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 (CTC) offers agencies a full range of courses, workshops and seminars to meet the training and professional development needs of City employees at all levels.
Our courses and programs are offered in multiple portfolios. The majority of classes in each portfolio are delivered at the Citywide Training Center.

TECHNOLOGY SKILLS PORTFOLIO

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.

PERSONAL DEVELOPMENT PORTFOLIO

Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options enhance your personal/professional development, including: 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.

MANAGEMENT & SUPERVISION PORTFOLIO

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.

PROFESSIONAL PRACTICES PORTFOLIO

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.

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 in this portfolio include: Executive Coaching, Assessment, Planning, and skill development.

CERTIFICATION & CREDIT BEARING PORTFOLIO

NYC employees can prepare for professional certifications and examinations with training that is specific to their certification’s requirements. L&D’s current offerings include the CUNY Public Administration Program, NIGP (National Institute of Governmental Purchasing) Certification, and a wide variety of IT (Information Technology) Certifications.

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 & Inclusion.
The Citywide Training Center (CTC) course offerings are especially designed to meet the training and development needs of all New York City employees.

**CTC PROVIDES**

- Turn-key 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 inter-agency charge-back 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 a specific class for their agency. Unless otherwise noted, open enrollment classes are conducted from 9:00 am to 5:00 pm.

**Agency-Specific Courses**

The CTC can offer most courses in the catalog as agency-specific courses. In addition, if you are looking for a topic that you’d like to offer as an agency-specific course, but it’s not in our catalog, please contact us. CTC professional staff and facilitators are able and eager to develop and deliver new courses to meet workforce training and professional development needs. For a nominal fee, agencies that prefer to train a number of their employees on specific topics may request dedicated and/or customized workshops scheduled at their convenience.

Agency-specific courses usually are delivered at the Citywide Training Center in Manhattan. These courses, however, also can be offered at the agency site. Please 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 the government, academic, the private-sector, or CTC in-house facilitators. 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 a CTC program delivery.

**TRANSCRIPTS**

City employees interested in personal transcripts of courses they’ve taken at the CTC can contact us at citywidetrainingcent@dcas.nyc.gov.
HOW TO APPLY FOR TRAINING

To apply for classes, participants must complete Citywide Training Center Application located at the back of this catalog or on our website at www.nyc.gov/ctc. For your convenience, one application may be used for multiple course requests and all types of courses.

Applications must be signed by an immediate supervisor and submitted to your agency’s designated Agency Training Liaison. 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 with the application from the Agency Fiscal Officer. After, authorization has been granted, they are forwarded 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 about 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 (DCAS) charges agencies for most of the training classes in which their employees are enrolled. Your agency will receive invoices once a month based on the number of staff who participated in training classes. All training invoice letters with payment instructions are sent from the CTC to Agency Training Liaisons. Payment is a simple, convenient, and familiar process:

• **Mayoral Agencies** must establish an Intra-City Budget Modification (MOD) with DCAS. Checks are NOT accepted from mayoral agencies. We advise all agencies to anticipate training needs and expenses at the beginning of each fiscal year and set up budget modifications with DCAS at that time. Once granted invoices are 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. Agency Training Liaisons and/or Agency Fiscal Officer are responsible for ensuring that payment is made to DCAS prior to training.
CANCELLATION POLICY

Requests for cancellations or schedule changes must be received at DCAS, Learning & Development bureau 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 start of the class without penalty. However, the CTC should be notified in advance of the substitution.

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

The David N. Dinkins Municipal Building
1 Centre Street, 24th Floor (South Side)
New York, NY 10007

Note: NO food or beverages are permitted inside CTC classrooms.

If an agency has an appropriate training facility the CTC, upon request, 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
Spring 2018 Schedule & Application Form
The Spring 2018 class schedule and a CTC Application 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 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. Because 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 can 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 that provides 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 collaboration with the NYC Conflicts of Interest Board (COIB), the Citywide Training Center offers a series of workshops that focus 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 courses, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

**Microsoft Office Products**
- Access ................................................................. 10
- Excel ...................................................................... 15
- Outlook .................................................................. 29
- PowerPoint .............................................................. 33
- Project ..................................................................... 36
- Publisher ................................................................. 38
- Visio Professional .................................................. 39
- Word ....................................................................... 41

**Excel Blended Learning** ............................................ 25

**Adobe CC** ............................................................. 48

**Crystal Reports** ....................................................... 52

**eLearning at Your Desktop** ....................................... 53

**IT Professional & Certification Courses** ....................... 54
Microsoft Office Products – Access 2010
Access 2010, Part 2

Participants will practice advanced Access 2010 features such as database management, form design, packaging a database, encrypting a database, preparing a database for multi-user access and more.

Objectives:
• Restructure data into appropriate tables to ensure data dependency and minimize redundancy
• Write advanced queries to analyze and summarize data
• Create macros
• Customize reports by using various Access features
• Maintain your database using Access tools

Target Audience: Database administrators or prospective database administrators who have experience working with Access 2010 and need to learn advanced skills

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Prerequisite: Access 2010, Part 1
Microsoft Office Products – Access 2013
Access 2013, Part 1

In this course, participants will learn how to use Access 2013 to manage their data, including creating a new database; constructing tables; designing forms and reports; and building queries to join, filter, and sort data.

Objectives:
- Get to know the layout of Access 2013
- Work with table data
- Query a database
- Create advanced queries
- Generate reports
- Customize the Access environment
- Design a relational database
- Join tables
- Organize a database for efficiency
- Share data across applications
- Explore advanced reporting

Target Audience: Employees who wish to establish a foundational understanding of Microsoft Office Access 2013

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Prerequisite: Basic knowledge of computer applications
Access 2013, Part 2

In this course, participants will expand their knowledge of relational database design, write advanced queries, structure existing data, share data across applications, and customize reports.

Objectives:
- Implement advanced form design
- Use data validation
- Use macros to improve user interface design
- Use advanced database management
- Distribute and secure a database
- Manage switchboards

Target Audience: Database administrators or prospective database administrators who have experience working with Access 2013 and need to learn advanced skills

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Prerequisite: Access 2013, Part 1
Microsoft Office Products – Access 2016
Access 2016, Part 1

In this course, participants will use Access 2016 to manage their data, including creating a new database; constructing tables; designing forms and reports; and creating queries to join, filter, and sort data.

Objectives:
- Create and manage an Access 2016 database
- Navigate within the Microsoft Access application environment
- Create a simple database
- Customize Access configuration options
- Organize and manage data stored in Access tables
- Use queries to join, sort, and filter data from different tables
- Use forms to make it easier to view, access, and input data
- Create and format custom reports

Target Audience: Employees who wish to establish a foundational understanding of Microsoft Office Access 2016

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Prerequisite: Basic knowledge of computer applications
Access 2016, Part 2

This course builds on the foundational skills obtained by attending the Access 2016, Part 1 course. The participants will implement advanced form design; will share data across applications; will use macros and Advanced Database Management. Topics such as usage of Visual Basic for Applications (VBA), a distribution and securing of a database, and managing switchboards will be covered.

Objectives:
- Create and manage a fundamental Access 2016 database
- Customize a form layout to improve usability and efficiency of data entry
- Share data across applications
- Use macros to improve user interface design and VBA to enhance tasks
- Organize data into appropriate tables to ensure data dependency and minimize redundancy
- Lockdown and prepare a database for distribution to multiple users
- Create and modify a database switchboard and set the startup options

Target Audience: Database administrators or prospective database administrators who have experience working with Access 2016 and need to learn advanced skills

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<th>Course Code</th>
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Prerequisite: Access 2016, Part 1
Microsoft Office Products – Excel 2010
Excel 2010, Part 1

In this course, participants will use Microsoft Office Excel 2010 to create spreadsheets and workbooks that they can use to store, manipulate, and share data.

Objectives:
• Create a basic worksheet using Excel 2010
• Perform calculations in an Excel worksheet
• Modify and format an Excel worksheet
• Print Excel workbook contents
• Manage an Excel workbook

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office Excel 2010 necessary to create and work with electronic spreadsheets

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Prerequisite: Basic knowledge of computer applications
Excel 2010, Part 2

This course builds upon the foundational knowledge presented in the Microsoft Office Excel 2010, Part 1 course. Participants will create advanced workbooks and worksheets which will enable the ability to analyze massive amounts of data, extract actionable intelligence from it, and present that information to decision makers or make organizational decisions.

Objectives:

- Customize the Excel environment
- Create advanced formulas
- Analyze data by using functions and conditional formatting
- Organize and analyze datasets and tables
- Visualize data by using basic charts
- Evaluate data by using Pivot Tables, slicers, and Pivot Charts

Target Audience: Employees who already have foundational knowledge of Excel 2010 and who wish to begin taking advantage of some of the higher-level functionality in Excel to analyze and present data

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<th>Course Code</th>
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Prerequisite: Excel 2010, Part 1
Excel 2010, Part 3

In this course, participants will explore some of the more advanced features of Excel including automating common and repetitive tasks, auditing workbooks to avoid errors and troubleshoot large and complex workbooks, sharing data with other people, analyzing data, and using Excel data in other applications.

Objectives:

- Work with multiple worksheets and workbooks simultaneously
- Share and protect workbooks
- Automate workbook functionality
- Apply conditional logic
- Audit worksheets
- Use automated analysis tools
- Present data visually

Target Audience: Employees who are experienced Excel 2010 users and have a desire or need to advance their skills in working with some of the more advanced Excel features

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Prerequisite: Excel 2010, Part 2
Excel 2010, Part 4

In this course, participants will use the advanced features of Microsoft Office Excel 2010 to attain proficiency as an Excel power user.

Objectives:
- Manipulate data using statistical and lookup functions
- Analyze data using the data analysis tools
- Make fiscal decisions with the help of the financial functions
- Examine data using math functions
- Use data using text and information functions
- Create templates and work with Excel’s advanced chart options
- Manage data in Excel workbooks

Target Audience: Employees with the advanced knowledge of Excel 2010 and have an interest in finance, statistics, project analysis, and market analysis (including the fields of micro- and macroeconomics)

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Prerequisite: Advanced knowledge of Excel 2010

Microsoft Office Products – Excel 2013

Excel 2013, Part 1

In this course, participants will use Microsoft Office Excel 2013 to create spreadsheets and workbooks that you can use to store, manipulate, and share your data.

Objectives:
- Get familiar with Excel 2013
- Perform basic calculations
- Modify and format a worksheet
- Managing and printing workbooks

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office Excel 2013 that is necessary to create and work with electronic spreadsheets

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Prerequisite: Basic knowledge of computer applications
Excel 2013, Part 2

Participants will build upon the foundational Microsoft Office Excel 2013, Part 1 course. The main topic of this class will be learning to create advanced workbooks and worksheets, including advanced formulas, tables, Pivot Tables, Pivot Charts, and data filtering.

Objectives:
• Customize the Excel environment
• Create advanced formulas
• Analyze data with functions and conditional formatting
• Organize and analyze datasets and tables
• Visualize data with basic charts
• Examine data with Pivot Tables, slicers, and Pivot Charts

Target Audience: Employees who already have foundational knowledge of Excel 2013, and who wish to take advantage of some of the higher-level Excel functionality to analyze and present data

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Prerequisite: Excel 2013, Part 1
Excel 2013, Part 3

In this course, participants will explore some of the more advanced features of Excel, including automating common tasks, auditing workbooks to avoid errors, sharing data with other people, analyzing data, and using Excel data in other applications.

Objectives:

- Work with multiple worksheets and workbooks simultaneously
- Share and protect workbooks
- Automate workbook functionality
- Apply conditional logic
- Audit worksheets
- Use automated analysis tools
- Present data visually

Target Audience: Employees who have experience working with Excel, and would like to learn more about creating macros, working with shared documents, analyzing data, and auditing worksheets

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Prerequisite: Excel 2013, Part 2
Excel 2013, Data Analysis with Pivot Tables

Analyzing data and gaining insight is important. You have experience creating Pivot Tables, but Excel can do more. In this course, participants will learn how to organize data in a way that can be meaningfully presented to others using Pivot Tables.

Objectives:
• Prepare data and create Pivot Tables
• Analyze data using Pivot Tables
• Working with Pivot Charts

Target Audience: Employees taking this course are experienced Excel users who are seeking to advance their data analysis capabilities by using Pivot Tables

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Prerequisite: Participants should have experience working with Excel 2013 and Pivot Tables

Excel 2013, Data Analysis with Power Pivot

We are now living in the age of “Big Data.” Data is being collected all the time and for increasingly detailed transactions. There is an overwhelming amount of data, which brings about a need for people who can analyze large amounts of data quickly. Fortunately, Excel provides Power Pivot to help you organize, manipulate, and report on your data in the best way possible. Since a tool is only as useful as the person using it, it is important to gain a solid understanding of Power Pivot to maximize your effectiveness when analyzing data.

Objectives:
• Get familiar with Power Pivot
• Visualize Power Pivot data
• Work with advanced functionality in Power Pivot

Target Audience: Employees who are experienced Excel users and seeking to advance their data analysis capabilities by using Power Pivot

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Prerequisite: Advanced knowledge of Excel 2013
Microsoft Office Products – Excel 2016
Excel 2016, Part 1

This course aims to provide participants with a foundation for Excel knowledge and skills, which they can build upon to eventually become an expert in data manipulation.

Objectives:
• Get to know the layout of Excel 2016
• Perform calculations
• Modify and format a worksheet
• Manage and print workbooks

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office Excel 2016 necessary to create and work with electronic spreadsheets.

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Prerequisite: Basic knowledge of computer applications

Excel 2016, Part 2

This course builds upon the knowledge presented in the Microsoft Office Excel 2016, Part 1 course and helps start participants down the road to creating advanced workbooks and worksheets.

Objectives:
• Work with functions
• Work with lists
• Analyze data
• Visualize data with charts
• Examine data with Pivot Tables and Pivot Charts

Target Audience: Employees who already have foundational knowledge and of Excel 2016, and want to take advantage of some of the higher-level Excel functionality to analyze and present data.

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Prerequisite: Excel 2016, Part 1
Excel 2016, Part 3
This course builds off the foundational and intermediate knowledge presented in Excel 2016 Part 1 and 2 courses. This interactive class will help you get the most of your Excel experience. The ability to collaborate with colleagues, automate complex or repetitive tasks, and use conditional logic to construct and apply elaborate formulas and functions will put the full power of Excel right at your fingertips. The more you learn about how to get Excel to do the hard work for you, the more you will be able to focus on getting the answers you need from the vast amounts of data your organization generates.

Objectives:
• Work with multiple worksheets and workbooks
• Use lookup functions and formula auditing
• Share and protect workbooks
• Automate workbook functionality
• Create Sparklines and map data
• Forecast data

Target Audience: Employees who are experienced users of Excel 2016 and want to advance their skills in working with some of the more advanced Excel features

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Prerequisite: Excel 2016, Part 2
Data Analysis Fundamentals using Excel 2016

In this course, participants will practice doing some advanced data analytics with Excel, by adding analysis capabilities such as dashboard, hierarchies, and relationships to Excel spreadsheets.

**Objectives:**
- Generate an Excel report and create a table
- Make a Pivot Table and a Pivot Chart
- Create a dashboard and analyze data
- Produce hierarchies

**Target Audience:** Employees who want to take Excel data analysis techniques beyond formulas, and add more advanced capabilities, such as dashboards, hierarchies, and relationships

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**Prerequisite:** Advanced knowledge of Excel 2016
Exploring New Technology
A Blended Learning Pilot Program: [4-Step] In-Person Computer Course & Clinic + Online eTraining

Excel Essentials Fundamentals

This blended learning course provides participants with the fundamental knowledge and basic concepts of Excel. Elements of Excel that will be covered include: Hidden File Tab functions, Formula and Function Creation, Sum Function, AutoSum, Absolute References, AutoFill, Time Saving Shortcut Keys and Selecting Techniques, Using Quick Analysis, Charts, Printing, Page Break Preview, Headers and Footers, Inserting Fields, Page Layouts and a lot more!

Participants will learn the fundamentals of Excel in this unique blended learning program. The Excel Fundamentals Blended Learning 4-Step training program includes:

**STEP 1. Instructor-Led Training (ILT):** A one-day, in-person instructor-led training (ILT) class.

**STEP 2. Power Lab Clinic:** A half-day in-person Power Lab in which participants will work on reinforcing knowledge through an onsite, interactive practice opportunity.

**STEP 3. eBoost Webinar:** A live, fast-paced online webinar that summarize the ILT experience. The webinar is 2 hours with a 1 hour Q&A session directly following. The webinar is designed as a refresher of all the main topics delivered in the STEP 1. This webinar is offered two weeks after the ILT class.

**STEP 4. Online eTraining:** The online Microsoft Office training library adds value to your knowledge. This is an opportunity to learn at your pace. The extensive training library will be available to any participant for 3 full months after a class and can be accessed anytime, anywhere!

**SKILL LEVEL:** 1-10 (Basic knowledge of computer applications recommended).
Exploring New Technology

A Blended Learning Pilot Program: [4-Step] In-Person Computer Course & Clinic + Online eTraining

Excel Essentials Fundamentals

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Course Titles/Topic Series

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The Excel Basic Course includes a robust, comprehensive approach with three levels of training: Teaching, Reinforcing and Practicing.

Lessons included within each course:

1. Getting Started
2. Workbooks and Worksheets
3. Cells, Rows and Columns
4. Data and Views
5. Formatting Cells
6. Working with Formulas
7. Illustrations and Charts
8. Output and Getting Help

*Duration of learning time is estimated to hour and is decimalized, rounded in .25 increments. For example, 4 hours 15 minutes=4.25; 3 hours 50 minutes=3.75.
Exploring New Technology

A Blended Learning Pilot Program: [4-Step] In-Person Computer Course & Clinic + Online eTraining

Excel Advanced, Focus: Database Analysis Using Pivot Tables and Charts

This new and exciting blended learning course enables participants to leverage the power of Excel to transform complex data and numbers into beautiful results-oriented tables, pivot tables and charts. Having the ability to quickly analyze and easily view data can help you make better business decisions. This isn’t easy to do especially when you have a lot of data. Pivot Tables are a great way to summarize, analyze, explore, and present your data. In this course, we will show you how to effortlessly do this with just a few clicks. Pivot Tables are highly flexible and can be quickly adjusted depending on how you need to display your results.

The Excel Advanced Blended Learning 4-Steps training program includes:

**STEP 1. Instructor-Led Training (ILT):** A one-day, in-person instructor-led training (ILT) class.

**STEP 2. Power Lab Clinic:** A half-day in-person Power Lab, in where each participant will work on reinforcing knowledge through an onsite, interactive practice lab.

**STEP 3. eBoost Webinar:** A live, fast-paced online webinar that summarizes the ILT experience. The webinar is 2 hours with a 1 hour Q&A session directly following. This webinar is designed to be a refresher of all the main topics delivered in the STEP 1. This webinar is Instructor Lead Training course offered two weeks after the ILP class.

**STEP 4. Online eTraining:** The online Microsoft Office training library adds value to your knowledge. This is an opportunity to learn at your pace. The extensive training library will be available to any participant for 3 full months after a class and can be accessed anytime, anywhere!

**SKILL LEVEL: 5-10 (Recommended: Excel 2007 Part 1 or Excel 2010 Part 1 or Excel 2013 Part 1)**
Exploring New Technology

A Blended Learning Pilot Program: [4-Step] In-Person Computer Course & Clinic + Online eTraining

Excel Advanced, Focus: Database Analysis Using Pivot Tables and Charts

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**Session 1**
Instructor-Led Training – 1 day Wed Jan 10 (9:00AM-5:00PM)
ILT Power Lab Clinic – ½ day Thurs Jan 18 (1:00PM-4:00PM)
eBoost Webinar – ½ day online Tues Jan 30 (1:00PM-4:00PM)
eTraining – 3 months online Subscription Begins Thu Feb 1st.

