

## STAFF DEVELOPMENT RESOURCES



A guide to training resources available to Carnegie Mellon University employees

**GET STARTED LEARNING TODAY!**

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## STAFF DEVELOPMENT RESOURCES



The Office of Human Resources (OHR) is pleased to offer a variety of courses and training programs to faculty and staff to help facilitate growth and development opportunities for all employees. This training catalog serves to inform CMU employees of some of the ever-expanding development opportunities that are available to assist with skills development and career growth in the present and into the future. OHR's Learning and Development team offers a mix of training programs that covers human resource systems and processes, items related to compliance, as well as programs designed to help employees develop skills to enhance job performance and become better managers and supervisors.

A variety of training formats are typically available to provide flexibility to suit learning preferences and schedules of individuals; however, the current pandemic has required recent training sessions to adapt to a virtual format. The course and program descriptions provide highlights and use icons to quickly allow you to see the delivery format and/or the campus location where they are offered.

Registration for many courses and classes is available via [FocusU](#), CMU's employee training portal, while others require a nomination process. For more about the training and offerings, please contact the OHR Learning and Development team at: [professionaldevelopment@andrew.cmu.edu](mailto:professionaldevelopment@andrew.cmu.edu).

Carnegie Mellon University has licensing agreements in place with the following eLearning content providers to provide employees with convenient access to resources and training materials for a wide range of topics.



[Academic Impressions](#) caters to the professional development needs of higher education faculty and staff. The content provider offers a wide range of live and on-demand learning opportunities on topics of interest to professionals in higher education.



[Development Dimensions International](#) is a global leadership development and human resources consulting firm that helps organizations hire, promote and develop exceptional leaders and employees. OHR has partnered with DDI to leverage two libraries of learning and development resources for staff and faculty at CMU.



[FocusU](#) is the registration portal for courses and events sponsored by the Office of Human Resources. In addition, [FocusU](#) hosts a library of courses and other training resources useful for enhancing skills and professional development.



[LinkedIn Learning](#) is a widely recognized eLearning platform where users can search and find up-to-date information and training for business, technology, and other job related topics.

ICON KEY	
	Face-To-Face
	Hybrid Training
	On-Demand Training
	Virtual Training
	On-Campus
	Certificate Opportunity

Please refer to the icon key shown above for the training delivery mode for the various programs highlighted on the following pages of this training catalog.

STAFF DEVELOPMENT PROGRAMS

**DEVELOPMENT PROGRAM GUIDE**

The Development Program Guide provides curated courses, tools and programs to grow your skills. CMU staff and faculty members can access these learning resources based on their roles or needs. Resources are available in a variety of formats, from cohort-based, multi-session programs to quick videos and tutorials. This guide is a sampling of the wealth of resources available to CMU employees through training content providers such as FocusU and LinkedIn Learning. The third-party systems used to access content require CMU login credentials for access to courses and other learning materials. The links below will help streamline your search for resources, certificate opportunities, and other training opportunities:

- [Diversity, Equity and Inclusion](#)
- [Supervisor Development](#)
- [Recruitment and Search](#)
- [Professional Development](#)
- [Team Development](#)

 [FocusU](#)  [LinkedIn Learning](#)  **Certifications Available**

**LEAN SIX SIGMA**

Lean Six Sigma is the Green Belt Process Improvement Program. This nomination-based program is designed to teach administrative teams about a data-driven approach to process improvement through real-time completion of projects. The Lean Six Sigma program consists of two separate week-long training sessions, team project work, team presentations, and coaching from our Lean Six Sigma consultant. The total time commitment is approximately 136 hours over the course of eight months (17 hours per month). Upon successful completion of the program, cohort members are provided with information and support for how to become certified through the International Association of Lean Six Sigma Certification (IASSC). Candidates are encouraged to take the certification exam to receive universal Lean Six Sigma Green Belt Certification.

 **Hybrid Training**  **Optional Certification**

NEW HIRE TRAINING

**PREVENTING WORKPLACE HARASSMENT**

Carnegie Mellon is committed to providing a respectful and motivating environment, free from discrimination and harassment. Our online Preventing Workplace Harassment course will help you understand:

- What constitutes harassment
  - How to avoid engaging in behavior that could be considered harassing
  - What to do if you witness or experience harassment
- New employees are expected to complete the course within the first 30 days at Carnegie Mellon. The course will take approximately 2 hours to complete.

