The CTC course offerings are specially designed to meet the training and development needs of all New York City personnel.

**CTC PROVIDES:**
- Turnkey services
- Courses designed specifically for City employees
- Instructors, who specialize in working with the public sector and know City staff, systems, and environments
- Rapid course roll-outs
- Convenient payment through a simple interagency chargeback agreement

**COURSE FORMATS**

*Open Enrollment Courses*

CTC’s Open Enrollment courses include participants from multiple agencies. Open Enrollment courses are perfect for agencies when they want to enroll one or several of their staff in a course rather than schedule their own course. Unless noted, open enrollment classes are held from 9:00am to 5:00pm.

*Agency-Specific Courses*

The CTC can provide most classes in the catalog as an agency-specific class. If you are looking for a course that is not in our catalog, please contact us. CTC professional staff and trainers are able and eager to develop and present new courses to meet workforce training professional development needs. Agencies that prefer to train a number of their employees on specific topics at once may request dedicated workshops scheduled at their convenience.

Agency-Specific courses usually are delivered at the Citywide Training Center in Manhattan and can also be offered at the agency site. Contact Citywide L&D at 212.386.0004 for information about Agency-Specific course customization and fees.

**INSTRUCTORS**

All CTC courses are led by highly qualified consultants from government, universities, and the private sector or CTC in-house trainers. Practitioners of the skills they teach, all CTC trainers bring a wealth of knowledge and experience in training City personnel that address City-specific issues and challenges. Instructors may not solicit sales or payments, for books, articles, documents or other materials in which they may have a proprietary interest, directly from any City of New York employee or agency client during any activities related to CTC program delivery.

**TRANSCRIPTS**

Personal transcripts are available by contacting the CTC at: citywidetrainingcent@dcas.nyc.gov
LEARNING & DEVELOPMENT at the CTC

HOW TO APPLY FOR TRAINING
To apply for classes, participants must complete a Citywide Training Center Application located at the back of this catalog or on our website at www.nyc.gov/ctc. One application may be used for multiple course requests and for all types of courses.

Applications must be signed by the immediate supervisor and submitted to the designated Agency Training Liaison at your agency. Employees may contact their Agency Personnel Officer for their Agency Training Liaison(s) name and contact information.

The Agency Training Liaison obtains authorization to proceed from the Agency Fiscal Officer and then forwards applications to the CTC. Applications sent directly to the CTC from an individual employee and/or sent without the required authorizing signatures will NOT be processed.

The CTC will send confirmations for training to Agency Liaisons in advance of the course(s). Agency Training Liaisons are responsible for notifying employees of the classes and dates of training that have been confirmed. Employees should not attend a class for which they have not received a confirmation. Employees should contact their Agency Training Liaison if they have questions concerning a confirmation.

NYCAPS REGISTRATION
Mayoral and Non-Mayoral agencies that have access to NYCAPS must register staff for training through the NYCAPS training module.

Agencies that do not have access to NYCAPS may complete the CTC application and submit via fax to: 212-313-3439.

FEES AND PAYMENT
The Department of Citywide Administrative Services charges agencies for most training classes in which their employees are enrolled. Your agency will receive invoices once a month if staff participated in training classes. Payment is a simple, convenient, and familiar process:

- **Mayoral Agencies** must establish an Intra-City budget modification with DCAS. Checks are NOT accepted from mayoral agencies. **We advise all agencies to anticipate training needs and expenses at the beginning of the fiscal year and set up budget modifications with DCAS at that time.** Once invoices are generated and sent to agencies, and your agency establishes the budget mod, CTC draws down upon the allocated funds.

- **Non-Mayoral agencies** must pay by check. Checks must be made payable to: DCAS/Citywide Training Center. Each Agency Training Liaison and/or Agency Fiscal Officer is responsible for ensuring that payment is made to DCAS prior to training.

All training invoice letters with payment instructions are sent from the CTC to Agency Training Liaisons.
CANCELLATION POLICY

Requests for cancellations or schedule changes must be received in writing at least 7 business days prior to the start of a confirmed class. Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the commencement of the class without penalty. The CTC should be notified in advance of the substitution.

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

Municipal Building
1 Centre Street, 24th Floor South Side
New York, NY 10007

** Please note that no food or beverages are permitted inside the classrooms.

If an agency has an appropriate training facility, upon request, the CTC can deliver programs at on-site agency locations.

Closest Subway Lines:
- 4/5/6 to Brooklyn Bridge-City Hall
- J/Z to Chambers Street-Centre Street
- R to City Hall
- A/C to Chambers Street-Church Street

Closest Bus Routes:
- M22
- M15
Citywide Learning & Development

Learning & Development (L&D) is the central source of training within NYC government for managerial, clerical, professional, and technical employees. Our Citywide Training Center offers agencies a full prospectus of courses, workshops and seminars to meet the training and professional development needs of City employees at all levels.
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<td>This portfolio has a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.</td>
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<td><strong>Personal Development Portfolio</strong></td>
<td>Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options for enhancing your creative thinking, written and oral communication, analysis and decision making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.</td>
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<td><strong>Management &amp; Supervision Portfolio</strong></td>
<td>This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service framework.</td>
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<td><strong>Professional Practices Portfolio</strong></td>
<td>These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.</td>
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<td><strong>Executive Development Portfolio</strong></td>
<td>This portfolio offers an array of learning opportunities for mid-to-senior level managers and executives throughout the City. Participants are introduced to next and best practices in management and leadership while learning from experts in areas such as neuroscience, leadership, organizational psychology, strategic change and innovation. Other opportunities include Executive Coaching, Assessment, Planning, and on-going skill development.</td>
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<td><strong>Certification &amp; Credit Bearing Portfolio</strong></td>
<td>NYC employees can prepare for professional certifications and examinations with training that is specific to their certification’s requirements. L&amp;D’s current offerings include the CUNY Public Administration Program, NIGP (National Institute of Governmental Purchasing) Certification, LMSW (License Master Social Work) Preparation Program, and a wide variety of IT (Information Technology) Certifications.</td>
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<td><strong>NYC Specific Portfolio</strong></td>
<td>L&amp;D has partnered with City agencies to present programs to provide the resources and knowledge that are specific to all New York City agencies in areas such as Emergency Management, Conflicts of Interest, M/WBE Purchasing, Customer Service, and Diversity and Inclusion.</td>
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LEARNING & DEVELOPMENT at the CTC

Spring 2016 Schedule & Registration Form

The Spring 2016 schedule of classes and a Citywide Training Center registration form are included at the back of the catalog.

Contact the CTC at:
1 Centre Street, 24th Floor South Side
New York, NY 10007
212.386.0005 or 212.386.6425 - phone
212.313.3439 - fax
citywidetrainingcent@dcas.nyc.gov
www.nyc.gov/ctc
Citywide Training Center

The Citywide Training Center (CTC) is an authorized provider of Continuing Education Units (CEUs) and professional development credits from various accreditation associations:

International Association for Continuing Education and Training (IACET)

NYC Citywide Training Center has been credentialed as an Accredited Provider by the International Association for Continuing Education and Training (IACET). In obtaining this accreditation, the NYC Citywide Training Center has demonstrated that it complies with the ANSI/IACET Standard which is recognized internationally as a standard of good practice. As a result of the Accredited Provider status, NYC Citywide Training Center is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET Standard.

Universal Public Purchasing Certification Council (UPPCC)

Through the UPPCC, individuals who are currently employed in public purchasing have the opportunity to achieve industry-wide recognition by earning the Certified Public Procurement Officer (CPPO) and Certified Public Procurement Buyer (CPPB) designation. The requirements for certification are based on academic and professional experience.

National Institute on Governmental Purchasing (NIGP)

The National Institute of Governmental Purchasing (NIGP) is a national, non-profit organization providing support to professionals in the public sector purchasing profession. NIGP provides its members with education, professional networking, research, and technical assistance.

Continuing Professional Education Credits (CPEs)

The Citywide Training Center is registered as a sponsor of Continuing Professional Education Credits (CPEs) with the New York State Board of Public Accountancy; sponsor ID number: 002483. One CPE is earned for each 50 minutes of classroom instruction.

COIB Continuing Legal Education (CLE) Credits

In cooperation with the NYC Conflicts of Interest Board (COIB), the Citywide Training Center offers a series of workshops focusing on Chapter 68 of the New York City Charter and the issues related to conflicts of interest. Continuing legal education (CLE) credit for participation is provided through the NYC Conflicts of Interest Board.
Citywide Learning & Development offers a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

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Microsoft Office Products — Access 2010

Access 2010, Part 1

In this course, participants will create and modify new databases and their various objects. Participants will maintain data consistency and integrity; improve queries, forms, and reports; and also integrate Microsoft® Office Access™ 2010 with other applications.

Course Code: T4051
Days of Training: 2
Dates: Apr 7-8
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications

Access 2010, Part 2

In this course, students will create complex Access databases by structuring existing data, writing advanced queries, working with macros, and performing database maintenance.

Course Code: T4052
Days of Training: 2
Dates: May 10-11
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Access 2010, Part 1

Microsoft Office Products — Access 2013

Access 2013, Part 1

In this course, participants will create and modify new databases and their various objects. Participants will maintain data consistency and integrity; improve queries, forms, and reports; and also integrate Microsoft® Office Access™ 2013 with other applications.

Course Code: T4061
Days of Training: 2
Dates: Feb 24-25
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications

Access 2013, Part 2

In this course, students will create complex Access databases by structuring existing data, writing advanced queries, working with macros, and performing database maintenance.

Course Code: T4062
Days of Training: 2
Dates: Mar 30-31
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Access 2013, Part 1
Microsoft Office Products — Excel 2010

**Excel 2010, Part 1**
In this course, students will create and edit basic Microsoft® Office Excel® 2010 workbooks.

- **Course Code:** T3054
- **Days of Training:** 1
- **Dates:** Feb 19, Mar 18, May 9, June 13
- **Cost:** $125
- **CEUs/CPEs:** .6/8
- **Prerequisite:** Basic knowledge of computer applications

**Excel 2010, Part 2**
In this course, students will apply visual elements and advanced formulas to a worksheet to display data in various formats.

- **Course Code:** T3055
- **Days of Training:** 1
- **Dates:** Mar 24, May 27, June 20
- **Cost:** $125
- **CEUs/CPEs:** .6/8
- **Prerequisite:** Excel 2010, Part 1

**Excel 2010, Part 3**
In this course students will automate some common Excel tasks, apply advanced analysis techniques to more complex data sets, troubleshoot errors, collaborate on worksheets, and share Excel data with other applications.

- **Course Code:** T3056
- **Days of Training:** 1
- **Dates:** Apr 25, June 27
- **Cost:** $125
- **CEUs/CPEs:** .6/8
- **Prerequisite:** Excel 2010, Part 2
Microsoft Office Products — Excel 2013

Excel 2013, Part 1
In this course, students will create and edit basic Microsoft® Office Excel® 2013 workbooks.

Course Code: T3064
Days of Training: 1
Dates: Mar 7, May 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Excel 2013, Part 2
In this course, students will apply visual elements and advanced formulas to a worksheet to display data in various formats.

Course Code: T3065
Days of Training: 1
Dates: Apr 11, June 10
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2013, Part 1
Next Step: Excel 2013, Part 3

Excel 2013, Part 3
In this course students will automate some common Excel tasks, apply advanced analysis techniques to more complex data sets, troubleshoot errors, collaborate on worksheets, and share Excel data with other applications.

Course Code: T3066
Days of Training: 1
Dates: June 24
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2013, Part 2
Microsoft Office Products — Outlook 2010

Outlook 2010, Part 1
In this course, participants will use Microsoft® Office Outlook® 2010 to manage email, calendar entries, tasks, and contacts.

Course Code: T7051
Days of Training: 1
Dates: Mar 2
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Outlook 2010, Part 2
In this course, participants will customize the Outlook environment, calendar, and mail messages, and will also track, share, assign, and quickly locate various Outlook items.

Course Code: T7052
Days of Training: 1
Dates: Mar 21
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Outlook 2010, Part 1

Microsoft Office Products — Outlook 2013

Outlook 2013, Part 1
In this course, participants will use Microsoft® Office Outlook® 2013 to manage email, calendar entries, tasks, and contacts.

Course Code: T7061
Days of Training: 1
Dates: Mar 16
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Outlook 2013, Part 2

Outlook 2013, Part 2
In this course, participants will customize the Outlook environment, calendar, and mail messages, and will also track, share, assign, and quickly locate various Outlook items.

Course Code: T7062
Days of Training: 1
Dates: Jan 26, Mar 23
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Outlook 2013, Part 1
Microsoft Office Products — PowerPoint 2010

PowerPoint 2010, Part 1
Participants will explore the PowerPoint environment and create a presentation. Students will add graphical objects to a presentation and modify them. Students will also add tables and charts to a presentation to present data in a structured form.

Course Code: T6041
Days of Training: 1
Dates: Mar 1
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

PowerPoint 2010, Part 2
In this course students will enhance their presentation by using features that will transform it into a powerful means of communication. They will customize the PowerPoint interface to suit the requirements and use features to create presentations.

Course Code: T6042
Days of Training: 1
Dates: Mar 29
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2010, Part 1

Microsoft Office Products — PowerPoint 2013

PowerPoint 2013, Part 1
Participants will explore the PowerPoint environment and create a presentation. Students will add graphical objects to a presentation and modify them. Students will also add tables and charts to a presentation to present data in a structured form.

Course Code: T6051
Days of Training: 1
Dates: Apr 4
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

PowerPoint 2013, Part 2
In this course students will enhance their presentation by using features that will transform it into a powerful means of communication. They will customize the PowerPoint interface to suit the requirements and use features to create presentations.

Course Code: T6052
Days of Training: 1
Dates: Apr 28
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2013, Part 1
Microsoft Office Products — Project 2010

Project 2010, Level 1
In this course, participants will create and manage a project schedule using Microsoft Project 2010.

Course Code: T6043
Days of Training: 1
Dates: May 16
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Project 2010, Level 2

Project 2013, Part 1
In this course, participants will be familiarized with the basic features and functions of Microsoft Project Professional 2013 so that they can use it effectively and efficiently in a real-world environment. Topics will include managing project time frames and tasks, working with and managing project resources, and delivering a project plan.

Course Code: T6053
Days of Training: 1
Dates: June 3
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Project 2013, Part 2

Microsoft Office Products — Project 2013

Project 2013, Part 2
In this course, students will learn the advanced features and functions of Microsoft Project Professional 2013. Topics will include managing the project environment, generating project views, and producing project reports.

Course Code: T6054
Days of Training: 1
Dates: June 23
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Project 2013, Part 1
**Microsoft Office Products — Word 2010**

**Word 2010, Part 1**
In this course, students will create, edit, and enhance standard business documents using Microsoft® Office Word 2010.

**Course Code:** T2064  
**Days of Training:** 1  
**Dates:** Apr 5  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Basic knowledge of computer applications

**Word 2010, Part 2**
In this course, students will create complex documents and build personalized efficiency tools using Microsoft Office Word 2010.

**Course Code:** T2065  
**Days of Training:** 1  
**Dates:** May 3  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Word 2010, Part 1

**Microsoft Office Products — Word 2013**

**Word 2013, Part 1**
In this course, students will create, edit, and enhance standard business documents using Microsoft® Office Word 2013.

**Course Code:** T2074  
**Days of Training:** 1  
**Dates:** May 17  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Basic knowledge of computer applications

**Word 2013, Part 2**
In this course, students will create complex documents and build personalized efficiency tools using Microsoft Office Word 2013.

**Course Code:** T2075  
**Days of Training:** 1  
**Dates:** June 6  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Word 2013, Part 1
Tablets

Five Dynamic Uses of the iPad

This full-day program is designed for iPad users who want to work more efficiently with various applications on the go. Users will learn how to effectively apply powerful settings and features. Topics will include: Creating, editing, customizing and adding bookmarks with Google Search Engine; route planning, navigation, street views and locations with Google Maps; editing, signing, creating and sharing files with PDF Expert 5.0; data entry, copy and pasting data, creating tables, charts, editing and sharing spreadsheets with MS Excel and Numbers; Wi-Fi and Cellular Data usage to secure user’s device and personal information.

Course Code: T1280
Days of Training: 1
Dates: Jan 28
Cost: $125
CEUs: .6/8
Requirement: Participants must provide their own iPad
Recommended Models: iPad 3rd – 4th Generation and iPad Air
Prerequisite: Basic knowledge of mobile devices and applications
Target Audience: City employees who are using City-issued iPads for their day-to-day operations

Making the Best Use of the iPad

This ½-day program is designed for iPad users who want to work more efficiently with the newest (iOS) Apple Operating System. Users will learn how to effectively use the basic, intermediate and advanced functions and applications that the iPad offers. Topics will include: customizing the home touch screen; organizing and manage apps; working with email, text messages; adding virtual keyboards; creating and updating passcode; web browsing; map and locations settings; find my iPad; Wi-Fi and Cellular Data usage to secure user’s device and personal information.

Course Code: T1281
Days of Training: 1/2 day
Dates: Jan 15 (1:30pm - 5:00pm)
Cost: $60
CEUs: .3/4
Requirement: Participants must provide their own iPad
Recommended Models: iPad 3rd – 4th Generation and iPad Air
Prerequisite: Basic knowledge of mobile devices and applications
Target Audience: City employees who are using City-issued iPads for their day-to-day operations
eLearning at your Desktop

Today's business world is driven by information, access, and speed. The key to success is moving knowledge from the people who have it... to the people who need it.

From the office or at home, via an Internet connection, you can now take online courses in many critical technology subject areas such as Professional Development Courses, Office Productivity Software, Internet and Network Technologies, Software Development, Operating Systems and Server Technologies, Enterprise Database Systems, Web Design, Project Effectiveness, and examination preparation.

You can complete entire courses—from beginner through advanced levels—to learn a brand new skill, hone in on specific skill areas as a ‘refresher’, develop new skills or access a course whenever instant answers are needed. Users are further supported with additional resources including simulations, online mentoring, Express Guides and test prep examinations on many titles. Participants may check with their supervisors to obtain headsets for use in an open-office environment.

