Welcome

The Department of Citywide Administrative Services (DCAS) offers professional development and training opportunities for City of New York employees through DCAS Citywide Learning and Development (Citywide L&D). This catalog contains descriptions and schedules of available workshops and educational programs currently offered.

Who We Are

DCAS Citywide L&D is the central resource for citywide training and development for City of New York employees. We offer a wide range of courses, educational programs, and professional development opportunities that help build skills and improve service delivery.

DCAS Citywide Training Program Difference

Our workshops and programs differ from other training available in several important ways:

- More than 100+ courses that cover a variety of essential development needs
- Programs and workshops developed specifically for City of New York employees
- Experienced instructors familiar with working with public sector employees
- Convenient payment through a simple inter-agency charge-back agreement
- Rapid course development and deployment
- Emphasis on quality

International Association for Continuing Education and Training (IACET) recognizes DCAS Citywide L&D courses for quality and training effectiveness.

Our programs are also recognized by:

How to Use This Catalog

The courses and programs in this catalog are organized in six portfolios or professional development subject areas: executive development, management & supervision, no cost learning, NYC-specific programs, personal development, and technology.

Please explore all the available learning opportunities that match your professional development needs and work with your manager and agency training liaison to complete your application.
Portfolios

To help you select courses and programs that best meet your personal and professional development needs, the training in this catalog is organized into six portfolios or sections.

Executive Development - 5

This portfolio offers training opportunities that prepare emerging and experienced leaders to become more capable and better equipped to deliver immediate results. Our flagship programs are the Leadership Institute and the Management Academy. Other executive development opportunities include Executive Coaching and individual open-enrollment courses such as Intentional Leadership, Organizational Design for Leaders, Promoting Psychological Safety to Improve Performance, and Leadership and Influence for Executives.

Management & Supervision - 15

This portfolio offers a broad range of development opportunities primarily for managers and supervisors. Programs link to the core competencies necessary to manage in the public-sector and include navigating within the civil service framework.

No Cost Learning - 49

The No Cost Learning portfolio provides City agencies with several different ways they can train their workforce with minimal expenditures. DCAS Citywide L&D offers free mandated and non-mandated online and in-person training opportunities. Employees can participate at no cost in various technology courses offered by Microsoft and/or other free courses such as Disability Awareness and Etiquette, Online Records Management, and many more.

New York City-Specific Portfolio - 61

Programs in this portfolio offer a variety of training and development opportunities that are specific to working for the City of New York. Trainings offered in this category include professional practice programs such as energy, audit, IT, HR, procurement, etc.; cultural awareness & inclusivity programs, and non-DCAS opportunities conducted by agency partners such as the Office of Labor Relation’s Work Well, Small Business Services, etc.

Cultural Awareness & Inclusivity - 64

The programs in this section are mandated and non-mandated. The courses offered will help to build a more diverse and inclusive workforce, also meeting the requirements of the New York City Charter. The broad range of training opportunities will help your workforce learn about representation or the make-up of an organization and how well the contributions, presence, and perspectives of different groups of people are valued and integrated into a working environment.
**Professional Practices - 79**

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.

**Non-DCAS Opportunities - 93**

DCAS Citywide L&D has partnered with City agencies to present programs that provide resources and knowledge that are specific to all City of New York agencies in areas such as emergency management, conflicts of interest, M/WBE purchasing, and customer service.

**Personal Development - 97**

Programs in this portfolio provide a full spectrum of options to enhance personal/professional development, including: creative thinking, written and oral communication, analysis and decision-making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

**Technology - 117**

The technology portfolio has a full compilation of software offerings, including Microsoft Office products, Adobe products, IT certifications, and others.
Executive Development Portfolio
Executive Development Portfolio

This portfolio offers training opportunities that prepare emerging and experienced leaders to become more capable and better equipped to deliver immediate results. Our flagship programs, the Leadership Institute and Management Academy, are offered once per year in the Fall and Spring. Other executive development opportunities include Executive Coaching and individual open-enrollment courses which are scheduled based upon demand. (See page 13 for instructions to apply for on demand Executive Development courses.)

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Leadership Institute*

The Leadership Institute is an intensive, multi-session training program for outstanding mid- to senior level City managers designed to develop their strategic change management skills and abilities. This competitive annual cohort program provides participants with a deeper understanding of the tools and techniques required to spearhead organizational change initiatives.

Objectives:

At the completion of this program, participants will be able to:

• Identify a process framework for leading change initiatives
• Diagnose the internal and external factors that drive change
• Build an approach for identifying and influencing key stakeholders
• Devise strategies for overcoming resistance and leading groups through the change process
• Develop a plan to sustain long-term change initiatives

Applications for the Leadership Institute are available through agency personnel offices and the DCAS website during the annual recruitment period.

* This information is intended for informational purposes. The Leadership Institute has been filled for the 2023 session.
Management Academy

The Management Academy is a multi-session competitive cohort training program for emerging leaders that provides them with a fundamental grounding in state-of-the-art managerial principles and practices. Through a series of workshops presented by expert consultants and New York City content experts, the program will stimulate participant’s analytical and creative abilities to better meet daily service-delivery challenges.

Objectives:

At the completion of the Management Academy, participants will be able to more effectively:

• Develop and utilize skills to build and manage relationships and communicate skillfully
• Understand and use emerging technology to analyze and evaluate existing programs and processes and engage in on-going process improvement
• Navigate municipal systems in our fast-paced and changing work environment

Applications for the Management Academy are available through agency personnel offices and the DCAS website during the annual recruitment period.
Executive Coaching

DCAS L&D Executive Coaching initiatives are personalized development experiences designed to advance leadership skills through a structured program that includes one-on-one interaction with an executive coach. An executive coaching experience is designed to:

• Achieve behavioral change that will make the leader more successful by improving communication, leadership, and teamwork skills and abilities.

• Provide the leader with insight about their behavior, and how it may be perceived by others, to help develop success strategies.

The best results from executive coaching occur when applicants are willing to embrace challenges, seek genuine personal and professional growth, and are ready to think in new ways about themselves and their contributions at work.

How to Apply for Executive Coaching and Feedback

To apply for an executive coach, Agency Personnel Officers or designated Training Liaisons should contact DCAS L&D at 212-386-6406. (Individual employee requests for executive coaching are not accepted.) DCAS L&D will explain the executive coach selection process to ensure that the right coach is selected for the right leader’s individual professional development needs.
Individual Open-Enrollment Executive Development Courses

The following courses will be scheduled based upon demand. Applications will be retained until such time a class can be scheduled. We will notify participants when course dates have been determined.

Intentional Leadership for Executives

Great leaders achieve performance goals by being intentional in every move they make. If teams are led with intentionality, they achieve better and more predictable outcomes. Without intentional leadership, teams can lose confidence in their organization’s goals and become less effective, feeling like the person in charge has no plan. The purpose of this program is to help participants understand the value of intentional leadership and the steps to follow to become an intentional leader.

Objectives:

At the end of this program, participants will be able to:

- Understand what intentional leadership is
- Shift their mindset from ‘management professional’ to an ‘intentional leader’
- Become more self-aware by identifying their own performance behaviors that may limit them from becoming intentional leaders
- Use their knowledge of who they are and what they stand for as navigation tools for others in uncertain situations
- Create the cultural infrastructure needed to support positive business outcomes and results
- Establish an intentional leadership framework based on consistency, predictability, and accountability for themselves and their team to help achieve agency goals and objectives

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Organizational Design for Executives

*Designing for agility and flexibility - “Built for Change”*

This course will help you and your fellow participants get “real” about the pitfalls of poorly designed organizations and the challenges in determining the right fit for an organization’s strategy. It is designed to show how organizational structures enable or prevent information flow, responsiveness, and innovation.

Topics covered include: the theory and tools of organization design work (including organizational strategic alignment), a language for organizational roles and relationships, the tests of good organization design and tools for defining decision responsibilities.

Special focus would also be placed on the process of organization redesign and change – the steps of good analysis and decision making, who should be involved and when, how long it should take and the relationship to effectiveness, how change should be communicated, and the roles involved in the process.

**Objectives:**

Participants will gain an understanding of:

- Design concepts and principles of organizing structures
- Design concepts and principles of design thinking
- Design concepts and principles of design processes
- Design concepts and principles of frameworks linking organizational structures and processes to organizational purpose
- Organizational design theory and methodologies
- Design concepts and principles of organizing a restructure or redesigning a project

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Promoting Psychological Safety to Improve Performance

This session explores the concept of psychological safety -- its components and benefits, and how it influences engagement in teams, work groups, and organizations. We will link this concept to creativity and learning, and leaders’ roles in promoting both. We will identify factors that influence our “inner work life,” the mix of emotions, motivations, and perceptions we have throughout a workday, and ways to make work more meaningful and impactful. We will then tie our insights to organizational culture, to create and sustain conditions that promote performance and growth.

Objectives:

- Distinguish between managing and leading in your roles and contexts
- Explore “psychological safety” in teams or work groups, its components and benefits and their effect on members’ engagement
- Identify ways to promote progress on meaningful work, to catalyze and nourish it, for increased motivation and satisfaction
- Explore links among psychological safety, creativity, and learning from mistakes, and ways to promote them through positive team/organizational culture

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Leadership and Influence for Executives

This session is designed to help participants understand their roles as leaders or change agents, as distinct from their managerial roles, and what is required of them to inspire colleagues and promote change. We will explore ways to navigate conflict to foster more collaborative relationships. We will also explore three levers for influence -- Head, Heart and Hands -- and how to integrate your approach to increase your impact with the individuals and groups you need to engage.

Objectives:

• Distinguish between managing and leading in your roles, both formal leadership and emergent
• Explore approaches to influence and persuasion when your authority over others is limited
• Identify your preferred negotiation style and those of others, to promote your ability to resolve differences together
• Apply these tools to current challenges and inspire engagement in positive change

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How to Apply for Open-Enrollment Executive Development Courses

Open-enrollment Executive Development courses are scheduled based upon demand.

Please complete the standard application with the appropriate course code. Staff will contact you when course dates are scheduled.
Management & Supervision Portfolio
Management & Supervision Portfolio

This portfolio offers a broad range of development opportunities primarily for managers and supervisors. Programs link to the core competencies necessary to manage in the public-sector and include navigating within the civil service framework.

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Adaptive Leadership

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

This highly interactive one-day workshop will help supervisors and managers vary their approach to dissimilar people to achieve better and more consistent outcomes with a diverse range of performers. Participants will learn how to develop strategies to raise their employees’ motivational and skill levels on different tasks and assignments. Using a situational leadership model called SLII, participants will learn to:

**Objectives:**

Using a situational leadership model called SLII, participants will learn to:

- 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.

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

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* Prior to the workshop, each participant will receive a dedicated link to complete an online assessment, which will generate a personal report of the results for the participant to bring to the workshop. In-class activities will include videos, case studies, role plays, small group as well as class discussions and analysis of their personalized reports.
Chaos Containment: Executing Plans Despite Chaos and Disruption

We dream of a world with predictability. We live in a world of chaos and unknowns. We offer strategies to navigate the chaos. Both manage the crises and embrace the opportunity.

This workshop offers tactics and analysis approaches that enable you to gain perspective managing unknowns. In a two-sided approach, you’ll learn about managing repeated crises and performing root cause work to reduce the number of crises. Use root cause analysis and process mapping to create chaos-reducing strategies and then plan for implementation using change management, communications and influence. Gain hands-on experience applying tools for setting priorities and adjusting to shifting demands with greater clarity.

Objectives:

- Explore chaos in a world of market disruption
- Identify costs of chaos to work and staff
- Rate and rank what you can control and can’t control
- Apply tools for planning priorities
- Identify root causes of problems/issues
- Apply basic change management to implement the root cause fixes
- Use influence and communications to build out a chaos-reducing net
- Improve communications to reduce surprises
- Develop back-to-work strategies specific to your workplace needs

Target Audience: Managers, Supervisors, Project/Program Leaders, and Employees who are performing a leadership or project role

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Creating and Leading Successful Teams

You’ve heard that “teamwork makes the dream work”. If you build and manage a successful team that people WANT to be a part of, it will increase motivation, loyalty and productivity!

This course is full of easy-to-implement strategies to build, manage and motivate your ultimate team. You’ll learn the 5 Stages of Team Development, the 5 Commandments of a Successful Team, effective team building strategies and the Five Behaviors of a Cohesive Model. Learn new ideas for improving team performance.

Objectives:

- Learn how to bring people together to form an effective, motivated and productive team
- Gain strategies to guide your team through the 5 stages of team development to improve performance
- Enhance your ability to help your team become more cohesive, collaborative and successful

Target Audience: Managers and supervisors

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DCAS Citywide Learning & Development
Creating Interactive Dashboards

If you want to create better reports while taking less time to do it, look no further than this course. This 1-day workshop will have you quickly and confidently automating reports, creating interactive visualizations, and delivering engaging dashboards your audience will love. This workshop will be taught using Tableau Public, and the skills learned are easily transferable to Microsoft PowerBI.

Objectives:
- Introduce useful skills needed to create interactive dashboards
- Introduce useful terminology
- Get hands-on experience with data

Key Takeaways:

By the end of the course, participants will be able to:
- Create various chart types
- Connect data sources
- Create custom dimensions with conditional expressions
- Build an interactive, user journey funnel connecting two or more charts
- Create a drill down visualization in order to explore progressively more granular detail
- Share reports with collaborators and viewers

After completing this course, participants will be able to confidently use most features in Tableau / Google Data Studio / Microsoft PowerBI. The skills you gain in this course will open up a new world of reporting possibilities.

Target Audience: Managers, Supervisors, and Team Leaders involved in data analysis

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Prerequisites: Experience developing data visualizations
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 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 open government data

Target Audience: Managers, Supervisors, and Team Leaders involved in data analysis

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Delegation – It’s Time to Let Go

Delegation is a management tool that will enable you to effectively hand off the right tasks to the right people. Through delegation you are able to create a strong, motivated team and use your time wisely on priorities.

This interactive workshop will teach you how to approach delegation. Through Worksheets and Skill Practice you will learn the steps and techniques of delegation and apply them to your work situation. You will leave the session with a delegation plan to apply immediately. And there’s a bonus: you can apply these delegation skills and techniques in your personal life to create work-life balance. Remember, it’s time to let go.

Objectives:

• Recognize the value of delegation
• Acknowledge and address barriers to successful delegation
• Discover the steps to effective delegation
• Select tasks for delegation
• Choose the right person for the right task
• Delegate with correct level of authority
• Conduct delegation coaching conversations
• Monitor delegated tasks
• Create a delegation plan

Target Audience: Managers, Team Leads, Supervisors

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Disrupted World Leadership

To navigate constant and disruptive change, leaders now need to use different tools. They need to act differently, think differently, feel differently, and engage differently to be able to master decision-making in our world of rapid growing complexity. Successful leadership realizes it can’t have all the answers. Instead, leaders need to be able to learn publicly, recognize patterns, see around corners, and tap into diverse perspectives.

This interactive workshop will look at different business models to foster trust and raise emotional intelligence. It will also provide a deeper understanding of the three major types of leadership: command-and-control, administrative, and innovative.

Objectives:

• Understand Command-and-Control leadership and the Administrative Leadership model
• Realize how and why Innovative leadership works
• Learn the new norm of VUCA – Volatility, Uncertainty, Complexity and Ambiguity
• How to embed coaching into every conversation with direct reports
• Listen to understand, and not convince or persuade
• Apply emotional intelligence with raised self-awareness
• Become more skillful in giving effective feedback

Target Audience: Leaders, managers, supervisors, and team leaders wanting to strengthen their skills

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Emotional Intelligence: The Key to Effective Leadership

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

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

Target Audience: Managers and supervisors in leadership roles

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Engagement in a Hybrid Work Team

Engaging hybrid work team is complex. Many New York City Leaders face challenges in engaging staff because it’s difficult to create equivalent experiences for in-office and remote team members. Additionally, Leaders may find it tough to overcome proximity bias and adapt their leadership styles to be more effective on an individual basis with each of their direct reports. The purpose of this training is to examine the challenges of engaging in a hybrid work environment and discuss/explore several ways to overcome these challenges. Topics to be covered include:

- Adapting the way teams deliver their work to take advantage of hybrid working
- Dealing with proximity bias
- Avoiding differential treatment of in-office and remote staff
- Ensuring equality of contribution
- How to avoid hybrid silos

Objectives:

You’ll leave this training which will include several interactive exercises and group discussions, with a deepened understanding of the challenges and many concrete strategies to implement to better lead a hybrid work team.

Target Audience: Managers, Team Leads, Supervisors

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Essential Skills for Leaders

Effective leaders are critical to an organization’s success. This interactive workshop will provide emerging, new and/or seasoned leaders with the tools necessary to lead your team to success. We’ll cover Setting Expectations, Goal Setting, Delegation and Productive Feedback. There’ll be several experiential exercises where you can use real-life examples and leave with answers to some of your most pressing employee issues. Participants will leave energized and excited to lead with confidence!