 [FocusU](#)

**DIVERSITY, EQUITY AND INCLUSION FOCUSED COURSES AND PROGRAMS**



**STAFF SUPERVISORY AWARENESS PROGRAM**

Over the course of eight distinct modules, the Staff Supervisory Awareness Program explores the fundamental tools and resources needed to effectively and successfully lead and supervise others. The program is structured in a blended format where participants complete parts of the training via live sessions and others through self-paced exercises. The course content encompasses a broad range of core human resources' knowledge critical to your success as a supervisor. Participants are introduced to information that builds a foundation to become better champions of the core values of empathy, compassion, inclusion, dedication, impact and collaboration.

Participants will also learn how to infuse diversity, equity and inclusion into their day-to-day activities as a supervisor at CMU. Ultimately, participants will be

enabled with the information and skills to help them as supervisors to facilitate a work environment in which employees are treated with dignity and respect.

 **Virtual Training**

**CIVIL TREATMENT FOR EMPLOYEES**

Civil Treatment for Employees (CTE) simulates realistic workplace scenarios, offering insights and practical skills that are relevant to your organization's success. By focusing on day-to-day behaviors along with the law, CTE is part of a comprehensive and sustainable learning solution designed to challenge and motivate employees to consider the impact of their own behavior and encourage them to speak up when issues arise. The Civil Treatment for Employees course is a dynamic and interactive learning experience that promotes clear understanding of your organization's workplace standards and expectations, positively impacting your workplace culture and business results in ways that align with your organization's vision and values.

 **Virtual Training**

**CIVIL TREATMENT FOR LEADERS**

The Civil Treatment for Leaders (CTL) training provides leaders with the skills and insights they need to achieve positive business results and engage employees in ways that inspire their best work. Rather than focusing on the law exclusively, CTL focuses on a wide range of behaviors to offer a comprehensive learning solution based on realistic business simulations to spark new insights for leaders in how "doing what we've always done" is affecting results in ways they may not have considered. With simple and sustainable learning models and tools, leaders will develop skills proven to positively impact their workplace culture and business results. The Civil Treatment for Leaders (CTL) course leverages proven adult learning methodologies to provide a dynamic, diverse and experiential learning. This training program provides insight for leaders at every stage of their careers and at every level of the organization.

 **Virtual Training**

**EVERFI DIVERSITY, EQUITY, AND CIVILITY TRAINING**

Diversity in the modern workplace can be challenging. To help broaden your understanding and awareness, we invite all CMU employees to take time to complete two, on-demand courses available in [FocusU](#). We are confident that everyone who views these engaging presentations will walk away with a better self-understanding and will be better equipped to apply this information in their personal work environment.

- [Managing Bias](#) (20 minutes) - Identify and reduce the negative effects of bias in the workplace.
- [Diversity: Inclusion in the Workplace](#) (60 minutes) - Explore the benefits of diversity in the workplace and provide practical strategies for workplace inclusion.

 [FocusU](#)

**COMMITTING TO DIVERSITY, EQUITY AND INCLUSION**

The need for diversity, equity, and inclusion (DEI) on our campuses has never been as self-evident. "Social justice" is no longer just a rallying cry; instead, it's one of the crucial measures by which an institution is judged. These courses seek to encourage dialogue and understanding between different races, religions, ages, gender identities, and people with disabilities.

- [Faculty and Staff](#) (25 minutes)
- [Supervisors](#) (25 minutes)

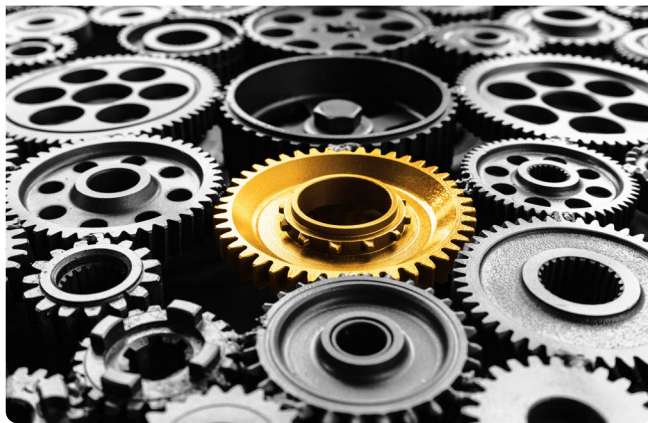
 [FocusU](#)

**GREEN DOT**

The Green Dot program was conceived on a college campus to prevent dating violence, sexual violence and stalking. It relies on the premise that if every member of the campus community - students, staff, administrators and faculty - does their small part, the combined effect is a culture that is safe and intolerant of violence. Green Dot training demonstrates how everyone can combat negative behavior through bystander engagement. Learn more and access videos and training information on [University Health Services'](#) Green Dot page.