To learn more about the eLearning courses being offered please contact the Citywide Training Center.
PERSONAL DEVELOPMENT PORTFOLIO

Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options for enhancing your creative thinking, written and oral communication, analysis and decision making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

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PERSONAL DEVELOPMENT PORTFOLIO

Action Grammar

This course is designed to answer the most frequently asked questions about grammar, punctuation, and usage. Focus is on the grammatical issues that are essential for ensuring that on-the-job writing reflects a polished, professional image.

Objectives:
- Identify well-constructed sentences and correct run-on sentences and sentence fragments
- Create transitions between sentences and use correct verb tenses
- Practice the principles of subject-verb agreement
- Form possessives of singular and plural nouns
- Use pronouns correctly
- Explore rules of capitalization and correct punctuation, including commas, semi-colons, colons, and quotation marks
- Understand the meanings and differences of commonly misused words, including words that sound alike and look alike

Target Audience: Individuals who want to enhance or refresh their understanding of Standard English grammar

Course Code: C5031
Days of Training: 2
Date: Feb 2-3, May 4-5
Cost: $250
CEUs/CPEs: 1.2/16

Anger Management

Anger is a natural human emotion. However, unconstrained anger can have detrimental effects on the workplace and on our health and success. It impacts the morale of those around us, and it impacts productivity. Being in a constant state of anger can cause both physical and emotional damage. Anger has equally damaging effects on family life—it alienates partners and breaks up families. This seminar provides an opportunity to look at productive ways of managing angry feelings and expression.

Objectives:
- Understand the anger phenomenon by looking at physiological and behavioral reactions and factors
- Identify signs of anger and identify the impact of anger on the workplace
- Explore alternative ways to express and control anger

Target Audience: Staff at all levels

Course Code: C7774
Days of Training: 1
Date: Mar 28, June 21
Cost: $125
CEUs/CPEs: .6/8
Attitude is Everything

Attitude is a highly personal and sensitive topic. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance. Everyone encounters setbacks that can shake their attitude into a negative focus. *Attitude Is Everything* provides individuals with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Participants will explore various methods for responding to different attitudes in a positive and productive way.

**Objectives:**
- Improve relationships and increase empathy and respect for others
- Understand the consequences of a negative attitude in the workplace and the benefits of promoting a positive, healthy environment
- Transform negative attitudes into positive ones
- Develop effective listening and communication skills
- Achieve new levels of performance through goal-setting techniques
- Practice effective approaches to problem-solving

**Target Audience:** Individuals who want to build and maintain better workplace relationships

---

Business Writing: Clarity Through Critical Thinking

If you think critically, you can increase your ability to write with greater clarity. You will be able to more precisely analyze information and assess a particular task, subject, issue, etc. This one-day course will help you to use critical thinking skills and provide practice in a specific writing model to improve your business writing and completion of both large and small writing projects.

**Objectives:**
- Practice asking appropriate questions to gather relevant information in an efficient manner
- Assess information in order to determine reliable and trustworthy conclusions
- Organize and draft content to increase clarity
- Apply a problem solving approach to ensure your document’s clarity
- Describe strengths and weaknesses of inductive and deductive arguments in a document’s content
- Develop skills to avoid misleading, confusing or deceptive wording

**Target Audience:** Professional staff who frequently write letters and reports

---

**Course Code:** C9266
**Days of Training:** 1
**Date:** Mar 24, May 26
**Cost:** $125
**CEUs/CPEs:** .6/8

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**Course Code:** C2036
**Days of Training:** 1
**Date:** Mar 29, May 23
**Cost:** $125
**CEUs/CPEs:** .6/8
PERSONAL DEVELOPMENT PORTFOLIO

Citywide Standardized Customer Service

This workshop will help to enhance your value as an individual delivering vital services to the customers of New York City. The workshop will reinforce the importance and value of delivering courteous and effective customer service. Finally, you will be provided with the tools to empower you to deliver and manage the highest standards of customer service.

Objectives:

- Identify the important role that you play in the City of New York
- Recognize the impact that your effective communications, personal accountability, knowledge, and professional demeanor have on customers and your career
- Diagnose customers’ needs, goals, and expectations
- Examine how the four stages of competence influence your personal development and interaction with others
- Assess your customer service effectiveness in-person and on the telephone
- Apply the Four-Step Customer CARE Process for managing customers and providing outstanding service
- Say “No” in a way that does not result in a negative reaction from customers
- Motivate customers to answer sensitive questions
- Practice the skills and attitudes of quality telephone service
- Handle challenging customers in person and on the telephone with less stress and more confidence
- Create an action list of Dos and Don’ts for customer service excellence

Target Audience: Staff at all levels

Course Code: C7816
Days of Training: 1
Date: Jan 29, Feb 26, Mar 4, Mar 18, Apr 8, Apr 22, May 13, May 27, June 10, June 24
Cost: $125
CEUs/CPEs: .6/8
Conflict Resolution Strategies

In today’s challenging business environment, the most effective way to increase your success is by building on your most valuable resource – your leadership and your people. Resolution Management specializes in helping employers optimize employee engagement and performance in the workplace by building productive relationships and providing guidance on how to strengthen the employer’s ability to accomplish this and more.

This training session will review conflict management tools and mediation strategies, and educate participants on how to manage challenging employee behaviors, diffuse conflict situations and build better workplace relationship.

**Target Audience:** EEO Professionals, Managers/Supervisors

**Course Code:** C7823  
**Days of Training:** 1/2  
**Dates:** Apr 5, Apr 6, June 8, June 9  
(9:00a-12:30p) or (1:30p-5:00p)  
**Cost:** N/C  
**CLEs/CEUs:** .3/4
Communication and Collaboration for Project Success

Communication is the single most important success factor for project management. Project managers must communicate project specifics with a wide-array of stakeholders across a broad period of time. Communication is the mechanism for achieving project management success. This one-day program develops effective communication skills for improved project performance. Participants will discover how to create a collaborative environment which encourages clear, open, continuous communication throughout the life of the project.

Objectives:

- Identify the skills necessary to encourage project team collaboration
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements” and align stakeholders expectations
- Reach agreement on task and timing on project steps and employee performance of these milestones
- Solicit and offer feedback from team members in a productive and effective manner
- Influence team participants by identifying their specific values and understanding their unique motivations
- Cope productively with project member skills, values and differences
- Use “Fierce” Communications skills for uncovering hidden agendas that impede project progression
- Complete a project communication plan that anticipates the needs of each stakeholder

Target Audience: Managers, supervisors, technical professionals, program managers and project managers who want to improve project team processes

Course Code: C9119
Days of Training: 1
Date: Feb 4, Apr 26
Cost: $125
CEUs/CPEs: .6/8
Creating and Delivering Powerful Presentations

This course is designed for professionals who, in their roles, must make important presentations. Participants will receive one-on-one coaching and develop a skill set for speaking with confidence and projecting the best possible image of themselves and the agency. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

Objectives:
• Understand the importance of “image” and how to use it to positively influence every audience
• Structure the presentation for clarity, impact, and persuasiveness
• Capture the audience’s attention from the beginning and keeping it
• Use visual materials --including PowerPoint --to reinforce the power of your presentation
• Respond to challenging questions and statements with confidence, authority, and understanding
• Close the presentation with impact

Target Audience: Professionals who make presentations

Course Code: 9041
Days of Training: 1
Date: Mar 1-2, June 16-17
Cost: $250
CEUs/CPEs: 1.2/16

Creating Workplace Civility

City employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during the course of their work. Such behavior might involve conflict, harassment, intimidation, incivility, disrespect, verbal aggression, or even violence. Both internal and external customers could potentially present these behaviors at any time.

Creating Workplace Civility focuses on building employee confidence to proactively address problematic situations while maintaining their own professionalism. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, and potentially dangerous situations and minimize the negative impact of these challenging encounters.

Objectives:
• Recognize early warning signs of anger or hostility
• Invoke four essential priorities essential to violence response
• Effectively utilize personal space, body language, and paraverbal communication to relieve tension and defuse hostility
• Employ verbal intervention strategies to de-escalate situations before they become more disruptive or potentially dangerous
• Maintain an objective and professional attitude when responding to an agitated individual

Target Audience: Professionals who make presentations

Course Code: C9100
Days of Training: 1
Date: May 6
Cost: $125
CEUs/CPEs: .6/8
Developing Dynamic Listening Skills

This workshop will focus on the skills, knowledge, and attitudes necessary to meet the challenges of listening effectively. Through practical exercises, participants will improve their behaviors in this critical component of the communication process.

Objectives:
- Assess your own listening strengths and weaknesses
- Identify attitudes that interfere with effective listening
- Distinguish between listening to understand and listening to reply
- Separate message content from feelings
- Achieve desired results through better communication

Target Audience: Professionals seeking to enhance their listening behaviors for improved communication

Course Code: C2508
Days of Training: 1
Date: Mar 21
Cost: $125
CEUs/CPEs: .6/8

“Easy” English for the Multi-Lingual Writer

This course is designed for writers for whom English is not their first language. In this course participants will work on their own and with others on job-related writing exercises that will strengthen their ability to write using proper English. Participants will leave the course with an awareness of writing strengths and a sense of confidence in their ability to improve in areas where special focus is needed.

Objectives:
- Master standard formats and etiquette for memos, letters, and e-mail
- Acquire rules to avoid the most common writing errors
- Identify the most frequent sentence problems and study how to correct them
- Review correct punctuation, capitalization, abbreviation, and number use
- Employ English idioms and other tricky words and expressions properly
- Discover where to find print and electronic writing “how to” resources

Target Audience: Administrative, clerical, and technical employees for whom English is a second language, and who are responsible for writing, e-mails, memos, and letters

Course Code: C8005
Days of Training: 2
Date: Jan 20-21, Mar 21-22, June 29-30
Cost: $250
CEUs/CPEs: 1.2/16
Enhancing Your Personal Productivity

Are you always busy? Do you have hundreds of voicemails to return, endless e-mails to read, and mounds of paperwork to conquer? Often the whirlwind of activities that we engage in do not add significant value to the work we do for our agency or the services we provide for our customers. This one-day program identifies ten “time stealers” and provides practical, easy-to-use tips on how to overcome them.

Objectives:
- Identify your “time wasters” and “HULA” moves (Having Unproductive Legitimate Action)
- Apply seven time-saving tips to help you enhance your effectiveness and productivity
- Focus your “freed up” time on the strategic issues facing your department and agency
- Review four techniques to help build strong partnerships between you and others in your work unit and agency
- Recognize how enhancing productivity improves career potential
- Develop an action plan to enhance your personal productivity

Target Audience: Employees seeking methods for enhancing their productivity, performance, and work effectiveness

Course Code: C9226
Days of Training: 1
Date: Feb 16, June 30
Cost: $125
CEUs/CPEs: .6/8

Making a Positive Difference Everyday

Positive Energy is the backbone of success. It helps individuals overcome adverse situations; see the possibilities vs. the obstacles. Positive Energy is a mindset that helps to frame the way in which you look at your life, your work, and your career. This program is designed to give you practical, easy to implement methods for harnessing your Positive Energy.

This program explores the benefits of having a positive attitude, the impact of positive energy on the workplace, fostering creativity and innovation, determining what we control and what we do not control, and the impact of Negative Energy on the workplace. The benefit is a culture of Positive Energy that reflects enhanced creativity, increased productivity, and an energized workforce.

Objectives:
- Describe positive energy and identify its attributes
- Identify the effects of positive energy on yourself and others
- Complete a self-assessment
- Identify success factors for creating positive energy
- Identify the effects of demonstrating negative energy

Target Audience: Staff at all levels

Course Code: C7778
Training Days: 1
Date: Jan 22
Cost: $125
CEUs/CPEs: .6/8
Managing Multiple Priorities

This program will prepare participants to better manage the multiple priorities faced in today’s fast-paced work environment. It will focus on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress.

Objectives:
- Clarify and set work and personal goals and objectives
- Develop skills that get you organized and help you stay organized
- Take charge of time
- Identify and keep top priorities in motion when everything is important
- Recognize and overcome “productivity killers”
- Utilize planning and organizing tools to measure and monitor progress

Target Audience: Individuals who need to balance multiple tasks and manage their time

Course Code: C5044
Days of Training: 1
Date: Apr 13, June 17
Cost: $125
CEUs/CPEs: .6/8

Managing Stress and Preventing Burnout

This course is designed for individuals who want to take specific actions to beat job burnout. In this workshop participants will explore ways to transform the pressures of work overload into productive and positive work outcomes. This workshop helps participants to address associated fatigue and lack of focus and explore strategies for prevention. Participants will develop techniques and practice exercises for alleviating the stressors—both personal and work related—that contribute to this syndrome.

Objectives:
- Recognize factors that contribute to that “frazzled condition”
- Determine if you exhibit symptoms
- Distinguish the external and internal factors associated with feeling “overwhelmed” by responsibility
- Employ techniques to strengthen your resolve and “take control”
- Construct a step-by-step action plan for alleviating and preventing burnout

Target Audience: Individuals who want to develop skills for preventing, and alleviating job burnout

Course Code: C9033
Days of Training: 1
Date: Mar 4, Apr 22, June 28
Cost: $125
CEUs/CPEs: .6/8
Mind Tools for Memory

In today’s high-demand agency workplace it is harder than ever to remember everything you need to retain—from names and passwords to all the details required to bring your projects to successful completion. However, building your memory can actually be achieved by practicing a few simple but powerful techniques. In this course, we will study memory-enhancing methods that will improve your ability to solve problems, organize your time, meet deadlines, work well with coworkers and clients, and project your best professional self.

Objectives:

- Assess your ability to remember facts, figures, names, and assignments
- Revitalize your mind-set about remembering
- Practice powerful memory improvement techniques
- Give and receive feedback to help improve your skill
- Drill memory-focused listening
- Plan how to use memory techniques to meet your agency workplace challenges
- Develop your action plan to apply and further improve your memory skills

Target Audience: All employees who wish to study memory improvement techniques

Motivating Yourself for Professional Success

What motivates you? Is it your boss or paycheck? The number one person who can motivate you is YOU! This interactive workshop addresses key aspects of self-motivation. It provides practical tips to help you define personal and professional success, how to create your own world, set goals, gain positive energy, and invest in yourself. An important element of being successful is being a good steward of the resources we have. Explore what actions you can take to overcome personal and professional stumbling blocks and see how creative thinking, effective decision making, and personal motivation can determine the destiny you create.

Objectives:

- Recognize the importance of “positive energy” in our life
- Determine what our individual motivators are
- Examine various goal-setting strategies
- Construct a step-by-step Action Plan for investing in yourself

Target Audience: All employees who wish to study self-motivational techniques

Course Code: C9092
Training Days: 1
Date: Apr 27
Cost: $125
CEUs/CPEs: .6/8
Persuasive Presentations to Executives

This advanced course is designed for managers, supervisors, and professionals who need to give persuasive briefings or presentations to executives who have little time and expect convincing results. This course focuses on how to make succinct presentations that quickly grab attention, zero in on key points and summarize the message in a compelling manner. Using video recording, participants experience firsthand how effective their presentations or briefings are through group feedback and coaching by the facilitator.

Objectives:
- Make confident first impressions
- Use proof statements to gain credibility
- Gain and keep attention
- Present key points persuasively
- Apply the power of examples and stories
- Use audience participation to gain "Buy-In"
- Keep your energy up during a presentation
- Manage Q&A session with confidence

Target Audience: Experienced managers, supervisors, and professionals who make presentations to executives

Course Code: C9115
Days of Training: 1
Date: Jan 21
Cost: $125
CEUs/CPEs: .6/8

Resilience at Work

Resilience At Work is an experiential training program that enables participants to master the competencies of professional resilience, even during times of tremendous external change. Participants learn to assess their individual adaptability using the SUPPORT™ model of resilience by examining what enhances and detracts from their professional work life. Learners explore the skills required to SUPPORT™ their own resilience by enhancing Stress-Hardiness, Understanding, Purpose, Perseverance, Optimism, Resourcefulness and Teamwork. Using the SUPPORT™ approach to resilience, participants learn to build resources, prepare for anticipated change, positively influence others, and contribute to a dynamic culture.

Objectives:
- Define resilience
- Develop greater resilience in challenging times
- Enhance sense of personal power
- Increase ability to maintain professional poise
- Improve impact in key relationships
- Develop better ability to bring focus to priorities
- Strengthen ability to create a culture of SUPPORT™
- Improve ability to respond positively to change

Target Audience: All individuals wishing to master competencies of resilience

Course Code: C9446
Days of Training: 1
Date: Jan 20
Cost: $125
CEUs/CPEs: .6/8
Revising, Editing, and Proofreading

This interactive program focuses on exercises designed to enhance revising, editing, and proofreading skills. Participants will practice their writing organization, sentence structure, grammar, word usage, and punctuation and receive individual, confidential feedback.

Objectives:
- Understand that good writing is rewriting
- Employ the “Protect Your REP” formula when reviewing documents
- Review strategies for proper placement of content
- Lay out text to support the reader’s need to scan the document
- Edit for sentence structure, grammar, and word usage
- Check for all punctuation marks, capitalization, and abbreviations

Target Audience: Professional staff who wish to polish their writing skills

Course Code: C2033
Training Days: 2
Date: Apr 14-15, June 20-21
Cost: $250
CEUs/CPEs: 1.2/16

Strategies for Handling Difficult Behaviors

This workshop provides participants with techniques to enhance their skills for dealing with people who exhibit difficult behaviors in the workplace. Participants will explore how to manage their own behaviors, explore different coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation.

Objectives:
- Identify emotionally charged situations at work in order to minimize their impact
- Practice strategies for gaining control of volatile situations
- Apply techniques to take charge of work-place conversations
- Master how to fend off a personal attack without being drawn into a “no-win” showdown
- Discover methods to keep pressure from affecting job performance

Target Audience: Individuals who wish to discover better ways to deal with difficult behaviors in the workplace

Course Code: C7519
Days of Training: 1
Date: Apr 28, June 6
Cost: $125
CEUs/CPEs: .6/8
PERSONAL DEVELOPMENT PORTFOLIO

Successful Letter and Memo Writing

This course focuses on fundamental writing concepts necessary for moving letters and memos from a draft to a finished document. Participants will acquire a system for organizing and composing clear, concise, and complete letters and memos.