**Session 2**
Instructor-Led Training – 1 day Wed Feb 7 (9:00AM-5:00PM)
ILT Power Lab Clinic – ½ day Tues Feb 13 (1:00PM-4:00PM)
eBoost Webinar – ½ day online Tues Feb 27 (1:00PM-4:00PM)
eTraining – 3 months online Subscription Begins Thu Mar 1st.

**Course Titles/Topic Series**

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The Excel Advanced Course includes a robust, comprehensive approach with three levels of training: Teaching, Reinforcing and Practicing.

Lessons included within each course:

1. Workbooks and Worksheets
2. Cells, Rows, and Columns
3. Data
4. Formulas
5. Managing Data
6. Revision and Security
7. Macros
8. Customization

*Duration of learning time is estimated to hour and is decimalized, rounded in .25 increments. For example, 4 hours 15 minutes=4.25; 3 hours 50 minutes=3.75.
Microsoft Office Products – Outlook 2010
Outlook 2010, Part 1

Participants will explore the Outlook 2010 interface, manage email communications, calendar, contacts, create tasks and notes and customize the Outlook for their needs.

Objectives:

• Get to know the layout of Outlook 2010
• Compose, read, respond, and manage your messages
• Manage your calendar and contacts
• Work with tasks and notes
• Customize the Outlook environment

Target Audience: Staff at all levels

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Prerequisite: Basic knowledge of computer applications

Microsoft Office Products – Outlook 2013
Outlook 2013, Part 1

Participants will learn the necessary skills needed to start using Outlook 2013 to manage email communications, calendar events, contact information, tasks, and notes.

Objectives:

• Get to know the layout of Outlook 2013
• Compose, read, respond, and manage your messages
• Manage your calendar and contacts
• Work with tasks and notes
• Customize the Outlook environment

Target Audience: Staff at all levels

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Prerequisite: Basic knowledge of computer applications
**Outlook 2013, Part 2**

In this course, participants will explore Outlook interface’s advanced features such as advanced messaging, calendar, and contacts management. They will practice overseeing their activities, sharing their workspace with others and managing Outlook data files.

**Objectives:**

- Configure advanced message options
- Explore advanced message management
- Practice advance contact and calendar management
- Use tasks and journal entries
- Share workspaces with others
- Manage outlook data files

**Target Audience:** Employees who have a basic understanding of Microsoft Windows and Microsoft Office Outlook 2013 and want or need to know how to perform more advanced tasks in Outlook

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**Prerequisite:** Outlook 2013, Part 1
Microsoft Office Products - Outlook 2016
Outlook 2016, Part 1

In this course, participants will use Outlook to send, receive, and manage email messages, manage their contact information, schedule appointments and meetings, create tasks and notes, and customize the Outlook interface to suit their working style.

Objectives:
- Compose, read, and respond to emails
- Schedule appointments and meetings
- Manage contact information
- Create notes and schedule tasks
- Customize message response options and organize your mail
- Attach files and insert illustrations to messages
- Use flags, categories, and folders to organize messages
- Work with contacts

Target Audience: Employees who need to know how to use Outlook as an email client to manage their communications, appointments, contact information, and other communication tasks

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Prerequisite: Basic knowledge of computer applications
Outlook 2016, Part 2

In this course, participants will customize command sets, configure mail accounts, set global options, perform advanced searches, apply filters to intercept mail and control spam, create rules to automate many management tasks within Outlook.

Objectives:
- Modify messages and set global options
- Organize, search, and manage messages
- Manage your mailbox
- Automate message management
- Work with calendar settings
- Create groups and manage contacts
- Plan your activities with tasks and notes
- Share workspaces with others
- Configure Outlook data files

Target Audience: Employees who want to know how to use Outlook’s advanced features to manage their email communications, calendar events, contact information, search functions, and other communication tasks

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Prerequisite: Outlook 2016, Part 1
Microsoft Office Products — PowerPoint 2010
PowerPoint 2010, Part 1

Using the vast array of features and functionality contained within Microsoft Office PowerPoint 2010, participants will gain the ability to organize content, enhance it with high-impact visuals, and deliver it with a punch.

Objectives:

- Get to know the layout of PowerPoint 2010
- Develop a PowerPoint presentation
- Perform advanced text editing
- Add graphical elements, tables, and charts to your presentation
- Modify objects in your presentation
- Prepare to deliver your presentation

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office PowerPoint 2010 that is necessary to create and develop engaging multimedia presentations

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Prerequisite: Basic knowledge of computer applications
PowerPoint 2010, Part 2

In this course, participants 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.

Objectives:

- Customize the PowerPoint environment
- Tailor a design template
- Add SmartArt graphics and special effects to your presentation
- Modify a slide show
- Collaborate on a presentation
- Secure and distribute a presentation

Target Audience: Employees who have a foundational working knowledge of PowerPoint 2010, who want to take advantage of the application’s higher-level usability, security, collaboration, and distribution functionality

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Prerequisite: PowerPoint 2010, Part 1
Microsoft Office Products — PowerPoint 2013

PowerPoint 2013, Part 1

In this course, participants will use PowerPoint 2013 to begin creating engaging, dynamic multimedia presentations.

Objectives:
- Get to know the layout of PowerPoint 2013
- Develop a PowerPoint presentation
- Perform advanced text editing
- Add graphical elements, tables, and charts to your presentation
- Modify objects in your presentation
- Prepare to deliver the presentation

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office PowerPoint 2013 that is necessary to create and develop an engaging multimedia presentation

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Prerequisite: Basic knowledge of computer applications

PowerPoint 2013, Part 2

In this course, participants 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.

Objectives:
- Customize the PowerPoint environment
- Tailor a design template
- Add SmartArt graphics and special effects to your presentation
- Modify a slide show
- Collaborate on a presentation
- Secure and distribute a presentation

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Prerequisite: PowerPoint 2013, Part 1
Microsoft Office Products — Project 2013

Project 2013, Part 1

In this course, participants will be familiarized with the essential 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.

Objectives:
- Start a project
- Change working time and project timeframes
- Add summary tasks and milestones
- Manage project resources
- Deliver a project plan

Target Audience: Employees who manage projects and wish to learn the fundamentals of Project 2013

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Prerequisite: Basic knowledge of computer applications

Project 2013, Part 2

In this course, participants will exchange project plan data with other applications, update project plans, create visual reports, and reuse project plan information.

Objectives:
- Manage project environment
- Change task structures
- Generate project views
- Produce project reports
- Analyze your project

Target Audience: Employees who manage projects and wish to learn the advanced features and functions of Project 2013

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Prerequisite: Project 2013, Part 1
Mastering Microsoft Project 2013

The course begins with the basic concepts and leads participants through all the functions they will need to plan and manage a small to medium-size project, including how to level resources and capture both cost and schedule progress.

Objectives:
- Get to know the layout of Microsoft Project 2013
- Overview of managing with Microsoft Project
- Set up a project
- Schedule manually and automatically
- Create a work breakdown structure
- Identify task relationships
- Define resources within Microsoft Project
- Make work package estimates
- Build an initial schedule and a resource leveled schedule
- Manage your project(s)
- Format output and print reports
- Explore advanced topics

Target Audience: Employees who are experienced project managers, managers, schedulers, and other project stakeholders

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Prerequisite: Project 2013, Part 1; Project 2013, Part 2
Microsoft Office Products — Publisher 2016
Publisher 2016, Part 1

In this course, participants will work on creating greeting cards, certificates, newsletters, and calendars. Participants will create and manage mail merge lists, edit web forms and export publications as HTML web pages.

Objectives:
• Get to know the layout of Microsoft Publisher 2016
• Add content to a publication
• Format text and paragraphs in a publication
• Manage text in a publication
• Work with graphics in a publication
• Prepare a publication for sharing and printing

Target Audience: Publishing specialists, layout specialist, graphic designers, or any other employees who need to use Microsoft Office Publisher 2016 to create, layout, edit, and share publications

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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Visio Professional 2013

Visio Professional 2013, Part 1

Participants will learn to create a professional-looking visual product, including workflows and flowcharts, using various shapes in Visio Professional 2013.

Objectives:

- Get to know the layout of Visio 2013
- Create a workflow diagram
- Create an organization chart
- Make a floor plan
- Create a cross-functional flowchart
- Create a network diagram
- Style a diagram

Target Audience: Employees who are new to Visio, and who will use this application to create basic workflows and perform end-to-end flowcharting

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Prerequisite: General computer proficiency and knowledge of Windows 8 to access programs, files, and folders
Visio Professional 2013, Part 2

Participants will learn the advanced features of Visio Professional 2013 to create sophisticated graphics and illustrations, that may be linked to an external data source and may be inserted into other Microsoft Office files.

Objectives:
- Enhance the look of drawings
- Create shapes, stencils, and templates
- Connect drawings to external data
- Leverage development tools
- Share drawings

Target Audience: Graphic Designer, subject matter specialist, or other employees with basic Visio 2013 skills who need to use this application to create sophisticated graphics and illustrations linked to external data sources

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Prerequisite: Visio 2013, Part 1
Microsoft Office Products — Word 2010
Word 2010, Part 1

In this course, participants will learn how to use Word 2010 to create and edit simple documents; format documents; add tables and lists; add design elements and layout options; and proof documents.

Objectives:

• Get to know the layout of Word 2010
• Edit a document
• Format text and paragraphs
• Add tables
• Manage lists
• Insert graphic objects
• Control page appearance
• Proof a document
• Customize the Word environment

Target Audience: Employees who want to learn basic Word 2010 skills, and a variety of techniques for improving the appearance and accuracy of a document content

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Prerequisite: Basic knowledge of computer applications
Word 2010, Part 2
In this course, participants will create complex documents and build personalized efficiency tools using Microsoft Office Word 2010.

Objectives:
- Work with tables and charts
- Customize formats using styles and themes
- Place images in a document
- Create custom graphic elements
- Insert content using Quick Parts
- Control text flow
- Use templates, mail merge, and macros

Target Audience: Employees who want to learn the advanced functions of Word 2010

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Prerequisite: Word 2010, Part 1

Word 2010, Part 3
In this course, participants will learn to collaborate on complex documents and manage how the materials are accessed and distributed. Advanced features of Word 2010 enable you to revise, manage, secure your business documents, and create forms.

Objectives:
- Use Microsoft Word 2010 with other programs
- Collaborate on documents and manage document versions
- Add reference marks and notes
- Make long documents more accessible to use
- Secure a document, create forms, and use XML in Word

Target Audience: Employees who create and work with lengthy documents, collaborate with others on documents, and create forms in Microsoft Word

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<td>.6/8</td>
</tr>
</tbody>
</table>

Prerequisite: Word 2010, Part 2
Microsoft Office Products — Word 2013
Word 2013, Part 1

In this course, participants will learn how to use Word 2013 to create and edit simple documents; format documents; add tables and lists; add design elements and layout options; and proof documents.

Objectives:
- Get to know the layout of Word 2013
- Edit a document
- Format text and paragraphs
- Add tables
- Manage lists
- Insert graphic objects
- Control page appearance
- Proof a document
- Customize the Word environment

Target Audience: Employees who want to learn basic Word 2013 skills and a variety of techniques for improving the appearance and accuracy of a document content

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
</tr>
</thead>
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<td>T2074</td>
<td>1</td>
<td>May 17</td>
<td>$150</td>
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</tbody>
</table>

Prerequisite: Basic knowledge of computer applications
Word 2013, Part 2

In this course, participants will learn to use Word 2013 more efficiently by automating some tasks and creating compound documents that include lists, tables, charts, graphics, and newsletter layouts and will merge data to personalize correspondence and labels.

Objectives:

- Work with tables and charts
- Customize formats using styles and themes
- Place images in a document and create custom graphic elements
- Insert content using Quick Parts
- Control text flow
- Use templates, mail merge, and macros

Target Audience: Employees who want to learn the advanced functions of Word 2013

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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</table>

Prerequisite: Word 2013, Part 1

Word 2013, Part 3

In this course, participants will learn to collaborate on complex documents and manage how the materials are accessed and distributed. Advanced features of Word 2013 enable you to revise, manage, secure your business documents, and create forms.

Objectives:

- Use Microsoft Word 2013 with other programs
- Collaborate on documents and manage document versions
- Add reference marks and notes
- Make long documents more accessible to use
- Secure a document, create forms, and use XML in Word

Target Audience: Employees who create and work with lengthy documents, collaborate with others on documents, and create forms in Microsoft Word

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</table>

Prerequisite: Word 2013, Part 2
Microsoft Office Products — Word 2016
Word 2016, Part 1

In this course, participants will learn how to use Word 2016 to create and edit simple documents; format documents; add tables and lists; add design elements and layout options; and proof documents.

Objectives:
- Navigate and perform common tasks in Word 2016
- Format text and paragraphs
- Perform repetitive operations
- Enhance lists
- Create and format tables
- Insert graphic objects
- Control page appearance
- Proof a document
- Customize the Word environment

Target Audience: Employees who want to learn about Word 2016 to improve the appearance and accuracy of document content

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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Prerequisite: Basic knowledge of computer applications
**Word 2016, Part 2**

In this course, participants will learn the new features which enable them to create complex documents with a consistent look and feel. Participants will also learn how to automate tedious tasks such as preparing a letter to send to every customer of your organization.

**Objectives:**
- Create and modify complex documents
- Organize content using tables and charts
- Customize and automate formats using styles and themes
- Control the flow of a document and insert content using Quick Parts
- Simplify and manage long documents
- Create letters, envelopes, and labels by using mail merge

**Target Audience:** Employees who want to use Word 2016 to create and modify complex documents and use tools that allow them to customize those documents

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>$150</td>
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</tr>
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</table>

**Prerequisite:** Word 2016, Part 1

**Word 2016, Part 3**

In this course, participants will learn a lot of the new features of the Microsoft Word 2016. Participants will explore advanced image manipulation tools, collaboration, cross-referencing and linking tools, entry forms and data collection, security features, and tools for automation.

**Objectives:**
- Use images in a document and create custom graphic elements
- Collaborate on a document, and add reference marks and notes
- Secure a document, create and manipulate forms, automate tasks

**Target Audience:** Employees who want to use advanced capabilities in Word

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<th>Cost</th>
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</table>

**Prerequisite:** Word 2016, Part 2
Microsoft Office 2016: Transition from Office 2007/2010

This course builds upon the foundational Microsoft Office 2007/2010 knowledge and skills. It focuses on the enhanced features participants would like to leverage to improve the way they manage, organize, present, and distribute their company’s data and information.

Objectives:
- Identify new and enhanced features that are common across all applications in Office 2016
- Modify documents using Microsoft Word 2016
- Enhance worksheet data using Microsoft Excel 2016
- Augment a presentation using Microsoft PowerPoint 2016
- Create a database using Microsoft Access 2016
- Utilize mail, calendar, contacts, and tasks in Microsoft Outlook 2016

Target Audience: This course is designed for individuals who may be interested in some of the new features available in the Office 2016 suite of products

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</table>

Prerequisite: Basic knowledge of computer applications
Adobe CC Products
Adobe Dreamweaver CC 2017, Part 1

In this course, participants will learn to maintain and administer their website with Dreamweaver’s site and management tools. They will create web pages while focusing on the content, styling, and design.

Objectives:
- Get to know the layout of Adobe Dreamweaver CC 2017
- Create a website
- Create web pages
- Insert tables and import content
- Create reusable site assets
- Link web pages and send the website to the server

Target Audience: Employees who create and maintain a website

<table>
<thead>
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<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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Prerequisite: Basic knowledge of computer applications
Adobe Flash CC 2017, Part 1

In this course, participants will learn to navigate the Flash CC interface and gain knowledge in using the tools and features necessary for drawing graphics and creating a website that contains an animated introduction.

Objectives:
- Get to know the layout of Adobe Flash CC 2017
- Plan a Flash project
- Get illustrations in Flash
- Organize the project
- Import assets into Flash
- Create an animation
- Add basic ActionScript

Target Audience: Employees who are a graphic designer, a website developer, or a multimedia designer

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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Prerequisite: Basic knowledge of computer applications
Adobe Illustrator CC 2017, Part 1

In this course, participants, who are designers or in marketing fields, will create illustrations, logos, advertisements or other graphic documents. The objectives covered in this class will help them prepare for the Adobe Certified Associate (ACA) exam.

Objectives:
- Get to know the layout of Adobe Illustrator CC 2017
- Create documents containing basic shapes and customized paths
- Work on graphics containing customized text
- Customize objects and basic shapes
- Prepare documents for deployment

Target Audience: Designers, publishers, pre-press professionals, marketing communication professionals, or employees switch for a design job

<table>
<thead>
<tr>
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Prerequisite: Basic knowledge of computer applications

Adobe InDesign CC 2017, Part 1

In this course, participants will learn to design, and publish a broad range of documents in print, online, and mobile devices with this desktop publishing tool. They will create and deliver eye-catching professional page layout and designs for documents by identifying and customizing InDesign Interface components.

Objectives:
- Get to know the layout of Adobe InDesign CC 2017
- Design a document
- Customize a document
- Work with page elements
- Build tables
- Prepare a document for delivery

Target Audience: Employees who want to use the basic tools and features of InDesign for creating professional page layouts and designs

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</tbody>
</table>

Prerequisite: Basic knowledge of computer applications
Adobe Photoshop CC 2017, Part 1

In this course, participants, who may be photographers or is interested in working toward obtaining Adobe Photoshop CC certification, will focus on some of the basic features of Photoshop allowing them to navigate the environment using Photoshop tools to work with photographic images.

Objectives:
- Get to know the layout of Adobe Photoshop CC 2017
- Create basic images
- Manage selections and layers
- Adjust and refine images
- Manage files in a production workflow

Target Audience: Employees who are interested in learning basic features of photoshop

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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</table>

Prerequisite: Basic knowledge of computer applications
Crystal Reports
Crystal Reports 2013, Part 1

Organizations use reporting tools to access data sources and generate customized reports. Crystal Reports 2013 enhances report building and report processing techniques with a variety of features that add value to a presentation. In this course, participants will create a basic report by connecting to a database and modifying the report’s presentation.

Objectives:
• Explore the Crystal Reports interface
• Work with reports
• Use formulas in reports
• Build parameterized reports
• Group report’s data
• Enhance a report
• Create a report from Excel data
• Distribute data

Target Audience: Employees who need to build the advanced reports from a database

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>1.2/16</td>
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</table>

Prerequisite: Basic knowledge of computer applications
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 include: Professional Development, 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 information 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.

To learn more about the eLearning courses being offered please contact the Citywide Training Center at 212.386.0005. Participants may check with their supervisors to obtain headsets for use in an open-office environment.
IT Professional & Certification Courses

DATABASE EXPERTISE

Microsoft Certified Solutions Associate (MCSA): SQL Server

Querying Microsoft SQL Server 2014

This course provides aspirants with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2014. This course is the foundation for all SQL Server-related disciplines; namely, Database Administration, Database Development and Business Intelligence.

This course is designed for customers who are interested in learning SQL Server 2012 or SQL Server 2014. It covers the new features in SQL Server 2014, but also the important capabilities across the SQL Server data platform.

Target Audience: This course is intended for Database Administrators, Database Developers, and Business Intelligence professionals. The course will very likely be well attended by SQL power users who aren’t necessarily database-focused or plan on taking the exam; namely, report writers, business analysts and client application developers.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</thead>
<tbody>
<tr>
<td>70461</td>
<td>N/A</td>
<td>$165</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Administering Microsoft SQL Server 2014 Databases

This course provides learners with the knowledge and skills to maintain a Microsoft SQL Server 2014 database. The course focuses on teaching individuals how to use SQL Server 2014 product features and tools related to maintaining a database.