 [CMU's Green Dot Page](#)

**STAFF LEADERSHIP DEVELOPMENT COURSES AND PROGRAMS**



**CMULEAD**

As Carnegie Mellon University continues to be one of the world’s leading research universities, a commitment to our staff members’ professional development becomes ever more important. The CMULead program aims to prepare our talented and dedicated staff to take on leadership roles.

The program aims include:

- Developing fundamental and inclusive leadership skills including how to motivate and inspire others while fostering an inclusive, equitable and diverse environment for all staff to thrive
- Learning and demonstrating key leadership abilities related to team building, coaching, collaborating, improving processes and leading strategically
- Understanding the strategic and operational aspects of CMU
- Demonstrating effective communication, problem solving, conflict resolution, negotiation and presentation skills

To learn more about this nomination-based program, please visit the [CMULead program page](#).



**LEADERSHIP PITTSBURGH**

Offered through a partnership with Leadership Pittsburgh, this namesake program is an eight-month program for established senior-level leaders. Content area experts from the community serve as faculty to build the capacity of

program participants who are leading this community now and will effect change in our region in the coming years. It not only engages and informs the senior leadership of our region’s companies but also creates meaningful bonds with others of their levels and from diverse backgrounds.

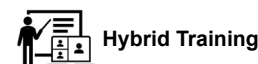
To learn more about the nomination-based program, please visit the [Leadership Pittsburgh](#) website or the [internal program page](#).



**COMMUNITY LEADERSHIP COURSE FOR VETERANS**

Offered through a partnership with Leadership Pittsburgh, the Community Leadership Course for Veterans™ (CLCV™) initiative aims to leverage the skills and experiences of post-9/11 veterans for the betterment of the broader Pittsburgh region. CLCV™ is a newer offering of this 36-year-old organization which is recognized as the premier source for identification and connection of leaders across sectors with issues, each other, and with community needs/opportunities.

Through participation in the six-month course, CLCV™ cohort members have the opportunity to develop a greater understanding of our region, meet with business and community leaders, as well as utilize their leadership skills to accomplish a community impact project in partnership with a local nonprofit organization. This course provides participants with the exposure, experiences and connections that prepare them to tackle the challenges of our community. Bi-weekly sessions cover topics such as corporate landscape, nonprofit landscape, history of Pittsburgh, savvy networking and more. To learn more about the nomination-based program, please visit the [Leadership Pittsburgh](#) website.

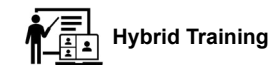


**LEADERSHIP DEVELOPMENT INITIATIVE**

Through a partnership with Leadership Pittsburgh, the Leadership Development Initiative (LDI) program is an investment in the future leader. LDI is an eight-month program for high-potential young professionals. This creative and innovative leadership training program has served as a model for several others around the country. Our faculty utilize data-driven training models and

provide access to experts who share their experiences as our community grooms the talented professionals who will lead this region in the coming years. LDI strengthens the bonds of this highly mobile talent pool with others in their cohort and with the region and serves as a retention and engagement tool for our area’s businesses and nonprofits.

To learn more about the nomination-based program, please visit the [Leadership Pittsburgh](#) website or the [internal program page](#).

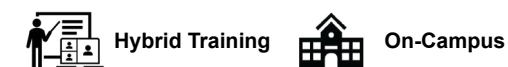


**OHR LEADERSHIP ACADEMIES**

In collaboration with Tepper Executive Education, the Carnegie Mellon University Human Resources Leadership Academies are designed to enrich the leadership skills and networks for high-potential emerging or existing leaders. Each Academy provides the tools, exposure and training necessary to increase the visibility and success of high-performing leaders within the university.

The programs are open to all faculty and staff regardless of gender, race or other demographic characteristics. Participants are selected by college and division leadership. When considering whom to select to participate, leadership should identify high-potential employees who have growth potential and would benefit from training in cultivation of diverse and inclusive leaders.

- Strategies for Advancing Women in Organizations will help craft your leadership brand for both individual and organizational success while leveraging the unique strengths and addressing the challenges specific to women seeking advancement opportunities in higher education. This program will provide you with the tools for effective negotiation to hurdle obstacles, secure necessary resources and further your upward trajectory.
- Strategies for Advancing Underrepresented Minorities in Organizations addresses the 360-degree development of participants, with a particular emphasis on the unique challenges faced by underrepresented minority professionals.