Objectives:
- Identify characteristics of effective business writing
- Plan and organize thoughts before writing
- Create a professional tone
- Avoid run-on sentences and sentence fragments
- Check for cohesive paragraphs
- Avoid the most frequently made grammatical errors

Target Audience: Clerical and administrative support staff responsible for drafting and writing routine office correspondence

Course Code: C6788
Days of Training: 2
Date: Mar 9-10, June 9-10
Cost: $250
CEUs/CPEs: 1.2/16

Successful Workplace Communication

This workshop will provide participants with methods to improve their everyday interactions with co-workers and enable them to work more productively in group situations. Participants will evaluate their own communication styles and explore methods and techniques for improving their personal communication effectiveness.

Objectives:
- Assess communication styles and their impact on others
- Practice effective active listening techniques
- Recognize and respect others needs
- Develop techniques to achieve greater understanding
- Interpret verbal and non-verbal communication cues
- Diffuse and resolve conflict situations

Target Audience: Clerical/administrative staff seeking to improve their communication effectiveness

Course Code: C1022
Days of Training: 1
Date: Apr 21, June 16
Cost: $125
CEUs/CPEs: .6/8
Time Management Strategies

This course will assist participants in taking control of the time in their work day. Participants will identify unproductive work habits and examine a wide array of time management tips and techniques to maximize their effectiveness. Focus will be on setting priorities and planning as the cornerstones of developing productive work habits. Participants will also identify those strategies that best fit their work style and the realities of their work environment.

Objectives:

- Identify individual work styles
- Study how to get organized and manage time in a variety of ways
- Select specific individualized time management strategies
- Develop and implement time management strategies

Target Audience: All who wish to develop tailored, immediately practicable time management skills

Course Code: C8002
Training Days: 1
Date: Feb 25, Mar 30
Cost: $125
CEUs/CPEs: .6/8
PERSONAL DEVELOPMENT PORTFOLIO

Turning Obstacles into Opportunities

Sometimes we feel overwhelmed and can’t imagine having the energy to move in a new direction. We ignore that “little voice” inside that tugs at us to take a risk, explore a different path, or move forward to achieve our goals. In this interactive workshop you will identify the barriers that keep us from moving forward. You’ll discover how to tap into the intuitional talents that we sometimes push aside and create effective strategies to help you move “up” the road to opportunity for achieving your goals.

Objectives:

• Create your own “mission statement” to move in the right direction
• Overcome barriers associated with risk-taking
• Analyze if passions and goals are in sync
• Manage negative emotions and naysayers
• Strategize to turn on creativity
• Master the technique of SMART goal setting

Target Audience: All employees who have a passion for aligning their talents and skills in their personal and professional life

Course Code: C1247
Days of Training: 1
Date: Jan 15
Cost: $125
CEUs/CPEs: .6/8
Writing Effective and Efficient E-mails

This workshop focuses on the process used by professionals to fulfill their e-mail needs. Through real-time e-mail exercises on computers networked with other classmates in the workshop, the course enables participants to create clear, concise, complete, courteous, and correct e-mail. You will reap the benefits of using this efficient, user-friendly mode of communication for your intended purpose and achieving results.

Objectives:
- Recognize qualities that make e-mail a unique communication mode
- Define the purpose of your e-mail message
- Distinguish necessary details to support your purpose without overloading your readers
- Develop techniques for checking the tone of your e-mail
- Revise and edit e-mail for clarity, conciseness, and completeness
- Manage your e-mail system effectively: attaching, copying, filing, responding, and more

Target Audience: Professional staff who write frequent internal and external e-mail messages as part of their daily work routine

Course Code: C4260
Days of Training: 1
Date: Jan 29, Feb 26, Apr 25
Cost: $125
CEUs/CPEs: .6/8
This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service framework.

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Adaptive Leadership

Some supervisors and managers apply a “one size fits all” approach to dealing with employees and other key people in the workplace. They know that people are different – in personality, motivation and ability – but haven’t been able to respond differently because they are pressed for time, have tried options that didn’t work, worry about being seen as micromanagers if they provide too much direction, or fear things won’t get done right if they provide too little.

This highly interactive one-day workshop will help supervisors and managers vary their approach to dissimilar people in order to achieve better and more consistent outcomes with a diverse range of performers. Participants will develop strategies to raise their employees’ motivational and skill levels on different tasks and assignments.

Objectives:

- Identify and expand your current leadership “comfort zone”
- Explain and practice four different styles of leadership
- Determine which leadership style is best for a particular situation
- Explore the importance of adaptability and flexibility
- Recognize the consequences of over-supervision and under-supervision
- Develop a personal action plan to apply behaviors and principles

The workshop will include a leadership self-assessment instrument, video, case studies, role plays, small group activities as well as class discussions.

Target Audience: Anyone serving formally or informally as a leader in the workplace

Course Code: C1237
Days of Training: 1
Date: Mar 21, May 16
Cost: $125
CEUs/CPEs: .6/8
Brilliant Briefings

This interactive workshop will provide participants with the skills and techniques needed to make powerful, persuasive, and high-impact briefings and presentations to senior management. Participants will be coached on refining presentations.

Objectives:
- Apply attitudes and skills needed to give dynamic briefings to senior management
- Identify and build upon personal presentation strengths and expertise
- Convey credibility and persuasiveness
- Handle questions effectively and criticism non-defensively
- Close the briefing for positive action

Target Audience: Managers, supervisors, and professionals who want to polish their skills for making presentations to senior-level management

Course Code: C3150
Days of Training: 1
Date: Feb 5, May 19
Cost: $125
CEUs/CPEs: .6/8

Building Collaborative, Productive and Cohesive Teams

Is your team at the top of its game? This course will focus on the three key elements needed to build a collaborative, productive, and cohesive team: Trust, Open communication and Purpose (TOP). You’ll discover the importance of inter-dependence, conflict management, transparency, vision and clearly defined roles. You will have the opportunity to practice skills associated with these characteristics.

Objectives:
- Identify the key elements of “Trust”, “Open Communication” and “Purpose” in a team environment
- Understand the stages of team development and how these stages impact the overall project
- Align team expectations and clarify roles and tasks of the varying team participants
- Apply group decision making and problem solving skills
- Discover processes to uncover and resolve conflicts on a team
- Practice methods for effectively managing different work styles

Target Audience: Managers, directors and supervisors

Course Code: C1243
Days of Training: 1
Date: Feb 22, May 4
Cost: $125
CEUs/CPEs: .6/8
Good working relationships between managers and employees result in improved productivity and job performance. Utilizing performance coaching through relationship-building techniques is the focus of this seminar. Research has shown that good working relationships free both managers and employees from investing time and energy overcoming problems associated with negative relationships, thus allowing energies to be focused on opportunities for growth. This seminar will help participants use coaching as an on-going, relationship-based process whereby two parties work together and are committed to improvement in work performance.

Objectives:
- Explore the benefits of coaching
- Identify performance expectations and the productivity gap
- Build trust, respect and communication
- Shape your coaching relationship
- Practice the coaching feedback model
- Discover how to give effective constructive and positive feedback
- Pinpoint conditions for having an effective coaching session
- Determine the steps for an effective coaching session

Target Audience: Managers, directors, supervisors, and professionals who want to develop critical thinking skills and apply them for managing workplace issues and challenges

Course Code: C1238
Days of Training: 1
Date: Feb 8
Cost: $125
CEUs/CPEs: .6/8
**Contract Management/Administration**

This course will discuss the range of activities in the contract management and administration process, from contract award through contract closeout.

**Objectives:**
- Develop a plan for contract administration and management
- Recognize contract terms and conditions
- Identify and define roles of project team members
- Monitor contractor performance
- Manage invoices and payment
- Modify contract terms and/or conditions
- Resolve conflicts
- Closing the contract

**Target Audience:** Managers and professionals who manage and administer contracts. It is strongly recommended that participants take “Introduction to Procurement” as a prerequisite to this course.

**Course Code:** P3016  
**Days of Training:** 1  
**Date:** Apr 21  
**Cost:** $465  
**CEUs/CPEs:** .6/8

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**Creating a Collaborative Workplace**

Collaboration within teams, across programs and between organizations is a fact of life in today’s workplace settings. The complexity of tasks and the interdependence of functions make it important that people work well with one another throughout an entire organization. High performance teams make this necessary collaboration appear seamless. Everyone communicates both smoothly and completely. Everyone seeks out and leverages other people’s knowledge and talents. Teams seem temporarily enlarged – their boundaries suddenly expanded, their capacities increased. This course looks at the complexities, the opportunities, the desired conditions and skills needed to make this possible.

**Objectives:**
- Define collaboration and its core principles
- Identify success factors for effective collaboration
- Distinguish between collaboration and teamwork
- Assess whether collaboration is an effective strategy in specific situations
- Practice strategies to foster successful collaborations

**Target Audience:** Leaders, collaborators, program coordinators and partners, team members

**Course Code:** C7516  
**Days of Training:** 1  
**Date:** Feb 18, June 3  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Data Analytics for Managers

This course introduces participants, especially managers and executives, to the concept of data-driven decision-making and management. Participants will identify how to better use data for setting goals and defining objectives, while identifying the proper metrics for those objectives and the elements of meaningful management dashboards. Participants will study how to assess the right analytical tools to manage projects, processes, and analytic staff within their departments.

Objectives:
- Using data to meet departmental and organizational goals
- Understanding what data/information is needed for effective planning and decision making
- Benchmarking as it relates to project development
- Visualizing data for informative reports and presentations
- Working to achieve measurable outcomes
- Recognizing the concerns and opportunities of working with government open data

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code: C4311
Days of Training: 1
Date: May 25
Cost: $150
CEUs/CPEs: .6/8

Developing Yourself and Others Through Delegation

Effective delegation may be the hardest skill set for a supervisor or manager to master; it often confounds and eludes even the most experienced leaders. Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work or “dumping.” Done well, it enables you and others to take on new challenges, maximizes productivity, increases team performance and reduces stress. Done incorrectly, it results in improperly completed projects and increased frustration. This highly interactive one day workshop will explore many facets of delegation and take you through the delegation process step by step.

Objectives:
- Evaluating your delegation skills
- Differentiating delegation from assigning work and “dumping”
- Identifying real and self-imposed barriers to delegation
- Avoiding the “pitfalls” in delegating
- Dealing with trust and accountability issues
- Pinpointing the right task, time and person for delegating
- Planning and practicing the five-step delegation process
- Developing strategies for assigning work and following up effectively

Target Audience: Managers and supervisors who want to examine the benefits of delegation

Course Code: C9117
Days of Training: 1
Date: Apr 4, June 8
Cost: $125
CEUs/CPEs: .6/8
Essentials for Successful Project Management

This workshop will assist project managers in guiding an initiative from inception to successful completion. Focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

Objectives:

- Determine the project scope and feasibility
- Sequence the project and establish realistic milestones
- Build a project plan with contingencies for the unexpected
- Utilize tools that facilitate workflow and accountability
- Communicate project related information accurately and effectively
- Develop a monitoring and control process for cost and resource allocation
- Lead and motivate a project team

Target Audience: Managers and professionals responsible for leading project initiatives

Course Code: C1234
Days of Training: 2
Date: Apr 18-19, June 14-15
Cost: $250
CEUs/CPEs: 1.2/16
Excel: Data Visualization

Do you want to turn Excel into a strategic new tool? Whether you are a manager or an analyst, data visualizations can help you explore new ways to get and transform your data into actionable insights. This course will consist of didactic lecture and a lab component. The first half of this course will provide an in-depth look into the data visualization process and explain how to get past the pitfalls that most often stand in the way of creating effective visualizations. In the lab portion of the course, participants will gain hands on experience working with data from Open Data NYC and create data visualizations using advanced techniques in Microsoft Excel.

Objectives:
- Understand the data visualization process
- Discover pitfalls that can result in disastrous visualizations
- Gather, combine, and transform data from multiple sources
- Analyze and visualize real world data sets
- Utilize Excel to create meaningful and effective data visualizations

Target Audience: Managers, supervisors, project leaders, and data professionals with prior experience in Excel.

Course Code: C7817
Days of Training: 1
Date: Feb 11, Apr 11
Cost: $125
CEUs/CPEs: .6/8

Excel Tools: Summarizing Data

This course will address one of the greatest challenges managers face today: making sense of the data they already have. Being able to quickly and efficiently summarize and analyze data is essential to making better business decisions. Using Excel 2010, participants will be taught some of the most effective techniques in summarizing and displaying data to extract actionable intelligence quickly and accurately.

Objectives:
- Basic functions
- Specific functions: Average, Count, Round, If Then, Nested If, Concentrate, PMT, Using Ranges, VLookup and Time and Date functions
- Specific Excel features: Sorting, Consolidating, Eliminating of Duplicates, multiple sheet references, and Using Basic Pivot Tables

Prerequisite: Basic math skills, Excel Level 1

Target Audience: Managers, supervisors, and team leaders involved in data analysis

Course Code: C4312
Days of Training: 1
Date: Mar 14, May 23
Cost: $150
CEUs/CPEs: .6/8
Fundamentals of Supervision

This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will be introduced to the key techniques that they will need to function effectively in their supervisory role. Emphasis will be placed on the supervisor as part of a management team committed to developing excellence in government.

Objectives:
- Recognize the challenges of public sector supervision
- Propose strategies to effectively work with a diverse workforce
- Communicate performance objectives for effective staff performance
- Develop leadership practices that encourage commitment and teamwork
- Employ delegation as a work method that benefits both the supervisor and subordinate
- Coach staff members for top performance
- Master conflict management skills

Target Audience: All supervisors

Course Code: C1044
Days of Training: 2
Date: Jan 27-28, Apr 4-5, May 25-26
Cost: $250
CEUs/CPEs: 1.2/16

Hitting the Bulls-eye: Setting Targets the Work

Often the dissatisfaction we feel with our inability to meet goals and deadlines can be attributed not to laziness or poor implementation, but to sub-optimal planning. This practical workshop will arm participants with proven methods to create a strategic plan that will transform vision to reality. Participants will work with decision-making frameworks, goal-setting techniques, and best practices for assigning roles and responsibilities, measurable benchmarks and data-driven goals.

Objectives:
- Clarify big picture and articulate vision and approach
- Employ brainstorming to build consensus and streamline efforts
- Use case studies to identify best practices and benchmark targets
- Work on your own strategic plan
- Explore various decision-making frameworks and goal-setting techniques
- Practice aligning vision with data-driven decisions

Target Audience: Managers, supervisors and leaders who want to strengthen their ability to plan realistically, execute effectively, and maintain a trajectory that encourages sustainable success

Course Code: C9321
Days of Training: 1
Date: Feb 29, June 13
Cost: $125
CEUs/CPEs: .6/8
**Initiating and Managing Difficult Conversations**

This course will allow participants to practice the communication skills and techniques needed for handling difficult work issues with candor, tact, and sensitivity. It explores complex situations such as addressing performance problems, dealing with tensions among team members, and enforcing agency policies.

**Objectives:**
- Identify the interests of each party in a complex situation
- Utilize methods of positive, direct phrasing
- Recognize ‘triggers’ that can upset positive conversations
- Explore a model to initiate, conduct, and end a ‘hard conversation’

**Target Audience:** Managers, supervisors, team leaders who must initiate “difficult” conversations

**Course Code:** C9013  
**Days of Training:** 1  
**Date:** Feb 16, May 12  
**Cost:** $125  
**CEUs/CPEs:** .6/8

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**Inspired Leadership: Creating a Motivational Environment**

Exploring the wisdom and values of other real-life leaders, this course will assist participants in identifying new ways to encourage individual contributors to perform at higher levels. This will potentially result in increased levels of productivity, and positive long-term changes of the unit, department, or agency. The cornerstones of the FISH Philosophy® (Choose Your Attitude, Be There, Make Their Day, and Play) are incorporated into this workshop, and participants will explore ways to increase morale—with the intent of inspiring and motivating team members to challenge themselves to improve. This course is intended for leaders who aspire to motivate and inspire others, lead “genuinely” and leave a legacy of integrity and success.

**Objectives:**
- Improve communications and ensure a smooth flow of operations
- Set standards of excellence that will challenge the team members to steadily increase performance and productivity through the use of values
- Explore ways to show appreciation for performance and let individuals know they are an important part of the team
- Create an environment of trust

**Target Audience:** Managers and supervisors who want to increase innovative approaches for leadership and developing creative approaches for changing the work environment

**Course Code:** C9248  
**Days of Training:** 2  
**Date:** Mar 10-11, May 5-6  
**Cost:** $250  
**CEUs/CPEs:** 1.2/16
Leading Productive Meetings

Do your meetings have a purpose? Are your meetings sometimes less productive than you would like them to be? In this workshop you will study to determine when a meeting is necessary and when there are more effective ways to achieve your goals. You will discover tools and techniques for facilitating engaging and results-driven meetings for planning and decision making, sharing information or obtaining staff input.

Objectives:
- Use methods for assessing if a meeting is really necessary
- Examine why “timing is everything”
- Discover why attendees find meetings dull and uninspiring
- Explore techniques to develop meeting norms to enhance staff engagement

Target Audience: All professionals who conduct meetings

Course Code: C1050
Days of Training: 1
Date: Mar 9, May 11
Cost: $125
CEUs/CPEs: .6/8

Leading Short-Term Improvement Projects

In this course, participants will set short-term improvement projects, select a project work-team, and create a viable project plan. It will also explore how to maintain focus and infuse energy and enthusiasm into the successful completion of short-term projects, in spite of often present constraints.

Objectives:
- Apply and practice the universal method of problem-solving in order to select a project
- Explore a template that will assist in setting bold, specific and measurable goals
- Encourage work teams to be creative in addressing persistent problems
- Harness zest and create ‘synergy’ to counter inertia and apathy

Target Audience: Managers, supervisors and team leaders working on short-term improvement projects

Course Code: C9014
Days of Training: 1
Date: Jan 19, Feb 26, June 6
Cost: $125
CEUs/CPEs: .6/8
Lean Six Sigma: Introduction to Process Improvement  
(White Belt Certificate)

Are you feeling the pressure of getting more done with less time and resources?  
Achieving great results on a daily basis is a challenge. Often, employees and managers are stretched beyond full capacity. In this seminar, participants will develop an understanding of proven methods for being more creative and resourceful when performing daily tasks. These methods, including eliminating wasteful task steps, reducing errors and improving efficiency, will result in improved productivity.

Lean Six Sigma provides tools and techniques to streamline work processes, improve time management, and produce higher quality work while delighting internal and external customers. These tools are now widely used in many government agencies and institutions.

At the completion of this program, participants will earn a Lean Six Sigma White Belt certificate.

