

Strategic Human Resources Advisor

Developmental Activities List

COMPETENCY	DEVELOPMENT TYPE	LEVEL	COURSE/PROGRAM TITLE	COURSE/PROGRAM DESCRIPTION <i>(as provided by the vendor)</i>	COURSE/PROGRAM TYPE	VENDOR NAME	COST	COURSE/PROGRAM DETAILS
Analysis	D. External Training	3. Skilled	Human Capital Analytics: Using HR Metrics to Drive Business Results	This intensive two-day course will teach you how to leverage evidence-based data to drive organizational change around workforce metrics. This hands-on program helps HR professionals learn how to drive organizational change around human capital activities by using evidence-based data that links human capital results to organizational performance.	Classroom	SHRM	\$\$	http://www.shrm.org/Education/seminar/Pages/humancapital.aspx
Analysis	D. External Training	2. Knowledge	Federal Workforce Analysis and Planning	Using a workforce planning model, acquire the skills you need to align workforce planning with your agency's mission. Learn how to forecast and plan for future human resources needs: analyze mission requirements, collect workforce data, identify workforce surpluses or gaps, and identify solutions to address the gaps.	Classroom	The Graduate School	\$\$	http://www.graduateschool.edu/course_details.php?cid=PMGT7013D
Analysis	D. External Training	1. Beginner	Principles of Analytics	This course provides individuals involved in analysis-related activities with an overview of the fundamentals of analysis to support decision makers in achieving organizational results.	Classroom	Management Concepts	\$\$	https://www.managementconcepts.com/portal/server.pt/community/training/301/course_detail?mcTarget=course&mcTargetID=4601
Analysis	D. External Training	3. Skilled	Improve Your Analytical Skills: Making Information Work for You	This seminar will give you basic analytical tools to assimilate, assess, organize and analyze new knowledge, so that you can use the information to the best advantage of your organization—and your career. You will also experience the qualitative application of these tools through a detailed and interactive case study that explores a common business scenario.	Classroom	American Management Association	\$\$\$	http://www.amanet.org/training/seminars/Improve-Your-Analytical-Skills-Making-Information-Work-for-You.aspx
Analysis	A. Academic Coursework	3. Skilled	Data Analysis and Decision-Making	The course will help HR professionals discover how to define data and information requirements, how and where data is stored, data normalization, entity relationships, statistical and time-series data analysis, prediction and decision-making strategies.	Classroom	Georgetown University	\$\$\$	http://scs.georgetown.edu/courses/2192/data-analysis-and-decision-making?ref=program&refpid=59
Analysis	I. Self-Study	2. Knowledge	How to Measure Human Resources Management	This book is designed to help HR professionals measure all major personnel functions and make tough decisions using data analysis.	Book	McGraw-Hill	\$	http://books.google.com/books?id=y-pRquLgETcC&printsec=frontcover&dq=jac+fitzenz&hl=en#v=onepage&q&f=false
Critical Thinking	A. Academic Coursework	1. Beginner	Clear Writing Through Critical Thinking	Communicate better by improving the clarity of your business writing. Enhance your ability to organize information, anticipate questions, draw sound conclusions and logically communicate your message.	Classroom	The Graduate School	\$\$	http://www.graduateschool.edu/course_details.php?cid=WRIT7100D
Critical Thinking	D. External Training	1. Beginner	Critical and Analytical Thinking Skills for Office Personnel	In this course, you will be provided with the training and tools necessary to become a logical, rational, and effective decision maker. You'll explore a structured way to approach and solve problems, and you'll learn to clarify problems in terms of goals, objectives, and issues, with a view toward getting the best results possible.	Classroom	Human Resources Institute	\$\$	http://www.federaltraining.com/courses/professional_development/Critical_and_Analytical_Thinking_Skills_training.aspx
