



FALL COURSE CATALOG

Citywide Training Center



2019



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

CTC PROVIDES:

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

COURSE FORMATS

Open Enrollment Courses

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

Agency-Specific Courses

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

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

INSTRUCTORS

All CTC courses are led by highly qualified consultants from government, universities, and the private sector or CTC in-house trainers. Practitioners of the skills they teach, all CTC trainers bring a wealth of knowledge and experience in training City personnel that address City-specific issues and challenges.

TRANSCRIPTS

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

LEARNING & DEVELOPMENT at the CTC

HOW TO APPLY FOR TRAINING

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

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

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

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

NYCAPS REGISTRATION

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

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

FEES AND PAYMENT

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

- **Mayoral Agencies must** establish an Intra-City budget modification with DCAS. Checks are NOT accepted from mayoral agencies. **We advise all agencies to anticipate training needs and expenses at the beginning of the fiscal year and set up budget modifications with DCAS at that time.** Once invoices are generated and sent to agencies, and your agency establishes the budget mod, CTC draws down upon the allocated funds.
- **Non-Mayoral agencies must pay by check.** Checks must be made payable to: DCAS/Citywide Training Center. Each Agency Training Liaison and/or Agency Fiscal Officer is responsible for ensuring that payment is made to DCAS prior to training.

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

CANCELLATION POLICY

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

DIRECTIONS TO THE CITYWIDE TRAINING CENTER**Municipal Building**

1 Centre Street, 24th Floor South Side

New York, NY 10007

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

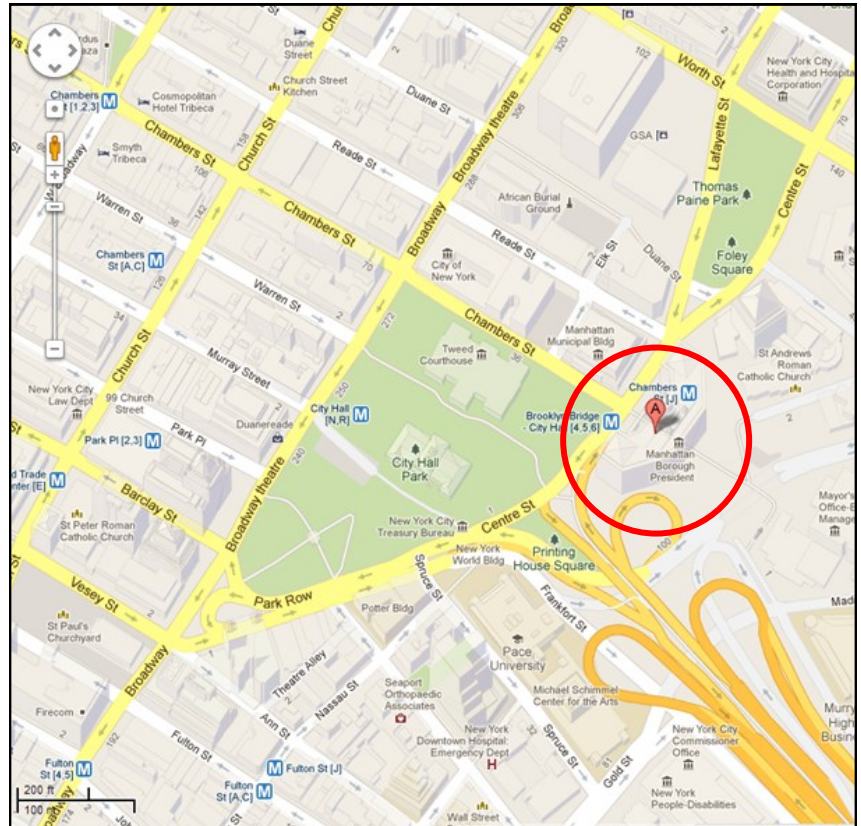
If an agency has an appropriate training facility, upon request, the CTC can deliver programs at on-site agency locations.

Closest Subway Lines:

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

Closest Bus Routes:

- M22
- M15



Citywide Learning & Development

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

Our courses and programs are offered in multiple portfolios. The majority of classes in each portfolio are delivered at the Citywide Training Center.



Technology Skills Portfolio

This portfolio has a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

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Personal Development Portfolio

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

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Management & Supervision Portfolio

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

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Professional Practices Portfolio

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

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Executive Development Portfolio

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

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Certification & Credit Bearing Portfolio

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

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NYC Specific Portfolio

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

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Fall 2015 Schedule & Registration Form

The Fall 2015 schedule of classes and a Citywide Training Center registration form are included at the back of the catalog.



Contact the CTC at:

1 Centre Street, 24th Floor South Side

New York, NY 10007

212.386.0005 or 212.386.6425 - phone

212.313.3439 - fax

citywidetrainingcent@dcas.nyc.gov

www.nyc.gov/ctc



Citywide Training Center

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

International Association for Continuing Education and Training (IACET)

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



Universal Public Purchasing Certification Council (UPPCC)

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



National Institute on Governmental Purchasing (NIGP)

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



Continuing Professional Education Credits (CPEs)

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



COIB Continuing Legal Education (CLE) Credits

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





TECHNOLOGY SKILLS PORTFOLIO

Citywide Learning & Development offers a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

Microsoft Office Products

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eLearning at your Desktop

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IT Professional & Certification Courses

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(Located in the Professional Practices Portfolio)

Microsoft Office Products — Access 2010



Access 2010, Part 1

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

Course Code: T4051

Days of Training: 2

Dates: Oct 29-30

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Basic knowledge of computer applications

Access 2010, Part 2

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

Course Code: T4052

Days of Training: 2

Dates: Nov 19-20

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Access 2010, Part 1

Microsoft Office Products — Access 2013



Access 2013, Part 1

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

Course Code: T4061

Days of Training: 2

Dates: Nov 9-10

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Basic knowledge of computer applications

Access 2013, Part 2

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

Course Code: T4062

Days of Training: 2

Dates: Sept 17-18, Dec 14-15

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Access 2013, Part 1

Microsoft Office Products — Excel 2010



Excel 2010, Part 1

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

Course Code: T3054

Days of Training: 1

Dates: Oct 16, Nov 13

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Excel 2010, Part 2

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

Course Code: T3055

Days of Training: 1

Dates: Oct 22, Nov 23, Dec 3

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2010, Part 1

Excel 2010, Part 3

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

Course Code: T3056

Days of Training: 1

Dates: Oct 27

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2010, Part 2

Microsoft Office Products — Excel 2013



Excel 2013, Part 1

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

Course Code: T3064

Days of Training: 1

Dates: Sept 11, Nov 6

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Excel 2013, Part 2

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

Course Code: T3065

Days of Training: 1

Dates: Sept 21, Nov 17, Dec 17

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2013, Part 1

Next Step: Excel 2013, Part 3

Excel 2013, Part 3

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

Course Code: T3066

Days of Training: 1

Dates: Sept 28

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2013, Part 2

Microsoft Office Products — Outlook 2010



Outlook 2010, Part 1

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

Course Code: T7051

Days of Training: 1

Dates: Nov 16

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Outlook 2010, Part 2

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

Course Code: T7052

Days of Training: 1

Dates: Sept 8

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Outlook 2010, Part 1

Microsoft Office Products — Outlook 2013



Outlook 2013, Part 1

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

Course Code: T7061

Days of Training: 1

Dates: Nov 30

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Next Step: Outlook 2013, Part 2

Outlook 2013, Part 2

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

Course Code: T7062

Days of Training: 1

Dates: Sept 4, Jan 26

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Outlook 2013, Part 1

Microsoft Office Products — PowerPoint 2010



PowerPoint 2010, Part 1

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

Course Code: T6041

Days of Training: 1

Dates: Nov 2

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

PowerPoint 2010, Part 2

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

Course Code: T6042

Days of Training: 1

Dates: Nov 24

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: PowerPoint 2010, Part 1

Microsoft Office Products — PowerPoint 2013



PowerPoint 2013, Part 1

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

Course Code: T6051

Days of Training: 1

Dates: Oct 2

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

PowerPoint 2013, Part 2

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

Course Code: T6052

Days of Training: 1

Dates: Oct 19

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: PowerPoint 2013, Part 1

Microsoft Office Products — Word 2010



Word 2010, Part 1

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

Course Code: T2064

Days of Training: 1

Dates: Nov 12

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Word 2010, Part 2

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

Course Code: T2065

Days of Training: 1

Dates: Sept 4

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Word 2010, Part 1

Microsoft Office Products — Word 2013



Word 2013, Part 1

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

Course Code: T2074

Days of Training: 1

Dates: Nov 20

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Word 2013, Part 2

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

Course Code: T2075

Days of Training: 1

Dates: Sept 24

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Word 2013, Part 1

Tablets



Five Dynamic Uses of the iPad

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

Course Code: T1280

Days of Training: 1

Dates: Sept 16, Jan 28

Cost: \$125

CEUs: .6/8

Requirement: Participants **must** provide their own iPad

Recommended Models : iPad 3rd – 4th Generation and iPad Air

Prerequisite: Basic knowledge of mobile devices and applications

Target Audience: City employees who are using City-issued iPads for their day-to-day operations

Making the Best Use of the iPad

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

Course Code: T1281

Days of Training: 1/2 day

Dates: Sept 30, Jan 15 (1:30pm - 5:00pm)

Cost: \$60

CEUs: .3/4

Requirement: Participants **must** provide their own iPad

Recommended Models : iPad 3rd – 4th Generation and iPad Air

Prerequisite: Basic knowledge of mobile devices and applications

Target Audience: City employees who are using City-issued iPads for their day-to-day operations

eLearning at your Desktop

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

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

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



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





PERSONAL DEVELOPMENT PORTFOLIO

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

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Action Grammar

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

Objectives:

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

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

Course Code: C5031

Days of Training: 2

Date: Sept 29-30, Oct 28-29

Cost: \$250

CEUs/CPEs: 1.2/16

NEW! Anger Management

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

Objectives:

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

Target Audience: Managers and/or employees at all levels

Course Code: C7774

Days of Training: 1

Date: Oct 23

Cost: \$125

CEUs/CPEs: .6/8

Attitude is Everything

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

Objectives:

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

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

Course Code: C9266

Days of Training: 1

Date: Oct 20

Cost: \$125

CEUs/CPEs: .6/8

Breaking the Cycle of Procrastination

Procrastination interferes with our productivity and causes stress. Whether you procrastinate occasionally or find that it is interfering in a major way with your ability to reach your goals, this workshop will help. Participants will learn ways to overcome procrastination and make better use of their most precious resource - time.

Objectives

- Understand the major causes of procrastination
- Evaluate your strengths and weaknesses in eliminating the habit of procrastination in your life
- Identify what you have been procrastinating on and learn techniques for moving forward
- Utilize time management principles for eliminating procrastination and reducing stress
- Establish an action plan for eliminating procrastination in your work and personal life

Target Audience: Individuals who want to learn how to eliminate procrastination in their professional and personal lives

Course Code: C9205

Days of Training: 1

Date: Oct 14

Cost: \$125

CEUs/CPEs: .6/8

Business Writing: Clarity Through Critical Thinking

By learning to think critically, you can increase your ability to write with greater clarity. You will be able to more precisely analyze information and assess a particular task, subject, issue, etc. By using a specified writing model, this one-day course will help you utilize critical thinking skills, and improve your business writing for both large and small projects.

Objectives:

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

Target Audience: Professional staff who frequently write letters and reports

Course Code: C2036

Days of Training: 1

Date: Sept 18, Nov 9

Cost: \$125

CEUs/CPEs: .6/8

Change Management

Change can be a scary thing. It can turn our work world upside down and shake of the way you have done your work. But change is inevitable, it is going to happen whether you want it to or not. For the most part, you need to be able to have a mindset that will help you embrace change and make the most of it.