Objectives:

- Identify the history, purpose and goals of Lean Six Sigma  
- Develop Process Mapping and Value Stream Mapping Skills  
- Perform a Root Cause Analysis to solve problems at work  
- Improve methods of achieving higher productivity and reducing errors  
- Use new streamlined methods of accomplishing tasks and projects

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

Course Code: C7784  
Days of Training: 2  
Date: Apr 13-14, May 18 & 20  
Cost: $250  
CEUs/CPEs: 1.2/16
Lean Six Sigma provides tools and techniques to streamline work processes, improve time management, and produce higher quality work while delighting internal and external customers. These tools are now used in many government agencies and institutions.

Participants will be able to create strategies for leading Lean Six Sigma teams and implementing Lean Six Sigma projects. Applying the tools can result in reducing errors, improving efficiency and better teamwork. Participants will design and present a plan for implementing a Lean Six Sigma Project.

At the completion of this program, participants will earn a Lean Six Sigma Green Belt certificate.

Objectives:
- Review Process Improvement Theory
- Master key Lean Six Sigma tools
- Identify key drivers and develop metrics and evaluate cost savings
- Successfully lead project teams
- Design and implement Lean Six Sigma Projects

Prerequisite: Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)

Target Audience: Managers, supervisors, project leaders, and employees who are performing a leadership role

Course Code: C7785
Days of Training: 4
Date: June 1, 3, 15, & 22
Cost: $500
CEUs/CPEs: 2.4/32
Managerial Decision Making and Problem Solving

This workshop is designed to help participants improve the quality and impact of their decisions, analyze and expand their decision-making methods, and identify solutions for on-the-job problems.

Objectives:
- Discuss why problem solving and decision making are critical to every manager’s success
- Strategize to reach decisions
- Identify techniques to resolve problems more efficiently
- Enhance problem solving and decision making
- Assess and improve individual and team efforts to problem-solve

Target Audience: Managers who want to make better decisions and solve problems more effectively

Course Code: C2525  
Days of Training: 1  
Date: Mar 7, May 31  
Cost: $125  
CEUs/CPEs: .6/8

Nailing Employee Engagement: What it Takes to Build An Engaged Workforce

A disengaged staff can have a significant negative effect on productivity, customer service, and retention. There are many ways to make your team feel more inspired by their work, and many of these tactics can easily be incorporated into your day-to-day operations. Based on real city agency research, the aim of this program is to look at the building blocks of employee engagement, and some of the tools that can help foster engagement among employees at your locations.

Objectives:
- Understand the importance of engagement to an organization’s success
- Discuss the evidence base for engagement
- Identify organizational, occupational, and individual sources of employee engagement
- Understand the role that effective management plays in amplifying engagement
- Actions that you can take to engage your workforce

Target Audience: Managers and supervisors in leadership roles

Course Code: C7822  
Days of Training: 1  
Date: May 26  
Cost: $125  
CEUs/CPEs: .6/8
Selection Interviewing: Hiring Right

This intensive one-day program will help participants plan and conduct an effective selection interview. Participants will be able to develop questions that are legal, effective and behaviorally-based in order to improve their chances of hiring the “right” person for a given position.

Objectives:

- Analyze specific job specifications
- Identify the conditions for holding an effective interview
- Develop key legal questions that are behaviorally-based
- Employ techniques to help make the interview fair, legal and effective
- Differentiate between hearing vs. listening
- Understand the role of perception in interviewing
- Handle difficult interview situations
- Practice interviewing and receive feedback on your interviewing skills

Target Audience: Managers and supervisors who interview candidates for positions in their agency

Course Code: C4027
Days of Training: 1
Date: Mar 16, June 15
Cost: $125
CEUs/CPEs: .6/8
Supervising Challenging Employees

This course is designed to give supervisors the interpersonal and communication skill sets to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance.

Objectives:

- Recognize whether the challenge is from the employee, the situation or the relationship
- Distinguish effective from ineffective responses to challenging employees
- Focus on goals and outcomes instead of personality and process
- Negotiate “performance agreements”
- Solicit and offer feedback more comfortably
- Influence people through their own values and motivations
- Cope productively with personality differences
- Create dialogue through improved active listening and questioning skills
- Measure and increase mutual TRAC ratings (trust, respect, affection, and confidence)

Target Audience: Managers and supervisors seeking effective ways for supervising “challenging” employees

Course Code: C9038
Days of Training: 2
Date: Apr 13-14, June 29-30
Cost: $250
CEUs/CPEs: 1.2/16
Writing Performance Evaluations

Completing evaluations requires managers to write in an objective manner that accurately describes the performance of employees. Specifically, managers are expected to document the strengths and weaknesses of employees as well as future goals and developmental needs. To do this, the manager will be meticulous in the choice of words and phrases. This course provides managers practice in writing about observed behaviors and job competencies. In addition, participants will prepare precise goals and statements of developmental needs.

Objectives:

- Utilize a technique for gathering performance data
- Decipher fact from opinion in order to write factually
- Separate actions from attitude in order to write objectively
- Document developmental needs based on job performance and job competency
- Write goals that are specific and measurable

Target Audience: Managers and supervisors who write performance evaluations

Course Code: C9166
Days of Training: 1
Date: Jan 14, Feb 10, Apr 5
Cost: $125
CEUs/CPEs: .6/8
These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.

Energy Management Professionals

Human Resources Professionals

IT Professionals

Project Management Professionals

Procurement Professionals

Mayor’s Office of Contract Services Courses

National Institute of Governmental Purchasing (NIGP) Foundation Courses for Certification

Small Business Services M/WBE Courses

(Localized in the Certification & Credit Bearing Portfolio)

(Localized in the NYC Specific Portfolio)
Course Description:

Building Operator Certification (BOC) Level I serves as the gateway training program of the Energy Management Institute, and is designed to help building operators manage their facilities more energy efficiently as part of the City’s efforts to meet its greenhouse gas reduction goals. The course is a competency-based training and certification program that prepares participants with the tools necessary to increase the energy efficiency of City facilities, while maintaining indoor air comfort for the building occupants. The course provides an overview of building systems, especially those related to energy use including lighting, mechanical, ventilation and electrical systems. It also provides guidance to improve thermal comfort, air quality, and life-safety considerations.

The BOC Level I program is a unique learning experience because instruction is delivered both in a traditional classroom setting as well as through self-paced, online modules. The program is taught by a CUNY Instructor with deep experience in energy engineering, and the efficient operation of plant and equipment.

The primary goal of the BOC-Level I training program is to train personnel on low cost and no cost operational improvements that can have a significant impact on energy use within city buildings. More significant building performance enhancements will require capital funds, but there are a number of operational and maintenance tasks employees can take on themselves, which will help the city reduce carbon and GHG emissions.

Objectives:

- Expand knowledge of building mechanical and electrical systems—HVAC equipment and controls, electrical distribution, motors, and lighting—and how their operation relates to energy efficiency performance and building comfort conditions;
- Recognize system configurations, drawings of schematics, observation and interpretation of operating conditions;
- Develop strategies for systematic maintenance and performance monitoring;
- Understand energy data sources, data management and interpretation, including use of software tools, calculation of indices;
- Participate in a structured approach to surveying and assessing energy-using systems, leading to qualitative and quantitative formulation of energy projects.

Grading & Certification:

To earn the nationally-recognized Building Operator Certification-Level I credential, participants must (a) attend and participate in at least 8 of the 9 in-class sessions, (b) satisfactorily complete the 14 online lessons, (c) take and pass 4 exams, and (d) submit 4 practical project assignments which focus on applying concepts studied in class to the facilities the trainees work in.

Who Should Enroll:

The course is designed for building operators who may have limited formal systems training, but have substantial work experience in building systems. This course is also beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles. Employees in the following position titles should consider participating in this program: Deputy Director of Facilities, Deputy Director of Optimization, Energy Manager, Architect, Engineer, Design Engineer, Engineering Project Manager, Construction Project Manager, Supervisor of Maintenance, Thermostat Repairer, and High Pressure Plant Tender.
Textbooks and other Learning Materials:
On the first day of training, each participant will receive several a course binder, textbooks published by the Building Operator Certification program and a copy of *Energy-Efficient Operation of Commercial Buildings: Redefining the Energy Manager's Job* by Peter Herzog.

**NOTE:**
DCAS Energy Management covers the cost of city staff participating in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a city employee registers for the course but drops out before satisfactory completion, a fee of $1,650 will be assessed to their agency training department for “no show” in accordance with CTC cancellation policy.

Prerequisites:
Prior to enrolling in BOC Level I, city agency employees are advised to view the following Energy Awareness videos, at least once each:


Prep Courses:
Soon after an application to participate in BOC-Level I training is accepted, the employee will receive a “welcome” note from CUNY providing links to two assessments. Program instructors have developed these assessments to guarantee that participants are effectively prepared for the energy management instruction delivered. *The Math assessment and the Excel assessment will take approx. 15 minutes each. Depending on how well the employees do in the assessments, they may be encouraged to take online, self-paced Math and Excel prep courses prior to their BOC-Level I start date.*

<table>
<thead>
<tr>
<th>Course: Building Operator Certification (BOC) Level I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term: Spring 2016</td>
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<tr>
<td>Days: Fridays</td>
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<tr>
<td>Dates: Feb 5 &amp; 19, Mar 4 &amp; 18, Apr 1, 15 &amp; 29, May 6 &amp; 13</td>
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<tr>
<td>Sessions: 9</td>
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<tr>
<td>Hours: 9:00am - 4:00pm</td>
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<tr>
<td>Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower</td>
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<tr>
<td>Code/CEU: C7200; 5.4</td>
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<tr>
<td>Registration Deadline: January 5</td>
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</tbody>
</table>
Course Description:
For those who have successfully completed the BOC Level I course, this advanced course provides an opportunity to deepen building performance skills while working towards earning the BOC-Level 2 credential. This 16 week, four (4) module course has recently been re-designed to take advantage of virtual learning tools so that employees only need to leave their work site 8 times in order to participate in the program. DCAS Energy Management offers this program to help prepare building operators and stationary engineers on energy efficient facility operations to meet the city’s greenhouse gas reduction goals. The BOC-Level 2 course is a competency-based training and certification program that will teach participants the tools necessary to increase the energy efficiency and comfort of City facilities. It also offers participants the opportunity for improved job skills.

NEW and IMPROVED!!
The BOC-Level 2 program has been completely re-designed, and the new format was introduced in Fall 2014. The result:

- Synchronous virtual sessions – each of the four modules will begin with a 1-hr, synchronous web-based meeting, where the trainees will connect with their instructor to discuss the content covered in the upcoming module so that they are fully prepared for what is expected of them to succeed.
- Classroom Instruction – 2 days of classroom instruction during each module will allow the employees to walk thru technical curriculum with CUNY Subject Matter Expert trainers, as well as network with, and learn from, peers at other agencies.
- Online, self-paced lessons – the classroom instruction will be complimented by self-paced online lessons on topics ranging from “Commissioning,” to “Troubleshooting HVAC Controls,” to “Preventive Maintenance for Boiler Optimization.” Three self-paced online lessons will be assigned during each of the four modules in this new program.
- Practical Projects – DCAS and CUNY have found that the project assignments, the “homework” trainees produce back at their job sites, is one of the most important learning elements of the BOC-Level 2 program, so one practical project will be assigned as part of each of the four modules.

Objectives:
At the conclusion of this training experience, the participant will:

- Have the ability to collect facility operating data for monitoring and troubleshooting of operations;
- Understand sophisticated controls and control strategies;
- Be able to identify, diagnose and correct control errors;
- Be able to use of energy and other performance data to maintain high levels of building performance;
- Know how to select and apply maintenance strategies and techniques.
Grading & Certification:
To earn the nationally-recognized Building Operator Certification Level 2 credential, participants must (a) attend and participate in at least 7 of the 8 in-class sessions, (b) take and pass 4 exams, and (c) submit 4 practical project assignments.

Who Should Enroll:
Employees who have already earned the BOC Level I credential, and hold one of the following position titles: Building Operator, Senior Stationary Engineer, Stationary Engineer, Custodian Engineer, Building Manager, Deputy Director of Facilities, Deputy Director of Optimization, Energy Manager, Architect, Engineer, Design Engineer, Engineering Project Manager, Construction Project Manager, or Supervisor of Maintenance.

Textbooks and other Learning Materials:
On the first day of training, each participant will receive a course binder, a complete set of BOC Level 2 Handbooks, and additional study materials.

**NOTE:**
DCAS Energy Management covers the cost of city staff participating in BOC-Level II training in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a city employee registers for the course but drops out before satisfactory completion, a fee of $1,575 will be assessed to their agency’s training department for “no show” in accordance with CTC cancellation policy.

Pre-requisites:
The BOC Level I credential must have been earned during Spring 2015 or earlier.

<table>
<thead>
<tr>
<th>Course: Building Operator Certification (BOC) Level 2</th>
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<tbody>
<tr>
<td><em>This course is offered on an every-other week schedule, requiring participants to be in class on alternating weeks.</em></td>
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<tr>
<td>Term: Spring 2016</td>
</tr>
<tr>
<td>Days: Fridays</td>
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<tr>
<td>Dates: Jan 22, Feb 5 &amp; 19, Mar 4 &amp; 18, Apr 1, 15 &amp; 22</td>
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<tr>
<td>Sessions: 8</td>
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<td>Hours: 9:00am - 4:00pm</td>
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<tr>
<td>Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower</td>
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<tr>
<td>Code/CEU: C7202; 4.8</td>
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<td>Registration Deadline: December 28</td>
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</table>
Course Description:

The Building Re-Tuning (BRT) course is designed to give building operators advanced training in analysis of facility operations, and to further identify efficiency improvements as part of the City’s efforts to meet its greenhouse gas reduction goals. The BRT course is offered as five in-class sessions with integrated project-based work to be completed by participants in between classroom meetings. The course is aimed at operators and managers with previous energy management training (BOC-1 and/or BOC-2, CEM, etc.) and teaches participants skills needed to conduct a re-tuning of facilities that use a BAS/BMS controls system.

The course walks participants through the BRT process from foundational concepts through an initial BRT tune-up. Participants learn what BRT involves, how to obtain operational data from the BAS to create graphs and charts, how to analyze the data to diagnose operational problems and uncover no-cost and low-cost improvement opportunities in equipment operations. The course requires hands-on implementation practice in the participants’ facilities and participants must be able to access trend logging functions in a BAS/BMS. Future offerings will address methods for BRT without use of BAS/BMS.

Objectives:

At the conclusion of BRT Training, participants will be able to:

- Explain and understand the overall BRT process from start to finish.
- Understand how BRT protocol relates to retro-commissioning and continuous commissioning concepts/practices.
- Create trend logs using BAS data collection function.
- Learn basic methodologies for creating graphic displays from BAS/BMS data
- Develop ability to interpret graphical trend data for diagnostics and identification of energy reduction/optimization opportunities.

Grading & Practical Projects:

Participants will be evaluated based on their ability to conduct an initial BRT project, using BAS/BMS data, in discrete steps during the five weeks of the course.
Who Should Enroll:
The course is designed for building operators with previous energy efficiency/energy management training, and is also beneficial to facility managers who have entered the field from a management background and seek to gain skills in data-driven facility diagnostics. Participants should have a working knowledge of energy efficiency in building systems and ability to access trend log functions in their facility’s BAS/BMS.

Texts and other Learning Materials:
Each participant will receive a course handbook based on materials from the Pacific Northwest National Lab and access to on-line study materials. The field project component will be conducted over the course of the five-week program. CUNY student engineering interns will be available to assist with various aspects of the project, especially around new graphing software applications.

**NOTE:**
DCAS Energy Management covers the cost of city staff participation in BRT training in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a city employee registers for this course but drops out before satisfactory completion, a fee of $800 will be assessed to their agency’s training department for “no show” in accordance with CTC cancellation policy.

Prerequisites:
The BOC Level I credential.

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**Course: Building Re-Tuning**

Term: Spring 2016

Days: Thursdays

Dates: Apr 7, 14, 21, 28, May 12

Sessions: 5

Hours: 9:00am - 12:00pm

Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower

Code/CEU: C7300; 1.5

Registration Deadline: March 4
Energy Management Institute

Additional Information

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Registration Deadline</th>
<th>Course Dates</th>
</tr>
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<tbody>
<tr>
<td>Certified Building Commissioning Professional (CBCP) Program</td>
<td>Feb 12</td>
<td>Mar 15 –18 (8:30a-4:30p) &amp; Mar 21 (Exam)</td>
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<tr>
<td>Certified Energy Manager (CEM) Program</td>
<td>May 6</td>
<td>June 7-10 (8:30a - 4:30p) &amp; June 13 (Exam)</td>
</tr>
<tr>
<td>Energy Efficient Operations of Controls Systems*</td>
<td>Feb 12</td>
<td>Mar 15 &amp; 29, Apr 12 &amp; 26, May 10 (8:30a-3:30p)</td>
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<tr>
<td>Energy Efficient Operations of Electrical Systems*</td>
<td>Jan 15</td>
<td>Feb 17, Mar 2, 16 &amp; 30, Apr 13 (8:30a - 3:30p)</td>
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<tr>
<td>Energy Efficient Operations of Mechanical Systems*</td>
<td>Feb 5</td>
<td>Mar 8 &amp; 22, Apr 5 &amp; 19 (8:30a-3:30p)</td>
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<tr>
<td>Energy Efficient Operations of Plumbing Systems*</td>
<td>May 6</td>
<td>June 2, 16 &amp; 30 (8:30a-3:30p)</td>
</tr>
</tbody>
</table>

Additional Energy Management Classes:
*NOTE: these courses are offered on an every-other week schedule, requiring participants to be in class on alternating weeks.

