



# 2019 FALL COURSE CATALOG

Citywide Training Center

## Citywide Learning & Development

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

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

9

This portfolio has a full compilation of software offerings, including Microsoft Office products, Adobe products, IT Certifications, and others.

61

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

83

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.

117

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.

159

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

167

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

185

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

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

## **CTC PROVIDES**

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

## **COURSE FORMATS**

### ***Open Enrollment Courses***

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

### ***Agency-Specific Courses***

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

Agency-specific courses usually are delivered at the Citywide Training Center in Manhattan. These courses, however, also can be offered at the agency site. Please contact Citywide L&D at 212.386.0004 for information about agency-specific course customization and fees.

## **INSTRUCTORS**

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

## **TRANSCRIPTS**

City employees interested in personal transcripts of courses they've taken at the CTC can contact us at [citywidetrainingcent@dcas.nyc.gov](mailto:citywidetrainingcent@dcas.nyc.gov).

## **HOW TO APPLY FOR TRAINING**

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

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

The Agency Training Liaison obtains authorization to proceed with the application from the Agency Fiscal Officer. After authorization has been granted, they are forwarded to the CTC. Applications sent directly to the CTC from an individual employee and/or sent without the required authorizing signatures **will NOT be processed**.

The CTC will send confirmations for training to Agency Liaisons in advance of the course(s). Agency Training Liaisons are responsible for notifying employees about the classes and dates of training that have been confirmed.

**Employees should not attend a class for which they have not received a confirmation. Employees should contact their Agency Training Liaison if they have questions concerning a confirmation.**

## **NYCAPS REGISTRATION**

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

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

## **FEES AND PAYMENT**

The Department of Citywide Administrative Services (DCAS) charges agencies for most of the training classes in which their employees are enrolled. Your agency will receive invoices once a month based on the number of staff who participated in training classes. All training invoice letters with payment instructions are sent from the CTC to Agency Training Liaisons. Payment is a simple, convenient, and familiar process:

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



## **CANCELLATION POLICY**

Requests for cancellations or schedule changes must be received at DCAS, Learning & Development Bureau in writing **at least seven (7) business days** prior to the start of a confirmed class. Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the start of the class without penalty. However, the CTC should be notified in advance of the substitution.

## **DIRECTIONS TO THE CITYWIDE TRAINING CENTER**

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

**NO food or beverages are permitted inside CTC classrooms.**

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

**Note:** If you require an accommodation or a support service, please contact William Campos at [wcampos@dcas.nyc.gov](mailto:wcampos@dcas.nyc.gov) or by calling (212) 386-6414.

### **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



## Fall 2019 Schedule & Application Form

The Fall 2019 class schedule and a CTC Application form are included at the back of the catalog.



### Contact the CTC at:

1 Centre Street, 24th Floor (South Side)  
New York, NY 10007  
212.386.0005 or 212.386.6425 - phone  
212.313.3439 - fax  
[citywidetrainingcent@dcas.nyc.gov](mailto:citywidetrainingcent@dcas.nyc.gov)  
[www.nyc.gov/ctc](http://www.nyc.gov/ctc)



## Citywide Training Center

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

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

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



### Universal Public Purchasing Certification Council (UPPCC)

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



### National Institute of Governmental Purchasing (NIGP)

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



### Continuing Professional Education Credits (CPEs)

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



### COIB Continuing Legal Education (CLE) Credits

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



### Society for Human Resources Management (SHRM)

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





# TECHNOLOGY SKILLS PORTFOLIO

## TECHNOLOGY SKILLS PORTFOLIO

Citywide Learning & Development offers a full compilation of software offerings, including Microsoft Office products, Adobe products, IT Certifications, and others.

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# Microsoft Office Products — Access 2013

## Access 2013, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T4061	2	Oct 10 - 11	\$300	1.2/16
<b>Prerequisite:</b> Basic knowledge of computer applications				

## Access 2013, Part 2

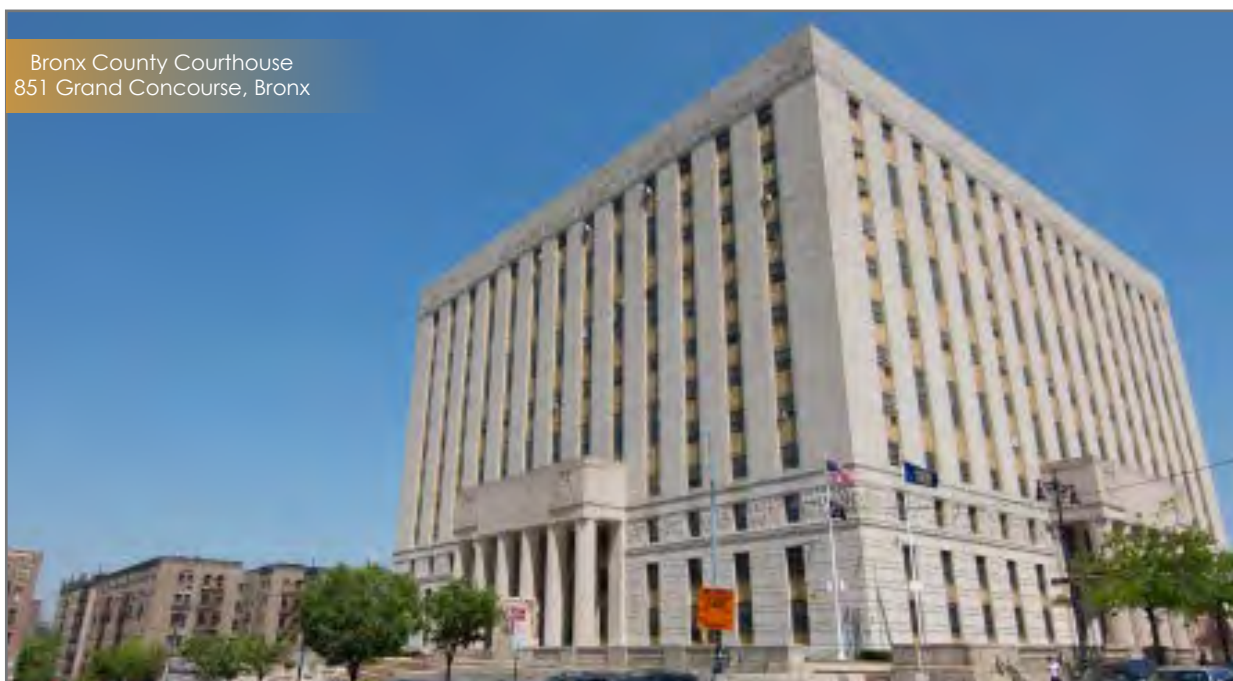
Participants will practice advanced Access 2013 features such as database management, form design, packaging a database, encrypting a database, preparing a database for multi-user access and more.

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T4062	2	Nov 14 -15	\$300	1.2/16
Prerequisite: Access 2013, Part 1				



Bronx County Courthouse  
851 Grand Concourse, Bronx

# Microsoft Office Products — Access 2016

## Access 2016, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T4071	2	Nov 12 -13; Dec 16-17	\$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

## Access 2016, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T4072	2	Sept 26-27; Dec 12-13; Jan 16-17	\$300	1.2/16
Prerequisite: Access 2016, Part 1				



# Microsoft Office Products — Excel 2013

## Excel 2013, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3064	1	Oct 21; Nov 4	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				

## Excel 2013, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3065	1	Nov 18; Dec 2	\$150	.6/8
Prerequisite: Excel 2013, Part 1				

## Excel 2013, Part 3

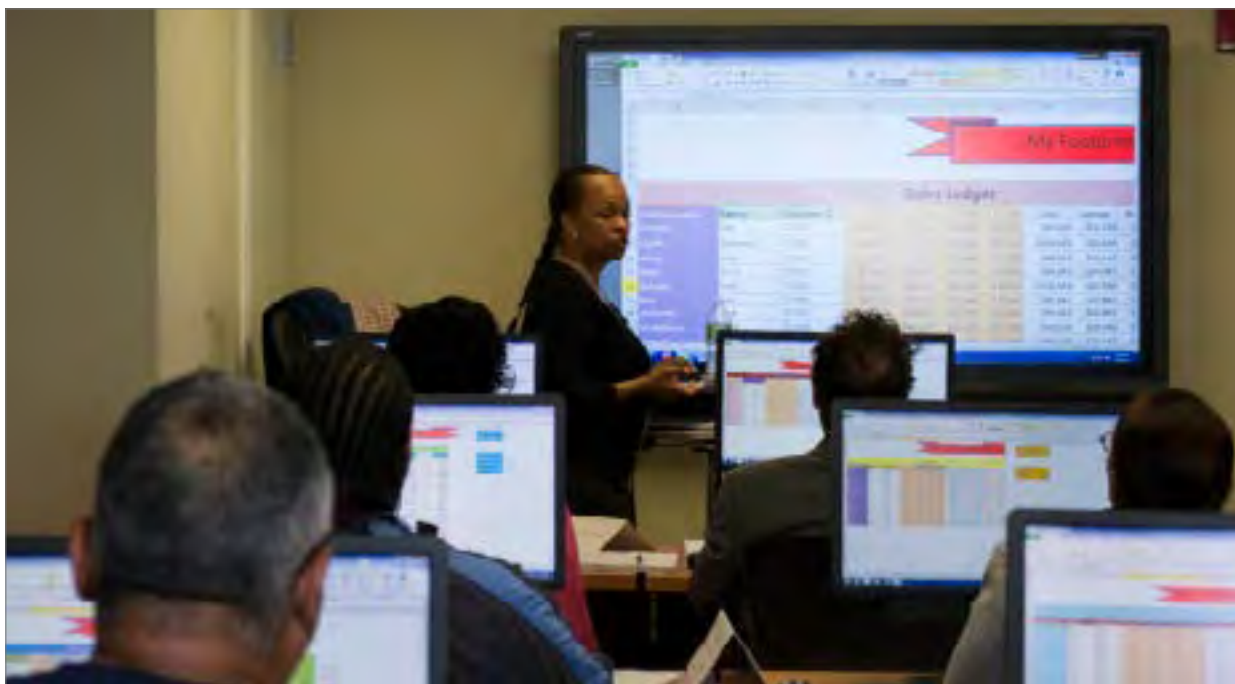
In this course, participants will explore some of the more advanced features of Excel, including automating common tasks, auditing workbooks to avoid errors, sharing data with other people, analyzing data, and using Excel data in other applications.

