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

**CTC PROVIDES**

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

**COURSE FORMATS**

*Open Enrollment Courses*

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

*Agency-Specific Courses*

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

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

**INSTRUCTORS**

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

**TRANSCRIPTS**

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

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

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

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

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

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

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

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

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

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

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

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

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

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

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

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

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

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

Learning & Development (L&D) is the central source of training within NYC government for managerial, clerical, professional, and technical employees. Our Citywide Training Center offers agencies a full prospectus of courses, workshops and seminars to meet the training and professional development needs of City employees at all levels.

Our courses and programs are offered in multiple portfolios. The majority of classes in each portfolio are delivered at the Citywide Training Center.
<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Skills Portfolio</td>
<td>This portfolio has a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.</td>
<td>8</td>
</tr>
<tr>
<td>Personal Development Portfolio</td>
<td>Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options for enhancing your creative thinking, written and oral communication, analysis and decision making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.</td>
<td>19</td>
</tr>
<tr>
<td>Management &amp; Supervision Portfolio</td>
<td>This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service framework.</td>
<td>38</td>
</tr>
<tr>
<td>Professional Practices Portfolio</td>
<td>These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.</td>
<td>63</td>
</tr>
<tr>
<td>Executive Development Portfolio</td>
<td>This portfolio offers an array of learning opportunities for mid-to-senior level managers and executives throughout the City. Participants are introduced to next and best practices in management and leadership while learning from experts in areas such as neuroscience, leadership, organizational psychology, strategic change and innovation. Other opportunities include Executive Coaching, Assessment, Planning, and on-going skill development.</td>
<td>76</td>
</tr>
<tr>
<td>Certification &amp; Credit Bearing Portfolio</td>
<td>NYC employees can prepare for professional certifications and examinations with training that is specific to their certification’s requirements. L&amp;D’s current offerings include the CUNY Public Administration Program, NIGP (National Institute of Governmental Purchasing) Certification, and a wide variety of IT (Information Technology) Certifications.</td>
<td>82</td>
</tr>
<tr>
<td>NYC Specific Portfolio</td>
<td>L&amp;D has partnered with City agencies to present programs to provide the resources and knowledge that are specific to all New York City agencies in areas such as Emergency Management, Conflicts of Interest, M/WBE Purchasing, Customer Service, and Diversity &amp; Inclusion.</td>
<td>98</td>
</tr>
</tbody>
</table>
Summer 2017 Schedule & Registration Form

The Summer 2017 schedule of classes and a Citywide Training Center registration form are included at the back of the catalog.

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

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

**International Association for Continuing Education and Training (IACET)**

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

**Universal Public Purchasing Certification Council (UPPCC)**

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

**National Institute on Governmental Purchasing (NIGP)**

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

**Continuing Professional Education Credits (CPEs)**

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

**COIB Continuing Legal Education (CLE) Credits**

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

### Microsoft Office Products

<table>
<thead>
<tr>
<th>Product</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>9</td>
</tr>
<tr>
<td>Excel</td>
<td>10</td>
</tr>
<tr>
<td>Outlook</td>
<td>12</td>
</tr>
<tr>
<td>PowerPoint</td>
<td>13</td>
</tr>
<tr>
<td>Project</td>
<td>14</td>
</tr>
<tr>
<td>Visio Professional</td>
<td>16</td>
</tr>
<tr>
<td>Word</td>
<td>17</td>
</tr>
</tbody>
</table>

### eLearning at your Desktop

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
</tr>
</tbody>
</table>

### IT Professional & Certification Courses

*(Located in the Professional Practices Portfolio)*

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>69</td>
</tr>
</tbody>
</table>
**Microsoft Office Products — Access 2010**

**Access 2010, Part 1**

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

Course Code: T4051  
Days of Training: 2  
Dates: Aug 17-18  
Cost: $250  
CEUs/CPEs: 1.2/16  
Prerequisite: Basic knowledge of computer applications

**Access 2010, Part 2**

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

Course Code: T4052  
Days of Training: 2  
Dates: Aug 24-25  
Cost: $250  
CEUs/CPEs: 1.2/16  
Prerequisite: Access 2010, Part 1

**Microsoft Office Products — Access 2013**

**Access 2013, Part 1**

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

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

**Access 2013, Part 2**

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

Course Code: T4062  
Days of Training: 2  
Dates: Sept 18-19  
Cost: $250  
CEUs/CPEs: 1.2/16  
Prerequisite: Access 2013, Part 1
Microsoft Office Products — Excel 2010

Excel 2010, Part 1

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

Course Code: T3054
Days of Training: 1
Dates: Jun 9, Aug 7
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Excel 2010, Part 2

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

Course Code: T3055
Days of Training: 1
Dates: Jun 7, Jun 15, Aug 15
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2010, Part 1

Excel 2010, Part 3

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

Course Code: T3056
Days of Training: 1
Dates: Jun 28, Sept 12
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2010, Part 2

Excel 2010: Tables, Pivot Tables and Conditional Formatting

Participants will learn to create, edit, and enhance Tables, Pivot Tables and Conditional Formatting.

Course Code: T3062
Days of Training: 1/2 day
Dates: Sept 14 (9:00am-12:30pm) or (1:30pm-5:00pm)
Cost: $65
CEUs/CPEs: .3/4
Prerequisite: General computer proficiency
Microsoft Office Products — Excel 2013

Excel 2013, Part 1

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

Course Code: T3064
Days of Training: 1
Dates: Jun 5, Jun 23, July 11, Aug 8
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Excel 2013, Part 2

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

Course Code: T3065
Days of Training: 1
Dates: Jun 16, Jun 26, Aug 22, Sept 15
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2013, Part 1

Excel 2013, Part 3

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

Course Code: T3066
Days of Training: 1
Dates: Jun 14, Jun 21, Jun 29, Sept 8
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Excel 2013, Data Analysis with Pivot Tables

Participants will learn to organize and present data through Pivot Tables.

Course Code: T3071
Days of Training: 1
Dates: Jun 22, Aug 31
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Participants should have experience working with Excel 2013 and Pivot Tables
Excel 2013: Tables, Pivot Tables and Conditional Formatting

Participants will learn to create, edit, and enhance Tables, Pivot Tables and Conditional Formatting.

Course Code: T3072
Days of Training: 1/2 day
Dates: Aug 1 (9:00am-12:30pm) or (1:30pm-5:00pm)
Cost: $65
CEUs/CPEs: .3/4
Prerequisite: General computer proficiency

Microsoft Office Products — Outlook 2010

Outlook 2010, Part 1

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

Course Code: T7051
Days of Training: 1
Dates: Aug 9
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Outlook 2013

Outlook 2013, Part 1

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

Course Code: T7061  
Days of Training: 1  
Dates: Sept 26  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Basic knowledge of computer applications

Microsoft Office Products — PowerPoint 2010

PowerPoint 2010, Part 1

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

Course Code: T6041  
Days of Training: 1  
Dates: July 19  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Basic knowledge of computer applications

PowerPoint 2010, Part 2

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

Course Code: T6042  
Days of Training: 1  
Dates: Sept 13  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: PowerPoint 2010, Part 1
Microsoft Office Products — PowerPoint 2013

PowerPoint 2013, Part 1

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

Course Code: T6051
Days of Training: 1
Dates: July 27
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

PowerPoint 2013, Part 2

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

Course Code: T6052
Days of Training: 1
Dates: Sept 25
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2013, Part 1

Microsoft Office Products — Project 2010

Project 2010, Level 1

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

Course Code: T6043
Days of Training: 1
Dates: Aug 10
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Project 2010, Level 2

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

Course Code: T6044
Days of Training: 1
Dates: Aug 30
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Project 2010, Level 1
Microsoft Office Products — Project 2013

Project 2013, Part 1

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

Course Code: T6053
Days of Training: 1
Dates: July 18
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Visio Professional 2013

Visio 2013, Part 1
Participants will learn to create a professional-looking visual product, including workflows and flowcharts, using various shapes in Visio.