This course is designed for customers who are interested in learning SQL Server 2012 or SQL Server 2014. It covers the new features in SQL Server 2014, but also the important capabilities across the SQL Server data platform.

**Target Audience:** The primary audience for this course are individuals who administer and maintain SQL Server databases. These individuals perform database administration and maintenance as their primary area of responsibility, or work in environments where databases play a key role in their primary job. The secondary audience for this course is individuals who develop applications that deliver content from SQL Server databases.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<td>70462</td>
<td>N/A</td>
<td>N/A</td>
<td>$165</td>
<td>N/A</td>
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</tbody>
</table>

Implementing a Data Warehouse with Microsoft SQL Server 2014

This course describes how to implement a data warehouse platform to support a BI solution. Aspirants will learn how to create a data warehouse with Microsoft SQL Server 2014, implement ETL with SQL Server Integration Services, and validate and cleanse data with SQL Server Data Quality Services and SQL Server Master Data Services.

This course is designed for customers who are interested in learning SQL Server 2012 or SQL Server 2014. It covers the new features in SQL Server 2014, but also the important capabilities across the SQL Server data platform.
Target Audience: This course is intended for database professionals who need to fulfil a Business Intelligence Developer role

Certification and Exams
The MCSA: SQL Server certification candidate must pass all three exams

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
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<tbody>
<tr>
<td>MCSA: SQL Server Certification</td>
<td>70461: Querying Microsoft SQL Server</td>
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<tr>
<td></td>
<td>70462: Administering a Microsoft SQL Server Database</td>
</tr>
<tr>
<td></td>
<td>70463: Implementing Data Warehouses with Microsoft SQL Server</td>
</tr>
</tbody>
</table>

Microsoft Certified Solutions Expert (MCSE): Data Platform
Developing Microsoft SQL Server Databases 2014
This 5-day instructor-led course introduces SQL Server 2014 and describes logical table design, indexing and query plans. It also focuses on the creation of database objects including views, stored procedures, along with parameters, and functions. Other common aspects of procedure coding, such as indexes, concurrency, error handling, and triggers are also covered in this course.

Target Audience: This course is intended for IT Professionals who want to become skilled on SQL Server 2014 product features and technologies for implementing a database
Designing Database Solutions for Microsoft SQL Server 2014

The focus of this three-day instructor-led course is on planning and implementing enterprise database infrastructure solutions by using SQL Server 2014 and other Microsoft technologies. It describes how to consolidate SQL Server workloads and how to plan and implement high availability and disaster recovery solutions.

**Target Audience:** This course is intended for IT Professionals who plan and implement database infrastructure, consolidation strategies, high availability solutions and disaster recovery solutions.

Certification and Exams

**Prerequisite:** MCSA: SQL Server 2012

The MCSE: Data Platform certification candidate must pass two exams.
Oracle 11G

Oracle Database 11g: Introduction To SQL
In this course students learn the concepts of relational databases. This course provides the essential SQL skills that allow developers to write queries against single and multiple tables, manipulate data in tables, and create database objects. Students learn to control privileges at the object and system level.

This course covers creating indexes and constraints, and altering existing schema objects. Students also learn how to create and query external tables. Students learn to use the advanced features of SQL to query and manipulate data within the database, use the dictionary views to retrieve metadata and create reports about their schema objects. Students also learn some of the date-time functions available in the Oracle Database. This course discusses how to use the regular expression support in SQL.

Target Audience: This course is intended for Business Analysts, Developer, Application Developers, PL/SQL Developer, Forms Developer, System Analysts, Data Warehouse Administrator

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<th>CEUs</th>
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<td>$1320</td>
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Oracle 12C

Oracle 12c: Database Administration I
In this course, you will learn about the Oracle Server architecture, expand the size of the database, implement security, and how to perform specific database administration tasks.

Target Audience: This course is intended for Data Analysts, Developer, Database administrators, Systems administrators, Network managers, Technical support personnel

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<th>CEUs</th>
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<td>5</td>
<td>Feb 26-Mar 2, May 7-11</td>
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**MySQL**

**MySQL Fundamentals**
The MySQL Fundamentals training is the first step in mastering MySQL, the world’s most popular open source database. Develop solid understanding and practical experience using relational databases, SQL and the MySQL Server and tools. In this course, you will be introduced to the MySQL Cloud Service.

**Target Audience:** This course is intended for Application Developers, Database Administrators, Database Designers, Developer

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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**MySQL for Database Administrators**
This MySQL for Database Administrators training is a foundation course. It teaches database administrators and developers how to use this powerful database. Learn how to secure users privileges, set resource limitations and access controls. Instructors will show you how to create and use Stored Procedures, Triggers and Views.

**Target Audience:** This course is intended for Application Developers, Database Administrators, Database Designers, Developer

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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HELPDESK EXPERTISE

**CompTIA A+ Certification**

If you are getting ready for a career as an entry-level information technology (IT) professional or computer service technician, the CompTIA A+ Certification course is the first step in your preparation. The course will build on your existing user-level knowledge and experience with personal computer (PC) software and hardware to present fundamental skills and concepts that you will use on the job. In this course, you will acquire the essential skills and information you will need to install, configure, optimize, troubleshoot, repair, upgrade, and perform preventive maintenance on PCs, digital devices, and operating systems.

The CompTIA A+ course can benefit you in two ways. Whether you work or plan to work in a mobile or corporate environment where you have a high level of face-to-face customer interaction, where client communication and client training are important, or in an environment with limited customer interaction and an emphasis on hardware activities, this course provides the background knowledge and skills you will require to be a successful A+ technician.

**Target Audience:** This course is intended for Database Administrators, Database Developers, and Business Intelligence professionals. The course will very likely be well attended by SQL power users who aren’t necessarily database-focused or plan on taking the exam; namely, report writers, business analysts, and client application developers.

<table>
<thead>
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Exam Code  Days of Training  Dates  Cost  CEUs
220901 and 220902  N/A  N/A  $205 (ea.)  N/A
Certification and Exams

An A+ certification candidate must pass two exams. All candidates must pass the A+ Essentials exam and one additional exam depending on area of specialty.

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<td>CompTIA A+ Certification</td>
<td>CompTIA A+ 220901</td>
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<tr>
<td></td>
<td>CompTIA A+ 220902</td>
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**Microsoft Certified Solutions Associate: MCSA Windows 10**

**Implementing and Managing Windows 10**

This course provides IT professionals with the knowledge and skills required to install and configure Windows 10 desktops in a Windows Server small to medium-sized AD DS domain environment. These skills include learning how to install and customize Windows 10 operating systems and apps, configure local and remote network connectivity, and configure local and online storage. Students also will learn how to configure security in addition to how to maintain, update, and recover Windows 10.

**Target Audience:** This course is intended for IT professionals who administer and support Windows 10 desktops and devices in small to medium-sized networks.

<table>
<thead>
<tr>
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</table>
Implementing and Managing Windows 10

This course provides aspirants with the knowledge and skills required to install and configure Windows 10 desktops and devices in a corporate Windows Server domain environment. The skills that this course details include learning how to install and customize Windows 10 operating systems and apps, and configure local and remote network connectivity and storage. Aspirants also will learn how to configure security for data, devices, and networks, and maintain, update, and recover Windows 10.

Target Audience: This course is for information technology (IT) professionals who administer and support Windows 10 desktops, devices, users, and associated network and security resources. The networks, with which these professionals typically work, are configured as Windows Server domain-based environments with managed access to the Internet and cloud services.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>I20697</td>
<td>5</td>
<td>May 14-18</td>
<td>$1800</td>
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</tr>
</tbody>
</table>

Exam Code         | Days of Training | Dates     | Cost  | CEUs |
Exam Code 70697   | N/A              | N/A       | $165  | N/A  |

Deploying and Managing Windows 10 Using Enterprise Services

This course provides administrators with the knowledge and skills necessary to deploy and manage Windows 10 desktops, devices, and applications in an enterprise environment. Students learn how to plan and implement Windows 10 deployments in large organizations. Students also learn how to manage the Windows 10 installations after deployment to provide secure identity and data access using technologies related to Group Policy, Remote Access, and Workplace Join. To support a variety of device and data management solutions, Microsoft Azure Active Directory, Microsoft Intune, and Microsoft Azure Rights Management are introduced. These services are part of the Enterprise Mobility Suite, which provides identity and access management, and cloud-based...
device, application, and update management. In addition, Enterprise Mobility Suite offers more secure data access to information stored both in the cloud and on location within corporate networks.

**Target Audience:** This course is intended for IT professionals who are interested in specializing in Windows 10 desktop and application deployments, and in managing cloud-based application and data service environments for medium-to-large enterprise organizations. These professionals typically work with networks that are configured as Windows Server domain-based environments with managed access to the Internet and cloud services.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
<tr>
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<table>
<thead>
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<th>Exam Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>70697</td>
<td>N/A</td>
<td>N/A</td>
<td>$165</td>
<td>N/A</td>
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</table>

**Certification and Exams**
The MCSA: Windows 10 certification candidate must pass two exams

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MCSA: Windows 10</strong></td>
<td>70698: Installing and Configuring Windows 10</td>
</tr>
<tr>
<td></td>
<td>70697: Configuring Windows Devices</td>
</tr>
</tbody>
</table>
NETWORKING EXPERTISE

CompTIA Network+ Certification

Network+ Certification

The CompTIA Network+ certification is an international industry credential that validates the knowledge of networking professionals. This course teaches the fundamentals of networking and prepares students for the Network+ certification exam. Through hands-on training and exercises, students learn the vendor-independent skills and concepts necessary for all networking professionals.

This training addresses the latest skills needed by technicians, such as basic principles on how to secure a network. It focuses on the topics covered in the exam including network technologies, media and topologies, devices, management, tools and security.

Target Audience: Network+ Certification is suited for computer technicians who are searching for a challenging career in the administration and support of complex internetworking environments. Anyone who wants to learn about fundamentals of Networking and TCP/IP

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
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Exam Code

<table>
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<tr>
<th>Exam Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
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<tbody>
<tr>
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</table>

Certification and Exams

The Network+ certification candidate must pass a single exam. Although not required, it is strongly advised to have your A+ Certification prior to taking the Network+ exam.

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network+ Certification</td>
<td>N10006: Network+</td>
</tr>
</tbody>
</table>
Cisco CCENT Certification

Cisco® Interconnecting Cisco® Networking Devices Part 1 v3.0 (ICND1)
Imparted through hands-on lab exercises by the expert instructors, the ICND1 Part 1 v3.0 exam training will impart learners about installing, preparing, configuring and verifying a basic IPv4 and IPv6 network. The all-inclusive training also includes tutorials on establishing internet connectivity, functions of networking, performing basic troubleshooting, configuring device security, configuring static routing, and more.

Target Audience: This course is intended for Network administrators, Network specialists, Network engineer associate, Network support engineers, Network analyst, Network specialist.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>100105</td>
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<td>$165</td>
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<td>100105</td>
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Certification and Exams
The Cisco CCENT requires a single exam

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisco® Certified Entry Networking Technician (CCENT)</td>
<td>100105 ICND1 exam</td>
</tr>
</tbody>
</table>

Cisco CCNA Certification

Cisco® Interconnecting Cisco® Networking Devices Part 1 v3.0 (ICND1)
Imparted through hands-on lab exercises by the expert instructors, the ICND1 Part 1 v3.0 exam training will impart learners about installing, preparing, configuring and verifying a basic IPv4 and IPv6 network. The all-inclusive training also includes tutorials on establishing internet connectivity, functions of networking, performing basic troubleshooting, configuring device security, configuring static routing, and more.
Target Audience: This course is intended for Network administrators, Network specialists, Network engineer associate, Network support engineers, Network analyst, Network specialist.

**Cisco® Interconnecting Cisco® Networking Devices Part 2 v3.0 (ICND2)**
The Interconnecting Cisco Networking Devices, Part 2 v3.0 - ICND2 (Associate) training course is ideal for all those who have undertaken ICND1 v3.0 - Interconnecting Cisco Networking Devices, Part 1 training. Undergoing ICND2 training will help them to advance their knowledge and skills in the domain.

Target Audience: This course is intended for Network administrators, Network specialists, Network engineer associate, Network support engineers, Network analyst, Network specialist.

**Certification and Exams**
The Cisco CCNA can be obtained by taking a single exam which combines ICND1 and ICND2 or by taking two separate exams.
SYSTEMS ADMINISTRATION EXPERTISE

CompTIA Linux+ Certification

CompTIA Linux+ Certification Powered by LPI is a vendor neutral credential. It prepares the candidate with the foundational skills and knowledge to work as a Linux administrator. Learning Linux is significant for any IT professional as it’s the operating system used in majority of the IT infrastructures.

CompTIA Linux+Training is led on Linux installation, use of commands, file system, user management, networking fundamentals, and basic security. Honing essential Linux skills with a valid certification opens tremendous job opportunities across the world for managing and configuring web, cloud and mobile based systems and applications.

Target Audience: IT professionals looking to become competent in Linux-based system and network administration and management. IT professionals looking to work as Junior-level System Administrators, or in software or web development field. Anyone who is looking to become a professional in Linux or Unix environment

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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Certification and Exams

The Linux+ certification candidate must pass two exams

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
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<tbody>
<tr>
<td>Linux+ Certification</td>
<td>LX0103: CompTIA Linux+ Exam 1</td>
</tr>
<tr>
<td></td>
<td>LX0104: CompTIA Linux+ Exam 2</td>
</tr>
</tbody>
</table>
Microsoft Certified Solutions Associate (MCSA): Windows Server 2016

Installation, Storage, and Compute with Windows Server 2016

This course is designed primarily for IT professionals who have some experience with Windows Server. It is designed for professionals who will be responsible for managing storage and compute by using Windows Server 2016, and who need to understand the scenarios, requirements, and storage and compute options that are available and applicable to Windows Server 2016.

Windows Server administrators who are relatively new to Windows Server administration and related technologies, and who want to learn more about the storage and compute features in Windows Server 2016.

Target Audience: IT professionals with general IT knowledge, who are looking to gain knowledge about Windows Server, especially around storage and compute technologies in Windows Server 2016

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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Exam Code

<table>
<thead>
<tr>
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<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<tbody>
<tr>
<td>70740</td>
<td>N/A</td>
<td>N/A</td>
<td>$165</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Networking with Windows Server 2016

This course provides the fundamental networking skills required to deploy and support Windows Server 2016 in most organizations. It covers IP fundamentals, remote access technologies, and more advanced content including Software Defined Networking.

Target Audience: Network administrators who are looking to reinforce existing skills and learn about new networking technology changes and functionality in Windows Server 2016. System or Infrastructure Administrators with general networking knowledge who are looking to gain core and advanced networking knowledge and skills on Windows Server 2016.
Identity with Windows Server 2016

This course teaches IT Pros how to deploy and configure Active Directory Domain Services (AD DS) in a distributed environment, how to implement Group Policy, how to perform backup and restore, and how to monitor and troubleshoot Active Directory–related issues with Windows Server 2016. Additionally, this course teaches how to deploy other Active Directory server roles such as Active Directory Federation Services (AD FS) and Active Directory Certificate Services (AD CS).

**Target Audience:** Some exposure to and experience with AD DS concepts and technologies in Windows Server 2012 or Windows Server 2016.

Experience working with and configuring Windows Server 2012 or Windows Server 2016. Experience and an understanding of core networking technologies such as IP addressing, name resolution, and Dynamic Host Configuration Protocol (DHCP).

Experience working with and an understanding of Microsoft Hyper-V and basic server virtualization concepts. An awareness of basic security best practices.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
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<table>
<thead>
<tr>
<th>Exam Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<tr>
<td>70741</td>
<td>N/A</td>
<td>N/A</td>
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</table>
Certification and Exams

The MCSA: Windows Server 2016 certification candidate must pass all three exams:

<table>
<thead>
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<th>Certification</th>
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<tbody>
<tr>
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<td>70741: Networking with Windows Server 2016</td>
</tr>
<tr>
<td></td>
<td>70742: Identity with Windows Server 2016</td>
</tr>
</tbody>
</table>

**INFORMATION SECURITY EXPERTISE**

**CompTIA Security+ Certification**

*Security+ Certification*

CompTIA Security+ is the primary course you will need to take if your job responsibilities include securing network services, devices, and traffic in your organization. You can also take this course to prepare for the CompTIA Security+ certification examination. In this course, you will build on your knowledge of and professional experience with security fundamentals, networks, and organizational security as you acquire the specific skills required to implement basic security services on any type of computer network.

*Target Audience:* This course is targeted toward the information technology (IT) professional who has networking and administrative skills in Windows®-based Transmission Control Protocol/Internet Protocol (TCP/IP) networks; familiarity with other operating systems, such as Mac OS X®, Unix, or Linux; and who wants to further a career in IT by acquiring foundational knowledge of security topics; prepare for the CompTIA Security+ certification examination; or use Security+ as the foundation for advanced security certifications or career roles.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<tbody>
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</table>

<table>
<thead>
<tr>
<th>Exam Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<tbody>
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<td>N/A</td>
<td>$320</td>
<td>N/A</td>
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</table>
Certification and Exams
The Security+ certification candidates must pass one exam. Although not required, it is strongly recommended that candidates have their A+ Certification and Network+ certification or equivalent on-the-job experience.

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>CompTIA Security+ Certification</td>
<td>SY0401: Security+</td>
</tr>
</tbody>
</table>

EC-Counsel: Certified Ethical Hacker (CEH)

CEH: Certified Ethical Hacker V9 & CNDA: Certified Network Defense Architect
EC-Council’s Certified Ethical Hacker (CEH) is the most renowned and desired professional credential in the network security domain. A Certified Ethical Hacker finds vulnerabilities in systems and network by way of scanning, penetrating and testing. They use hacking techniques, tools and knowledge like a hacker but in a lawful and legitimate manner for security purpose. This helps them to secure the entire IT architecture against any kind of malicious attacks.

**Target Audience:** This course is targeted toward Security officers, Auditors, Security professionals, Network Administrators, Firewall Administrators, Site administrators, Individuals concerned about the integrity of the network infrastructure.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
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<td>$2200</td>
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</table>

CISSP: Certified Information Systems Security Professional

Certified Information Security Systems Professional (CISSP)
The CISSP has become the key certification for security professionals. Corporations are demanding experienced information security professionals, with the certifications to prove it, to protect their information and assets.

(ISC)² CISSP is more than just the best way to refresh and review your knowledge base for the CISSP certification exam. It’s also the best way to maintain your access to the latest news regarding
information system security issues, concerns, and countermeasures. This is not test preparation. This is your best bet for making sure you’re properly prepared to take on the challenges inherent in a world of constantly evolving information.

Target Audience: The CISSP certification program is targeted at professionals with at least four years of experience in two domains and a college degree, or five years’ experience in two domains without a college degree.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<td>5</td>
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<td>$2200</td>
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</table>

INFORMATION ANALYSIS / INFRASTRUCTURE EXPERTISE

ITIL Foundation 2011

ITIL Foundations
The IT Infrastructure Library® (ITIL®) Foundation certification training course from NetCom Learning provides an insight into the fundamentals of the globally adopted framework for IT Service Management. The ITIL Foundation courses focus on basic concepts of the ITIL Service Lifecycle and how it influences IT Service Management across private and public organizations.

 Learners are provided with real-world projects, assessments, and presentations to prepare competently for their ITIL Foundation certification exam. The program explains the key concepts and principles of the ITIL Service Management model, providing comprehensive coverage of the knowledge required for this entry-level qualification.