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3066	1	Sept 13; Dec 20; Jan 3	\$150	.6/8
Prerequisite: Excel 2013, Part 2				



## Excel 2013, Data Analysis with Pivot Tables

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3071	1	Jan 6, 27	\$150	.6/8
<b>Prerequisite:</b> Participants should have experience working with Excel 2013 and Pivot Tables				

## Microsoft Office Products — Excel 2016

### Excel 2016, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3074	1	Oct 16, 23	\$150	.6/8
<b>Prerequisite:</b> Basic knowledge of computer applications				

## Excel 2016, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3075	1	Sept 17; Nov 8, 20	\$150	.6/8
Prerequisite: Excel 2016, Part 1				



## Excel 2016, Part 3

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3076	1	Dec 18; Jan 8	\$150	.6/8
Prerequisite: Excel 2016, Part 2				



## Microsoft Office Products — Outlook 2013

### Outlook 2013, Part 1

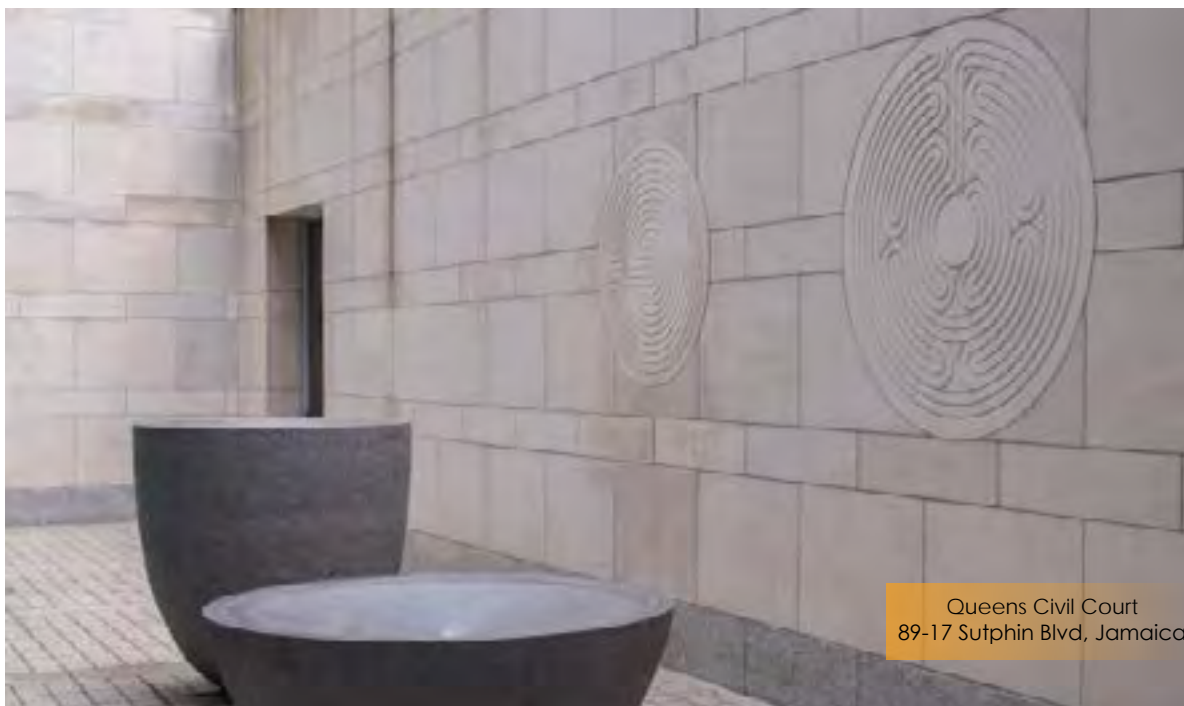
Participants will learn the necessary skills needed to start using Outlook 2013 to manage email communications, calendar events, contact information, tasks, and notes.

#### Objectives:

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7061	1	Nov 25	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				



Queens Civil Court  
89-17 Sutphin Blvd, Jamaica

## Outlook 2013, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7062	1	Sept 5, Dec 9	\$150	.6/8
<b>Prerequisite:</b> Outlook 2013, Part 1				

## Microsoft Office Products — Outlook 2016

### Outlook 2016, Part 1

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

#### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7071	1	Nov 7	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				

## Outlook 2016, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7072	1	Dec 5	\$150	.6/8
Prerequisite: Outlook 2016, Part 1				

## Microsoft Office Products — PowerPoint 2013

### PowerPoint 2013, Part 1

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

#### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6051	1	Oct 25	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				



## PowerPoint 2013, Part 2

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

### Objectives:

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

**Target Audience:** Employees who have a foundational working knowledge of PowerPoint 2013, who want to take advantage of the application's higher-level usability, security, collaboration, and distribution functionality

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6052	1	Nov 22	\$150	.6/8
Prerequisite: PowerPoint 2013, Part 1				

# Microsoft Office Products — PowerPoint 2016

## PowerPoint 2016, Part 1

In this course, participants will use PowerPoint 2016 to begin creating engaging, dynamic multimedia presentations.

### Objectives:

- Get to know the layout of PowerPoint 2016
- Develop a PowerPoint presentation
- Perform advanced text editing
- Add graphical elements, tables, and charts to your presentation
- Modify objects in your presentation
- Prepare to deliver the presentation

**Target Audience:** Employees who wish to gain the foundational understanding of Microsoft Office PowerPoint 2016 that is necessary to create and develop an engaging multimedia presentation

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6061	1	Sept 25, Dec 11	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				



## PowerPoint 2016, Part 2

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

### Objectives:

- Customize the PowerPoint environment Tailor a design template
- Add SmartArt graphics and special effects to your presentation
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Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6062	1	Jan 22	\$150	.6/8
<b>Prerequisite:</b> PowerPoint 2016, Part 1				

# Microsoft Office Products — Project 2013

## Project 2013, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6053	1	Oct 30	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				

## Project 2013, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6054	1	Dec 4	\$150	.6/8
Prerequisite: Project 2013, Part 1				





# Microsoft Office Products — Project 2016

## Project 2016, Part 1

In this course, participants will be familiarized with the essential features and functions of Microsoft Project Professional 2016 so that they can use it effectively and efficiently in a real-world environment. Topics will include managing project time frames and tasks, working with and managing project resources, and delivering a project plan.

### Objectives:

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

**Target Audience:** Employees who manage projects and wish to learn the fundamentals of Project 2016

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6063	1	Jan 7	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				

## Project 2016, Part 2

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

### Objectives:

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

**Target Audience:** Employees who manage projects and wish to learn the advanced features and functions of Project 2016

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6063	1	Jan 30	\$150	.6/8
Prerequisite: Project 2013, Part 1				

# Microsoft Office Products — Visio Professional 2013

## Visio Professional 2013, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6440	1	Oct 28	\$150	.6/8
<b>Prerequisite:</b> General computer proficiency and knowledge of Windows 8 and above to access programs, files, and folders				

## Microsoft Office Products — Visio Professional 2013

### Visio Professional 2013, Part 1

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

#### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6440	1	Oct 28	\$150	.6/8
<b>Prerequisite:</b> General computer proficiency and knowledge of Windows 8 and above to access programs, files, and folders				

## Visio Professional 2013, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6441	1	Jan 13	\$150	.6/8
Prerequisite: Visio 2013, Part 1				

# Microsoft Office Products — Word 2013

## Word 2013, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2074	1	Sept 6, Nov 1	\$150	.6/8
<b>Prerequisite:</b> Basic knowledge of computer applications				

## Word 2013, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2075	1	Sept 11, Dec 13	\$150	.6/8
Prerequisite: Word 2013, Part 1				



## Microsoft Office Products — Word 2016

### Word 2016, Part 1

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

#### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2078	1	Sept 9, Nov 19	\$150	.6/8
Prerequisite: Basic knowledge of computer applications				



## Word 2016, Part 2

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2079	1	Sept 18, Jan 14	\$150	.6/8
Prerequisite: Word 2016, Part 1				

## Adobe CC Products

### Adobe Illustrator CC 2017, Part 1

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

#### Objectives:

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

**Target Audience:** Designers, publishers, pre-press professionals, marketing communication professionals, or employees switching to a design job or taking on design responsibilities

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7410	2	Nov 6-7	\$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

### Adobe InDesign CC 2017, Part 1

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

#### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6330	2	Sept 5-6; Dec 2-3	\$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

## Adobe Photoshop CC 2017, Part 1

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6740	2	Jan 23-24	\$300	1.2/16
<b>Prerequisite:</b> Basic knowledge of computer applications				



# IT Professional & Certification Courses

## BUSINESS INTELLIGENCE AND DATA VISUALIZATION TOOLS

### Tableau Desktop

#### Tableau Desktop Level 1: Introduction

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

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

**Target Audience:** Beginner Tableau user

Course Code	Days of Training	Dates	Cost	CEUs
I8501	2	Oct 21-22, Dec 9-10	\$880	1.2

#### Tableau Desktop Level 2: Intermediate

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I8502	2	Oct 23-24, Nov 13-14, Dec 11-12	\$880	1.2

### Tableau Desktop Level 3: Visual Analytics

In this two-day course, the user will learn how to use visual analytics to meet their business need using Tableau. This course provides the user to prototype, develop and deploy the final dashboard. Create filled maps and use any shape file. They will discover the basic to advanced features of Tableau Public, creating filters and actions to allow greater interactivity to visualizations and dashboards.

**Target Audience:** Individuals with Tableau level 1 & 2 experience

Course Code	Days of Training	Dates	Cost	CEUs
I8503	2	Oct 28-29, Nov 18-19, Dec 16-17	\$880	1.2

### Analyzing Data with Power BI

This course will provide the user with a comprehensive understanding of how to analyze data with Power BI. The course includes creating visualizations, the Power BI Service, and the Power BI Mobile App. It starts with the introduction to Self-Service BI Solutions and Business Intelligence. Some of the topics included: Introduction to Data Analysis and Data Visualization, viewing reports, creating a Power BI report and dashboard, using Excel and Databases as your Data Sources for Power BI, shaping and combining Data, and many others.

**Target Audience:** The primary audience for this course is BI professionals who need to analyze data utilizing Power BI. The secondary audiences for this course are technically proficient business users.

Course Code	Days of Training	Dates	Cost	CEUs
I1078	3	Oct 7-9, Dec 2-4	\$1080	1.8

## IT Professional & Certification Courses

### DATABASE EXPERTISE

#### Microsoft Certified Solutions Associate (MCSA): SQL 2016 Database Administration

##### Administering a SQL Database Infrastructure (SQL Server 2017)

This course provides learners with the knowledge and skills to maintain a Microsoft SQL Server 2017 database. The course focuses on teaching individuals how to use SQL Server 2017 product features and tools related to maintaining a database.

This course is designed for customers who are interested in learning SQL Server 2017. It covers the new features in SQL Server 2017, but also the critical capabilities across the SQL Server data platform.

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

Course Code	Days of Training	Dates	Cost	CEUs
I20764	5	Sept 30-Oct 4; Oct 28-Nov 1	\$1800	3.0
Exam Code	Dates		Cost	CEUs
70764	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Provisioning SQL Databases (SQL Server 2017)

This course provides learners with the knowledge and skills to install, upgrade and manage a Microsoft SQL Server 2017 database. The course focuses on teaching individuals how to use SQL Server 2017 product features and tools related to maintaining a database.

It is designed for customers who are interested in learning SQL Server 2017. The course covers the new features in SQL Server 2017, but also the important capabilities across the SQL Server data platform, including working with databases, managing a database storage options, planning to deploy and migrating a SQL Server to Microsoft Azure, managing databases in the Cloud.

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

Course Code	Days of Training	Dates	Cost	CEUs
I20765	5	Oct 7-11	\$1800	3.0
Exam Code	Dates		Cost	CEUs
70765	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Certification and Exams

The MCSA: SQL 2016 Database Administration certification candidate must pass two exams.