Course Code: T6440
Days of Training: 1
Dates: Jun 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: General computer proficiency and knowledge of Windows 8 to access programs, files and folders.

Visio 2013, Part 2
Participants will learn the advanced features of Visio to create complex graphics and illustrations, that may be linked to external data source and may be inserted into other Microsoft Office files.

Course Code: T6441
Days of Training: 1
Dates: Jun 27
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Visio 2013, Part 1

Microsoft Office Products — Word 2010

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

Course Code: T2064
Days of Training: 1
Dates: Aug 2
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

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

Course Code: T2065
Days of Training: 1
Dates: Jun 12
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2010, Part 1
Microsoft Office Products — Word 2013

Word 2013, Part 1

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

Course Code: T2074
Days of Training: 1
Dates: July 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

Word 2013, Part 2

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

Course Code: T2075
Days of Training: 1
Dates: Jun 13, Sept 6
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2013, Part 1
eLearning at your Desktop

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

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

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

To learn more about the eLearning courses being offered please contact the Citywide Training Center at 212.386.0005
PERSONAL DEVELOPMENT PORTFOLIO

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

Action Grammar 21
Advanced Writing Skills for Experienced Professionals 22
Anger Management 23
Attitude is Everything 23
Business Writing: Clarity Through Critical Thinking 24
Citywide Standardized Customer Service 25
Communication Strategies for the Administrative Professional 26
Conflict Management: Defusing Workplace Aggression 26
Conflict Management: Strategies for Handling Difficult Behaviors 27
Creating and Delivering Powerful Presentations 27
Developing Dynamic Listening Skills 28
Effective Office Management for Today’s Workforce 28
Effective Presentation Skills: Presenting Like A Pro 29
Enhancing Your Personal Productivity 30
PERSONAL DEVELOPMENT PORTFOLIO

How to Write Fast Under Pressure 30
Influencing Without Authority 31
Managing Multiple Priorities 31
Managing Stress and Preventing Burnout 32
Negotiation Skills 32
Organizing Your Workspace 33
Personal Financial Management 33
Revising, Editing, and Proofreading 34
Successful Letter and Memo Writing 34
Successful Workplace Communication 35
Time Management Strategies 35
Workplace Violence Prevention 36
Writing Effective and Efficient E-mails 36
Writing in Plain Language & Clinic 37
Action Grammar

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

Objectives:

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

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

Course Code: C5031
Days of Training: 2
Date: July 13-14
Cost: $250
CEUs/CPEs: 1.2/16
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

Requirements: Registered participants will rely on their own 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.

Course Code: C7904
Days of Training: 2
Date: Sept 5-6
Cost: $300
CEUs/CPEs: 1.2/16
Anger Management

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

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

Course Code: C7774
Days of Training: 1
Date: Aug 4
Cost: $125
CEUs/CPEs: .6/8

Attitude is Everything

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

Objectives:

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

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

Course Code: C9266
Days of Training: 1
Dates: Sept 12
Cost: $125
CLEs/CEUs: .6/8
PERSONAL DEVELOPMENT PORTFOLIO

Business Writing: Clarity Through Critical Thinking

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

Objectives:

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

Target Audience: Professional staff who frequently write letters and reports

Course Code: C2036
Days of Training: 1
Date: Aug 14
Cost: $125
CEUs/CPEs: .6/8
**Citywide Standardized Customer Service**

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

**Objectives:**

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

**Target Audience:** Employees at all levels

**Course Code: C7816**  
**Days of Training:** 1  
**Date:** Jun 21, July 19, Aug 11, 25  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Communication Strategies for the Administrative Professional

This course is for administrative professionals who want to improve and enhance workplace relationships by developing and refining interpersonal communication skills. Participants will examine their own communication styles and develop strategies for recognizing and appropriately responding to the various styles of others. Focus will be on how perceptions, values, self-concept, impressions, credibility and emotions affect and influence the communication process—how messages are sent and received. Key strategies for managing interpersonal conflict will also be highlighted.

Objectives:
- Analyze the dynamics of positive workplace relationships
- Examine the impact of individual filters on the communication process
- Recognize how perceptions, values, and emotions influence interpersonal relationships
- Develop and improve active listening skills
- Avoid assumptions that can lead to miscommunication and conflict
- Identify pro-active strategies for managing conflict
- Build a step-by-step action plan for developing positive relationships

Target Audience: Staff at all levels

Course Code: 9034
Days of Training: 2
Date: Jun 20-21
Cost: $250
CEUs/CPEs: 1.2/16

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 incipient aggression. This workshop is designed to teach participants the necessary skills to neutralize altercations and prevent escalations. 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

Course Code: C7857
Days of Training: 1
Date: Jun 5
Cost: $125
CEUs/CPEs: .6/8
Conflict Management: Strategies for Handling Difficult Behaviors

This workshop provides participants with techniques to enhance their skills for dealing with people who exhibit difficult behaviors in the workplace. Participants will explore how to manage their own behaviors, 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

Creating and Delivering Powerful Presentations

This course is designed for professionals who 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 keep it
- Use visual materials – including PowerPoint – to reinforce the power of your presentation
- Respond to challenging questions and statements with confidence, authority, and understanding
- Close the presentation with impact

Target Audience: Professionals who make presentations

Course Code: 9041
Days of Training: 2
Date: July 18-19, Aug 22-23
Cost: $250
CEUs/CPEs: 1.2/16
PERSONAL DEVELOPMENT PORTFOLIO

Developing Dynamic Listening Skills

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

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

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

Course Code: C2508
Days of Training: 1
Date: Sept 7
Cost: $125
CEUs/CPEs: .6/8

Effective Office Management for Today's Workforce

This workshop will provide clerical associates and administrative assistants with the needed tools for superior management of their work environment. It will address the day-to-day workplace challenges and give participants strategies and techniques to gain a better perspective of the job as well as a streamlined approach for achieving results.

Objectives:
- Manage your time more effectively, even with changing priorities
- Create and develop office routines that achieve optimum work outcomes
- Build better communication skills to facilitate cooperation
- Enlist the support and help of others to build a team environment
- Explore how motivation has an impact on workplace effectiveness

Target Audience: Clerical and administrative personnel who wish to manage the office more effectively

Course Code: C7917
Days of Training: 1
Date: Aug 2
Cost: $125
CEUs/CPEs: .6/8
Effective Presentation Skills: Presenting Like a Pro

This course will introduce participants to the importance of presentation skills and key techniques for being an effective presenter. Participants will work together in interactive small group sessions, hone their presentations, and receive feedback to develop a skill set for speaking with confidence and projecting the best possible image of themselves. 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. Each participant will also present a 3 minute videotaped presentation and receive feedback. Participants have the opportunity to view themselves presenting, receive feedback, and practice techniques specific to their individual needs and goals.

Objectives:

- Understand the importance of first impressions and how to prepare before the presentation
- Recognize how others perceive you and how to effectively present and communicate information
- Strengthen and apply presentation skills and techniques highlighted
- Capture the audience’s attention – and keep them engaged
- Incorporate visual materials and learning tools to reinforce the power of your presentation
- Respond to challenging questions and statements with confidence, authority, and understanding
- Close the presentation with impact

Target Audience: Professionals whose scope of responsibilities include serving as a master of ceremonies, pitching ideas, and/or enlisting support from stakeholder groups

Requirements: Registered participants will be asked to complete a 7 question online Pre-Program Assessment 2-3 weeks prior to the class, so that content and exercises can be tailored to the group. Participants should also prepare a 2-3 minute presentation on something they love and/or a hobby; and they should bring a work presentation with them both printed and on a flash drive if they have accompanying slides. Work presentations can be anything from a formal presentation in front of a community board or audience to presenting new policies/procedures/unit goals to staff or supervisors.