Critical Thinking	D. External Training	2. Knowledge	Critical Thinking	In this course, you'll get hands-on experience with a battery of practical tools to help you make critical thinking an indispensable part of your skill set.	Classroom, Online or Onsite	American Management Association	\$\$\$	http://www.amanet.org/training/seminars/Critical-Thinking.aspx
Critical Thinking	D. External Training	1. Beginner	Writing for Government and Business: Critical Thinking and Writing	This intensive one-day course helps you, and your staff, understand the three dimensions of professional writing: organization, format and style. Our writing courses are designed for anyone who wants to improve their writing, including agency staff who want to improve their writing and comply with the Plain Writing Act of 2010 (H.R. 946) and Executive Orders 12866, 12988, and 13563.	Classroom or Onsite	The Capitol Net	\$	http://www.thecapitol.net/PublicPrograms/write.html
Critical Thinking	D. External Training	3. Skilled	Critical Decision Points: Thinking and Acting During a Time of Crisis	A good leader has the ability to make the right decisions during a crisis and perform their best in challenging circumstances. A great leader has the ability to help everyone in an organization make the right decisions and flourish during crisis and sustained stress. This webcast explores the key elements of how to build a resilient thought-based organization that uses critical thinking to assess situations and act swiftly.	Online	American Management Association	\$	http://www.amanet.org/training/webcasts/Critical-Decision-Points.aspx
Customer Service	D. External Training	3. Skilled	Developing Customer Focused Organizations	While this course focuses on critical customer-service tactics, it also explores the vital skills of planning, implementing and sustaining strategic change to better manage citizen engagement. Using cutting-edge business practices and the latest public service research, you will learn how to cultivate strong customer relationships to make your organization customer-focused.	Classroom	HRU/OPM	\$\$\$\$	http://www.hru.gov/course_catalog.aspx
External Awareness	B. Conference	2. Knowledge	Conferences focused on the mission area of your organization	Step outside the walls of your agency to learn the language of the mission area that needs strategic HR advice.	Various	Various		Various
External Awareness	D. External Training	2. Knowledge	Applying for Jobs Using Schedule A	This Bite size awareness training session is a part of the "Harried Professional" series of online training sessions designed for busy HR professionals and hiring managers. It offers a basic overview of the topic and related requirements.	Online	HRU/OPM	\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov; www.leadership.opm.gov.

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External Awareness	D. External Training	2. Knowledge	Veterans Employment Training for Federal Human Resources Professionals	This course is for Human Resource professionals working for the Federal government. It will familiarize participants with the Veteran Employment Initiative and how it is beneficial to all parties involved: the HR Professional, the agency, and Veterans seeking Federal employment. This course also explains how certain special appointing authorities can be used to increase the number of Veterans in the workplace and to expedite the hiring process. This course contains three sections, an informal pretest called "What Do You Already Know About Veteran Employment in the Federal Workforce?," the training portion called "Veteran Employment Training for Federal Human Resource Professionals," and an informal posttest called "What Have You Learned About Veteran Employment in the Federal Workforce?" A glossary, list of resources, and a course navigation help page are provided. The course is estimated to take approximately 30 minutes to complete.	Online	HRU/OPM	\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov; www.leadership.opm.gov.
External Awareness	D. External Training	2. Knowledge	Hiring People with Disabilities Made Simple	This Bite size awareness training session is a part of the "Harried Professional" series of online training sessions designed for busy HR professionals and hiring managers. It offers a basic overview of the topic and related requirements.	Online	HRU/OPM	\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov; www.leadership.opm.gov.