Certification	Exams
MCSA: SQL 2016 Database Administration	70764: Administering a SQL Database Infrastructure 70765: Provisioning SQL Databases

## HELPDESK EXPERTISE

### CompTIA A+ Certification

#### CompTIA A+ Certification

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

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

**Target Audience:** This course is intended for individuals who have basic computer user skills and who are interested in obtaining a job as an entry-level IT technician

Course Code	Days of Training	Dates	Cost	CEUs
I420	5	Sept 9-13; Oct 7-11	\$1800	3.0
Exam Code	Dates		Cost	CEUs
2201001 and 2201002	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$219 (ea.)	N/A

#### Certification and Exams

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

Certification	Exams
CompTIA A+	CompTIA A+ 2201001 CompTIA A+ 2201002



## Microsoft Dynamics 365

### Microsoft Dynamics 365 Customization and Configuration

This course provides students with detailed hands-on experience of setting up, customizing, configuring and maintaining the CRM components of Microsoft Dynamics 365.

Attendees of this course will gain an in-depth understanding of the Dynamics 365 security model, learn how to customize the Dynamics 365 framework, create and maintain powerful workflows and business process flows and use solutions to package and deploy customizations across multiple Dynamics 365 environments.

**Target Audience:** This course is intended for Information workers, IT Professionals and Developers

Course Code	Days of Training	Dates	Cost	CEUs
I55242	3	Dec 2 - 4	\$1080	1.8
Exam Code	Dates		Cost	CEUs
MB2716	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Certification and Exams

Certification	Exams
Microsoft Dynamics 365 Customization and Configuration	MB2716: Microsoft Dynamics 365 Customization and Configuration

## INFORMATION SECURITY EXPERTISE

### CompTIA Security+ Certification

#### Security+ Certification

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I551	5	Sept 16-20; Oct 28-Nov 1; Dec 16-20	\$1800	3.0
Exam Code	Dates		Cost	CEUs
SY0501	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$339	N/A

## CompTIA PenTest+ Certification

### CompTIA PenTest+ Certification

CompTIA PenTest+ is a certification for intermediate level cybersecurity professionals who are tasked with penetration testing to identify, exploit, report, and manage vulnerabilities on a network. PenTest+ assesses the most up-to-date penetration testing, and vulnerability assessment and management skills necessary to determine the resiliency of the network against attacks.

Successful candidates will have the intermediate skills and best practices required to customize assessment frameworks to effectively collaborate on and report findings and communicate recommended strategies to improve the overall state of IT security.

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

Course Code	Days of Training	Dates	Cost	CEUs
IT-66656	5	Dec 9-13	\$1800	3.0
Exam Code	Dates		Cost	CEUs
PT0001	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$349	N/A

### Certification and Exams

The PenTest+ certification candidates must pass one exam. Although not required, it is strongly recommended that candidates have their Security+ Certification or equivalent on-the-job experience.

Certification	Exams
CompTIA PenTest+	PT0001: PenTest+

## CISSP: Certified Information Systems Security Professional

### Certified Information Security Systems Professional (CISSP)

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

(ISC)2 CISSP is more than just the best way to refresh and review your knowledge base for the CISSP certification exam. It's also the best way to maintain your access to the latest news regarding information system security issues, concerns, and countermeasures. This course is your best bet for making sure you're adequately prepared to take on the challenges inherent in a world of constantly evolving information.

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

Course Code	Days of Training	Dates	Cost	CEUs
I9022	5	Sept 16-20; Oct 21-25	\$2200	3.0

## NETWORKING EXPERTISE

### CompTIA Network+ Certification

#### Network+ Certification Preparation for N10007

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I492	5	Sept 9-13; Nov 18-22; Dec 16-20	\$1800	3.0
Exam Code	Dates		Cost	CEUs
N10007	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$319	N/A

#### Certification and Exams

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

Certification	Exams
Network+	N10007: Network+

## Cisco CCENT Certification

### Cisco® Interconnecting Cisco® Networking Devices Part 1 v3.0 (ICND1)

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I1005	5	Sept 23-27; Oct 7-11	\$2200	3.0
Exam Code	Dates		Cost	CEUs
100105	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Certification and Exams

The Cisco CCENT requires a single exam

Certification	Exams
Cisco® Certified Entry Networking Technician (CCENT)	100105 ICND1 exam

### Cisco® Interconnecting Cisco® Networking Devices Part 1 v3.0 (ICND1)

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

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

### Cisco® Interconnecting Cisco® Networking Devices Part 2 v3.0 (ICND2)

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I2005	5	Sept 16-20; Sept 30-Oct 4; Oct 21-25	\$2200	3.0
Exam Code	Dates		Cost	CEUs
200105	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Certification and Exams

The Cisco CCNA can be obtained by taking a single exam which combines ICND1 and ICND2 or by taking two separate exams

Certification	Exams
Cisco® Certified Network Associate (CCNA)	100105 ICND1 exam 200105 ICND2 exam

## Microsoft Certified Solutions Associate (MCSA): Windows Server 2016

### Installation, Storage, and Compute with Windows Server 2016

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20740	5	Sep 30-Oct 4; Nov 18-22	\$1800	3.0
Exam Code	Dates		Cost	CEUs
70740	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A



## INFORMATION ANALYSIS / INFRASTRUCTURE EXPERTISE

### ITIL Foundation

#### ITIL Foundations

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

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

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

Course Code	Days of Training	Dates	Cost	Cost
I443	3	Sept 9-11; Oct 7-9; Dec 2-4	\$1320	1.8
Exam Code	Dates		Cost	Cost
Auto-Generated / ITIL Examination	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$189	N/A

### CompTIA Train the Trainer (CTT+) Certification

#### CompTIA Train the Trainer (CTT+)

CompTIA Certified Technical Trainer (CTT+) certification is a cross-industry credential that provides recognition that an instructor has attained a standard of excellence in the training industry.

CompTIA CTT+ is a highly interactive and participant-driven course designed to cultivate the technical training and concept delivery skills in trainers, technicians, Subject Matter Experts, presenters, sales and support staff in any organization. The participants will connect abilities, theories and situations to create their most effective instructional styles. Microsoft and ProSoft accept this course towards their MCT.

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

Course Code	Days of Training	Dates	Cost	CEUs
I507	5	Oct 7-11; Dec 9-13	\$1800	3.0
Exam Code	Dates		Cost	CEUs
TK0201 and TK0202 or TK0203	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		TK0201 \$319, TK0202 and TK0203 \$339 (ea.)	N/A

### Certification and Exams

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

Certification	Exams
CompTIA Train the Trainer (CTT+)	TK0201: CTT+ Essentials TK0202: CTT+ Classroom Performance Based OR TK0203: CTT+ Virtual Classroom Performance Based

## WEB PUBLISHING / ONLINE COLLABORATION EXPERTISE

### Microsoft Certified Solutions Expert (MCSE): Productivity Certification (SharePoint 2016)

#### Planning and Administering SharePoint 2016

This course will provide you with the knowledge and skills to configure and manage a Microsoft SharePoint Server 2016 environment. This course will teach you how to configure SharePoint Server 2016, as well as provide guidelines, best practices, and considerations that will help you optimize your SharePoint server deployment. It is the first course in a sequence of two courses for IT Professionals and will align with the first exam in the SharePoint Server 2016 IT Pro certification.

**Target Audience:** The course is targeted at experienced IT Professionals interested in learning how to install, configure, deploy and manage SharePoint Server 2016 installations in either the data center or the cloud

Course Code	Days of Training	Dates	Cost	CEUs
I20391	5	Sept 9-13; Oct 7-11; Dec 2-6	\$1800	3.0
Exam Code	Dates		Cost	CEUs
70331	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

#### Advanced Technologies of SharePoint 2016

This five-day course examines how to plan, configure, and manage a Microsoft SharePoint Server 2016 environment. Specific areas of focus include implementing high availability, disaster recovery, service application architecture, Business Connectivity Services, social computing features, productivity and collaboration platforms and features, business intelligence solutions, enterprise content management, web content management infrastructure, solutions, and apps. The course also examines how to optimize the Search experience, how to develop and implement a governance plan, and how to perform an upgrade or migration to SharePoint Server 2016.

**Target Audience:** The course is targeted at experienced IT Professionals interested in learning how to install, configure, deploy and manage SharePoint Server 2016 installations in either the data center or the cloud

Course Code	Days of Training	Dates	Cost	CEUs
I20392	5	Sept 16-20	\$1800	3.0
Exam Code	Dates		Cost	CEUs
70332	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		\$165	N/A

### Certification and Exams

The Microsoft Certified Solution Developer: Web Applications candidate must pass two exams - for more information, please visit the Microsoft Certifications website.

Certification	Exams
<b>Microsoft Certified Solutions Expert (MCSE): Productivity (SharePoint 2016)</b>	<b>70331: Core Solutions of Microsoft SharePoint Server</b> <b>70332: Advanced Solutions of Microsoft SharePoint Server</b>

## PROJECT MANAGEMENT EXPERTISE

### PMI: Project Management Professional (PMP)

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

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

#### What you will receive:

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I445	5	Oct 21-25; Dec 2-6	\$2200	3.0

## ARCHITECTURAL DESIGN EXPERTISE

### AutoDesk AutoCAD 2019

#### AutoCAD 2019 Level 1: Essentials

Learn to design and shape the world around you using the powerful, flexible features found in AutoCAD® design and documentation software, one of the world's leading 2D and 3D CAD tools.

In this course, you will learn to navigate the AutoCAD user interfaces and use the fundamental features of AutoCAD. You will learn to use the precision drafting tools in AutoCAD to develop accurate technical drawings and you will also discover the ways to present drawings in a detailed and visually impressive way.

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

Course Code	Days of Training	Dates	Cost	CEUs
I8801	3	Sept 23-25; Oct 7-9; Dec 2-4	\$1080	1.8

#### AutoCAD 2019 Level 2: Intermediate

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I8802	2	Sept 26-27; Oct 10-11; Nov 7-8; Dec 5-6	\$720	1.2

**AutoCAD 2019 Level 3: Advanced**

AutoCAD 2019: Advanced introduces advanced techniques and teaches you to be proficient in your use of the AutoCAD software. It is done by teaching you how to recognize the best tool for the task, the best way to use that tool, and how to create new tools to accomplish tasks more efficiently.

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

Course Code	Days of Training	Dates	Cost	CEUs
I8803	3	Sept 30-Oct 2; Oct 15-17; Dec 9-11	\$1080	1.8

# PERSONAL DEVELOPMENT PORTFOLIO

## PERSONAL DEVELOPMENT PORTFOLIO

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

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## Action Grammar

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C5031	2	Dec 18-19	\$450	1.2/16

## Attitude is Everything

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9266	1	Oct 9	\$225	.6/8

## Being Positive at Work: Optimizing Effective Work & Health

This workshop explores the science and practice of positive psychology and wellbeing in the workplace. The program will enable you to respond to work challenges in a productive, optimistic manner, while paying attention to your level of performance, motivation, and perspective. You will gain an understanding of how to build resiliency and gratitude to advance beyond setbacks at work. We will identify how high achievers approach their work and explore how it correlates with improved personal health and wellbeing.

### Objectives:

- To gain greater insight into the impact of wellbeing and stress on productivity
- To understand how thinking styles will impact what goals are set at work and other professional implications
- To cultivate gratitude and resiliency as a way to build and strengthen performance

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6062	½	Oct 18 (9:00am-12:30pm)	\$115	.3/4

## Collaborative Negotiation

The ability to negotiate well is not merely an important skill – it is indispensable. An ability to secure advantageous deal terms while protecting relationships with others is essential to success. While pursuing substantive goals such as deliverables, parameters, and price points are paramount, savvy professionals understand the importance of cultivating long-term relationships with counterparts.