Target Audience: IT Consultants, IT Managers, IT Support Teams, Process Owners, Service Delivery Professionals, Quality Analysts, System Administrators / Analysts, Database Administrators, Development Team / Application Management Team, Senior Operational and Technical Staff, IT professionals looking to understand and leverage ITIL concepts, as well as understand the differences from previous ITIL® versions.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
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<td>Jan 29-31, Mar 26-28, Jun 11-13</td>
<td>$1320</td>
<td>1.8</td>
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</tbody>
</table>
CompTIA Train the Trainer (CTT+) Certification

**CompTIA Train The Trainer (CTT+)**

CompTIA Certified Technical Trainer (CTT+) certification is a cross-industry credential that provides recognition that an instructor has attained a standard of excellence in the training industry. CompTIA CTT+ is a highly interactive and participant-driven course designed to cultivate the technical training and concept delivery skills in trainers, technicians, Subject Matter Experts, presenters, sales and support staff in any organization. The participants will connect abilities, theories and situations to create their most effective instructional styles. This course is accepted by Microsoft and ProSoft towards their MCT.

**Target Audience:** This certification is targeted towards all training professionals and can be applied to all industries that provide technical and non-technical training and education.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</tbody>
</table>

**Certification and Exams**

The Train The Trainer (CTT+) certification candidates must pass two exams:

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
</table>
| CompTIA Train The Trainer (CTT+) Certification | TK0201: CTT+ Essentials  
TK0202: CTT+ Classroom Performance Based  
OR  
TK0203: CTT+ Virtual Classroom Performance Based |
WEB PUBLISHING / ONLINE COLLABORATION EXPERTISE

Microsoft Certified Solution Expert (MCSE): SharePoint 2013

Core Solutions of Microsoft SharePoint Server 2013
This course will provide you with the knowledge and skills to configure and manage a Microsoft SharePoint Server 2013 environment. This course will teach you how to configure SharePoint Server 2013, as well as provide guidelines, best practices, and considerations that will help you optimize your SharePoint server deployment. This is the first in a sequence of two courses for IT Professionals and will align with the first exam in the SharePoint Server 2013 IT Pro certification.

Target Audience: The course is targeted at experienced IT Professionals interested in learning how to install, configure, deploy and manage SharePoint Server 2013 installations in either the data center or the cloud

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<td>$1800</td>
<td>3.0</td>
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</table>

Advanced Solutions of Microsoft SharePoint Server 2013
This five-day course examines how to plan, configure, and manage a Microsoft SharePoint Server 2013 environment. Specific areas of focus include implementing high availability, disaster recovery, service application architecture, Business Connectivity Services, social computing features, productivity and collaboration platforms and features, business intelligence solutions, enterprise content management, web content management infrastructure, solutions, and apps. The course also examines how to optimize the Search experience, how to develop and implement a governance plan, and how to perform an upgrade or migration to SharePoint Server 2013.
**Target Audience:** The course track is targeted at experienced IT Professionals interested in learning how to install, configure, deploy and manage SharePoint Server 2013 installations in either the data center or cloud. In addition, Business Application Administrators (BAAs) who are engaged in the administering line-of-business (LOB) projects in conjunction with internal business customers would benefit from understanding of managing SharePoint Server 2013.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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**Certification and Exams**

The Microsoft Certified Solution Developer: Web Applications candidate must two exams

<table>
<thead>
<tr>
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<th>Exams</th>
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</thead>
<tbody>
<tr>
<td>Microsoft Certified Solution Expert (MCSE): SharePoint 2013</td>
<td>70331: Core Solutions of Microsoft SharePoint Server 2013</td>
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<tr>
<td></td>
<td>70331: Advanced Solutions of Microsoft SharePoint Server 2013</td>
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</table>

<table>
<thead>
<tr>
<th>Exam Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</table>
ARCHITECTURAL DESIGN EXPERTISE

Autodesk AutoCAD 2017

AutoCAD 2017 Level 1: Essentials
Learn to design and shape the world around you using the powerful, flexible features found in AutoCAD® design and documentation software, one of the world’s leading 2D and 3D CAD tools. In this course, you will learn to navigate the AutoCAD user interfaces and use the fundamental features of AutoCAD. You will learn to use the precision drafting tools in AutoCAD to develop accurate technical drawings and you will also discover the ways to present drawings in a detailed and visually impressive way.

**Target Audience:** Professionals who want unparalleled creative freedom, productivity, and precision for producing superb 3D modeling

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
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<td>$1320</td>
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</table>

AutoCAD 2017 Level 2: Intermediate
Discover the powerful tools and techniques for drawing, dimensioning, and printing 2D drawings in this course that enables you to reuse content and extract information from your drawings. With an understanding of the tools and concepts you’ll learn in class, you can begin to streamline the design process and become more productive with AutoCAD.

**Target Audience:** Professionals who want unparalleled creative freedom, productivity, and precision for producing superb 3D modeling

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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</table>
**AutoCAD 2017 Level 3: Advanced**

AutoCAD 2017: Advanced introduces advanced techniques and teaches you to be proficient in your use of the AutoCAD software. This is done by teaching you how to recognize the best tool for the task, the best way to use that tool, and how to create new tools to accomplish tasks more efficiently.

**Target Audience:** Professionals who want to excel expertise in AutoCAD

<table>
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<th>Dates</th>
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**PROJECT MANAGEMENT EXPERTISE**

**PMI: Project Management Professionals (PMP)**

Project Management Professional (PMP)

The Project Management Professional (PMP)® Certification program is led by the industry’s top PMP instructors, who prepares you to pass the PMP® exam, earning one of the most valued credentials around.

The PMP® exam content is majorly focused on A Guide to the Project Management Body of Knowledge - Fifth Edition, (PMBOK® Guide) and other sources, this program features a wide variety of proven learning tools and study aids.

**What you will receive:**

- Expert led lectures
- Real-life examples
- 35 PMI PDUs (Based on course delivery & assignment hours)
- Tips and tricks to conquer the exam
- Assistance with the PMI application process
To become a certified Project Management Professional, a student must have:

- A bachelor’s degree and 4,500 hours of Project Management experience, and 35 hours of classroom instruction that relate to project management objectives (NetCom’s PMP training satisfies this requirement) - OR - a High School diploma or equivalent and 7,500 hours of Project Management experience
- Supporting Documentation is required for the above qualifications.
- Pass the PMP exam, which consists of 200 multiple-choice questions to be completed in 4 hours. NetCom’s Project Management Professional (PMP) Certification course will prepare you for this exam

**Target Audience:** Project Managers, Associate Project Managers, Project Coordinators, Project Analysts, Project Leaders, Senior Project Managers, Team Leaders, Product Managers, Program Managers, Project team members seeking the PMP certification

<table>
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Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options to enhance your personal/professional development including: 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.

Action Grammar ..............................................................................................................83
Advanced Writing Skills for Experienced Professionals ........................................84
Anger Management ...........................................................................................................85
The Art of Assertiveness .................................................................................................85
Attitude is Everything .....................................................................................................86
Business Writing: Clarity Through Critical Thinking ....................................................86
Citywide Standardized Customer Service ......................................................................87
Conflict Management: Defusing Workplace Aggression ...............................................88
Conflict Management: Strategies for Handling Difficult Behaviors ............................88
Creating and Delivering Powerful Presentations ..........................................................89
Creating Workplace Civility ............................................................................................90
Developing Dynamic Listening Skills ...........................................................................90
Effective Meeting Management ....................................................................................91
Enhancing Your Personal Productivity ..........................................................................91
How to Write Fast Under Pressure .................................................................................92
Influencing Without Authority ..........................................................................................92
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Multiple Priorities</td>
<td>93</td>
</tr>
<tr>
<td>Managing Stress and Preventing Burnout</td>
<td>93</td>
</tr>
<tr>
<td>Mind Tools for Memory</td>
<td>94</td>
</tr>
<tr>
<td>Motivating Yourself for Professional Success</td>
<td>94</td>
</tr>
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<td>Negotiation Skills</td>
<td>95</td>
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<tr>
<td>Personal Financial Management</td>
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<td>Revising, Editing, and Proofreading</td>
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<td>Successful Workplace Communication</td>
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<td>Time Management Strategies</td>
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<td>Turning Obstacles Into Opportunities</td>
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<td>Workplace Violence Prevention</td>
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<td>Writing Effective and Efficient E-mails</td>
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<td>Writing from Start to Finish</td>
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<tr>
<td>Writing in Plain Language &amp; Clinic</td>
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**Action Grammar**

This course is designed to answer the most frequently asked questions about grammar, punctuation, and usage. The 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

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Advanced Writing Skills for Experienced Professionals

Writing is never easy if your job responsibilities include frequent reporting about complex issues for a variety of readers. Grammar rules and stylistic preferences regularly change, yet most workplace writers haven’t thought about grammar and usage standards since they were in school. This advanced course exposes experienced writers to information that may contradict some of the hard and fast rules they learned as students.

Objectives:
- Clarify the differences between academic and workplace writing
- Identify English grammar and usage rules that have changed over time
- Build documents based on principles of visual design
- Cite stylistic problems that compromise clear writing
- Revise texts based on timeless principles of focused writing
- Edit with an industry-specific style guide and an in-house style sheet
- Use a variety of rhetorical techniques to help readers hear the writer’s voice

Prerequisites: Action Grammar and Business Writing: Clarity Through Critical Thinking

Target Audience: Individuals who want to align their writing with current standards and preferences

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Requirements: Registered participants will rely on their documents, as well as their organization’s preferred style guide and style sheet if these resources are available. Participants should bring their work documents and style guide on a flash drive in Microsoft Word 2010 (or above) format. Confidentiality guaranteed.


**Anger Management**

Anger is a natural human emotion. However, unconstrained anger can have detrimental effects on the workplace, our health, and success. It impacts the morale of those around us, and it affects 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 learn productive ways of managing angry feelings and productively.

**Objectives:**

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

**Target Audience:** Employees at all levels

<table>
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**The Art of Assertiveness**

This course will focus on ways individuals can establish trust, mutual respect, and openness to develop an assertive approach when interacting with others. It will show participants how to build “win-win” relationships and attain the results they expect, without appearing “‘heavy-handed.’” Participants will learn methods to persuade others without being aggressive actively.

**Objectives:**

- Explore the differences between aggressive, passive, and assertive behaviors
- Set limits with people who do not have limits using assertive techniques
- Recognize behavior types and learn how to influence these behaviors to get what you want and to build relationships
- State your opinion—without appearing hostile or fearful
- Apply assertiveness strategies for problem management
- Receive peer feedback on assertive skills

**Target Audience:** Individuals who want to use assertiveness skills without alienating others

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</table>
**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 positively and productively.

**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

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**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 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 to ask appropriate questions to gather relevant information in an efficient manner
- Assess information 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 or deceptive wording

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

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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 giving 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: Employees at all levels

<table>
<thead>
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Conflict Management: Defusing Workplace Aggression

The key to a safer workplace is recognizing and effectively dealing with workplace personnel and clients who exhibit the signs of early aggression. This workshop is designed to teach participants the necessary skills to neutralize altercations and prevent escalations. The focus will be on making the distinction between personnel who can be coached and those who should be counseled or referred for help.

Objectives:
- Examine and identify the common signs of incipient aggression
- Recognize the non-verbal signs of potentially disruptive behavior
- Develop communication skills to defuse altercations
- Formulate mediation techniques to prevent conflicts from escalating
- Assess coaching/counseling techniques most appropriate for any given situation
- Explore referral resources

Target Audience: Individuals who want to defuse potentially volatile situations

<table>
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Conflict Management: Strategies for Handling Difficult Behaviors

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

Objectives:
- Identify emotionally charged situations at work to minimize their impact
- Practice strategies for gaining control of volatile situations
- Apply techniques to take charge of workplace 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

<table>
<thead>
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Creating and Delivering Powerful Presentations

This course is for managers, supervisors, and professionals who, in their leadership 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: Managers, supervisors, and professionals who make presentations

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</table>
Creating Workplace Civility

City employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during their work. Such action 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 address problematic situations while maintaining their own professionalism proactively. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, and potentially dangerous conditions 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: All City employees

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Developing Dynamic Listening Skills

This workshop will focus on the skills, knowledge, and attitudes necessary to meet the challenges of efficiently listening. 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 results through better communication

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

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Effective Meeting Management

This practical workshop will provide meeting leaders with the organizational and interpersonal skills for conducting productive meetings that yield measurable results. Participants will learn how to exert appropriate control for planning, directing, and facilitating meetings.

Objectives:
• Develop a meeting format and agenda to accomplish desired outcomes
• Practice communicating goals, objectives, and expectations
• Lead discussions to reach conclusions and obtain group consensus
• Gain and sustain constructive involvement from participants
• Manage negative personalities and uncover hidden agendas

Target Audience: Individuals who conduct meetings on a regular basis

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Enhancing Your Personal Productivity

Are you always busy? Do you have hundreds of voicemails to return, countless e-mails to read, and mounds of paperwork to conquer? Often the whirlwind of activities that we engage in does 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 offers practical, easy-to-use tips on how to overcome them.

Objectives:
• Identify your “time wasters” and “HULA” (Having Unproductive Legitimate Action) moves
• 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 productivity

Target Audience: Individuals who want to defuse potentially volatile situations

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<tr>
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How to Write Fast Under Pressure

When deadlines on several writing tasks are rapidly approaching, do you feel under stress? Have a hard time getting started? Struggle to put your thoughts together? Revise and edit slowly? Then this course is for you! You will learn the tips that professional writers use and practice them in real-life situations to increase your output and write with a can-do attitude.

**Objectives:**
- Approach any writing situation with a useful strategy
- Get started with a clear sense of direction—beginning with the end in mind
- Explore techniques for hitting the ground running
- Employ practical time-management techniques for reducing revision time
- Maximize your writing time by employing time-proven best practices
- Cultivate a can-do attitude essential to writing fast and well

**Target Audience:** Individuals from any level of the organization who want to learn and apply time-tested techniques for improving writing efficiency and increasing confidence

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Influencing Without Authority

This workshop is designed to help participants learn how to use their influencing skills in situations where they may have minimal power or authority. This course is especially useful for members of a team and those who need to influence their superiors and subordinates. Participants will learn to identify the power they do have and learn how to utilize this power so that they can accomplish their goals.

**Objectives:**
- Establish credibility to influence
- Examine effective and ineffective influence strategies
- Identify personal power and influence styles
- Discover negotiation strategies that result in win-win situations
- Develop strong alliances to accomplish goals
- Create a collaborative work environment to achieve results

**Target Audience:** Professionals who want to enhance their influencing skills

<table>
<thead>
<tr>
<th>Course Code</th>
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Managing Multiple Priorities

This program will prepare participants to manage better 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

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Managing Stress and Preventing Burnout

This course is 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

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<td>Jan 31, Mar 6, May 30</td>
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</table>
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. But building your memory can 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 co-workers 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 refine your memory skills

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

<table>
<thead>
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<th>Dates</th>
<th>Cost</th>
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</table>

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 critical aspects of self-motivation. It provides practical tips to help you define personal and professional success, how to create your world, set goals, gain positive energy, and invest in yourself. An essential element of being successful is 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

<table>
<thead>
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</table>
Negotiation Skills

Negotiation is an integral part of creating value for the organization. Your success depends on your skills as a negotiator. In this negotiation training program, you will gain insight into the habits of dealmakers as you build your skills. Through a series of group exercises, you will learn how to execute proven tactics, refine your negotiating style, and improve your ability to bargain successfully and ethically in any situation. Along the way, you will gain a new appreciation for how negotiating skills can help you overcome a wide range of challenges—at work and beyond.

**Objectives:**

- Achieve better results in both formal and informal negotiations
- Build confidence in your bargaining power and abilities
- Improve negotiations by managing your emotions and influencing others
- Build positive, productive relationships with all parties at the table
- Create value and "enlarge the pie" to produce win-win outcomes

**Target Audience:** Professionals at all levels who want to enhance their negotiation skills and work more productively with customers, colleagues, partners, vendors, and others. No prior training in negotiation is required.

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<thead>
<tr>
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<td>$150</td>
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</table>
Personal Financial Management

When individuals think about personal financial management, they often do not know where to start to achieve their goals. This needs to change. To be successful in personal financial management, there are a few things that you just must do and other things that are strongly recommended. We will be discussing ways to generate assets, protect assets, and build assets. Finally, we will share the importance of prioritization and decision making to enhance your financial situation.

Objectives:
• Identify the critical components of preparing a budget
• Develop your own personal budget through hands-on exercises
• Explore credit management issues in preparing you for financial success
• Review and evaluate insurance considerations in order to protect your assets
• Provide you with resources that can help you to achieve greater financial success
• Utilize what is taught here to help your family onto the road to financial empowerment

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
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Revising, Editing, and Proofreading

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

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

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</table>
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
• Minimize the most frequently made grammatical errors

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

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Successful Workplace Communication

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

Objectives:
• Assess communication styles and their impact on others
• Practice effective active listening techniques
• Recognize and respect the needs of others
• Develop methods 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

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**Time Management Strategies**

This course will assist participants in taking control of the time in their workday. Participants will identify unproductive work habits and learn a wide array of time management tips and techniques to maximize their effectiveness. The 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
- Learn 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

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**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
- Learn strategies 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

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Workplace Violence Prevention

The purpose of this training is to provide participants with the skills to identify and de-escalate potentially violent behavior in the workplace. Employees given a model of telegraphed behavior that violent individuals often engage in before being physically assaultive and then appropriate responses provided. Participants will also get an opportunity to practice skills taught during the training session.

Objectives:
- Define violent behavior
- Understand workplace violence and the workforce’s responsibilities
- Identify precipitating personality, behavioral, stress and situational factors of violence
- Recognize organizational risk factors
- Learn what managers/employees can do through violence response procedures

Target Audience: Employees at all levels

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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:
- 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 email
- 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

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Writing from Start to Finish

Many people make writing a more difficult and time-consuming process than it needs to be. This workshop focuses on how to streamline the writing process to save time and produce more effective written communications. Participants will learn how to organize and present information for maximum impact, and how to move smoothly from start to finish in the writing process.

Objectives:
- Prepare to write by considering the purpose and audience for your message
- Organize information in a clear, logical way
- Use outlining as an organizational tool
- Use headings, topic sentences, and transitions to clarify your message
- Stay focused on your message
- Revise documents to ensure they are clear, concise, and correct

Target Audience: Individuals who want to make their writing more efficient and effective

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Writing in Plain Language & Clinic

The Federal Plain Language Writing Act of 2010 requires government employees to write in a plain language that is “simple and easy to understand, with the goal of minimizing uncertainty and litigation.” The one-day workshop and half-day clinic are designed to provide you with the tools to write in plain language while maintaining a level of professionalism reflective of your position and agency. You will have many opportunities to practice the course principles through writing, revising, editing, and proofreading activities.

The one-day workshop covers all the course content. You may bring to the seminar a work-related writing sample for a confidential review by the course leader. Between the workshop and half-day clinic, approximately one month later, you will have an opportunity to write a new work-related assignment and e-mail it to the course leader. During the clinic, you will again receive confidential feedback on your writing development based on plain language principles.

It is a computer-assisted course to reflect the way you write on the job.

Objectives:
- Organize ideas effectively
- Use visual design to reinforce the content
- Edit sentences for fluency
- Use active and passive voice effectively
- Maintain conceptual and grammatical consistency in sentence structure
- Employ techniques to reduce verbiage and highlight key ideas
- Proofread messages for correct grammar and proper diction

Target Audience: Professional staff who need to convey complex language in simple terms to enhance readability

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MANAGEMENT & SUPERVISION PORTFOLIO

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.