External Awareness	D. External Training	2. Knowledge	Managing Talent for Mission	The workshop will enable participants to better leverage their role in the organization to more effectively inform, influence, and lead talent management in support of mission achievement. The focus of the workshop is to use the concept of talent management as an integrated process. It also examines the federal government context and framework for talent management (Title V, Merit System, etc.). Addition focus areas include cross-cutting processes, practices, tools, and skills. An overview of specific roles and linkages among roles, and practical application of content presented through case study exercises. Finally, individual learning application plans based on role, organizational needs, and development needs.	Workshop	ASTD	\$\$	http://www.astd.org/
External Awareness	A. Academic Coursework	2. Knowledge	Federal Staffing and Placement	Recruit and hire the right people with the right skills for your jobs. This course provides Federal HR practitioners with the background and knowledge necessary to operate in the complex Federal staffing environment. Become knowledgeable about staffing rules, regulations, and principles; appointment authorities; recruitment methods and hiring procedures; qualifications; merit promotion; and in-service placement actions. Human resources management specialists, assistants, clerks and others, such as supervisors, managers and EEO staff members, who need to use and apply current staffing procedures and regulations.	Classroom or Distance Education	The Graduate School	\$\$	http://www.graduateschool.edu
Influence/Negotiate	D. External Training	4. Expert	Communicating Face-to-Face	Whether you are an informal leader or a supervisor with direct reports, communicating face-to-face is critical to building meaningful workplace relationships. This seminar focuses on developing the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.	Classroom	HRU/OPM	\$\$\$\$	http://www.hru.gov/course_catalog.aspx
Influence/Negotiate	A. Academic Coursework	2. Knowledge	Internal Consulting Skills for Federal HR Professionals	Acquire the skills you need to build partnerships with management and operate as an HR consultant within your organization. Expand your role from a federal HR professional to an internal consultant. Plan and prepare for the consultative relationship. Know what causes client resistance and how to deal effectively with it.	Classroom	The Graduate School	\$\$	http://www.graduateschool.edu
Influence/Negotiate	A. Academic Coursework	3. Skilled	The Power of Influence Over Authority	Great leaders leverage their power and authority to influence others. While authority and power may lead to compliance, influence, a more powerful force, leads to commitment. Discover the key elements associated with influencing others--the strategic use of power, motivating your employees, and building and nurturing trust.	Classroom	The Graduate School	\$	http://www.graduateschool.edu
Influence/Negotiate	A. Academic Coursework	4. Expert	Strategic Negotiations	This program, created for the business leader who wants more than fundamental tactics, explores the strategic aspects of negotiating—the concepts that define the value of possible outcomes and address the activities that occur internally, externally, and at the negotiating table. Through lectures and interactive analysis, you will acquire the advanced tools that will help you deliver optimal results for your organization.	Classroom	Harvard Business School	\$\$\$\$\$	http://www.exed.hbs.edu/Pages/default.aspx
Influence/Negotiate	D. External Training	2. Knowledge	Integrity Driven leadership: Leverage the Power of Trust to Influence Others and Deliver Results	Learn strategies and skills to master the discipline of personal integrity and the complexities of organizational integrity.	Online	SHRM	\$	http://www.elearning.shrm.org/eLearningCourses.aspx

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Interpersonal Skills	D. External Training	2. Knowledge	Communicating Up, Down, and Across the Organization	This seminar offers practical and adaptive strategies for upward communication—as well as across and downward communication—to inform and influence others no matter where they fit in the organizational chart.	Classroom	American Management Association	\$\$\$\$	http://www.amanet.org/training/seminars/Communicating-Up-Down-and-Across-the-Organization.aspx
Interpersonal Skills	D. External Training	3. Skilled	Building Better Work Relationships: New Techniques for Results-Oriented Communication	This seminar will prepare you to create better work relationships by becoming a “conscious communicator.” You’ll return to work better able to build constructive and beneficial work relationships by learning how to analyze situations and consciously select and use productive communication strategies.	Classroom, Online or Onsite	American Management Association	\$\$\$\$	http://www.amanet.org/training/seminars/Building-Better-Work-Relationships-New-Techniques-for-Results-oriented-Communication.aspx