The old saying goes, “the one thing that is constant is change.” This program helps everyone deal with the challenges that change presents. If you are facing change, this program is designed to help you effectively manage and deal with the change process. It explores different types of change, how change effects individuals emotionally, introduces the four cycles of change, identifies what you can control during periods of change, provides motivation tips, identifies obstacles to change, and explores the role of communication during periods of change. The benefit is a workforce that is prepared to deal effectively with the dynamic changes that face today’s marketplace.

Objectives:

- Explore why change can be unsettling in the workplace
- Describe the value of change in the workplace
- Identify the stages of change and how to deal with them
- Identify the effects of change on individuals and teams
- Complete a self-assessment
- Identify success factors for handling and championing change
- Identify the effects of change on employees
- Develop action plan for successfully handling change

Target Audience: Staff at all levels

Course Code: C7775

Days of Training: 1

Date: Dec 1

Cost: \$125

CEUs/CPEs: .6/8

Communication and Collaboration for Project Success

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

Objectives:

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

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

Course Code: C9119

Days of Training: 1

Date: Oct 2

Cost: \$125

CEUs/CPEs: .6/8

Creating a Positive Well-Being

Are you getting the most out of life? Join us at this illuminating class which is based on a renowned psychologist Martin E.P. Seligman's book *Flourish* and find out how to stay positive and optimistic. You'll discover how you can step outside the boundaries of traditional thinking to generate new ideas, make better decisions, and get bottom-line results. Take the challenge to build a new set of habits, and equip yourself with new tools and techniques for a positive outlook and a healthier life.

Objectives:

- Recognize your own negative beliefs and thinking patterns
- Discover your power to diffuse negativity
- Become familiar with factors that can help individuals thrive in the workplace: positive emotion, engagement with what one is doing, a sense of accomplishment, and good relationships
- Take control of becoming an active participant in your everyday work life

Target Audience: Staff at all levels

Course Code: C1239

Days of Training: 1

Date: Oct 2

Cost: \$125

CEUs/CPEs: .6/8

Creating and Delivering Powerful Presentations

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

Objectives:

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

Target Audience: Professionals who make presentations

Course Code: C9041

Days of Training: 2

Date: Sept 1-2

Cost: \$250

CEUs/CPEs: 1.2/16

Critical Thinking for Effective Decision Making

Critical thinking should be an integral component of the skill sets needed by managers and supervisors. It is reasonable, reflective thinking that will aid us in extracting and integrating discreet pieces of information in order to make effective decisions. This seminar will assist participants in analyzing the different styles of thinking and in distinguishing the elements in the critical thinking process. It will focus on how critical thinking can be applied to workplace issues and challenges and how to sharpen these skills for more effective explorations of problems, the search for alternative solutions, consideration of consequences, and establishment of action plans.

Objectives:

- Follow a structured model in the critical thinking process
- Discover your own thinking style preferences
- Build a framework for analyzing the “big picture”
- Determine how to find out what you don’t know
- Analyze the effectiveness and consequences of decisions
- Come to better conclusions by knowing that you have “thought of everything”
- Influence and persuade others with your rationale

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

Course Code: C9675

Days of Training: 1

Date: Nov 5

Cost: \$125

CEUs/CPEs: .6/8

Defusing Workplace Aggression

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

OBJECTIVES:

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

Target Audience: Managers, supervisors and team leaders who want to defuse potentially volatile situations

Course Code: C7511

Days of Training: 1

Date: Oct 8

Cost: \$125

CEUs/CPEs: .6/8

Delivering Quality Customer Service

This workshop provides participants with the techniques necessary to provide courteous customer service and support. Participants will learn how to interact more effectively with customers, manage potentially challenging situations, and handle difficult customers with tact and diplomacy.

Objectives:

- Explore components and challenges of delivering high-quality service at every customer interaction opportunity
- Develop communication techniques to obtain information to understand customer needs
- Practice effective responses to difficult customer service situations
- Gain insights and techniques for positively dealing with stressful interactions
- Recognize how external customer service skills can also be successfully used to enhance relations with internal agency customers

Target Audience: Customer service personnel who interact with the public

Course Code: C7766

Days of Training: 1

Date: Oct 8

Cost: \$125

CEUs/CPEs: .6/8

Developing Dynamic Listening Skills

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

Objectives:

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

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

Course Code: C2508

Days of Training: 1

Date: Nov 12

Cost: \$125

CEUs/CPEs: .6/8

“Easy” English for the Multi-Lingual Writer

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

Objectives:

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

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

Course Code: C8005

Days of Training: 2

Date: Jan 20-21

Cost: \$250

CEUs/CPEs: 1.2/16

Effective Office Management

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

Objectives:

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

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

Course Code: C7776

Days of Training: 1

Date: Dec 22

Cost: \$125

CEUs/CPEs: .6/8

Effective Presentation Skills: *Presenting Like a Pro*

This course will introduce participants to the importance of presentation skills and key techniques for being an effective presenter. Participants will work together in interactive small group sessions, hone their presentations, and receive feedback to develop a skill set for speaking with confidence and projecting the best possible image of themselves. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction. Each participant will be videotaped, in front of the full group, presenting a 2-3 minute presentation on something they love or a hobby; as well as a segment of a work presentation. Participants have the opportunity to view themselves presenting, receive feedback, and practice techniques specifically given for their individual needs and goals.

Objectives:

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

Target Audience: Professionals who make presentations

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

Course Code: C7758

Days of Training: 2

Date: Nov 23-24

Cost: \$250

CEUs/CPEs: 1.2/16

Fundamentals of Effective Presentations

This course is designed for agency personnel who want to learn the fundamentals of making effective presentations. Participants will be provided the basic skills and practice of effective presentations including: dealing effectively with fear and anxiety; planning presentations that gain attention and enhance credibility; using visual aids to underscore key points; handle questions and comments with confidence. Participants will make group presentations and receive one-to-one feedback to enable them to return to their agency with greater confidence and skills they will need for their next presentation.

Objectives:

- Handle the anxiety and fear of speaking to groups
- Plan an effective presentation that is succinct and gains attention
- Find and use quotes and anecdotes to drive home key points
- Present your ideas with credibility
- Create impressive visual aids
- Set-up the presentation room for maximum effectiveness
- Keep your audience's interest during the entire session
- Use simple techniques to deal with negative or hostile audiences
- Expertly handle Q & A session
- Practice giving a presentation

Target Audience: Agency personnel with little or no experience in giving presentations

Course Code: C9114

Days of Training: 1

Date: Dec 21

Cost: \$125

CEUs/CPEs: .6/8

How to Write Fast Under Pressure

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

Objectives:

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

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

Course Code: C7513

Days of Training: 1

Date: Oct 13

Cost: \$125

CEUs/CPEs: .6/8

Influencing Without Authority

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

SEMINAR OBJECTIVES:

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

Target Audience: Professionals who want to enhance their influencing skills

Course Code: C4020

Days of Training: 1

Date: Nov 17

Cost: \$125

CEUs/CPEs: .6/8

Intergenerational Dynamics

Today's workplace is a multi-generational place in which people of all ages must be able to interact positively to accomplish goals. Research has shown that the different styles and values of Generation X, Y, and Z have a dynamic impact on workplace issues including communication, empowerment, supervision, learning, and recognition. This course will focus on understanding various generational styles so we can learn to appreciate the values and principles different generations bring to the workplace.

Objectives:

- Identify who is in the workplace now
- Analyze the different characteristics of Generations X, Y, and Z
- Recognize the specific needs of each generation
- Develop techniques for communication and working across generations to optimize the workplace experience
- Develop an action plan for working with different generations

Target Audience: Staff who want to develop strategies and techniques for working in a multi-generational environment

Course Code: C7759

Days of Training: 1

Date: Nov 30

Cost: \$125

CEUs/CPEs: .6/8

Leadership Skills for Everyone

Are you are leader? The answer is YES! Regardless of what your title or role is; everyone is a leader. Today's dynamic workplace requires that everyone step up and serve as a leader. As a leader within the City of New York, you are faced with exciting challenges and opportunities every day. As such, you demonstrate a variety of leadership skills both formally and informally.

This program addresses ten critical skills for successful leaders. These are skills that you need to be successful in your role, no matter what your official title. These skills include: Communication, Knowledge and Credibility, Motivates and Roots for Others, Builds Alliances – Partnerships and Teamwork, Coaches and Mentors, Creativity and Innovation, Passionate for Customer Service, Resiliency to Change, Decision Making, and Trust and Values. Each of these skills enables individuals to grow professionally and personally. The benefit is a workforce that is prepared to successfully meet the challenges of today's marketplace.

Objectives:

- Identify the importance of leadership within the City of New York government
- Identify and discuss leaders we admire and how they have influenced our leadership style
- Discuss the difference between leadership vs. management
- Review the ten behaviors associated with exceptional leadership
- Develop an action plan to enhance our leadership skills

Target Audience: Staff at all levels

Course Code: C7777

Days of Training: 1

Date: Dec 2

Cost: \$125

CEUs/CPEs: .6/8

Making a Positive Difference Everyday

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

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

Objectives:

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

Target Audience: Staff at all levels

Course Code: C7778

Training Days: 1

Date: Jan 22

Cost: \$125

CEUs/CPEs: .6/8

Managing Multiple Priorities

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

Objectives:

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

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

Course Code: C5044

Days of Training: 1

Date: Sept 24, Oct 21

Cost: \$125

CEUs/CPEs: .6/8

Managing Stress and Preventing Burnout

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

Objectives:

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

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

Course Code: C9033

Days of Training: 1

Date: Dec 8

Cost: \$125

CEUs/CPEs: .6/8

Mind Tools for Memory

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

Objectives:

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

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

Course Code: C9279

Training Days: 1

Date: Sept 15, Dec 15

Cost: \$125

CEUs/CPEs: .6/8

Motivating Yourself for Professional Success

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

Objectives:

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

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

Course Code: C9092

Training Days: 1

Date: Nov 6

Cost: \$125

CEUs/CPEs: .6/8

Negotiation and Conflict Resolution Skills for Project Team Members

Being an effective project manager requires skillful negotiation and conflict resolution skills. This one-day workshop will help project team members master the art of dealing with unworkable situations where there appears to be no acceptable compromise. Participants will examine the unique challenges faced by team members and team leaders in dealing with different work styles and communication needs that can derail the most well-designed projects. They will develop strategies for managing and effectively resolving team conflicts.

Objectives:

- Practice methods for effectively managing different work styles of the project team
- Recognize warning signs of team problems that potentially can derail a project
- Surface hidden assumptions that block successful negotiation
- Discover a process to uncover and resolve conflicts on a team
- Learn and apply tips for fostering collaboration rather than competition
- Apply negotiation concepts, tools and tactics to negotiate a win-win solution
- Assess the conflict management and negotiation styles of others and compare these styles with your own conflict and negotiation style
- Practice techniques for framing and reframing issues of key project personnel
- Apply interest-based negotiating methods

Target Audience: Project team members who want to resolve or manage team conflict

Course Code: C9124

Training Days: 1

Date: Dec 14

Cost: \$125

CEUs/CPEs: .6/8

Persuasive Presentations to Executives

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

Objectives:

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

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

Course Code: C9115

Days of Training: 1

Date: Jan 21

Cost: \$125

CEUs/CPEs: .6/8

Resilience at Work

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

Objectives:

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

Target Audience: All individuals wishing to master competencies of resilience

Course Code: C9446

Days of Training: 1

Date: Jan 20

Cost: \$125

CEUs/CPEs: .6/8

Six Steps to Effective Problem Solving

For the most part, daily business involves a set of problems, many of which are highly complex. This seminar shows you how to apply a proven six step method to break down complex problems into components and gain clarity around possible solutions. It will also assist participants to explore innovative approaches that will help increase the number of options that can be generated and create an implementation plan and review process.