The classes listed above are held at the CUNY School of Professional Studies, 119 W. 31st Street, New York, NY 10001

Registration Information:
Human Resources Management Certificate Course

The Human Resource Management (HRM) certificate course is designed for middle- and senior-level HR managers seeking to become certified HR professionals. The course, offered in cooperation with the Society for Human Resource Management (SHRM) and Pace University, provides an overview of the key roles and functions of a senior Human Resource generalist. In addition to preparing participants to sit for SHRM certification exams, the course provides a solid foundation for managing the HR challenges faced in today’s demanding work environment. HRM focus areas include:

- Strategic Management
- Workforce Planning and Employment
- Human Resource Development
- Risk Management
- Employee and Labor Relations

The program will be offered in September 2016. Please call 212.386.0004 for more information.
COURSES FOR IT PROFESSIONALS

IT Professional & Certification Courses

The Citywide Information Technology (IT) Professional and Certification Courses offered by the Citywide Training Center provides access to over 200 high quality technical training courses and 60 certifications from industry leaders such as:

- Cisco
- Citrix
- CompTIA
- EC-Council
- (ISC)²
- Linux
- Microsoft
- Oracle
- Project Management Institute

Special Course packages for certification and exam information for Databases, Help Desk, Networking, Network Server Administrator, and Networking Security are listed in this catalog. For additional information, please contact the Citywide Training Center.

COURSES FOR PROJECT MANAGEMENT PROFESSIONALS

Project Management Practical

The Project Management Practical introduces City managers to the most realistic and applied aspects of project management. The curriculum is based on Project Management Institute (PMI) guidelines – the industry standard – and is designed to support a range of project management challenges. As with all Citywide Executive Development Programs, emphasis will be placed on building professional networks and developing collaborative relationships.

The next Project Management Practical will be offered in late 2016. For additional information, or to have your name put on a wait list please email executivedevelopment@dcas.nyc.gov or call 212.386.6403.
COURSES FOR PROCUREMENT PROFESSIONALS

As one of the nation's largest public contracting entities, New York City is dependent on a procurement workforce with high-level skills and knowledge in all areas of the procurement field. Procurement classes are intended to increase the professionalization of procurement staff at all employment levels, to provide staff development opportunities that will lead to improved efficiency and productivity in City procurement, to encourage innovation in procurement, and to foster excellence in all aspects of the procurement function.

Conflicts of Interest Seminar for Procurement Professionals

This course provides an overview of the Conflicts of Interest Law, Chapter 68 of the New York City Charter. In-class case studies and practical exercises are used to provide participants with a general understanding of the Conflicts of Interest Law, how to avoid conflicts and appearances of conflict, and the responsibilities of the Conflicts of Interest Board (COIB).

Objectives:

- Understand the Conflicts of Interest Law (including but not limited to: accepting gifts, reporting misconduct by others, post-employment restrictions)
- Determine to whom the law applies
- Know when to seek an opinion from COIB

Target Audience: Procurement personnel employed by the City of New York

Course Code: P4002
Days of Training: 1/2 day
Dates: Apr 13 (9:30a - 12:00p)
Cost: N/C
CEUs: .3
Contract Management/Administration

This course will discuss the range of activities in the contract management and administration process, from contract award through contract closeout.

**Target Audience:** Managers and professionals who manage and administer contracts. It is strongly recommended that participants take “Introduction to Procurement” as a prerequisite to this course.

**Course Code:** P3016  
**Days of Training:** 1  
**Date:** Apr 21  
**Cost:** $465  
**CEUs/CPEs:** .6/8

Details for this Procurement Course can be found on page 41 in the *Management and Supervision Portfolio*
APT (Automated Procurement Tracking) Basics

This course is designed for new APT users to learn about the system. The participants should have basic procurement knowledge.

Objectives:

- Provide participants with the information they need to complete their tasks in the system

Target Audience: City procurement personnel who are involved with Automated Procurement Tracking

Course Code: P6049M
Days of Training: 1/2
Date: Mar 15 (1:30p-5:00p)
Cost: N/C
CEUs: .3

Contract Public Hearings

This course provides an overview of the relevant rules, pursuant to Section 326 of the New York City Charter and Section 2-11 of the Procurement Policy Board Rules, procedures, deadlines and submissions before a Public Hearing is held in order to receive testimony on any contract over $100,000.

Objectives:

- Describe what documentation is required from the Agency in the APT System for the Public Hearing
- Review the various methods of source selection for each contract
- Discuss the Public Hearing Notices to be advertised in The City Record
- Highlight notification documents to be submitted to elected officials prior to the Public Hearing
- Requirements for designation letters from agency heads to be transmitted prior to the Public Hearing
- Master Schedule for Contract Public Hearings
- APT Tasks, Process and Review

Course Code: P6140M
Days of Training: 1/2 day
Dates: May 17 (9:00a – 12:30p)
Cost: N/C
CEUs: .3
Ethics/Legal Compliance

In this course participants will learn about core ethical concepts arising in the procurement context such as accountability for compliance, conflicts of interest avoidance, confidentiality and openness in government. The course also explores the historical evolution of the Mayor’s procurement authority. The course uses an interactive approach and creative problem solving techniques to teach how to identify and address ethical issues that might arise in the procurement world.

Objectives:
- Accountability for compliance
- Conflicts of interest avoidance
- Confidentiality and openness in government
- Historical evolution of the Mayor’s procurement authority

Target Audience: All City Procurement personnel

Course Code: P6005M
Days of Training: 1
Dates: Mar 10
Cost: N/C
CEUs: .6

HireNYC

This class will provide an overview of the HireNYC initiative and its impact on City agencies. HireNYC is a suite of initiatives designed to leverage the City’s purchasing power and economic investments to create employment opportunities for low-income and underserved New Yorkers.

Course Code: P6153M
Days of Training: 1/2 day
Dates: Jan 27 (9:00a - 12:30p)
Cost: N/C
CEUs: .3
Intergovernmental Procurements

In this class, participants will learn how to procure goods and services through New York State Office of General Services (OGS) and federal General Services Administration (GSA) Contracts. Participants will also learn proper solicitation procedures for OGS and GSA intergovernmental contracting, relevant local, state, and federal rules that govern such contracting, and best practices.

Course Code: P6143M
Days of Training: 1/2 day
Date: Apr 4 (1:30p-5:00p)
Cost: N/C
CEUs: .3

Introduction to Procurement

This course will provide an introduction to basic procurement methods, and principles. The purpose of the course is to provide an introductory framework for procurement planning. The course will cover the following areas:

- Methods definitions
- Business requirements
- Municipal tracking systems
- Key local laws

Target Audience: Agency procurement and program staff with no background knowledge on municipal procurement

Course Code: P3014M
Days of Training: 1/2 day
Date: Jan 14 (1:30p – 5:00p)
Cost: N/C
CEUs: .3
Legal Compliance in Procurement (replacing Living Wage)

This class will provide an overview of procurement laws related to a variety of topics relevant to procurement personnel. Participants will learn about:

- Local Law 50 of 2011, relating to the purchase of New York State food, and the New York City Agency Food Standards;
- Environmentally Preferable Purchasing (EPP) laws;
- Corrective Action Plans (CAPs) for nonprofit providers;
- The New York state Preferred Source law and reporting on preferred source contract awards under Local Law 125 of 2013;
- The Living Wage Law;
- Local Law 18 of 2012, relating to disclosure of project cost increases; and
- Small Purchases under PPB Rule 3-08.

Course Code: P6152M
Days of Training: 1/2 day
Dates: Jan 20, May 26 (9:00a - 12:30p)
Cost: N/C
CEUs: .3

Local Law 34 Compliance/DBA (Doing Business Accountability) Project

*This class is held at the Mayor’s Office of Contract Services, 253 Broadway, 9th Floor.

Local Law 34 of 2007 (LL34) established a public Doing Business Database of all entities that are doing or seek to do business with the City, as well as their principal officers, owners, and senior managers. Doing Business Data Forms (DBDF) are collected by City agencies with proposals, at the beginning of contract negotiations or discussions with proposed vendors, as well as when a contract is awarded. When an entity has proposed and has been awarded business by the City that reaches or exceeds threshold amounts, the persons associated with the entity are considered to be doing business with the City. They are then listed on the public Doing Business Database and are subject to the stricter limits for campaign donations defined by the law. This training provides an overview of LL34, when and for what types of purchases the DBDF is collected, and how the information is used for campaign finance purposes.

Course Code: P6155M
Days of Training: 1.5 hours
Dates: Jan 12, Feb 2, Mar 1, Mar 17, Apr 5, May 3, June 7, June 23 (11:00a - 12:30p)
Jan 20, Feb 10, Mar 9, Apr 20, May 18, June 15 (1:00p-2:30p)
Cost: N/C
CEUs: .15
### NYC Nonprofits: Financial Management, Budgeting for the Full Cost of Programs

Understanding the nature of revenues and expenses and translating that knowledge into programmatic planning and success is a critical skill for nonprofits, which are required to track financial and in-kind resources by contract or funding source. This session will provide board and staff with an understanding of budgeting and cost allocation principles and the financial tools and systems needed to record and review an organization’s revenues and expenses by program, as well as provide best practices templates to implement a comprehensive budgeting process. This training is presented by Neil P. Flynn, CFO, Vice President of Finance and Operations at Boys and Girls Harbor and Alan Cheng, Associate Commissioner/Chief Financial Officer at NYC Department of Youth and Community Development.

Please visit [https://a002-oom03.nyc.gov/rsvp1/](https://a002-oom03.nyc.gov/rsvp1/) to register.

**Course Code:** P6160M  
**Days of Training:** 1/2 day  
**Dates:** Apr 13 (9:00a - 12:00p)  
**Cost:** N/C  
**CEUs:** .3

### NYC Nonprofits: Financial Management, Internal Controls and Audit Prep

Audits test the reliability of financial reports and review the adequacy of internal controls, the systems and procedures that nonprofits follow to safeguard their assets and create reliable financial reports. Funding audits or government audits also test for compliance with the contract and program terms. At the end of this session, nonprofit staff will learn how to safeguard assets through strategic internal controls and prepare for a successful audit. Nonprofit leaders will learn:

- Best practices for internal controls,
- How to ensure the reliability of financial reporting,
- How to reduce the costs of independent audits or get more value from the auditor.

This workshop will help nonprofit board and staff manage a smooth audit and build the internal control systems needed to protect public funds. This training presented by Ethan Khan, Partner, at WeiserMazars LLP.

Please visit [https://a002-oom03.nyc.gov/rsvp1/](https://a002-oom03.nyc.gov/rsvp1/) to register.

**Course Code:** P6156M  
**Days of Training:** 1/2 day  
**Dates:** Jan 28 (9:00a - 12:00p)  
**Cost:** N/C  
**CEUs:** .3
NYC Nonprofits: Fundraising Training Series, Digital Marketing

The Internet and social networks are transforming the way nonprofit organizations interact with clients, partners, and potential donors. Digital marketing has become an essential tool for nonprofit outreach and advocacy. A key digital marketing objective is to engage targeted community members and give them a way to interact with the nonprofit organization. This workshop will provide nonprofit organizations with the fundamentals of digital marketing: spreading awareness, managing audience member relationships, and understanding contemporary digital trends. The training will provide staff with best practices for navigating each platform, developing a digital strategy and analyzing audience trends.

This training is presented by Tobias Rodriguez, Deputy Digital Director, and Masha Gindler, Deputy Director at NYC Mayor’s Office of Digital Strategy and Petia A. Bradshaw of Stylista Group.

Please visit https://a002-oom03.nyc.gov/rsvp1/ to register.

Course Code: P6158M
Days of Training: 1/2 day
Dates: Feb 25 (9:00a - 12:00p)
Cost: N/C
CEUs: .3

NYC Nonprofits: Fundraising Training Series, Proposal and Grant Writing

As resources remain scarce, it is a challenge for nonprofit executive staff and board’s doing great work in their community to compete for grants, contracts, or RFPs. If your organization would like to know the key components of a successful proposal, you should attend this course. This training is presented by Natasha Mast and Vincent Pernetti, at HHS Accelerator, Cressida Wasserman, Senior Planner at NYC Department of Youth & Community Development, and Jon Moscow, Managing Partner, at Sterner-Moscow Partnership. Targeted to nonprofit executives and board members, registration required.

During this training session, nonprofit staff will learn:
- How to respond to a RFP,
- How to develop a winning proposal,
- Tips for making your proposal stronger.

Please visit https://a002-oom03.nyc.gov/rsvp1/ to register.

Course Code: P6157M
Days of Training: 1/2 day
Dates: Feb 11 (9:00a - 12:00p)
Cost: N/C
CEUs: .3
NYC Nonprofits: Navigating New York City’s Contracting Requirements

With the complexity of the City’s contracting process, it can seem overwhelming to navigate the procurement process, win a contract and receive reimbursement for the services provided under a contract. Often grassroots and small, community based organizations find the process confusing and need help figuring out who to talk to about what. This training will provide nonprofit staff and board members with the context and guidance to effectively communicate with City agency staff, build relationships, and meet compliance requirements and “vendor” expectations.

Please visit https://a002-oom03.nyc.gov/rsvp1/ to register.

Course Code: P6159M  
Days of Training: 1/2 day  
Date: Mar 9 (9:00a-12:00p)  
Cost: N/C  
CEUs: .3

NYC Nonprofits: Volunteer Management

Volunteer management should be considered a part of strategic planning. The impact that volunteers can have in their communities and on the people they serve and engage can successfully support the mission of an organization. Though managing volunteers is an investment of time and energy and requires systems and processes to ensure that they are well managed, an organization can achieve its programmatic goals, get more donations, and get bigger recognition with limited resources. Do you engage your volunteers strategically? Do you have a strong position description and professional recruiter? Do you clearly explain what career expectations, opportunities, and possibilities volunteers may encounter in your organization? Do you recognize and retain them? Do you clearly present the whole picture of their efforts and impact that they will have in their community?

This workshop will answer all those questions, as well as provide best practices templates and tools to ensure that volunteers achieve their goals in service, increase their volunteer commitments and provide a real benefit to your organization. This training is presented by Paula Gavin, Chief Service Officer, at NYC Service and Gary Bagley, Executive Director at New York Cares.

Please visit https://a002-oom03.nyc.gov/rsvp1/ to register.

Course Code: P6145M  
Days of Training: 1/2 day  
Date: May 25 (9:00a – 12:30p)  
Cost: N/C  
CEUs: .3
Performance Evaluation Process

In this course, participants will learn the step by step process of evaluating a contract through the VENDEX database. Participants will learn how to determine which contract needs evaluating, create and complete a performance evaluation, as well as review and upload the evaluation into VENDEX. Participants will also learn how to monitor the evaluation throughout the evaluation process using various VENDEX reports.

Objectives:

- Participants will learn how to determine which contract needs evaluating
- Create and complete a performance evaluation
- Review and upload the evaluation into VENDEX
- Monitor the evaluation throughout the evaluation process using various VENDEX reports

Target Audience: City procurement personnel involved in all stages of evaluating a vendor performance on a contract

Procurement Law for Beginners

This course presents a basic introduction to the legal framework for City procurements. City procurements are governed by State Law, the Charter, the Administrative Code, and the PPB Rules. The class will discuss these rules and how they apply to the decisions procurement professionals make every day in solicitations, evaluations, responsibility determinations and more. The class is an opportunity for program staff to understand the rules that procurement professional have to follow.

Course Code: P6064M
Days of Training: 1/2 day
Dates: Apr 14 (1:30p-5:00p)
Cost: N/C
CEUs: .3
Project Labor Agreements for Contract Administrators

This course will focus on the role of Contract Administrators as part of The City’s team effort to implement NYC’s Project Labor Agreements (PLAs).

**Objectives:**
- A brief overview of the City’s PLAs
- A discussion of how prevailing wage standards are affected by the PLAs
- Contract Administrators responsibilities at project mobilization
- ‘Tell-tale signs’ of potential non-compliance with the PLAs

**Target Audience:** All City procurement personnel

**Course Code:** P6072M  
**Days of Training:** 1/2 day  
**Date:** May 12 (9:00a–12:00p)  
**Cost:** N/C  
**CEUs:** .3

RFPs for All: Removing Barriers to Competition for Small CBOs

This class will explore program and RFP design elements that encourage community based organizations to compete for City contracts. The material will be geared towards City programs that require culturally competent service providers rooted in the communities they serve. Topics include using the structured proposal format, evaluating cultural competency and language access, determining community demographics, outreach to underserved communities, and providing technical assistance to small organizations.

**Target Audience:** City agency procurement and program staff

**Course Code:** P6170M  
**Days of Training:** 1/2 day  
**Date:** Mar 22 (9:00a – 12:30p)  
**Cost:** N/C  
**CEUs:** .3
Subcontractor Tracking

Subcontracting will provide participants with an overview of the requirements surrounding subcontractor data collection and reporting. Participants should be prepared to discuss practices within their Agency and share best practices with colleagues.

Objectives:

- A demonstration of the Payee Information Portal (PIP) subcontractor data collection system and the subcontractor screens in FMS
- Cover the regulatory requirements around subcontracting in the PPB Rules and Local Law 1 of 2013 (M/WBE)

Target Audience: Procurement officers, ACCO’s and project managers

Course Code: P6118M
Days of Training: 1/2 day
Dates: Jan 12, Feb 16, Mar 22, Apr 12, May 10, June 14 (1:30p - 5:00p)
Cost: N/C
CEUs: .3
Understanding the VENDEX Process

In this course, participants will learn about the Vendor Information Exchange System (VENDEX), the City’s primary tool for determining vendor responsibility. Participants will learn VENDEX policies and procedures, as well as how to query the database.

Objectives:

- Understand the VENDEX statute and other legal requirements for determining vendor responsibility
- Learn about the various VENDEX forms and the information vendors are required to provide
- Use the VENDEX system, including how to conduct queries and initiate vendor name checks
- Understand the sources of information that appear on the VENDEX system and how to analyze this information in making responsibility determinations

Target Audience: City contracting personnel

Course Code: P6008M
Days of Training: 1/2 day
Dates: Mar 8 (9:00a - 12:30p)
Cost: N/C
CEUs: .3
Vendor Responsibility/Determinations

In this course, participants will learn about the vendor responsibility process as governed by the Procurement Policy Board Rules. Participants will learn skills on how to analyze data and will be provided resources to help research prospective vendors.

Objectives:

- Understand the legal requirements for determining vendor responsibility, including VENDEX
- Review policies and processes for submitting responsibility determinations to MOCS/Comptroller
- Learn skills that will enable agency personnel to gather and analyze data on prospective vendors
- Learn how to gather vendor information from the Internet and other resources, including VENDEX, Lexis and other governmental databases
- Step by step instructions on how to query Internet and other online resources.