Interpersonal Skills	D. External Training	4. Expert	Crucial Conversations	Whenever you're not getting the results you're looking for, it's likely that a crucial conversation is keeping you stuck. If you can't talk honestly with nearly anybody about almost anything, you can expect poor results. Make crucial conversations skills your best practices and everything gets better.	Classroom	Vital Smarts	\$\$\$	http://www.vital-smarts.com/crucialconversationstraining.aspx
Interpersonal Skills	D. External Training	2. Knowledge	Interpersonal Communications	Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, and benefit from useful tips on tact and diplomacy.	Classroom	The Graduate School	\$\$\$	http://www.graduateschool.edu/course_details.php?cid=COMM7006D
Interpersonal Skills	D. External Training	2. Knowledge	Positive Approaches to Difficult People	Learn approaches for maintaining your composure and clarifying underlying issues, as well as strategic questioning and listening techniques to discover what is behind someone with a difficult personality.	Classroom	The Graduate School	\$\$\$	http://www.graduateschool.edu/course_details.php?cid=COMM7009D
Interpersonal Skills	D. External Training	2. Knowledge	Increasing Personal Effectiveness	Gain practical tools for your day-to-day interactions that you can use to create and sustain personal effectiveness. This skills-based course by Employee Development Systems includes the "copyrighted" DISC Personal Profile System and other assessments, and enables you to identify improvement opportunities and develop new proficiencies to become more effective personally and professionally.	Classroom	The Graduate School	\$\$\$	http://www.graduateschool.edu/course_details.php?cid=COMM7027D
Interpersonal Skills	E. Internal Training	2. Knowledge	How to Become a Better Communicator	Learn how to communicate effectively and confidently with these practical and proven techniques and skills that are essential for managers, supervisors, team leaders ... anyone interested in heading for the top!	Classroom	Skill Path	\$	http://www.skillpath.com/index.cfm/training/seminar/topic/Become-Better-Communicator
Interpersonal Skills	E. Internal Training	3. Skilled	The Essentials of Communicating with Diplomacy and Professionalism	Learn how to handle touchy topics, problem people and sticky situations with finesse and skill in this two-day workshop.	Classroom	Skill Path	\$	http://www.skillpath.com/index.cfm/training/seminar/topic/Essentials-Communicating-Diplomacy-Professionalism
Organizational Awareness	G. Mentor Program	2. Knowledge	Internal Agency Mentoring Program	Through an agency mentoring process professionals can pair with mentor within their field or outside their field to learn more about the agency's history, nature of the jobs of the agencies, and more about the challenges and opportunities the agency has or will experiences.	Other	Internal Resources	\$	Contact your agency's training office.
Organizational Awareness	K. Task Force/Committee	3. Skilled	Internal Agency Committees: Various Topics	Being involved in an internal agency committee will provide exposure to cross agency challenges and information about the organization as a whole.	Other	Internal Resources	\$	Contact HR leadership.
Organizational Awareness	C. Detail	3. Skilled	Internal Detail	Detail assignment give employees the opportunity to learn more about the agency by working with a different set of people who have a diversity of knowledge and experience related to the organization. An employee can also learn about various function of the agency via cross-training/job-sharing.	Other	Internal Resources	\$	Contact organizational leadership.
Partnering	D. External Training	3. Skilled	Collaborating Across Organizational Boundaries	The Leadership Competency for this course focuses on the following: Influencing/Negotiating; Political Savvy; Strategic Thinking; Technology Management; Written Communication	Classroom	HRU/OPM	\$\$\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov: www.leadership.opm.gov.
Partnering	D. External Training	2. Knowledge	Communicating Face-to-Face	Whether you are an informal or a supervisor with direct reports, communicating face-to-face is critical to building meaningful workplace relationships. This seminar focuses on developing the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.	Classroom	HRU/OPM	\$\$\$\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov: www.leadership.opm.gov.
Partnering	D. External Training	3. Skilled	Hiring Reform for Managers: Finding and Keeping Talent	This course summarizes on the HR Technical Competency such as: Category rating, job opportunity announcements, partnering, onboarding, and recruiting	Classroom	HRU/OPM	\$\$\$	The agency sponsor is OPM. The POC can be reached at 888-676-9632 or register@opm.gov: www.leadership.opm.gov.