Objectives:

- Analyze situations and accurately identify the problem
- Learn a process of breaking down complex problems into components and gain clarity around possible solutions
- Find the most effective way to select and gather all necessary information
- Develop strategies for option generation and implementation planning

Target Audience: Professionals who want to enhance their problem solving skills, using a foundation process of analytical reasoning

Course Code: C7779

Training Days: 1

Date: Oct 9

Cost: \$125

CEUs/CPEs: .6/8

Strategies for Managing Difficult Behaviors

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

Objectives:

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

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

Course Code: C7780

Days of Training: 1

Date: Nov 6

Cost: \$125

CEUs/CPEs: .6/8

Successful Letter and Memo Writing

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

Objectives:

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

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

Course Code: C6788

Days of Training: 2

Date: Nov 19-20

Cost: \$250

CEUs/CPEs: 1.2/16

Tactical Communication for Gaining Cooperation

Many would argue that the workplace can often be described as a challenging environment. One major contributor to these challenges is communication. This one-day seminar focuses on communication concepts and behaviors that can be used to develop strategies at work as well as everyday life to gain greater cooperation in interactions with others.

Objectives:

- Understand and begin to master the "inner game" of conflict resolution
- Discover and gain clarity on the four (4) areas of emotional intelligence that must be considered
- Learn the nine (9) basic principles of human nature, and how to leverage them in the workplace & life
- Understand how proactivity, attitude and even location can contribute to more successful outcomes
- Practice a four step technique of tactical communication

Target Audience: All levels interested in creating a more cooperative work environment

Course Code: C5400

Days of Training: 1

Date: Sept 28

Cost: \$125

CEUs/CPEs: .6/8

Time Management Skills for Individuals

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

Objectives:

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

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

Course Code: C7760

Training Days: 1

Date: Sept 17, Nov 4

Cost: \$125

CEUs/CPEs: .6/8

Turning Obstacles into Opportunities

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

Objectives:

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

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

Course Code: C1247

Days of Training: 1

Date: Jan 15

Cost: \$125

CEUs/CPEs: .6/8

NEW! **Workplace Violence Prevention**

The purpose of this training is to provide managers with a skillset for identifying and de-escalating potentially violent behavior in the workplace. Employees are given a model of telegraphed behavior that violent individuals often engage in prior to being physically assaultive and then appropriate responses are provided. Managers will also get an opportunity to practice skills taught during the training session.

Objectives:

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

Target Audience: Managers and/or employees at all levels

Course Code: C7781

Days of Training: 1

Date: Nov 23

Cost: \$125

CEUs/CPEs: .6/8

Writing Effective and Efficient E-mails

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

Objectives:

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

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

Course Code: C4260

Days of Training: 1

Date: Jan 29

Cost: \$125

CEUs/CPEs: .6/8

NEW! Writing in Plain Language

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

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 wish to polish their writing skills

Course Code: C7782

Days of Training: 1

Date: Dec 11

Cost: \$125

CEUs/CPEs: .6/8



MANAGEMENT & SUPERVISION PORTFOLIO

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

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21 Irrefutable Laws of Leadership

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

Objectives:

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

Target Audience: Leaders, managers, and supervisors

Course Code: C9655

Days of Training: 1

Date: Oct 6

Cost: \$125

CEUs/CPEs: .6/8

NEW! Advanced Management Intensive

This course is designed to build on basic management skills and offer cutting-edge strategies and tools for complex and complicated situations. Managers in government are expected to be more inclusive, collaborative, creative and responsive to challenges and needs in the agencies, communities and organizations they serve. Using “Theory U” as a model of change, managers will discover a methodology that moves from inquiry to action. This Advanced intensive will demonstrate ways to lead collaborative meetings that focus on a clear purpose and outcome. We will practice a structure that encourages candor, courage and straightforward discussions that are inspiring, motivational and stirring. Imagine meetings that welcome diverse opinions, promote mutual understanding, discover inclusive solutions and shared responsibility. We will explore at least 3 new processes of participative decision-making that focus on participation and getting input, making proposals, testing the proposal and then reaching agreement. We will also practice how to include dissent and disagreement into the process of decision-making and explore a new understanding of consensus - resulting in better outcomes in our work.

Objectives:

- Design productive meetings with purpose and outcomes
- Explore an advanced change model that addresses fear and cynicism
- Apply a decision-making method that is most appropriate for each situation
- Develop the capacity to work with complexity, conflict and difference
- Utilize collaborative and participatory approaches in managing government units and projects

Target Audience: Leaders, directors, supervisors, and project managers who have already completed basic management and supervisory courses

Course Code: C7783

Days of Training: 3

Date: Dec 3, 10, 17

Cost: \$375

CEUs/CPEs: 1.8/24

Back to Basics: Essential Skills for Supervisors

This workshop provides supervisors with practical strategies for improving their skills in the four functions of managing. The course will provide an in-depth look at the principles of planning, organizing, leading and controlling and specific techniques in each area. Supervisors will walk away with clear-cut actions they can put into place immediately to make managing others work for them.

Objectives:

- Define the four functions of management: planning, organizing, leading, and controlling
- Discuss how to communicate goals that get and produce results
- Use communication skills to obtain information and understand employees' perspectives
- Apply delegation strategies that increase productivity and motivation
- Use effective coaching techniques to maximize your staff's performance
- Understand the difference between descriptive and evaluative feedback and how feedback affects performance and morale
- Deliver constructive feedback in a way that produces positive change, not resentment or anger
- Effectively use the performance appraisal process as a means of making progress and creating a better working relationship with your staff

Target Audience: Supervisors with more than six month's experience

Course Code: C1038

Days of Training: 2

Date: Oct 26-27

Cost: \$250

CEUs/CPEs: 1.2/16

Brilliant Briefings

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

Objectives:

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

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

Course Code: C3150

Days of Training: 1

Date: Oct 1

Cost: \$125

CEUs/CPEs: .6/8

Building Collaborative, Productive and Cohesive Teams

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

Objectives:

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

Target Audience: Managers, directors and supervisors

Course Code: C1243

Days of Training: 1

Date: Nov 2

Cost: \$125

CEUs/CPEs: .6/8

Change: Moving Through Resistance

This course will address the challenges of resistance to change - an inherent component in workplace change initiatives. Participants will learn strategies for managing employee - and sometimes their own - apathy, criticism, negativity, and low productivity in the change process. Focus will be on how to effectively address these reactions and how to move forward.

Objectives:

- Discuss and describe potential benefits of resistance
- Avoid common mistakes made by managers and supervisors when implementing change
- Assess and improve your reaction to resistance
- Differentiate between performance problems and normal resistance to change
- Respond proactively to resistance
- Identify the "magic" that mobilizes a stalled change initiative
- Develop strategies for maintaining momentum during the resistance phase

Target Audience: Managers, supervisors, and team leaders involved in change management or implementation

Course Code: C8007

Days of Training: 1

Date: Dec 9

Cost: \$125

CEUs/CPEs: .6/8

Coaching for Employee Commitment and Performance

Good working relationships between managers and employees results in improved productivity and job performance. Utilizing performance coaching through relationship-building techniques is the focus of this seminar. Research has shown that good working relationships free both managers and employees from investing time and energy overcoming problems associated with negative relationships, thus allowing energies to be focused on opportunities for growth. This seminar will help participants utilize coaching as an on-going, relationship-based process whereby two parties work together and are committed to improvement in work performance.

Objectives:

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

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

Course Code: C1238

Days of Training: 1

Date: Nov 9

Cost: \$125

CEUs/CPEs: .6/8

Contract Management/Administration

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

Objectives:

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

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

Course Code: P3016

Days of Training: 1

Date: Nov 16

Cost: \$465

CEUs/CPEs: .6/8

Contract Negotiation Techniques

This course will provide participants with an understanding of the principles and strategies in conducting effective negotiations in procuring goods and services.

Discussion Topics:

- Strategic planning
- Negotiation tactics
- Interpersonal communications
- Cost and price analysis

Target Audience: Managers and professionals who are involved with conducting contract negotiations. It is strongly recommended that participants take “Introduction to Procurement” as a prerequisite to this course.

Course Code: P3015

Days of Training: 1

Date: Dec 2

Cost: \$465

CEUs/CPEs: .6/8

Creating a Collaborative Workplace

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

Objectives:

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

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

Course Code: C7516

Days of Training: 1

Date: Oct 29

Cost: \$125

CEUs/CPEs: .6/8

Data Analytics for Managers

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

Objectives:

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

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

Course Code: C4311

Days of Training: 1

Date: Oct 7

Cost: \$150

CEUs/CPEs: .6/8

Developing Yourself and Others Through Delegation

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

Objectives:

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

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

Course Code: C9117

Days of Training: 1

Date: Oct 1

Cost: \$125

CEUs/CPEs: .6/8

Emotional Intelligence: The Key to Effective Leadership

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

Objectives:

- Acquire emotional literacy to read people, situations and yourself more effectively
- Identify ways to choose your emotional responses, instead of getting triggered by them
- Develop techniques to use emotional energy positively to move self and others forward
- Practice techniques to manage non-productive emotional behaviors
- Describe how to use the 5 key EQ competencies
- Generate techniques to apply EQ to diverse on-the-job circumstances

Target Audience: Managers and supervisors in leadership roles

Course Code: C9207

Days of Training: 2

Date: Dec 9-10

Cost: \$250

CEUs/CPEs: 1.2/16

Excel Tools: Summarizing Data

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

Objectives:

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

Prerequisite: Basic math skills, Excel Level 1

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

Course Code: C4312

Days of Training: 1

Date: Dec 3

Cost: \$150

CEUs/CPEs: .6/8

Fundamentals of Business Mathematics

Do you want to improve your basic math skills? This class covers basic mathematical calculations commonly used in business settings. Course covers computing fractions and decimals, the order of operations for combined computations, and solving equations and word problems. It includes the use of proportions, ratios, and percentages, and also provides instruction on the use of a calculator for business applications.

Objectives:

- Demonstrate the use of basic mathematics, including formulae and ratios
- Identify reasonableness in the calculation of answers
- Apply techniques for summarizing and analyzing data
- Practice financial mathematical techniques
- Explore spreadsheets as tools to facilitate the use and presentation of data

Target Audience: Individuals who want to enhance or refresh their understanding of basic business mathematics

Course Code: C7746

Days of Training: 1

Date: Nov 24

Cost: \$125

CEUs/CPEs: .6/8

Fundamentals of Supervision

This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will 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 effectively work with a diverse workforce
- Communicate performance objectives for effective staff performance
- Develop leadership practices that encourage commitment and teamwork
- Employ delegation as a work method that benefits both the supervisor and subordinate
- Coach staff members for top performance
- Master conflict management skills

Target Audience: All supervisors

Course Code: C1044

Days of Training: 2

Date: Sept 22-23, Jan 27-28

Cost: \$250

CEUs/CPEs: 1.2/16

Hitting the Bulls-eye: Setting Targets the Work

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

Objectives:

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

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

Course Code: C9321

Days of Training: 1

Date: Dec 8

Cost: \$125

CEUs/CPEs: .6/8

Initiating and Managing Difficult Conversations

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

Objectives:

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

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

Course Code: C9013

Days of Training: 1

Date: Nov 16

Cost: \$125

CEUs/CPEs: .6/8

Inspired Leadership: *Creating a Motivational Environment*

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

Objectives:

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

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

Course Code: C9248

Days of Training: 2

Date: Sept 16-17, Oct 19-20

Cost: \$250

CEUs/CPEs: 1.2/16

Introduction to Statistical Analysis

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

Objectives:

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

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

Course Code: C7747

Days of Training: 1

Date: Sept 2

Cost: \$125

CEUs/CPEs: .6/8

Leading Short-Term Improvement Projects

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

Objectives:

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

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

Course Code: C9014

Days of Training: 1

Date: Jan 19

Cost: \$125

CEUs/CPEs: .6/8

Lean Six Sigma: An Introduction to Quality and Productivity Improvement

The success of all leaders depends on their abilities to hold their staff accountable for measurable results regarding quality and productivity, while at the same time creating a positive work climate. Lean Six Sigma is a systematic method for improving quality through team problem solving. Performance Management is a method to measure individual and team results and motivate staff. In this program, participants will learn the basics of both systems and how to apply some of the techniques of these systems on the job.