Course Code: C7758
Days of Training: 2
Date: Jun 13-14
Cost: $500
CEUs/CPEs: 1.2/16
PERSONAL DEVELOPMENT PORTFOLIO

Enhancing Your Personal Productivity

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

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

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

Course Code: C9226
Days of Training: 1
Date: Sept 25
Cost: $125
CEUs/CPEs: .6/8

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

Course Code: C7513
Days of Training: 1
Date: Sept 11
Cost: $125
CEUs/CPEs: .6/8
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 have and learn how to utilize this power so that they are able to accomplish their goals.

Objectives:
- Establish credibility in order 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

Course Code: C4020
Days of Training: 1
Date: Jun 15
Cost: $125
CEUs/CPEs: .6/8

Managing Multiple Priorities

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

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

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

Course Code: C5044
Days of Training: 1
Date: July 12
Cost: $125
CEUs/CPEs: .6/8
Managing Stress and Preventing Burnout

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

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

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

Course Code: C9033
Days of Training: 1
Date: July 17, Aug 10
Cost: $125
CEUs/CPEs: .6/8

Negotiation Skills

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

Course Code: C7911
Days of Training: 1
Date: Aug 1
Cost: $125
CEUs/CPEs: .6/8
Organizing Your Workspace

Having a well-organized workspace can contribute to our having and maintaining a clutter-free and stress-free work environment. In this course participants will learn how to apply specific principles of organization to assist them in creating an “easy to use” system that will make their work manageable. Participants will analyze reasons for disorganization and develop strategies to break old habits and stay organized. Participants will take away a guide, *Getting Organized from A to Z* that will assist them in mastering the principles presented in the class.

**Objectives:**
- Identify behaviors that prevent one from achieving daily and long-term work goals
- Discover the benefits and rewards organization brings
- Recognize the importance of setting goals and deciding where to begin
- Develop a “clear-your-desk” strategy to gain control of the work area
- Improve “your” filing system and avoid the common pitfalls of filing
- Apply the use of charts and checklists for de-cluttering the work area

**Target Audience:** Individuals who want to organize their workspace and create their own clutter-free and stress-free environment

**Course Code:** C9260  
**Days of Training:** 1  
**Date:** Jun 6  
**Cost:** $125  
**CEUs/CPEs:** .6/8

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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 have to 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

**Course Code:** C1660  
**Days of Training:** ½ (9:00 am – 12:30 pm)  
**Date:** Jun 1, July 26, Aug 23  
**Cost:** $65  
**CEUs/CPEs:** .3/4
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

Course Code: C2033
Days of Training: 2
Date: Aug 24-25
Cost: $250
CEUs/CPEs: 1.2/16

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

Course Code: C6788
Days of Training: 2
Date: July 27-28
Cost: $250
CEUs/CPEs: 1.2/16
Successful Workplace Communication

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

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

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

Course Code: C1022
Days of Training: 1
Date: Sept 1
Cost: $125
CEUs/CPEs: .6/8

Time Management Strategies

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

Objectives:
- Identify individual work styles
- 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

Course Code: C8002
Days of Training: 1
Date: Aug 29
Cost: $125
CEUs/CPEs: .6/8
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 are given a model of telegraphed behavior that violent individuals often engage in prior to being physically assaultive and then appropriate responses are 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

Course Code: C7781
Days of Training: 1
Date: Jun 22, Sept 21
Cost: $125
CEUs/CPEs: .6/8

Writing Effective and Efficient E-mails

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

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

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

Course Code: C4260
Days of Training: 1
Date: Sept 8
Cost: $125
CEUs/CPEs: .6/8
Writing in Plain Language & Clinic

The Federal Plain Language Writing Act of 2010 requires government employees to write in 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 plainly 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 workshop 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 email 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 actually 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

Course Code: C7833
Days of Training: 1 ½
Date: May 25 (workshop – 1 day) and Jun 30 (clinic – ½ day, 9:00am – 12:30pm)
Jun 2 (workshop – 1 day) and Jun 30 (clinic – ½ day, 1:30pm – 5:00pm)
July 17 (workshop – 1 day) and Aug 18 (clinic – ½ day, 9:00am – 12:30pm)
July 31 (workshop – 1 day) and Aug 18 (clinic – ½ day, 1:30pm – 5:00pm)
Aug 22 (workshop – 1 day) and Sept 15 (clinic – ½ day, 9:00am – 12:30pm)
Sept 7 (workshop – 1 day) and Sept 15 (clinic – ½ day, 1:30pm – 5:00pm)
Cost: $235
CEUs/CPEs: .9/12
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.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptive Leadership</td>
<td>41</td>
</tr>
<tr>
<td>Brilliant Briefings</td>
<td>42</td>
</tr>
<tr>
<td>Building Collaborative, Productive and Cohesive Teams</td>
<td>42</td>
</tr>
<tr>
<td>Building Positive Workplace Relationships</td>
<td>43</td>
</tr>
<tr>
<td>Coaching and Counseling for Improved Job Performance</td>
<td>44</td>
</tr>
<tr>
<td>Communication and Collaboration for Project Success</td>
<td>45</td>
</tr>
<tr>
<td>Conflict Management: Mediation</td>
<td>46</td>
</tr>
<tr>
<td>Data Analysis with Python</td>
<td>46</td>
</tr>
<tr>
<td>Data Analysis with R</td>
<td>47</td>
</tr>
<tr>
<td>Data Analytics for Managers</td>
<td>47</td>
</tr>
<tr>
<td>Delegation and Time Management</td>
<td>48</td>
</tr>
<tr>
<td>Developing Yourself and Others Through Delegation</td>
<td>48</td>
</tr>
<tr>
<td>Emotional Intelligence: The Key to Effective Leadership</td>
<td>49</td>
</tr>
<tr>
<td>Emotional Intelligence 2.0: Advanced Skills of EI</td>
<td>49</td>
</tr>
</tbody>
</table>
Excel Tools: Summarizing Data

Fundamentals of Supervision

Giving Feedback and Getting Results

Initiating and Managing Difficult Conversations

Inspired Leadership: Creating a Motivational Environment

Interpersonal Strategies

Introduction to Statistical Analysis

Leading Short-Term Improvement Projects

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

Managerial Decision Making & Problem Solving

Managerial Decision Making & Problem Solving (Advanced)

Performance Evaluation Clinic

Project Management

Report Writing for Managers and Professionals

Resolving & Managing Conflict

Selection Interviewing: Hiring Right
MANAGEMENT & SUPERVISION PORTFOLIO

Supervising Challenging Employees

Writing Performance Evaluations
Adaptive Leadership

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

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

Objectives:

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

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

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

Course Code: C1237
Days of Training: 1
Date: July 28
Cost: $125
CEUs/CPEs: .6/8
**Brilliant Briefings**

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

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

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

**Course Code:** C3150  
**Days of Training:** 1  
**Date:** July 7  
**Cost:** $125  
**CEUs/CPEs:** .6/8

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**Building Collaborative, Productive and Cohesive Teams**

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

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

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

**Course Code:** C1243  
**Days of Training:** 1  
**Date:** Jun 6  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Building Positive Workplace Relationships

This course highlights methods and techniques for working with people in a positive way to achieve agency and department goals in today’s diverse, high-pressured work environment. It will help participants build more supportive and rewarding workplace relationships by focusing on how to analyze and respond effectively to a variety of people and situations.

Objectives:

- Pinpoint the differences between effective and ineffective workplace relationships
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Apply active listening and “conscious communication” strategies to interpret people and situations correctly
- Recognize and effectively handle variations in personal style
- Use conflict to create more constructive, authentic interpersonal relationships
- Implement mediation to reduce conflict
- Understand the role of emotions in workplace relationships

Target Audience: Supervisors, managers, and professionals who want to build and maintain positive workplace relationships

Course Code: C9019
Days of Training: 2
Date: July 24-25
Cost: $250
CEUs/CPEs: 1.2/16
Coaching and Counseling for Improved Job Performance

This workshop provides skills and techniques for analyzing employee performance and provides workable solutions for immediate application.