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Partnering	D. External Training	3. Skilled	HR Business Partners	This two-day program focuses on the primary skills that professionals need to be successful in their role as HR Business Partners in their organization. Making the transition to this role requires HR professionals to develop or enhance their skills in key areas so that they are able to perform effectively and be seen by line executives, managers and employees as a critical partner to the business. This may mean a fundamental shift in the way the HR interacts with line executives. It also means HR professionals will need to learn more about how the business operates, how to build and present an effective business case and how HR can maximize its value to the organization.	Classroom	SHRM	\$\$	http://www.shrm.org/Education/seminar/Pages/humancapital.aspx
Partnering	D. External Training	3. Skilled	HR in the Federal Sector Programs	In this dynamic and interactive two-day program learn how to build your consulting toolkit to serve as a strategic business partner in your agency. Learn how to practice proactive consulting, working collaboratively across organizational boundaries, build and maintain effective strategic partnerships, and facilitate and support change.	Classroom	SHRM	\$\$	http://www.shrm.org/Education/seminar/Pages/humancapital.aspx
Problem Solving	D. External Training	2. Knowledge	Creative Problem Solving	Discover how your creativity applies to solving problems. Learn creative techniques you can use to solve problems on your own or as part of a group	Classroom or Onsite	The Graduate School	\$	http://www.graduateschool.edu/course_details.php?cid=ADMB7502A
Problem Solving	B. Conference	3. Skilled	Creative Problem Solving Institute Conference	What is CPSI? At most conference, people sit and listen while presenters share stories and theory. CPSI is so much more. CPSI is about HOW TO Create, innovate and Lead Change. About jumping in, learning by doing and interacting with leading experts. At CPSI you choose your learning path and experience tools, techniques and ideas you can apply immediately.	Onsite	Creative Problem Solving Institute Conference	\$\$\$	http://www.cpsiconference.com/index2.cfm
Problem Solving	I. Self-Study	3. Skilled	Applied Imagination: Principles and Procedures of Creative Problem-Solving	This book provides an overview of various approaches related to problem solving.	Book	Google Books	\$	http://books.google.com/books/about/Applied_imagination_principles_and_proce.html?id=2GcaAAAIAAJ
Project Management	D. External Training	1. Beginner	Introduction to Project Management: Project Movie	Introduction to Project Management: Project Movie is a web-based self-study course that provides an interactive introduction to the project management processes, tools and techniques covered in the <i>PMBOK® Guide</i> -Fourth Edition. This course teaches you through a series of easy-to-understand explanations and dynamic interactions, as well as an interwoven movie scenario.	Online	Project Management Institute	\$	http://www.pmi.org/en/Professional-Development/e-learning/e-Learning-on-Demand.aspx
Strategic Thinking	D. External Training	2. Knowledge	Strategic HR Management	General Competency: Problem Solving Leadership Competency: Human Capital Management; Strategic Thinking; Accountability	Classroom	HURU/OPM	\$\$\$	http://www.hru.gov/course_catalog.aspx
Strategic Thinking	D. External Training	3. Skilled	How Can HR Become a Strategic Player?	The session will show you how you can participate in the strategic conversations dealing with capability development, innovation and productivity.	Online	SHRM	\$	http://www.elearning.shrm.org/eLearningCourses.aspx
Strategic Thinking	D. External Training	3. Skilled	Building Business Acumen: What Your CEO is Thinking in Today's Economic Crisis	This session will help you better understand your company's key performance measures and your CEO's priorities to better communicate and align your actions and priorities.	Online	SHRM	\$	http://www.elearning.shrm.org/eLearningCourses.aspx
Strategic Thinking	A. Academic Coursework	3. Skilled	Strategic Human Capital Management	You are a leader, supervisor, manager, or HR practitioner who seeks a solid foundation in strategic human capital management concepts, principles and best practices. This introductory course equips you with the skills you need to align human resources goals and budgets with your agency's mission, and teaches you to use metrics to identify needs and outcomes and measure progress toward the identified outcomes.	Classroom	The Graduate School	\$\$	http://www.graduateschool.edu