Objectives:

- New leaders will receive a foundation of necessary skills to be successful
- Gain strategies and tools to use to connect with your team, gain trust and build rapport
- Develop or enhance skills learned to dramatically increase the performance of your team

Target Audience: Managers, Directors, Supervisors and Professionals

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Essentials of Project Management for the Non-Project Manager

To work together effectively on any project, everyone on a team needs to use a common language and have a clear understanding of expectations. This unique workshop is designed for those with limited prior knowledge of project management, or making the transition to being a project manager, or would like to know more to collaborate with their team and better manage deliverables. In just one-day, this workshop will introduce you to essential terminology and enable you to apply basic project management tools and techniques to increase your effectiveness.

Objectives:

• Identify stakeholders and their roles on a project.
• Utilize current project management tools to clearly define work to be done, scope, SMART requirements, elements of the project charter, status reports, and closure checklists.
• Create schedules that acknowledge available resources, costs, and hours.
• Ensure communications are targeted to the right people with the right level of information at the right time.
• Recognize the types and purposes of status meetings to create solid agendas, record effective minutes and utilize team members’ time effectively.
• Analyze the causes for change and plan for potential risks.
• Apply project management templates for use across the project life cycle, including project charter and project plan, logs for assumptions, change, communication, constraints, and decisions

Target Audience: Individuals who would like to enhance their understanding of Project Management to establish a common language and process for themselves, their team and enhance their ability to achieve successful project outcomes for all stakeholders while remaining on time and within budget

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Excel for Data Analysis II

A one-day class reinforcing the skills necessary to clean, process, and visualize data, as well as introducing advanced skills with PivotTables, data visualization, functions, and formulas including joins, and logic functions in Microsoft Excel. This class reinforces the problem ideation and process mapping skills taught in “Developing the Data-Driven Mindset” and “Data Analytics for Managers”, as well as best practices for documenting and visualizing work from “Excel For Data Analysis I”. Working collaboratively in small groups, participants develop an analytical question they explore throughout the class, presenting their data story at the end of class for constructive feedback.

Objectives:
- Reinforce and practice best practices in exploratory data analysis
- Demonstrate advanced techniques with Microsoft Excel for data analysis
- Reinforce brainstorming, problem ideation, and process mapping skills introduced in previous classes
- Practice presenting true and compelling data stories to peers
- Cultivate an attitude of curiosity to foster a culture of data-driven inquiry

Target Audience: Managers, Supervisors, and Team Leaders involved in data analysis

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Prerequisites: Basic math skills, Excel for Office 365 Part 1, Excel for Data Analysis I
Fundamentals of Supervision

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

Objectives:

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

Target Audience: All Supervisors

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GIS for Data Analysis I

A one-day class teaching the basics needed to leverage a geographic information system (GIS) to clean, process, and visualize data. The class will introduce key concepts and skills necessary to use a GIS for data analysis, reinforcing the problem ideation and process mapping skills taught in “Developing the Data-Driven Mindset” and “Data Analytics for Managers”. Working collaboratively in small groups, participants will develop an analytical question they explore throughout the class, presenting their data story at the end of class for constructive feedback.

Objectives:
- Introduce key concepts necessary for working with geographic information systems (GIS)
- Demonstrate advanced techniques with GIS for data analysis
- Reinforce and practice best practices in exploratory data analysis
- Reinforce brainstorming, problem ideation, and process mapping skills introduced in previous classes
- Practice presenting true and compelling data stories to peers
- Cultivate an attitude of curiosity to foster a culture of data-driven inquiry

Key Takeaways:
- Participants will be familiar with the key concepts of a geographic information system (GIS)
- Participants will be experienced in the key steps of exploratory data analysis using GIS
- Participants will be familiar with the techniques of advanced data analysis with GIS
- Participants will be practiced in using the techniques of brainstorming, problem ideation, and process mapping to scope and execute an analytical question
- Participants will be practiced presenting analytical findings and describing the key steps in their analysis to their peers
- Participants will have an increased curiosity about how data can be leveraged for operational awareness and program success

Target Audience: Managers, Supervisors, and Team Leaders involved in data analysis

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**Prerequisites:** Experience doing data analysis in Excel
Intentional Leadership

Great leaders achieve performance goals by being intentional in every move they make. If teams are led with intentionality, they achieve better and more predictable outcomes. Without intentional leadership, teams can lose confidence in their organization’s goals and become less effective, feeling like the person in charge has no plan. The purpose of this program is to help participants understand the value of intentional leadership and the steps to follow to become an intentional leader.

Objectives:

At the end of this program, participants will be able to:

- Understand what intentional leadership is
- Shift their mindset from ‘management professional’ to an ‘intentional leader’
- Become more self-aware by identifying their own performance behaviors that may limit them from becoming intentional leaders
- Use their knowledge of who they are and what they stand for as navigation tools for others in uncertain situations
- Create the cultural infrastructure needed to support positive business outcomes and results
- Establish an intentional leadership framework based on consistency, predictability, and accountability for themselves and their team to help achieve agency goals and objectives

Target Audience: Agency Leaders eager to understand and implement intentional leadership that will influence organizational behavior

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Leading Team Innovation

Many organizations struggle with optimizing current processes, products, and services AND making their work environment fun and engaging. Experts who study and deploy the innovation process would tell you that there is very little innovation in teams where there is no sense of “play”. This course shows managers and team leads how to get the right people in the room and innovate around a new product, service or process. Emphasis will be on following the design thinking methodology pioneered by IDEO. Attendees will apply the concepts and principles to an area in their work that needs innovating. Emphasis will be on the processes and structures that unleash a team’s creativity and best thinking so that the most robust idea emerges vs. the one voiced by the loudest or most powerful person in the room.

Objectives:

- Identify different tools available to tap your team’s best thinking
- Define key stakeholders to be approached for the internal innovation project
- Practice effective brainstorming
- Describe the role of prototyping in an innovation process
- Understand the difference between making observations and making judgments
- Identify the connection between play and innovation in teams

Target Audience: Managers, Team Leads, Project Leaders

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

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

Achieving excellent results daily 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

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Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)

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

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

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

Objectives:

- Identify the history, purpose and goals of Lean Six Sigma
- Develop Process Mapping and Value Stream Mapping Skills
- Perform a Root Cause Analysis to solve problems at work
- Improve methods of achieving higher productivity and reducing errors
- Master key Lean Six Sigma tools including Project Management, Charge Management, Customer Needs Assessments, Risk Analysis, and other tools
- Identify key drivers and develop metrics and evaluate cost savings
- Successfully lead and motivate project teams
- Design and implement Lean Six Sigma Projects

Target Audience: Managers, Supervisors, Project Leaders and Employees who are performing a leadership role

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

Coaching Staff For New Expectations and Performance

The practice of management has moved from directive, authoritative styles to collaborative, coaching styles. In this class, learn coaching skills to set new expectations and coach your staff to higher performance.

You will learn how to build common ground with staff, to practice collaborative leadership, how to engage staff in shared prioritization, problem-solving and decision-making. You will create a personal action plan to guide you as you apply your new skills going forward.

Objectives:

• Understand the concept of collaborative leadership
• Discover coaching as an approach to managing effectively
• Build the capability to coach and engage others in prioritizing, resolving problems and making decisions
• Understand new approaches to enhance relationships with staff

Target Audience: Experienced and New Managers, Supervisors, Team Leaders

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Managing for Excellence

This class is designed to provide the fundamental skills required to successfully transition from an individual contributor to an effective manager. The workshop introduces key management practices and provides participants with the tools and techniques needed to ensure optimal performance.

**Objectives:**

- Communicate clearly, motivate people, and build trust
- Delegate effectively
- Provide balanced feedback
- Create a positive work environment
- Learn how to motivate different generations in the workplace
- Manage performance gaps
- Evaluate performance: define expectations, set performance standards and goals
- Create a personal action plan

**Target Audience:** Managers and Supervisors

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Modern Day Leader, Developing the Leader in You

Leverage Core Energy to Jump Start Your Transition to Management

Transitioning into Management/Leadership can be both exciting and overwhelming as you learn to navigate a new role and manage team dynamics. Building a strong foundation starts from within. Before you can successfully lead and manage others, it’s important to understand the energy you bring, how you show up and the impact you have. In this highly interactive training, participants will enhance their leadership style and learn new skills, techniques and tools to positively connect with, communicate, empower, lead and develop others for success.

Objectives:
- Explore a management mindset and the role of a manager/leader
- Understand the key characteristics of success
- Learn the dynamics of Core Energy: how you show up, how to shift your energy and the impact that has on your leadership style
- Lead with intention to enhance your ability to connect and engage others
- Put into practice new communication tools and techniques to empower and inspire

Target Audience: Emerging leaders, team leaders, supervisors, managers

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DCAS Citywide Learning & Development
Organizational Design for Leaders

Designing for agility and flexibility - “Built for Change”

This course will help you and your fellow participants get “real” about the pitfalls of poorly designed organizations and the challenges in determining the right fit for an organization’s strategy. It is designed to show how organizational structures enable or prevent information flow, responsiveness, and innovation.

Topics covered include: the theory and tools of organization design work (including organizational strategic alignment), a language for organizational roles and relationships, the tests of good organization design and tools for defining decision responsibilities.

Special focus would also be placed on the process of organization redesign and change – the steps of good analysis and decision making, who should be involved and when, how long it should take and the relationship to effectiveness, how change should be communicated, and the roles involved in the process.

Objectives:

Participants will gain an understanding of:
- Design concepts and principles of organizing structures
- Design concepts and principles of design thinking
- Design concepts and principles of design processes
- Design concepts and principles of frameworks linking organizational structures and processes to organizational purpose
- Organizational design theory and methodologies
- Design concepts and principles of organizing a restructure or redesigning a project

Target Audience: Supervisors, Managers and Team Leaders

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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

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Prioritizing Workplace Change Successfully

In today’s work environment, change is the only constant. With generational diversity, the impact of technology and frequent change of direction, managers are grappling with how to keep themselves and their staff focused on the right priorities while meeting new demands and expectations.

In this program, you will develop the capability and mindset to deal with and lead through organizational change effectively, influencing others toward embracing and adopting new behaviors and expectations, while maximizing team performance. You will develop a personal action plan to guide you as you implement behavior changes to achieve your desired workplace goals.

Objectives:

- Identify shifts in focus and priorities and respond effectively
- Develop strategies for effectively prioritizing for yourself and your team
- Build strategies to engage others and drive productivity during periods of change
- Apply your learning from class
- Coach others through change

Target Audience: Experienced and New Managers, Supervisors, and Team Leaders

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DCAS L&D Fall 2023 Course Catalog
Psychological Dimensions of Leading and Supervision

This course is intended for employees in leadership and supervisory roles – or for high potentials who already carry responsibility and who seek to advance into such roles. Through presentation, group discussion and reflective exercises, participants acquire a deeper understanding of latent group dynamics that can inhibit, or support, group cohesion.

One of the functions of leadership is to motivate people to accept responsibility and to be more autonomous in pursuing shared goals and in meeting their own, and others’, needs in the workplace. Participants gain insight into how to recognize and manage psychological aspects of group functioning to reduce the negative effects of deep emotions, such as fear, on group and individual behavior and workplace performance. They gain self-awareness and practice articulating and advocating for themselves and others. In doing so, they learn how to recognize, and avoid, counterproductive behaviors (e.g., blaming, scapegoating) that can disrupt cooperative efforts to achieve shared aims.

Objectives:

- Understand how unconscious individual and group processes influence motivation and decision-making in the workplace
- Understand the psychological defense of projection and how it plays into group dynamics, such as scapegoating
- Identify aggressive and passive (e.g., fight vs. flight) approaches to handling workplace challenges and faulty group processes
- Learn ways to facilitate inclusiveness to gain the benefits of group synergy
- Gain insight and skills to manage workplace conflict constructively

Target Audience: Managers and Supervisors

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R for Data Analysis I

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 and how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision-making.

Objectives:

• Introduce and practice key steps in exploratory data analysis
• Provide hands-on experience using R to clean and summarize data
• Cover the foundations of visualizing data
• Cultivate an attitude of curiosity to foster a culture of data-driven inquiry

Key Takeaways:

• Participants will understand what R is and why it’s useful
• Participants will understand how R structures data and why that’s important
• Participants will learn how to open a dataset and shape it into a usable structure for analysis
• Participants will calculate summary statistics and visualizations of a dataset in R
• Participants will be exposed to elementary programming concepts and supplementary packages in R
• Participants will apply skills to conduct a simple analysis of a dataset with open data

Target Audience: Managers, Supervisors, and Team Leaders involved in data analysis

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Prerequisites: Experience doing data analysis in Excel
Storytelling for Leaders: Telling Stories for Results

In today’s multi-cultural world of rapid organizational change, leaders need to communicate to employees and stakeholders in a quick and compelling way. Storytelling is a persuasive and powerful communication tool for driving specific outcomes in the workplace. We are hardwired to find meaning and understanding through a well-told story. People don’t always extract useful information from graphs or PowerPoint presentations. People connect to stories—they are how we make sense of the world around us. Strategic storytelling, using different narratives, can spark action or change and help employees find deeper meaning in their work.

Objectives:
- Learn different narrative styles needed to communicate objectives and mission
- Share Knowledge
- Spark Action
- Lead people into the Future
- Tame the grapevine of unproductive gossip and rumors

Target Audience: Leaders, Managers, Team-leads, and Professionals interested in learning how to use storytelling to drive business results

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DCAS Citywide Learning & Development
Strategic Delegation: Leading a Team to Success

Understanding how to delegate appropriately for team success is a management skill many organizational leaders lack. Leaders are more productive, their teams experience more wins, and their agencies experience optimal performance when those at the helm delegate appropriately. This class is designed to help leaders both understand the importance of premeditated delegation for time management and agency success and to enable leaders to identify their own strengths & weaknesses, allowing them to delegate strategically and better manage their time. It will help leaders identify the strengths of their team members—learning to whom they should delegate what for the greatest productivity. Through thorough hands-on learning experience, participants will begin to master the science of strategic delegation (what, when, to whom, how).

Objectives:

- Gain a general understanding of their individual productivity
- Obtain perspective on the quality of their daily time management and learn ways to improve it
- An awareness of the importance of prioritizing and delegation for success
- A deeper understanding of the science and practice of delegation
- Identify three types of authorities you can delegate
- Major reasons why leaders find delegation challenging
- How to harness the ability to delegate using trust, empowerment, and motivation as tools in the delegation process

Target Audience: Leaders and Managers looking to increase individual and team productivity by leveraging existing human resources

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Supervising Challenging Employees

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

Objectives:

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

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

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<td>C9038</td>
<td>2</td>
<td>Oct 12-13</td>
<td>$500</td>
<td>1.2CEUs/16CPEs 8PDCs</td>
</tr>
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</table>
The Science of Success: Motivation, Judgement, Teamwork

Why do teams of over-performers often underperform? Why do monetary incentives often fail to get results? Current research reveals a host of often overlooked factors and practices that affect people's motivation, judgment, and teamwork. In this workshop, participants will learn to use the latest research and best practices to motivate yourself and others, make better decisions, and collaborate effectively.

Objectives:
• The current science on what really motivates people
• Elements that result in effective decision making
• Skills that result in the highest levels of collaboration and teamwork
• Applying research-based techniques to motivate people and to build teams and organizations that make effective decisions and collaborate effectively

Target Audience: Managers, directors, supervisors, and professionals interested in better understanding how to motivate themselves and others, make better decisions, and collaborate successfully

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>1</td>
<td>Jan 4</td>
<td>$250</td>
<td>.6CEUs/8CPEs 6PDCs</td>
</tr>
</tbody>
</table>
No Cost Learning Portfolio
No Cost Learning Portfolio

The No Cost Learning portfolio provides City agencies with several different ways they can train their workforce with minimal expenditures. DCAS Citywide L&D offers free mandated and non-mandated online and in-person training opportunities. Employees can participate at no cost in various free courses such as Disability Awareness and Etiquette, Online Records Management, and many more. These courses at no charge are found in additional portfolios throughout the catalog:

CCHR Overview of the City Human Rights Law .................................................. 50
Disability Awareness and Etiquette ................................................................. 51
Online Records Management ........................................................................... 53
Mandated Training ............................................................................................ 54
   Everybody Matters: EEO and Diversity & Inclusion for NYC Employees .............................................................. 54
   LGBTQ: The Power of Inclusion .................................................................. 55
   Sexual Harassment Prevention ..................................................................... 57
   Conflicts of Interest ...................................................................................... 59
   Corruption Prevention Awareness ............................................................... 59
CCHR Overview of the City Human Rights Law

This workshop educates city employees on the legal protections and obligations under the NYC Human Rights Law (City Human Rights Law). It provides city agencies and employees with the skills and resources necessary to recognize and report discrimination, harassment, and bias. The workshop covers protections under the City Human Rights Law in employment, housing, and public accommodations, as well as discriminatory harassment, and bias-based profiling by law enforcement.