Target Audience: This course is designed for all City procurement personnel

Course Code: P6154M
Days of Training: 1/2 day
Dates: Feb 10 (1:30p - 5:00p)
Cost: N/C
CEUs: .3
EXECUTIVE DEVELOPMENT PORTFOLIO

This Portfolio offers an array of learning opportunities for mid-to-senior level managers and executives throughout the City. Participants are introduced to next and best practices in management and leadership while learning from experts in areas such as neuroscience, leadership, organizational psychology, strategic change and innovation. Other opportunities include Executive Coaching, Assessment, Planning, and on-going skill development.

What is Organization Development? 79
Assessment & Facilitation 79
The Leadership Institute 80
The Management Academy 80
Executive Coaching 81
Frederick O’Reilly Hayes Prize 82
Human Resources Programs 62
(Located in the Professional Practices Portfolio)
Project Management Practical 63
(Located in the Professional Practices Portfolio)

For more information on programs offered in the Executive Development Portfolio, please call 212.386.0004 or visit the website at http://www.nyc.gov/executivedevelopment
What is Organization Development?

**Organization Development** (OD) is a body of knowledge and practice that enhances organizational performance and individual development. OD interventions take place within systems that include formal and informal work groups and use methodologies and approaches to facilitate strategic planning, organization design, leadership development, change management, performance management, and coaching.

Citywide Organization and Executive Development (OED) partners with experts in the fields of Organizational Psychology, Neuroscience and Leadership, Business Management, and Social Science to offer relevant training and OD opportunities to agencies and individuals. Staff and faculty are committed to helping clients move toward more efficient and effective work models. All programs and classes offered within the Executive Development Portfolio are available for customization in support of ongoing agency initiatives.

Assessment & Facilitation

Assessment and Facilitation programs are offered to managers and leaders who wish to gage strengths and growth opportunities for their team. Assessments are administered by licensed practitioners who provide a context for how assessment results are to be interpreted and appropriately applied. Participants receive confidential, anonymous feedback and, through the use of an action or development plan, are offered tools to use to further increase their management capacity.
EXECUTIVE DEVELOPMENT PORTFOLIO

The Leadership Institute

The Leadership Institute prepares a select group of outstanding mid-level agency executives to lead organizational change initiatives. The institute is organized into three sections – organizational diagnosis, direction setting, and implementation strategy – and looks at management frameworks and tools, and their application to organizational change in the public sector.

Participants are identified through a competitive selection process, and are introduced to state-of-the-art change models focusing on process and performance improvement during the program. Managers leave with an invaluable set of tools and vast network of colleagues to support them as they implement change initiatives within City agencies.

The 2016 Leadership Institute will be held from March 15, 2016 – June 28, 2016. The application period is December 20, 2015 – February 3, 2016.

Participants are selected to the Leadership Institute based on the results of an extensive application review and interview process. Additional information about the program can be found on the website at http://www.nyc.gov/html/dcas/html/employees/leadership_institute.shtml or by calling 212.386.0004.

The Management Academy

The Management Academy is designed specifically for the City’s new and emerging leaders. The Academy’s goal is to expose participants to exceptional management practices and offer them an understanding of the formal and informal processes that drive City government. Through a series of workshops, the Academy stimulates analytical and creative thought to better equip its participants for meeting the daily challenges they face in increasing productivity and delivering service excellence.

The Academy focuses on three areas essential to management success in City government:

1. Developing and utilizing human resources,
2. Improving service delivery, and
3. Understanding the operational aspects of City systems.

Participants are selected to the Management Academy based on the results of an extensive application review and interview process. Additional information about the program can be found on the website at http://www.nyc.gov/html/dcas/html/employees/leadership_manacad.shtml or by calling 212.386.0004.
Executive Coaching

Executive Coaching is a vital tool used by Agency’s to facilitate professional growth and personal development for managers and executives. The practice offers clients the opportunity to examine current work behaviors, seek clarity and understanding, reevaluate assumptions and reframe problems as well as gain new insights. Coaches use a variety of methodologies to help clients gain an assortment of management and leadership tools which can be used at their disposal.

A coaching experience includes:

1. Preliminary meeting with Organization and Executive Development to assess coaching needs.
2. A review of coach profiles, and self-selection of a coach that best suits your work style.
3. Meeting with the Coach to...
   a. agree upon desired outcomes resulting from your coaching relationship
   b. establish a prescribed work-plan
   c. determine meeting parameters
   d. begin the work!

All of L&D’s coaching options incorporate an assessment and feedback. For more detailed information on Executive Coaching, please call 212.386.0004.
Fredrick O’Reilly Hayes was a remarkable leader who was passionate about innovation in government service delivery. He pioneered management and analytic methods while crafting daring public policy and recruiting and mentoring a generation of public service minded leaders. His influence during his career spanned federal, state and local government, and he managed the largest municipal budget in the United States as Budget Director of the City of New York. Fred’s dedication to improving the delivery of public service knew no bounds. He instilled this spirit of innovation and excellence to his associates who learned from his ideas, ideals and work.

To honor his career, promote his ideals, and enhance the attractiveness of public service careers, the Fred Hayes Prize recognizes innovative contributions to the delivery of public services by emerging leaders in New York City government. The Prize seeks to reward public servants who have demonstrated a high degree of talent, commitment and accomplishment, and who anticipate continuing their careers in public service.

After a review of nomination packages, finalists are interviewed by The Hayes Prize Committee. Based upon the results of the interview a winner is selected.

Additional information about the Hayes Prize can be found on the website at http://www.nyc.gov/executivedevelopment or by calling 212.386.0004.
NYC employees can prepare for professional certifications and exams with training that is specific to their certification’s requirements. L&D’s current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

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<tr>
<td>IT Professional &amp; Certification Courses</td>
<td>63</td>
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<tr>
<td><em>(Located in the Professional Practices Portfolio)</em></td>
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<tr>
<td>LMSW Licensing Preparation Program</td>
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<tr>
<td>National Institute of Governmental Purchasing (NIGP) Foundation Courses</td>
<td>92</td>
</tr>
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<td>for Certification</td>
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</tbody>
</table>
CUNY PUBLIC ADMINISTRATION PROGRAM

The CUNY/DCAS Public Administration Program is offered in collaboration with the City University of New York’s (CUNY) Joseph S. Murphy Institute (JSMI) for Worker Education at the School of Professional Studies and participating unions on both the undergraduate and graduate level. It is designed to provide an opportunity to earn college credits, improve communication and analytic skills, and provide for expanded knowledge of government agencies, social services, labor relations, and the legislative and budgetary process in the context of deepening the understanding of urban challenges.

Enroll at the undergraduate or graduate:

- Earn a Certificate in Public Administration and Public Policy from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply credits toward a bachelor’s or master’s degree at Queens College or the School of Professional Studies, CUNY
- Union tuition plans applicable; tuition reimbursement may apply
- Online application: https://cunyspsg.askadmissions.net/emtinterestpage.aspx?ip=quickstart
- Spring 2016 Admissions Deadline: January 8, 2016

For More Information on CUNY Courses at the CTC contact:

DCAS
Ewa Rzepka at: (212) 386-6473 or erzepka@dcas.nyc.gov

CUNY/Murphy Institute (MI)
25 West 43rd Street, 19th Floor
New York, NY 10036
The Murphy Institute Enrollment Specialist at: (212) 642-2059
Visit the website at: The Murphy Institute
CERTIFICATION & CREDIT BEARING PORTFOLIO: CUNY PUBLIC ADMINISTRATION PROGRAM

UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY

The Undergraduate Certificate in Public Administration and Public Policy provides participants with a solid background in government, the policy-making process, and public administration. To earn the Certificate, participants must hold a high school diploma or GED and complete four courses, for a total of sixteen credits.

Public Administration

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Duration</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>PADM 20100</td>
<td>4</td>
<td>Feb 1, 2016 to May 23, 2016</td>
<td>Mondays</td>
<td>6:15p-9:35p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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</tbody>
</table>

This course will examine the growth, structure, role, and methods of local and federal bureaucracies and their impact on American government and society. It will introduce participants to the subject of bureaucracy in American government and will survey the major areas of study in Public Administration, including the context of public administration, the meaning of federalism, and intergovernmental relations. In addition, the course will address organizational theory and behavior, decision-making, leadership, policy implementation, budgeting, personnel management, performance management, legal and regulatory constraints, ethics and accountability. Participants will become knowledgeable about the roles and functions of public agencies and will acquire a grasp of current issues and controversies concerning public bureaucracies and public policy.

Government, Politics, and the Policy-Making Process

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Duration</th>
<th>Days</th>
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<tr>
<td>PADM 21100</td>
<td>4</td>
<td>Feb 2, 2016 to May 24, 2016</td>
<td>Tuesdays</td>
<td>6:15p-9:35p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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</table>

This course will explore the policy-making process in a range of public institutions and will introduce participants to the approaches, methods, tools, and techniques of decision making. The role of conventional political institutions as well as alternatives to conventional politics will be studied. In the process, participants will identify official as well as unofficial political actors, including those in the executive, legislative, and judiciary branches of government; social and political activists; the media; and the public. Finally, the course will examine several models of the policy-making process.
CERTIFICATION & CREDIT BEARING PORTFOLIO: CUNY PUBLIC ADMINISTRATION PROGRAM

Public Issues and Public Policy

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tr>
<td>PADM 22100</td>
<td>4</td>
<td>Feb 3, 2016 to May 25, 2016</td>
<td>Wednesdays</td>
<td>6:15p-9:35p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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</tbody>
</table>

This course will provide an overview of the major problems facing American cities and will examine the federal, state, and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including taxation, minimum wage, social security, immigration, education, the environment, crime, social welfare, discrimination, and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life. Finally, participants will discuss pluralist and elitist perspectives on public policy and policy debate. Readings will include diverse and sometimes clashing points of view and will often emphasize developments in New York City.

Research Seminar on Public Policy

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
<th>Location</th>
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<tbody>
<tr>
<td>PADM 23100</td>
<td>4</td>
<td>Not offered Spring semester</td>
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</table>

This course is a seminar in public policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing, or criminal justice, which will change each semester. Using a task force model, participants will survey the literature in the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Participants will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination. The goal for each task force is to recommend modifications or alternatives to existing policy that effectively address the needs and concerns of various constituencies and interest groups in the decision-making process. During the term, task force groups will make oral presentations, based on their research. Each group will present a final report that incorporates policy analysis and policy recommendations. In preparation for the task-force project, the seminar will provide an overview of the topic under examination and will review methodologies for policy analysis.
CERTIFICATION & CREDIT BEARING PORTFOLIO: CUNY PUBLIC ADMINISTRATION PROGRAM

ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY — LEVEL 1

The Advanced Certificate in Public Administration and Public Policy, Level 1 will provide participants with a deeper understanding of such topics as public management, the administrative decision-making process, diversity, training and staff development, and union-management relations. To earn the Certificate, participants must hold a bachelor’s degree and complete four courses, for a total of twelve credits.

Policy Analysis

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<th>Course Code</th>
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<th>Start Date to End Date</th>
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<tr>
<td>PADM 62100</td>
<td>3</td>
<td>Feb 1, 2016 to May 23, 2016</td>
<td>Mondays</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources. In that process, participants will address a key question: How do the interests of social groups combine with access to the political process to determine who gets what and when? Finally, participants will examine case studies of public-policy analysis in three selected areas of study.

Public Administration

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<th>Course Code</th>
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<th>Start Date to End Date</th>
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<th>Time</th>
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<tr>
<td>PADM 60100</td>
<td>3</td>
<td>Feb 2, 2016 to May 24, 2016</td>
<td>Tuesdays</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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Designed for participants with a basic knowledge of public administration, this course will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for “reinventing” government. Participants will analyze theoretical questions of public administration and will address the real-world experience of public sector employees, both managers and staff. Participants will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the Government Performance Results Act as well as “post-bureaucratic” models of the public-sector workplace. In this process, participants will examine such key managerial issues as evaluation of employee performance, motivation of employees, organizational justice, diversity management, training and staff-development, union-management relations, and collective bargaining. The course will conclude with a participatory workshop on managing in the public sector, in which participants will draw on both their practical experience and the scholarly literature discussed in the course.
Research Methods Seminar

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<th>Course Code</th>
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<tr>
<td>PADM 65100</td>
<td>3</td>
<td>Feb 4, 2016</td>
<td>May 26, 2016</td>
<td>Thursdays</td>
<td>6:30p-9:00p</td>
<td>CUNY SPS: 119 West 31st Street, Room TBA</td>
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This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Participants will learn the importance of formulating research questions and how to frame them, the range of methodologies that can be employed and why and when to use them, and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, participants will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Participants will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, participants will develop an operational familiarity with computer-based programs for statistics and data analysis. Several class sessions will be scheduled in a computer lab for SPSS training.

Social and Economic Policy in the United States

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<th>Course Code</th>
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<tr>
<td>PADM 61100</td>
<td>3</td>
<td>Feb 3, 2016</td>
<td>May 25, 2016</td>
<td>Wednesdays</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty, welfare, housing, health-care, public education, and urban crime. The course will conclude with an analysis of the public-sector labor force and the future of municipal unions. While the main focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.
LMSW LICENSING PREPARATION PROGRAM

Citywide Learning and Development in partnership with The Silberman School of Social Work at Hunter College presents the LMSW Licensing Preparation Program.

The purpose of the LMSW LICENSING PREPARATION PROGRAM is to prepare New York City human service workers with MSW degrees to pass the New York State License Master Social Work (LMSW) examination. The LMSW license is a requirement for many positions and titles within NYC agencies.

The LMSW licensing preparation course combines practice and process methods designed to help social workers acquire the skills and confidence needed to pass the exam. The training focuses on:

- Reviewing social work content knowledge and skills, including a broad range of social work terms, conditions, and situations that mirror the scenarios presented on the exam.
- Integrating test-taking strategies and stress reduction techniques with theoretical and practical knowledge of social work
- Applying test-taking strategies to the material while maintaining a positive attitude and mindset
- Improving baseline performance, especially in the areas that may require additional study.

The intensity and frequency of meeting for six weeks, will allows for a through review of the content material, and time to do practice tests individually, and as a group in every session.

The instructor will introduce a range of test-taking skills and tips relevant to a taking a multiple-choice examination. Every week class will read, answer, and discuss questions in each of the areas that are included in the licensing exam. The exam itself consists of 170 multiple-choice questions. It is computerized, four hour long exam administered through the Association of Social Work Boards (ASWB).

This program can be delivered in-person or through video-conferencing and the schedule customized for agency purposes.

To enroll, or for more information please contact the Yevgeniy Shandler at 212.386.6479 or yshandler@dcas.nyc.gov

Please Note: Each class must have at least 20 participants enrolled to be held.
COURSE OUTLINE

- **Class 1**: Introduction to the exam, filling out the licensing application, how to register for the exam, and a PowerPoint presentation entitled *Test-Taking Strategies*.

- **Class 2**: Read, answer and discuss questions in the area of direct practice with individuals and families.

- **Class 3**: Theories of clinical practice

- **Class 4**: Human Behavior

- **Class 5**: Review of fundamental concepts, definitions, basic practice skills and key characteristics that pertain to the prior three practice sessions. All together, the topics of *direct practice with individual and families, theories of clinical practice and human behavior* comprise 60%-65% of the exam.

- **Class 6**: PowerPoint presentation entitled *Train your Brain on the NASW Code of Ethics* and work and process questions in the area of professional ethics.

- **Class 7**: Group Work and Community Organizing

- **Class 8**: Alcohol and Substance Abuse

- **Class 9**: Review of fundamental concepts, definitions, basic practice skills and key characteristics that pertain to the prior three areas of *group work, community organizing and substance abuse*.

- **Class 10**: Practice 50 questions from the ASWB booklet, process the answers, and wrap up.
NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP) FOUNDATION COURSES FOR CERTIFICATION

The National Institute of Governmental Purchasing (NIGP) is a national, non-profit organization providing support to professionals in the public sector purchasing profession. NIGP provides its members with education, professional networking, research, and technical assistance. The NIGP Foundation Courses for public procurement professionals assist in the preparation for exams leading to the Certified Public Procurement Officer (CPPO) and the Certified Professional Public Buyer.
Contract Administration in the Public Sector

The class provides a framework for examining contract administration by focusing on essential elements of the discipline. It also provides the participant with a focused look at key considerations related to important contract terms and conditions that must be enforced during contract administration. Determining the appropriate contract administration method, preparing a relevant plan, participating in the process, evaluating the success of the contract and evaluation procedures will all be addressed.

Objectives:
- Examine and understand the tools needed to design, develop and formulate the process
- Assess how contract administration can be continually improved to enhance contract performances
- Determine the appropriate contract administration method
- Prepare a relevant contract administration plan
- Understand your role in the contract administration process
- Learn how to evaluate a contract
- Determine the success of a contract

Target Audience: All levels of Contract Managers

Developing and Managing Requests for Proposals

This course is uniquely designed to prepare procurement professionals to use the RFP process to its maximum potential. The class agenda will identify the process, offer a key understanding of the elements of the proposal and ascertain ways in which the document can be used to its full capability. Pitfalls and success stories will make the class relevant and applicable when planning to incorporate this type of solicitation into the government process.

Objectives:
- Understand the RFP planning and development process
- Apply proper procedures and evaluation techniques for an effective RFP
- Identify RFP problems and pitfalls before they can negatively impact you and your agency
- Formulate an effective process for selection and award

Target Audience: Procurement professionals who are entrenched in the competitive process

Course Code: P1009
Days of Training: 3
Dates: Apr 18-20
Cost: $750
CEUs: 1.8

Course Code: P1008
Days of Training: 3
Dates: Apr 6-8
Cost: $750
CEUs: 1.8
Introduction to Public Procurement

This class provides an overview of the ever-changing profession by identifying fundamental concepts that will affect procurement in the public sector.

Objectives:
- Overview of roles, major components and functions of public procurement
- Understand how public procurement adds value to the delivery of services
- Identify the cultural, social, political, economic and legal environments that impact public procurement
- Utilize ethics and professionalism in public procurement

Target Audience: Individuals interested in an overview of procurement functions for the purpose of understanding the basic elements that underlie all areas of public procurement

Course Code: P1003
Days of Training: 3
Dates: May 18-20
Cost: $750
CEUs: 1.8

Legal Aspects of Public Procurement

Designed to be an educational exploration of the Legal Aspects of Public Procurement, this course will provide a foundation of the principles and general concepts of the law as it applies to public procurement.