Strategic Thinking	E. Internal Training	3. Skilled	Strategic Thinking	The Strategic Thinking seminar introduces an innovative, new way to think about and approach the troubling business problems and challenges so many leaders are up against today. This training unpacks the skills, attitudes, traits and behaviors you need to think critically, find new answers, uncover new opportunities and make better decisions.	Classroom	Skill Path	\$	http://www.skillpath.com/brochures/pdf/US/STRAT.pdf
Strategic Thinking	I. Self-Study	2. Knowledge	Strategic Thinking for Leaders: The Systems of Thinking	Our systems thinking research has found six natural human resources best practice areas that correspond to the same levels of leadership competencies listed in this book.	Book	Google Books	\$	http://books.google.com/books?id=abKLg1dQIy8C&pg=PA122&dq=Strategic+thinking+in+HR&hl=en&ei=dBaeTvnKOMnRsgaQsbWQCQ&sa=X&oi=book_result&ct=result&resnum=4&ved=0CE4Q6AEwAw#v=onepage&q=Strategic%20thinking%20in%20HR&f=false

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Strategic Thinking	D. External Training	2. Knowledge	Strategic Thinking	Strategic thinking is defined as both a way of looking at the world—particularly at challenging situations—and as a way of applying a set of techniques for framing and solving problems. It takes different forms in different situations, and certain levels of strategic thinking are more efficient for various industries and corporate cultures.	Online	eCornell	\$\$	http://www.ecornell.com/individual-course-list/leadership-and-strategic-management-courses/strategic-thinking/crs/LSM502
Technical Competency (Recruitment and Placement)	D. External Training	3. Skilled	Veterans Employment Training for Federal Human Resources Professionals	This course is for Human Resource professionals working for the Federal government. It will familiarize participants with the Veteran Employment Initiative and how it is beneficial to all parties involved: the HR Professional, the agency, and Veterans seeking Federal employment.	Online	HRU/OPM	\$	http://hru.gov/course_catalog.aspx
Technical Competency (Recruitment and Placement)	D. External Training	2. Knowledge	Category Rating	This workshop is designed to equip agency HR staff with the knowledge and practice to successfully implement category rating.	Classroom or Online	HRU/OPM	\$	http://hru.gov/course_catalog.aspx
Technical Competency (Recruitment and Placement)	D. External Training	3. Skilled	Designing an Assessment Strategy	This workshop is designed to provide agency executives, hiring managers, and HR managers/professionals with a broad overview of assessment options, as well as variables to consider when developing an assessment strategy that meets hiring reform.	Classroom	HRU/OPM	\$	http://hru.gov/course_catalog.aspx
Technical Competency (Recruitment and Placement)	D. External Training	2. Knowledge	Job Analysis	This workshop provides agency HR staff with the knowledge and practice to conduct job analysis. Topics: Developing an assessment plan; assessing minimum qualifications; writing questionnaire items; and implementation considerations.	Classroom	HRU/OPM	\$	http://hru.gov/course_catalog.aspx
Technical Competency (Recruitment and Placement)	D. External Training	3. Skilled	Streamlining Job Opportunity Announcements	This workshop includes the regulatory requirements of posting jobs; utilizing templates; writing clearly and concisely; effectively describing job duties, experience requirements and benefits; and marketing the agency and marketing the job all in a streamlined, easy to read format.	Classroom	HRU/OPM	\$\$\$\$	http://hru.gov/course_catalog.aspx
Technical Competency (Recruitment and Placement)	A. Academic Coursework	3. Skilled	Using Federal HR Flexibilities	Select and use HR flexibilities and authorities to recruit and retain a high-performing workforce. Learn the practical and appropriate uses of the various staffing, workforce restructuring and compensation flexibilities available to federal agencies	Classroom	The Graduate School	\$\$\$	http://www.graduateschool.edu/course_details.php?cid=STAF8013D
Technical Competency (Recruitment and Placement)	A. Academic Coursework	3. Skilled	Pay Options for Recruitment and Retention	Use pay flexibilities to recruit and retain high quality employees. Practice using each pay flexibility in a real-life situation. This course is both a learning and a job tool.	Distance Education	The Graduate School	\$	http://www.graduateschool.edu/course_details.php?cid=PADM7003N