It reviews protection categories under the City Human Rights Law, such as race, gender, religion, disability, and many others. It also provides city employees with resources available at the Commission to better serve and assist clients and members of the public who seek services. A detailed description of how to file a complaint is covered, as well as information about retaliation as a violation of the City Human Rights Law, and penalties and remedies under the law.

Objectives:

- Acquire a general understanding of protections against discrimination afforded under the City Human Rights Law
- Recognize the NYC Commission on Human Rights as a venue to file a discrimination case
- Better assist clients and members of the public
- Identify and be aware of discrimination, harassment, bias, and retaliation when they occur in the context of protections afforded under the City Human Rights law
- Be better equipped to navigate the Commission’s Complaint process and better guide members of the public as to this process, and how to report discrimination

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>.2CEUs/2.4CPEs 2PDCs</td>
</tr>
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</table>
Disability Awareness and Etiquette (Live Webinar)

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

Objectives:

- To guide how to appropriately communicate with and engage people with disabilities, including employees, job applicants and members of the public
- To promote the most current information about the disabled community to prevent incorrect/biased assumptions

Target Audience: Staff at all levels

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<tr>
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<th>Credits</th>
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<td>Oct 24 (10:30am-12:00pm)</td>
<td>N/C</td>
<td>.15CEUs/2CPEs 1.5PDCs</td>
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Disability Awareness and Etiquette (eCourse)

This eCourse covers awareness and etiquette surrounding people with disabilities in the workplace. Throughout this training, we will cover laws protecting people with disabilities, how to best assist people with disabilities, information on the different types of disabilities as well as accommodations for each type of disability.

Upon completion of the training, you should have:

- An understanding of the different kinds of disabilities
- The confidence in knowing when and how to assist people with disabilities
- Awareness of how to be an ally inside and outside of the workplace for people with disabilities

**Target Audience:** Staff at all levels

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<td>N/C</td>
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</table>
Online Records Management (eCourse)

The Department of Records & Information Services (DORIS) “Online Records Management Training” is an introduction to records management that covers basic information and key definitions you will need to understand records management. City employees are expected to complete this training to learn about best practices for records management and how to work with records throughout their life cycle.

Objectives: Participants will learn:

- Why records management is important
- What is and is not considered a record
- What is involved in records management
- How to work with a record throughout their life cycle
- Records management “Best Practices”
- How to name digital files
- Where to go with questions

Target Audience: Staff at all levels

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MANDATED TRAINING

Everybody Matters: EEO & Diversity & Inclusion for NYC Employees (eCourse)

This training course supports the mandate under Local Law 121 in the City Charter and provides all City employees with a framework to understand the importance of diversity and inclusion and how to develop the skills needed to create an inclusive environment where all employees, clients, vendors, and visitors are included. This course covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

Objectives:

This eCourse is provided as four modules:

- **Module 1: Introduction to EEO Principals** covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

- **Module 2: Workplace Harassment and Discrimination** covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

- **Module 3: Diversity & Inclusion** covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

- **Module 4: Racial Equality** covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

**Target Audience:** Staff at all levels

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LGBTQ: The Power of Inclusion (Live Webinar/ In-Person)

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

Objectives:

• Educate participants on the correct terminology and legislation regarding the LGBTQ community and employees in the workplace

• Understand relevant issues, such as appropriate terminology, stages of transition, and inclusive workplace practices for the LGBTQ community

• Educate participants on the requirements under Executive Order 16 regarding access to the City’s single-sex facilities

Target Audience: Staff at all levels

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<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>½</td>
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<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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</table>
Sexual Harassment Prevention (Live Webinar)

This mandated training under Local Law 92 will facilitate awareness of the City’s prohibition on sexual harassment in its workplaces under applicable laws and the City’s Equal Employment Opportunity (EEO) Policy. Participants will learn definitions of sexual harassment, relevant legislation, prevention techniques, and a procedure for filing a complaint. This course will help the participants create an environment free from sexual harassment.

Topics included:

- Definitions and examples of sexual harassment
- How sexual harassment is a form of unlawful discrimination under federal, state, and local law
- The role of the New York City Commission on Human Rights (NYC CHR), the New York State Division of Human Rights (NYS DHR), and the United States Equal Employment Opportunity Commission (US EEOC), and the complaint procedures
- The complaint process for employees, managers, and supervisors
- The prohibition of retaliation
- The importance of bystander intervention

Target Audience: Staff at all levels

IMPORTANT NOTE: A Course Certificate is a proof that you’ve met all course requirements. To receive a Course Certificate for Sexual Harassment Prevention, you must complete the webinar as an online, on-camera participant. Course Certificates will not be generated for learners who only call in or participate in the program by telephone.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>Daily Based on Demand</td>
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Sexual Harassment Prevention (eCourse)

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Target Audience: Staff at all levels

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<td>N/C</td>
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</tr>
</tbody>
</table>
The following courses should be completed during the same time period:

## Conflicts of Interest (eCourse)

DCAS Citywide Learning & Development has partnered with the Conflicts of Interest Board (COIB) to provide this mandatory Conflicts of Interest eTraining to all City employees. All city employees are mandated to receive training in Chapter 68 of the NYC City Charter (the City’s conflict of interest law.) Successful completion of this eCourse fulfills that mandate. This course covers:

- Information about the Conflicts of Interest Board, the agency that administers and enforces the Conflicts of Interest Law
- The big picture principles at work in the Conflicts of Interest Law
- The basic restrictions set forth in the Conflicts of Interest Law

**Target Audience:** Staff at all levels

<table>
<thead>
<tr>
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<td>N/C</td>
<td>All City employees are required to take the training</td>
</tr>
</tbody>
</table>

## Corruption Prevention Awareness (eCourse)

DCAS Citywide Learning & Development has partnered with the Department of Investigation (DOI) to provide this mandatory Corruption Prevention Awareness eTraining to all City employees. This training is required for all City employees, as per Chapter 34 of the NYC City Charter and Executive Order 16 (signed in 1978), who have a responsibility in helping to fight corruption, fraud, waste, and wrongdoing. Successful completion of this eCourse fulfills that mandate.

**Target Audience:** Staff at all levels

<table>
<thead>
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</thead>
<tbody>
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<td>N/C</td>
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</tr>
</tbody>
</table>
NYC Specific Portfolio
New York City-Specific Portfolio

Programs in this portfolio offer a variety of training and development opportunities specific to working for the City of New York. Trainings offered in this category include professional practice programs such as energy, audit, IT, HR, procurement, etc.; cultural awareness & inclusivity programs, and non-DCAS opportunities conducted by agency partners such as the Office of Labor Relation’s Work Well, Small Business Services, etc.

Cultural Awareness & Inclusivity

The programs in this section are mandated and non-mandated. The courses offered will help to build a more diverse and inclusive workforce, also meeting the requirements of the New York City Charter. The broad range of training opportunities will help your workforce learn about representation or the make-up of an organization and how well the contributions, presence, and perspectives of different groups of people are valued and integrated into a working environment.

- Building an Inclusive Culture: Understanding Unconscious Bias ............ 64
- Creating a Culture of Inclusion, From Microaggressions to Microaffirmations ................................................................................................. 65
- Disability Awareness & Etiquette ................................................................ 66
- Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees* .............................................................................................. 68
- LGBTQ: The Power of Inclusion* ............................................................... 69
- Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations ............................................................................... 71
- Moving from Bystander to Upstander, What Would You Do? .............. 72
- Reasonable Accommodation Procedural Guidelines ............................. 73
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Writing in Plain Language and Clinic (Located in Personal Development Portfolio) ................................................................. 115
Structured Interviewing and Unconscious Bias........................................ 76
Structured Interviewing: Utilizing Follow-Up and Probing Questions .... 77
The Power of Words, Can We Talk? .............................................................. 78

*Mandated Citywide Trainings

Professional Practices

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................................................................. 79
  Data Analytics: Tools and Techniques for Auditors............................... 79
  Developing and Presenting Audit Findings.......................................... 80
  Effective Audit Resolution, Follow-up and Implementation ................. 81
  Emotional Intelligence for Auditors.................................................. 82

Energy Management Professionals
  Building Operator Certification Level 1 (BOC-1) ................................ 83
  Fundamentals of Building Systems..................................................... 84
  Retrofit Now! Reducing Carbon and Complying with LL97 ............... 84

IT Professionals (Located in the Technology Skills Portfolio)...... 143

Procurement Professionals .......................................................... 85
  Conflicts of Interest Board Course .................................................... 85
  Conflicts of Interest Seminar for Procurement Professionals ............ 85

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  Best Value Bids and Proposals ....................................................... 86
  Environmentally Preferable Purchasing ......................................... 87
Local Law 34 (NYC Campaign Finance Law and Procurement) ........ 88
Small Business Services M/WBE Courses ................................................................. 89
101: M/WBE Program Overview ........................................................................ 89
102: Identifying M/WBEs for Opportunities, incl Using the Online Directory ................................................................. 90
201: Incorporating the M/WBEs into the Procurement Process ........ 90
202: Best Practices for M/WBE Goal Setting ....................................................... 91
203: M/WBE Program Resources ......................................................................... 91
204: Best Practices for M/WBE Networking and Outreach ......................... 92

**Non-DCAS Opportunities**

DCAS Citywide L&D has partnered with City agencies to present programs that provide resources and knowledge that are specific to all City of New York agencies in areas such as emergency management, conflicts of interest, M/WBE purchasing, and customer service.

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Conflicts of Interest* ...................................................................................... 94
Corruption Prevention Awareness* ................................................................. 94
Online Records Management ............................................................................. 95

*Mandated Citywide Trainings
Cultural Awareness & Inclusivity

Building an Inclusive Culture: Understanding Unconscious Bias (Live Webinar/ In-Person)

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

Objectives:

- Educate all employees as to how perceptions, personal beliefs, and opinions can lead to stereotyping and biased employment practices in the workplace.
- Provide employees with tools to identify such beliefs, determine whether such beliefs are adversely impacting their working relationships and decisions, and how to course correct such actions.

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>.3CEUs/4CPEs</td>
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<td>C1078W (Live Webinar)</td>
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<td></td>
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<td>(9:00am-12:30pm) or (1:30pm-5:00pm)</td>
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</table>
Creating a Culture of Inclusion, From Microaggressions to Microaffirmations (Live Webinar/ In-Person)

How social stereotypes influence behaviors and actions and what to do about them

Microaggressions are the everyday verbal and non-verbal exchanges, whether intentional or unintentional, that communicate hostile, derogatory, or negative messages to target persons based solely upon their membership in a marginalized/underrepresented group, e.g., race/ethnicity, nationality, sexual orientation, gender identity, religion). While microaggressions may appear harmless or even seem like a compliment, e.g., telling a person of color “you are so articulate”, they contain demeaning hidden messages that often stem from unconscious biases. Employees who are frequent targets of microaggressions can experience health problems, burnout, and other negative effects of what has been called a “death by a thousand cuts.”

This workshop focuses on creating awareness of the negative impact that subtle or unintentional comments or actions towards members of marginalized groups can have on these individuals and others, and the workplace. As part of our comprehensive approach to behavior-based Diversity, Equity & Inclusion (DE&I) training, this course features examples of case scenarios, behaviors and interactive assessments that promote a more inclusive, respectful, and engaging workplace.

Objectives:
- Learn how to define and describe microaggressions
- Understand the negative impact of microaggressions on individuals, groups, and organizations
- Learn and practice strategies for responding to microaggressions with microaffirmations in a positive and effective manner

Target Audience: Staff at all levels

<table>
<thead>
<tr>
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<th>Cost</th>
<th>Credits</th>
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| C9583W (Live Webinar)/C9583 (In-Person) | ½                | Live Webinar: Oct 27 (9:00am-12:30pm)  
In-Person: Dec 19 (9:00am-12:30pm) | N/C  | .3CEUs/4CPEs, 3PDCs |
Disability Awareness & Etiquette (Live Webinar)

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

**Objectives:**
- To guide how to appropriately communicate with and engage people with disabilities, including employees, job applicants and members of the public.
- To promote the most current information about the disabled community to prevent incorrect/biased assumptions.

**Target Audience:** Staff at all levels

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This eCourse covers awareness and etiquette surrounding people with disabilities in the workplace. Throughout this training, we will cover laws protecting people with disabilities, how to best assist people with disabilities, information on the different types of disabilities as well as accommodations for each type of disability.

Objectives:

Upon completion of the training, you should have:

- An understanding of the different kinds of disabilities
- The confidence in knowing when and how to assist people with disabilities
- Awareness of how to be an ally inside and outside of the workplace for people with disabilities

Target Audience: Staff at all levels

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Everybody Matters: EEO & Diversity & Inclusion for NYC Employees (eCourse)

This training course supports the mandated under Local Law 121 in the City Charter and provides all City employees with a framework to understand the importance of diversity and inclusion and how to develop the skills needed to create an inclusive environment where all employees, clients, vendors, and visitors are included. The curriculum for this fundamental course covers an introduction to EEO principles, workplace harassment and discrimination, including harassment and discrimination based on age, diversity & inclusion, and racial equity.

Objectives:

This eCourse is provided as four modules:

Module 1: Introduction to EEO Principals covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

Module 2: Workplace Harassment and Discrimination covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

Module 3: Diversity & Inclusion covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination and who is entitled to an accommodation.

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Target Audience: Staff at all levels

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LGBTQ: The Power of Inclusion (Live Webinar/ In-Person)

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

Objectives:

• Educate participants on the correct terminology and legislation regarding the LGBTQ community and employees in the workplace
• Understand relevant issues, such as appropriate terminology, stages of transition, and inclusive workplace practices for the LGBTQ community
• Educate participants on the requirements under Executive Order 16 regarding access to the City’s single-sex facilities

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
</tr>
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<td>C7787W (Live Webinar)/C7787 (In-Person)</td>
<td>½</td>
<td>Live Webinar: Jan 10; In-Person: Oct 4; Dec 5 (1:30pm-5:00pm)</td>
<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
</tr>
</tbody>
</table>
LGBTQ: The Power of Inclusion (eCourse)

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

Objectives:

• Educate participants on the correct terminology and legislation regarding the LGBTQ community and employees in the workplace
• Understand relevant issues, such as appropriate terminology, stages of transition, and inclusive workplace practices for the LGBTQ community
• Educate participants on the requirements under Executive Order 16 regarding access to the City’s single-sex facilities

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Access</th>
<th>Cost</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: (c <a href="mailto:compliance@dcas.nyc.gov">compliance@dcas.nyc.gov</a>) to request access to the training.</td>
<td>N/C</td>
<td>All City employees are required to take the training</td>
</tr>
</tbody>
</table>

DCAS L&D Fall 2023 Course Catalog
Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations

Currently, five generations are working side by side. This melding of generations in the workplace has brought both benefits and challenges. With each generation comes a distinct set of skills and different expectations that must be managed. Working remotely (during a pandemic) has also required us to become more nimble as an employer and to redefine ways to hold employees accountable.

This course will evaluate how our multi-generational workforce has reacted to the changed environment caused by the pandemic and how they can work together to leverage each other’s talents. In addition, it will guide leadership on how they can tap into this and still maximize productivity across the different generations they are managing.

Objectives:

- Learning the facts and nuances about the five generations in the workplace
- Discovering potential challenges when interacting with the different generations and ways to foster respectful communication
- Addressing stereotypes and learning best practices to confront age bias
- Developing an action plan to connect to all generations in your workplace

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>N/C</td>
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</table>
Moving from Bystander to Upstander, What Would You Do? (Live Webinar/ In-Person)

This course will explain the multi-faceted and complex role of being a bystander and provide examples of how it can differ based on the level of circumstances that are being experienced. The reaction of a bystander does not have to be “fight” or “flight” only.

The goal of this training will be to arm participants with knowledge on all the different ways bystanders can engage to not just stand by, but rather take a more active role to address or call attention to a wrongdoing they have witnessed.

Objectives:
- Learning about the role of the bystander
- Exploring workplace scenarios that challenge that role
- Discussing 5 steps of bystander intervention
- Creating a personal commitment

Target Audience: Staff at all levels

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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</table>
Reasonable Accommodation Procedural Guidelines (Live Webinar/ In-Person)

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

Objectives:

• Understand the four bases for accommodation and the specific options for accommodation for each

• Understand the City’s Reasonable Accommodations policy and the role of the Reasonable Accommodations (R/A) Guidelines

• Articulate all phases of the interactive/cooperative process and the importance of determining whether a reasonable accommodation exists

• Apply a uniform and consistent process for reviewing R/A requests

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

<table>
<thead>
<tr>
<th>Course Code</th>
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<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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</table>
Sexual Harassment Prevention (Live Webinar)

This mandated training under Local Law 92 will facilitate awareness of the City’s prohibition on sexual harassment in its workplaces under applicable laws and the City’s Equal Employment Opportunity (EEO) Policy. Participants will learn definitions of sexual harassment, relevant legislation, prevention techniques, and a procedure for filing a complaint. This course will help the participants create an environment free from sexual harassment.