Objectives:

- Improve the performance of agencies, teams, and individuals by increasing employee accountability for the achievement of measurable goals
- Accomplish more results with fewer resources by improving employee efficiency
- Create accountability methods, operational metrics, as well as feedback and positive reinforcement systems
- Develop a sustainable accountability infrastructure for long-term agency success
- Identify the basic concepts of a Six Sigma quality improvement system
- Understand the Six Sigma DMAIC problem solving model: Design, Measure, Analyze, Improve, Control

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

Course Code: C7764

Days of Training: 2

Date: Sept 29-30

Cost: \$250

CEUs/CPEs: 1.2/16

NEW!

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

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

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

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

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

Objectives:

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

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

Course Code: C7784

Days of Training: 2

Date: Oct 21-22

Cost: \$250

CEUs/CPEs: 1.2/16

NEW! 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.

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

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

Objectives:

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

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

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

Course Code: C7785

Days of Training: 4

Date: Nov 4, 6, 18, 20

Cost: \$500

CEUs/CPEs: 2.4/32

Managerial Decision Making and Problem Solving

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

Objectives:

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

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

Course Code: C2525

Days of Training: 1

Date: Dec 16

Cost: \$125

CEUs/CPEs: .6/8

Managing for Customer Service Excellence

This workshop will provide managers and supervisors with the requisite skills for managing superior customer service in their unit. It will focus on how to build, maintain, and lead an effective and motivated work team so that every service delivered is "satisfaction delivered." This course will address the specific customer service challenges that managers are currently facing.

Objectives:

- Build your customer service team
- Motivate the team to be more responsive
- Identify and solve key customer problems
- Apply the "Customer Satisfaction Process" (CSP)
- Coach the customer service team to achieve greater excellence
- Maintain and gain management support

Target Audience: Managers and supervisors who want to ensure excellent customer service is delivered with every client contact

Course Code: C3033

Days of Training: 1

Date: Dec 17

Cost: \$125

CEUs/CPEs: .6/8

Performance Evaluation Clinic

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

(Participants should bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop.)

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

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

Course Code: C9036

Days of Training: 1

Date: Dec 18

Cost: \$125

CEUs/CPEs: .6/8

Principles of Financial Management

Financial acumen is expected at every organizational level, and budgeting and finance are at the heart of every business. These functions deal with planning, recording, summarizing, and analyzing financial information across all departments for decision making, directing, and controlling resources and activities. This course will provide non-financial managers with a basic understanding of budgets and finance.

Objectives:

- Benefits of using financial management to support organizational success
- Characteristics of an effective budget
- Budgetary control and variance analysis
- Financial statements and their use for reporting financial condition
- Forecasting for cash allocations, cash flow, and capital needs

Target Audience: Functional managers and supervisors

Course Code: C4314

Days of Training: 1

Date: Oct 15

Cost: \$150

CEUs/CPEs: .6/8

Project Management

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

Objectives:

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

Target Audience: Professionals responsible for leading project initiatives

Course Code: C7756

Days of Training: 1

Date: Sept 25, Dec 4

Cost: \$125

CEUs/CPEs: .6/8

Re-Energize, Re-Purpose and Re-Invent Your Workplace Culture

We all know that staying in the safe zone and doing things the same old way can work; however, we also know that it costs us happiness and boredom. In this workshop, we will take a look at how things “are” versus how they “could be.” We’ll examine the “status quo” and the “what’s missing.” You will be taken through a step-by-step process for how to actually transcend the status quo and reinvent how you want things to be at work—creating a new culture that people within will want to be a part of and those outside will want to join.

Objectives:

- Explore what’s not working or what you have to stop doing
- Identify the things you want to Start doing
- Describe the elements of a “great” culture at work and contrast with yours
- Create a plan for dealing with the uncertainty of change
- Create challenges or risks to take in order to more effectively shift the attitudes at work
- Shift how you see your role in the culture and declare the steps you will take to make it different

Target Audience: Leaders, managers, and supervisors seeking to re-invent their workplace culture

Course Code: C9324

Days of Training: 1

Date: Nov 12

Cost: \$125

CEUs/CPEs: .6/8

Resolving and Managing Conflict

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

Objectives:

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

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

Course Code: C7518

Days of Training: 1

Date: Jan 25

Cost: \$125

CEUs/CPEs: .6/8

Selection Interviewing: Hiring Right

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

Objectives:

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

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

Course Code: C4027

Days of Training: 1

Date: Sept 17, Dec 3

Cost: \$125

CEUs/CPEs: .6/8

Supervising Challenging Employees

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

Objectives:

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

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

Course Code: C9038

Days of Training: 2

Date: Nov 18-19

Cost: \$250

CEUs/CPEs: 1.2/16

Thinking Like a Consultant

There is a huge array of benefits from thinking like a consultant. Consultants use frameworks and business acumen to solve complex issues that aren’t readily apparent. Fortunately there are simple ways to follow their logic that can save you time and grant business insights. First, it is important to understand how a consultant thinks. Second, you should learn how to frame, analyze and communicate a business problem. Third, you need to structure your solutions in the big picture and synthesize your recommendations to align with who you are speaking to. This workshop will introduce these simple steps and let you discover a new way to approach your day to day work.

Objectives:

- Identify with the client and think like one
- Understand the next steps in the process after your involvement is over
- Learn to find the information and give advice to guide
- Recognize the importance of becoming an expert
- Share knowledge as often as you can

Target Audience: Managers and supervisors who would like to learn how to make informed business decisions

Course Code: C7740

Days of Training: 1

Date: Nov 13

Cost: \$125

CEUs/CPEs: .6/8

Writing Performance Evaluations

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

Objectives:

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

Target Audience: Managers and supervisors who write performance evaluations

Course Code: C9166

Days of Training: 1

Date: Jan 14

Cost: \$125

CEUs/CPEs: .6/8



PROFESSIONAL PRACTICES PORTFOLIO

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

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COURSES FOR AUDIT PROFESSIONALS

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

Audit Report Writing

This interactive program guides participants through the successful audit report-writing process. Working on a self-selected case study, participants will employ a useful, memorable process for producing quality workpapers and drafting and polishing audit reports. Each attendee will receive confidential feedback from the instructor during the course.

Objectives:

- Determine factors affecting the validity and reliability of a finding
- Assess the appropriate level of detail
- Create a department-specific template to facilitate the writing process
- Draft workpapers based on objective observations
- Employ formatting devices to improve the visual appeal of a document
- Develop a precise, clear, concise vocabulary for documenting audit reports

Target Audience: Audit professionals at all levels

Course Code: A8803

Days of Training: 1

Dates: Nov 23

Cost: \$125

CEUs/CPEs: .6/8

Energy Management Institute

Building Operator Certification-Level 1

Course Description:

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

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

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

Objectives:

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

Grading & Certification:

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

Who Should Enroll:

The course is designed for building operators who may have limited formal systems training, but have substantial work experience in building systems. This course is also beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles. Employees in the following position titles should consider participating in this program: Deputy Director of Facilities, Deputy Director of Optimization, Energy Manager, Architect, Engineer, Design Engineer, Engineering Project Manager, Construction Project Manager, Supervisor of Maintenance, Thermostat Repairer, and High Pressure Plant Tender.

Textbooks and other Learning Materials:

On the first day of training, each participant will receive several a course binder, textbooks published by the Building Operator Certification program and a copy of Energy-Efficient Operation of Commercial Buildings: Redefining the Energy Manager's Job by Peter Herzog.

****NOTE:**

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

Prerequisites:

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

- 1) “Saving Energy In NYC; It’s All About Us!” <http://www.nyc.gov/html/dem/html/home/home.shtml>
- 2) “Advice from NYC’s Operations & Maintenance Champions” (<http://www.nyc.gov/html/dem/html/training/training.shtml>)

Prep Courses:

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

Course: Building Operator Certification (BOC) Level I

Term: Fall 2015
 Days: Fridays
 Dates: Sept 11 & 25, Oct 9 & 23, Nov 6 & 20, Dec 4, 11 & 18
 Sessions: 9
 Hours: 9:00am - 4:00pm
 Location: Citywide Training Center, 1 Centre Street, 24th Floor-South Tower
 Code/CEU: C7200; 5.4

Registration Deadline: August 14

Energy Management Institute**Building Operator Certification-Level 2****Course Description:**

For those who have successfully completed the BOC Level I course, this advanced course provides an opportunity to deepen building performance skills while working towards earning the BOC-Level 2 credential. This 16 week, four (4) module course has recently been re-designed to take advantage of virtual learning tools so that employees only need to leave their work site 8 times in order to participate in the program. DCAS Energy Management offers this program to help prepare building operators and stationary engineers on energy efficient facility operations to meet the city's greenhouse gas reduction goals. The BOC-Level 2 course is a competency-based training and certification program that will teach participants the tools necessary to increase the energy efficiency and comfort of City facilities. It also offers participants the opportunity for improved job skills.

NEW and IMPROVED!!

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

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

Objectives:

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

- Have the ability to collect facility operating data for monitoring and troubleshooting of operations;
- Understand sophisticated controls and control strategies;
- Be able to identify, diagnose and correct control errors;
- Be able to use of energy and other performance data to maintain high levels of building performance;
- Know how to select and apply maintenance strategies and techniques.

Grading & Certification:

To earn the nationally-recognized Building Operator Certification Level 2 credential, participants must (a) attend and participate in at least 7 of the 8 in-class sessions, (b) take and pass 4 exams, and (c) submit 4 practical project assignments.

Who Should Enroll:

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

Textbooks and other Learning Materials:

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

****NOTE:**

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

Pre-requisites:

The BOC Level I credential

Course: Building Operator Certification (BOC) Level 2

Term: Fall 2015

Days: Fridays

Dates: Sept 4 & 18, Oct 2 & 16, Nov 13, Dec 4, & 11

Sessions: 8

Hours: 9:00am - 4:00pm

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

Code/CEU: C7202; 4.8

Registration Deadline: August 21

Energy Management Institute

Building Re-Tuning Training

Course Description:

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

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

Objectives:

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

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

Grading & Practical Projects:

Participants will be evaluated based on their ability to conduct an initial BRT project, using BAS/BMS data, in discrete steps during the five weeks of the course.

Who Should Enroll:

The course is designed for building operators with previous energy efficiency/energy management training, and is also beneficial to facility managers who have entered the field from a management background and seek to gain skills in data-driven facility diagnostics. Participants should have a working knowledge of energy efficiency in building systems and **ability to access trend log functions in their facility's BAS/BMS**.

Texts and other Learning Materials:

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

****NOTE:**

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

Prerequisites:

The BOC Level I credential.