21 Irrefutable Laws of Leadership ................................................................. 105
Building Collaborative, Productive and Cohesive Teams ..................... 106
Conflict Management: Mediation ............................................................... 106
Data Analysis with Python ........................................................................ 107
Data Analysis with R .............................................................................. 108
Data Analytics for Managers .................................................................. 108
Delegation and Time Management ............................................................ 109
Developing Yourself and Others Through Delegation............................. 109
Emotional Intelligence: The Key to Effective Leadership...................... 110
Excel Tools: Summarizing Data ................................................................. 110
Follow the Leader: Taking the Lead at Any Level .................................... 111
Fundamentals of Supervision .................................................................. 112
Giving Feedback and Getting Results ...................................................... 112
Initiating and Managing Difficult Conversations ..................................... 113
Inspired Leadership: Creating a Motivational Environment .................. 113
Introduction to Statistical Analysis .......................................................... 114
Lean Six Sigma: Introduction to Process Improvement ......................... 115
(White Belt Certificate)
<table>
<thead>
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<tr>
<td>Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)</td>
<td>116</td>
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<tr>
<td>Managerial Decision Making and Problem Solving</td>
<td>117</td>
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<tr>
<td>Project Management</td>
<td>117</td>
</tr>
<tr>
<td>Report Writing for Managers and Professionals</td>
<td>118</td>
</tr>
<tr>
<td>Resolving &amp; Managing Conflict</td>
<td>118</td>
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<tr>
<td>Selection Interviewing: Hiring Right</td>
<td>119</td>
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<tr>
<td>Supervising Challenging Employees</td>
<td>119</td>
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<tr>
<td>Writing High-Impact Executive Summaries</td>
<td>120</td>
</tr>
<tr>
<td>Writing Performance Evaluations</td>
<td>121</td>
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</tbody>
</table>
21 Irrefutable Laws of Leadership

This course is designed to explore and discuss timeless leadership principles based on the book, 21 Irrefutable Laws of Leadership by John Maxwell, who is an internationally known leadership expert. You will learn how these principles remain constant despite ongoing changes in time and technology as well as variation of cultures. Whether you are a new supervisor or an experienced executive, you can discover how integrating these principles as part of your leadership style will make you a more effective leader.

Objectives:
- Learn the theories and workplace applications of each of the leadership principles
- Determine the consequences of performing and not performing each of the designated principles
- Recognize which of the laws of leadership you currently practice effectively, and which ones you can improve on
- Gain insight into how you can make positive changes in your leadership style

Target Audience: Leaders, managers, and supervisors

<table>
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Citywide Learning & Development
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, and 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: Anyone serving formally or informally as a leader in the workplace

Conflict Management: Mediation

Mediation training lays the groundwork for anyone interested in enhancing their conflict resolution skills. This workshop will explore what mediation is and how it compares to other forms of dispute resolution. The course will focus on the core skills of an effective mediator. Through group discussion, hands-on exercises, lecture, and role-play, you’ll have the chance to practice new skills with support and feedback from an experienced mediator and trainer.

Objectives:
• Enhance communication and conflict resolution skills
• Distinguish between various dispute resolution practices and mediation
• Examine the core values of mediation and put them into practice
• Understand conflict response styles
• Differentiate between parties’ positions and interests
• Identify negotiable issues
• Help parties engage in creative problem solving
• Examine how cultural issues affect conflict
• Assessing balance of power issues between parties

Prerequisites: Conflict Management: Defusing Workplace Aggression or Conflict Management: Strategies for Handling Difficult Behaviors

Target Audience: Managers and supervisors in leadership roles

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</table>
Data Analysis with Python

A full-day course is covering the fundamental concepts of how to leverage the Python programming language for data analysis. The course will include the basic syntax of Python as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:
• Define what Python is and why it is useful
• Explore how Python structures data and the difference between Python and Excel
• Open a dataset in Python and shape it into a usable structure for analysis
• Create a visualization and calculate summary statistics of a dataset in Python
• Download and open data from the NYC Open Data Portal
• Conduct a simple data analysis using NYC Open Data
• Demonstrate how Python can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, Pivot Tables, and Macros)

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<td>1</td>
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Data Analysis with R

A full-day course is covering the fundamental concepts of how to leverage the R programming language for data analysis. The course will include the basic syntax of R as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:

• Define what R is and why it is useful
• Explore how R structures data and the difference between R and Excel
• Open a dataset in R and shape it into a usable structure for analysis
• Create a visualization and calculate summary statistics of a dataset in R
• Download and open data from the NYC Open Data Portal
• Conduct a simple data analysis using NYC Open Data
• Demonstrate how R can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and experience performing advanced analysis in Excel (nested formulas with conditionals, Pivot Tables, and Macros)

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Data Analytics for Managers

This course introduces participants to the concept of data-driven decision-making and management. Participants will learn 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 also learn 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
• Identify the concerns and opportunities of working with government open data

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

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Delegation and Time Management

This course focuses on skills for organizing, planning, and prioritizing work assignments. Participants will learn strategies for developing short and long-term plans to delegate, track, monitor, and ensure successful completion of their unit’s work.

**Objectives:**
- Analyze and improve work processes
- Develop a personalized daily/monthly plan to accomplish goals
- Identify and address time wasters
- Manage interruptions and crises
- Delegate work to appropriate staff
- Overcome resistance to delegation

**Target Audience:** Managers and supervisors responsible for delegating and balancing multiple tasks

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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. 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

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<td>$150</td>
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</tbody>
</table>
**Emotional Intelligence: The Key to Effective Leadership**

Emotional intelligence is the ability to recognize and deal effectively with your own and other people’s emotions. According to recent studies, it is a better predictor of success than IQ. This workshop is designed to help people in leadership positions increase their EQ (emotional quotient). High IQ Leaders are more productive because they gain cooperation from others and use their intuitive knowledge to make decisions and solve problems. EQ is vital for implementing change and leading high-performing teams.

**Objectives:**
- Acquire emotional literacy to read people, situations and yourself more effectively
- Identify ways to choose your emotional responses, instead of getting triggered by them
- Develop techniques to use emotional energy positively to move self and others forward
- Practice techniques to manage non-productive emotional behaviors
- Describe how to use the five key EQ competencies
- Generate methods to apply EQ to diverse on-the-job circumstances

**Target Audience:** Managers and supervisors in leadership roles

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>Feb 5-6, Apr 19-20</td>
<td>$300</td>
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**Excel Tools: Summarizing Data**

This course will address one of the most significant challenges managers face today: making sense of the data they already have. Being able to quickly and efficiently summarize and analyze information is essential to making better business decisions. Using Excel, participants will practice some of the most effective techniques of 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

**Prerequisites:** Basic math skills, Excel Part 1

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

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</table>
Follow the Leader: Taking the Lead at Any Level

Anyone who needs the cooperation of others is taking the role of a leader. But what makes a good leader? How can you cultivate the qualities that people expect and respect from leaders? This fast-paced, highly interactive course will give you insight into the skills and thinking of successful leaders. You will learn innovative approaches and practical techniques to help you become a better leader at any level.

Objectives:
• Identify the actions and mindsets that distinguish leaders from bosses
• Assess your effectiveness and flexibility as a leader
• Analyze typical situations requiring leadership in your job, including ethical challenges you face
• Boost your ability to motivate, communicate, and inspire individuals and teams
• Adjust your leadership style to meet the needs of shifting circumstances and diverse people
• Guide yourself and others through change

Target Audience: Managers, supervisors, and team leaders who assume a leadership role

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<tr>
<th>Course Code</th>
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<th>CEUs/CPEs</th>
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</tr>
</tbody>
</table>
Fundamentals of Supervision

This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and 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 work with a diverse workforce effectively
- 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

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<th>CEUs/CPEs</th>
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</table>

Giving Feedback and Getting Results

This course is a one-day practicum devoted to helping managers and supervisors practice the skill of providing feedback to employees. Using a variety of “real life” scenarios, participants will engage in multiple role plays to provide descriptive, effective feedback to an employee. Participants will receive ongoing “feedback” from their peers on their coaching abilities.

Objectives:
- Identify positive feedback as a performance improvement mechanism
- Apply various types of feedback approaches
- Coach employees when poor performance is a problem
- Give feedback in a descriptive, specific, timely and clear manner
- Engage in difficult conversations with employees
- Develop employees by implementing the coaching process

Target Audience: Supervisors, managers, and team leaders

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<th>Course Code</th>
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</tbody>
</table>
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

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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Inspired Leadership: Creating a Motivational Environment

This course will assist participants in identifying new ways to encourage individual contributors to perform at higher levels and explore the wisdom and values of other real-life leaders. The obtained knowledge will potentially result in increased levels of productivity, and favorable 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 increase performance and productivity using values steadily
- Explore ways to show appreciation for performance and let individuals know they are an essential part of the team
- Create an environment of trust

**Target Audience:** Managers and supervisors who want to increase performance and productivity by using innovative approaches to leadership and developing creative approaches to changing the environment

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</table>
Introduction to Statistical Analysis

This course introduces participants to the use of statistics for understanding and communicating city data. Using Excel, participants will learn how to use standard statistical measures to understand the content of city data for making operational decisions. Participants will also learn how to display statistical information in meaningful ways.

Objectives:
- Practice common statistical measures, including mean, median, mode, standard deviation, and variance
- Establish the use of probability where risk and uncertainty exist
- Calculate correlation coefficients for bivariate data and apply the technique of simple regression analysis
- Demonstrate techniques used for forecasting
- Communicate data meaningfully to a broad audience using charts and graphs in Microsoft Excel

Target Audience: Managers, supervisors, team leaders, and analysts involved in city data analysis and communicating analytical findings

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<th>Course Code</th>
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</table>
**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 excellent results on a daily basis is a challenge. Often, employees and managers 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

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<td>1.2/16</td>
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</table>
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)

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:
• 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
• 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

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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

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<th>Course Code</th>
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<th>Dates</th>
<th>Cost</th>
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Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. The 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:
- Understand project management terms and knowledge areas
- Create a Project Charter that incorporates a project scope, a project plan with deliverables, time frames, resources, and risk analysis
- Incorporate tools from other methodologies such as: appreciative inquiry, story-telling, open space, and world café
- Utilize tools that facilitate workflow and accountability
- Communicate project-related information accurately and effectively
- Discover techniques for making project management meetings more dynamic and participatory
- Leverage collaboration to get projects done better, faster, cheaper, and greener
- Explore creative methods for effective problem solving

Target Audience: Professionals responsible for leading project initiatives

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<tr>
<th>Course Code</th>
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<td>.6/8</td>
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Report Writing for Managers and Professionals

This workshop focuses on exercises designed to review the standard elements of reports. Participants will have the opportunity to practice on their own and sample reports to ensure that they are composing complete, well-organized, and well-formatted documents.

Objectives:
- Use the writing process to create clear, concise, and complete documents
- Review the various types of informal and formal report writing techniques
- Consider the reader’s need to capture information quickly
- Expand an informational report into an analytical report
- Improve the visual appeal of the report
- Edit for sentence structure, grammar, and word usage

Target Audience: Managers and professionals who write reports

<table>
<thead>
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<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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</table>

Resolving & Managing Conflict

This workshop will enable participants to develop collaborative problem-solving skills, and use these skills to coach staff and address conflict-related work situations and disputes. Participants will role-play different approaches for managing workplace conflict.

Objectives:
- Analyze and identify the role of leaders in resolving conflict
- Take steps to achieve collaborative problem solving
- Practice constructively framing and confronting conflict issues
- Transform conflict into a win-win situation
- Identify options for tough interactions
- Leverage interest-based negotiation techniques

Target Audience: Managers and supervisors who need to address work-related conflict

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>$300</td>
<td>1.2/16</td>
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</tbody>
</table>
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 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

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<tr>
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<th>Days of Training</th>
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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

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<tr>
<th>Course Code</th>
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<th>Dates</th>
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</table>
Writing High-Impact Executive Summaries

You have the Commissioner’s attention for 60 seconds to explain a complicated situation affecting your agency—how do you do it? This course provides participants opportunities to practice writing summaries of lengthy documents and large projects—regardless of the complexity. Through practical exercises and individualized coaching, participants will learn the key elements of executive summaries and the process for creating and critiquing their executive summaries.

Objectives:

• Distinguish between technical and general summaries
• Approach the writing situation with a clear and useful strategy
• Address the issues that matter most to the readers
• Organize ideas to highlight the key issues
• Edit language for impact, conciseness, and clarity to move the reader forward on critical business issues

Pre-course Assignment: Participants should bring to the class a document that they need to summarize for work or a summary that they have already written for feedback from the consultant.

Target Audience: Analysts and managers of all levels responsible for writing executive summaries of meetings, lengthy reports, proposals, and white papers

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<tr>
<th>Course Code</th>
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Writing Performance Evaluations

Completing evaluations requires managers to write in an objective manner that accurately describes the employees’ performance. 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 must be meticulous in the choice of words and phrases. This course provides managers with practice in writing about observed behaviors and job competencies. Moreover, participants will practice composing explicit goals and statements of developmental needs.

Objectives:
• Utilize a technique for gathering performance data
• Decipher fact from opinion to write actually
• Separate actions from attitude to writing 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

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<tr>
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These courses and programs are designed for specific communities-of-practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are an HR professional or in the Energy, Audit, Procurement or IT community, you can find programs geared specifically to your field of expertise.

**Audit Professionals** ................................................................. 124

**Energy Management Professionals** ........................................ 132

**Human Resources Professionals** ............................................. 138

**IT Professionals** ..................................................................... 54

(Located in the Technology Skills Portfolio)

**Procurement Professionals** .................................................... 139

  - Mayor’s Office of Contract Services Courses .............................. 140
  - [National Institute of Governmental Purchasing (NIGP)](#) ........................................ 175
    - Foundation Course Alignment for Certification
      (Located in the Certification & Credit Bearing Portfolio)

  - [Small Business Services M/WBE Courses](#) ............................ 191
    (Located in the NYC Specific Portfolio)

**Project Management Practical** ................................................. 148
Audit Professionals

Developing and Presenting Audit Findings

Receive an in-depth, hands-on guidance, and practice in developing audit findings. Adequate finding development requires that you compile sufficient, relevant information to satisfy the audit’s objectives, promote a proper and correct understanding of the reported matters and convince readers to recognize the validity of the findings and the benefit of implementing any recommendations. Learn the appropriate finding elements to match the kind of audit you are doing. In multiple case exercises, you practice developing audit findings for the following types of audits: compliance, processes and controls, accomplishments and impact.

Objectives:
• Cite the government auditing standards provisions that apply to developing and presenting audit findings
• Explain the central role of effective audit objectives in finding development
• Describe two findings paradigms used in performance auditing and the elements they contain
• Outline a finding and prepare a synopsis summarizing the audit results in response to the audit’s objectives
• Develop and present audit findings and related conclusions and recommendations

Target Audience: New auditors, who do a performance, contract and grant auditing. It will also benefit experienced auditors who have had limited exposure to the subject matter.

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<tr>
<th>Course Code</th>
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<td>May 9-10</td>
<td>$550</td>
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</table>
Ethical Decision Making for Auditors

Focus on how to recognize, analyze and resolve ethical dilemmas that auditors face in their professional activities. The auditor’s mission is to evidence of fraud, waste, and abuse, which often results in tough decisions about how to handle sensitive situations. Since auditor ethics are under greater scrutiny, the goal of this course is to help each participant develop ethical fitness. Each participant will be armed with a decision-making matrix – a tool that focuses on shared core values and allows you to approach the analysis and resolution of ethical dilemmas in an organized way. You use your examples or real situations to develop the skills you can use to manage the difficulties you face every day.

Objectives:
- Develop a consensus on core values
- Describe how establishing shared, core values improve the ethical environment of a government audit organization
- Discriminate between moral temptations and authentic ethical dilemmas
- Analyze the dilemmas you face per a new framework
- Resolve the difficulties per classic ethical principles

Target Audience: Auditors, inspectors, evaluators, and analysts

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Information Systems Auditing

Learn the fundamental processes, tools, and techniques involved in auditing today’s information systems. Through exercises, case studies, lectures, and discussions, you learn the basic audit techniques specified in the Federal Information System Controls Audit Manual (FISCAM), Information Systems Audit and Control Association’s (ISACA) methodology and other audit guidance. Alternative methods of evaluating and testing general and application controls, including identifying indicators of potential fraud, are discussed.

Objectives:
- Define, select and perform basic audit tests
- Analyze general controls as applied to application systems
- Evaluate existing application systems
- Audit the various phases of systems development
- Assess the adequacy of backup and recovery/business resumption planning

Prerequisite: Information Technology for Auditors or equivalent

Target Audience: New auditors and experienced auditors with limited exposure to the subject matter

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Information Technology for Auditors

Learn the components of information technology and how they are organized, developed and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the Government Auditing Standards. This course is the prerequisite for all other technology-related courses offered in our auditing curriculum. The information systems audit process is presented in Information Systems Auditing (A8029).

Objectives:
- Describe how information technology is organized, developed and managed
- Explain how technology affects audit responsibilities
- Cite standards and guidelines governing audits performed under the Government Auditing Standards

Target Audience: New auditors and experienced auditors with limited exposure to the subject matter

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<td>Apr 9-10</td>
<td>$550</td>
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</table>
Making Your Case to Prosecute Fraud

Fraud is a booming business today. With fraud schemes becoming more sophisticated and defense attorneys more proactive, there is a need for more interaction among auditors, investigators, and prosecutors. Often task forces are assembled for this purpose. Learn how each team member contributes to the success of such joint efforts and the special rules and procedures that apply in obtaining evidence to substantiate and prosecute fraud. Learn the pitfalls to avoid in pursuing fraud on your own and how to discern whether a potential fraud scheme you have identified in an ongoing audit may be prosecutable.

Objectives:
• Describe and apply the five elements of a prosecutable fraud scheme
• Be conversant with the criteria used by prosecutors in making litigation decisions
• Describe the current situation that mandates joint task force efforts of auditors, investigators and prosecutors – in combatting fraud, and the auditor’s role in such a task force
• Contrast the standards of evidence and rules of collection that apply in auditing from those that apply in prosecuting fraud
• Differentiate the various ways that a government agency may obtain evidence for use in administrative, civil, and criminal cases
• Describe the restrictions that a government agency must observe in obtaining evidence for use in prosecuting a criminal fraud case
• Apply general litigation principles and procedures to audit planning, implementation, and defense to include testifying

Target Audience: Auditors, investigators and attorneys at all levels who participate on task forces to uncover fraud schemes and prosecute the perpetrators. Also for auditors wanting to know the rules that apply in independently pursuing fraud as part of an audit.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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</table>
Planning Audit Assignments

Careful planning is the foundation of audit success. Receive a structured approach for planning performance audits that parallels project management principles. Learn to apply this risk assessment approach to identify value-added subjects and issues for audit. Learn to formulate objectives that address the user’s information needs and make clear what the audit is to accomplish and to apply a step-by-step process in selecting the scope and methodology to achieve the objectives. Multiple case exercises allow you to use that method in class.

Objectives:
- Explain the control role of goals in performance auditing
- Use risk assessment to identify areas of vulnerability and performance improvement for audit
- Write objectives that make clear what the audit is to accomplish, provide direction for planning and fieldwork facilitate report writing and meet auditing standards
- Apply a step-by-step approach in designing audits to achieve the objectives and use a matrix to document the design
- Cite factors to consider in determining staff needs

Target Audience: Experienced performance auditors

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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</table>
Reviewing Audit Reports

As an audit manager or supervisor, reviewing reports is a crucial aspect of your work, but you do not want to spend hours rewriting them. By providing constructive feedback, you can help your staff develop better report writing skills to ensure that audit results are presented completely and objectively and that recommendations lead to action. This course is designed to help you achieve two review goals. First, you learn techniques for evaluating the accuracy and appropriateness of the audit reports. Second, you learn methods of communicating review comments to help your auditors develop better report writing skills. You participate in individual and group exercises and apply these techniques to draft reports.