Attention will be given to the ethical issues facing the profession relevant to the law. Taught by a procurement professional, not an attorney, this course will focus on actual procurement situations with actual procurement implications.

Objectives:
- Define and understand the legal terms used in public procurement
- Identify the Model Procurement Code
- Understand the role of the law in public procurement
- Examine the role of the public professional in the application of procurement and contract law
- Assess the legal implications surrounding solicitations, contracting and post award issues
- Apply basic legal concepts and principles in public procurement

Target Audience: Those who are significantly involved in the contracting process and want to increase their understanding of both the capability and limitation of the law on government procedures

Course Code: P1006
Days of Training: 3
Dates: May 4-6
Cost: $750
CEUs: 1.8
Sourcing in the Public Sector

This course provides the participant with a comprehensive overview of the sourcing process within the public sector. Essential elements, including pre-sourcing planning, needs assessment, specifications, and scope of work, deliverables, procurement strategies, value analysis, and internal control processes are explored. Determining the appropriate sourcing method, preparing the relevant sourcing invitation document, managing the acquisition process, evaluation of response submissions, and contract awards will also be explored.

Objectives:
- Learn how sourcing can engage the internal/external community in the acquisition process
- Examine the processes and apply the correct procedures for acquisition of specific goods/services
- Practice and implement the essential elements of sourcing within the acquisition process in a logical and transparent manner

Target Audience: Those who want to learn how to navigate the process and increase their understanding of the critical issues that frame the concept of public sector sourcing

Course Code: P1005  
Days of Training: 3  
Dates: June 1-3  
Cost: $750  
CEUs: 1.8

Strategic Procurement Planning

This course helps procurement professionals meet the increased demand for participation by procurement in organizational decision making and resource allocation decisions. The strategic planning/procurement process is valuable to public procurement professionals interested in developing strategic working relationships with end users in their organizations. This course is beneficial to public procurement professionals involved in strategic planning related to organizational development, budgeting processes and staffing. Many of the concepts may be of special interest to the practicing public administrator and public procurement professionals and most relevant to middle and upper management positions

Objectives:
- Describe procurement’s role in the organizational strategic planning process
- Develop a strategic procurement plan for an organization
- Identify the steps in strategic sourcing process
- Evaluate, select and apply the tools and processes available for a comprehensive procurement plan
- Discuss how the strategic plan impacts the budget process

Target Audience: Public procurement professionals who are interested in developing strategic working relationships with end users in their organizations

Course Code: P1007  
Days of Training: 3  
Dates: June 8-10  
Cost: $750  
CEUs: 1.8
NYC SPECIFIC PORTFOLIO

L&D has partnered with City agencies to present programs to provide the resources and knowledge that are specific to all New York City agencies in areas such as Emergency Management, Conflicts of Interest, M/WBE Purchasing, Customer Service, and Diversity and Inclusion.

Conflicts of Interest Seminars

Diversity & Inclusion Courses

Emergency Management Certificate Program

Mayor’s Office of Contract Services Courses
(Located in the Professional Practices Portfolio)

Small Business Services M/WBE Courses
CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

In cooperation with the NYC Conflicts of Interest Board, L&D offers a series of workshops focusing on Chapter 68 of the New York City Charter and the issues related to conflicts of interest.

Continuing Legal Education (CLE) credit for participation is provided through the NYC Conflicts of Interest Board.

Special Topics in Chapter 68 of the City Charter: Enforcement

On a daily basis, disciplinary counsel at New York City agencies encounter instances of employee misconduct that violate not just agency policy, but Chapter 68 of the City Charter. When violations of this kind occur, the agency must coordinate with Conflicts of Interest Board. The class will provide detailed information on the Chapter 68 enforcement process, and how it interfaces with individual agencies’ own disciplinary proceedings. This class, good for 2 hours of CLE credit in Ethics and Professionalism, familiarizes disciplinary counsel with the general restrictions set forth by Chapter 68 of the City Charter (the City’s “Ethics Law”) and teaches counsel how to identify violations, how to use the COIB as a resource, and how the two agencies work together in relevant disciplinary cases.

Target Audience: Attorneys employed by the City of New York

Course Code: C9071
Days of Training: 2 hours
Dates: Apr 29 (10:00a - 12:00p)
Cost: N/C
CLEs/CEUs: 2/.2

Special Topics in Chapter 68 of the City Charter: Gifts

Gifts are a particularly prominent issue when discussing Chapter 68 of the City Charter, New York City’s “Ethics Law.” This class, good for 1.5 hours of CLE credit in Ethics and Professionalism, familiarizes attorneys sections of Chapter 68 the deal with gifts, relevant Board rules, advisory opinions, and enforcement dispositions. It attempts to give both a broad overview of the topic and also specific detail on the Board’s answers to the questions attorneys most frequently tend to ask about gifts and Chapter 68 compliance.

Target Audience: Attorneys employed by the City of New York

Course Code: C9070
Days of Training: 1.5 hours
Dates: Feb 26 (10:00a—11:30a)
Cost: N/C
CLEs/CEUs: 1.5/.15
NYC SPECIFIC PORTFOLIO

Special Topics in Chapter 68 of the City Charter: Political Activities

While public servants are not precluded from participating in the democratic process, Chapter 68 of the City Charter, New York City’s Conflicts of Interest Law, contains a number of restrictions on the political activity of New York’s public servants. This class, good for 1 hour of CLE credit in Ethics and Professionalism, familiarizes attorneys with those restrictions and the way in which the Conflicts of Interest Board has interpreted them over the years.

Target Audience: Attorneys employed by the City of New York

Course Code: C7074
Days of Training: 1 hour
Dates: Mar 18 (10:00a—11:00a)
Cost: N/C
CLEs/CEUs: 1/.1

Special Topics in Chapter 68 of the City Charter: Post-Employment

Post-employment is a major area of concern in public integrity. So-called “revolving door” issues can be crippling to the reputation and mission of a government agency. Chapter 68 of the New York City Charter has a number of restrictions on former public servants relating to this topic. This class, good for 2 hours of CLE credit in Ethics and Professionalism, familiarizes attorneys with sections of Chapter 68 that deal with the post-employment, relevant Board rules, advisory opinions, and enforcement dispositions. It attempts to give both a broad overview of the topic and also specific detail on the Board’s answers to the questions attorneys most frequently tend to ask about post-employment issues and Chapter 68 compliance.

Target Audience: Attorneys employed by the City of New York

Course Code: C9072
Days of Training: 1.5 hours
Dates: June 24 (10:00a—11:30a)
Cost: N/C
CLEs/CEUs: 1.5/.15
What Every Attorney Should Know About Chapter 68 of the City Charter

This workshop, taught by Conflicts of Interest Board (COIB) Training and Education professionals and COIB attorneys, provides the City attorneys an overview of what they need to know about the NYC Conflicts of Interest Law. Attorneys who attend this class will receive two (2) Continuing Legal Education (CLE) credits.

Objectives:

- Chapter 68: Understand the basis and purpose of the law
- Review basic requirements of the law
- Learn COIB structure and responsibilities
- Discuss private practice while employed as a City attorney
- Define situations and conditions which could be deemed as unethical and a conflict of interest
- Discuss recent changes in the law, recent advisory opinions, and enforcement cases

Target Audience: Attorneys employed by the City of New York

Course Code: C9058
Days of Training: 2 hours
Dates: Jan 29 (10:00a—12:00p)
Cost: N/C
CLEs/CEUs: 2/.2
NYC SPECIFIC PORTFOLIO

DIVERSITY & INCLUSION COURSES

Building an Inclusive Culture:  
*Understanding Unconscious Bias*

This training will examine the importance of understanding the unconscious or hidden biases that inform our behaviors and decisions at work. Participants will learn the difference between conscious (explicit) and unconscious/hidden (implicit) bias, understand the different levels of bias, and how we interpret and make decisions using our individual lenses, layers and legacies. The training will examine several types of bias, which influence workplace relationships and inadvertently privilege some and exclude others.

**Target Audience:** Managers and supervisors

**Course Code:** C1078  
**Days of Training:** 1/2  
**Date:** Feb 9, Feb 10, Feb 18 (9:00a-12:30p) or (1:30p-5:00p)  
**Cost:** N/C  
**CEUs/CPES:** .3/4

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Conflict Resolution Strategies

In today’s challenging business environment, the most effective way to increase your success is by building on your most valuable resource – your leadership and your people. *Resolution Management* specializes in helping employers optimize employee engagement and performance in the workplace by building productive relationships and providing guidance on how to strengthen the employer’s ability to accomplish this and more.

This training session will review conflict management tools and mediation strategies, and educate participants on how to manage challenging employee behaviors, diffuse conflict situations and build better workplace relationship.

**Target Audience:** EEO Professionals, Managers/Supervisors

**Course Code:** C7823  
**Days of Training:** 1/2  
**Dates:** Apr 5, Apr 6, June 8, June 9 (9:00a-12:30p) or (1:30p-5:00p)  
**Cost:** N/C  
**CLEs/CEUs:** .3/4
**Diversity and Equal Employment Opportunity Basic Training**

This training will review the City’s Equal Employment Opportunity (EEO) Policy and its obligations under federal, state and city anti-discrimination laws and procedures, as well as the City’s commitment to Diversity and Inclusion (D/I). This training will also foster understanding of the City’s EEO obligations under Policy, procedure and law, as well as develop/enhance participants’ EEO and D/I competencies.

**Target Audience:** New Equal Employment Opportunity (EEO) Professionals or EEO Professionals requiring a ‘refresher’ course

**Course Code:** C7824  
**Days of Training:** 1  
**Date:** Mar 15, Mar 17, Mar 21, Mar 23, Mar 25  
**Cost:** N/C  
**CEUs/CPEs:** .6/8

Continuing Legal Credits (CLEs) available for those who qualify.

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**EEO Complaint Procedural Guidelines Launch**

This training will review the material distinctions between the City’s newly revised Equal Employment Opportunity (EEO) Complaint Procedural Guidelines and the prior Discrimination Complaint Procedures.

**Target Audience:** EEO Officers/Investigators and other EEO professional titles

**Course Code:** C7825  
**Days of Training:** 1/2  
**Date:** Mar 10 (9:00a-12:30p) or Mar 10 (1:30p-5:00p)  
**Cost:** N/C  
**CEUs/CPEs:** .6/8
Everybody Matters (Full Day)

The City of New York is committed to serving its constituents most effectively by continuing to employ people of all backgrounds. We are proud that our employees represent a full spectrum of diverse backgrounds (i.e. cultural, ethnic, generational, religious, etc.) which mirror the community at large. We are committed to creating an innovative environment where people can be authentic and feel included and at the same time understand how to manage conflict across lines of difference. To this end, we are launching Everybody Matters, a citywide Diversity & Inclusion education initiative. This education experience will assist you in becoming an effective leader and influencer whether you are a manager or an individual contributor. The course is highly interactive.

Objectives:

- Develop inclusive behaviors and leadership skills that will create an environment where all employees feel valued, included, and engaged
- Utilize your skill set to better serve the vast diversity on all NYC communities
- Draw upon personal experiences to gain insight about inclusion

Target Audience: Managers and supervisors who want to enhance their effectiveness and influencing skills

Course Code: C1075
Days of Training: 1
Date: Feb 4, May 3
Cost: N/C
CEUs/CPEs: .6/8

Everybody Matters (1/2 day)

The City of New York is committed to serving its constituents most effectively by continuing to employ people of all backgrounds. We are proud that our employees represent a full spectrum of diverse backgrounds (i.e. cultural, ethnic, generational, religious, etc.) which mirror the community at large. We are committed to creating an innovative environment where people can be authentic and feel included and at the same time understand how to manage conflict across lines of difference. Everybody Matters is a highly interactive training experience designed to develop the inclusive leadership skills required for today’s managers and individual contributors to be successful in leading a diverse employee team/department. The tools provided will assist participants, whether manager or individual contributor, to lead inclusively wherever they may be operating in the organization.

Objectives:

- Develop inclusive behaviors that will create an environment where all employees feel valued, included, and engaged
- Utilize your skill set to better serve the vast diversity of all NYC communities
- Draw upon personal experiences to gain insight about inclusion

Target Audience: All employees who want to enhance their awareness of diversity and inclusion and its impact on employee work productivity, sustainability, and overall organizational engagement

Course Code: C1077
Days of Training: 1/2
Date: Feb 24, Apr 21 (9:00a-12:30p)
Cost: N/C
CEUs/CPEs: .3/4
LGBT: Are You Ready for the “T” – Creating an Inclusive Culture for Transgender Employees

This training will educate participants on the correct terminology, legislation and future trends regarding the LGBT community and employees in the workplace. Participants will also receive education on LGBT relevant issues, such as, gender reassignment, rest room accommodations and dress codes, as well as best practices guidance on creating an open and inclusive work environment.

**Target Audience:** Staff at all levels

**Course Code:** C7787

**Days of Training:** 1/2

**Date:** Apr 19, Apr 20 (9:00a-12:30p) or (1:30p-5:00p)

**Cost:** N/C

**CEUs/CPEs:** .3/4

Straight Talk: LGBTQ Community at Work

This training will feature a guided discussion among participants on the myths versus facts about the LGBTQ community/employees in the workplace, and facilitate participants deepening their understanding of the emotional impact of being a member of the LGBTQ community, through interactive exercises, video and presentation. This training will equip participants with best practice guidance on how to create and promote an open and inclusive work environment for LGBTQ persons.

**Target Audience:** Staff at all levels

**Course Code:** C7789

**Days of Training:** 1/2

**Date:** Jan 22, June 22, June 23, June 28 (9:00a-12:30p) or (1:30p-5:00p)

**Cost:** N/C

**CEUs/CPEs:** .3/4
Structured Interviewing and Unconscious Bias

This training will examine the impact of unconscious bias on the employee interview and selection process. Participants will learn how to identify unconscious biases, the impact of bias on decision making, tools for making fair employment decisions and best practice guidance in this area, including a review of the Uniform Guidelines on Employee Selection Procedures (UGESP).

Target Audience: Hiring managers and supervisors

Course Code: C7790
Days of Training: 1/2
Date: Feb 11, Feb 16, Feb 17, June 14, June 15, June 28 (9:00a-12:30p) or (1:30p-5:00p)
Cost: N/C
CEUs/CPEs: .3/4
Workplace Realities: Responding to People With Disabilities (Disability Etiquette)

This training will feature a guided discussion among participants on removing the barriers to recruiting/integrating into the workplace qualified persons with disabilities, as well as other functional barriers related to accessing services. Participants will also be educated on myths related to disabled persons and the business case for diversity and inclusion of persons with disabilities.

Target Audience: EEO Professionals

Course Code: C7792
Days of Training: 1/2
Date: May 11, May 12 (9:00a-12:30p) or (1:30p-5:00p)
Cost: N/C
CEUs/CPEs: 1.2/16
The Emergency Management Certificate Program introduces City managers and supervisors to the fundamentals of emergency management and provides participants with an awareness and understanding of how the City of New York operates and responds to emergencies.

The suite of classroom and online courses that comprise the certificate will allow individuals to develop and refine their emergency management skill set. The curriculum is based on a series of essential courses regularly offered to New York City Emergency Management (NYCEM) employees and the emergency management community.

AUDIENCE:
The Emergency Management Certificate Program is designed for managers and supervisors from a variety of disciplines but specifically for those who might support emergency operations in their home agency, in the field, or in the City’s Emergency Operations Center (EOC).

CERTIFICATE OBJECTIVES INCLUDE:

- Educate and train government employees on emergency management principles
- Explain Citywide Incident Management System (CIMS) Protocol and its application in New York City
- Provide participants with interdisciplinary emergency management training with an emphasis on “real world” experience
- Apply emergency management principles in problem-solving activities

In addition to classroom and online study, participants will engage in a culminating tabletop exercise with other program participants. Participants will have the opportunity to draw upon the knowledge that they have learned throughout the year and represent their agency in a tabletop exercise focused on an emergency scenario.

TIMELINE:
Participants will have a year to complete the suite of required classes, including the culminating tabletop exercise, from the designated cohort start date. The flexible nature of this program allows participants to enroll in courses at their convenience because they are offered multiple times throughout the year. The program will be headquartered at NYCEM, 165 Cadman Plaza East Brooklyn, NY 11201 where classes will generally be conducted.