Course: Building Re-Tuning

Term: Fall 2015

Days: Thursdays

Dates: Oct 1, 8, 15, 22, Nov 5

Sessions: 5

Hours: 9:00am - 12:00pm

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

Code/CEU: C7300; 1.3

Registration Deadline: April 22

Energy Management Institute

Additional Information

Additional Energy Management Classes:

Course Name	Registration Deadline	Course Dates
Certified Building Commissioning Professional (CBCP) Programs	Nov 10	Dec 1, 2, 3, 4 (8:30a-3:30p) & Dec 7 (Exam)
Certified Energy Manager (CEM) Program	Sept 8 (early) Nov 10 (late)	Sept 29 - Oct 2 (8:30a - 4:30p) & Oct 5 (Exam) or Dec 15-18 (8:30a-4:30p) & Dec 21 (Exam)
Energy Efficient Operations of Controls Systems	Sept 22	Oct 13 & 27, Nov 10 & 24, Dec 8 (8:30a-3:30p)
Energy Efficient Operations of Electrical Systems	A: Aug 26 B: Sept 2	Section A: Sept 16 & 30, Oct 14 & 28, Nov 18 (8:30a - 3:30p) Section B: Sept 23, Oct 7 & 21, Nov 4 & 25 (8:30a - 3:30p)
Energy Efficient Operations of Mechanical Systems	Sept 15	Oct 6 & 20, Nov 17, Dec 1 (8:30a-4:30p)
Energy Efficient Operations of Piping Systems	Sept 24	Oct 15 & 29, Nov 12 (8:30a-3:30p)
Energy Efficient Operations of Plumbing Systems	Oct 15	Nov 5 & 19, Dec 3 & 17 (8:30a-4:30p)

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

Registration Information:

Visit the Energy Management training site at: <http://www.nyc.gov/html/dem/html/training/training.shtml> to view detailed information about all Energy Management classes.



COURSES FOR HUMAN RESOURCE PROFESSIONALS

Human Resources Management Certificate Course

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

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

The program will be offered, starting September 16, 2015 through December 16, 2015. Please call 212.386.0004 for an application package.



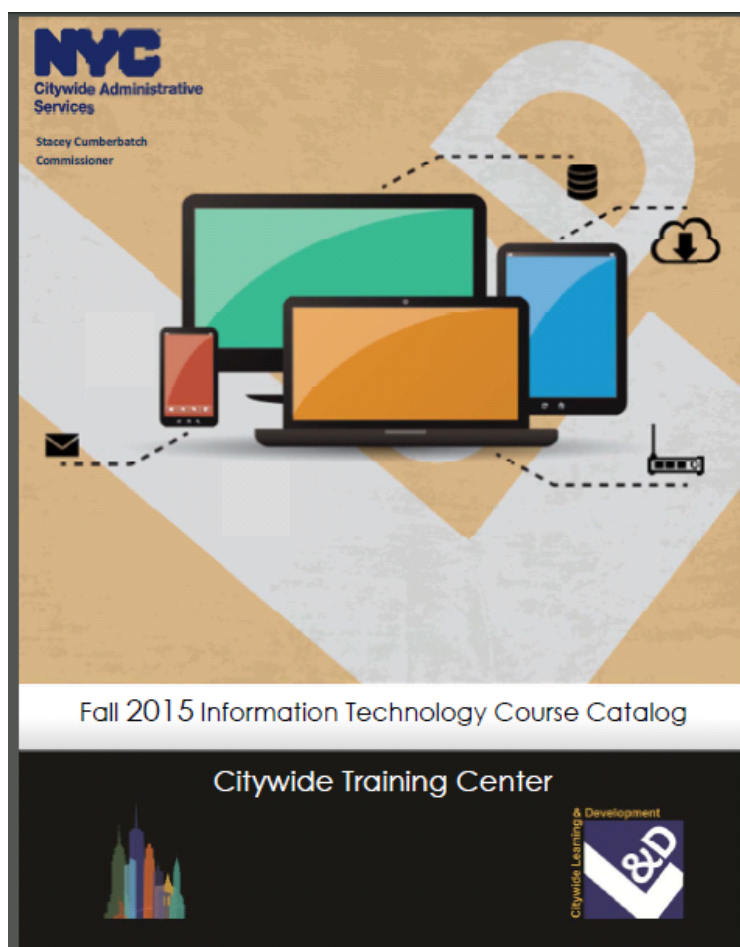
COURSES FOR IT PROFESSIONALS

IT Professional & Certification Courses

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

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

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



COURSES FOR PROJECT MANAGEMENT PROFESSIONALS



Project Management Practical

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

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



COURSES FOR PROCUREMENT PROFESSIONALS

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

Conflicts of Interest Seminar for Procurement Professionals

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

Objectives:

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

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

Course Code: P4002

Days of Training: 1/2 day

Dates: Nov 18 (9:30a - 12:00p)

Cost: N/C

CEUs: .3

Contract Management/Administration

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

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

Course Code: P3016

Days of Training: 1

Date: Nov 16

Cost: \$465

CEUs/CPEs: .6/8

Contract Negotiation Techniques

This course will provide participants with an understanding of the principles and strategies in conducting effective negotiations in procuring goods and services.

Target Audience: Managers and professionals who are involved with conducting contract negotiations. It is strongly recommended that participants take “Introduction to Procurement” as a prerequisite to this course.

Course Code: P3015

Days of Training: 1

Date: Dec 2

Cost: \$465

CEUs/CPEs: .6/8

Details for these two Procurement Courses can be found on page 51 in the *Management and Supervision Portfolio*



APT (Automated Procurement Tracking) Basics

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

Objectives:

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

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

Course Code: P6122M

Days of Training: 1

Date: Sept 30

Cost: N/C

CEUs: .6

Contract Public Hearings

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

Objectives:

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

Course Code: P6140M

Days of Training: 1/2 day

Dates: Dec 1 (9:00a – 12:30p)

Cost: N/C

CEUs: .3

Ethics/Legal Compliance

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

Objectives:

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

Target Audience: All City Procurement personnel

Course Code: P6005M

Days of Training: 1

Dates: Oct 20

Cost: N/C

CEUs: .6

NEW! HireNYC

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

Course Code: P6153M

Days of Training: 1/2 day

Dates: Jan 27 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Introduction to Procurement

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

Objectives:

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

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

Course Code: P3014M

Days of Training: 1/2 day

Dates: Oct 21 (1:30p - 5:00p)

Cost: N/C

CEUs: .3

NEW!

Living Wage

This class will provide an overview of the NYC Living Wage laws. The NYC Living Wage laws are designed to ensure that certain employers who hire workers under City contracts pay their employees a living wage which includes supplemental wages such as health care. They also require the payment of living wages to those employed on property developed by recipients of financial assistance for economic development from NYC.

Course Code: P6152M

Days of Training: 1/2 day

Dates: Jan 20 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

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

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

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

Course Code: P6155M

Days of Training: 1.5 hours

Dates: Sept 3, Sept 9, Sept 16, Oct 7, Oct 14, Oct 21, Nov 18, Dec 8 (1:00p - 2:30p)

Sept 2, Sept 4, Sept 10, Sept 17, Oct 8, Oct 15, Oct 22, Nov 5, Nov 19, Dec 3, Dec 9 (11:00a-12:30p)

Cost: N/C

CEUs: .15

NEW! NYC Nonprofit Assistance: Board Development

Building and managing Board with the capacity to ensure the continued operations of an organization is the most complex and significant asset a nonprofit can develop. Developing a strong and dedicated board whose members are professionals in their fields is often a challenge to accomplish and require thoughtful work and strategic planning. Do you know how to recruit new board members? Are you having trouble in keeping your board engaged and motivated? Is your board financially savvy, understand legal compliance regulations, and actively participate in making major decisions?

This training session will describe best practices, tools, references for building and maintaining a strong and dedicated Board.

Course Code: P6146M

Days of Training: 1/2 day

Dates: Nov 18 (9:00a - 12:00p)

Cost: N/C

CEUs: .3

NEW! NYC Nonprofits: Financial Management

You will have the opportunity to learn about budgeting and strategic resource allocation. Understanding the nature of revenues and expenses and translating that knowledge into programmatic planning and success is a key aspect of a nonprofit to legally comply, efficiently use and track financial and in-kind resources provided in the framework of NYC contract and by various donor. Understanding financial management principles, having a right financial tools and systems to efficiently record and analyze an organization's revenues and expenses, and developing a clear cost allocation mechanisms is a fundamental pillar that should be addressed by both executive staff and board.

This workshop will address all those concerns, consider best practices, and provide templates and tools to ensure that nonprofits have clear and efficient financial tools to achieve their programmatic goals.

Course Code: P6148M

Days of Training: 1/2 day

Dates: Sept 24 (9:00a - 12:00p)

Cost: N/C

CEUs: .3

NEW! NYC Nonprofits: Volunteer Management

Volunteer's management is a significant part of a strategic planning for any nonprofit. The impact that volunteers could have in their communities, the people they serve and engage, and themselves are critical to the mission and success of an organization. Though managing volunteers is an investment of time and energy as well as requires systems and processes to ensure that they are well supervised and efficiently managed, an organization can achieve its programmatic goals, get more donations, and get bigger recognition with smaller resources. Do you engage your volunteers strategically? Do you have a strong position description and professional recruiter? Do you clearly explain what career expectations, opportunities, and possibilities volunteers may encounter in your organization? Do you recognize and retain them? Do you track your volunteers? Do you clearly present the whole picture of their efforts and impact that they will have in their community?

This workshop will answer on all those questions, consider best practices, provide templates and tools to ensure that volunteers achieve their goals in service, make a long term volunteer commitment and provide a real benefit to your organization.

Course Code: P6145M

Days of Training: 1/2 day

Date: Oct 28 (9:00a-12:00p)

Cost: N/C

CEUs: .3

Performance Evaluation Process

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

Objectives:

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

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

Course Code: P6142M

Days of Training: 1/2 day

Date: Jan 19 (9:00a – 12:30p)

Cost: N/C

CEUs: .3

Prevailing Wage for Contract Administrators

This course will focus on the role of Procurement and contract Administrators as part of The City's team effort to enforce prevailing wage requirements on construction and building service contracts. The course agenda will include an overview of prevailing wage laws in New York State; EO 102 due diligence; review of documentation including sign-in sheets and certified payrolls as well as 'tell tale signs' of potential prevailing wage abuses for procurement and contract administrators.

Course Code: P6012M

Days of Training: 1/2 day

Dates: Oct 29 (9:00a - 12:00p)

Cost: N/C

CEUs: .3

Subcontractor Tracking

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

Objectives:

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

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

Course Code: P6118M

Days of Training: 1/2 day

Dates: Oct 7, Nov 5, Dec 8, Jan 12 (1:30p - 5:00p)

Cost: N/C

CEUs: .3

Understanding the VENDEX Process

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

Objectives:

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

Target Audience: City contracting personnel

Course Code: P6008M

Days of Training: 1/2 day

Dates: Oct 27 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Vendor Responsibility/Determinations

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

Objectives:

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

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

Course Code: P6154M

Days of Training: 1/2 day

Dates: Dec 10 (1:30p - 5:00p)

Cost: N/C

CEUs: .3



EXECUTIVE DEVELOPMENT PORTFOLIO

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

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

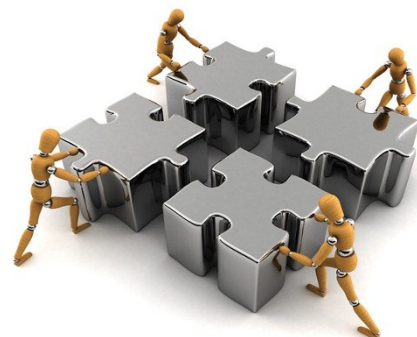
What is Organization Development?

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

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

Assessment & Facilitation

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





The Leadership Institute

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

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

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



The Management Academy

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

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

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

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

Executive Coaching

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

A coaching experience includes:

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

All of L&D's coaching options incorporate an assessment and feedback. For more detailed information on Executive Coaching, please call 212.386.0004.



Frederick O'Reilly Hayes Prize

Fredrick O'Reilly Hayes was a remarkable leader who was passionate about innovation in government service delivery. He pioneered management and analytic methods while crafting daring public policy and recruiting and mentoring a generation of public service minded leaders. His influence during his career spanned federal, state and local government, and he managed the largest municipal budget in the United States as Budget Director of the City of New York. Fred's dedication to improving the delivery of public service knew no bounds. He instilled this spirit of innovation and excellence to his associates who learned from his ideas, ideals and work.