Yet, negotiators often feel pressed to choose between these two objectives that can seem mutually exclusive to one another. They are left feeling that only one objective can be met: either the substantive goals or the relationship capital. The reality is that negotiators can successfully pursue both. This workshop will show you how.

### Objectives:

- Understand the benefits and applicability of a collaborative approach to negotiation
- Manage negotiations more effectively
- Improve one's position in a negotiation
- Achieve better agreement terms
- Protect, if not enhance, relationships with negotiation counterparts
- Better prepare for any negotiation

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6063	1	Nov 25	\$225	.6/8



Bronx County Hall of Justice  
265 E 161st St, Bronx

## Communicating for Results

This class will help participants improve communication with colleagues, managers and clients. The workshop focuses on the critical skills of active listening and giving and receiving feedback. Emphasis will be on recognizing your style and its impact on others, approaches to dealing with different styles, the power of non-verbal's, getting your message across, and acknowledging and empathizing.

### Objectives:

- Identify your individual communication style
- Learn how to adjust your style when working with others
- Utilize proactive communication techniques
- Develop strategies to effectively convey your message

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6064	1	Oct 2	\$225	.6/8

## Communicating Up, Down and Across the Organization

It can happen at a moment's notice; you need to communicate a new idea to senior managers, influence your colleagues to support your proposal or inspire direct reports to make a change. Are you prepared to communicate with anyone in your organization?

The ability to connect throughout the organization while projecting confidence, credibility and trustworthiness requires specific tools and strategies. You'll focus on improving communication skills and competencies necessary to build mutual understanding and connectivity with others, regardless of your role. You'll also discover influence strategies and learn how to critically evaluate each unique communication event. You'll gain recognition as a key player who can persuasively share high-value ideas and plans, influence decisions, and increase productivity through stronger working relationships.

### Objectives:

- Exhibit a strong sense of self-confidence with your peers, direct reports, and manager
- Apply strategies to build rapport with colleagues
- Analyze audiences and situations appropriately
- Create processes to frame your message to specific audiences
- Practice skills for delivering messages that promote clear and productive communication
- Apply strategies to influence and motivate

**Target Audience:** Professionals who want to be strong and effective communicators and can speak to a variety of audiences across organizational boundaries

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6065	2	Dec 5-6	\$450	1.2/16

## Creating and Delivering Powerful Presentations

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

### Objectives:

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

**Target Audience:** Managers, supervisors, and professionals who make presentations

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9041	2	Dec 4-5	\$450	1.2/16

## Customer Service: Making Waves

WAVES stands for We All Value Exceptional Service, which is the foundation for every successful business. As the public continues to raise its service expectations, it is critical to ensure that everyone in the organization has the knowledge, skills, and abilities to be an exceptional service provider. This workshop addresses communication, listening, and tips for providing exceptional service every day.

### Objectives:

- Identifying the Importance of Service: Learn about the business and personal benefits of delivering exceptional service. Explore moments of truth, and the importance of internal customer service
- Lighting Your Way to Exceptional Service: Learn the Lighthouse Service Model and how exceeding customer expectations builds customer loyalty
- Communicating Effectively: Learn words that delight customers, words that make customers cringe, ways to avoid jargon, and how voice tone makes a difference
- Listening & Understanding Your Customer: Practice active listening and learn how vital it is to “listen” to what your customers need. Also, understand the importance of demonstrating empathy with customers
- Dealing with Difficult Behaviors & Surviving Service Stress: Identify 8 steps to successfully deal with difficult customer behaviors. Also, learn proven techniques to help reduce stress caused by delivering service
- Being Positive in a Typhoon: Learn the importance of having a positive attitude and using your positive energy in building relationships with clients and co-workers

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6066	1	Nov 1	\$225	.6/8

## Daring Greatly: Becoming My Best Self

This course is for all employees looking to develop their leadership potential by focusing on their daily habits. The course is based on Stephen Covey's 7 Habits of Highly Effective People model and provides attendees an opportunity to look at both their personal mission (private victory) as well as public victories (collaborating well with others). The course will also draw on Brene Brown's work on vulnerability and challenge attendees to "fully show up" to work each day. Day one will focus more on the private victory habits and clarifying your gifts and personal mission. Day two will focus on public victories and developing your collaboration skills via abundance thinking.

### Objectives:

- Build on their draft of a personal mission statement to provide more focus
- Identify the range of choices (from poor to powerful) they have in any situation
- Explain the connection between vulnerability and courage
- Choose abundance over scarcity thinking
- Better collaborate with colleagues across the organization
- Protect time to "sharpen their saw" and build personal resilience

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6067	2	Oct 7-8	\$450	1.2/16

## Developing Dynamic Listening Skills

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2508	1	Sept 16	\$200	.6/8



## Enhancing Work for Optimal Engagement

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

### Objectives:

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6068	½	Oct 18 (1:30pm-5:00pm)	\$115	.3/4

## Getting Results When You're Not in Charge

Discover how you can get commitment and achieve your best results when working on cross functional or other teams. If you don't have the power of being someone's boss, you have to rely on using other techniques to get things done. This session focuses on creating a constructive and effective team atmosphere using the "4R Model" to take advantage of everyone's strengths and compensate for the limitations that might be a part of the team's structure.

### Objectives:

- Identify the specific **Result** you want to achieve
- Learn how to develop the **Relationships** you need to attain results
- Discover how to establish effective **Relativity** and an interactive team
- Examine what needs to be done and create a plan to make your result a **Reality**

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1240	1	Nov 19	\$225	.6/8

# Improving Communication, Creativity & Collaboration Through Improvisation

Improv enhances the skills necessary to improve spontaneity and creativity, enhance collaboration and promote independent thinking. Participants successfully completing this course will develop the ability and confidence to react spontaneously, listen and build on new ideas, develop a new awareness of others, communicate more clearly and honestly, and make choices instinctively and intuitively.

## Objectives:

- Understand, and learn how to apply, the rules of Improv
- Adapt to unexpected events and challenges
- Communicate more clearly and foster creativity
- Intuitively make, and implement, decisions more quickly

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6069	1	Nov 20	\$225	.6/8



## Improving Your Effectiveness in a Multi-Cultural Workplace

In New York City, the workplace is multicultural, as are the communities served. Unfortunately, cultural differences are often used to judge others, when in fact they are more appropriately used to appreciate the complexity of people and enhance the perspectives brought to problem solving. How effectively does your team or workgroup value and incorporate the contributions from people who may be from “a different culture” rather than unconsciously ignoring or rejecting them? Are you able to bring out the best in yourself and in your employees, team or coworkers in maximizing the value of diversity and inclusion? In the world today, it is critical for leaders, managers and staff at all levels of organizations to understand how their own cultural background, and the range of cultural backgrounds of those they supervise or work with, affect the way they interpret, evaluate and motivate the actions and performance of others.

Through an interactive mix of theory, sharing, individual reflection and action planning participants will understand their own cultural perspectives and how to value the perspectives of others, and will identify areas in which they as individuals or their team/unit can improve their effectiveness in working in intercultural settings.

### Objectives:

- Gain common terminology and frameworks to expand participants' understanding of what “culture” is
- Differentiate between cultural generalizations and cultural stereotypes
- Gain cultural self-awareness of the range of cultural groups with which individual participants identify
- Understand the concepts of the Developmental Model of Intercultural Sensitivity and the 5 Frameworks of Culture, and how these are reflected in how we interact with others
- Identify stumbling blocks in maintaining commonality and respecting diversity in all relationships and ways to overcome them in pursuing high performance through inclusion in multicultural situations
- Develop individual action steps for using an enhanced intercultural mindset to work more effectively with supervisees, colleagues and people served by the agency

**Target Audience:** Managers, supervisors, team leaders/members and all employees working in multi-cultural environments who want to enhance their intercultural skills

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6070	1	Oct 28	\$225	.6/8

## Influencing Without Authority

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4020	1	Jan 15	\$225	.6/8

## Learning Styles: Communicate, Collaborate, Connect!

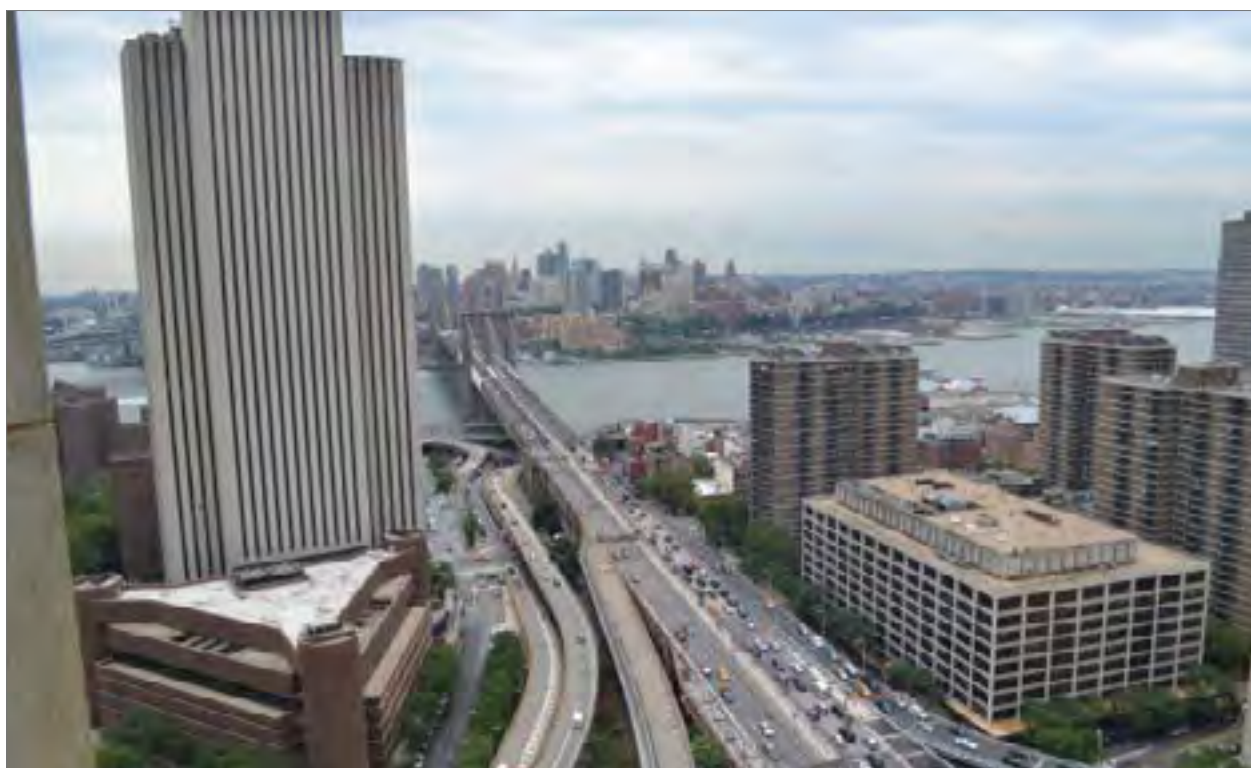
Understanding the preferred ways that you and your peers receive, and process information is a massive advantage at work. This program uses a clear and simple methodology to help you understand how basic learning styles impact our work together. You will learn a straightforward style framework and how your preferences can be a powerful tool for enhancing communication and workflow. In addition, you'll learn specific strategies for both identifying other styles and using that knowledge to enhance your relationships and work with your peers in the workplace.