REGISTRATION PROCESS:
Please email NYCEMAcademy@oem.nyc.gov for an application form if you are interested in participating in this program. If selected to participate, you must attend the orientation session. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM’s Commissioner.
M/WBE Program Review and Updates

Instructed by representatives from SBS and MOCS
Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

- Overview of the City’s M/WBE program rules and requirements
- Strategies to expand your agency’s M/WBE vendor pool
- Overview of Best Practices
- Key Program Components
  - Local Law 1
  - Goal Setting
  - Forms
  - Monitoring Utilization
  - Reporting

Hands-on Online Directory Training

- Increasing Vendor Responsiveness in all purchasing areas
- Finding M/WBE vendors
  - Using the M/WBE Online Directory
  - Outreach / Networking
  - Best Practices and Tips

- Overview of Capacity Building Programs and other services

Upcoming Dates and Topics (FY15):

- Held every 2nd Thursday of the month
- January 14th - M/WBE Utilization and Performance Review: FY16/Q1
- February 11th - Best Practices for Identifying M/WBEs
- March 10th - Preparing the FY16 M/WBE Utilization Plan and Setting Goals
- April 14th - How to Prepare for the Citywide Procurement Fair
- May 12th - M/WBE Utilization and Performance Review: FY16/Q1-Q3
- June 9th - Best Practices for Identifying M/WBEs

9:30 AM to 12:30 PM

Location:

Citywide Training Center
1 Centre Street, 24th Floor
Lower Manhattan
## TECHNICAL SKILLS PORTFOLIO

### Microsoft Office

#### Access 2010
- **Part 1**: T4051 1.2CEU/16CPE 2  Apr 7-8  $250
- **Part 2**: T4052 1.2CEU/16CPE 2  May 10-11  $250

#### Access 2013
- **Part 1**: T4061 1.2CEU/16CPE 2  Feb 24-25  $250
- **Part 2**: T4062 1.2CEU/16CPE 2  Mar 30-31  $250

#### Excel 2010
- **Part 1**: T3054 .6CEU/8CPE 1  Feb 19, Mar 18, May 9, June 13  $125
- **Part 2**: T3055 .6CEU/8CPE 1  Mar 24, May 27, June 20  $125
- **Part 3**: T3056 .6CEU/8CPE 1  Apr 25, June 27  $125

#### Excel 2013
- **Part 1**: T3064 .6CEU/8CPE 1  Mar 7, May 20  $125
- **Part 2**: T3065 .6CEU/8CPE 1  Apr 11, June 10  $125
- **Part 3**: T3066 .6CEU/8CPE 1  June 24  $125

#### Outlook 2010
- **Part 1**: T7051 .6CEU/8CPE 1  Mar 2  $125
- **Part 2**: T7052 .6CEU/8CPE 1  Mar 21  $125

#### Outlook 2013
- **Part 1**: T7061 .6CEU/8CPE 1  Mar 16  $125
- **Part 2**: T7062 .6CEU/8CPE 1  Jan 26, Mar 23  $125

#### PowerPoint 2010
- **Part 1**: T6041 .6CEU/8CPE 1  Mar 1  $125
- **Part 2**: T6042 .6CEU/8CPE 1  Mar 29  $125

#### PowerPoint 2013
- **Part 1**: T6051 .6CEU/8CPE 1  Apr 4  $125
- **Part 2**: T6052 .6CEU/8CPE 1  Apr 28  $125

#### Project 2010
- **Level 1**: T6043 .6CEU/8CPE 1  May 16  $125
- **Level 2**: T6044 .6CEU/8CPE 1  June 9  $125

#### Project 2013
- **Part 1**: T6053 .6CEU/8CPE 1  June 3  $125
- **Part 2**: T6054 .6CEU/8CPE 1  June 23  $125

#### Word 2010
- **Part 1**: T2064 .6CEU/8CPE 1  Apr 5  $125
- **Part 2**: T2065 .6CEU/8CPE 1  May 3  $125

#### Word 2013
- **Part 1**: T2074 .6CEU/8CPE 1  May 17  $125
- **Part 2**: T2075 .6CEU/8CPE 1  June 6  $125

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**Contact the CTC**

Phone: 212.386.0005 or 212.386.6425  Fax: 212.313.3439  
Email: citywidetrainingcenter@dca.nyc.gov  
Website: www.nyc.gov/ctc

Unless noted, open enrollment classes are held from 9:00am to 5:00pm
### PERSONAL DEVELOPMENT PORTFOLIO

<table>
<thead>
<tr>
<th>Course Code</th>
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<td>&quot;Easy&quot; English for the Multi-Lingual Writer</td>
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### MANAGEMENT & SUPERVISION PORTFOLIO

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<td>Building Collaborative, Productive and Cohesive Teams</td>
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<td>Coaching for Employee Commitment and Performance</td>
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<td>P3016</td>
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<td>Developing Yourself and Others Through Delegation</td>
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<td>Hitting the Bulls-eye: Setting Targets that Work</td>
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<td>Leading Productive Meetings</td>
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<td>C9014</td>
<td>Leading Short-Term Improvement Projects</td>
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<td>Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)</td>
<td>1.2CEU</td>
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<td>Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)</td>
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<td>Managerial Decision Making and Problem Solving</td>
<td>8CEU</td>
<td>Mar 7, May 31</td>
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<td>C7822</td>
<td>Nailing Employee Engagement: What It Takes to Build An Engaged Workforce</td>
<td>8CEU</td>
<td>May 26</td>
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<td>C4027</td>
<td>Selection Interviewing: Hiring Right</td>
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<td>C9038</td>
<td>Supervising Challenging Employees</td>
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<td>C9166</td>
<td>Writing Performance Evaluations</td>
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<td>Jan 14, Feb 10, Apr 5</td>
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### PROFESSIONAL PRACTICES PORTFOLIO

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<tr>
<td>C7200</td>
<td>Building Operator Certification Level 1 (BOC-L1)</td>
<td>5.4CEU</td>
<td>Feb 5, Feb 19, Mar 4, Mar 18, Apr 1, Apr 15, Apr 29, May 6, May 13 (9:00a-4:00p)</td>
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<td>C7202</td>
<td>Building Operator Certification Level 2 (BOC-L2)</td>
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<td>Jan 22, Feb 5, Feb 19, Mar 4, Mar 18, Apr 1, Apr 15, Apr 22 (9:00a-4:00p)</td>
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<td>C7300</td>
<td>Building Retiring (BRT)</td>
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<td>Apr 7, Apr 14, Apr 21, Apr 28, May 12 (9:00a-12:00p)</td>
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<td>C7101</td>
<td>Certified Building Commissioning Professional (CBCP) Program</td>
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<td>Mar 15, Mar 16, Mar 17, Mar 18 (8:30a-4:30p) and Mar 21 (Exam)</td>
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<td>C7100</td>
<td>Certified Energy Manager (CEM) Program</td>
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<td>June 7, June 8, June 9, June 10 (8:30a-4:30p) and June 13 (Exam)</td>
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<td>C7106</td>
<td>Energy Efficient Operations of Controls Systems</td>
<td>3CEU</td>
<td>Mar 15, Mar 29, Apr 12, Apr 26, May 10 (8:30a-3:30p)</td>
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<td>C7105</td>
<td>Energy Efficient Operations of Electrical Systems</td>
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<td>C7108</td>
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<tr>
<td>C7109</td>
<td>Energy Efficient Operations of Plumbing Systems</td>
<td>1.8CEU</td>
<td>June 2, June 16, June 30 (8:30a-3:30p)</td>
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### HUMAN RESOURCE PROFESSIONALS

See Course Catalog, page 62 for details.

### IT PROFESSIONALS

See Course Catalog, page 63 for details.

### PROCUREMENT PROFESSIONALS

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<td>P4002</td>
<td>Conflicts of Interest Seminar for Procurement Professionals</td>
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<td>Contract Management/Administration</td>
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### MAYOR'S OFFICE OF CONTRACT SERVICES (MOCs) COURSES

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<td>P6049M</td>
<td>APT (Automated Procurement Tracking) Basics</td>
<td>0.3CEU</td>
<td>Mar 15 (1:30p-5:00p)</td>
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<td>P6140M</td>
<td>Contract Public Hearings</td>
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<td>May 17 (9:00a - 12:30p)</td>
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<td>P605M</td>
<td>Ethics/Legal Compliance</td>
<td>0.4CEU</td>
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<td>P6153M</td>
<td>HireNYC</td>
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<td>P6143M</td>
<td>Intergovernmental Procurements</td>
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<td>Legal Compliance in Procurement (replacing Living Wage)</td>
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<td>NYC Nonprofits: Financial Management, Internal Controls and Audit Prep</td>
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<td>NYC Nonprofits: Navigating New York City’s Contracting Requirements</td>
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<td>RFPs for All: Removing Barriers to Competition for Small CBOs</td>
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<td>P6118M</td>
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### PROJECT MANAGEMENT PROFESSIONALS

See Course Catalog, page 63 for details.

### EXECUTIVE DEVELOPMENT PORTFOLIO

See Course Catalog, page 78 for details and/or call Executive Development Programs at 212-386-0004.

### CERTIFICATION & CREDIT BEARING PORTFOLIO

#### CUNY PUBLIC ADMINISTRATION CERTIFICATE PROGRAM

(Union tuition reimbursement may apply)

For more information on CUNY courses at DCAS/CTC contact 212-386-6473 or contact CUNY at The Murphy Institute at: 212-642-2059

See Course Catalog, page 85 for details.

### LMSW LICENSING PREP COURSE

See Course Catalog, pages 90 for details.

### NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP) FOUNDATION COURSES FOR CERTIFICATION

See Course Catalog, pages 90 for details.
# CITYWIDE LEARNING and DEVELOPMENT
## SPRING 2016 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

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<td>P1006</td>
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<td>3</td>
<td>May 4-6</td>
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<td>Sourcing in the Public Sector</td>
<td>P1065</td>
<td>1.8</td>
<td>3</td>
<td>June 1-3</td>
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<td>Strategic Procurement Planning</td>
<td>P1007</td>
<td>1.8</td>
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### NYC SPECIFIC PROGRAMS

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<th>Fee</th>
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</thead>
<tbody>
<tr>
<td>Building an Inclusive Culture: Understanding Unconscious Bias</td>
<td>C1078</td>
<td>.3</td>
<td>4/4</td>
<td>Feb 9, Feb 10, Feb 18 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Conflict Resolution Strategies</td>
<td>C7623</td>
<td>.3</td>
<td>1/2</td>
<td>Apr 5, Apr 6, June 8, June 9 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Diversity and Equal Employment Opportunity Basic Training</td>
<td>C7824</td>
<td>.6</td>
<td>1</td>
<td>Mar 15, Mar 17, Mar 21, Mar 23, Mar 25</td>
<td>N/C</td>
</tr>
<tr>
<td>EEO Complaint Procedural Guidelines Launch</td>
<td>C7825</td>
<td>.3</td>
<td>1/2</td>
<td>Mar 10 (9:00a-12:30p) or Mar 10 (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Everybody Matters (Full Day)</td>
<td>C1075</td>
<td>.6</td>
<td>1</td>
<td>Feb 4, May 3</td>
<td>N/C</td>
</tr>
<tr>
<td>Everybody Matters (1/2 Day)</td>
<td>C1077</td>
<td>.3</td>
<td>1/2</td>
<td>Feb 24, Apr 21 (9:00a-12:30p)</td>
<td>N/C</td>
</tr>
<tr>
<td>LGBTQ: Are You Ready for the “I” – Creating an Inclusive Culture for Transgender Employees</td>
<td>C7787</td>
<td>.3</td>
<td>1/2</td>
<td>Apr 19, Apr 20 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Straight Talk: LGBTQ Community at Work</td>
<td>C7789</td>
<td>.3</td>
<td>1/2</td>
<td>Jan 22, June 22, June 23, June 28 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
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<tr>
<td>Structured Interviewing and Unconscious Bias</td>
<td>C7790</td>
<td>.3</td>
<td>1/2</td>
<td>Feb 11, Feb 16, Feb 17, June 14, June 15, June 28 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Workplace Realities: Responding to People With Disabilities (Disability Etiquette)</td>
<td>C7792</td>
<td>.3</td>
<td>1/2</td>
<td>May 11, May 12 (9:00a-12:30p) or (1:30p-5:00p)</td>
<td>N/C</td>
</tr>
</tbody>
</table>

### CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CEU</th>
<th>Credits</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Topics in Chapter 68: Enforcement</td>
<td>C9071</td>
<td>2</td>
<td>2 hrs</td>
<td>Apr 29 (10:00a-12:00p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Charter: Gifts</td>
<td>C9070</td>
<td>1.5</td>
<td>1.5 hrs</td>
<td>Feb 26 (10:00a - 11:30a)</td>
<td>N/C</td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Charter: Political Activities</td>
<td>C7074</td>
<td>1</td>
<td>1 hr</td>
<td>Mar 18 (10:00a-11:00a)</td>
<td>N/C</td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Charter: Post-Employment</td>
<td>C9072</td>
<td>1.5</td>
<td>1.5 hrs</td>
<td>June 24 (10:00a - 11:30a)</td>
<td>N/C</td>
</tr>
<tr>
<td>What Every Attorney Should Know About Chapter 68 of the City Charter</td>
<td>C9058</td>
<td>2</td>
<td>2 hrs</td>
<td>Jan 29 (10:00a - 12:00p)</td>
<td>N/C</td>
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</tbody>
</table>

### DIVERSITY & INCLUSION COURSES

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CEU</th>
<th>Credits</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Practices for Identifying MWBEs</td>
<td>P9007S</td>
<td>.3</td>
<td>1/2</td>
<td>Feb 11 or June 9 (9:30a-12:30p)</td>
<td>N/C</td>
</tr>
<tr>
<td>How to Prepare for the Citywide Procurement Fair</td>
<td>P9014S</td>
<td>.3</td>
<td>1/2</td>
<td>Apr 14 (9:30a-12:30p)</td>
<td>N/C</td>
</tr>
<tr>
<td>MWBE Utilization and Performance Review: FY16/Q1</td>
<td>P9012S</td>
<td>.3</td>
<td>1/2</td>
<td>Jan 14 (9:30a-12:30p)</td>
<td>N/C</td>
</tr>
<tr>
<td>MWBE Utilization and Performance Review: FY16/Q1-Q3</td>
<td>P9015S</td>
<td>.3</td>
<td>1/2</td>
<td>May 12 (9:30a-12:30p)</td>
<td>N/C</td>
</tr>
<tr>
<td>Preparing the FY16 MWBE Utilization Plan and Setting Goals</td>
<td>P9013S</td>
<td>.3</td>
<td>1/2</td>
<td>Mar 10 (9:30a-12:30p)</td>
<td>N/C</td>
</tr>
</tbody>
</table>
NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER APPLICATION

Please review the instructions on reverse side before completing this application.

### TRAINING APPLICANT INFORMATION

<table>
<thead>
<tr>
<th>Today’s Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Reference Number</td>
</tr>
<tr>
<td>Required Entry (See Pay stub)</td>
</tr>
<tr>
<td>Employee Affiliation: (Check One)</td>
</tr>
<tr>
<td>□ City □ State □ Federal □ Non-Government</td>
</tr>
<tr>
<td>Last Name</td>
</tr>
<tr>
<td>First Name</td>
</tr>
<tr>
<td>Middle Initial</td>
</tr>
<tr>
<td>Civil Service Title</td>
</tr>
<tr>
<td>Office Title</td>
</tr>
<tr>
<td>Agency Name</td>
</tr>
<tr>
<td>Agency Code</td>
</tr>
<tr>
<td>I have changed agencies within the last 2 years</td>
</tr>
<tr>
<td>□ YES □ NO</td>
</tr>
<tr>
<td>Division/Work Unit</td>
</tr>
<tr>
<td>Work Address (Street, Room, Floor, Borough, State)</td>
</tr>
<tr>
<td>Zip Code</td>
</tr>
<tr>
<td>Work Phone</td>
</tr>
<tr>
<td>Work Fax</td>
</tr>
<tr>
<td>Work E-Mail Address</td>
</tr>
<tr>
<td>Home E-Mail Address (Required for CEU transcript request)</td>
</tr>
</tbody>
</table>

### OPTIONAL APPLICANT INFORMATION

<table>
<thead>
<tr>
<th>Gender (Check One)</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Male □ Female</td>
</tr>
<tr>
<td>Ethnicity (Check One)</td>
</tr>
<tr>
<td>□ White (not of Hispanic origin)</td>
</tr>
<tr>
<td>□ Black (not of Hispanic Origin)</td>
</tr>
<tr>
<td>□ Hispanic</td>
</tr>
<tr>
<td>□ Asian or Pacific Islander</td>
</tr>
<tr>
<td>□ American Indian or Alaskan native</td>
</tr>
<tr>
<td>□ Other, please specify</td>
</tr>
</tbody>
</table>

### SELECTED COURSE INFORMATION

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Level</th>
<th>Course Dates</th>
<th># Days</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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<td></td>
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<tr>
<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<tr>
<td>5.</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### CITYWIDE TRAINING CENTER CONFIRMATION/CANCELLATION POLICY

1. Your agency training liaison will notify you of your confirmation to attend the class(es) for which you have registered. You should not attend a class for which you have not received a confirmation. If you have not received a confirmation, please check with your liaison. Please note that no food or beverages are permitted inside the classrooms.

2. Requests for cancellations or schedule changes must be received in writing at least 7 business days prior to the start of a confirmed class. Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the commencement of the class without penalty.

### APPLICANT SIGNATURE

Applicant Signature ___________________________ Date ____________

(OVER)
**REVIEW THESE INSTRUCTIONS BEFORE COMPLETING APPLICATION**

Applicant completes all fields in the TRAINING APPLICANT INFORMATION section and includes required Employee Reference Number (NOT Social Security Number) found on pay stub. First-time, non-City applicants will be assigned a CTC ID number.

Applicant completes all fields in the SELECTED COURSE INFORMATION after selecting courses from the current Citywide Training Center Class Schedule or contacts the Agency Training Liaison for additional course information.

Applicant forwards completed application to immediate Supervisor for signature and authorization.

Supervisor forwards completed application to the appropriate Agency Training Liaison for processing.

Agency Training Liaison forwards application to Agency Fiscal Officer or Designee for fiscal authorization.

Agency Training Liaison signs and forwards completed, authorized applications to the Citywide Training Center, Applications Processing Unit.

---

**SUPERVISOR AUTHORIZATION**

<table>
<thead>
<tr>
<th>Supervisor’s Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Phone</td>
<td>Work Fax</td>
</tr>
</tbody>
</table>

By my signature, I certify that this employee is authorized for training in the course(s) requested and confirm that this employee has taken, where applicable, the prerequisite basic courses and/or has demonstrated the skill necessary to participate successfully in advanced-level coursework. Additionally, I understand that this employee is excused from normal work assignments during the hours of training and is required to attend the training course(s), as scheduled, once CTC registration confirmation is received by the Agency Training Liaison.

Supervisor Signature ___________________________ Date ____________

---

**FISCAL OFFICER/DESIGNEE AUTHORIZATION**

<table>
<thead>
<tr>
<th>Fiscal Officer or Designee’s Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Phone</td>
<td>Work Fax</td>
</tr>
</tbody>
</table>

By my signature, I certify that funding in the appropriate budget/object codes is available for the training requested and that all training costs will be paid in accordance with DCAS/Citywide Training Center payment procedures.

Fiscal Officer/Designee Signature ___________________________ Date ____________

---

**AGENCY TRAINING LIAISON AUTHORIZATION**

<table>
<thead>
<tr>
<th>Agency Training Liaison Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Phone</td>
<td>Work Fax</td>
</tr>
</tbody>
</table>

By my signature, I certify that I have reviewed this for content and completeness.

Agency Training Liaison Signature ___________________________ Date ____________

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The NYC Department of Citywide Administrative Services (DCAS) is committed to Equal Employment Opportunity (EEO) and a policy of non-discrimination in the employment, development, advancement and treatment of City employees. DCAS will provide reasonable accommodations to employees with disabilities who need and request such accommodations.

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**CITYWIDE TRAINING CENTER**

**APPLICATIONS PROCESSING UNIT** • 1 CENTRE STREET, 24TH FLOOR SOUTH • NEW YORK, NY10007

PHONE: 212-386-0005  FAX: 212-313-3439  E-MAIL: CITYWIDETRAININGCENT@DCAS.NYC.GOV

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