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

After a review of nomination packages, finalists are interviewed by The Hayes Prize Committee. Based upon the results of the interview a winner is selected. Additional information about the Hayes Prize can be found on the website at <http://www.nyc.gov/executivedevelopment> or by calling 212.386.0004.







CERTIFICATION & CREDIT BEARING PORTFOLIO

NYC employees can prepare for professional certifications and exams with training that is specific to their certification's requirements. L&D's current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

CUNY Public Administration Certificate Program 97

IT Professional & Certification Courses 78
(Located in the Professional Practices Portfolio)

**National Institute of Governmental Purchasing (NIGP)
Foundation Courses for Certification** 102

CUNY PUBLIC ADMINISTRATION PROGRAM



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

Enroll at the undergraduate or graduate:

- Earn a Certificate in Public Administration and Public Policy from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply credits toward a bachelor's or master's degree at Queens College, CUNY
- Union tuition plans applicable; tuition reimbursement may apply
- **Online application:** <https://cunyspsg.askadmissions.net/emtinterestpage.aspx?ip=quickstart>
- **Spring 2016 Admissions Deadline: January 9, 2016**

For More Information on CUNY Courses at the CTC contact:

DCAS

J. Valentine at: (212) 669-3630 or

jvalenti@dcas.nyc.gov

CUNY/Murphy Institute (MI)

25 West 43rd Street, 19th Floor

New York, NY 10036

The Murphy Institute Counselor at: (212) 642-2059

Visit the website at: [The Murphy Institute](http://TheMurphyInstitute.org)



UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY

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

Public Administration

PADM 20100	Credits: 4	Feb 1, 2016 to May 23, 2016	Mondays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will examine the growth, structure, role, and methods of local and federal bureaucracies and their impact on American government and society. It will introduce participants to the subject of bureaucracy in American government and will survey the major areas of study in Public Administration, including the context of public administration, the meaning of federalism, and intergovernmental relations. In addition, the course will address organizational theory and behavior, decision-making, leadership, policy implementation, budgeting, personnel management, performance management, legal and regulatory constraints, ethics and accountability. Participants will become knowledgeable about the roles and functions of public agencies and will acquire a grasp of current issues and controversies concerning public bureaucracies and public policy.

Government, Politics, and the Policy-Making Process

PADM 21100	Credits: 4	Feb 4, 2016 to May 26, 2016	Thursdays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will explore the policy-making process in a range of public institutions and will introduce participants to the approaches, methods, tools, and techniques of decision making. The role of conventional political institutions as well as alternatives to conventional politics will be studied. In the process, participants will identify official as well as unofficial political actors, including those in the executive, legislative, and judiciary branches of government; social and political activists; the media; and the public. Finally, the course will examine several models of the policy-making process.

Public Issues and Public Policy

PADM 22100	Credits: 4	Feb 3, 2016 to May 25' 2016	Wednesdays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will provide an overview of the major problems facing American cities and will examine the federal, state, and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including taxation, minimum wage, social security, immigration, education, the environment, crime, social welfare, discrimination, and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life. Finally, participants will discuss pluralist and elitist perspectives on public policy and policy debate. Readings will include diverse and sometimes clashing points of view and will often emphasize developments in New York City.

Research Seminar on Public Policy

PADM 23100	Credits: 4				Not offered Spring semester
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This course is a seminar in public policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing, or criminal justice, which will change each semester. Using a task force model, participants will survey the literature in the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Participants will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination. The goal for each task force is to recommend modifications or alternatives to existing policy that effectively address the needs and concerns of various constituencies and interest groups in the decision-making process. During the term, task force groups will make oral presentations, based on their research. Each group will present a final report that incorporates policy analysis and policy recommendations. In preparation for the task-force project, the seminar will provide an overview of the topic under examination and will review methodologies for policy analysis.

ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY — LEVEL 1

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

Policy Analysis

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

Public Administration

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

Research Methods Seminar

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

Social and Economic Policy in the United States

PADM 61100	Credits: 3	Feb 2, 2016 to May 24, 2016	Tuesdays	6:15p-8:45p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty, welfare, housing, health-care, public education, and urban crime. The course will conclude with an analysis of the public-sector labor force and the future of municipal unions. While the main focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.

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



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



Contract Administration (NIGP)

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

Objectives:

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

Target Audience: All levels of Contract Managers

Course Code: P1001

Days of Training: 3

Dates: Oct 26-28

Cost: \$695

CEUs: 1.8

Developing and Managing Requests for Proposals in the Public Sector

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

Objectives:

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

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

Course Code: P1002

Days of Training: 3

Dates: Nov 16-18

Cost: \$695

CEUs: 1.8

Introduction to Public Procurement

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

Objectives:

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

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

Course Code: P1003

Days of Training: 3

Dates: Dec 16-18

Cost: \$695

CEUs: 1.8

Sourcing in the Public Sector

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

Objectives:

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

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

Course Code: P1005

Days of Training: 3

Dates: Oct 21-23

Cost: \$695

CEUs: 1.8

Strategic Procurement Planning

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

Objectives:

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

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

Course Code: P1007

Days of Training: 3

Dates: Jan 27-29

Cost: \$695

CEUs: 1.8

The Legal Aspects of Public Procurement

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

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

Objectives:

- Define and understand the legal terms used in public procurement
- Identify the Model Procurement Code
- Understand the role of the law in public procurement
- Examine the role of the public professional in the application of procurement and contract law
- Assess the legal implications surrounding solicitations, contracting and post award issues
- Apply basic legal concepts and principles in public procurement
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Target Audience: Those who are significantly involved in the contracting process and want to increase their understanding of both the capability and limitation of the law on government procedures

Course Code: P1006

Days of Training: 3

Dates: Dec 9-11

Cost: \$695

CEUs: 1.8



NYC SPECIFIC PORTFOLIO

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

Conflicts of Interest Seminars	107
Diversity & Inclusion Courses	109
Emergency Management Certificate Program	114
Mayor’s Office of Contract Services Courses <i>(Located in the Professional Practices Portfolio)</i>	82
Small Business Services M/WBE Courses	115

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS



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

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

Special Topics in Chapter 68 of the City Charter: Enforcement

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9071

Days of Training: 2 hours

Dates: Nov 20 (10:00a - 12:00p)

Cost: N/C

CLEs/CEUs: 2/.2

Special Topics in Chapter 68 of the City Charter: Gifts

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9070

Days of Training: 1.5 hours

Dates: Oct 30 (10:00a—11:30a)

Cost: N/C

CLEs/CEUs: 1.5/.15

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

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9072

Days of Training: 1.5 hours

Dates: Dec 11 (10:00a—11:30a)

Cost: N/C

CLEs/CEUs: 1.5/.15

What Every Attorney Should Know About Chapter 68 of the City Charter

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

Objectives:

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9058

Days of Training: 2 hours

Dates: Sept 25 (10:00a—12:00p)

Cost: N/C

CLEs/CEUs: 2/.2

DIVERSITY & INCLUSION COURSES

NEW! Building an Inclusive Culture: *Understanding Unconscious Bias*

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

Target Audience: Managers and supervisors

Course Code: C1078

Days of Training: 1/2

Date: Oct 20, 21 (9:00a-12:30p); Oct 20, 21 (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

NEW! Building an Inclusive Culture: *Understanding Unconscious Bias* (Train the Trainer)

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. Participants will be trained on how to identify unconscious biases and employ respectful ways to mitigate or interrupt these biases.

Target Audience: EEO Officers/trainers and APOs

Course Code: C7786

Days of Training: 2

Date: Oct 7-8

Cost: N/C

CEUs/CPEs: 1.2/16

Everybody Matters (Full Day)

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

Objectives:

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

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

Course Code: C1075

Days of Training: 1

Date: Oct 15, Dec 10

Cost: N/C

CEUs/CPEs: .6/8

Everybody Matters (1/2 day)

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

Objectives:

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

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

Course Code: C1077

Days of Training: 1/2

Date: Nov 5, Nov 19 (9:00a-12:30p)

Cost: N/C

CEUs/CPEs: .3/4

NEW! LGBT: Are You Ready for the “T” – Creating an Inclusive Culture for Transgender Employees

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

Target Audience: EEO Professionals

Course Code: C7787

Days of Training: 1/2

Date: Nov 17 (9:00a-12:30p); Nov 17 (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

Reasonable Accommodation Procedural Guidelines

This training will review the material distinctions between the City's newly revised 2015 Reasonable Accommodation Procedural Guidelines and the prior reasonable accommodation procedures.

Target Audience: EEO Professionals

Course Code: C7788

Days of Training: 1/2

Date: Sept 24 (9:30a-12:30p); Sept 24 (1:30p-4:30p)

Cost: N/C

CEUs/CPEs: .3/4

NEW!

Straight Talk: LGBTQ Community at Work

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

Target Audience: Non-EEO Professionals

Course Code: C7789

Days of Training: 1/2

Date: Nov 6 (9:00a-12:30p); Nov 6 (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

Structured Interviewing and Unconscious Bias

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

Target Audience: Hiring managers and supervisors

Course Code: C7790

Days of Training: 1/2

Date: Dec 2, 3 (9:00a-12:30p); Dec 2, 3 (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

NEW! **Structured Interviewing and Unconscious Bias (Train the Trainer)**

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). This two-day workshop will also develop participants' competencies for imparting the tools for identifying bias and making fair employment decisions.

Target Audience: EEO Officers/trainers and APOs

Course Code: C7791
Days of Training: 2
Date: Oct 28-29
Cost: N/C
CEUs/CPEs: 1.2/16

NEW! **Workplace Realities: Responding to People With Disabilities (Disability Etiquette)**

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

Target Audience: EEO Professionals

Course Code: C7792
Days of Training: 1/2
Date: Oct 19 (9:00a-12:30p); Oct 19 (1:30p-5:00p)
Cost: N/C
CEUs/CPEs: 1.2/16



EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

The Emergency Management Certificate Program introduces City managers and supervisors to the fundamentals of emergency management and provides participants with an awareness and understanding of how the City of New York operates and responds to emergencies.

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

AUDIENCE:

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

CERTIFICATE OBJECTIVES INCLUDE:

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

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

TIMELINE:

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

REGISTRATION PROCESS:

Please email OEMAcademy@oem.nyc.gov for an application form if you are interested in participating in this program. If selected to participate, you must attend the orientation session. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM's Commissioner



Buyer Training

M/WBE Program Review and Updates

Instructed by representatives from SBS and MOCS

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

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

Hands-on Online Directory Training

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

- Overview of Capacity Building Programs and other services

Upcoming Dates and Topics (FY15):

Held every 2nd Thursday of the month

September 10th – Local Law 1 - M/WBE Program Review

October 8th – FY15 M/WBE Utilization and Performance Review

November 12th – Best Practices for Identifying M/WBEs

December 10th – M/WBE Program Compliance & Monitoring

January 14th - M/WBE Utilization and Performance Review: FY16/Q1

9:30 AM to 12:30 PM

Location:

Citywide Training Center 1
Centre Street, 24th Floor
Lower Manhattan

CITYWIDE LEARNING and DEVELOPMENT
FALL 2015 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

Technology Skills Portfolio1

This portfolio has a full complement of software offerings, including all Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

Personal Development Portfolio1-2

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

Management & Supervision Portfolio2-3

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

Professional Practices Portfolio3

These course and programs are designed for specific communities of practice to allow for continuity in networking, collaboration and knowledge sharing. So, whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.