Objectives:
- Explain the role and responsibility of the reviewer
- Use Government Auditing Standards as the foundation throughout the report review, feedback and revision process
- Describe an eight-step review process for evaluating audit report drafts
- Apply this structured review process to evaluating communication problems quickly in draft reports you review
- Provide effective oral and written feedback from the review process to those who draft audit reports

Target Audience: Auditors who review reports written by other auditors

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<tr>
<th>Course Code</th>
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</table>
Skills for Leading & Managing Audit Projects

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve a positive result. Learn concepts and techniques for managing audit projects from proposals through reporting and for making the best use of your valuable time. Also, learn how to communicate with responsible officials and the media; how to evaluate, coach and motivate team members; and how to manage conflict. On completion of this course, you will possess the leadership and management skills to ensure that your staff produces quality products that meet user needs and do so on time and within budget.

Objectives:

- Gain an understanding of critical skills and behavioral changes needed for successful transition to a leadership role
- Plan and direct the overall coordination and cohesion needed to systematically determine the extent and type of work to be done throughout audit assignments
- Manage all aspects of your audit teams as they move from the proposal through the reporting phase
- Motivate staff to complete assignments successfully
- Evaluate project staff selection and performance
- Learn effective staff management and communication techniques
- Communicate professionally and effectively with auditees, other government officials and the media
- Prioritize audits and tasks for effective time management
- Apply leadership concepts and various techniques that can be used to successfully plan, manage and communicate audit assignments
- Become a stronger and more confident leader by applying the tenets of people, principles, and products

Target Audience: Senior auditors responsible for leading and managing audit projects. It will also benefit those transitioning from a site senior to an audit team leader and manager

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<th>Course Code</th>
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</table>
Using Metrics to Access Performance

If you have audits that call for assessing the economy, efficiency, and effectiveness of government programs and services, you need this course. Learn to identify and document opportunities to reduce operations costs and improve the quality and timeliness of product and service delivery. The emphasis in this course is on applying a measurement-based audit approach along with problem-solving tools and benchmarking.

Objectives:
- Explain the purpose and value in auditing operations
- Plan an audit to assess an entity’s success in producing and delivering quality products and services timely and efficiently
- Prepare metrics using quantitative and qualitative data and use those metrics, along with problem-solving tools and benchmarking, to systematically identify performance problems, their causes and authentic solutions
- Develop findings that consider the nuances that arise in reporting on operations results

Target Audience: Junior auditors and seasoned professionals who have had limited exposure to this audit approach

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>Jun 6-8</td>
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ENERGY MANAGEMENT INSTITUTE (EMI)

DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies (SPS), CUNY Building Performance Lab (BPL) and the Citywide Training Center (CTC), is pleased to announce our schedule for courses for Spring 2018.

The goal of EMI is to prepare City facilities personnel to make energy-smart decisions that will assist the City in meeting its greenhouse gas (GHG) emissions reductions goals.

Important

DCAS Energy Management (DEM) covers the cost of City staff participating in this training 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 will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy. See course descriptions for respective fee amounts.

Please visit www.nyc.gov/ctc for Spring 2018 EMI Course Catalog to view detailed information on all Energy Management Institute courses.
ENERGY MANAGEMENT INSTITUTE
BUILDING OPERATOR CERTIFICATION
LEVEL I

Course Description:
Building Operator Certification (BOC) Level I serves as the gateway training program of the Energy Management Institute. It is designed to help building operators manage their facilities to become more energy efficient as part of the City’s efforts to meet its greenhouse gas reduction goals. The BOC Level I 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 comfort for the building occupants.

The course provides an overview of building systems including lighting, mechanical, and electrical systems and provides guidance to improve thermal comfort, air quality, and life-safety considerations.

The BOC Level I program offers a unique learning experience. Instruction is delivered both in a traditional classroom setting, as well as through self-paced, online modules via the Hughes Learning Management System.

The program is facilitated by a CUNY Subject Matter Expert Instructor with deep experience and knowledge in engineering, and the efficient operation of plants and equipment.

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.

No Show Fee:
If a City employee registers for the course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy.

Course Overview:
Term: Spring 2018
Days: Fridays
Date: Jan 12*, Jan 26, Feb 9, Feb 23, Mar 9, Mar 16*, Mar 23, Apr 6, Apr 20, Apr 27, May 11
Sessions: 11
Hours: 9:00am-4:00pm
location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
Code: C7953
Registration Deadline: December 29
Prerequisites: DCAS “DEM” video, Excel and Math assessments
*1/12, 3/16 - webinar 10:00am-11:00am
Course Description:
For those who have completed BOC Level 1, this advanced program provides an opportunity to deepen building performance skills, while working towards earning the **BOC Level II** credential. This 16 weeks, 4 module course leverages self-paced, on-line learning modules so employees only need to be in the classroom every other week.

DEM offers this program to help prepare building operators and stationary engineers for energy efficient facility operations that meet the city’s greenhouse gas reduction goal.

The BOC Level II course is a competency-based training and certification program that will teach participants the tools necessary to increase building efficiency, comfort, and improve their job skills.

**Note:**
These courses are offered on an every-other week schedule, requiring participants to be in class on alternating weeks.

**Who Should Enroll:**
Employees who have already earned the BOC Level I credential during Spring 2017 or earlier.

**No Show Fee:**
If a City employee who are registered for the course drops out before its satisfactory completion, a fee of $1,875 will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy.

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**Course Overview:**
- **Term:** Spring 2018
- **Days:** Fridays
- **Date:** Jan 19*, Feb 2, Feb 16, Feb 23*, Mar 2, Mar 16, Mar 23*, Apr 6, Apr 20, Apr 27*, May 4, May 18
- **Sessions:** 12
- **Hours:** 9:00am-4:00pm
- **Location:** Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
- **Code:** C7954
- **Registration Deadline:** December 29
- **Prerequisites:** BOC-Level 1
- 1/19, 2/23, 3/23, 4/27 - webinar 10:00am-11:00am
Course Description:
Building Re-Tuning (BRT) training is designed to give building operators advanced training in analysis of facility operations to further identify efficiency improvements.

The BRT course is offered as 5 in-class sessions that include integrated project-based work that is completed by participants in between classroom meetings. The course is aimed at operators and managers with previous energy management training (BOC Level 1 and/or BOC Level 2, Certified Energy Manager, etc.)

BRT is designed to teach participants the skills that are needed to conduct a re-tuning of facilities that use a BAS/BMS system.

The course is designed to walk participants through the BRT process from foundational concepts through an initial BRT tune-up. Topics include:
- 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.

BRT training requires hands-on implementation practice in the participants’ facilities.

Note: participants must be able to access trend logging functions in a BAS/BMS.

Who Should Enroll:
This course is designed for building operators with previous energy efficiency/energy management training. It 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 the ability to access trend log functions in their facility’s BAS/BMS.

No Show Fee:
If a City employee who is registered for the course drops out before its satisfactory completion, a fee of $975 will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy.

Course Overview:
Term: Spring 2018
Days: Thursdays
Date: Apr 12, Apr 19, Apr 26, May 3, May 17
Sessions: 5
Hours: 9:00am-12:00pm
Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
Code: C7300
Registration Deadline: February 2
Prerequisites: BOC-Level 1 credential
Building Re-Tuning without Building Automation System (noBAS BRT) is a new course designed to give building operators advanced training in analysis of facility operations to further identify efficiency improvements. The noBAS BRT course is offered in five (5) in-class sessions. It covers five (5) measures/systems of interest related to fan operation and outdoor supply.

Topics include:
- HVAC Zone Temperature
- Fan Operation Times
- Outdoor Air (OA) Control
- Discharge Air Temperature Hunting &
- OA Damper Minimum Position

The noBAS BRT course is designed to teach participants the skills needed to conduct re-tuning of facilities that do not use a BAS/BMS system. Participants learn to identify inefficiencies and appropriate operation improvements. Integrated project-based assignments are completed by participants in between classroom meetings. The course is aimed at operators and managers with previous energy management training (i.e. BOC Level 1 and/or BOC Level 2, Certified Energy Manager, etc.).

Who Should Enroll:
This course is designed for building operators with previous energy efficiency/energy management training. It 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 the ability to obtain the information needed to conduct data acquisition (DAQ) in their facility.

No Show Fee:
If a City employee registers for the course but drops out before satisfactory completion, a fee of $975 will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy.

Course Overview:
Term: Spring 2018
Days: Wednesdays
Date: Feb 21, Mar 7, Mar 21, Apr 4, Apr 18
Sessions: 5
Hours: 9:00am - 4:00pm
Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
Code: C7948
Registration Deadline: February 2
Prerequisites: BOC-Level 1
# ENERGY MANAGEMENT INSTITUTE

## Additional Courses

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

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Registration Deadline</th>
<th>Course Dates</th>
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<tbody>
<tr>
<td>Fundamentals of Building Systems</td>
<td>Dec 29</td>
<td>Jan 5, Jan 19 (9:00am-1:00pm)</td>
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<tr>
<td>Measurement &amp; Verifications (M&amp;V)</td>
<td>Feb 2</td>
<td>Mar 7 (9:00am-3:00pm), Mar 14 (webinar 9:00am-10:00am), Mar 28 (9:00am-3:00pm)</td>
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<tr>
<td>Renewable Energy 101: Fundamentals in Solar PV*</td>
<td>Feb 2</td>
<td>Mar 20, Mar 21, Mar 22 (9:00am-3:00pm), Mar 23 (8:30am-4:30pm)</td>
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### No Show Fee:

If a City employee registers for the course but drops out before satisfactory completion, a fee will be assessed to their agency’s training department for “No Show” in accordance with the CTC cancellation policy.

*NOTE:* The location of the course “Renewable Energy 101” is listed below:

- 3/20-3/22: CUNY SPS 119 W. 31st Street (Room TBA)
- 3/23: City Tech 25 Chapel St., Howard 4th Fl. Room 418
HUMAN RESOURCES PROFESSIONALS

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

Please call 212.386.0004 for more information.
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 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

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Dates</th>
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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
- Close out the contract

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

<table>
<thead>
<tr>
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MAYOR'S OFFICE OF CONTRACT SERVICES

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

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Collaborative Program Design

The Nonprofit Resiliency Committee produced written recommendations on how government and the sector can work together to design City Services to achieve maximum impact. The Mayor’s Office for Economic Opportunity led this work in coordination with participants from the nonprofit sector. This course will walk through the two guides that they created:

NYC Civic Service Design Tools and Tactics provides a central resource for best practices in service design to support public servants and help spread service design methods across New York City government.

Guide to Collaborative Communication with Human Services Providers: In addition to designing programs for maximum impact, this also means complying with the requirements of the Procurement Policy Board (PPB Rules) to ensure procurements fair, transparent, and guard against favoritism. This guide aims to help agencies communicate with key stakeholders and stay within the PPB Rules.

<table>
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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

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<tr>
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**Intergovernmental Contracting**

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.

<table>
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**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

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</table>
Legal Compliance in Procurement

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
- Small Purchases under PPB Rule 3-08

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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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 person associated with the entity is 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.

<table>
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<tr>
<th>Course Code</th>
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</table>
Local Law 63 of 2011

This course provides an overview of Local Law 63 of 2011, which governs displacement in City contracting.

During this training session, agency contracting and legal staff will learn:

- The background and requirements of Local Law 63
- How to conduct a displacement analysis
- How to put together the Local Law 63 annual contracting plan
- How to conduct a cost-benefit analysis

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<th>CEUs</th>
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</tbody>
</table>
PASSPort courses

The **Procurement and Sourcing Solutions Portal** (PASSPort) is the City’s new, user-friendly, online and procurement portal. PASSPort allows vendors to submit their necessary disclosure and enrollment information online, and provides agency users access to vendor information across agencies.

**Mayor’s Office of Contract Services** (MOCS) has a recurring calendar of training sessions that employees can attend. Visit [Cityshare](http://cityshare.nycnet/passport) if you would like to attend training for PASSPort.

To register for available training sessions schedule for Agency staff, follow these instructions:

1. **Step 1:** Navigate to the Cityshare page – “Working” – “PASSPort” – “Upcoming Training Dates”
2. **Step 2:** Click on the Eventbrite link of the training session which you want to attend
3. **Step 3:** Receive email confirmation of your registration

Please note the schedule is subject to change. To check for the most updated schedules, please visit [http://cityshare.nycnet/passport](http://cityshare.nycnet/passport) to view detailed information.

If you have any questions, please feel free to contact MOCS at [help@mocs.nyc.gov](mailto:help@mocs.nyc.gov).
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 professionals have to follow.

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<thead>
<tr>
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<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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Project Labor Agreements (PLA) 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). It will include a brief overview of the City’s PLAs, applicability of PLAs, a discussion of how prevailing wage standards are affected by the PLAs, and the responsibilities of contract administrators including ‘tell-tale signs’ of potential non-compliance with the PLAs.

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<tr>
<th>Course Code</th>
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<td>N/C</td>
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</table>
**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

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<th>CEUs</th>
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<td>Jan 25, Feb 22, Mar 29, Apr 26, May 31, Jun 14 (2:30pm-4:30pm)</td>
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</table>
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.

For additional information, please email executivedevelopment@dcas.nyc.gov or call 212.386.0004.
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 in this portfolio include Executive Coaching, Assessment, Planning, and on-going skill development.

What is Organization Development? ................................................................................................................... 152

Assessment & Facilitation ................................................................................................................................. 152

The Leadership Institute .................................................................................................................................... 153

The Management Academy ............................................................................................................................ 153

Executive Coaching ........................................................................................................................................ 154

Frederick O’Reilly Hayes Prize .......................................................................................................................... 155

Hundred Year Association Awards Program .................................................................................................... 156

Human Resources Programs ............................................................................................................................ 138

(Located in the Professional Practices Portfolio)

Project Management Professionals .................................................................................................................... 148

(Located in the Professional Practices Portfolio)
What is Organization Development?

**Organization Development** (OD) is a body of knowledge and practice that enhances organizational performance and individual development. The focus of an OD intervention can be individual, group/team, or organizational and take place and use methodologies and approaches that facilitate strategic planning, organization design, leadership development, change management, and performance management.

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 gauge 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.
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.

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.
The Hundred Year Association Awards Program

The Hundred Year Association of New York honors outstanding, permanent civil servants, and provides college scholarships for the children of New York City employees. Founded in 1927, The Hundred Year Association of New York is composed of professional, educational, religious and charitable organizations that have been in continuous operation in New York City for over a century. The Association has honored career civil service employees since 1958. In addition, since 1971, the Association has awarded college scholarships to the children of City employees. Two long-standing and prestigious awards are offered by the Hundred Year Association:

Public Service Awards
The Isaac Liberman Public Service Awards (PSA)

College Scholar Awards
The E. Virgil Conway College Scholar Awards (CSA)

Additional information about the 100 Year Association Awards Program 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.

**CUNY Public Administration Programs** .................................................. 160

**IT Professional & Certification Courses** ........................................... 54

(Located in the Technology Skills Portfolio)

**National Institute of Governmental Purchasing (NIGP)** .................. 175

**Course Alignment for Certification**
CUNY PUBLIC ADMINISTRATION PROGRAMS

The CUNY/DCAS Public Administration Programs are 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 (SPS) and participating unions on both the undergraduate and graduate level. They are designed to provide an opportunity to earn college credits, improve communication and analytical skills, and provide for expanded knowledge of government agencies, social services, labor relations, and the legislative and budgetary processes in the context of deepening the understanding of urban challenges and institutions.

Enroll at the undergraduate or graduate level:
- Earn a Certificate in Public Administration & Public Policy, Healthcare Policy & Administration, or Labor Relations 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
- Students are responsible for tuition costs

Online applications for certificate and graduate degree programs:
https://cunyemspg.askadmissions.net/erminterestpage.aspx?ip=quickstart

Online applications for undergraduate degree programs:
https://cunyportal.cuny.edu/cpr/authenticate/portal_login.jsp
- Spring 2018 Admissions Deadline: December 4, 2017 (degrees);
  December 18, 2017 (certificates)
- Fall 2018 Admissions Deadline: May 15, 2018 (degrees); July 10, 2018 (certificates)

For More Information on CUNY Courses and Admissions Deadline contact:

DCAS
Jenia Valentine at (212) 386-1697 or jvalenti@dcas.nyc.gov

CUNY/Murphy Institute (JSMI)
25 West 43rd Street, 19th Floor
New York, NY 10036
The Murphy Institute Enrollment Specialist at: (212) 642-2059 or cherise.mullings@cuny.edu
Visit the website at www.workered.org
UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

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

Public Administration

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
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<th>Location</th>
<th>Time</th>
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<td>PADM 20100</td>
<td>4</td>
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<td>TBD</td>
<td>6:15pm-9:35pm DCAS: 1 Centre Street, CTC Training Center 24th Floor</td>
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<td>PADM 20100</td>
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<td>August 27, 2018 to December 21, 2018</td>
<td>TBD</td>
<td>6:15pm-9:35pm Murphy Institute: 25 West 43rd Street 19th Floor</td>
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</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.

Public Issues & Public Policy

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<tr>
<th>Course Code</th>
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<td>4</td>
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<td>TBD</td>
<td>6:15pm-9:35pm Murphy Institute: 25 West 43rd Street 19th Floor</td>
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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.
Government, Politics and the Policy-Making Process

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<tr>
<th>Course Code</th>
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<td>PADM 21100</td>
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<td>December 21, 2018</td>
<td>TBD 6:15pm-9:35pm</td>
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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.

GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

The Advanced Certificate in Public Administration and Policy (Level I) will provide participants 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 complete twelve credits.

Policy Analysis

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<tr>
<th>Course Code</th>
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<td>Murphy Institute: 25 West 43rd Street 19th Floor</td>
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</table>

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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<tr>
<th>Course</th>
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<th>Time</th>
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<td>PADM 660100</td>
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<td>December 21, 2018</td>
<td>TBD</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 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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<td>December 21, 2018</td>
<td>TBD</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</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.
Social and Economic Policy in the United States

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<tr>
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<tr>
<td>PADM 61100</td>
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<td>August 27, 2018 to December 21, 2018</td>
<td>TBD 6:15pm-8:45pm</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 will 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.

UNDERGRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Undergraduate Certificate in Health Care Policy and Administration provides participants with a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing and presentation skills. It is ideal for those currently employed within the field or interested in pursuing careers as health care managers and administrators, as well as public policy analysts and advocates. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

Research Seminar in Health Policy

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<tr>
<th>Course Code</th>
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This course is a seminar in health policy that will focus on the topic of health services research and the role of research in supporting, creating, or challenging health policy. Each week, a component of research methodology will be presented. In addition, assigned readings consisting of published research on health services will be utilized as a springboard for class discussion. Readings will be chosen for their usefulness in illustrating the research methodology under discussion. In addition to critically evaluating each of these research reports in class discussions, participants will work in teams to: identify a researchable problem based on their workplace experiences; formulate the
research question and hypothesis; identify the variables to be studied and apply a conceptual or theoretical framework to the research question; conduct a comprehensive and critical literature review related to the research question; and choose an appropriate research methodology and defend this choice. The work of research teams will result in both a class presentation and a final paper.

**Urban Health Services and Institutions**

| HCA 30000 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will use New York City as the context within which to examine a variety of urban health services and institutions, reviewing their historical development, financing mechanisms and regulatory and legislative oversight. Service provision in private and public institutions will be compared and contrasted, and the impact of services examined within a wide range of health contexts, including HIV/AIDS services, mental health, disabilities services, reproductive services, elder care, child health, and more. The course will also analyze how class, race/ethnicity, gender and sexuality affect provision of and access to services. Policies that influence the delivery of services and the functioning of institutions, such as the development of managed care, will be critically analyzed.

**Urban Health Issues & Public Policy**

| HCA 30100 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will present a range of key health issues and problems that confront urban communities in the U.S. Participants will examine the impact of these issues on the health of urban residents, with attention to variations in impact related to race, ethnicity, gender and class. Issues include environmental health, homelessness, urban substance abuse, access to care among disabled health care populations, infectious diseases, immigrant health, urban violence, occupational health for urban workers, among others. Policies that have been enacted or proposed to address each of these issues will be presented and critically evaluated throughout the course.
GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Advanced Certificate in Health Care Policy and Administration provides professional development for administrative and professional workers in New York City’s health care industry. Participants will gain a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing, and presentation skills. To earn the Certificate, participants must complete twelve credits.

