<table>
<thead>
<tr>
<th>UC Hiring for Success</th>
<th>Performance Management</th>
<th>Operations</th>
<th>Change Management</th>
<th>Communications</th>
</tr>
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<tbody>
<tr>
<td>UC-PMC-PERF9-BE-CORE</td>
<td>UC-PMC-PERF1-BE-CORE</td>
<td>Identifying the Root Causes of Performance Issues</td>
<td>Leverage Your Strengths and Avoid Derailing Behaviors</td>
<td>UC-PMC-CMELEC2-BE (CEB)</td>
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<tr>
<td></td>
<td>What is Implicit Bias?</td>
<td>BE-IMPBIAS1-ECO</td>
<td>Navigating through Changes and Conflicts in Projects</td>
<td>(Skillsoft - no license needed available to all)</td>
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<tr>
<td></td>
<td>BE-IMPBIAS5-ECO</td>
<td></td>
<td>UC-PMC-PM PMC003</td>
<td>UC-PMC-PM PMC001 (CEB)</td>
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<tr>
<td>Setting Expectations &amp; Individual Performance Goals</td>
<td>The Impact of Implicit Bias</td>
<td>Developing Emotional Intelligence</td>
<td>Leading Your Team through Change</td>
<td>UC-PMC-CMELEC1-BE (Skillsoft - no license needed available to all)</td>
</tr>
<tr>
<td>UC-PMC-PERF2-BE-CORE</td>
<td>BE-IMPBIAS2-ECO</td>
<td>UC-PMC-MPELEC1-BE (Skillsoft - no license needed available to all)</td>
<td>Dealing with Negative Reactions to Performance Feedback</td>
<td>UC-PMC-PM PMC002 (CEB)</td>
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<tr>
<td>Giving and Receiving Feedback</td>
<td>Managing the Influence of Implicit Bias: Awareness</td>
<td>Sharing a Vision</td>
<td>Facilitating Sustainable Change</td>
<td>UC-PMC-CMELEC3-BE (Skillsoft - no license needed available to all)</td>
</tr>
<tr>
<td>UC-PMC-PERF3-BE-CORE</td>
<td>BE-IMPBIAS3-ECO</td>
<td>UC-PMC-MPELEC2-BE (Skillsoft - no license needed available to all)</td>
<td>Building Collaborative Relationships</td>
<td>UC Exercising Influence Overview</td>
</tr>
<tr>
<td>Engaging and Developing Employees</td>
<td>Common Forms of Bias</td>
<td>Positive Atmosphere: Establishing a Positive Work Environment</td>
<td>UC-PMC-CMELEC5-BE (Skillsoft - no license needed available to all)</td>
<td>BECOQ005-ELECTIVE</td>
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<tr>
<td>UC-PMC-PERF4-BE-CORE</td>
<td>BE-IMPBIAS4-ECO</td>
<td>UC-PMC-MPELEC3-BE (Skillsoft - no license needed available to all)</td>
<td>Managing Motivation during Organizational Change</td>
<td>UC-PMC-CMELEC1-BE (Skillsoft - no license needed available to all)</td>
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<tr>
<td>Conducting Performance Appraisals</td>
<td>Managing the Influence of Implicit Bias: Mindfulness and Conscious De-biasing</td>
<td>UC-PMC-MPELEC5-BE (Skillsoft - no license needed available to all)</td>
<td>Effective Team Communication</td>
<td>UC-PMC-COMELEC1-BE (Skillsoft - no license needed available to all)</td>
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<tr>
<td>UC-PMC-PERF5-BE-CORE</td>
<td>BE-IMPBIASS5-ECO</td>
<td>UC-PMC-MPELEC6-BE (Skillsoft - no license needed available to all)</td>
<td>Moving Forward with Change Planning</td>
<td>UC-PMC-CMELEC4-BE (Skillsoft - no license needed available to all)</td>
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<tr>
<td>Motivating, Recognizing, and Rewarding Employees</td>
<td>Managing Implicit Bias in the Hiring Process</td>
<td>Change Project Management – The Crucial Role of Communication (UC-PMC-PM PMC008) (course no longer available)</td>
<td>Communicating – Connecting to Your People (UC-PMC-PM PMC007) (course no longer available)</td>
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<tr>
<td>UC-PMC-PERF6-BE-CORE</td>
<td>BE-IMPBIAS6-ECO</td>
<td>UC-PMC-CMELEC5-BE (Skillsoft - no license needed available to all)</td>
<td>Choosing the Right Strategy for Implementing Change (UC-PMC-PM PMC009) (course no longer available)</td>
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<tr>
<td>Coaching for Performance and Development</td>
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<td>Change Project Management – The Crucial Role of Communication (UC-PMC-PM PMC008) (course no longer available)</td>
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<td>UC-PMC-PERF7-BE-CORE</td>
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<tr>
<td>Managing Corrective Action</td>
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<td>UC-PMC-PERF8-BE-CORE</td>
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</table>
## UC Systemwide People Management Certificate Competencies, continued

Core & Elective coursework grid (effective 4/30/2020)

<table>
<thead>
<tr>
<th>Managing People</th>
<th>Operations</th>
<th>Change Management</th>
<th>Communications</th>
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<tbody>
<tr>
<td><strong>Elective courses</strong> complete MINIMUM ONE PER COMPETENCY</td>
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</table>

### UCB (in-person course options)

<table>
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<tr>
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<tbody>
<tr>
<td><strong>UCB (in-person course options)</strong></td>
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<tr>
<td>BPM 102 People Management in a Union Environment*</td>
<td>BPM 110 Foundational Finance*</td>
<td>BPM 207 Leading Change*</td>
<td>BPM 202 Communicating with Impact*</td>
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<tr>
<td>BEBPM102</td>
<td>BEBPM110</td>
<td>BEBPM207</td>
<td>BEBPM202</td>
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<tr>
<td>BPM 103 Creating an Inclusive Work Environment*</td>
<td>BPM 208 Management Tools to Reduce Stress &amp; Burnout*</td>
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<td>BPM 203 Analyzing &amp; Resolving Conflict*</td>
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<td>BEBPM103</td>
<td>BEBPM208</td>
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<td>BEBPM203</td>
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<tr>
<td>BPM 204 Building Teams*</td>
<td>BPM Driving Vision &amp; Purpose with Organizational Savvy*</td>
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<td>BPM Exercising Influence for Collaborative Management*</td>
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<tr>
<td>BEBPM204</td>
<td>BEBPM207</td>
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<td>Cohort Program workshop</td>
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<tr>
<td>BPM 205 Delegation Skills*</td>
<td>BPM Critical Thinking &amp; Problem-Solving*</td>
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<td>Cohort Program workshop</td>
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<tr>
<td>BEBPM205</td>
<td>BEBPM207</td>
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<td>Cohort Program workshop</td>
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<tr>
<td>BPM 210 Building Trust</td>
<td>BPM Budgeting &amp; Financial Planning*</td>
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<td>BEBPM210</td>
<td>BEBPM208</td>
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<tr>
<td>BPM Building Trust*</td>
<td>BPM Leading for Equity &amp; Inclusion*</td>
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<tr>
<td>Displaying and Addressing Workplace Bullying (Staff Ombuds)</td>
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<tr>
<td>BEOMB997</td>
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<td>Workplace Civility: Respect in Action (Staff Ombuds)</td>
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<tr>
<td>BEOMB002</td>
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<td>Collaborating Effectively in the Workplace (Staff Ombuds)</td>
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<td>BEOMB009</td>
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Best suited to current Managers/Supervisors/Team Leads

*Part of the BPM Grow the Organization cohort program for senior leaders