION
Judging the Qualities of Objects, Services or People	Assessing the value, importance or quality of things or people.
Making Decisions and Solving Problems	Analyzing information and evaluating results to choose the best solution and solve problems.
Monitoring and Controlling Resources	Monitoring and controlling resources and overseeing the spending of money.
Monitoring Processes, Materials or Surroundings	Monitoring and reviewing information from materials, events or the environment to detect or assess problems.
Operating Vehicles, Mechanized Devices or Equipment	Running, maneuvering, navigating or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft or watercraft.
Organizing, Planning and Prioritizing Work	Developing specific goals and plans to prioritize, organize and accomplish work.
Performing Administrative Activities	Performing day-to-day (routine) administrative tasks such as maintaining information files and processing paper-work.
Performing for or Working Directly With the Public	Performing for people or dealing directly with the public. This includes serving customers and receiving clients or guests (applicants, consumers, dependents, patients, inmates, recipients).
Performing General Physical Activities	Performing physical activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stopping and handling of materials.
Processing Information	Compiling, coding, categorizing, calculating, tabulating, auditing or verifying information or data.
Providing Consultation and Advice to Others	Providing guidance and expert advice to management or other groups on technical, systems- or process-related topics.
Repairing and Maintaining Electronic Equipment	Servicing, repairing, calibrating, regulating, fine-tuning or testing machines, devices and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.



COMPETENCIES

DEFINITION

Repairing and Maintaining Mechanical Equipment

Servicing, repairing, adjusting and testing machines, moving parts and equipment that operate primarily on the basis of mechanical (not electronic) principles.

Resolving Conflicts and Negotiating With Others

Handling complaints, settling disputes and resolving grievances and conflicts, or otherwise negotiating with others.

Scheduling Work and Activities

Scheduling events, programs and activities as well as the work of others.

Selling or Influencing Others

Convincing others to buy merchandise/goods (use services) or otherwise changing their mind or actions.

Staffing Organizational Units

Recruiting, interviewing, selecting, hiring and promoting employees in an organization.

Thinking Creatively

Developing, designing or creating new applications, ideas, relationships, systems or products, including artistic contributions.

Training and Teaching Others

Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.

Updating and Using Relevant Knowledge

Keeping up-to-date technically and applying new knowledge to the job.

Working with Computers

Using computers and computer systems (including hardware and software) to program, write software, set up functions, and enter data or process information.



Are You Ready to Enroll in the Lead Ohio: Inspirational Leaders Program?

A competency-based leadership development program designed to build and strengthen leadership capabilities of State of Ohio managers and leaders.

See Page 38 for more information or visit the Lead Ohio website at das.ohio.gov/leadohio or contact Learning and Professional Development at 614-387-6183.



**Human Resources Division
Office of Talent Management
Learning and Professional
Development**

30 E. Broad St., Floor 27
Columbus, Ohio 43215

614-387-6183 • 888-577-6276
das.ohio.gov/learning