### Objectives:

- Understand a simple framework for learning and communication styles
- Use that framework to identify and appreciate individual style preferences
- Better identify and appreciate the learning style preferences of coworkers
- Communicate and share information in a way that targets different learning styles
- Increase team effectiveness by identifying and supporting different learning styles

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6071	1	Oct 16	\$225	.6/8



## Manage Change or Change Will Manage You

Change is a constant. This workshop will explore change and provide tools and techniques for you to manage change, flow with it and not be overwhelmed by changes at work. This course will help you create more ways to embrace change and flow with constant change. It will also help you help others (staff and team members) flow with change.

### Objectives:

- Identify and understand what change is for them and their team
- Identify the human reaction to change and how that varies from person to person
- Understand VUCA and how to adapt to that world
- Learn about and practice change management leadership skills (for both formal and informal leaders) to manage and flow with change in the workplace
- Create action plans to apply change management skills to the workplace

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6072	1	Oct 17	\$225	.6/8

## Managing Multiple Priorities

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C5044	1	Oct 22	\$225	.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 be achieved by practicing a few simple but powerful techniques. In this course, we will study memory-enhancing methods that will improve your ability to solve problems, organize your time, meet deadlines, work well with co-workers and clients, and project your best professional self.

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9279	1	Sept 10	\$200	.6/8

## Personal Financial Management

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

### Objectives:

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1660	½	Dec 3 (9:00am-12:30pm)	\$115	.3/4



## Revising, Editing, and Proofreading

This interactive program focuses on exercises designed to enhance revising, editing, and proofreading skills. Participants will learn the key distinctions among these three critical phases of rewriting. They will receive individual, confidential feedback and will practice their writing organization, sentence structure, grammar, word usage, and punctuation skills.

### Objectives:

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2033	2	Sept 18-19	\$400	1.2/16

## Successful Letter and Memo Writing

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6788	2	Jan 22-23	\$450	1.2/16

## The Art of Assertiveness

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2010	1	Sept 18	\$200	.6/8

## The Power of Talk: Who Gets Heard in the Workplace and Why

Skillful workplace communication is the most important predictor of an individual's success. Yet, there's more to effective communication than simply saying what we mean. It's how we say it that determines whether we are truly being heard. Since using language is a learned social behavior, communication styles often differ from one person to the next. Understanding different communication styles is key to ensuring what we say is what gets heard. In addition, this course includes tools to take the stress out of stressful conversations.

### Objectives:

- How to use easy and effective tools that improve communications skills in the workplace.
- The importance of active listening
- Understanding different linguistic styles
- How to take the stress out of stressful conversations
- Reframing for solutions

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6073	1	Nov 22	\$225	.6/8



# MANAGEMENT SUPERVISION PORTFOLIO

## 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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# Agile and Lean Business and Process Analysis

Engaging Critical Thinking, Analytical, Process and People Skills for Project Success

How often do you experience a system or process—and you just know it wasn't set up correctly? This business and process analysis course gives you the tools to fix that.

Participants learn the skills that will help them in conducting business and process analysis using Agile and LEAN methodologies. These unique and special skills help organizations both identify and solve specific problems.

This course covers the process, questions, and techniques used to efficiently extract information and expertise from the business. Topics include the role of business and process analysis in Agile and LEAN projects and structured ways to define success. Follow projects through entire SDLC in various development models utilizing the lens of Agile and LEAN.

## Objectives:

- Follow projects through the entire Systems Development Life Cycle (SDLC)
- Define and apply Agile processes
- Define and apply LEAN processes
- Define scope for new projects in Agile and LEAN environments
- Write business cases
- Practice cost/benefit analysis
- Conduct risk analysis
- Elicit and document business requirements
- Practice leading a business to identify needs vs. wants and prioritize requirements
- Document AS-IS and TO-BE business process flows
- Assist with creating test plans and test cases
- Explore how to coordinate user acceptance testing and provide results
- Describe creating training documentation and materials

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8049	2	Nov 7-8	\$450	1.2/16

## Chaos Containment: Executing Plans Despite Chaos and Disruption

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

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8053	2	Oct 3-4	\$450	1.2/16

## Data Analysis with Python

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

### Objectives:

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

**Target Audience:** Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7907	1	Sept 23	\$200	.6/8

## Data Analysis with R

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

### Objectives:

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

**Target Audience:** Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7908	1	Oct 29	\$225	.6/8



## Data Analytics for Managers

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4311	1	Dec 11	\$225	.6/8

## Data Visualization with Excel

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7817	1	Sept 9	\$200	.6/8

## Dealing Effectively with Difficult People and Situations

The ability to deal with difficult people and situations sets a person apart professionally and personally. The more you are armed with tactics on how to deal with difficult people and situations, the better the outcome will be.

This course includes strategies on how to deal effectively with difficult people and situations. You will perform exercises where you identify a situation in your own life (past or present) to learn how you can deal with all difficult situations in a healthier, more positive way. Learn how to talk to people without putting them on the defensive, how to pay attention to non-verbal signs and how to achieve positive outcomes.

### Objectives:

- Gain tactics to communicate effectively with difficult people in your life – both professionally and personally
- Reset your thinking so you can handle people and situations better
- Learn how to apply strategies to deal with the most difficult people and situations in your work and personal life

**Target Audience:** Supervisors, Managers and Team Leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8081	1	Sept 12	\$225	.6/8

## Design Thinking: Tapping Team Innovation

Many organizations struggle with optimizing current processes, products, and services AND creating room for new ones to emerge. This course shows managers and team leads how to get the right people in the room and innovate around a new product, service or process. Emphasis will be on following the design thinking methodology pioneered by IDEO. Attendees will apply the concepts and principles to an area in their work that needs innovating. Emphasis will be on the processes and structures that unleash a team's best thinking so that the most robust idea emerges vs. the one voiced by the loudest or most powerful person in the room. (Note: This course is best experienced if taken with a colleague/teammate from your department to help with local implementation).

### Objectives:

- Identify the key phases to an innovation process
- Define key stakeholders to be approached for their innovation project
- Practice effective brainstorming
- Describe the role of prototyping in an innovation process
- Understand the difference between making observations and making judgments
- Identify the connection between play and creativity

**Target Audience:** Managers, Team Leads

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8058	1	Nov 25	\$225	.6/8

## Develop the Leader in You

Leverage Core Energy to Jump Start Your Transition to Management

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

### Objectives:

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

**Target Audience:** Emerging leaders, Team Leaders, Supervisors, Managers

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8059	1	Oct 10	\$225	.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 and “dumping”
- Identifying real and self-imposed barriers to delegation
- Avoiding the “pitfalls” in delegating
- Dealing with trust and accountability issues
- Pinpointing the right task, time and person for delegating
- Planning and practicing the five-step delegation process
- Developing strategies for assigning work and following up effectively

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9117	1	Sept 20	\$200	.6/8

## Diagnosing the Organization to Build a High-Performance Culture

Many who are tasked with implementing strategy face impediments that are difficult to define and resolve. This one-day course helps managers and capacity-builders understand their role as diagnostician, identify patterns and developmental needs within their units and organizations, increase alignment and promote success. Participants are encouraged to come to the class with a specific managerial challenge or change initiative in mind as a basis for reflection, diagnosis and initial planning. Frameworks are drawn from the fields of Management and Adult Learning. Instructional methods are experience-based, interspersed with brief didactic components. Readings are offered for advance preparation (optional).

### Objectives:

- Distinguish between Management and Leadership and the role of each in implementing strategy
- Reflect on your organization and/or unit's purpose, value proposition, and priorities
- Use a diagnostic model to assess key components of your organization and alignment among them
- Explore the concept of organizational culture and its relationship to creativity and innovation
- Develop insight about the leader's role in shaping culture through explicit values that promote success
- Plan to apply learning from this workshop to your practices at work

**Target Audience:** Anyone serving in a managerial or internal consulting role

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8060	1	Oct 16	\$225	.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). High EQ Leaders are more productive because they gain cooperation from others and use their intuitive knowledge to make decisions and solve problems. EQ is vital for implementing change and leading high-performing teams.

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9207	2	Sept 11-12; Jan 29-30	\$400; \$450	1.2/16

## Essential Skills for Leaders

Are you an emerging leader in your organization? Are you in a new leadership role? This course is targeted to help develop your leadership style and create professional success. It's also a perfect course for seasoned leaders who want to re-charge their skills.

In this course, you will learn how to set expectations and goals, assign work, implement delegation, provide productive feedback, and manage your time and your team's time to align with their duties and responsibilities. You will also learn strategies for special situations such as being promoted from within the team. We'll cover the important qualities and attributes that a great leader possesses and discuss how you can own and implement them. We will also delve deeper into how you can identify candidates early for potential leadership roles, build competencies in others, pair others with mentors, provide training and support, establish peer networking and provide continuous growth opportunities for yourself. Participants will walk away armed with skills to strengthen their own leadership skills and motivate their team.

### Objectives:

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

**Target Audience:** Anyone currently in a leadership position or anyone who aspires to be in a leadership role

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8062	1	Oct 23	\$225	.6/8

## Excel Tools: Summarizing Data

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

### Objectives:

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4312	1	Nov 13	\$225	.6/8



## Follow the Leader: Taking the Lead at Any Level

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

### Objectives:

- Identify the actions and mindsets that distinguish leaders from bosses and great leaders from merely adequate ones
- Analyze typical situations requiring leadership in your job, including ethical challenges you face
- Boost your ability to motivate, communicate, and inspire individuals and teams
- Adjust your leadership style to meet the needs of different generations, shifting circumstances and diverse people

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9278	2	Sept 24-25	\$400	1.2/16

## Giving Feedback and Getting Results

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

### Objectives:

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

**Target Audience:** Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2704	1	Dec 16	\$225	.6/8

# High-Performance Teams: Supercharging Your Workplace!

If you think back to your favorite work experience it's almost certain that part of that memory is a close, cohesive, powerful team environment. Effective teamwork is a massive advantage at work and this program is proven to both inform and enhance high-performance teams. You will learn to understand the process of team development, apply specific tools to create and enhance working relationships, accurately assess team issues, and understand how different working styles and strengths can be leveraged to build a real high-performance team.

## Objectives:

- Understand a 7-stage model that articulates the steps towards High Performance Teamwork
- Identify behaviors that point to a breakdown in each of the 7 stages
- Create a toolkit of potential solutions for challenges at each of the 7 stages
- Develop specific strategies for enhancing team performance on the job

**Target Audience:** Managers, Directors, Supervisors, and Professionals

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8064	1	Oct 17	\$225	.6/8



## How Leaders Build Trust: The Key to Performance & Ability to Change

Trust is the oil that greases the wheels of accomplishment. It is the basis of relationships that allow for team collaboration and coordination. When trust is present, staff are more engaged, take more risks, and propose innovative solutions and strategies. How does a leader build more trust? What attitudes and behaviors create obstacles to trust? Learn the neuroscience behind becoming a better, more trusted leader. In this interactive session, managers will discuss past and present leadership situations from a trust perspective in order to produce better results in the workplace.