Objectives:

- Analyze causes of performance problems
- Conduct effective employee coaching sessions
- Utilize counseling methods for more serious performance problems
- Delegate work and motivate employees to achieve desired outcomes
- Practice providing constructive feedback to maximize employee accountability

Target Audience: Managers and supervisors

Course Code: C3030
Days of Training: 1
Date: July 31
Cost: $125
CEUs/CPEs: .6/8
Communication and Collaboration for Project Success

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

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

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

Course Code: C9119
Days of Training: 1
Date: Aug 8
Cost: $125
CEUs/CPEs: .6/8
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
- Assess 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

Course Code: C7906
Days of Training: 2
Date: Aug 30-31
Cost: $300
CEUs/CPEs: 1.2/16

Data Analysis with Python

A full-day course covering the key concepts of how to leverage the Python programming language for data analysis. The course will cover 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
- Look into elementary programming concepts and supplementary programming libraries in Python
- Download and open data from a NYC Open Data set
- Conduct a simple data analysis of a NYC Open Data set
- Model how Python can be used to build a data driven culture in a workplace

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

Course Code: C7907
Days of Training: 1
Date: Jun 5
Cost: $150
CEUs/CPEs: .6/8
Data Analysis with R

A full-day course covering the key concepts of how to leverage the R programming language for data analysis. The course will cover 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
- Look into elementary programming concepts and supplementary programming libraries in R
- Download and open data from a NYC Open Data set
- Conduct a simple data analysis of a NYC Open Data set
- Model how R can be used to build a data driven culture in a workplace

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

Course Code: C7908
Days of Training: 1
Date: Jun 12
Cost: $150
CEUs/CPEs: .6/8

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

Course Code: C4311
Days of Training: 1
Date: July 5, Sept 20
Cost: $150
CEUs/CPEs: .6/8
MANAGEMENT & SUPERVISION PORTFOLIO

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

Course Code: C2004
Days of Training: 1
Date: Jun 28
Cost: $125
CEUs/CPEs: .6/8

Developing Yourself and Others Through Delegation

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

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

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

Course Code: C9117
Days of Training: 1
Date: Aug 9
Cost: $125
CEUs/CPEs: .6/8
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). Leaders with high EQ are more productive because they gain cooperation from others and use their intuitive knowledge (“gut”) to make decisions and solve problems. This is a vital ability 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 or “hijacked” 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 5 key EQ competencies
- Generate techniques to apply EQ to diverse on-the-job circumstances

Target Audience: Managers and supervisors in leadership roles

Course Code: C9207
Days of Training: 2
Date: Jun 7-8, July 17 & 24
Cost: $250
CEUs/CPEs: 1.2/16

Emotional Intelligence 2.0: Advanced Skills of EI

Emotional Intelligence is critical for leaders in today's high-stress, fast-paced workplaces; self-awareness is at its foundation. Explore advanced EI skills including: avoiding empathy burnout, mental rehearsal/visioning for challenging conversations, averting defensiveness using advanced pattern interrupts, changing communication habits that inhibit relationships, and ranking values.

In addition, there is a growing body of evidence that “Mindfulness” is the foundation for Emotional Intelligence. This workshop will also show leaders how they can develop mindful qualities that help individuals, teams and organizations flourish. This lively and participatory session is for those already familiar with EI and have a basic knowledge of Mindfulness.

Objectives:
- Examine personal reactions and interpersonal activities
- Facilitate emotional thinking and acquire emotional knowledge
- Regulate your emotions and learn to implement your advanced skills
- Become familiar with different types of EI Models and assessment methods
- Understand the role Mindfulness plays in communication and interaction
- Practice EI and Mindfulness interventional plans and facilitate positive change

Target Audience: Managers and supervisors in leadership roles

Note: Basic understanding of core EI concepts would be helpful.

Course Code: C7909
Days of Training: 2
Date: Jun 26-27
Cost: $300
CEUs/CPEs: 1.2/16
Excel Tools: Summarizing Data

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

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

Prerequisites: Basic math skills, Excel Level 1

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

Course Code: C4312
Days of Training: 1
Date: Aug 24
Cost: $150
CEUs/CPEs: .3/4

Fundamentals of Supervision

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

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

Target Audience: All supervisors

Course Code: C1044
Days of Training: 2
Date: Jun 20-21, July 10-11, Sept 14-15
Cost: $250
CEUs/CPEs: 1.2/16
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

Course Code: C2704
Days of Training: 1
Date: July 27
Cost: $125
CEUs/CPEs: .6/8
Initiating and Managing Difficult Conversations

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

Objectives

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

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

Course Code: C9013
Days of Training: 1
Date: Sept 22
Cost: $125
CEUs/CPEs: .6/8
Inspired Leadership: *Creating a Motivational Environment*

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

**Objectives:**

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

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

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**Course Code:** C9248  
**Days of Training:** 2  
**Date:** Sept 6-7  
**Cost:** $250  
**CEUs/CPEs:** 1.2/16
**Interpersonal Strategies**

Being able to respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and facilitate successful outcomes is essential to creating a collaborative work environment. Interpersonal Strategies will focus on assessing your current communication and behavioral styles and offers approaches to leverage your strength and ability to understand yourself and others. Through the use of a self-assessment tool, participants will be able to identify and differentiate styles and approaches to real-world situations and develop interpersonal strategies—and the “savvy”—to achieve positive outcomes.

**Objectives:**
- Developing strategies to build better relationships—on all levels—both inside and outside the organization
- Building rapport for developing alliances and gaining trust
- Using diplomacy and tact in workplace interactions
- Diffusing “high-tension” situations comfortably

**Target Audience:** Functional managers and supervisors

**Course Code:** C7525  
**Days of Training:** 1  
**Date:** Jun 9  
**Cost:** $150  
**CEUs/CPEs:** .6/8

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**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 common 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

**Course Code:** C7747  
**Days of Training:** 1  
**Date:** Jun 7  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Leading Short-Term Improvement Projects

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

Objectives:

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

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

Course Code: C9014
Days of Training: 1
Date: Jun 28
Cost: $125
CEUs/CPEs: .6/8
Lean Six Sigma: Introduction to Process Improvement  
(White Belt Certificate)

Are you feeling the pressure of getting more done with less time and resources?

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

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

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

Objectives:

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

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

Course Code: C7784
Days of Training: 2
Date: July 7 & 10
Cost: $250
CEUs/CPEs: 1.2/16
Managerial Decision Making & Problem Solving

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

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

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

**Course Code:** C7869
**Days of Training:** 1
**Date:** Aug 21
**Cost:** $125
**CEUs/CPEs:** .6/8
Managerial Decision Making & Problem Solving (Advanced)

We make decisions and judgments every day - if we can trust someone, if we should do something (or not), which route to take, how to respond to someone who's upset... the list goes on and on. If we carefully considered and analyzed every possible outcome of these decisions and judgments, we would never do anything else!

Thankfully, our mind makes things easier for us by using efficient thinking strategies known as heuristics. A heuristic is a mental shortcut that helps us make decisions and judgments quickly without having to spend a lot of time researching and analyzing information. Most of the time, heuristics are extremely helpful, but they can lead to errors in judgment. There are several categories or types of heuristics. This workshop will help you discover new ways to problem solve and make informed decisions.

Objectives:

- Understand the bias in a decision-making process
- Explore solution jumping errors and validate constructs of mental shortcuts
- Recognize the role of intuition in decision making
- Be a more effective agent of positive change

Prerequisites: Managerial Decision Making and Problem Solving

Target Audience: Functional managers and supervisors who want to advance their decision making and problem solving skills

Course Code: C7910
Days of Training: 1
Date: Jun 1
Cost: $150
CEUs/CPEs: .6/8
Performance Evaluation Clinic

This course will illustrate for managers and supervisors how performance evaluations can be more meaningful and effective. Participants will learn and practice methods for articulating clear expectations, assessing and rating performance fairly, and effectively communicating performance ratings at the employee appraisal conference. Using tasks and standards worksheets, performance descriptions and scripted evaluations, participants will practice their skills in evaluating, rating and discussing performance.