Evaluation of Health Care Policy

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<th>Course Code</th>
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This course will present a variety of compelling issues and problems that confront the U.S. health care system today. It will examine policies that have been enacted or promulgated to address each of these issues as well as present alternative policies that address access to care and equity in services. These policies will include legislation at the federal, state, and local levels, regulations and guidelines issued by agencies at each governmental level, and positions or strategies offered by advocacy groups. Each policy will be examined in terms of how it came to be and whose interest or interests it serves. Policies will also be analyzed and evaluated in terms of their effectiveness as solutions to the problems they address, their feasibility, and their relationship to the concepts of health as a basic human right, equity in health care delivery, and health promotion and disease prevention.

Health Disparities

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<th>Course Code</th>
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This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. The historical conditions that set the stage for the current role of each stakeholder will be discussed. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias. At the conclusion of the class, several case studies that demonstrate how politics actually works in the practice of setting health care policy will be presented.
Politics of Health Care

| HCA 60200 | Credits: 3 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. The historical conditions that set the stage for the current role of each stakeholder will be discussed. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias. At the conclusion of the class, several case studies that demonstrate how politics actually works in the practice of setting health care policy will be presented.

UNGRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

The Certificate in Community Leadership provides students with the skills to help them participate effectively in political processes on behalf of communities. Students gain the educational and professional credentials needed to pursue careers in public service, specifically in local nonprofits, community advocacy organizations, government agencies, and elected office. Using New York City and its diverse municipalities as the classroom, students learn how communities are organized, how nonprofits serve constituents, and how community engagement can result in social progress and political power. To earn the Certificate, participants must have earned at least 24 credits at an accredited college or university; maintained an overall GPA of at least 2.0; and have demonstrated basic proficiency in reading, writing, and mathematics and complete four courses, for a total of fifteen to sixteen credits.

Introduction to Nonprofit Leadership

| URB 32400 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-9:35pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course provides an introduction to the field of nonprofit management. The class will cover issues that arise for leaders of these kinds of organizations, including governance and boards, strategic planning, fundraising and philanthropy as well as grant-writing, administration, personnel management, and ethical questions. The class will focus on nonprofits broadly but investigate variations in the sector, from public-sector organizations to education, labor organizations, 501c(3) organizations, and others. The class will emphasize issues related to best practices needed for nonprofit leaders to successfully meet the mission of their organizations. Students will be required to engage in discussion and exercises that explore the relationship between theories and practices of nonprofit leadership and management.
Work, Culture, and Politics in New York City

| LPOL 30100 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course explores the work, culture and politics of New York City, examining where New Yorkers live and work, how communities develop, and questioning whether or not the cultural and political institutions of New York adequately serve the city’s diverse population. Major topics covered include the history of New York, New York’s key industries, trends in immigration, economic development, public policy, public and private space, high culture, popular culture, urban social identity, community organizations, and labor’s contributions to building the city’s institutions.

Community Organizing and Community Organizations

| URB 32100 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will examine the historical development and contemporary practice of community organization. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and their entitlements to public services; to acquire resources for development; and to improve their quality of life. Through readings, students will develop a historical and theoretical perspective on community organization and explore the range of issues around which communities organize. They will gain familiarity with various models and strategies of community organizations in New York City and will acquire practical knowledge and skills for effective grassroots organizing. They will also examine the effectiveness of coalitions and alliances, including relationships between community organizations, public agencies, and labor unions.

GRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

The Advanced Certificate in Community Leadership provides students with the educational and professional credentials to help them pursue leadership-path careers in public service, specifically in locally serving nonprofits, community advocacy organizations, government agencies, and elected office. Students deepen their understanding of the critical theoretical, conceptual, practical, and grassroots issues relating to community development and urban policy innovations. To earn the Certificate, participants must complete twelve credits.
### Nonprofit Governance and Management

**URB 62200**

**Credits:** 3  
**Credits:** 3  
**August 27, 2018 to December 21, 2018**  
**TBD**  
**6:15pm-8:45pm**  
**Murphy Institute:**  
25 West 43rd Street,  
19th Floor

This course focuses on basic issues of governance, accountability, and strategic leadership in non-profit management, power relationships within and outside of non-profits, stakeholder identification, management techniques, organizational skills, and the relationship between non-profits and social movements.

### Work, Culture, and Politics in New York City

**LPOL 60200**

**Credits:** 3  
**Credits:** 3  
**August 27, 2018 to December 21, 2018**  
**TBD**  
**6:15pm-8:45pm**  
**Murphy Institute:**  
25 West 43rd Street,  
19th Floor

This course is designed to provide an interactive overview of the constantly changing worlds of work, culture and politics in New York City. Students will learn about where New Yorkers live and work, how specific urban communities develop, and assess how the cultural and political institutions of New York serve the city’s diverse population. The class uses an historical frame to situate the contemporary city, spending equal time on past and present inquiries. Field trips to significant spaces, and visits to and from NYC organizers, policy makers, artists and scholars will take place on a near weekly basis. Throughout, we will learn about New York’s key industries, trends in immigration, economic development, public policy, public and private space, popular culture, urban social identity, community organizations, and labor’s contributions to building the city’s institutions.

### Community Organization

**URB 63500**

**Credits:** 3  
**Credits:** 3  
**August 27, 2018 to December 21, 2018**  
**TBD**  
**6:15pm-8:45pm**  
**Murphy Institute:**  
25 West 43rd Street,  
19th Floor

This course will examine the historical development and contemporary practice of community organizing. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and their entitlements to public services, to acquire resources for development, and to improve their quality of life. Students will develop a historical and theoretical perspective on community organizing and will explore the range of issues around which communities organize. They will acquire practical knowledge and skills for effective grassroots organizing, including coalition-building and alliances between community organizations and labor. Through readings and presentations by guest speakers, they will gain familiarity with various models and strategies of community organizations in New York City.
UNDERGRADUATE CERTIFICATE IN LABOR RELATIONS

The Undergraduate Certificate in Labor Relations, offered through an educational partnership between Cornell University’s School of Industrial and Labor Relations and CUNY SPS’s Joseph S. Murphy Institute, provides NYC area union members, officers and staff with practical knowledge, skills and resources needed to be effective practitioners in the field of labor and industrial relations. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

The History of Public Sector Workers in the United States

| LHIS 31100 | Credits: 4 | August 27, 2018 to December 21, 2018 | ----- | 6:15pm-9:35pm | Course offering is still to be determined |

Public sector works account for 40% of the unionized workforce in the U.S., outpacing the private sector by almost two-to-one. This course will examine the history and development of labor in the public sector. Beginning in early part of the 20th century, the course will trace the evolution of public sector worker organization, examining the distinctive nature of public sector employment and class formation in the public sphere. Students will consider the role, effect, and growth of public sector labor law and the effects that public sector bargaining has had on the development of both wage and non-wage issues.

Public Sector Labor Law

| LABR 33400 | Credits: 4 | August 27, 2018 to December 21, 2018 | ----- | 6:15pm-9:35pm | Course offering is still to be determined |

This course will provide students with a fundamental understanding of the constitutional, statutory, and collective bargaining rights of public employees. The course begins with a study and analysis of the historical development of the legal status of public employees in the U.S. and in New York, specifically. In particular, the course will examine the development and role of the Public Employee’s Fair Employment Act (the Taylor Law) and the New York City Collective Bargaining Law as they relate to public employees’ rights to self-organization, union representation, collective bargaining, mandatory subjects of bargaining and unfair labor practices.
**Collective Bargaining**

| LABR 32000 | Credits: 4 | August 27, 2018 to December 21, 2018 | ----- | 6:15pm-9:35pm | Course offering is still to be determined |

This course is designed to give students an understanding of the practices and activities related to the negotiation of union contracts. It identifies key concepts, techniques, and bargaining issues, especially those that have emerged in recent years. Students will develop an understanding of the similarities and differences between public- and private-sector bargaining and how this has affected tactics and strategies employed by the parties involved. They will analyze fundamental and sometimes varying structures, scope, and legal dimensions of the bargaining process. They will also gain a historical perspective on public and private employment and on the evolution of state and federal bargaining theory and practice found in both the private and public sectors.

**Arbitration**

| LABR 32500 | Credits: 3 | August 27, 2018 to December 21, 2018 | ----- | 6:15pm-9:35pm | Course offering is still to be determined |

This course is designed to provide students with an understanding of contract grievances and arbitration procedures. The course will consider discipline and discharge, seniority rights, subcontracting and work preservation disputes, wage and benefit issues, and the role of past practice in establishing binding conditions of employment and in interpreting contract language. Emphasis will be placed on the principles arbitrators have developed and applied to resolve disputes involving provisions commonly found in contracts. Through in-class discussions, mock exercises and readings of actual legal decisions on employment relationships, students will develop an appreciation for the process and scope of labor arbitration.

**Graduate Certificate in Labor Relations**

The Advanced Certificate in Labor Relations offers participants the opportunity to develop the practical skills necessary for participation in collective bargaining, conflict resolution, and contract administration. It also provides a theoretical and historical understanding of labor law, public policy and the role of worker organizations in employment relations. To earn the Certificate, participants must complete twelve credits.
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course Code</th>
<th>Credits</th>
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<th>End Date</th>
<th>Time</th>
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<td>LHIS 60100</td>
<td>3</td>
<td>August 27, 2018 to</td>
<td>December 21, 2018</td>
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<td>LABR 60400</td>
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<td>August 27, 2018 to</td>
<td>December 21, 2018</td>
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Participants in this course will examine U.S. labor history from several perspectives, seeking to understand how the experience of workers and the nature of working-class institutions have evolved in the context of larger historical developments.

This course covers the development of labor relations in the United States, from the period preceding collective bargaining through the emergence of theories of management and corresponding stages of labor relations practice in the 20th century. The latter include: the rise of contract unions; industrial relations in an era of unionization and collective bargaining; the crisis resulting from increased competition and globalization; and the subsequent transformation of American labor-management relations. Participants will develop a comparative perspective by studying labor-management relations across advanced capitalist economies. Finally, the course will examine the future of labor-management relations, exploring the extent to which they will be adversarial or cooperative, and considering alternative models of worker representation.

This course examines the statutes, procedures, and legal remedies as interpreted by the National Labor Relations Board (NLRB) and courts concerning the unionization of employees; the collective bargaining process; and the relationship between workers and employers and between employees and their union. The course begins by examining the doctrines of labor law in the nineteenth and early twentieth centuries and continues with an exploration of the statutory bases of labor law. In subsequent sessions, case law concerning organizing and union recognition; unfair labor practices; collective bargaining; the right to strike and concerted action; arbitration; the duty of fair representation; and discrimination will be analyzed and discussed. Finally, the course will examine and evaluate various interpretations of the political/economic origins of modern labor law and its impact on unions and contemporary labor-management relations.
Strategic Research Methods

| LABR 62200 | Credits: 3 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-8:45pm | Course offering is still to be determined |

This course examines research methods designed to support union growth and representation, including market analysis, market surveys, corporate research, policy research, public pension fund research and worker surveys. There is particular emphasis on corporate research techniques, including analysis of financial statements, property record research, litigation research, public record requests, and use of online resources. Students will also learn basic database design and spreadsheet skills to facilitate market analysis and analysis of collective bargaining agreements.

Bachelor of Arts in Urban and Community Studies

The BA in Urban and Community Studies degree program is designed for participants with interests in urban, social, economic, and political issues, especially as they relate to diverse working-class communities. The program allows participants to explore the dynamics of urban and community life, public policy and administration, the structure of urban government and agencies, the delivery of social services, and community and labor organizing. Course offerings include:

Introduction to U.S. Social and Economic Policy

| URB 31000 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-9:35pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will introduce participants to the history of urbanization and the development of urban communities and enclaves. Participants will examine the various economic, social, and political factors that stimulate global immigration and internal migrations, including the shift from an industrial to a service economy that marks contemporary cities such as New York.

Urban Populations and Communities

| URB 32000 | Credits: 4 | August 27, 2018 to December 21, 2018 | TBD | 6:15pm-9:35pm | Murphy Institute: 25 West 43rd Street, 19th Floor |

This course will introduce participants to the history of urbanization and the development of urban communities and enclaves. Participants will examine the various economic, social, and political factors that stimulate global immigration and internal migrations, including the shift from an industrial to a service economy that marks contemporary cities such as New York.

For full listing of courses in the BA in Urban and Community Studies, visit the website at http://catalog.sps.cuny.edu/preview_program.php?catoid=2&poid=92
MASTER OF ARTS IN URBAN STUDIES

The MA in Urban Studies degree program is designed for participants interested in the political, economic, and social dynamics of contemporary urban life. Blending theory with practice, the program offers participants a particular emphasis on urban problems and solutions, public policy, community organizations and community organizing, social change and social movements, civic engagement, the urban workforce, the administration of public agencies, and the delivery of public services. Course offerings include:

**Urban Public Management**

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<th>Location</th>
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<td>August 27, 2018 to December 21, 2018</td>
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</table>

This course examines the scope and range of urban public management, with the aim of defining and evaluating how services are delivered through local government and nonprofit agencies. The focus will be on government managers, public-sector employees, and public-sector unions.

**Urban Public Finance**

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<tr>
<th>Course Code</th>
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This course explores theories, principles, practices, and problems of public financing in the context of urban economics. Focusing on the City of New York and its budget process, participants identify and analyze sources of public revenue, including taxation, as well as types of public expenditures and how they are administered.

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 Course Alignment assists public procurement professionals in the preparation for exams leading to the Certified Public Procurement Officer (CPPO) and the Certified Professional Public Buyer (CPPB).
Contract Administration in the Public Sector

This class provides a framework for examining contract administration by focusing on essential elements of the discipline. The intent is for the student to develop a strong understanding of the complexities of contract administration and recognize the importance of planning, monitoring, and proactive insight into and oversight of contract performance. Practical examples, discussion, group exercises and case studies will be used throughout the course.

Objectives:
- Identify and define terms, concepts and principles of the contract administration process
- Identify contract risk and plan appropriate mitigation
- Develop the CAP and PAP for a given case study
- Recommend an appropriate remedy when given a contractual problem or issue
- Apply a process to handle a performance problem
- Describe and apply dispute resolution methods
- Closeout a contract including conducting a contract analysis
- Describe how contract administration can be continually improved to enhance contract performance in accordance with the commonly accepted practices of the profession

Target Audience: All levels of Contract Managers

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<th>Course Code</th>
<th>Days of Training</th>
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<th>CEUs</th>
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<tr>
<td>P1008</td>
<td>3</td>
<td>Jan 22-24, Feb 21-23</td>
<td>$765</td>
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</table>
Developing and Managing Requests for Proposals in the Public Sector

This course is uniquely designed to prepare procurement professionals to use the Request for Proposals (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. Practical examples, discussion, group exercises, and case studies will be used throughout the course.

Objectives:
- Select the best solicitation process for a given procurement
- Describe the RFP planning and development process
- Describe the Evaluation Team roles and responsibilities
- Identify and describe the different types of evaluation methodologies and their associated application
- Describe proposal handling processes
- Prepare to conduct a negotiation
- Describe how to customize terms and conditions in a contract to meet the needs of the procurement
- Identify and describe how to manage post award issues in accordance with the commonly accepted practices of the profession

Target Audience: Procurement professionals who are entrenched in the competitive, best value solicitation process

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<tr>
<th>Course Code</th>
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<tr>
<td>P1002</td>
<td>3</td>
<td>Mar 5-7</td>
<td>$765</td>
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</table>
Introduction to Public Procurement

The work of public procurement is no longer a clerical function performed independently by various people throughout different agencies or departments within a government entity. This class provides an overview of the ever-changing profession by identifying fundamental concepts that affect procurement in the public sector. Practical examples, discussion, group exercises and case studies will be used throughout the course.

Objectives:
- Describe the roles, organization and functions of public procurement
- Explain the steps in the procurement cycle and the stakeholder relationships inherent in each step
- Demonstrate how public procurement adds value to the delivery of public services
- Describe the cultural, social, political, economic and legal environments that impact public procurement
- Demonstrate the importance of 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

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<th>Course Code</th>
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<td>3</td>
<td>Mar 21-23</td>
<td>$765</td>
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</table>
Legal Aspects of Public Procurement

Designed to be an educational exploration of the legal elements of public procurement, this course will provide a foundation of the principles and general concepts of the law as it applies to public procurement. Course content will address issues such as the Uniform Commercial Code (U.C.C.), the Model Procurement Code, Sale of Goods Act and the legal implications surrounding solicitations, contracting, and post-award issues. Attention will be given to the ethical issues facing the profession relevant to the law. This course will focus on actual procurement situations with relevant procurement implications using practical examples, discussion, group exercises, and case studies throughout the course.

Objectives:
- Identify and define public purchasing legal terms, concepts and principles
- Apply basic legal concepts and principles to practical public procurement situations
- Describe how the three categories of law — the common law of contracts, statutory law and administrative law — apply to public purchasing
- Describe how the laws establish the rights and obligations of all parties
- Distinguish between ethical and legal requirements and apply the appropriate actions and conduct
- Describe the role of the public professional in the application of procurement and contract law in accordance with the commonly accepted practices of the profession

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

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<th>CEUs</th>
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<td>3</td>
<td>Apr 9-11</td>
<td>$765</td>
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</table>
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, 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 covered. In addition, the course will examine trends, technology developments, and the effects of both on the processes. Practical examples, discussion, group exercises and case studies will be used throughout the course.

Objectives:
- Describe the stages in the solicitation process (from cradle to grave)
- Define various methods of competitive and non-competitive procurement including risk and benefits of each
- Identify when prequalification is appropriate and the methods of pre-qualifying suppliers and products
- Prepare and issue procurement documents including types of specifications, terms and conditions and bid/proposal forms
- Describe the process of receiving, opening and analyzing bids, methods for award and award strategies
- Identify and select responsive and responsible suppliers
- Identify trends and technologies and their impact on sourcing in the public sector

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

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<td>3</td>
<td>May 14-16</td>
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Strategic Procurement Planning

The direction of public sector organizations has generated increased demand for strategic procurement planning and participation by procurement professionals in the actual implementation of many projects—particularly out-sourcing, privatization, and public-private partnerships. This course provides practical tools and approaches that can be used by the procurement practitioner to contribute to an organization’s strategic mission. These include the development of strategic plans, the strategic role of procurement in the budget process, pricing strategies and value-adding analysis techniques, the tools and analytics of strategic sourcing, client satisfaction strategies, and talent management. Practical examples, discussion, group exercises, and case studies will be used throughout the course.

Objectives:
- Describe the value-added role of procurement in the organizational strategic planning process
- Develop a strategic procurement plan for an organization
- Describe the various budget processes and the ways that the procurement function can add value to each process
- Describe the steps in the strategic sourcing process
- Evaluate, select, and apply the tools and processes available for a comprehensive procurement plan
- Use analysis tools to identify opportunities for strategic sourcing
- Use tools to manage client expectations and engagements to create positive outcomes
- Use activity analysis and tracking tools to determine the staffing required to support organizational success

Target Audience: Public procurement professionals involved in strategic planning related to organizational development, budgeting processes and staffing

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</table>
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 Board (COIB) Seminars ............................................................... 184
Diversity & Inclusion Courses ................................................................................... 186
Emergency Management Certificate Program .......................................................... 190
Mayor’s Office of Contract Services Courses ............................................................. 140
(Located in the Professional Practices Portfolio)
Small Business Services M/WBE Courses ............................................................... 191
Human Capital Citywide Training Center ................................................................. 194
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 Chapter 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: 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 with sections of Chapter 68 on how to deal with gifts, relevant Board rules, advisory opinions, and enforcement dispositions. It attempts to give both a board 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

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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<td>N/C</td>
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</table>
Special Topics in 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 1.5 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

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<td>N/C</td>
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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.