### Objectives:

- Define team/organizational trust and why it is important for high performance and the ability to change
- Assess each leader's current levels of trust, generate fundamental characteristics how to further develop them
- Explore factors of trust in different one-on-one leadership situations, as both leader and follower
- Understand the neuroscience of trust and apply the neuroscience to leader statements
- Learn a framework for measuring trust as low, conditional or high, and how to move others along the continuum to create change
- Learn and practice 4 tools that great leaders employ to generate trust
- Identify the leaders' mindset, values, beliefs and assumptions that impact an ability to grow team/organizational trust
- Compare how several thought leaders incorporate trust into their results-producing and leadership frameworks
- Identify and learn how participants can apply this information with their teams/organizations

**Target Audience:** Managers, Supervisors, Team Leaders who want to develop high performing teams

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8065	1	Nov 18	\$225	.6/8

## Interpersonal Strategies

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

### Objectives:

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

**Target Audience:** Functional managers and supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7525	1	Oct 25	\$225	.6/8



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

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

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

### Objectives:

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

**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	Days of Training	Dates	Cost	CEUs/CPEs
C7785	4	Nov 13, 15, 20, 22	\$900	2.4/32

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

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

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

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

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7784	2	Sept 16, 18; Oct 28, 30	\$450	1.2/16

## Level Up That Conversation!

Conversations are the invisible engine of complex agencies. They are key to driving relationships, collaboration and innovation forward, within, across and between organizations. We spend 75% of our working time in conversations, the goal being productive outcomes and mutually beneficial results. Participants in "Level-up that Conversation!" will experience interactive exercises and strategies to identify "conversational cocktails" and practice three levels of conversation. The course ends with a 3.5-hour fun and immersive board game simulation, solidifying the mind-shift experienced in how we think and enact conversations in work and life.

### Objectives:

- Create trust & collaboration by experiencing Three Levels of Conversation
- Learn how to impact the neurochemicals in the brain by leveraging various speaking techniques in conversations
- Utilize a unique tool to gauge where along the trust continuum your colleagues stand
- Practice strategic & entrepreneurial conversations through an immersive board game simulation

**Target Audience:** Leaders seeking to increase productivity through collaboration and innovation

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8070	1	Nov 6	\$225	.6/8

# Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. The focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

## Objectives:

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

**Target Audience:** Professionals responsible for leading project initiatives

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7756	1	Sept 13; Dec 18	\$200; \$225	.6/8





## Promoting Personal and Organizational Success

Shifting Your Focus from What's Wrong to What's Right

Ever dream of the possibility of “what if”? Learn how to make the possibility, a reality in this highly interactive course that teaches you how to position your questions in such a way that you begin thinking of the possibilities and so do the people around you. Focusing on the origin, art and practice of Appreciative Inquiry, an alternative approach to problem-solving, you will learn how to shift from focusing on problems and deficiencies to, instead, focusing on strengths and successes. Through combined lecture, group activities, and positive questioning exercises, participants will learn the strategies, techniques and tools that promote individual, team and organizational success - one communication and one practice at a time.

### Objectives:

- Bring awareness of cause and effect of traditional approaches to problem-solving
- Shift perspective and develop a deeper appreciation for potential and possibilities
- Identify new ways to draw upon individual, team, and organizational strengths
- Increase engagement, collaboration and inclusion
- Implement strategies and techniques that inspire innovation and support change
- Establish a shared vision and collective ownership for success

**Target Audience:** Emerging Leaders, Team Leaders, Supervisors, Managers

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8071	1	Dec 12	\$225	.6/8

## Psychological Dimensions of Leading and Supervision

This course is intended for employees in leadership and supervisory roles – or for high potentials who already carry responsibility and seek to advance into such roles. Through experiential group learning and reflective exercises, participants acquire a deeper understanding of latent group dynamics that can inhibit, or support, group cohesion. One of the functions of leadership is to motivate people to accept responsibility and to be more autonomous in pursuing shared goals and in meeting their own, and others', needs in the workplace. Participants gain insight into how to recognize and manage psychological aspects of group functioning to reduce the negative effects of deep emotions, such as fear, on group and individual behavior and workplace performance. They gain self-awareness and practice articulating and advocating for themselves and others. In doing so, they learn how to recognize, and avoid, counterproductive behaviors (e.g., blaming, scapegoating) that can disrupt cooperative efforts to achieve shared aims.

### Objectives:

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

**Target Audience:** Managers and Supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8072	1	Jan 7	\$225	.6/8

## Selection Interviewing: Hiring Right

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4027	1	Sept 5	\$200	.6/8

## Storytelling for Leaders: Telling Stories for Results

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8082	1	Oct 24	\$225	.6/8

## Strategic Delegation: Leading a Team to Success

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

### Objectives:

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

**Target Audience:** This course is designed for leaders and managers looking to increase individual and team productivity by leveraging existing human resources

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8074	1	Nov 26	\$225	.6/8

## Successfully Managing People

Are you ready to develop a high-performance team and get more done? In today's changing business environment, experienced as well as new managers are seeking more effective strategies for managing and motivating employees. This seminar will provide strategies to resolve team conflict using emotional intelligence and show you how to get more from your team by adapting your management style to every situation. You'll gain the skills to motivate every member of your team and use positive and corrective feedback to handle difficult performance issues and maximize productivity.

### Objectives:

- Appreciate how the role of managers has changed in today's organizations
- Recognize the role of values in managing people
- Describe the importance of ethical leadership
- Identify how your organization's and workgroup's culture shapes the behavior of the people with whom you work
- Assess your management and personal style and adjust it to different situations
- Adopt the approach needed to motivate different types of people
- Communicate effectively with those you manage
- Apply the principles of Emotional Intelligence to achieve greater effectiveness.
- Use feedback to improve performance and manage difficult employees

**Target Audience:** Managers and individuals with management responsibilities whose success depends on managing people through clear communication, a cooperative attitude, and commitment to shared goals

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8075	2	Dec 19-20	\$450	1.2/16

## 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	Days of Training	Dates	Cost	CEUs/CPEs
C9038	2	Oct 29-30	\$450	1.2/16

## Tackling Challenging Conversations

Collaboration, efficiencies, and performance rely on strong relationships and effective communication. Yet, when facing challenging conversations, people regularly struggle with broaching the topics. Often, they opt to avoid the conversations entirely, hoping that situations will resolve themselves. Or, they engage their counterparts without skill, worsening tenuous conditions while jeopardizing relationships. A better option exists. In this workshop, professionals build skills that allow them to tackle a variety of relational challenges with colleagues and clients, alike.

### Objectives:

- Proactively broach difficult conversations
- Transition tense situations into constructive opportunities for improvement and relationship building
- Diffuse hostility and relational stresses through effective communication
- Increase learning through communication
- Manage differences more effectively and productively

**Target Audience:** Managers and Supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8076	1	Dec 9	\$225	.6/8



## The Personalities of Teams

This course focuses on strengthening team relationships and enhancing team effectiveness. The sum of individual team member personalities, the tasks the team is charged with, along with the work environment and context in which the team functions all play a role in a team's personality. Participants will develop an understanding of the key characteristics of effective teams and learn to recognize the style of leadership needed at different stages in a team's life cycle to drive productivity.

The goal of this course is to provide managers, supervisors and team leaders with the tools to drive high team performance and build a positive team personality.

### Objectives:

- Understand principles of teams
- View teams within an organizational context
- Understand framework coined by Patrick Lencioni, [Five Dysfunctions of a Team](#)
- Be able to recognize what stage a team is in
- Understand strategies to guide teams based on a team's current stage
- Understand productive versus disruptive conflict
- Be able to diagnose and strengthen characteristics that enable teams to be high-functioning
- Able to apply all the class learnings

**Target Audience:** Managers, supervisors and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8077	1	Dec 6	\$225	.6/8

## The Science of Success: Motivation, Judgment and Teamwork

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7977	1	Oct 21	\$225	.6/8

## Whole Brain Thinking To Build Successful Workplace Relationships

This course focuses on developing skills related to enhancing interactions with others, building better workplace relationships and becoming “conscious communicators”. Using the *Neethling Brain Instrument™* (NBI) thinking preferences framework, participants will explore the competencies necessary to realize stronger collaboration, reduce conflicts, increase productivity and positive engagement, and enhance emotional intelligence.

Participants will develop the skills to build common ground with others and will create a personal action plan focused on commitments for behavior changes to achieve their specific workplace relationship improvement goals.

### Objectives:

- Understand the concept of Whole Brain Thinking
- Understand the NBI assessment instrument and how to interpret the NBI profile results
- Identify and understand different thinking style preferences
- Discover personal thinking style and how it impacts interactions with others
- Using understanding of thinking style differences, develop strategies to work well with others and have productive discourse
- Master key thinking preference learnings
- Able to coach others on handling workplace relationship challenges
- Design and implement approaches to enhance work relationships

**Target Audience:** Managers and Supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8083	1	Nov 8	\$245	.6/8

\*Includes cost of individual assessment instrument

# PROFESSIONAL PRACTICES PORTFOLIO

## 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 an HR professional or in the Energy, Audit, Procurement or IT community, you can find programs geared specifically to your field of expertise.

<b>Audit Professionals</b> .....	118
<b>Energy Management Professionals</b> .....	123
<b>Human Resources Professionals</b> .....	138
<b>IT Professionals</b> .....	40
(Located in the Technology Skills Portfolio)	
<b>Procurement Professionals</b> .....	139
<b>Mayor’s Office of Contract Services (MOCS)</b> .....	140
<b>National Institute of Governmental Purchasing (NIGP)</b> .....	153
<b>Small Business Services M/WBE Courses</b> .....	197
(Located in the NYC Specific Portfolio)	

# AUDIT PROFESSIONALS

## Audit Evidence and Documentation

Government Auditing Standards require performance auditors to ensure that findings and recommendations are supported by sufficient, relevant and competent evidence documented in working papers. Analyze the types of evidence and the tests that evidence must meet. Learn methods for collecting and documenting types of evidence needed to support your reports and to meet professional standards. Discover the benefits of referencing and how your audit objectives and design strategy affect the data required to conduct the audit.

### Objectives:

- Identify and apply the government auditing standards that pertain to audit evidence and documentation
- Describe the types, tests and sources of evidence, how evidence is collected and how it can be documented
- Apply appropriate methods in collecting and recording evidence to assure the competence of the evidence
- Design an audit to identify and obtain sufficient, relevant evidence that will satisfy the audit's objectives using a step-by-step process and a matrix to document the design
- Describe the purpose, types and forms, basic principles and information elements of audit documentation
- Explain reasons and demonstrate methods for indexing, safeguarding and cross-referencing audits
- Describe responsibilities for supervisory review of audit documentation and the benefits of referencing the audit report to the documentation

**Target Audience:** New and intermediate auditors with limited exposure to the subject will benefit

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7011	2	Sept 4-5	\$565	1.2/16

## Creative Thinking for Auditors

Eliminate roadblocks to creative thinking and boost your output of innovative ideas. This course demonstrates practical, easy-to-use techniques to help generate new ideas and apply them to the audit process. Practice these skills using exercises related to governmental auditing, business and real life. Topics covered include idea-generating techniques, best practices in auditing, the use of control frameworks and the impact of organizational cultures on auditing.