Objectives:

- Revise and update tasks and standards for clarity and significance
- Describe and summarize performance observed over the rating period
- Apply ratings criteria in a fair and uniform manner
- Engage employees in setting written goals and developmental planning for the next year

Pre-course Assignment: Participants will bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop.

Target Audience: Managers and Supervisors who conduct performance evaluations with staff

Course Code: C9036
Days of Training: 1
Date: Jun 27
Cost: $125
CEUs/CPEs: .6/8

Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. 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

Course Code: C7756
Days of Training: 1
Date: July 13, Aug 11
Cost: $125
CEUs/CPEs: .6/8
MANAGEMENT & SUPERVISION PORTFOLIO

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

Course Code: C1030
Days of Training: 2
Date: Sept 18-19
Cost: $250
CEUs/CPEs: 1.2/16

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

Course Code: C7518
Days of Training: 1
Date: July 7
Cost: $125
CEUs/CPEs: .6/8
Selection Interviewing: Hiring Right

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

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

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

Course Code: C4027
Days of Training: 1
Date: July 13, Aug 15
Cost: $125
CEUs/CPEs: .6/8

Supervising Challenging Employees

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

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

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

Course Code: C9038
Days of Training: 2
Date: Aug 15-16
Cost: $250
CEUs/CPEs: 1.2/16
Writing Performance Evaluations

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

Objectives:

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

Target Audience: Managers and supervisors who write performance evaluations

Course Code: C9166
Days of Training: 1
Date: Aug 28, Sept 29
Cost: $125
CEUs/CPEs: .6/8
These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.

Audit Professionals  64

Human Resources Professionals  68

IT Professionals  69

Procurement Professionals  70

Mayor’s Office of Contract Services Courses  71

National Institute of Governmental Purchasing (NIGP) Foundation Course Alignment for Certification  94

(Located in the Certification & Credit Bearing Portfolio)

Small Business Services M/WBE Courses  101

(Located in the NYC Specific Portfolio)

Project Management Professionals  75
PROFESSIONAL PRACTICES PORTFOLIO

COURSES FOR AUDIT PROFESSIONALS

City agencies must ensure that all internal audit staff comply with federally mandated Government Auditing Standards. To help City auditors meet this standard, Learning & Development offers an extensive curriculum of audit training courses. These courses are relevant to auditors' and audit managers' needs, and are tailored to the New York City government audit environment.

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 determine if fraud, waste or abuse have occurred, 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 own examples or real situations to develop the skills you can use to manage the dilemmas you face every day.

Objectives:

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

Target Audience: Auditors, inspectors, evaluators and analysts

Course Code: A9010
Days of Training: 1
Date: July 14
Cost: $380
CEUs/CPEs: .6/8
Information Systems Auditing

Learn the basic 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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**Course Code:** A8029  
**Days of Training:** 2  
**Date:** July 25-26  
**Cost:** $505  
**CEUs/CPEs:** 1.2/16

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**Course Code:** A8024  
**Days of Training:** 2  
**Date:** Aug 7-8  
**Cost:** $505  
**CEUs:** 1.2/16
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 a structured 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 apply that process in class.

Objectives:

- Explain the control role of objectives 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 field work, 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

Reviewing Other People’s Report Writing

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

Course Code: A9503
Days of Training: 1
Date: Sept 20
Cost: $380
CEUs: .6/8
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 positive results. 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 or manager.

Course Code: A9109
Days of Training: 3
Date: Jun 28-30, Sept 6-8
Cost: $585
CEUs/CPEs: 1.8/24
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.
COURSES FOR IT PROFESSIONALS

IT Professional & Certification Courses

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

- Cisco
- CompTIA
- EC-Council
- (ISC)²
- Exin
- Microsoft
- Project Management Institute

Special Course packages for certification and exam information for Databases, Help Desk, Networking, Network Server Administrator, and Networking Security are listed in this catalog. For a complete listing of all IT Professional and Certification Course offerings, please see the Summer 2017 IT Course Catalog.
PROFESSIONAL PRACTICES PORTFOLIO

COURSES FOR PROCUREMENT PROFESSIONALS

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

Board and Staff Roles & Responsibility

*Offered for Nonprofits only

Understanding the nature of revenues and expenses and translating that knowledge into programmatic planning and success is a critical skill for nonprofits, which are required to track financials and in-kind recourses by contract or funding source. This session will provide board and staff with an understanding of budgeting and cost allocation principles and the financial tools and systems needed to record and review an organization’s revenues and expenses by program, as well as provide best practices templates to implement a comprehensive budgeting process.

Course Code: P6177M
Days of Training: 1/2 day
Dates: June 20 (9:00am –12:30pm)
Cost: N/C
CEUs: .3

Contract Management/Administration

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

Objectives:

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

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

Course Code: P3016
Days of Training: 1
Date: Jun 19
Cost: $470
CEUs/CPEs: .6/8
Financial Management and Oversight

In the State of New York, nonprofits must file their financial information every year with the Charities Bureau. One way to ensure prudent financial management is for the board of directors to adopt financial policies. This course will provide an overview of the board’s financial policies that clarify the roles, authority, and responsibilities for essential financial management activities and decisions.

Objectives:

Participants will learn about:

- The mission and financial oversight
- Board oversight and interaction with auditors

Course Code: P6178M
Days of Training: 1/2 day
Dates: Jun 6 (9:00am –12:30pm)
Cost: N/C
CEUs: .3
HHS Accelerator Procurement Management

* This class is held at 4 MetroTech Center, 19th Floor, Brooklyn.

AcceleratorAssist is designed to support Procurement staff system users from the participating City Agencies. During AcceleratorAssist Solicitation Management, Agency staff will be provided with an overview of procurement actions, including the following:

- Navigating the Procurement Roadmap,
- Configuring Evaluation,
- Completing Evaluations and Reviewing Scores,
- Making Award Selections.

Course Code: P6001M
Days of Training: 2 hours
Dates: Jun 6 (10:00am –12:00pm)
Cost: N/C
CEUs: .2

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, Manhattan.

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

Course Code: P6155M
Days of Training: 1.5 hours
Dates: Jun 6, July 11, Aug 15, Sept 12 (11:00am - 12:30pm)
Jun 21, July 26, Aug 30, Sept 27 (1:00pm-2:30pm)
Cost: N/C
CEUs: .15
New York City's Pay-to-Play Campaign Finance Law: Local Law 34 of 2007 Compliance*

Local Law 34 of 2007 amended the Campaign Finance Act, establishing 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, which are subject to the stricter limits for campaign donations. This training provides an overview of Local Law 34, when and what types of transactions the law considers to be “doing business,” how the Campaign Finance Board uses the information, and relevant case law. The goal of this course is to give procurement professionals, and in particular agency legal staff, a more in-depth understanding of the legal underpinnings of Local Law 34 in addition to compliance procedures.

Course Code: P6194M
Days of Training: 1/2 day
Dates: Jun 7 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3
*CLE credit pending

NYC Nonprofit: Jumpstart Your Strategic Plan
*Offered for Nonprofits only

This course will provide an overview of the strategic planning process and the various components of a strong plan. Participants will learn understanding how best to engage a planning committee to create a prioritized Action Plan including strategies to reach the goals delineated in a strategic plan.