Executive Development Portfolio4

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

Certification & Credit Bearing Portfolio4

NYC employees can prepare for professional certifications and exams with training that is specific to their certification's requirements. Some of L&D's current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

NYC Specific Portfolio4

The courses in these programs provide the resources and knowledge that is specific to New York City agencies in areas such as Emergency Management, Conflicts of Interest, Purchasing, Customer Service, and Diversity and Inclusion.

Contact the CTC
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

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
TECHNOLOGY SKILLS PORTFOLIO					
MICROSOFT OFFICE					
Access 2010					
Part 1	T4051	1.2CEU/16CPE	2	Oct 29-30	\$250
Part 2	T4052	1.2CEU/16CPE	2	Nov 19-20	\$250
Access 2013					
Part 1	T4061	1.2CEU/16CPE	2	Nov 9-10	\$250
Part 2	T4062	1.2CEU/16CPE	2	Sept 17-18, Dec 14-15	\$250
Excel 2010					
Part 1	T3054	.6CEU/8CPE	1	Oct 16, Nov 13	\$125
Part 2	T3055	.6CEU/8CPE	1	Oct 22, Nov 23, Dec 3	\$125
Part 3	T3056	.6CEU/8CPE	1	Oct 27	\$125
Excel 2013					
Part 1	T3064	.6CEU/8CPE	1	Sept 11, Nov 6	\$125
Part 2	T3065	.6CEU/8CPE	1	Sept 21, Nov 17, Dec 17	\$125
Part 3	T3066	.6CEU/8CPE	1	Sept 28	\$125
Outlook 2010					
Part 1	T7051	.6CEU/8CPE	1	Nov 16	\$125
Part 2	T7052	.6CEU/8CPE	1	Sept 8	\$125
Outlook 2013					
Part 1	T7061	.6CEU/8CPE	1	Nov 30	\$125
Part 2	T7062	.6CEU/8CPE	1	Sept 4, Jan 26	\$125
PowerPoint 2010					
Part 1	T6041	.6CEU/8CPE	1	Nov 2	\$125
Part 2	T6042	.6CEU/8CPE	1	Nov 24	\$125
PowerPoint 2013					
Part 1	T6051	.6CEU/8CPE	1	Oct 2	\$125
Part 2	T6052	.6CEU/8CPE	1	Oct 19	\$125
Word 2010					
Part 1	T2064	.6CEU/8CPE	1	Nov 12	\$125
Part 2	T2065	.6CEU/8CPE	1	Sept 4	\$125
Word 2013					
Part 1	T2074	.6CEU/8CPE	1	Nov 20	\$125
Part 2	T2075	.6CEU/8CPE	1	Sept 24	\$125
TABLETS					
Five Dynamic Uses of the iPad	T1280	.6CEU/8CPE	1	Sept 16, Jan 28	\$125
Making the Best Use of the iPad	T1281	.3CEU/4CPE	1/2	Sept 30, Jan 15 (1:30p - 5:00p)	\$60
PERSONAL DEVELOPMENT PORTFOLIO					
Action Grammar	C5031	1.2CEU/16CPE	2	Sept 29-30, Oct 28-29	\$250
Anger Management New!	C7774	.6CEU/8CPE	1	Oct 23	\$125
Attitude is Everything	C9266	.6CEU/8CPE	1	Oct 20	\$125
Breaking the Cycle of Procrastination	C9205	.6CEU/8CPE	1	Oct 14	\$125

CITYWIDE LEARNING and DEVELOPMENT
FALL 2015 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

Business Writing: Clarity Through Critical Thinking	C2036	.6CEU/8CPE	1	Sept 18, Nov 9	\$125
Change Management	C7775	.6CEU/8CPE	1	Dec 1	\$125
Communication and Collaboration for Project Success	C9119	.6CEU/8CPE	1	Oct 2	\$125
Creating a Positive Well-Being	C1239	.6CEU/8CPE	1	Oct 2	\$125
Creating and Delivering Powerful Presentations	C9041	1.2CEU/16CPE	2	Sept 1-2	\$250
Critical Thinking for Effective Decision Making	C9657	.6CEU/8CPE	1	Nov 5	\$125
Defusing Workplace Aggression	C7511	.6CEU/8CPE	1	Oct 8	\$125
Delivering Quality Customer Service	C7766	.6CEU/8CPE	1	Oct 8	\$125
Developing Dynamic Listening Skills	C2508	.6CEU/8CPE	1	Nov 12	\$125
"Easy" English for the Multi-Lingual Writer	C8005	1.2CEU/16CPE	2	Jan 20-21	\$250
Effective Office Management	C7776	.6 CEU/8CPE	1	Dec 22	\$125
Effective Presentation Skills: <i>Presenting Like a Pro</i>	C7758	1.2CEU/16CPE	2	Nov 23-24	\$250
Fundamentals of Effective Presentations	C9114	.6CEU/8CPE	1	Dec 21	\$125
How to Write Fast Under Pressure	C7513	.6CEU/8CPE	1	Oct 13	\$125
Influencing Without Authority	C4020	.6CEU/8CPE	1	Nov 17	\$125
Intergenerational Dynamics	C7759	.6CEU/8CPE	1	Nov 30	\$125
Leadership Skills for Everyone	C7777	.6CEU/8CPE	1	Dec 2	\$125
Making a Positive Difference Everyday	C7778	.6CEU/8CPE	1	Jan 22	\$125
Managing Multiple Priorities	C5044	.6CEU/8CPE	1	Sept 24, Oct 21	\$125
Managing Stress and Preventing Burnout	C9033	.6CEU/8CPE	1	Dec 8	\$125
Mind Tools for Memory	C9279	.6CEU/8CPE	1	Sept 15, Dec 15	\$125
Motivating Yourself for Professional Success	C9092	.6CEU/8CPE	1	Nov 6	\$125
Negotiation and Conflict Resolution Skills for Project Team Members	C9124	.6CEU/8CPE	1	Dec 14	\$125
Persuasive Presentations to Executives	C9115	.6CEU/8CPE	1	Jan 21	\$125
Resilience at Work	C9446	.6CEU/8CPE	1	Jan 20	\$125
Six Steps to Effective Problem Solving	C7779	.6CEU/8CPE	1	Oct 9	\$125
Strategies for Managing Difficult Behaviors	C7780	.6CEU/8CPE	1	Nov 6	\$125
Successful Letter and Memo Writing	C6788	1.2CEU/16CPE	2	Nov 19-20	\$250
Tactical Communication for Gaining Cooperation	C5400	.6CEU/8CPE	1	Sept 28	\$125
Time Management Skills for Individuals	C7760	.6CEU/8CPE	1	Sept 17, Nov 4	\$125
Turning Obstacles Into Opportunities	C1247	.6CEU/8CPE	1	Jan 15	\$125
Workplace Violence Prevention New!	C7781	.6CEU/8CPE	1	Nov 23	\$125
Writing Effective and Efficient E-mails	C4260	.6CEU/8CPE	1	Jan 29	\$125
Writing in Plain Language New!	C7782	.6CEU/8CPE	1	Dec 11	\$125
MANAGEMENT & SUPERVISION PORTFOLIO					
21 Irrefutable Laws of Leadership	C9655	.6CEU/8CPE	1	Oct 6	\$125
Advanced Management Intensive New!	C7783	1.8CEU/24CPE	3	Dec 3, Dec 10, and Dec 17	\$375
Back to Basics: Essential Skills for Supervisors	C1038	1.2CEU/16CPE	2	Oct 26-27	\$250
Brilliant Briefings	C3150	.6CEU/8CPE	1	Oct 1	\$125
Building Collaborative, Productive and Cohesive Teams	C1243	.6CEU/8CPE	1	Nov 2	\$125
Change: Moving Through Resistance	C8007	.6CEU/8CPE	1	Dec 9	\$125
Coaching for Employee Commitment and Performance	C1238	.6CEU/8CPE	1	Nov 9	\$125
Contract Management/Administration	P3016	.6CEU/8CPE	1	Nov 16	\$465
Contract Negotiation Techniques	P3015	.6CEU/8CPE	1	Dec 2	\$420
Creating a Collaborative Workplace	C7516	.6CEU/8CPE	1	Oct 29	\$125
Data Analytics for Managers	C4311	.6CEU/8CPE	1	Oct 7	\$150
Developing Yourself and Others Through Delegation	C9117	.6CEU/8CPE	1	Oct 1	\$125
Emotional Intelligence: The Key to Effective Leadership	C9207	1.2CEU/16CPE	2	Dec 9-10	\$250
Excel Tools: Summarizing Data	C4312	.6CEU/8CPE	1	Dec 3	\$150
Fundamentals of Business Mathematics	C7746	.6CEU/8CPE	1	Nov 24	\$125
Fundamentals of Supervision	C1044	1.2CEU/16CPE	2	Sept 22-23, Jan 27-28	\$250
Hitting the Bulls-eye: Setting Targets that Work	C9321	.6CEU/8CPE	1	Dec 8	\$125
Initiating and Managing Difficult Conversations	C9013	.6CEU/8CPE	1	Nov 16	\$125
Inspired Leadership: <i>Creating a Motivational Environment</i>	C9248	1.2CEU/16CPE	2	Sept 16-17, Oct 19-20	\$250
Introduction to Statistical Analysis	C7747	.6CEU/8CPE	1	Sept 2	\$125
Leading Short-Term Improvement Projects	C9014	.6CEU/8CPE	1	Jan 19	\$125