### Objectives:

- Identify and explain the four phases of the creative process
- Eliminate roadblocks and pitfalls to creative thinking and auditing
- Use specific tools to boost your output of innovative ideas
- Use creative thinking techniques to identify the real cause of and the best solutions to performance problems

**Target Audience:** Auditors who do performance, grant and contract auditing

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8012	2	Sept 16-17	\$565	1.2/16

## Leadership, Motivation and Accountability for High Performance Audit Teams and Organizations

Great audit organizations need leaders who see their role differently than just being super auditors. This highly interactive course will help audit staff cross that threshold toward becoming super leaders by understanding what makes a good leader, how to motivate others, and create an environment of accountability for high performance. This session will examine the traits, characteristics and styles of successful managers and leaders that can be learned and practiced, as well as why people in leadership positions often fail. This course explores ways to inspire and motivate staff through constructive coaching, growth opportunities and appreciation. This course also explores the communication tools, approaches and techniques to inspire a new level of performance accountability, self-awareness and commitment through empowerment and ownership.

### Objectives:

- Defining leadership characteristics in audit and all organizations
- Understanding the difference between managers and leaders
- Awareness of the universal functions of managers
- What leaders do to lead
- Setting expectations
- Applying leadership styles
- Leading and influencing change
- Creative and critical thinking
- Emotional Intelligence
- Leading with communications
- Delegation
- Empowerment
- Measuring performance
- Motivation and recognition
- Coaching employees
- Feedback to feed-forward

**Target Audience:** All staff, managers and leaders at all levels who are stepping up to next level of organizational effectiveness in learning, refreshing and practicing the art and science of leadership. While this course focuses on leadership in audit organizations, the principles and techniques apply universally to the dynamics of leading people for high performance in all organizations

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9505	1	Nov 15	\$430	.6/8

## Making Your Case to Prosecute Fraud

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8090	2	Dec 9-10	\$590	1.2/16



## Selecting, Planning and Measuring Audits for Return on Investment

Selecting performance audits to conduct is like building a successful investment portfolio. Developing meaningful objectives helps ensure each audit efficiently and effectively achieves meaningful results. Together, the right audits and objectives provide a return on investment that is highly valued, relevant and meaningful to the stakeholders it serves. This seminar explores techniques and factors in selecting and planning audits based upon measurable factors of risk, materiality, public interest and public benefit as valued by its many stakeholders. This seminar will help you identify stakeholder interest and needs, future opportunities and external threats, apply a cost benefit approach using measures of outcome value to score proposals, and formulate compelling audit objectives that direct what an audit is to accomplish, from field work and findings to meaningful specific future-oriented recommendations of value.

### Objectives:

- Apply strategic customer value in assessing desired stakeholder needs
- Perform a SWOT analysis and logic model to consider audit topic objectives
- Use internal and external risk assessment to identify areas of vulnerability and opportunity as criteria for scoring potential audit benefits and results
- Apply a cost/benefit approach to score the potential value of audit proposals
- Describe the central role of objectives in performance auditing
- Write objectives that provide clear direction for planning field work, assigning staff, facilitating report writing and meeting auditing standards
- Track audit progress and measure actual results

**Target Audience:** All auditors, evaluators, analysts and executives who are responsible for developing, proposing or selecting audit/evaluation topics, and for developing specific audit/evaluation objectives

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9506	1	Jan 6	\$430	.6/8

## ENERGY MANAGEMENT PROFESSIONALS

### Energy Management Institute (EMI)

DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies (SPS), CUNY Building Performance Lab (BPL) and the Citywide Training Center (CTC), is pleased to announce our schedule for courses for Fall 2019.

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

#### Important:

DCAS Energy Management (DEM) covers the cost of City staff participating in this training to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects.

If a City employee registers for the course but drops out before satisfactory completion, a fee will be assessed to their agency's training department for a no-show or late cancellation per CTC cancellation policy. See course descriptions for respective fee amounts.



Please visit [www.nyc.gov/ctc](http://www.nyc.gov/ctc) for [Fall 2019 EMI Course Catalog](#) to view detailed information on all Energy Management Institute courses.

For registrations please

visit <https://www1.nyc.gov/site/dcas/agencies/energy-management-institute.page>

For more information, please reach out to [EMItraining@sps.cuny.edu](mailto:EMItraining@sps.cuny.edu).

# ENERGY MANAGEMENT INSTITUTE

## Building Operator Certification-Level I

### Course Structure:

BOC-1 is the foundational energy efficiency course for building operators working in City facilities. It is designed to help building operators identify opportunities to make their facilities more energy- efficient so they can contribute to meeting City energy and emissions reductions goals. BOC-1 provides an overview of building systems and equipment, including electrical systems, mechanical systems, lighting technologies, and building controls. It also introduces students to energy data management and analysis and operational improvements that can improve energy efficiency and occupant comfort.

BOC-1 consists of one online webinar, nine in- person sessions taught by subject matter experts over a 19-week period, and 14 self-paced online modules. To successfully complete the course, students must attend all sessions and complete all online modules; take and pass four module-specific exams; and submit four practical project assignments focused on applying concepts learned in class to the facilities where they work. Students who do so can pursue the BOC-1 certification from the Northwest Energy Efficiency Council ("NEEC"). CUNY SPS and NEEC work together to assist City staff in completing their paperwork for the credential and taking the certification exam.

### Target Audience:

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

- Building operators who may have limited formal building systems training, but have substantial on-the-job work experience with building systems
- Energy management staff who already have received some energy efficiency training and are seeking to deepen their understanding of building system and equipment concepts. In general, energy management staff should take the Fundamentals of Building Systems course before enrolling in BOC-1

### Prerequisites:

- DCAS "This Is DEM" video
- Microsoft Excel and Math Assessments

**\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\***

*Note: to confirm that they are ready to participate in BOC-1, potential students must complete two mandatory pre-course assessments: one focused on math skills and one focused on Microsoft Excel skills. Once potential students complete the registration process, CUNY SPS sends them a link to the two assessments. Each assessment takes about 15 minutes to complete. If a potential student does not achieve a satisfactory score on either or both assessments, they must take one or two self-paced online pre-courses before BOC-1 starts.*

## No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of \$1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

### Course Overview:

Term: Fall 2019  
 Days: Fridays (10)  
 Online Webinar: September 6th (1 hour)  
 Classroom Sessions: Sept 13, 27; Oct 11, 25; Nov 8, 22; Dec 6, 20; Jan 10  
 Hours: 9:00am-4:00pm  
 Location: Citywide Training Center - 1 Centre Street, 24th Floor, South  
**Registration Deadline: September 4th**

### Course Overview:

Term: Fall 2019  
 Days: Thursdays (10)  
 Online Webinar: September 5th (1 hour)  
 Classroom Sessions: Sept 12, 26; Oct 10, 24; Nov 7, 21; Dec 5, 19; Jan 9  
 Hours: 9:00am-4:00pm  
 Location: CUNY SPS - 119 West 31 Street, Room (TBA)  
**Registration Deadline: September 4th**

# ENERGY MANAGEMENT INSTITUTE

## Building Operator Certification-Level II

### Course Structure:

BOC-2 offers advanced training to City staff who meet the enrollment pre-requisites and want to further their building energy management skills. BOC-2 is comprised of six core modules: (1) Best Practices for High-Performance Operations and Maintenance ("O&M"); (2) Sensors, Calibration, and Transmitters; (3) HVAC Controls Optimization; (4) Energy Strategies: Control Sequences of Operation; (5) Electrical Maintenance and Troubleshooting; and (6) Boiler Plant and Hydronic System High-Performance O&M.

BOC-2 consists of 22 in-person sessions taught by subject matter experts over a 31-week period, as well as 10 self-paced online modules. The course also includes field activities guided by subject matter experts and learning coaches. To successfully complete the course, students must attend all sessions and complete all online modules; take and pass module-specific exams; and submit practical project assignments focused on applying concepts learned in class to the facilities where they work. Students who do so can pursue the BOC-2 certification from the Northwest Energy Efficiency Council ("NEEC"). CUNY SPS and NEEC work together to assist City staff in completing their paperwork for the credential and for taking the certification exam.

### Target Audience:

BOC-2 is designed for students who have previous intensive energy management training or experience. Specifically, it is meant for students who have successfully completed BOC-1 and/or are Certified Building Operators ("CBOs"), Certified Energy Managers ("CEMs"), Certified Building Commissioning Professionals ("CBCPs"), or Certified Energy Auditors ("CEAs"). On a case-by-case basis, students may be able to substitute other advanced training or experience for these credentials; please reach out to CUNY SPS to request enrollment permission.

**\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\***

### No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of \$1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

**Course Overview:**

Term: Fall 2019  
Days: Fridays (28)  
Online Webinar: October 4th (1 hour)  
Classroom Sessions: Oct 11, 25; Nov 1, 8, 15; Dec 6, 13, 20; Jan 3, 10, 17, 31; Feb 7, 14, 21; March 6, 13, 20, 27; April 3, 17; May 1  
Project Assignment Week: Oct 18; Nov 22; Dec 27; Jan 24; Feb 28; April 24  
Hours: 9:00am-4:00pm  
Location: Citywide Training Center - 1 Centre Street, 24th Floor, South  
**Registration Deadline: September 27th**

# ENERGY MANAGEMENT INSTITUTE

## Certified Energy Manager Program

### Course Structure:

This course enables students to obtain the Certified Energy Manager (CEM) credential by preparing and registering them for the CEM certification exam, offered by the Association of Energy Engineers (AEE). CEM operates as a standard for qualifying energy professionals in the United States and abroad. It is recognized by the U.S. Department of Energy, the Office of Federal Energy Management Programs, and numerous state energy offices, utilities, corporations, and energy service companies.

The course consists of four in-person instructional sessions taught by subject matter experts and a full-day comprehensive certification exam. The five-day course is offered over a one-week period. To successfully complete the course, students must meet the stated eligibility criteria; attend all instructional sessions; submit an exam application form before sitting for the exam; (provided during the prep period); and pass the four-hour, written, open-book CEM exam.

### Learning Objectives:

BCEM is designed for students who have previous intensive energy management training or experience. For FY20, DEM will give preference to students who have successfully completed both BOC-1 and BOC-2, but accommodate other qualified students as space permits. Students seeking to substitute other advanced training or experience for BOC-1 or BOC-2 should reach out to CUNY SPS to request enrollment permission. All students must meet AEE's combined education-experience eligibility requirements summarized on the next page (i.e., they can qualify under any one of the six qualification pathways).

### Education and Experience Requirements for Certification:

- DCAS "This Is DEM" video
- Microsoft Excel and Math Assessments

4-yr. degree in Engineering or Architecture, AND	3+ yrs. experience in energy engineering or energy management
4-yr. degree in Environmental Science or Physics, AND	4+ yrs. experience in energy engineering or energy management
4-yr. degree in Business (or related field), AND	5+ yrs. experience in energy engineering or energy management
2-yr. degree in Energy Management, AND	6+ yrs. experience in energy engineering or energy management
2-yr. degree in a technical topic, AND	8+ yrs. experience in energy engineering or energy management
No specific educational background, AND	10+ yrs. experience in energy engineering or energy management

## Prerequisites:

- TBD

\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\*

## No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of \$1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

### Course Overview:

Term:	Fall 2019
Days:	Monday, Tuesday, Wednesday, Thursday, Friday (5)
Classroom Sessions:	Oct 21-25; Dec 9-13
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
<b>Registration Deadline:</b>	<b>September 27th</b>



# ENERGY MANAGEMENT INSTITUTE

## Foundations for Energy Efficient Building Systems

### Course Structure:

Foundations introduces skilled tradespeople working within City buildings to the trades' role in improving energy efficiency. It helps tradespeople identify and act on energy-saving opportunities for critical systems, including performing cost comparisons between system maintenance and correction.