Topics Included:
- Definitions and examples of sexual harassment
- How sexual harassment is a form of unlawful discrimination under federal, state, and local law
- The role of the New York City Commission on Human Rights (NYC CHR), the New York State Division of Human Rights (NYS DHR), and the United States Equal Employment Opportunity Commission (US EEOC), and the complaint procedures
- The complaint process for employees, managers, and supervisors
- The prohibition of retaliation
- The importance of bystander intervention

Target Audience: Staff at all levels

IMPORTANT NOTE: A Course Certificate is a proof that you’ve met all course requirements. To receive a Course Certificate for Sexual Harassment Prevention, you must complete the webinar as an online, on-camera participant. Course Certificates will not be generated for learners who only call in or participate in the program by telephone.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<th>Credits</th>
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</table>
Sexual Harassment Prevention (eCourse)

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- The prohibition of retaliation
- The importance of bystander intervention

Target Audience: Staff at all levels

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<td>N/C</td>
<td>All City employees are required to take the training</td>
</tr>
</tbody>
</table>
Structured Interviewing and Unconscious Bias (Live Webinar/ In-Person)

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

**Objectives:**

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

**Target Audience:** Hiring Managers, EEO Professionals and HR Professionals who work with prospective candidates

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Dates</th>
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<th>Credits</th>
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<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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</table>
Structured Interviewing: Utilizing Follow-Up and Probing Questions (Live Webinar/ In-Person)

Structured Interviewing is a best practice that ensures organizations can identify the most qualified candidates. However, it can be challenging to use structured interviewing to evaluate a candidate’s abilities. The purpose of this session is to help participants feel more comfortable with an interactive interview conversation. Participants will gain increased competency in conducting interviews according to structured interviewing protocols and will deepen their understanding of methods for asking probing follow-up questions, as well as engaging interviewees objectively to understand the range of skills they bring to the position. This half-day interactive session will include role plays and case scenarios to practice applicable skills.

Objectives:

- Obtain an overview of Structured Interviewing and the City’s Interview Process
- Learn how to use Structured Interviewing practices in the context of unique situations to ask: Probing questions, and pertinent follow-up questions and to engage interviewees

Target Audience: Hiring Managers, EEO Professionals and HR Professionals who work with prospective candidates

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<td>N/C</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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Prerequisite: Structured Interviewing and Unconscious Bias
The Power of Words, Can We Talk?  
(Live Webinar/ In-Person)

Uncomfortable, yet courageous conversations about systemic racism, equity, and social injustice, have highlighted how words can serve as an enabler or barrier to common understanding, equity, and inclusion. This course will heighten our awareness of the implicit/explicit power that words carry and provide participants with the tools to engage in effective and intentional communication.

Objectives:

- Learning the art of communication
- Discussing the impact of bias in communications
- Exploring Emotional Intelligence (EQ) as a key enabler to inclusive communications
- Creating a personal commitment

Target Audience: Staff at all levels

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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| C9582W (Live Webinar)/C9582 (In-Person) | 1                | Live Webinar: Oct 17  
In-Person: Nov 14 | N/C  | .6CEUs/8CPEs  
6PDCs          |
PROFESSIONAL PRACTICES

AUDIT PROFESSIONALS

Data Analysis: Tools and Techniques for Auditors

This seminar is a condensed, quick-paced overview of the principles, tools, techniques and applications of data analytics within a contemporary audit environment. Large amounts of electronic data present an enormous challenge and opportunity to identify trends, correlations, levels of compliance, activity, risks, possible fraud, errors, and otherwise hidden causes and effects in financial, performance and operational activity.

This seminar will demonstrate the application of software and a case study to demonstrate the power of available tools to extract, sort and identify specific information from databases and the cloud. This seminar will also explore approaches to using data to identify risks and outliers, monitor activity and display and chart results for reporting and presentation, as well as current industry data trends and threats.

Objectives:

- Explain the importance of data analytics in auditing
- Identify patterns and outliers quickly to make decisions on what to analyze
- Describe the difference between structured and unstructured data
- Use the Data Analysis Maturity Model and identify your organization’s maturity
- Practice on multiple case studies analyzing with an audit-specific data analysis tool
- List common data analysis tools that can be used in auditing
- Explain various trends in data analysis, data architecture, and data governance and their implications on auditing

Target Audience: Managers, Leaders, Auditors, Analysts, Evaluators and Investigators

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<tr>
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<th>Cost</th>
<th>Credits</th>
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<td>1</td>
<td>Dec 1</td>
<td>$450</td>
<td>.6CEUs/8CPEs</td>
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</table>
Developing and Presenting Audit Findings

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

Objectives:

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

Target Audience: New auditors, who prepare a performance, contract and grant audit. It will also benefit experienced auditors who want to enhance their developing and presenting audit findings skills

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<thead>
<tr>
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<th>Days of Training</th>
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<td>1.2CEUs/16CPEs</td>
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</table>
Effective Audit Resolution, Follow-Up and Implementation

Audit resolution, follow-up, implementation, and reporting is a responsibility shared by the audit organization, the auditee organization follow-up coordinator and action officials. This responsibility is described in a variety of laws and OMB Circulars to provide a basis for accountability of the audited entities in responding to audit recommendations, reaching resolution and implementing the agreed corrective actions to reduce the risk of loss, improve operational performance and financial integrity in all levels of government.

This course will explore the statutes, guidance and standards for audit recommendations, resolution, follow-up progress, monitoring and reporting. It will also define the roles and responsibilities of the audit organization and those designated to perform follow-up, implementation and reporting and budget submission functions.

Objectives:

• Understand the importance and requirements of audit resolution and follow-up
• Describe the authority, roles and responsibilities of managers and auditors involved with audit resolution, follow-up, monitoring and reporting
• Develop timely, meaningful and actionable recommendations that can be agreeably resolved for appropriate action
• Address disputed recommendations and reach an equitable resolution
• Develop processes for achieving resolution, monitoring and reporting on the status of corrective action
• Verify, measure and score the value of audit results

Target Audience: Auditors, analysts and managers responsible for reporting, resolving, following up, monitoring, tracking and reporting on the progress and status of resolution and implementation of audit recommendations. Also, members of the organization responsible for representing the organization in the resolution process, including disputes, coordination of corrective actions and annual progress reporting and budget submission on open, closed and unimplemented audits.

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<th>Credits</th>
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<td>1.2CEUs/16CPEs</td>
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</table>
Emotional Intelligence for Auditors

Managing positive and productive relationships during the course of audit work, directing, coaching or working with members of the audit team, dealing with auditees, organizational management and external stakeholders can be emotionally challenging and often confrontational. We often have to deal with difficult people in difficult situations— and they have to deal with us! This executive seminar will examine the emotionally intelligent competencies and communication skills necessary to maintain control, and better connect with people in defusing angst and in building positive, cooperative relationships for constructive problem solving and inspired action. We will explore differences in personality types which cause misunderstandings, how to manage your own hot buttons, and how to manage difficult personality types or potentially contentious situations for positive outcomes.

Objectives:

• Examine and work toward achieving these key characteristics of emotional intelligence for personal effectiveness in auditing and leading change – Self-awareness, Self-control, Attitude and Motivation, Empathy, Social competence

• Maintain control, power and influence by managing challenging personalities and situations

• Build strong working and personal relationships through mutual trust and confidence to overcome the natural resistance to change and maximize the personal leadership for buy-in and action

Target Audience: Managers, leaders, auditors, analysts, evaluators and investigators

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<thead>
<tr>
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<th>Cost</th>
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<td>A9508</td>
<td>1</td>
<td>Nov 13</td>
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<td>.6CEUs/8CPEs</td>
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</table>
ENERGY MANAGEMENT PROFESSIONALS

Building Operator Certification Level 1 (BOC-1)

BOC-1 is the foundational energy efficiency course for building operators working in City facilities. It is designed to help building operators identify opportunities to make their facilities more energy efficient so they can contribute to meeting City energy and emissions reductions goals. BOC-1 provides an overview of building systems and equipment, including electrical systems, mechanical systems, lighting technologies, and building controls. It also introduces students to energy data management and analysis and operational improvements that can improve energy efficiency and occupant comfort. BOC-1 consists of 12 sessions taught by subject matter experts over a four-month (18 weeks) period, complemented by 14 self-paced online modules. To successfully complete the course, students must attend all live online and in person sessions and complete all online modules; take and pass four module-specific exams; and submit four practical project assignments focused on applying concepts learned in class to the facilities where they work. Students who do so can pursue the BOC-1 certification from the Northwest Energy Efficiency Council (NEEC). CUNY SPS and NEEC work together to assist City staff in completing their paperwork for the credential and taking the certification exam.

BOC-1 is open to building operators, facilities management staff, and other energy management staff working in City buildings. The course is especially well-suited to the following:

• Building operators who may have limited formal building systems training, but have substantial on-the-job experience with building systems.

• Energy management staff who have received some energy efficiency training and are seeking to deepen their understanding of building system and equipment concepts. Energy management staff are encouraged to take the Fundamentals course before enrolling in BOC-1.

• In most cases, the Fundamentals course is a pre-requisite for non-building operators who seek to complete BOC-1.

Course Overview:
Term: Fall 2023
Days: Thursdays
Date: Nov 9, 16, 30; Dec 7, 14, 21; Jan 4, 11, 25; Feb 8, 22; Mar 7
Hours: 9:00am-4:00pm
Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
**Fundamentals of Building Systems**

Fundamentals is designed to provide foundational energy management knowledge for City staff. It provides an overview of critical building systems and equipment, including their relationship to energy consumption; explains electrical and mechanical engineering concepts pertinent to building operations; and introduces best practices for energy efficiency in City buildings. The course prepares students without a technical background to succeed in BOC-1. Fundamentals is designed for City energy management staff who are not building operators and do not have a technical background. Students enrolled in this course should not have primary job responsibility for managing building operations at their facility and/or extensive working knowledge of building systems and equipment. In most cases, Fundamentals is a pre-requisite for non-building operators who seek to complete BOC-1.

**Course Overview:**
- **Term:** Fall 2023
- **Date:** Self-paced
- **Hours:** N/A
- **Location:** Online via the Energy Management Institute’s Learning Management System

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**Retrofit Now! Reducing Carbon and Complying with LL97**

Retrofit Now! Reducing Carbon and Complying with LL97 gives architects and other designers the insight they need to design for deep energy retrofits that help buildings meet NYC’s new building code, avoid fines, and improve building letter grades. Agencies will find the course valuable in discussing options with their planning and design teams as they do their long-term capital planning. This course is offered and delivered by CUNY Building Performance Lab (BPL). The Retrofit Now! course consists of four half-day sessions for a total of fourteen (14) hours, delivered in four days of virtual instructional sessions. To successfully complete the course, students must attend all classes.

Retrofit Now! is open to building operators, facilities management staff, and other relevant energy management staff in City buildings.

**Course Overview:**
- **Term:** Fall 2023
- **Date:** Wednesday & Thursday
- **Training Date:** Sep 6, 7, 13, 14
- **Hours:** 9:00am-12:30pm
- **Location:** Online via Zoom
PROCUREMENT PROFESSIONALS

Conflicts of Interest Board Course

Conflicts of Interest Seminar for Procurement Professionals

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

Objectives:

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

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

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

Mayor’s Office of Contract Services Courses
(Live Webinar)

Best Value Bids and Proposals

This webinar will introduce Best Value Bids and Proposals and how they differ from traditional Competitive Sealed Bids and Competitive Sealed Proposals. Topics will include how to utilize Best Value in Bids and Proposals, the evaluation criteria, the PASSPort process, and incorporating M/WBE goals. Case studies will enhance the knowledge of procurement staff.

Objectives:
• What is a Best Value Bid and Proposal?
• What are the exemptions?
• What are the elements of the Invitation for Bid and Request for Proposal value criteria?
• How is a Best Value Bid and Proposal evaluated?

Target Audience: This course is part of the Procurement Training Institute curriculum for all Mayoral and agency staff with procurement-related responsibilities in New York City

Deadline for registration: Tuesday October 24th, 2023, by 12:00 PM EST

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<td>P6210M</td>
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Environmentally Preferable Purchasing

This webinar will introduce participants to the City’s Environmentally Preferable Purchasing (EPP) rules and requirements. Topics will include what goods and construction-related products are subject to EPP, how to answer the EPP questions in PASSPort, and how to claim an exemption or waiver, as well as a review of the underlying law and requirements concerning EPP and related environmental regulations impacting City Procurement. A PASSPort walkthrough and case studies will be used to enhance the learners’ knowledge of the subject matter.

Objectives:

- Define EPP and review relevant environmental rules and regulations
- Outline elements of EPP criteria—e.g., Minimum Standards for Goods and Minimum Standards for Construction
- Review how to evaluate if a good or construction product is subject to EPP or other environmental regulations and check for an applicable exemption or waiver, if necessary

Target Audience: This course is part of the Procurement Training Institute curriculum for all Mayoral and agency staff with procurement-related responsibilities in New York City.

Deadline for registration: Wednesday, October 11, 2023, by 12:00 PM EST

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<td>.15 CEUs</td>
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Local Law 34  
(NYC Campaign Finance Law and Procurement)

This webinar will provide an introduction and overview of Local Law 34, New York City’s campaign finance law, which limits campaign donations to candidates for elected office from persons doing business with New York City government. We will discuss this law, the Doing Business Database mandated by this law, and how the data collected is used to identify the persons doing business with the City who make campaign donations. This course will review how PASSPort is used to collect this information, as well as the use and collection of Doing Business Data Forms for contracts and transactions that are not sourced in PASSPort.

The training will review the Local Law 34 Certification requirement as part of the PASSPort RFX process for competitive procurements. It will also discuss how the Certification is required again in the contract award process (PSR).

We will also cover the use of Doing Business Data Forms when soliciting responses and awarding contracts via the Small Purchase Method.

Objectives:

- Short summary of New York City campaign finance law in relation to City contracts
- Review of what constitutes business with the City under Local Law 34 and who is doing business
- Introduction to the Doing Business Database
- Obtaining Local Law 34 Certification from entities proposing on and/or awarded contracts
- PASSPort RFX (proposals via competitive award methods such as RFP)
- PASSPort RFA (awarded contracts)
- Doing Business Data Forms (small purchase method – all responders)

Target Audience: This course is part of the Procurement Training Institute curriculum for all Mayoral and agency staff with procurement-related responsibilities in New York City.

Deadline for registration: Wednesday December 13th, 2023, by 12:00 PM EST

<table>
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<th>Dates</th>
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DCAS L&D Fall 2023 Course Catalog
Small Business Services M/WBE Courses (Live Webinars)

101: M/WBE Program Overview

This course will provide an overview of the City M/WBE Program, including laws and eligible procurements.

Objectives:
- Understand the M/WBE Program

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

<table>
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</table>
102: Identifying M/WBEs, incl Using the Online Directory

This course will review methods for identifying M/WBE with focus on how to find M/WBE by using the NYC Online Directory.

Objectives:

- Identify M/WBE for procurements

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

<table>
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201: Incorporating the M/WBEs into the Procurement Process

This course will provide an overview of the City’s M/WBE Program and how to incorporate M/WBEs into the procurement process.

Objectives:

- Understand M/WBE Program and where it fits in the Procurement Process.

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

<table>
<thead>
<tr>
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202: Best Practices for M/WBE Goal Setting

This course will provide an overview of the City’s M/WBE Program, guidance for navigating the Online Directory of Certified Businesses, information on the City’s certification programs, agency and vendor resources, and best practices for M/WBEs goal setting and identifying opportunities for M/WBEs.

Objectives:

- Understand the City’s M/WBE Program requirements and how to increase an agency’s M/WBE utilization
- Recognize how to fill out the goal setting worksheet (GSW)

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

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203: M/WBE Program Resources

This course will provide an overview of NYC’s available resources to assist M/WBE in winning city contracts.

Objectives:

- Understand resources that can help M/WBE win city contracts.

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

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204: Best Practices for M/WBE Networking and Outreach

This course will review methods and strategies for improved outreach.

Objectives:

- Understand best practices for outreach and networking.

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

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NON-DCAS OPPORTUNITIES

CCHR Overview of the City Human Rights Law

This workshop educates city employees on the legal protections and obligations under the NYC Human Rights Law (City Human Rights Law). It provides city agencies and employees with the skills and resources necessary to recognize and report discrimination, harassment, and bias. The workshop covers protections under the City Human Rights Law in employment, housing, and public accommodations, as well as discriminatory harassment, and bias-based profiling by law enforcement.

It reviews protection categories under the City Human Rights Law, such as race, gender, religion, disability, and many others. It also provides city employees with resources available at the Commission to better serve and assist clients and members of the public who seek services. A detailed description of how to file a complaint is covered, as well as information about retaliation as a violation of the City Human Rights Law, and penalties and remedies under the law.