**SUPERVISORY DEVELOPMENT COURSES AND PROGRAMS**



**STAFF SUPERVISORY AWARENESS**

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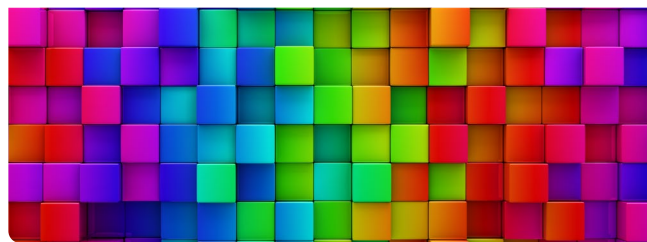
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based on realistic business simulations to spark new insights for leaders in how “doing what we’ve always done” is affecting results in ways they may not have considered. With simple and sustainable learning models and tools, leaders will develop skills proven to positively impact their workplace culture and business results. The Civil Treatment for Leaders (CTL) course leverages proven adult learning methodologies to provide a dynamic, diverse and experiential learning. This training program provides insight for leaders at every stage of their careers and at every level of the organization.



**PERSONAL AND TEAM DEVELOPMENT COURSES, PROGRAMS, AND RESOURCES**



**TRUE COLORS**

True Colors is a user-friendly temperament and personality typing program that has been helping people of all ages understand and recognize differences that can lead to miscommunication and conflict.

In the three-hour foundational session, certified facilitators from the HR Learning and Development team and from across the university help participants:

- Learn about True Colors including the evolution of this user-friendly tool
- Understand themselves and others
- Appreciate differences
- Consider how to apply their True Colors awareness to real-world situations

Participation is available for interested teams at nominal cost (\$29.95/person).

This training is suitable as a stand-alone session for team building and development and/or as part of an on-site event.



**DISC**

DiSC is an assessment tool based on the DiSC theory of psychologist William Moulton Marston, which centers on four different personality traits. This theory was developed into a behavioral assessment tool by industrial psychologist Walter Vernon Clarke.

In the three-hour foundational session, certified facilitators from the HR Learning and Development team help participants:

- Learn about DiSC® and the Everything DiSC Workplace® Map
- Identify their styles and explore the priorities that drive them
- Discover similarities and differences among the DiSC styles
- Discover their reaction to different DiSC® styles
- Identify what works for and challenges them
- Use DiSC to understand the people they work with

Participation is available for interested teams at nominal cost (\$72/person + \$120 for a team report).



**HARVARD'S PROJECT IMPLICIT BIAS TESTS**

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition - thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet.

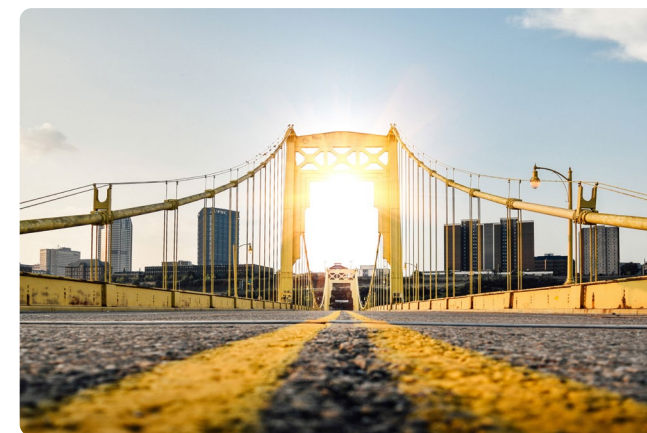
Project Implicit was founded in 1998 by three scientists – Tony Greenwald (University of Washington), Mahzarin Banaji (Harvard University), and Brian Nosek (University of Virginia). Project Implicit Mental Health launched in 2011, led by Bethany Teachman (University of Virginia) and Matt Nock (Harvard University). Project Implicit also provides consulting services, lectures, and workshops on implicit bias, diversity and inclusion, leadership, applying science to practice, and innovation.

If you are interested in finding out more about these services, visit <https://www.projectimplicit.net>.



**STANFORD VMWARE WOMEN'S LEADERSHIP INNOVATION LAB**

In partnership with the Software Engineering Institute (SEI), the Office of Human Resources is proud introduce the Stanford VMware Women’s Leadership Innovation Lab. The ultimate goal of the lab is for Corporate Program members to leverage the tools developed to foster positive change within their organizations. It can be effective for Corporate Program members to customize the materials for use within their company (i.e., modify language or change scenarios to better align with their culture). If you would like to take the concepts from the lab’s materials and customize them, please adhere to their published guidelines. Members of the CMU community can access the resources using the following credentials: (Username: cmu-sei; Password: cmu-sei135).