Course Code: P6179M
Days of Training: 1/2 day
Dates: Sept 13 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3
Subcontractor Tracking

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

Objectives:

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

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

Course Code: P6118M
Days of Training: 1/2 day
Dates: Jun 27 (1:30pm-5:00pm)
Cost: N/C
CEUs: .3
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.
EXECUTIVE DEVELOPMENT PORTFOLIO

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

What is Organization Development? 77
Assessment & Facilitation 77
The Leadership Institute 78
The Management Academy 78
Executive Coaching 79
Frederick O’Reilly Hayes Prize 80
Hundred Year Association Awards Programs 81
Human Resources Programs
(Located in the Professional Practices Portfolio) 68
Project Management Practical
(Located in the Professional Practices Portfolio) 75
What is Organization Development?

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

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

Assessment & Facilitation

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

The Leadership Institute

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

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

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.
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.

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

Who is Eligible: Permanent civil service employees of the City of New York with current salaries of $90,000 or less are eligible.

Selection Criteria: Public Service Award recipients perform exceptionally on the job by either: a) measurably improving the efficiency and quality of services to the people of New York City, or b) significantly enhancing the prestige of City Service, or c) demonstrating dedication to their work well beyond their job descriptions.

Who May Nominate: Any agency, supervisor, union, or co-worker may nominate any employee. Nominations must be endorsed by the Agency Head.

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

Who is Eligible: The children of at least one permanent civil service employee with at least 2 years of continuous, full-time service. Gross family income for 2017

For High School Students: High school students must graduate from a public or private high school in June or must have previously graduated and must be accepted for admission as a full-time student at a private or public college or university. Scores from the SAT or ACT must be submitted with the application.

For College Students: College students must have graduated previously from a public or private high school and must be attending or accepted for admission as full-time students at a private or public college or university. Scores from the SAT or ACT must be submitted with the application.

Selection Criteria: Selection is based on outstanding scholastic/academic achievement, demonstration of leadership, a solid record of school and community

Who May Apply: Students should apply. Both students and parents/guardians must sign the application.

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.
CERTIFICATION & CREDIT BEARING PORTFOLIO

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

IT Professional & Certification Courses
(Located in the Professional Practices Portfolio)

National Institute of Governmental Purchasing (NIGP) 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 and participating unions on both the undergraduate and graduate level. It is 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:

- 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 programs:
  Undergraduate: https://cunyportal.cuny.edu/cpr/authenticate/portal_login.jsp
  Advanced: https://cunyspsg.askadmissions.net/emtinterestpage.aspx?ip=quickstart
- Fall 2017 Admissions Deadline: May 15, 2017 (degrees); July 27, 2017 (certificates)

For More Information on CUNY Courses at the CTC contact:

DCAS

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

CUNY/Murphy Institute (MI)

25 West 43rd Street, 19th Floor
New York, NY 10036

The Murphy Institute Enrollment Specialist at: (212) 642-2059 cherise.mullings@cuny.edu
Visit the website at www.workered.org
CERTIFICATION & CREDIT BEARING PORTFOLIO

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 and complete four courses, for a total of sixteen credits.

Public Administration

<table>
<thead>
<tr>
<th>PADM 20100</th>
<th>Credits: 4</th>
<th>Aug 25, 2017 to Dec 20, 2017</th>
<th>Mondays</th>
<th>6:15p-9:35p</th>
<th>Murphy Institute: 25 West 43rd Street, 19th Floor</th>
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</thead>
</table>

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

Public Issues & Public Policy

<table>
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<tr>
<th>PADM 21100</th>
<th>Credits: 4</th>
<th>Aug 25, 2017 to Dec 20, 2017</th>
<th>Wednesdays</th>
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</table>

This course will provide an overview of the major problems facing American cities and will examine the federal, state and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including: taxation; minimum wage; social security; immigration; education; the environment; crime; social welfare; discrimination; and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life.
ADVANCED 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

| PADM 62100 | Credits: 3 | Aug 25, 2017 to Dec 20, 2017 | Mondays | 6:15p-8:45p | Murphy Institute: 25 West 43rd Street, 19th Floor |
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This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources. In that process, participants will address a key question: How do the interests of social groups combine with access to the political process to determine who gets what and when? Finally, participants will examine case studies of public policy analysis in three selected areas of study.

Public Administration

| PADM 60100 | Credits: 3 | Aug 25, 2017 to Dec 20, 2017 | Wednesdays | 6:15p-8:45p | Murphy Institute: 25 West 43rd Street, 19th Floor |
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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.
CERTIFICATION & CREDIT BEARING PORTFOLIO

Research Methods Seminar

| PADM 65100 | Credits: 3 | Aug 25, 2017 to Dec 20, 2017 | Mondays | 6:15p-8:45p | Murphy Institute: 25 West 43rd Street, 19th Floor |

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

| PADM 61100 | Credits: 3 | Aug 25, 2017 to Dec 20, 2017 | Tuesdays | 6:15p-8:45p | Murphy Institute: 25 West 43rd Street, 19th Floor |

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 and complete four courses, for a total of sixteen credits.

Urban Health Issues & Public Policy

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<th>Course</th>
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<th>Dates</th>
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<td>HCA 30100</td>
<td>4</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Wednesdays</td>
<td>6:15p-9:35p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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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, and 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.

Evaluation of Health Care Policy

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<tr>
<td>HCA 60300</td>
<td>3</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Mondays</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
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This course will 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

This course will examine in detail the manifestations of health disparities and inequalities in the U.S., with particular reference to their relevance to health care policy and practice in New York City. Evidence of inequalities will be presented with regard to major health indicators, including: incidence and prevalence of disease; differential screening, diagnosis, treatment, and outcome; exposures to risk factors and preventive measures; access to and utilization of health care services; issues relating to the clinical encounter; biases in health research; and health of selected populations. Disparities will be studied through the lenses of race, class, gender, age, residence, and sexual orientation, as well as through the interactions of these factors. A variety of theoretical frameworks will be critically evaluated for their contribution to the explanation of the existence and distribution of health disparities.

Politics of Health Care

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.
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 and complete four courses, for a total of sixteen credits.

The History of Public Sector Workers in the United States

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.

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The History of Public Sector Workers in the United States

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<tbody>
<tr>
<td>LHIS 31100</td>
<td>4</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Wednesdays</td>
<td>6:15p-9:35p</td>
<td>Cornell University, ILR School: 16  East 34th Street, 6th Floor</td>
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Collective Bargaining

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<td>LABR 32000</td>
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<td>Aug 25, 2017 to Dec 20, 2017</td>
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</tbody>
</table>

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.
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.

U.S. Labor History

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Start Date</th>
<th>End Date</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>LHIS 60100</td>
<td>3</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Tuesday</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
<td></td>
</tr>
</tbody>
</table>

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.

Strategic Research Methods

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Start Date</th>
<th>End Date</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>LABR 62200</td>
<td>3</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Monday</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
<td></td>
</tr>
</tbody>
</table>

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 on-line 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:

Urban Populations and Communities

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Start-End Date</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Start-End Date</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>URB 60100</td>
<td>3</td>
<td>Aug 25, 2017 to Dec 20, 2017</td>
<td>Thursdays</td>
<td>6:15p-8:45p</td>
<td>Murphy Institute: 25 West 43rd Street, 19th Floor</td>
</tr>
</tbody>
</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

<table>
<thead>
<tr>
<th>URB 62000</th>
<th>Credits: 3</th>
<th>Aug 25, 2017 to Dec 20, 2017</th>
<th>Wednesdays</th>
<th>6:15p-8:45p</th>
<th>Murphy Institute: 25 West 43rd Street, 19th Floor</th>
</tr>
</thead>
</table>

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.