Objectives:

- Acquire a general understanding of protections against discrimination afforded under the City Human Rights Law
- Recognize the NYC Commission on Human Rights as a venue to file a discrimination case
- Better assist clients and members of the public
- Identify and be aware of discrimination, harassment, bias, and retaliation when they occur in the context of protections afforded under the City Human Rights law
- Be better equipped to navigate the Commission’s Complaint process and better guide members of the public as to this process, and how to report discrimination

Target Audience: Staff at all levels

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The following courses should be completed during the same time period:

Conflicts of Interest (eCourse)

DCAS Citywide Learning & Development has partnered with the Conflicts of Interest Board (COIB) to provide this mandatory Conflicts of Interest eTraining to all City employees. All city employees are mandated to receive training in Chapter 68 of the NYC City Charter (the City’s conflict of interest law.) Successful completion of this eCourse fulfills that mandate. This course covers:

- Information about the Conflicts of Interest Board, the agency that administers and enforces the Conflicts of Interest Law
- The big picture principles at work in the Conflicts of Interest Law
- The basic restrictions set forth in the Conflicts of Interest Law

**Target Audience:** Staff at all levels

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<tr>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
<td>All City employees are required to take the training</td>
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Corruption Prevention Awareness (eCourse)

DCAS Citywide Learning & Development has partnered with the Department of Investigation (DOI) to provide this mandatory Corruption Prevention Awareness eTraining to all City employees. This training is required for all City employees, as per Chapter 34 of the NYC City Charter and Executive Order 16 (signed in 1978), who have a responsibility in helping to fight corruption, fraud, waste, and wrongdoing. Successful completion of this eCourse fulfills that mandate.

**Target Audience:** Staff at all levels

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<td>N/C</td>
<td>All City employees are required to take the training</td>
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Online Records Management (eCourse)

The Department of Records & Information Services (DORIS) “Online Records Management Training” is an introduction to records management that covers basic information and key definitions you will need to understand records management. City employees are expected to complete this training to learn about best practices for records management and how to work with records throughout their life cycle.

Objectives:

- Why records management is important
- What is and is not considered a record
- What is involved in records management
- How to work with records throughout its life cycle
- Records management “Best Practices”
- How to name digital files
- Where to go with questions

Target Audience: Staff at all levels

<table>
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<tr>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: (<a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a>) to request access to the training.</td>
<td>N/C</td>
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Personal Development Portfolio
Personal Development Portfolio

Programs in this portfolio provide a full spectrum of options to enhance personal/professional development, including: creative thinking, written and oral communication, analysis and decision-making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

- Attitude is Everything ................................................................. 99
- Avoiding Burnout: Managing Stress ........................................ 100
- Business Grammar ...................................................................... 101
- Citywide Standardized Customer Service ................................. 102
- Creating and Delivering Powerful Presentations ....................... 103
- Developing Dynamic Listening Skills ........................................ 104
- Enhancing Emotional Intelligence to Increase Professional Success ................................................................. 105
- Enhancing Work for Optimal Engagement ................................. 106
- Expanding Your Learning, Decision-Making and Communication Potential ................................................................. 107
- Managing Chaos Workshop: Setting Priorities and Making Decisions Under Pressure ........................................... 108
- Negotiation Skills ........................................................................ 109
- Process Mapping for Process Improvement ............................... 110
Quick and Easy Brain Hacks for Reducing Emotional Stress......111
Revising, Editing, and Proofreading..............................................112
The Motivation Workshop: Bringing Work to Life......................113
Writing Effective and Efficient Email........................................114
Writing in Plain Language and Clinic-------------------------------115
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. This course provides individuals with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Participants will explore various methods for responding to different attitudes positively and productively.

Objectives:

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

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

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Avoiding Burnout: Managing Stress

In the last several years, everyone’s resilience has been tested. Coping with the ever changing landscape of work and having to juggle life challenges has left many people with a sense of being tired and exhausted. Participants will evaluate their ability to cope effectively during unprecedently stressful times and understand the impact of burnout on a workplace.

Objectives:

• To explore specific challenges, feelings and changes in behavior due to stress
• To understand the factors that contribute to burnout
• To recognize the signs and symptoms of stress and potential for burnout
• To discuss how to rely on one’s strengths and resilience to navigate through the uncertainty
• To apply practical coping strategies to avoid burnout while focusing on one’s wellbeing and mental health

Target Audience: Staff at all levels

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Business Grammar

Your writing says a lot about you. Weak writing can be a sign that you lack professionalism and credibility. Strong writing conveys that you are skilled and trustworthy. This practical 1-day course comes packed with in-class exercises and offers immediate feedback to help you quickly develop this crucial skill. Learn a simple process for crafting a clear and concise message and get hands-on practice writing for the results you want—in the correct tone—and with complete clarity and precision. You’ll also review correct grammar, punctuation and spelling, and learn to avoid common problems in business communications.

Objectives:

• Write Grammatically Correct Business Documents
• Produce Clear and Concise Sentences
• Edit for Agreement Between Parts of Speech Within a Sentence
• Employ Simple, Memorable Tips for Proper Grammar, Usage, and Punctuation
• Proofread Business Documents for Grammatical Correctness
• Apply Rule of Standard English to Critique Your Own Writing
• Select the Appropriate Grammar to Suit the Business Situation
• Identify Excellent Print and Electronic Grammar Resources

Target Audience: All Professionals who want to learn and practice a fast and proven approach to essential and effective business writing

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</table>
Citywide Standardized Customer Service

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

Objectives:

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

Target Audience: Staff at all levels

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Creating and Delivering Powerful Presentations

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

Objectives:

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

Target Audience: Managers, Supervisors, and Professionals who make presentations

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Developing Dynamic Listening Skills

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

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

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

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Enhancing Emotional Intelligence to Increase Professional Success

Emotional Intelligence (EQ) is so critical to your success at work that it accounts for 58% of your performance, regardless of your career or the position you hold. Enhancing your emotional intelligence will help increase both your professional and personal success.

In this course, we’ll do a deep dive into emotional intelligence including its 4 core skills: self-awareness, self-management, social awareness and relationship management. We’ll cover topics such as managing your emotions (including managing anger), being more adaptable and improving optimism. In addition, we’ll discuss strategies and tips to improve all 4 core skills such as increasing empathy and communicating more effectively, to name a few. We’ll use case studies as well for deeper learning. You’ll also have the opportunity to participate in an exercise to assess your own Emotional Intelligence.

Objectives:

• Identify and analyze your own Emotional Intelligence and gain better insight and control over your actions and emotions
• Gain tools to improve your professional relationships and increase success
• Be armed with strategies to enhance the 4 core skills of Emotional Intelligence

Target Audience: Staff at all levels

<table>
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Enhancing Work for Optimal Engagement

We spend the majority of our lives at work, completing tasks and interacting with colleagues. This workshop will present the evidence that drives motivation at work and will provide a focus on how to make your day gratifying and increase your level of effectiveness, as well as increase positive connections with colleagues. We will explore the importance of the work itself and the impact it has on your life via taking a deeper look at your personal characteristics. Participants will apply knowledge of themselves to map a career plan that aligns with who they are and what they want for optimal engagement.

Objectives:

- To gain greater insight into work motivation, engagement, and what it takes to perform at your best
- To improve your understanding of what generates satisfaction (and dissatisfaction) at work, and discuss what you can do about it
- To enhance appreciation for the performance, as well as emotional and mental health benefits of being fully engaged in work

Target Audience: Staff at all levels

<table>
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Expanding Your Learning, Decision-Making and Communication Potential

Each of us has a most comfortable style of learning, of making decisions and of communicating with others. These vary widely from individual to individual. Our different styles can create significant hurdles in the work between colleagues, between managers and supervisees, and between staff and clients served. We’ll address the different styles in all three areas, and what we need to understand and pay attention to, so we can interact most effectively with others.

Objectives:

- Gain an understanding of various learning, decision-making and communication styles
- Gain awareness of your own predominant style(s) and the styles of others
- Understand the 3 dimensions of thinking and how these dimensions influence your decision-making and that of others
- Become conscious of how you communicate based on your predominant style(s)
- Explore how to be more effective in communicating information or decisions

Target Audience: Staff at all levels

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Managing Chaos Workshop: Setting Priorities and Making Decisions Under Pressure

In this workshop you’ll discover how you can harness the energy of a dynamic, though often chaotic, work environment and avoid feeling overwhelmed when things start to spin out of control. You’ll learn a variety of tools that will help you re-think the way you approach chaos and enable you to leverage resources to help you tackle challenging situations as they arise. Gain hands-on experience applying tools for setting priorities and adjusting to shifting demands with greater clarity. Practice techniques for analyzing and resolving problems and learn to strategically communicate your solutions. You’ll leave confident and ready to apply the most appropriate techniques to clarify, alleviate and eliminate chaos within your control.

Objectives:

• Reduce, Clarify, and Eliminate Chaos Within One’s Control
• Identify, Analyze, and Prioritize Workday Tasks
• Use a Daily Action Plan to Allocate Time and Energy
• Stay Focused and Act More Decisively When Priorities Shift
• Become More Assertive and Strategic When Communicating
• Manage Interruptions and Conflicts with Greater Ease
• Use the Right Tools to Balance and Manage Tough Choices

Target Audience: Anyone facing expanding workloads, shifting priorities, complex organizational dynamics, organizational restructuring and increased uncertainty

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Negotiation Skills

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

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

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

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Process Mapping for Process Improvement

Everyone in any job has processes to follow in order to do their job. This session will help anyone who wants to improve those processes so that their jobs are accomplished better, faster or easier. Process Mapping is the foundational tool of all Process Improvement programs, including both Lean and Six Sigma. It is also a fundamental tool of ISO 9000 certification, the international quality management standard for organizations. This session describes the different types of process maps, when to use each, and how to use them to identify improvement opportunities in work processes. This course is also a good intro to our white belt Six Sigma class.

Objectives:

- Learn how process mapping leads to business process improvement
- Discover how to identify business opportunities in your organization
- Choose the appropriate type of map
- Learn Do’s and Don’ts of effective mapping
- Learn how to use your new skills to get immediate results

Target Audience: Anyone involved with any work process that could use improving

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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</table>
Quick and Easy Brain Hacks for Reducing Emotional Stress

Emotional stress is everywhere these days. Fears about health and safety... worries about loved ones... conflicts with family members or even team members! These problems are a distraction from productivity. Advice such as “put it out of your mind” or “focus on work" don’t really create the desired results.

There is a new, simple self-help method that can be mastered in one day and then easily used in 15 minutes to reduce your emotional stress level and clarify your thinking. You can practice it yourself in complete privacy.

In this one-day program, you will learn about surprising brain patterns, and you will master practical exercises that will empower you to reduce your stress in minutes while restoring your clarity of thinking. You will experience immediate improvements in your ability to stay calm, regain focus and continue with your work projects.

You will evaluate your levels of calm and distress at the program’s beginning and end to measure your improvements. You will also do “before” and “after” assessments with each activity so that you can measure your improvements throughout the day.

Objectives:

• Understand what emotions really are
• Learn what the most cutting-edge neuroscience says about how the brain works
• Identify specific functions related to emotional reactions
• Understand the single underlying reason behind all distress
• Understand the role of your emotions in all of your activities
• Master targeted activities that bring your emotions into balance, synchronize the brain hemispheres, and coordinate all three parts of the brain
• Create a detailed implementation plan to use daily to manage your emotions, eliminate stress and make better decisions

Target Audience: Individuals at any level, who want to strengthen the perception of themselves in the workplace and acquire strategies to influence others around them

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>$250</td>
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</table>
Revising, Editing, and Proofreading

This interactive program relies on team exercises designed to build revising, editing, and proofreading skills. Participants will have numerous opportunities to sharpen the organization, sentence structure, grammar, word usage, punctuation, mechanics, and visual appeal of their own and practice documents.

Objectives:

- Employ the Protect Your REP formula when reviewing documents.
- Review strategies for proper placement of content.
- Layout 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 abbreviation.
- Polish documents by searching for what everyone else missed.
- Receive individual, confidential feedback of revising, editing, and proofreading skills - summarizing strengths and challenges.

Requirements: Registered participants should bring a work document for professional feedback. Confidentiality guaranteed

Target Audience: Administrative and technical staff responsible for creating or rewriting documents that demand perfection

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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</table>
The Motivation Workshop: Bringing Work to Life

Motivation can improve our lives, and increasing motivation allows us to improve our way of thinking, feeling, and behaving. However, what if you haven’t felt motivated lately, especially at work? With the ambiguity and uncertainty emanating from the coronavirus pandemic and current political and economic challenges, do you need to feel more engaged and connected to a purpose in your work life?

Within this safe, supportive, and interactive environment, you’ll explore the dimensions of intrinsic and extrinsic motivation, assess your motivation levels and needs, and identify which forces drive action within you. Relating this knowledge to your work environment, you’ll dive into the root causes of your lack of motivation. You’ll evaluate the changes required to create an enjoyable work experience that supports your productivity and performance while addressing your motivational needs.

In this course, you’ll learn how to understand the components of long-term motivation and how to build a motivational mindset. You’ll leverage cutting-edge motivation strategies to crush false beliefs and negative concepts of self, overcome obstacles, stay motivationally energized, and spark similar energies in others.

Objectives:

- Leverage your knowledge to live a more meaningful, purposeful, and enjoyable life, especially at work.
- Visualize your daily tasks as part of your long-term goals and consider how your actions align with your life purpose.
- Build a motivational mindset and acquire the skills to destroy any thought distortions holding you back professionally.

Target Audience: Staff interested in staying engaged and connected to a purpose in their work life or who wants to explore what makes them tick and why when it comes to motivation.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</table>
Writing Effective and Efficient Email

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

Objectives:
- Define the purpose of your email message
- Distinguish among the necessary details to support your purpose without overloading your readers
- Develop techniques for checking the tone of your email
- Revise and edit email for completeness, clarity, and conciseness
- Manage your email system effectively: attaching, copying, filing, responding, and more

Requirements: Registered participants should bring email samples for professional feedback. Confidentiality guaranteed

Target Audience: Professional Staff who write frequent internal and external emails as part of their daily work routine

<table>
<thead>
<tr>
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<td>.6CEUs/8CPEs 6PDCs</td>
</tr>
</tbody>
</table>
Writing in Plain Language and Clinic

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

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

Objectives:

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

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

<table>
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The technology portfolio has a full compilation of software offerings, including Microsoft Office products, Adobe products, IT certifications, and others.

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Access for Office 365, Part 1 ............................................................................. 120
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<td>CompTIA Security+ Certification</td>
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<td></td>
<td>CISSP: Certified Information Security Systems Professional</td>
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<tr>
<td></td>
<td>Implementing and Administering Cisco Solutions (CCNA) v2.0</td>
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<td>ITIL V4 Foundation</td>
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<td>Microsoft Azure AI Fundamentals</td>
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<td>DP-900T00</td>
<td>Microsoft Azure Data Fundamentals</td>
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<td>Microsoft Azure Administrator</td>
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<td>AZ-204T00</td>
<td>Developing Solutions for Microsoft Azure Associate (Developer)</td>
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<tr>
<td>AZ-500T00</td>
<td>Microsoft Azure Security Technologies Associate (Security Engineer)</td>
<td>156</td>
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Microsoft Office Products – Access for Office 365

Access for Office 365, Part 1

In this introductory course, you will discover the capabilities of Microsoft Access, a relational database application that can help you and your organization manage your complex data.

Objectives:

- Get to know the layout of Access for Office 365
- Work with table data
- Query a database
- Create advanced queries
- Generate reports
- Customize the Access environment
- Design a relational database
- Join tables
- Organize a database for efficiency
- Share data across applications
- Explore advanced reporting

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

<table>
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</table>

Prerequisite: Basic knowledge of computer applications
Microsoft Office Products – Access for Office 365

Access for Office 365, Part 2

In this course, you will expand your knowledge of relational database design; promote quality input from others; improve database efficiency, promote data integrity, and implement advanced features in tables, queries, forms, and reports.

Objectives:

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

Target Audience: Database administrators or prospective database administrators who have experience working with Access for Office 365 and need to learn advanced skills

<table>
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</table>

Prerequisite: Access for Office 365, Part 1
Microsoft Office Products — Excel for Office 365

Excel for Office 365, Part 1

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

Objectives:

- Get to know the layout of Excel
- Perform calculations
- Change and format a worksheet
- Manage and print workbooks

Target Audience: Employees who wish to gain a foundational understanding of Excel necessary to create and work with an electronic spreadsheet

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products – Excel for Office 365

Excel for Office 365, Part 2

This course builds upon the knowledge presented in the Excel for Office 365, Part 1 course and helps participants down the road to create advanced workbooks and worksheets.

Objectives:

- Work with functions
- Work with lists
- Analyze data
- Visualize data with charts
- Examine data with Pivot Tables and Pivot Charts

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

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

Prerequisite: Excel for Office 365, Part 1
Microsoft Office Products – Excel for Office 365

Excel for Office 365, Part 3

This course builds off the foundational and intermediate knowledge presented in Excel for Office 365 Part 1 and 2. This interactive class will help you get the most out of your Excel experience. The ability to collaborate with colleagues, automate complex or repetitive tasks, and use conditional logic to construct and apply elaborate formulas and functions will put the full power of Excel right at your fingertips. The more you learn how to get Excel to do the hard work for you, the more you will be able to focus on getting the answers you need from the vast amounts of data your organization generates.