Target Audience: Attorneys employed by the City of New York

<table>
<thead>
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<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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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: Staff at all levels

<table>
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Conflict Resolution Strategies for the Culturally Diverse Workplace

Conflict, strife, and opposing points of view are part of the workplace and part of life—and you can’t change that. But you can change the way you react to and manage conflict when it does occur. Meet conflict and disagreement head-on and reach a positive outcome for everyone involved. After this interactive and dynamic session, you will experience a positive change in yourself—a shift to a new perspective. Discover what it takes to keep your own cool—and prevent others from losing theirs!

Objectives:
- Recognize the eight root causes of conflict that help you understand what’s really bugging you and others
- Discover your conflict management style and be able to adapt your style for all types of conflicts
- Raise awareness about cultural differences in the workplace and its impact
- Discuss real world case scenarios and practice conflict resolution techniques.

Target Audience: Managers/Supervisors

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Disability Etiquette: Inclusive Workplace Strategies for People With Disabilities (Webinar)

This training will review strategies and best practices for creating an inclusive environment for people with disabilities. Participants will be educated as to various myths or misconceptions about the disabled community, as well as develop competencies in interacting with persons with various disabilities.

Target Audience: Staff at all levels

<table>
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Everybody Matters

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 organization engagement

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LGBT: The Power of Inclusion

This training will facilitate awareness as to the emotional impact of being a member of the LGBTQ community and provide best practices guidance for how to create/promote an open and inclusive environment for this community. Participants will also receive specific guidance as to the correct and inclusive terminology related to the transgender community, City agencies’ responsibilities under the Mayor’s Executive Order 16 (EO 16) regarding the legal right of transgender and gender non-confirming persons to freely access the single sex facilities owned/operated by the City that most closely aligns with their gender expression or identity, as well as examples of behaviors that may violate EO 16.

Target Audience: Staff at all levels

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Reasonable Accommodation Procedural Guidelines

This training will review the City’s Reasonable Accommodation Procedural Guidelines (Guidelines). Participants will become familiar with the reasonable accommodation review process under the City’s Guidelines and the roles and responsibilities of relevant parties in the review process, as well as develop competencies in applying the Guidelines.

**Target Audience:** EEO Officers, Agency Personnel Officers and Disability Rights Coordinators

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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

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EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

The Emergency Management Certificate Program (EMCP) introduces government, private sector, and non-profit personnel 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 EMCP is designed for government employees, non-profit, and private sector partners who support emergency operations in their home agency/organization, in the field, or in the City’s Emergency Operations Center (EOC), however all City employees are eligible to participate with their supervisor’s approval.

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. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM’s Commissioner.
Small Business Services M/WBE Courses

Best Practices for Achieving M/WBEs Utilization Goals

This course will provide an overview of the City’s M/WBE Program, with a focus on best practices for increasing M/WBE utilization and developing agency strategies for reaching goals through outreach, identifying M/WBEs, and other processes.

Objectives:
• Understand the M/WBE program requirements and strategies for achieving citywide agency M/WBE utilization goals

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
<thead>
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Best Practices for Identifying M/WBEs

This course will provide the M/WBE program overview (Local Law 1; OneNYC), information on certification, the Online Directory, resources and best practices for identifying M/WBEs.

Objectives:
• Understand the M/WBE program (LL1; OneNYC) and how to increase M/WBE utilization with the agency

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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How to Prepare for the Citywide Procurement Fair

This course will provide an overview of the M/WBE Program Requirements, navigating the Online Directory of Certified Businesses, engaging businesses at the Procurement Fair, and information on the City’s certification programs, resources.

Objectives:
• Understand the M/WBE Program requirements and preparation for connecting with businesses during the Citywide Procurement Fair

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
<thead>
<tr>
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M/WBE Compliance and Goal Setting

This course will provide the M/WBE program overview (Local Law 1; OneNYC), information on certification, the Online Directory, and resources.

Objectives:
• Understand the M/WBE program (LL1; OneNYC) and how to increase M/WBE utilization with the agency

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
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M/WBE Utilization and Performance Review: FY18 Q1

This course will provide an overview of the M/WBE Program Requirements, the City’s FY 2018 Q1 Performance Data, navigating the Online Directory of Certified Businesses and information on the City’s certification programs, resources, and best practices for identifying M/WBEs.

Objectives:
• Understand the M/WBE program requirements, the City’s FY 2018 Q1 M/WBE utilization and how to increase an agency’s M/WBE utilization

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
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Preparing the FY19 M/WBE Utilization Plan and Setting Goals

This course will provide an overview of the M/WBE Program Requirements, navigating the Online Directory of Certified Businesses, set goals for preparation of the Annual Utilization Plan and information on the City’s certification programs and resources.

Objectives:
• Understand the M/WBE program requirements and how to prepare the Annual Utilization Plan

Target Audience: Appropriate for procurement analysts, procurement officers, contract officers, project managers, and ALL new procurement staff across all purchasing areas

<table>
<thead>
<tr>
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HUMAN CAPITAL CITYWIDE TRAINING CENTER

Civil Service 101

This course is designed to answer the most frequently asked questions about the Civil Service Process. Topics will include: the difference between Permanent and Provisional appointments, types of titles and classifications, and other civil service related topics. DCAS’ Human Capital staff will lead the discussion on how to navigate the Civil Service System.

Objectives:
• The history of the Civil Service Process
• Types of classifications
• The test taking process
• What to expect post examination

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Civil Service List Certification Overview

Civil Service List Certification Overview is designed to guide participants through the processes and procedures relating to the certification of a civil service list. This course provides Human Resources professionals with best practices to assist in the planning and administration of hiring pools, and the development of strategies to maximize use of civil service list to meet agency hiring needs.

Objectives:
• The Stages of Civil Service Lists
• Eligible Lists - Open Competitive, Promotion
• Certification Process
• Civil Service List Call Guidelines
• Preparing for a Hiring Pool

Target Audience: Human Resources Professionals who want to gain a better understanding Civil Service List Certification Process

<table>
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<tr>
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See Course Catalog, page 54 for details.
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**MANAGEMENT & SUPERVISION PORTFOLIO**

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PROFESSIONAL PRACTICES PORTFOLIO

AUDIT PROFESSIONALS

| Developing and Presenting Audit Findings | A7021 | 1.2CEU/16CPE | 2    | May 9-10 | $550 |

L&D Spring 2018 Course Catalog | 200 |
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<td>2</td>
<td>Mar 22-23</td>
<td>$550</td>
</tr>
<tr>
<td>Reviewing Audit Reports</td>
<td>A9502</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Mar 6</td>
<td>$390</td>
</tr>
<tr>
<td>Skills for Leading &amp; Managing Audit Projects</td>
<td>A9109</td>
<td>1.8CEU/24CPE</td>
<td>3</td>
<td>Feb 21-23</td>
<td>$640</td>
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<tr>
<td>Using Metrics to Assess Performance</td>
<td>A8028</td>
<td>1.8CEU/24CPE</td>
<td>3</td>
<td>Jun 6-8</td>
<td>$640</td>
</tr>
</tbody>
</table>

**ENERGY MANAGEMENT PROFESSIONALS**

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
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<tbody>
<tr>
<td>Building Operator Certification Level 1 (BOC-L1)</td>
<td>C7953</td>
<td>N/A</td>
<td>11</td>
<td>Jan 12**, Jan 26, Feb 9, Feb 23, Mar 9, Mar 16**, Mar 23, Apr 6, Apr 20, Apr 27, May 11 (9:00am-4:00pm)</td>
<td>N/C*</td>
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<tr>
<td>Building Operator Certification Level 2 (BOC-L2)</td>
<td>C7954</td>
<td>N/A</td>
<td>12</td>
<td>Jan 19**, Feb 2, Feb 16, Feb 23**, Mar 2, Mar 21, Mar 23**, Apr 6, Apr 20, Apr 27**, May 4, May 18 (9:00am-4:00pm)</td>
<td>N/C*</td>
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<tr>
<td>Building Retuning (BRT) with Building Automation System (BAS)</td>
<td>C7300</td>
<td>N/A</td>
<td>5</td>
<td>Apr 12, Apr 19, Apr 26, May 3, May 17 (9:00am-12:00pm)</td>
<td>N/C*</td>
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<tr>
<td>Fundamentals of Building Systems</td>
<td>C7947</td>
<td>N/A</td>
<td>2</td>
<td>Jan 5, Jan 19 (9:00am-1:00pm)</td>
<td>N/C*</td>
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<tr>
<td>Measurement &amp; Verification (M&amp;V)</td>
<td>C7924</td>
<td>N/A</td>
<td>3</td>
<td>Mar 7, Mar 14***, Mar 28 (9:00am-3:00pm)</td>
<td>N/C*</td>
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<tr>
<td>no Building Automation System (BAS) BRT</td>
<td>C7948</td>
<td>N/A</td>
<td>5</td>
<td>Feb 21, Mar 7, Mar 21, Apr 4, Apr 18 (9:00am-4:00pm)</td>
<td>N/C*</td>
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<tr>
<td>Renewable Energy 101: Fundamentals in Solar PV</td>
<td>C7936</td>
<td>N/A</td>
<td>4</td>
<td>Mar 20, Mar 21, Mar 22 (9:00am-3:00pm), Mar 23 (8:30am-4:30pm)</td>
<td>N/C*</td>
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</tbody>
</table>

*A fee of will be assessed for a “no show” or late cancellation in accordance with the CTC Cancellation Policy. See the Course Catalog, page 132 for details.

**1/12, 3/16, 1/19, 2/23, 3/23, 4/27 - webinar 10:00am-11:00am ***3/14 - webinar 9:00am-10:00am

**HUMAN RESOURCE PROFESSIONALS**

See Course Catalog, page 138 for details.
<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
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<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
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<tbody>
<tr>
<td>Conflicts of Interest Seminar for Procurement Professionals</td>
<td>P4002</td>
<td>0.3 CEU</td>
<td>½</td>
<td>Feb 14 (9:30am-12:00pm)</td>
<td>N/C</td>
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<tr>
<td>Contract Management/ Administration</td>
<td>P3016</td>
<td>0.6CEU/8CPE</td>
<td>1</td>
<td>Apr 23</td>
<td>$470</td>
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<tr>
<td>APT (Automated Procurement Tracking) Basics</td>
<td>P6181M</td>
<td>0.2CEU</td>
<td>2 hrs</td>
<td>Apr 18 (10:00am-12:00pm)</td>
<td>N/C</td>
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<tr>
<td>Collaborative Program Design</td>
<td>P6188M</td>
<td>0.3CEU</td>
<td>½</td>
<td>May 8 (9:00am-12:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Ethics/Legal Compliance</td>
<td>P6182M</td>
<td>0.25CEU</td>
<td>3 hrs</td>
<td>Feb 6 (1:00pm-4:00pm)</td>
<td>N/C</td>
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<tr>
<td>Intergovernmental Contracting</td>
<td>P6143M</td>
<td>0.3CEU</td>
<td>½</td>
<td>May 16 (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Introduction to Procurement</td>
<td>P3014M</td>
<td>0.3CEU</td>
<td>3 hrs</td>
<td>Mar 14 (9:00am-12:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Legal Compliance in Procurement</td>
<td>P6152M</td>
<td>0.3CEU</td>
<td>3 hrs</td>
<td>May 22 (1:00pm-4:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Local Law 34 Compliance/ DBA (Doing Business Accountability) Project</td>
<td>P6155M</td>
<td>0.15CEU</td>
<td>1 ½ hrs</td>
<td>Jan 9, Feb 6, Mar 13, Apr 10, May 15, Jun 5 (11:00am-12:30pm) or Jan 24, Feb 28, Mar 28, Apr 25, May 23, Jun 20 (1:00pm-2:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Local Law 63 of 2011</td>
<td>P6193M</td>
<td>0.3CEU</td>
<td>3 hrs</td>
<td>Mar 27 (1:00pm-4:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Procurement Law for Beginners</td>
<td>P6064M</td>
<td>0.3CEU</td>
<td>3 hrs</td>
<td>Apr 17 (1:00pm-4:00pm)</td>
<td>N/C</td>
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<tr>
<td>Project Labor Agreement (PLA) for Contract Administration</td>
<td>P6187M</td>
<td>0.2CEU</td>
<td>2 hrs</td>
<td>Apr 4 (10:00am-12:00pm)</td>
<td>N/C</td>
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<tr>
<td>Subcontractor Tracking</td>
<td>P6186M</td>
<td>0.2CEU</td>
<td>2 hrs</td>
<td>Jan 25, Feb 22, Mar 29, Apr 26, May 31, Jun 14 (2:30pm-4:30pm)</td>
<td>N/C</td>
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<tr>
<td>COURSE TITLE</td>
<td>CODE</td>
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<td>DAYS</td>
<td>DATES</td>
<td>COST</td>
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<tr>
<td>Contract Administration in the Public Sector</td>
<td>P1008</td>
<td>1.8CEU</td>
<td>3</td>
<td>Jan 22-24, Feb 21-23</td>
<td>$765</td>
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<tr>
<td>Developing &amp; Managing Requests for Proposals in the Public Sector</td>
<td>P1002</td>
<td>1.8CEU</td>
<td>3</td>
<td>Mar 5-7</td>
<td>$765</td>
</tr>
<tr>
<td>Introduction to Public Procurement</td>
<td>P1003</td>
<td>1.8CEU</td>
<td>3</td>
<td>Mar 21-23</td>
<td>$765</td>
</tr>
<tr>
<td>Legal Aspects of Public Procurement</td>
<td>P1006</td>
<td>1.8CEU</td>
<td>3</td>
<td>Apr 9-11</td>
<td>$765</td>
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<tr>
<td>Sourcing in the Public Sector</td>
<td>P1005</td>
<td>1.8CEU</td>
<td>3</td>
<td>May 14-16</td>
<td>$765</td>
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<tr>
<td>Strategic Procurement Planning</td>
<td>P1007</td>
<td>1.8CEU</td>
<td>3</td>
<td>Jan 29-31, Jun 4-6</td>
<td>$765</td>
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</tbody>
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**NYC SPECIFIC PORTFOLIO**

**CONFLICTS OF INTEREST BOARD (COIB) SEMINARS**

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DURATION</th>
<th>DATE</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Topics in Chapter 68 of the City Chapter: Gifts</td>
<td>C 9070</td>
<td>1.5 CLE</td>
<td>1 1/2 hrs</td>
<td>Mar 16 (10:00am-11:30am)</td>
<td>N/C</td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Chapter: Post-Employment</td>
<td>C 9072</td>
<td>1.5 CLE</td>
<td>1 1/2 hrs</td>
<td>Apr 13 (10:00am-11:30am)</td>
<td>N/C</td>
</tr>
<tr>
<td>What Every Attorney Should Know about Chapter 68 of the City Charter</td>
<td>C 9058</td>
<td>2 CLE</td>
<td>2 hrs</td>
<td>Jan 12 (10:00am-12:00pm)</td>
<td>N/C</td>
</tr>
</tbody>
</table>
### DIVERSITY & INCLUSION COURSES

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building an Inclusive Culture: Understanding Unconscious Bias</td>
<td>C1078</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Jan. 19, May 8, June 5 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Conflict Resolution Strategies for the Culturally Diverse Workplace</td>
<td>C7823</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Feb. 21 (1:30pm-5:00pm), Apr. 17 (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Disability Etiquette: Inclusive Workplace Strategies for People With Disabilities (Webinar)</td>
<td>C7943</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Mar. 27 (10:30am-12:00pm) or (2:30pm-4:00pm)</td>
<td>N/C</td>
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<tr>
<td>Everybody Matters</td>
<td>C1077</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Mar. 15 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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<tr>
<td>lgbTq: The Power of Inclusion</td>
<td>C7787</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Mar. 13 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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<tr>
<td>Reasonable Accommodation Procedural Guidelines</td>
<td>C7788</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Feb. 2, May 17, June 20 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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<tr>
<td>Structured Interviewing and Unconscious Bias</td>
<td>C7790</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Jan. 31, Mar. 14, Jun. 12 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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</table>

### EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 190 for details.

### SMALL BUSINESS SERVICES (SBS) M/WBE COURSES

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Practices for Achieving M/WBE Utilization Goals</td>
<td>P9023S</td>
<td>.3CEU</td>
<td>½</td>
<td>Jan 11 (1:30pm-4:30pm)</td>
<td>N/C</td>
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<tr>
<td>Best Practices for Identifying M/WBEs</td>
<td>P9007S</td>
<td>.3CEU</td>
<td>½</td>
<td>Jun 7 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>How to Prepare for the Citywide Procurement Fair</td>
<td>P9014S</td>
<td>.3CEU</td>
<td>½</td>
<td>Apr 12 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>M/WBE Compliance and Goal Setting</td>
<td>P9018S</td>
<td>.3CEU</td>
<td>½</td>
<td>Mar 8 (1:30pm-4:30pm)</td>
<td>N/C</td>
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<tr>
<td>M/WBE Utilization and Performance Review: FY18 Q1</td>
<td>P9024S</td>
<td>.3CEU</td>
<td>½</td>
<td>Feb 8 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Preparing the FY19 M/WBE Utilization Plan and Setting Goals</td>
<td>P9025S</td>
<td>.3CEU</td>
<td>½</td>
<td>May 10 (1:30pm-4:30pm)</td>
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### HUMAN CAPITAL CITYWIDE TRAINING

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
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<th>DAYS</th>
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<tr>
<td>Civil Service 101</td>
<td>C7931</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Feb 21 (9:30am-12:30pm), Mar 28 (9:30am-12:30pm)</td>
<td>N/C</td>
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<tr>
<td>Civil Service List Certification Overview</td>
<td>C7932</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Feb 21 (1:30pm-4:30pm), Mar 28 (1:30pm-4:30pm)</td>
<td>N/C</td>
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</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

Today’s Date:

Employee Reference Number

Required Entry (See Pay stub)

Employee Affiliation: (Check One)

☐ City  ☐ State  ☐ Federal  ☐ Non-Government

Last Name  First Name  Middle Initial

Civil Service Title

Office Title

Agency Name

Agency Code

I have changed agencies within the last 2 years

☐ YES  ☐ NO

Division/ Work Unit  Work Address (Street, Room, Floor, Borough, State)  Zip Code

Work Phone  Work Fax  Work E-Mail Address  Home E-Mail Address (Required for CEU transcript request)

OPTIONAL APPLICANT INFORMATION

Gender (Check One)

☐ Male  ☐ Female  ☐ Unknown/I choose not to disclose

Are you Hispanic or Latino? (Check One)

☐ Yes  ☐ No  ☐ I choose not to disclose

What is your race? (Check One)

☐ Native Hawaiian or Other Pacific Islander  ☐ American Indian or Alaska Native  ☐ White

☐ Asian  ☐ Black or African American  ☐ Two or more races  ☐ I choose not to disclose

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>
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<tbody>
<tr>
<td>1.</td>
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<td>5.</td>
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<tr>
<td>6.</td>
<td></td>
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</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></td>
<td></td>
</tr>
</tbody>
</table>

Work Phone Work Fax Work E-Mail Address

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>
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</tr>
</tbody>
</table>

Work Phone Work Fax Work E-Mail Address

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 LIASON AUTHORIZATION

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

Work Phone Work Fax Work E-Mail Address

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

Agency Training Liaison Signature Date

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.

CITYWIDE TRAINING CENTER

APPLICATIONS PROCESSING UNIT • 1 CENTRE STREET, 24TH FLOOR SOUTH • NEW YORK, NY 10007

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

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