For full listing of courses in the MA in Urban and Community Studies, visit the website at http://catalog.sps.cuny.edu/preview_program.php?catoid=2&poid=115
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.
Legal Aspects of Public Procurement

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

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

Objectives:

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

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

Course Code: P1006
Days of Training: 3
Dates: Jun 21-23
Cost: $765
CEUs: 1.8
CERTIFICATION & CREDIT BEARING PORTFOLIO

Sourcing in the Public Sector

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

Objectives:

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

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

Course Code: P1005
Days of Training: 3
Dates: Jun 14-16
Cost: $765
CEUs: 1.8
Strategic Procurement Planning

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

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

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

Course Code: P1007
Days of Training: 3
Dates: Jun 7-9
Cost: $765
CEUs: 1.8
NYC SPECIFIC PORTFOLIO

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

Diversity & Inclusion Courses

Emergency Management Certificate Program

Mayor’s Office of Contract Services Courses

Small Business Services M/WBE Courses

Human Capital Citywide Training
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 cases
- Scenarios and practice conflict resolution techniques.

Target Audience: Managers/Supervisors

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

Course Code: C7823
Days of Training: 1/2 day
Date: Jun 21 (9:00am-12:30pm) or (1:30pm-5:00pm)
Cost: N/C
CEUs/CPEs: .3/4
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.
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.

Course Code: P9007S
Days of Training: 1/2 day
Date: Aug 10 (1:30pm-4:30pm)
Cost: N/C
CEUs: .3

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.

Course Code: P9014S
Days of Training: 1/2 day
Date: Jun 8 (9:30am-12:30pm)
Cost: N/C
CEUs: .3
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.

Course Code: P9018S
Days of Training: 1/2 day
Date: Sept 14 (1:30pm-4:30pm)
Cost: N/C
CEUs: .3

M/WBE Utilization and Performance Review: FY17 Q1-Q3

This course will provide an overview of the M/WBE Program Requirements, The City’s FY 2017 Q1-Q3 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 2017 Q1-Q3 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.

Course Code: P9021S
Days of Training: 1/2 day
Date: July 13 (1:30pm-4:30pm)
Cost: N/C
CEUs: .3
Civil Service 101

This course is designed to answer the most frequently asked questions about the Civil Service Process. Topics will include focus on 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

Course Code: CMPD7931
Days of Training: 1/2 day
Date: Aug 16 (9:30am-12:30pm), Sept 21 (9:30am-12:30pm)
Cost: N/C
CEUs/CPEs: .3/4

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. The course provides HR 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 vs 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.

Course Code: CMPD7932
Days of Training: 1/2 day
Date: Aug 10 (9:30am-12:30pm), Sept 13 (9:30am-12:30pm)
Cost: N/C
CEUs/CPEs: .3/4
CITYWIDE LEARNING and DEVELOPMENT
SUMMER 2017 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

Contact the CTC
Phone: 212.386.0005 or 212.386.6425 Fax: 212.313.3439
Email: citywidetrainingcenter@dcas.nyc.gov
Website: www.nyc.gov/ctc

SUMMER 2017 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

Technology Skills Portfolio
The portfolio is a full complement of software offerings, including all Microsoft Office products, Adobe products, IT Certification, learning of those through eLearning tools.

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

Management & Supervision Portfolio

Professional Practices Portfolio
These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaborative and knowledge sharing. So, 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
The Portfolio offers a series of learning opportunities for mid to senior level managers and executives throughout the City. Participants are introduced to leading edge practices in management and leadership as well as strategic thinking. The courses are designed for mid to senior level managers and executives who want to lead their organizations and teams more effectively.

Certification & Credit Bearing Portfolio
NYC employees use courses for professional development and to achieve specific certifications. Some of L&D’s current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

NYC Specific Portfolio
NYC employees use courses to gain the knowledge and skills that are specific to their agency’s requirements. Some of L&D’s current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

COURSE TITLE CODE CREDITS DAYS DATES COST

TECHNOLOGY SKILLS PORTFOLIO

MICROSOFT OFFICE

Access 2010
Part 1 T4081 1.2CEU/16CPE 2 Aug 17-18 $125
Part 2 T4082 1.2CEU/16CPE 2 Aug 20-21 $125

Access 2013
Part 1 T4081 1.2CEU/16CPE 2 July 24-25 $125
Part 2 T4082 1.2CEU/16CPE 2 Sept 18-19 $125

Excel 2010
Part 1 T3064 8CEU/1000PE 1 Jan 9, Aug 7 $125
Part 2 T3065 8CEU/1000PE 1 Jan 7, Aug 15 $125
Part 3 T3066 8CEU/1000PE 1 June 28, Sept 12 $125

Excel 2013
Part 1 T3064 8CEU/1000PE 1 June 5, June 23, July 11, Aug 8 $125
Part 2 T3065 8CEU/1000PE 1 June 16, June 28, Aug 22, Sept 15 $125
Part 3 T3066 8CEU/1000PE 1 June 14, June 26, Aug 9, Sept 8 $125


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COURSE TITLE CODE CREDITS DAYS DATES COST

PERSONAL DEVELOPMENT PORTFOLIO

Action Grammar C5091 1.2CEU/16CPE 2 July 13-14 $125
Advanced Writing Skills for Experienced Professionals C7764 1.2CEU/16CPE 2 Sept 5-6 $300
Anger Management C7774 1CEU/2000PE 1 Aug 4 $125
Attitude is Everything C5066 1CEU/2000PE 1 Sept 12 $125
Business Writing: Clarity Through-Critical Thinking C5036 1CEU/2000PE 1 Aug 14 $125
Citywide Standardized Customer Service C7516 1CEU/2000PE 1 June 21, July 19, Aug 11, 25 $125
Communication Strategies for the Administrative Professional C5034 1.2CEU/16CPE 2 Jan 20-21 $250
Conflict Management: Dealing Workplace Aggression C7587 1CEU/2000PE 1 Jan 5 $125
Conflict Management: Strategies for Handling Difficult Behaviors C7588 1CEU/2000PE 1 July 21 $125
Creating and Delivering Powerful Presentations C5094 1.2CEU/16CPE 2 July 18-19, Aug 20-21 $250
Developing Dynamic Listening Skills C5066 1CEU/2000PE 1 Sept 7 $125
Effective Office Management for Today’s Workforce C7517 1CEU/2000PE 1 Aug 2 $125
Effective Presentation Skills: Like a Pro C7758 1CEU/2000PE 2 Jan 13-14 $300
Enhancing Your Personal Productivity C5026 1CEU/2000PE 1 Sept 25 $125

Tables, Pivot Tables, and Conditional Formatting T3062 2CEU/3000PE 1/2 Sept 14 (9:00am-12:30pm) or 1:30pm-4:30pm $65

Tables, Pivot Tables, and Conditional Formatting T3062 2CEU/3000PE 1/2 Sept 14 (9:00am-12:30pm) or 1:30pm-4:30pm $65