Objectives:

- Work with multiple worksheets and workbooks
- Perform calculations
- Share and protect workbooks
- Automate workbook functionality
- Use the Lookup function and formula auditing
- Forecast data
- Create Sparkline and map data

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Prerequisite: Excel for Office 365, Part 2
Microsoft Office Products – Excel for Office 365

Excel for Office 365, Data Analysis with Pivot Tables

Analyzing data and gaining insight are important. You have experience creating Pivot Tables, but Excel can do more. In this course, participants will learn how to organize data for meaningful presentations to others.

Objectives:

- Prepare data and create Pivot Tables
- Analyze data using Pivot Tables
- Working with Pivot Charts

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

<table>
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<th>Days of Training</th>
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</table>

Prerequisite: Participants should have experience working with Excel for Office 365 and Pivot Table
Microsoft Office Products — Outlook for Office 365

Outlook for Office 365, Part 1

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

Objectives:

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<th>Credits</th>
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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Outlook for Office 365

Outlook for Office 365, Part 2

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

Objectives:

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

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

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

Prerequisite: Outlook for Office 365, Part 1
Microsoft Office Products — PowerPoint for Office 365

PowerPoint for Office 365, Part 1

Participants will use PowerPoint to create engaging, dynamic multimedia presentations in this course.

Objectives:

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>Jan 17</td>
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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — PowerPoint for Office 365

PowerPoint for Office 365, Part 2

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

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

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

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

Prerequisite: PowerPoint for Office 365, Part 1
Microsoft Office Products — Project

Project, Part 1 (Live Webinar)

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

Objectives:
- Getting started with Microsoft Project
- Defining a project
- Adding Tasks
- Managing Tasks
- Managing Project Resources
- Finalizing a Project plan

Target Audience: Employees who are new to Project and will use this application to create a project plan and add tasks. They will learn to manage task relationships within a project.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Prerequisite: General computer proficiency and knowledge of Windows 10 and above to access programs, files, and folders.
Microsoft Office Products — Project

Project, Part 2 (Live Webinar)

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

Objectives:
- Updating a project plan
- Viewing project progress
- Reporting on project progress
- Reusing project plan information
- Working with multiple projects

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

<table>
<thead>
<tr>
<th>Course Code</th>
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Prerequisite: Project, Part 1
Microsoft Office Products — Visio

Visio, Part 1 (Live Webinar)

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

Objectives:

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
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Prerequisite: General computer proficiency and knowledge of Windows 10 and above to access programs, files, and folders
Microsoft Office Products — Visio

Visio, Part 2 (Live Webinar)

Participants will learn the advanced features of Visio Professional 2016 to create sophisticated graphics and illustrations that may be linked to an external data source and may be inserted into other Microsoft Office files.

Objectives:

• Enhance the look of a drawing
• Create shapes, stencils, and templates
• Connect drawings to external data
• Leverage development tools
• Share drawings

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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Prerequisite: Visio, Part 1
Microsoft Office Products — Word for Office 365

Word for Office 365, Part 1

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

Objectives:

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Word for Office 365

Word for Office 365, Part 2

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

Objectives:

- Create and modify complex documents
- Organize content using tables and charts
- Customize formats using styles and themes
- Insert content using Quick Parts
- Use templates to automate document formatting
- Control the flow of a document
- Simplify and manage long documents
- Create letters, envelopes, and labels by using mail merge

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

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Prerequisite: Word for Office 365, Part 1
Microsoft Office Products — Word for Office 365

Word for Office 365, Part 3

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

Objectives:

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

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

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Prerequisite: Word for Office 365, Part 2
Adobe Illustrator CC Products

Adobe Illustrator CC- Introduction (Live Webinar)

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

Objectives:

- Upon completing this course, you can use Adobe Illustrator CC to create illustrations that include graphics and text
- Get to know the layout of Adobe Illustrator CC
- Create documents containing basic shapes and customized paths
- Work on graphics containing customized text
- Customize objects and basic shapes
- Prepare documents for deployment

Target Audience: Designers, Publishers, Pre-press professionals, Marketing communication professionals, or Employees switching to a design job or taking on design responsibilities

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Prerequisite: Basic knowledge of computer applications
Adobe Illustrator CC Products

Adobe Illustrator CC - Advanced (Live Webinar)

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

Objectives:

- Upon completing this course, students can use Adobe Illustrator to create complex illustrations, format illustrations and type, and prepare documents for print and web.
- Draw complex illustrations
- Enhance artwork by using painting tools
- Customize colors and swatches
- Format type
- Enhance the appearance of the artwork
- Prepare content for deployment
- Set up project requirements

Target Audience: Designers, Publishers, Pre-press professionals, Marketing communication professionals, or Employees taking on design responsibilities who need to use Illustrator to create illustrations, logos, advertisements, or other graphic documents

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Prerequisite: Basic knowledge of computer applications
Adobe InDesign CC Products

Adobe InDesign CC- Introduction (Live Webinar)

In this course, participants who want to use the basic tools and features of InDesign to create professional page layouts and designs

Objectives:

- In this course, you will use Adobe InDesign CC to create and deliver professional-looking printed and interactive documents
- Navigate the InDesign Interface
- Design a document
- Create a new document
- Customize a document
- Work with page elements
- Build tables and prepare a document for delivery
- Prepare documents for deployments

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

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Prerequisite: Basic knowledge of computer applications
Adobe InDesign CC Products

Adobe InDesign CC- Advanced (Live Webinar)

In this course, participants who want to use the basic tools and features of InDesign for creating professional page layouts and designs.

Objectives:
- In this course, you will use Adobe InDesign CC to create and deliver professional-looking printed and interactive documents
- Prepare documents for multiple formats
- Manage advanced page layouts
- Manage styles
- Build complex paths
- Manage external files and create dynamic documents
- Manage long documents
- Publish InDesign files for other formats and customize print settings

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

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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Prerequisite: Basic knowledge of computer applications
Adobe Photoshop CC Products

Adobe Photoshop CC - Introduction (Live Webinar)

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

Objectives:

- This course will prepare you to use the most common basic features of Adobe Photoshop
- Get to know the layout of Adobe Photoshop CC
- Identify the components and capabilities of Photoshop
- Create basic images
- Manage selections and layers
- Adjust and refine images, and manage color
- Manage files in a production workflow

Target Audience: Employees switching to a photographer job or taking on the responsibilities of such, who want to use the robust features of Photoshop to enhance, modify, and organize the images and photo reproductions

<table>
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Prerequisite: Basic knowledge of computer applications
Adobe Photoshop CC Products

Adobe Photoshop CC - Advanced (Live Webinar)

This course targets participants who may be photographers or are interested in working toward obtaining Adobe Photoshop CC certification. They will focus on Photoshop’s numerous features that allow them to navigate the environment using Photoshop tools to work with photographic images.

Objectives:

- This course will prepare you to use the most common basic features of Adobe Photoshop
- Use brushes, gradients, and tool presets to create raster images
- Apply vector paths, shape drawing tools, and type special effects
- Apply advanced layer techniques with masks, filters, layers, and smart objects
- Apply actions and batch processing to automate tasks
- Edit video, using timelines, transitions, graphics, titles, and animation
- Set project requirements by identifying the purpose, audience, copyright rules, and project management tasks

Target Audience: Employees switching to a photographer job or taking on the responsibilities of such, who want to use the robust features of Photoshop to enhance, modify, and organize the images and photo reproductions

<table>
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Prerequisite: Basic knowledge of computer applications
IT Professional & Certification Courses

Crystal Reports Products – Crystal Reports 2016

Crystal Reports 2016, Part 1 (Live Webinar)

Organizations use reporting tools to access data sources and generate customized reports. Crystal Reports 2016 enhances report-building and report-processing techniques with various features that add value to a presentation. In this course, participants will create a basic report by connecting to a database and modifying the report’s presentation.

Objectives:

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

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

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Prerequisite: Basic knowledge of computer applications
IT Professional & Certification Courses

Crystal Reports Products – Crystal Reports 2016

Crystal Reports 2016, Part 2 (Live Webinar)

In this course, students will create complex reports and data sources using the tools in Crystal Reports 2016. Participants will create more complex reports, including sub-reports and crosstabs and increase their speed and efficiency using Crystal Reports.

Objectives:

• Explore the Crystal Reports interface
• Create and work with complex reports
• Use formulas in reports
• Enhance a report
• Put together sub-reports and crosstabs

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

<table>
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Prerequisite: Crystal Reports 2016, Part 1
IT Professional & Certification Courses

BUSINESS INTELLIGENCE AND DATA VISUALIZATION TOOLS

Power BI

PL-300T00: Microsoft Power BI Data Analyst (Live Webinar)

Power BI was built to connect to a wide range of data sources and allows users to quickly create visualizations of connected data to gain insights, show trends, and create reports. Power BI’s data connection capabilities and visualization features go far beyond those that can be found in spreadsheets, allowing users to create compelling and interactive worksheets, dashboards, and stories that bring data to life and turn data into thoughtful action.

This course is designed for data and business intelligence professionals who want to learn how to accurately perform data analysis using Power BI. It’s for anyone who develops reports that visualize data from the data platform technologies that exist both in the cloud and on-premises.

Target Audience: Data professionals and business intelligence professionals

<table>
<thead>
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</tbody>
</table>
IT Professional & Certification Courses

Tableau Desktop

Tableau Desktop Level 1: Introduction (Live Webinar)

Tableau has recently emerged as one of the most popular Business Intelligence solutions thanks to its powerful and interactive data visualization capabilities.

This course provides learners to take full advantage of Tableau 10’s features regardless of experience. Starting with the fundamentals, such as data preparation, the user will learn how to customize their own data visualizations and dashboards, which is essential for high-level visibility and effective data storytelling. This course will also cover how to use clustering and distribution models for trend analysis and forecasting to inform the analytics at hand.

**Target Audience:** Beginner Tableau user

<table>
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</tbody>
</table>
IT Professional & Certification Courses

Tableau Desktop Level 2: Intermediate

In this intermediate-level course, the user will learn to master Tableau by exploiting many new features introduced in Tableau 10.

This course provides learners with valuable methods utilizing advanced calculations to solve complex problems. These techniques include using different types of calculations, such as row-level, aggregate-level, and more. The user will be armed with an arsenal of advanced chart types and techniques to present information to various audiences using clear, efficient, and engaging dashboards.

Target Audience: Individuals with experience with the fundamental concepts of Tableau who want to take their skills to the next level or want to prepare themselves to be a Tableau power user

<table>
<thead>
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<th>Days of Training</th>
<th>Dates</th>
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</tr>
</tbody>
</table>
IT Professional & Certification Courses

Information Security Expertise

CompTIA Security+ Certification (Live Webinar)

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
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*The price of the exam is subject to change.

Certification and Exams: The Security+ certification candidates must pass one exam. Although not required, it is strongly recommended that candidates have their A+ Certification and Network+ certification or equivalent on-the-job experience.
**IT Professional & Certification Courses**

**Certified Information Security Systems Professional (CISSP)**

**CISSP: Certified Information Systems Security Professional**

**(Live Webinar)**

The CISSP has become the key certification for security professionals. Corporations are demanding experienced information security professionals with the certifications to prove it, to protect their information and assets.

(ISC)² CISSP is more than just the best way to refresh and review your knowledge base for the CISSP certification exam. It’s also the best way to maintain your access to the latest news regarding information system security issues, concerns, and countermeasures. The course also provides a foundation in network programmability, automation, and software-defined networking.

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

<table>
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IT Professional & Certification Courses

Cisco CCNA Certification

Implementing and Administering Cisco Solutions (CCNA) v2.0 (Live Webinar)

This course gives you a broad range of fundamental knowledge for all IT careers. You will learn how to install, operate, configure, and verify basic IPv4 and IPv6 networks through a combination of lectures, hands-on labs, and self-study. The course covers configuring network components such as switches, routers, and wireless LAN controllers, managing network devices, and identifying basic security threats. The course also provides a foundation in network programmability, automation, and software-defined networking.

Target Audience: This course is intended for Entry-level network engineers, Network Administrators, Network support technicians and Help desk technicians

<table>
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*The price of the exam is subject to change.

Certification and Exams: The Cisco CCNA requires a single exam.
IT Professional & Certification Courses

INFORMATION ANALYSIS / INFRASTRUCTURE EXPERTISE

ITIL V4 Foundation (Live Webinar)

The IT Infrastructure Library® (ITIL®) Foundation certification training course provides insight into the fundamentals of the globally adopted framework for IT Service Management. The ITIL V4 Foundation courses focus on basic concepts of the ITIL Service Lifecycle and how it influences IT Service Management across private and public organizations.

Learners are provided with real-world projects, assessments, and presentations to prepare competently for their ITIL V4 Foundation certification exam. The program explains the key concepts and principles of the ITIL Service Management model, providing comprehensive coverage of the knowledge required for this entry-level qualification.

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

<table>
<thead>
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IT Professional & Certification Courses

Project Management Expertise

PMI: Project Management Professional (PMP) (Live Webinar)

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

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

What you will receive:

- Expert-led lectures
- Real-life examples
- 35 PMI PDUs (Based on course delivery & assignment hours)
- Tips and tricks to conquer the exam
- Assistance with the PMI application process

To become a certified Project Management Professional, a student must have the following:

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

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

<table>
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<tr>
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IT Professional & Certification Courses

CLOUD MANAGEMENT EXPERTISE

AI-900T00: Microsoft Azure AI Fundamentals (Live Webinar)

This one-day course will provide foundational-level concepts related to artificial intelligence (AI), and the services in Microsoft Azure that can be used to create AI solutions. Through hands-on activities, students will learn how to use Azure services to create machine learning, computer vision, and natural language processing solutions. Data science and software engineering experience are not required, but cloud basics and client-server familiarity would be beneficial.

**Target Audience:** Administrators, Business Users, Developers

<table>
<thead>
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IT Professional & Certification Courses

CLOUD MANAGEMENT EXPERTISE

AZ-900T00: Microsoft Azure Fundamentals (Live Webinar)

This one-day course will provide foundational level knowledge on cloud services and how those services are provided with Microsoft Azure. It will also cover some core Azure services and solutions, and as well as key Azure pillar services concerning security, privacy, compliance, and trust.

**Target Audience:** Administrators, Business Users, Developers

<table>
<thead>
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<th>Days of Training</th>
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DP-900T00: Microsoft Azure Data Fundamentals (Live Webinar)

This one-day course will provide foundational knowledge of core data concepts and related Microsoft Azure data services. Core concepts include relational, non-relational, big data, and analytics that will build students’ foundational knowledge of Microsoft Azure cloud data services. This includes exploration of Azure storage for non-relational data and Azure Cosmos DB fundamentals.

**Target Audience:** Administrators, Business Users, Developers

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</table>
IT Professional & Certification Courses

CLOUD MANAGEMENT EXPERTISE

AI-102T00: Designing and Implementing an Azure AI Solution (AI Engineer) - (Live Webinar)

Build a customer support chat Bot that uses Artificial Intelligence (AI) from the Microsoft Azure platform including language understanding and pre-built AI functionality in the Azure Cognitive Services. This course teaches the concepts of Azure AI engineering by presenting and developing a scenario that creates a customer support Bot utilizing various tools and services in the Azure AI landscape like language understanding, QnA Maker, and various Azure Cognitive Services to implement language detection, text analytics, and computer vision.

Target Audience: IT Professionals

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>I7022</td>
<td>4</td>
<td>Oct 10-13, Dec 5-8, Jan 8-11</td>
<td>$1584</td>
<td>2.4CEUs</td>
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AZ-104T00: Microsoft Azure Administrator - (Live Webinar)

Microsoft Azure Administrator course teaches IT Professionals how to manage their Azure subscriptions, secure identifies, administer the infrastructure, configure virtual networking, connect Azure and on-premises sites, manage network traffic, implement storage solutions, create and scale virtual machines, implement web apps and containers, back-up and share data, and monitor your solution.

Target Audience: IT Professionals

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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<tr>
<td>I7008</td>
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IT Professional & Certification Courses

CLOUD MANAGEMENT EXPERTISE

AZ-204T00: Developing Solutions for Microsoft Azure Associate (Developer) - (Live Webinar)

This course teaches developers how to create end-to-end solutions in Microsoft Azure. Students will learn how to implement Azure compute solutions, create Azure Functions, implement and manage web apps, develop solutions utilizing Azure storage, implement authentication and authorization, and secure their solutions by using KeyVault and Managed Identifies. Students will also learn how to connect to and consume Azure services and third-party services and include event- and message-based models in their solutions. The course also covers monitoring, troubleshooting, and optimizing Azure solutions.