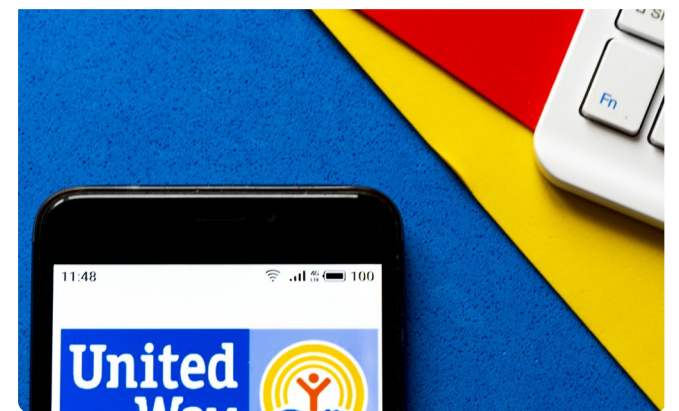
**VIBRANT PITTSBURGH**

Vibrant Pittsburgh’s mission is to build a thriving and inclusive Pittsburgh region by attracting, retaining and elevating a diversity of talent. Vibrant Pittsburgh accomplishes this vision by partnering with regional employers, such as CMU, to promote and implement initiatives that are designed to welcome and retain more diverse talent.

Our membership with Vibrant Pittsburgh allows members of the CMU community to access data, articles, tools, and other resources about diversity and inclusion in our region.

To access resources and for more information, visit [Vibrant Pittsburgh](#) and log on to use CMU’s member resources (Username: CMU, Password: 5000Forbes).

**STAFF DEVELOPMENT AND LEADERSHIP SERVICE OPPORTUNITIES**



**UNITED WAY CAMPAIGN**

Carnegie Mellon has a long-standing tradition of partnering with United Way of Southwestern Pennsylvania to support life-changing services and programs in our community. With your support, we can help raise funds to prevent hunger and homelessness, help veterans who are working hard to adjust to life back home, help kids learn and develop skills to become successful adults and provide seniors and people with disabilities with greater independence.

- [Serve as a Divisional/College Team Captain \[pdf\]](#)
- [Donate or Volunteer](#)

**STAFF COUNCIL**

The chief purpose of Staff Council is to examine matters related to all staff, and to formulate recommendations to the university administration regarding staff concerns. Staff Council representatives provide advocacy on behalf of all staff members, and contribute to the vibrancy and well-being of the entire Carnegie Mellon community.

We’re all in this together – all committed to building community and helping people realize their full potential. Join us in building a better campus community by joining the Staff Council community, sharing our progress, and learning about the many ways you can be part of our work.

- [Serve as a representative](#)
- [Serve on a committee](#)
- [Serve in a leadership role](#)
- [Serve as a volunteer with the CMU Food Drive](#)

**TAKE OUR CHILDREN TO WORK DAY**

CMU Take Our Children to Work Day is an annual event sponsored by [Staff Council](#). The event coincides with the National Take Our Children to Work Day and consists of employees bringing their children to work so that children can observe and learn about what their parents do at work. Be sure to mark your calendar for this annual event and consider giving back by participating in the future.

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CMU photos courtesy of CMU Stock Photography on flickr.com



**How is OHR Doing?**

**Office of Human Resources Contact Information**

**HR Training and Professional Development**

- Training, professional development, and organizational development
- FocusU Learning Management System
- Preventing Workplace Harassment Online Training

Email: [professionaldevelopment@andrew.cmu.edu](mailto:professionaldevelopment@andrew.cmu.edu)  
Phone: (412) 268-3862

**CMU’s LinkedIn Learning**

Web: <https://www.cmu.edu/web/training/linkedin-learning.html>

**HR Teams**

- HR Business Partners
- HR Generalists
- Compensation Manager
- Position Manager
- Recruiter
- Child Protection Operations Specialist

Web: <https://www.cmu.edu/hr/resources/hr-partners/hr-services/hr-managers.html>

**HR Service Center**

- HR Technology
- New Employee Onboarding
- Workday

[Search the Knowledge Base](#) or [Submit a Request for Assistance](#)  
Phone Support: (412) 268-4600

**List of all OHR Contacts**

Web: <https://www.cmu.edu/hr/resources/hr-partners/contact.html>

# Carnegie Mellon University

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