Tables, Pivot Tables, and Conditional Formatting T3062 2CEU/3000PE 1/2 Sept 14 (9:00am-12:30pm) or 1:30pm-4:30pm $65
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course Code</th>
<th>CEUs/CPEs</th>
<th>Dates</th>
<th>Fees</th>
</tr>
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<tbody>
<tr>
<td>How to Write Fast Under Pressure</td>
<td>CT015</td>
<td>6CEU/8CPE</td>
<td>1 Sept 11</td>
<td>$125</td>
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<tr>
<td>Influencing Without Authority</td>
<td>C4020</td>
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<td>Managing Multiple Priorities</td>
<td>C5044</td>
<td>6CEU/8CPE</td>
<td>1 July 12</td>
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<tr>
<td>Managing Stress and Preventing Burnout</td>
<td>CM033</td>
<td>6CEU/8CPE</td>
<td>1 July 11, Aug 10</td>
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<tr>
<td>Negotiation Skills</td>
<td>CT011</td>
<td>6CEU/8CPE</td>
<td>1</td>
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<tr>
<td>Organizing Your Workspace</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
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<tr>
<td>Personal Financial Management</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
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<tr>
<td>Revising, Editing, and Proofreading</td>
<td>C2033</td>
<td>1.2CEU/16CPE</td>
<td>1 Aug 24-25, 2 Aug 27-28</td>
<td>$250</td>
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<tr>
<td>Successful Author and Memo Writing</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
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<tr>
<td>Successful Workplace Communication</td>
<td>C1022</td>
<td>6CEU/8CPE</td>
<td>1 Sept 1</td>
<td>$125</td>
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<tr>
<td>Time Management Strategies</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
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<tr>
<td>Workplace Violence Prevention</td>
<td>CT781</td>
<td>6CEU/8CPE</td>
<td>1</td>
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<tr>
<td>Writing Effectively and Efficient Email</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
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<tr>
<td>Writing in Plain Language &amp; Clinic</td>
<td>CT033</td>
<td>3CEU/4CPE</td>
<td>1</td>
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<tr>
<td>Adaptive Leadership</td>
<td>C1207</td>
<td>6CEU/8CPE</td>
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<td>Brilliant Briefings</td>
<td>C3150</td>
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<tr>
<td>Building Collaborative, Productive and Cohesive Teams</td>
<td>C1243</td>
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<td>Building Positive Workplace Relationships</td>
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<tr>
<td>Coaching and Counseling for Improved Job Performance</td>
<td>C3020</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
</tr>
<tr>
<td>Communication and Collaboration for Project Success</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
</tr>
<tr>
<td>Conflict Management: Mediation</td>
<td>C7006</td>
<td>1.2CEU/16CPE</td>
<td>1 Aug 30-31, 2 Aug 30-31</td>
<td>$300</td>
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<tr>
<td>Data Analytics for Python</td>
<td>CT087</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$150</td>
</tr>
<tr>
<td>Data Analysis with Statistical Analysis</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
</tr>
<tr>
<td>Data Analytics for Managers</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
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<tr>
<td>Delegation and Time Management</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
<td>1</td>
<td>$125</td>
</tr>
<tr>
<td>Emotional Intelligence: The Key to Effective Leadership</td>
<td>C5070</td>
<td>1.2CEU/16CPE</td>
<td>2 Jan 7-8, July 17-24</td>
<td>$250</td>
</tr>
<tr>
<td>Emotional Intelligence 2.0: Advanced Skills of EI</td>
<td>CT089</td>
<td>1.2CEU/16CPE</td>
<td>2 Jan 20-21, Sept 14-15</td>
<td>$250</td>
</tr>
<tr>
<td>Excel Tools: Summarizing Data</td>
<td>C4312</td>
<td>6CEU/8CPE</td>
<td>1</td>
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<tr>
<td>Fundamentals of Supersession</td>
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<td>2 Jan 20-21, July 10-11, Sept 14-15</td>
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<td>Leading Short-Term Improvement Plans</td>
<td>C5080</td>
<td>6CEU/8CPE</td>
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<td>$125</td>
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<td>Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)</td>
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<td>1.2CEU/16CPE</td>
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<td>$380</td>
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<tr>
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<td>1.2CEU/16CPE</td>
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**HUMAN RESOURCE PROFESSIONALS**

See Course Catalog, page 68 for details.

**IT PROFESSIONALS**

See Course Catalog, page 69 for details.

**PROCUREMENT PROFESSIONALS**

See Course Catalog, page 69 for details.
### CITYWIDE LEARNING and DEVELOPMENT
### SUMMER 2017 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

**Legal Aspects of Public Procurement**
- Code: P1006
- CEU: 1.8
- Dates: June 21-23
- Fee: $765

**Sourcing in the Public Sector**
- Code: P1005
- CEU: 1.8
- Dates: June 14-16
- Fee: $765

**Strategic Procurement Planning**
- Code: P1007
- CEU: 1.8
- Dates: June 7-9
- Fee: $765

**Conflict Resolution Strategies for the Culturally Diverse Workplace**
- Code: C7823
- CEU: 0.3
- Dates: June 21
- Fee: N/C

**Best Practices for Identifying M/WBEs**
- Code: P9007S
- CEU: 0.3
- Dates: August 10 (1:30pm-4:30pm)
- Fee: N/C

**How to Prepare for the Citywide Procurement Fair**
- Code: P9014S
- CEU: 0.3
- Dates: June 8 (9:30am-12:30pm)
- Fee: N/C

**M/WBE Compliance and Goal Setting**
- Code: P9018S
- CEU: 0.3
- Dates: September 14 (1:30pm-4:30pm)
- Fee: N/C

**Civil Service 101**
- Code: CMPD7931
- CEU: 0.3
- Dates: August 16 (9:30am-12:30pm); September 13 (9:30am-12:30pm)
- Fee: N/C

**Civil Service List Certification Overview**
- Code: CMPD7932
- CEU: 0.3
- Dates: August 10 (9:30am-12:30pm); September 13 (9:30am-12:30pm)
- Fee: N/C

---

**NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP) COURSE ALIGNMENT FOR CERTIFICATION**

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>CEU</th>
<th>Dates</th>
<th>Fee</th>
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<tr>
<td>Legal Aspects of Public Procurement</td>
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<td>June 21-23</td>
<td>$765</td>
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<td>P1007</td>
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<td>June 7-9</td>
<td>$765</td>
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**NYC SPECIFIC PROGRAMS**

**DIVERSITY & INCLUSION COURSES**

| Conflict Resolution Strategies for the Culturally Diverse Workplace | C7823 | 0.3CEU/4CPE | June 21 | N/C |

**EMERGENCY MANAGEMENT CERTIFICATE PROGRAM**

See Course Catalog, page 100 for details.

---

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

| Best Practices for Identifying M/WBEs               | P9007S | 0.3CEU | Aug 10 (1:30pm-4:30pm) | N/C  |
| How to Prepare for the Citywide Procurement Fair   | P9014S | 0.3CEU | June 8 (9:30am-12:30pm) | N/C  |
| M/WBE Compliance and Goal Setting                  | P9018S | 0.3CEU | Sept 14 (1:30pm-4:30pm) | N/C  |
| M/WBE Utilization and Performance Review: FY17 Q1-Q3| P9021S | 0.3CEU | July 13 (1:30pm-4:30pm) | N/C  |

**HUMAN CAPITAL CITYWIDE TRAINING**

| Civil Service 101                                      | CMPD7931 | 0.3CEU/4CPE | Aug 16 (9:30am-12:30pm); September 13 (9:30am-12:30pm) | N/C  |
| Civil Service List Certification Overview              | CMPD7932 | 0.3CEU/4CPE | Aug 10 (9:30am-12:30pm); September 13 (9:30am-12:30pm) | N/C  |
NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER

APPLICATION

Please review the instructions on reverse side before completing this application

---

**TRAINING APPLICANT INFORMATION**

<table>
<thead>
<tr>
<th>Today's Date:</th>
<th>Employee Reference Number Required Entry (See Pay stub)</th>
<th>Employee Affiliation: (Check One)</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>City □ State □ Federal □ Non-Government</td>
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<table>
<thead>
<tr>
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<th>First Name</th>
<th>Middle Initial</th>
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<table>
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<td>YES □ NO □</td>
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<table>
<thead>
<tr>
<th>Division/ Work Unit</th>
<th>Work Address (Street, Room, Floor, Borough, State)</th>
<th>Zip Code</th>
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<table>
<thead>
<tr>
<th>Work Phone</th>
<th>Work Fax</th>
<th>Work E-Mail Address</th>
<th>Home E-Mail Address (Required for CEU transcript request)</th>
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**OPTIONAL APPLICANT INFORMATION**

<table>
<thead>
<tr>
<th>Gender (Check One)</th>
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<thead>
<tr>
<th>Race (Check One)</th>
<th>Black or African American □ Native Hawaiian or Pacific Islander □</th>
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<tbody>
<tr>
<td></td>
<td>White □ Hispanic/Latino □ Asian □ Two or more races □ I choose not to disclose</td>
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**SELECTED COURSE INFORMATION**

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**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>
</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>
</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 LIAISON AUTHORIZATION

<table>
<thead>
<tr>
<th>Agency Training Liaison Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
</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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revised 02/15/2017