Target Audience: IT Professionals

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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</thead>
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<tr>
<td>I7009</td>
<td>5</td>
<td>Oct 16-20, Dec 4-8, Jan 8-12</td>
<td>$1980</td>
<td>3.0CEUs</td>
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AZ-500T00: Microsoft Azure Security Technologies Associate (Security Engineer) - (Live Webinar)

This course provides students with the key knowledge to help prepare for Exam AZ-500: Microsoft Azure Security Technologies. Passing this exam is required to earn Microsoft Certified Azure Security Engineer Associate certification. In this course, students will gain the knowledge and skills needed to implement security controls, maintain the security posture, and identify and remediate vulnerabilities by using a variety of security tools. The course covers scripting and automation, virtualization, and cloud N-tier architecture.

Target Audience: IT Professionals

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>Credits</th>
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</thead>
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<tr>
<td>I7013</td>
<td>4</td>
<td>Oct 16-19, Nov 27-30, Dec 11-14, Jan 8-11</td>
<td>$1584</td>
<td>2.4CEUs</td>
</tr>
</tbody>
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Fall 2023 DCAS Citywide Training Center Schedule

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

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

### Executive Development Portfolio

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptive Leadership</td>
<td>C1237</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Jan 31</td>
<td>$435</td>
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<tr>
<td>Chaos Containment: Executing Plans Despite Chaos and Disruption</td>
<td>C8053</td>
<td>1.2CEUs/16CPEs</td>
<td>12PDCs</td>
<td>2 Jan 22-23</td>
<td>$500</td>
</tr>
<tr>
<td>Creating and Leading Successful Teams</td>
<td>C8178</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Dec 8</td>
<td>$250</td>
</tr>
<tr>
<td>Creating Interactive Dashboards</td>
<td>C8187</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Dec 12</td>
<td>$250</td>
</tr>
<tr>
<td>Data Analytics for Managers</td>
<td>C4311</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Dec 13</td>
<td>$250</td>
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<tr>
<td>Delegation – It’s Time to Let Go</td>
<td>C9658</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Nov 17</td>
<td>$250</td>
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<tr>
<td>Disrupted World Leadership</td>
<td>C8189</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Oct 13</td>
<td>$250</td>
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<tr>
<td>Emotional Intelligence: The Key to Effective Leadership</td>
<td>C9207</td>
<td>1.2CEUs/16CPEs</td>
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<tr>
<td>Engagement in a Hybrid Work Team</td>
<td>C8186</td>
<td>.3CEUs/4CPEs</td>
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<td>$150</td>
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<tr>
<td>Essential Skills for Leaders</td>
<td>C8062</td>
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<tr>
<td>Essentials of Project Management for the Non-Project Manager</td>
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<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Nov 2</td>
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See Course Catalog, page 5 for details and/or call Executive Development Programs at 212-386-0004.

### Management & Supervision Portfolio

<table>
<thead>
<tr>
<th>Course Title</th>
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<tbody>
<tr>
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<td>12PDCs</td>
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</tr>
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<td>C8178</td>
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<td>6PDCs</td>
<td>1 Dec 8</td>
<td>$250</td>
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<td>6PDCs</td>
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<td>$250</td>
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<td>Data Analytics for Managers</td>
<td>C4311</td>
<td>.6CEUs/8CPEs</td>
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<tr>
<td>Delegation – It’s Time to Let Go</td>
<td>C9658</td>
<td>.6CEUs/8CPEs</td>
<td>6PDCs</td>
<td>1 Nov 17</td>
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<tr>
<td>Disrupted World Leadership</td>
<td>C8189</td>
<td>.6CEUs/8CPEs</td>
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<td>1 Oct 13</td>
<td>$250</td>
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<td>C9207</td>
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<td>12PDCs</td>
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<td>$500</td>
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<tr>
<td>Engagement in a Hybrid Work Team</td>
<td>C8186</td>
<td>.3CEUs/4CPEs</td>
<td>3PDCs</td>
<td>½ Nov 17</td>
<td>$150</td>
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<tr>
<td>Essential Skills for Leaders</td>
<td>C8062</td>
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<tr>
<td>Essentials of Project Management for the Non-Project Manager</td>
<td>C8182</td>
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<tr>
<td>Course Title</td>
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<td>Days</td>
<td>Dates</td>
<td>Cost</td>
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<td>Excel for Data Analysis II</td>
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<td>Fundamentals of Supervision</td>
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<td>GIS for Data Analysis I</td>
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<td>Intentional Leadership</td>
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<td>Leading Team Innovation</td>
<td>C8188</td>
<td>.6CEUs/8CPEs 6PDCs</td>
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<td>Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)</td>
<td>C7784</td>
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<td>Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)</td>
<td>C7785</td>
<td>2.4CEUs/32CPEs 24PDCs</td>
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<td>Managing for Excellence</td>
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<td>Modern Day Leader, Developing the Leader in You</td>
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<td>Organizational Design for Leaders</td>
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<td>1.2CEUs/16CPEs 12PDCs</td>
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<td>Performance Evaluation Clinic</td>
<td>C9036</td>
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<td>Prioritizing Workplace Change Successfully</td>
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<td>Psychological Dimensions of Leading and Supervision</td>
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<td>R for Data Analysis I</td>
<td>C8413</td>
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<tr>
<td>Storytelling for Leaders: Telling Stories for Results</td>
<td>C8082</td>
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<td>Strategic Delegation: Leading a Team to Success</td>
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<td>Supervising Challenging Employees</td>
<td>C9038</td>
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<tr>
<td>The Science of Success: Motivation, Judgement, Teamwork</td>
<td>C7977</td>
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## No Cost Learning Portfolio

<table>
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<tr>
<th>Course Title</th>
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<th>Days</th>
<th>Dates</th>
<th>Cost</th>
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<tbody>
<tr>
<td>CCHR Overview of the City Human Rights Law</td>
<td>C8164</td>
<td>.2CEUs/2.4CPEs, 2PDCs</td>
<td>2 hrs</td>
<td>Oct 25 (10:00am-12:00pm); Jan 18 (10:00am-12:00pm)</td>
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</tr>
<tr>
<td>Disability Awareness and Etiquette (Live Webinar)</td>
<td>C8022W</td>
<td>.15CEUs/2CPEs, 1.5PDCs</td>
<td>1 ½ hr</td>
<td>Oct 24 (10:30am-12:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Disability Awareness &amp; Etiquette</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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</tr>
<tr>
<td>Online Records Management</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
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## Mandated Training

<table>
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<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everybody Matters: EEO &amp; Diversity &amp; Inclusion for NYC Employees</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LGBTQ: The Power of Inclusion</td>
<td>C7787W/C7787</td>
<td>.3CEUs/4CPEs, 3PDCs</td>
<td>½</td>
<td>Live Webinar: Jan 10; In-Person: Oct 4; Dec 5 (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>LGBTQ: The Power of Inclusion</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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<tr>
<td>Sexual Harassment Prevention</td>
<td>C7965W</td>
<td>N/A</td>
<td>2 hrs</td>
<td>Daily Based on Demand</td>
<td>N/C</td>
</tr>
<tr>
<td>Sexual Harassment Prevention</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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</tr>
<tr>
<td>Conflicts of Interest</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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</tr>
<tr>
<td>Corruption Prevention Awareness</td>
<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:ccompliance@dcas.nyc.gov">ccompliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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<tr>
<td>Course Title</td>
<td>Code</td>
<td>Credits</td>
<td>Days</td>
<td>Dates</td>
<td>Cost</td>
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<td><strong>Cultural Awareness and Inclusivity</strong></td>
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<tr>
<td>Building an Inclusive Culture: Understanding Unconscious Bias</td>
<td>C1078W/ C1078</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>In-Person: Oct 19; Live Webinar: Nov 2; Jan 9 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Creating a Culture of Inclusion, From Microaggressions to Microaffirmations</td>
<td>C9583W/ C9583</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>Live Webinar: Oct 27 (9:00am-12:30pm) In-Person: Dec 19 (9:00am-12:30pm)</td>
<td>N/C</td>
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<tr>
<td>Disability Awareness &amp; Etiquette</td>
<td>C8022W</td>
<td>.15CEUs/2CPEs 1.5PDCs</td>
<td>1 ½ hrs</td>
<td>Oct 24 (10:30am-12:00pm)</td>
<td>N/C</td>
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<td>LGBTQ: The Power of Inclusion</td>
<td>C7787W/ C7787</td>
<td>.3CEUs/4CPEs 3PDCs</td>
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<tr>
<td>Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations</td>
<td>C8606</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>Dec 5 (9:00am-12:30pm)</td>
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<tr>
<td>Moving from Bystander to Upstander, What Would You Do?</td>
<td>C9584W/ C9584</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>Live Webinar: Oct 13 (9:00am-12:30pm) In-Person: Nov 30 (9:00am-12:30pm)</td>
<td>N/C</td>
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<tr>
<td>Course Title</td>
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<td>Days</td>
<td>Dates</td>
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<tr>
<td>Reasonable Accommodation Procedural Guidelines</td>
<td>C7788W/ C7788</td>
<td>.3CEUs/4CPEs</td>
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<td>Live Webinar: Jan 24; In-Person: Oct 24</td>
<td>N/C</td>
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<td></td>
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<td>(9:00am-12:30pm) or (1:30pm-5:00pm)</td>
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<tr>
<td>Sexual Harassment Prevention*</td>
<td>C7965W</td>
<td>N/A</td>
<td>2 hrs</td>
<td>Live Webinar: Daily Based on Demand</td>
<td>N/C</td>
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<tr>
<td>Sexual Harassment Prevention (eCourse)*</td>
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<td>This eCourse may be taken at any time from a work location. Contact Citywide Compliance: <a href="mailto:Compliance@dcas.nyc.gov">Compliance@dcas.nyc.gov</a> to request access to the training.</td>
<td>N/C</td>
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<tr>
<td>Structured Interviewing and Unconscious Bias</td>
<td>C7790W/ C7790</td>
<td>.3CEUs/4CPEs</td>
<td>½</td>
<td>Live Webinar: Nov 1; Jan 17; In-Person: Oct 10; (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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<tr>
<td>Structured Interviewing: Utilizing Follow-Up and Probing Questions</td>
<td>C8047W/ C8047</td>
<td>.3CEUs/4CPEs</td>
<td>½</td>
<td>Live Webinar: Nov 14; Jan 31; In-Person: Oct 19; (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
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<tr>
<td>The Power of Words, Can We Talk?</td>
<td>C9582W/ C9582</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Live Webinar: Oct 17 In-Person: Nov 14</td>
<td>N/C</td>
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*Mandated Citywide Trainings

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### Professional Practices

#### Audit Professionals

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>Data Analysis: Tools and Techniques for Auditors</td>
<td>A9509</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Dec 1</td>
<td>$450</td>
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### Audit Professionals

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Developing and Presenting Audit Findings</td>
<td>A7021</td>
<td>1.2CEUs/16CPEs</td>
<td>2</td>
<td>Jan 29-30</td>
<td>$710</td>
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<tr>
<td>Effective Audit Resolution, Follow-Up and</td>
<td>A9507</td>
<td>1.2CEUs/16CPEs</td>
<td>2</td>
<td>Jan 4-5</td>
<td>$710</td>
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<td>Implementation</td>
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<td>Emotional Intelligence for Auditors</td>
<td>A9508</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Nov 13</td>
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### Energy Management Professionals:
See Course Catalog, pages 83-84 for details

### IT Professionals (located in the Technology Portfolio):
See Course Catalog, pages 143 (courses) and 167 (schedule) for details

### Procurement Professionals

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Conflicts of Interest Seminar for Procurement</td>
<td>P4002</td>
<td>.25CEUs</td>
<td>2 ½ hrs</td>
<td>Oct 18</td>
<td>N/C</td>
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<td>Professionals</td>
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### Mayor’s Office of Contract Services Courses

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Best Value Bids and Proposals</td>
<td>P6210M</td>
<td>.15CEUs</td>
<td>1 ½ hrs</td>
<td>Oct 26</td>
<td>N/C</td>
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<td>(11:00am-12:30pm)</td>
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<td>Environmentally Preferable Purchasing</td>
<td>P6209M</td>
<td>.15CEUs</td>
<td>1 ½ hrs</td>
<td>Oct 13</td>
<td>N/C</td>
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<td>(11:00am-12:30pm)</td>
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<tr>
<td>Local Law 34 (NYC Campaign Finance Law and</td>
<td>P6211M</td>
<td>.15CEUs</td>
<td>1 ½ hrs</td>
<td>Dec 15</td>
<td>N/C</td>
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<td>Procurement)</td>
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<td>(11:00am-12:30pm)</td>
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### Small Business Services M/WBE Courses (Live Webinar)

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
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<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>101: M/WBE Program Overview</td>
<td>P9045S</td>
<td>.15 CEUs</td>
<td>1 ½ hrs</td>
<td>Nov 9 &amp; Jan 11</td>
<td>N/C</td>
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<td>(1:00pm-2:30pm)</td>
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<tr>
<td>102: Identifying M/WBEs, incl Using the Online</td>
<td>P9046S</td>
<td>.15CEUs</td>
<td>1 ½ hrs</td>
<td>Dec 7</td>
<td>N/C</td>
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<tr>
<td>Directory</td>
<td></td>
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<td>(1:00pm-2:30pm)</td>
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<tr>
<td>201: Incorporating the M/WBEs into the Procurement Process</td>
<td>P9049S</td>
<td>.15CEUs</td>
<td>1 ½ hrs</td>
<td>Dec 7</td>
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<td>(3:00pm-4:30pm)</td>
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<tr>
<td>Course Title</td>
<td>Code</td>
<td>Credits</td>
<td>Days</td>
<td>Dates</td>
<td>Cost</td>
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<tr>
<td>Attitude is Everything</td>
<td>C9266</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Nov 2</td>
<td>$250</td>
</tr>
<tr>
<td>Avoiding Burnout: Managing Stress</td>
<td>C8765</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>Nov 8 (9:00am-12:30pm)</td>
<td>$150</td>
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<tr>
<td>Business Grammar</td>
<td>C8736</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Nov 6</td>
<td>$250</td>
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<tr>
<td>Citywide Standardized Customer Service</td>
<td>C7816</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Dec 5</td>
<td>$250</td>
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**Non-DCAS Opportunities**

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCHR Overview of the City Human Rights Law</td>
<td>C8164</td>
<td>.2CEUs/2.4CPEs 2PDCs</td>
<td>2 hrs</td>
<td>Oct 25 (10:00am-12:00pm); Jan 18 (10:00am-12:00pm)</td>
<td>N/C</td>
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<tr>
<td>Conflicts of Interest*</td>
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<td>N/C</td>
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<tr>
<td>Corruption Prevention Awareness*</td>
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<td>N/C</td>
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<tr>
<td>Online Records Management</td>
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<td>N/C</td>
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</table>

*Mandated Citywide Trainings
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating and Delivering Powerful Presentations</td>
<td>C9041</td>
<td>1.2CEUs/16CPEs 8PDCs</td>
<td>2</td>
<td>Nov 14-15</td>
<td>$500</td>
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<tr>
<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Oct 24</td>
<td>$250</td>
</tr>
<tr>
<td>Enhancing Emotional Intelligence to Increase Professional Success</td>
<td>C8176</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Jan 19</td>
<td>$250</td>
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<tr>
<td>Enhancing Work for Optimal Engagement</td>
<td>C6068</td>
<td>.3CEUs/4CPEs 3PDCs</td>
<td>½</td>
<td>Oct 17 (9:00am-12:30pm)</td>
<td>$150</td>
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<tr>
<td>Expanding Your Learning, Decision-Making and Communication Potential</td>
<td>C8756</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Nov 29</td>
<td>$250</td>
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<tr>
<td>Managing Chaos Workshop: Setting Priorities and Making Decisions Under Pressure</td>
<td>C8745</td>
<td>.6CEUs/8CPEs 6PDCs</td>
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<td>Dec 20</td>
<td>$250</td>
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<tr>
<td>Negotiation Skills</td>
<td>C7911</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Jan 26</td>
<td>$250</td>
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<tr>
<td>Process Mapping for Process Improvement</td>
<td>C8615</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Nov 1</td>
<td>$250</td>
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<tr>
<td>Quick and Easy Brain Hacks for Reducing Emotional Stress</td>
<td>C8616</td>
<td>.6CEUs/8CPEs 6PDCs</td>
<td>1</td>
<td>Jan 25</td>
<td>$250</td>
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<tr>
<td>Revising, Editing, and Proofreading</td>
<td>C2033</td>
<td>1.2CEUs/16CPEs 12PDCs</td>
<td>2</td>
<td>Dec 11-12</td>
<td>$500</td>
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### Fall 2023 DCAS Citywide Training Center Schedule

#### Course Title | Code | Credits | Days | Dates | Cost
--- | --- | --- | --- | --- | ---
The Motivation Workshop: Bringing Work to Life | C8762 | .3CEUs/4CPEs 3PDCs | ½ | Jan 17 (9:00am-12:30pm) | $150