CITYWIDE LEARNING and DEVELOPMENT

FALL 2015 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

Lean Six Sigma: An Introduction to Quality and Productivity Improvement	C7764	1.2CEU/16CPE	2	Sept 29-30	\$250
Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate) New!	C7784	1.2CEU/16CPE	2	Oct 21-22	\$250
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate) New!	C7785	2.4CEU/32CPE	4	Nov 4, 6, 18, and 20	\$500
Managerial Decision Making and Problem Solving	C2525	.6CEU/8CPE	1	Dec 16	\$125
Managing for Customer Service Excellence	C3033	.6CEU/8CPE	1	Dec 17	\$125
Performance Evaluation Clinic	C9036	.6CEU/8CPE	1	Dec 18	\$125
Principles of Financial Management	C4314	.6CEU/8CPE	1	Oct 15	\$150
Project Management	C7756	.6CEU/8CPE	1	Sept 25, Dec 4	\$125
Re-Energize, Re-Purpose, and Re-Invent Your Workplace Culture	C9324	.6CEU/8CPE	1	Nov 12	\$125
Resolving and Managing Conflict	C7518	.6CEU/8CPE	1	Jan 25	\$125
Selection Interviewing: Hiring Right	C4027	.6CEU/8CPE	1	Sept 17, Dec 3	\$125
Supervising Challenging Employees	C9038	1.2CEU/16CPE	2	Nov 18-19	\$250
Thinking Like a Consultant	C7740	.6CEU/8CPE	1	Nov 13	\$125
Writing Performance Evaluations	C9166	.6CEU/8CPE	1	Jan 14	\$125
PROFESSIONAL PRACTICES PORTFOLIO					
AUDIT PROFESSIONALS					
Audit Report Writing New!	A8803	.6CEU/8CPE	1	Nov 23	\$125
ENERGY MANAGEMENT PROFESSIONALS					
Building Operator Certification Level 1 (BOC-L1)	C7200	5.4CEU	9	Sept 11, Sept 25, Oct 9, Oct 23, Nov 6, Nov 20, Dec 4, Dec 11, Dec 18 (9:00a - 4:00p)	N/C*
Building Operator Certification Level 2 (BOC-L2)	C7202	4.8CEU	8	Sept 4, Sept 18, Oct 2, Oct 16, Oct 30, Nov 13, Dec 4, Dec 11 (9:00a - 4:00p)	N/C*
Building Retuning (BRT)	C7300	1.5CEU	5	Oct 1, Oct 8, Oct 15, Oct 22, Nov 5 (9:00a - 12:00p)	N/C*
Certified Building Commissioning Professional (CBCP) Program	C7101	2.4CEU	5	Dec 1, Dec 2, Dec 3, Dec 4 (8:30a - 3:30p) and Dec 7 (Exam)	N/C*
Certified Energy Manager (CEM) Program	C7100	2.8CEU	5	Sept 29 - Oct 2 (8:30a - 4:30p) and Oct 5 (Exam) or Dec 15-18 (8:30a - 4:30p) and Dec 21 (Exam)	N/C*
Energy Efficient Operations of Controls Systems	C7106	3CEU	5	Oct 13, Oct 27, Nov 10, Nov 24, Dec 8 (8:30a - 3:30p)	N/C*
Energy Efficient Operations of Electrical Systems	C7105	3CEU	5	Section A: Sept 16, Sept 30, Oct 14, Oct 28, Nov 18 (8:30a - 3:30p) Section B: Sept 23, Oct 7, Oct 21, Nov 4, Nov 25 (8:30a - 3:30p)	N/C*
Energy Efficient Operations of Mechanical Systems	C7108	2.8CEU	4	Oct 6, Oct 20, Nov 17, Dec 1 (8:30a - 4:30p)	N/C*
Energy Efficient Operations of Piping Systems	C7107	1.8CEU	3	Oct 15, Oct 29, Nov 12 (8:30a - 3:30p)	N/C*
Energy Efficient Operations of Pumping Systems	C7109	2.8CEU	4	Nov 5, Nov 19, Dec 3, Dec 17 (8:30a - 4:30p)	N/C*
A fee of will be assessed for a "no show" or late cancellation in accordance with the CTC Cancellation Policy. See the Course Catalog, page 70 for details.					
HUMAN RESOURCE PROFESSIONALS					
See Course Catalog, page 77 for details.					
IT PROFESSIONALS					
See Course Catalog, page 78 for details.					
PROCUREMENT PROFESSIONALS					
Conflicts of Interest Seminar for Procurement Professionals	P4002	.3 CEU	1/2	Nov 18 (9:30a - 12:00p)	N/C
Contract Management/Administration	P3016	.6CEU/8CPE	1	Nov 16	\$465
Contract Negotiation Techniques	P3015	.6CEU/8CPE	1	Dec 2	\$465
MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) COURSES					
APT (Automated Procurement Tracking) Basics	P6122M	.6CEU	1	Sept 30	N/C
Contract Public Hearings	P6140M	.3CEU	1/2	Dec 1 (9:00a - 12:30p)	N/C
Ethics/Legal Compliance	P6005M	.6CEU	1	Oct 20	N/C
HireNYC New!	P6153M	.3CEU	1/2	Jan 27 (9:00a - 12:30p)	N/C
Introduction to Procurement	P3014M	.3CEU	1/2	Oct 21 (1:30p - 5:00p)	N/C
Living Wage New!	P6152M	.3CEU	1/2	Jan 20 (9:00a - 12:30p)	N/C
Local Law 34 Compliance/DBA (Doing Business Accountability) Project	P6155M	.15CEU	1.5 hrs	Sept 3, Sept 9, Sept 16, Oct 7, Oct 14, Oct 21, Nov 18, Dec 8 (1:00p-2:30p) Sept 2, Sept 4, Sept 10, Sept 17, Oct 8, Oct 15, Oct 22, Nov 5, Nov 19, Dec 3, Dec 9 (11:00a-12:30p)	N/C
NYC Noprofit Assistance: Board Development New!	P6146M	.3CEU	1/2	Nov 18 (9:00a - 12:00p)	N/C
NYC Noprofits: Financial Management New!	P6148M	.3CEU	1/2	Sept 24 (9:00a - 12:00p)	N/C
NYC Nonprofits: Volunteer Management New!	P6145M	.3CEU	1/2	Oct 28 (9:00a - 12:00p)	N/C
Performance Evaluation Process	P6142M	.3CEU	1/2	Jan 19 (9:00a - 12:30p)	N/C
Prevailing Wage for Contract Administrators	P6012M	.3CEU	1/2	Oct 29 (9:00a - 12:30p)	N/C
Subcontractor Tracking	P6118M	.3CEU	1/2	Oct 7, Nov 5, Dec 8, Jan 12 (1:30p - 5:00p)	N/C
Understanding the Vendex Process	P6008M	.3CEU	1/2	Oct 27 (9:00a - 12:30p)	N/C
Vendor Responsibility/Determinations	P6154M	.3CEU	1/2	Dec 10 (1:30p - 5:00p)	N/C
PROJECT MANAGEMENT PROFESSIONALS					
See Course Catalog, page 79 for details.					

CITYWIDE LEARNING and DEVELOPMENT

FALL 2015 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER

EXECUTIVE DEVELOPMENT PORTFOLIO

See Course Catalog, page 90 for details and/or call Executive Development Programs at 212-386-0004.

CERTIFICATION & CREDIT BEARING PORTFOLIO

CUNY PUBLIC ADMINISTRATION CERTIFICATE PROGRAM (Union tuition reimbursement may apply)

For more information on CUNY courses at DCAS/CTC contact: 212-669-3630 or contact CUNY at The Murphy Institute at: 212-642-2059

See Course Catalog, page 97 for details.

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

Contract Administration	P1001	1.8CEU	3	Oct 26-28	\$695
Developing and Managing Requests for Proposals in the Public Sector	P1002	1.8CEU	3	Nov 16-18	\$695
Introduction to Public Procurement	P1003	1.8CEU	3	Dec 16-18	\$695
Sourcing in the Public Sector	P1005	1.8CEU	3	Oct 21-23	\$695
Strategic Procurement Planning	P1007	1.8CEU	3	Jan 27-29	\$695
The Legal Aspects of Public Procurement	P1006	1.8CEU	3	Dec 9-11	\$695

NYC SPECIFIC PROGRAMS

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

Special Topics in Chapter 68: Enforcement	C9071	2CLE/.2CEU	2 hrs	Nov 20 (10:00a - 12:00p)	N/C
Special Topics in Chapter 68 of the City Charter: Gifts	C9070	1.5CLE/.15CEU	1.5 hrs	Oct 30 (10:00a - 11:30a)	N/C
Special Topics in Chapter 68 of the City Charter: Post-Employment	C9072	1.5CLE/.15CEU	1.5 hrs	Dec 11 (10:00a - 11:30a)	N/C
What Every Attorney Should Know About Chapter 68 of the City Charter	C9058	2CLE/.2CEU	2 hrs	Sept 25 (10:00a - 12:00p)	N/C

DIVERSITY & INCLUSION COURSES

Building an Inclusive Culture: <i>Understanding Unconscious Bias</i> New!	C1078	.3CEU/4CPE	1/2	Oct 20 (9:00a-12:30p) or Oct 20 (1:30p-5:00p) Oct 21 (9:00a-12:30p) or Oct 21 (1:30p-5:00p)	N/C
Building an Inclusive Culture: <i>Understanding Unconscious Bias</i> (Train the Trainer) New!	C7786	1.2CEU/16CPE	2	Oct 7-8	N/C
Everybody Matters (Full Day)	C1075	.6CEU/8CPE	1	Oct 15, Dec 10	N/C
Everybody Matters (1/2 Day)	C1077	.3CEU/4CPE	1/2	Nov 5, Nov 19 (9:00a - 12:30p)	N/C
LGBT: Are You Ready for the "T" – Creating an Inclusive Culture for Transgender Employees New!	C7787	.3CEU/4CPE	1/2	Nov 17 (9:00a-12:30p) or Nov 17 (1:30p-5:00p)	N/C
Reasonable Accommodation Procedural Guidelines	C7788	.3CEU/4CPE	1/2	Sept 24 (9:30a-12:30p) or Sept 24 (1:30p-4:30p)	N/C
Straight Talk: LGBTQ Community at Work New!	C7789	.3CEU/4CPE	1/2	Nov 6 (9:00a-12:30p) or Nov 6 (1:30p-5:00p)	N/C
Structured Interviewing and Unconscious Bias	C7790	.3CEU/4CPE	1/2	Dec 2 (9:00a-12:30p) or Dec 2 (1:30p-5:00p) Dec 3 (9:00a-12:30p) or Dec 3 (1:30p-5:00p)	N/C
Structured Interviewing and Unconscious Bias (Train the Trainer) New!	C7791	1.2CEU/16CPE	2	Oct 28-29	N/C
Workplace Realities: Responding to People With Disabilities (Disability Etiquette) New!	C7792	.3CEU/4CPE	1/2	Oct 19 (9:00a-12:30p) or Oct 19 (1:30p-5:00p)	N/C

EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 114 for details.

SMALL BUSINESS SERVICES (SBS) M/WBE COURSES

Best Practices for Identifying M/WBEs	P9007S	.3CEU	1/2	Nov 12 (9:30a - 12:30p)	N/C
FY15 M/WBE Utilization and Performance Review	P9010S	.3CEU	1/2	Oct 8 (9:30a-12:30p)	N/C
Local Law 1 - M/WBE Program Review	P9009S	.3CEU	1/2	Sept 10 (9:30a-12:30p)	N/C
M/WBE Program Compliance & Monitoring	P9011S	.3CEU	1/2	Dec 10 (9:30a-12:30p)	N/C
M/WBE Utilization and Performance Review: FY16/Q1	P9012S	.3CEU	1/2	Jan 14 (9:30a-12:30p)	N/C



NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER APPLICATION

CTC USE ONLY

Input Date: _____

Initials _____

Please review the instructions on reverse side before completing this application

TRAINING APPLICANT INFORMATION

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

OPTIONAL APPLICANT INFORMATION

Gender (Check One) <input type="checkbox"/> Male <input type="checkbox"/> Female		Ethnicity (Check One) <input type="checkbox"/> White (not of Hispanic origin) <input type="checkbox"/> Black (not of Hispanic Origin) <input type="checkbox"/> Hispanic <input type="checkbox"/> Asian or Pacific Islander <input type="checkbox"/> American Indian or Alaskan native <input type="checkbox"/> Other, please specify _____							
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SELECTED COURSE INFORMATION

Course Code	Course Title	Level	Course Dates	# Days	Cost
1.					
2.					
3.					
4.					
5.					
6.					

CITYWIDE TRAINING CENTER CONFIRMATION/CANCELLATION POLICY

- Your agency training liaison will notify you of your confirmation to attend the class(es) for which you have registered. You should not attend a class for which you have not received a confirmation. If you have not received a confirmation, please check with your liaison.
Please note that no food or beverages are permitted inside the classrooms.
- Requests for cancellations or schedule changes must be received in writing at least 7 business days prior to the start of a confirmed class.** Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the commencement of the class without penalty.

APPLICANT SIGNATURE

Applicant Signature

Date

(OVER)

REVIEW THESE INSTRUCTIONS BEFORE COMPLETING APPLICATION

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

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

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

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

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

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

SUPERVISOR AUTHORIZATION**Supervisor's Name (Print Clearly)****Title****Work Phone****Work Fax****Work E-Mail Address**

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

Supervisor Signature_____
Date**FISCAL OFFICER/DESIGNEE AUTHORIZATION****Fiscal Officer or Designee's Name (Print Clearly)****Title****Work Phone****Work Fax****Work E-Mail Address**

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

Fiscal Officer/Designee Signature_____
Date**AGENCY TRAINING LIAISON AUTHORIZATION****Agency Training Liaison Name (Print Clearly)****Title****Work Phone****Work Fax****Work E-Mail Address**

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

Agency Training Liaison Signature_____
Date

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

CITYWIDE TRAINING CENTER**APPLICATIONS PROCESSING UNIT • 1 CENTRE STREET, 24TH FLOOR SOUTH • NEW YORK, NY 10007****PHONE: 212-386-0005 FAX: 212-313-3439 E-MAIL: CITYWIDETRAININGCENT@DCAS.NYC.GOV**

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