Writing Effective and Efficient Email | C4260 | .6CEUs/8CPEs 6PDCs | 1 | Oct 19 | $250

Writing in Plain Language and Clinic | C7833 | .9CEUs/12CPEs 9PDCs | 1 ½ | Nov 16 (workshop: 1 day) and Dec 14 (clinic: half-day, 9:00am-12:30pm) | $485

#### Technology Portfolio

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Credits</th>
<th>Days</th>
<th>Dates</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Access for Office 365, Part 1</td>
<td>T4075</td>
<td>1.2CEUs/16CPEs</td>
<td>2</td>
<td>Oct 3-4, Nov 1-2, Jan 4-5</td>
<td>$300</td>
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<tr>
<td>Access for Office 365, Part 2</td>
<td>T4076</td>
<td>1.2CEUs/16CPEs</td>
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<td>Oct 12-13, Dec 27-28, Jan 24-25</td>
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<tr>
<td>Excel for Office 365, Part 1</td>
<td>T3084</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Oct 10, Oct 26, Dec 20, Jan 18</td>
<td>$150</td>
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<tr>
<td>Excel for Office 365, Part 2</td>
<td>T3085</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Oct 11, Oct 30, Jan 22</td>
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<tr>
<td>Excel for Office 365, Part 3</td>
<td>T3086</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
<td>Oct 17, Nov 6, Nov 9, Jan 9</td>
<td>$150</td>
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<tr>
<td>Course Title</td>
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<td>Days</td>
<td>Dates</td>
<td>Cost</td>
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<td>Excel for Office 365, Data Analysis with Pivot Tables</td>
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<td>Oct 18, Nov 13, Jan 10 (9:00am-12:30pm) or 1:30pm-5:00pm</td>
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<tr>
<td>Outlook for Office 365, Part 1</td>
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<td>Outlook for Office 365, Part 2</td>
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<td>PowerPoint for Office 365, Part 1</td>
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<td>$150</td>
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<tr>
<td>Project, Part 1</td>
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<td>1</td>
<td>Oct 17, Nov 15, Dec 15</td>
<td>$150</td>
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<tr>
<td>Project, Part 2</td>
<td>T6072W</td>
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<tr>
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<td>Visio, Part 2</td>
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<td>Word for Office 365, Part 1</td>
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<td>Word for Office 365, Part 3</td>
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<td>Adobe Illustrator CC – Advanced</td>
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<td>Nov 20</td>
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<td>Adobe InDesign CC – Introduction</td>
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<td>Days</td>
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<tr>
<td><strong>IT Professional &amp; Certification Courses</strong></td>
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<tr>
<td>Adobe InDesign CC – Advanced</td>
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<td>Nov 14</td>
<td>$150</td>
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<tr>
<td>Adobe Photoshop CC - Introduction</td>
<td>T6747W</td>
<td>.6CEUs/8CPEs</td>
<td>1</td>
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<td>$150</td>
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<td>Adobe Photoshop CC - Advanced</td>
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<td>1</td>
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<td>$150</td>
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<tr>
<td>Crystal Reports 2016, Part 1</td>
<td>I5531</td>
<td>1.2CEUs</td>
<td>2</td>
<td>Nov 1-2</td>
<td>$600</td>
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<tr>
<td>Crystal Reports 2016, Part 2</td>
<td>I5532</td>
<td>1.2CEUs</td>
<td>2</td>
<td>Dec 11-12</td>
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<tr>
<td>PL-300T00: Microsoft Power BI Data Analyst</td>
<td>I1084</td>
<td>1.8CEUs</td>
<td>3</td>
<td>Oct 10-12, Dec 11-13, Jan 8-10</td>
<td>$1188</td>
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<tr>
<td>Tableau Desktop Level 1: Introduction</td>
<td>I8501</td>
<td>1.2CEUs</td>
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<td>Sep 11-12, Oct 2-3, Nov 13-14, Dec 4-5, Jan 8-9</td>
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<td>Tableau Desktop Level 2: Intermediate</td>
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<td>CISSP: Certified Information Systems Security Professional</td>
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<td>Oct 16-20, Nov 13-17, Dec 18-22, Jan 8-12</td>
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<td>3.0CEUs</td>
<td>5</td>
<td>Oct 23-27, Nov 13-17, Dec 11-15, Jan 8-12</td>
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<tr>
<td>ITIL V4 Foundation</td>
<td>I455</td>
<td>1.8CEUs</td>
<td>3</td>
<td>Nov 13-15, Nov 29-Dec 1, Dec 11-13, Dec 20-22</td>
<td>$1524</td>
</tr>
<tr>
<td>PMI: Project Management Professional (PMP)</td>
<td>I445</td>
<td>3.0CEUs</td>
<td>5</td>
<td>Oct 23-27, Nov 13-17, Dec 11-15, Jan 22-26</td>
<td>$2420</td>
</tr>
<tr>
<td>Course Title</td>
<td>Code</td>
<td>Credits</td>
<td>Days</td>
<td>Dates</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>------</td>
<td>----------</td>
<td>------</td>
<td>-------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>AI-900T00: Microsoft Azure AI Fundamentals</td>
<td>I7019</td>
<td>.6CEUs</td>
<td>1</td>
<td>Oct 3, Nov 2, Dec 4, Jan 3</td>
<td>$396</td>
</tr>
<tr>
<td>AZ-900T00: Microsoft Azure Fundamentals</td>
<td>I7021</td>
<td>.6CEUs</td>
<td>1</td>
<td>Oct 2, Nov 1, Dec 1, Jan 2</td>
<td>$396</td>
</tr>
<tr>
<td>DP-900T00: Microsoft Azure Data Fundamentals</td>
<td>I7020</td>
<td>.6CEUs</td>
<td>1</td>
<td>Oct 4, Nov 3, Dec 5, Jan 4</td>
<td>$396</td>
</tr>
<tr>
<td>AI-102T00: Designing and Implementing an Azure AI Solution (AI Engineer)</td>
<td>I7022</td>
<td>2.4CEUs</td>
<td>4</td>
<td>Oct 10-13, Dec 5-8, Jan 8-11</td>
<td>$1584</td>
</tr>
<tr>
<td>AZ-104T00: Microsoft Azure Administrator</td>
<td>I7008</td>
<td>2.4CEUs</td>
<td>4</td>
<td>Oct 3-6, Dec 4-7, Jan 8-11</td>
<td>$1584</td>
</tr>
<tr>
<td>AZ-204T00: Developing Solutions for Microsoft Azure Associate (Developer)</td>
<td>I7009</td>
<td>3.0CEUs</td>
<td>5</td>
<td>Oct 16-20, Dec 4-8, Jan 8-12</td>
<td>$1980</td>
</tr>
<tr>
<td>AZ-500T00: Microsoft Azure Security Technologies Associate (Security Engineer)</td>
<td>I7013</td>
<td>2.4CEUs</td>
<td>4</td>
<td>Oct 16-19, Nov 27-30, Dec 11-14, Jan 8-11</td>
<td>$1584</td>
</tr>
</tbody>
</table>
Training Logistics

What You Can Expect

How to Apply for Citywide Online Training

To apply for classes, participants must complete the DCAS Citywide Training Center (DCAS CTC) application located at the back of this catalog or on our website at www.nyc.gov/ctc. Applicants can use one form to apply for multiple courses.

Applications must be e-signed or electronically approved via email transaction by an immediate supervisor and submitted to your agency’s designated agency training liaison. Please get in touch with your agency personnel officer for the name and contact information of the training liaison at your agency.

You may apply for courses offered by the Citywide L&D by following a few simple steps:

Step 1: Complete the required fields on the DCAS CTC Application at the end of this catalog. Please fill out the Training Applicant Information and Selected Course Information sections.

Step 2: Forward your completed DCAS CTC Application to your supervisor for approval/authorization.

Step 3: Once your supervisor approves your application, they must forward it to your agency’s training liaison, who then must submit the completed training request to the DCAS Citywide Training Center. (Note: The DCAS CTC will process training applications it receives from training liaisons under the assumption that liaisons have obtained all permissions needed for you to participate in the selected course(s), including your agency fiscal officer’s approval if required).

After You Submit Your Training Application

Shortly after you submit your training application, you will receive a confirmation from your training liaison that your training request has been processed.

You will also receive instructions via email, including steps to log in, specific audio and computer requirements, and other relevant information from either your agency representative or the DCAS CTC and/or the vendor hosting the program.

The DCAS CTC will not process any applications sent directly from an individual employee and/or submitted without the required authorizing signatures.

The DCAS CTC will send confirmations for training to agency liaisons in advance of the course(s). Agency training liaisons are responsible for notifying employees about the classes and dates of training that have been confirmed.
Employees should not attend any class for which they did not receive a written confirmation. Please contact your agency training liaison if you have questions about class confirmations.

**Information for Training Liaisons**

Mayoral and Non-mayoral agencies with 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 it via email to citywidetrainingcent@dcas.nyc.gov.

- Mayoral agencies must establish an Intra-City Budget Modification (MOD) with DCAS. Checks are not accepted from mayoral agencies. We advise all agencies to anticipate training needs and expenses at the beginning of each fiscal year and set up budget modifications with DCAS at that time. Once granted, invoices are sent to agencies, and your agency establishes the budget MOD. CTC draws down upon the allocated funds.

- Non-mayoral agencies must pay by check. Checks must be made payable to DCAS/Citywide Training Center. Agency training liaison and/or the agency fiscal officer are responsible for ensuring that payment is made to DCAS before training.

**Cancellation Policy**

DCAS Citywide L&D must receive requests for cancellations or schedule changes in writing at least seven business days before the start of a confirmed class. Our IT classes [where a course code starts with the letter I] require at least 10 business days advance notice. This may be provided via email to citywidetrainingcent@dcas.nyc.gov.

Requests received without the required notice will result in a full-course fee charge. Agencies may designate a qualified participant for substitution up to the start of the class without penalty and must notify the DCAS CTC of the replacement in advance.
General Information

Course Formats

Open Enrollment Courses

DCAS CTC’s open enrollment courses include participants from multiple agencies. Open enrollment courses are ideal for agencies that want to enroll one or more staff in a course rather than a specific agency class. Please note that course times will vary depending upon modality. Most webinars are offered in ½ day formats.

Agency-Specific Courses

To help agencies meet their unique training needs, the DCAS CTC can schedule catalog courses as agency-specific offerings upon request. In addition, if there are topics of interest to your agency, whether inside the catalog or not, that you would like developed into courses conducted exclusively for a group (10+) of your agency’s employees, the DCAS CTC would be happy to speak with you about how we can help. For a nominal fee, agencies may request dedicated and/or customized workshops, scheduled at their convenience, for a group of employees. DCAS CTC’s professional staff and facilitators are able and eager to develop and deliver new courses to achieve workforce training and professional development goals and objectives. If an agency has an appropriate training facility, the DCAS CTC, upon request, can deliver programs at on-site agency locations.

Please contact DCAS Citywide L&D at 212-386-0004 for information about the agency-specific course customization and fees or email us at citywidetrainingcent@dcas.nyc.gov.

Instructors

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

Class Sizes

Some online courses have limited enrollment (20-25 participants maximum), similar to the enrollment caps in small, in-person sessions. Limited enrollment keeps class size to a manageable level for instructors and helps ensure a positive learning experience for program participants. For most online programs, registration is on a first-come, first-served
basis, and the DCAS CTC will send course registration confirmations to agency training liaisons in advance of the course(s). We recommend that you register early and contact your agency training liaison if you have questions about your course confirmation status.

**Virtual Training (Live Webinars)**

Although the DCAS CTC can support various platforms, our preferred virtual training platforms are Microsoft Teams and Zoom.

**Differences Between Virtual and On-Site Training**

Many things that make you successful in an online training program or class are the same things that make you successful in a traditional on-site class: participate and ask questions, listen, remain focused throughout the session, and complete course assignments. To participate successfully in online training, be sure to:

- Check that your computer and internet connection are working properly before the session begins.
- Read any pre-class instructions carefully regarding log-in and participation.

**eCourses**

An eCourse is Computer Based Training (CBT) that may be taken during an employee’s own time onsite at a city work location. The courses are available at any time. Training Liaisons interested in eCourses for their staff should contact the DCAS CTC at citywidetrainingcent@dcas.nyc.gov for assistance with account set-up and eCourse deployment.

**Transcripts and Certificates**

DCAS CTC does not replace lost or damaged training certificates. Instead, a training participant can request a personal transcript with a list of courses they have taken.

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

**No food or beverages are permitted inside CTC classrooms.**
Directions to the Citywide Training Center

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

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
Accreditation

The DCAS 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)

DCAS 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 DCAS NYC Citywide Training Center has demonstrated that it complies with the ANSI/IACET Standard, which is recognized internationally as a standard of good practice. Because of the Accredited Provider status, DCAS NYC Citywide Training Center is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET Standard.

Society for Human Resources Management (SHRM)

New York City Department of Citywide Administrative Services – Citywide Training Center is recognized by SHRM to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). For more information about certification or recertification, please visit shrmcertification.org.

Continuing Professional Education Credits (CPEs)

The DCAS 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 every 50 minutes of classroom instruction.

COIB Continuing Legal Education (CLE) Credits

In collaboration with the NYC Conflicts of Interest Board (COIB), the Citywide Training Center offers a series of workshops that focus on Chapter 68 of the New York City Charter and the issues related to conflicts of interest. Continuing legal education (CLE) credit for participation is provided through the NYC Conflicts of Interest Board.
Application Form

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
Training Applicant Information
Please complete all fields. The employee reference number can be found on your paystub. It is not your social security number. First-time non-City applicants can leave this blank and will be assigned a DCAS CTC ID number after registration. If you need help obtaining any information in this section, please contact your training liaison for assistance.

<table>
<thead>
<tr>
<th>Employee Reference Number (See Paystub)</th>
<th>Employee Affiliation: (Check One)</th>
<th>Today’s Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>City</td>
<td>State</td>
</tr>
<tr>
<td></td>
<td>Federal</td>
<td>Non-Gov.</td>
</tr>
<tr>
<td>Last Name</td>
<td>First Name</td>
<td>Middle Initial</td>
</tr>
<tr>
<td>Civil Service Title</td>
<td>Office Title</td>
<td></td>
</tr>
<tr>
<td>Agency Name</td>
<td>Agency Code</td>
<td>I have changed agencies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes/No</td>
</tr>
<tr>
<td>Division/Work Unit</td>
<td>Work Address (full)</td>
<td></td>
</tr>
<tr>
<td>Work Phone</td>
<td>Work Fax</td>
<td></td>
</tr>
<tr>
<td>Work Email</td>
<td>Personal Email</td>
<td></td>
</tr>
</tbody>
</table>

Optional Applicant Information

<table>
<thead>
<tr>
<th>Gender</th>
<th>Non-binary (not female/woman or male/man)</th>
<th>Unknown/I choose not to disclose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female or Woman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male or Man</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are you Hispanic?</th>
<th>What is your race?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Asian</td>
</tr>
<tr>
<td>No</td>
<td>Black</td>
</tr>
<tr>
<td>I do not want to disclose</td>
<td>Two or more races</td>
</tr>
<tr>
<td></td>
<td>White</td>
</tr>
<tr>
<td></td>
<td>American Indian or Alaskan Native</td>
</tr>
</tbody>
</table>

Selected Course Information
Please complete all fields. Courses selected should be from the current DCAS Citywide Training Center Class Schedule. Contact your agency training liaison for additional course information.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Course Dates</th>
<th>Days</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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</tr>
<tr>
<td>3</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DCAS 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, check with your liaison. No food or beverages are permitted in classrooms.

2. Requests for cancellations or scheduling 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 full-course fee charge. Agencies may designate a qualified participant for substitution up to the commencement of the class without penalty.

Applicant Signature

___________________________________  __________________________________
Applicant Signature                  Date

After Completing Application

1) Forward this completed application to your immediate supervisor for signature and authorization.

2) Your supervisor must then forward this completed application to the appropriate agency training liaison for processing.

3) If the training is at a cost, the agency training liaison must then forward the application to the agency fiscal officer or designee for fiscal authorization.

4) The agency training liaison must then sign and forward the completed and authorized application to the DCAS CTC.

*Note: The DCAS CTC will process applications under the assumption that Training Liaisons have obtained all necessary permissions.

Supervisor’s Authorization

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

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

___________________________________  __________________________________
Supervisor Signature                  Date
# Fiscal Officer or Title Designee’s Authorization

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

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

___________________________________        ___________________________________
Fiscal Officer Signature                  Date

---

# Agency Training Liaison Authorization

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

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

___________________________________        ___________________________________
Agency Training Liaison Signature       Date

---

# Additional Information

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.

If you require accommodation or support service, please call us at (212) 386-0005 or email us at citywidetrainingcent@dcas.nyc.gov.

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**DCAS Citywide Training Center**

1 Centre Street, 24th Floor South | New York, NY 10007

Phone: 212-386-0005 | Email: citywidetrainingcent@dcas.nyc.gov