Foundations consists of two in-person instructional sessions taught by subject matter experts over a two-day period. The course includes a field trip to a City-owned building to provide hands-on learning opportunities related to different building systems. To successfully complete the course, students must attend and take part in in-person sessions and take pre- and post- learning assessments given during the first and final classes.

*Note: Foundations is a new course that DEM first piloted in FY 2019 as part of a larger effort to refresh EMI's trades-focused training offerings. Previously, the trades-focused training offerings consisted of five courses targeted to individuals in the following professions: (1) Electricians, (2) Thermostat Repairers, (3) Pipe/Steamfitters, (4) Plumbers, and (5) Oilers/Mechanics. The team is planning to replace these courses with one foundation-level course (Building Foundations) for members of all five trades and three advanced courses focused on specific building systems (Controls, Electrical, and Mechanical).*

### Target Audience:

Foundations is designed for tradespeople and supervisors interested in improving energy efficiency in their buildings. The course may be relevant to tradespeople in the following professions: (1) Electricians, (2) Thermostat Repairers, (3) Pipe/Steamfitters, (4) Plumbers, and (5) Oilers/ Mechanics.

### Prerequisites:

- BOC Level 1
- DCAS "DEM" Video and others

\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\*

**No Show Fee:**

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

**Course Overview:**

Term: Fall 2019  
Days: Tuesday (1), Thursday (1)  
Classroom Sessions: Oct 22, 24  
Hours: 9:00am-4:00pm  
Location: Citywide Training Center - 1 Centre Street, 24th Floor, South  
Online Webinar: N/A  
**Registration Deadline: September 27th**

# ENERGY MANAGEMENT INSTITUTE

## Fundamentals of Building Systems

### Course Structure:

Fundamentals is designed to provide foundational energy management knowledge for City staff. It provides an overview of critical building systems and equipment, including their relationship to energy consumption; explains electrical and mechanical engineering concepts pertinent to building operations; and introduces best practices for energy efficiency in City buildings. The course prepares students without a technical background to succeed in BOC-1.

Fundamentals consists of a half-day in-person introductory session, followed by ten self-paced online modules, and then a half-day in-person wrap-up session. The wrap-up session helps close out the online modules to ensure understanding. The online modules cover: (1) the building envelope; (2) the science of building systems; (3) HVAC, plumbing, and electrical building systems; (4) building controls; (5) occupant controls; (6) maintenance; (7) risks; (8) codes, zones, and regulatory requirements; (9) environmental factors; and (10) a wrap-up module. To successfully complete the course, students must attend the in-person sessions; finish all online modules; and take pre- and post- learning assessments given during the first and final classes

### Target Audience:

Fundamentals is designed for City energy management staff who are not building operators and do not have a technical background. Students enrolled in this course should not have primary job responsibility for managing building operations at their facility and/or extensive working knowledge of building systems and equipment. In most cases, Fundamentals is a pre-requisite for non-building operators who seek to complete BOC-1.

### Prerequisites:

- N/A

\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\*

**No Show Fee:**

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

**Course Overview:**

Term: Fall 2019  
Days: Wednesdays (2)  
Classroom Sessions: Nov 6, 20  
Hours: 9:00am-1:00pm  
Location: CUNY SPS – 119 West 31 Street, Room (TBA)  
Online Webinar: N/A  
**Registration Deadline: September 27th**

# ENERGY MANAGEMENT INSTITUTE

## Introduction to Load Management

### Course Structure:

This course provides City staff with an overview of Load Management concepts and techniques aimed at finding ways in which to optimize your building's operation by reducing energy consumption. Led by an expert in energy engineering, the course is designed to equip staff with the essential information that they need to help their agencies participate in the City's Load Management Program and realize the benefits involved in doing so, including contributing to the City's target of 80% reduction in greenhouse gas emissions by 2050.

During the course, students will discover the policy context for load management, go through relevant load management concepts, discuss key examples, and learn to interpret load profiles, all in an effort to draw connections between your buildings' energy usage, and operations to identify savings opportunities. The course consists of a 6-hour interactive workshop held on a single day. The first part of the workshop involves lecture and discussion, while the second part is comprised of hands-on EnerTrac training, the City's tool for analyzing real-time metering data, with a focus on load profile analysis in a computer lab. To successfully complete the course, students must only attend the course; there are no out-of-class assignments.

### Target Audience:

Introduction to Load Management is open to all interested energy management staff, building operators, and facilities management staff at City buildings. The course does not require a technical background. Please note that DEM may give preference to staff at agencies targeted for near-term Load Management Program participation.

### Prerequisites:

- N/A

\*\*\*To enroll, potential students should email the Course Registration Form to the CUNY SPS team at [EMltraining@sps.cuny.edu](mailto:EMltraining@sps.cuny.edu).\*\*\*

## No Show Fee:

If a City employee registers for the course but drops out before satisfactory completion, a fee of \$400 will be assessed to their agency's training department for "No Show" in accordance with the CTC cancellation policy.

### Course Overview:

Term: Fall 2019  
 Days: Tuesday (1)  
 Classroom Sessions: Sept 17  
 Hours: 9:00am-4:00pm  
 Location: CUNY SPS – 119 West 31 Street, Room (TBA)  
 Online Webinar: N/A  
**Registration Deadline: September 4th**

### Course Overview:

Term: Fall 2019  
 Days: Tuesday (1)  
 Classroom Sessions: Oct 22  
 Hours: 9:00am-1:00pm  
 Location: CUNY SPS – 119 West 31 Street, Room (TBA)  
 Online Webinar: N/A  
**Registration Deadline: September 27th**

# ENERGY MANAGEMENT INSTITUTE

## Load Management Training & Coaching

### Course Structure:

Load Management Training and Coaching ("LMTC") is designed to provide building operators with hands-on support in implementing Load Management measures at your buildings to optimize energy usage. LMTC teaches operators how to utilize their real-time metering data, trending data from your Building Automation Systems ("BAS") and/or data loggers to apply Building Re-tuning ("BRT") practices to your building to save energy. While LMTC is a new offering for FY20, on average, students who have participated in similar trainings have achieved total energy consumption savings of 10% at their buildings.

LMTC will be spread amongst nine in-person sessions. The first three sessions consist of lecture and discussion, where the instructor brings together LM and BRT concepts. The following six sessions consist of hands-on coaching, during which the CUNY BPL coaches and the DEM LM team will work closely with students to identify and implement operational improvements at their specific buildings. To successfully complete the course, students must attend all in-person sessions and complete designated out-of-class assignments. Support for the completion of the assignments will be provided by BPL and DEM LM engineers, including personalized site visits.

### Target Audience:

LMTC is open to interested energy management staff, building operators, and facilities management staff at City buildings where the following is encouraged but not required:

- Have successfully completed BOC-1.
- Are assigned to and/or are responsible for at least one agency building where major equipment can be controlled.
- Can access trend logging functions in a BAS/ BMS throughout the duration of the course.

Please note that DEM may give preference to staff at agencies targeted for near-term Load Management Program participation. In general, if Agency Energy Personnel seeks to enroll in this training offering, they should confirm that at least one building operator from their agency also will attend.

### Prerequisites:

- BOC-Level 1 and your building must have a BAS/BMS system

**\*\*\*To enroll, potential students should email the Course Registration Form to Elizabeth Taveras at [ETaveras@dcas.nyc.gov](mailto:ETaveras@dcas.nyc.gov). The DEM LM Team will work to confirm both that potential students meet the pre-requisites for the training offering and that their buildings are good near-term candidates for LM participation. Following this process, the DEM LM Team and CUNY SPS will place students in the most suitable cohort, such that they can participate alongside other staff from their own or similar agencies.**

\*\*\*

## No Show Fee:

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

### Course Overview:

Term: Fall 2019

Days: Wednesdays (9)

Classroom Sessions: Sept 11, 18, 25; Oct 2, 16, 30; Nov 13; Dec 4, 18

Hours: 9:00am-12:00pm

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

Online Webinar: N/A

**Registration Deadline:** This class is by invitation only. To be considered for enrollment, contact

[Elizabeth Taveras at ETaveras@dcas.nyc.gov](mailto:ETaveras@dcas.nyc.gov), 212-386-5042.

### Course Overview:

Term: Fall 2019

Days: Thursday (9)

Classroom Sessions: Oct 17, 24, 31; Nov 7, 21; Dec 5, 19; Jan 9, 23

Hours: 9:00am-12:00pm

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

Online Webinar: N/A

**Registration Deadline:** This class is by invitation only. To be considered for enrollment, contact

[Elizabeth Taveras at ETaveras@dcas.nyc.gov](mailto:ETaveras@dcas.nyc.gov), 212-386-5042.

### Course Overview:

Term: Fall 2019

Days: Wednesday (9)

Classroom Sessions: Dec 4, 11, 18; Jan 8, 22; Feb 5, 19; Mar 4, 18

Hours: 1:00pm-4:00pm

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

Online Webinar: N/A

**Registration Deadline:** This class is by invitation only. To be considered for enrollment, contact

[Elizabeth Taveras at ETaveras@dcas.nyc.gov](mailto:ETaveras@dcas.nyc.gov), 212-386-5042.



# HUMAN RESOURCES PROFESSIONALS

## Human Resources Management Certificate Course



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

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

**Available Fall 2019**

Please call **212.386.0004** for more information.

## PROCUREMENT PROFESSIONALS

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

### Conflicts of Interest Seminar for Procurement Professionals

This course provides an overview of the Conflicts of Interest Law, Chapter 68 of 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	Days of Training	Dates	Cost	CEUs
P4002	2 ½ hrs	Oct 23 (9:30am-12:00pm)	N/C	.25

## MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS)



### Agency Introduction to PASSPort

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determination for contract awards, and complete performance evaluations. During this session, you will hear an overview of PASSPort and have hands-on training on navigation, vendor search, and how to review a vendor record.

#### Objectives:

- Understand PASSPort Basics
- General System Navigation
- Search for and review vendor data

**Target Audience:** Agency PASSPort users and any agency staff who is interested in learning PASSPort basics

For dates, times, registration and other information for PASSPort trainings, please go to the website <http://Cityshare.nycnet/passport>

## APT (Automated Procurement Tracking) Basics

NYC Automated Procurement Tracking (APT) system, launched in Spring 2010, is the system currently in use to support, manage and track procurement tasks for 14 procurement methods and 4 contract management activities. This course will provide a basic introduction to accessing the system, help functions, and key navigations features, and will provide you with tips and tricks to help you avoid common errors and enable you to move effectively complete your tasks in the system. You will also be provided a brief introduction to other citywide online procurement systems, including the Procurement and Sourcing Solutions Portal (PASSPort), the City's new online system that will become the primary platform to do business with the City of New York over a series of releases. See the PASSPort courses for more information.

### Objectives:

- Gain access to APT and navigate through the system
- Navigate APT job aids
- Understand which methods are supported in APT
- Use search functions
- Access resources and know where to go for help

**Target Audience:** New APT users who possess basic procurement knowledge and are required to use APT as part of their basic job responsibilities

Course Code	Days of Training	Dates	Cost	CEUs
P6181M	2 hrs	Sept 4 (10:00am-12:00pm)	N/C	.2

## Collaborative Program Design

The Nonprofit Resiliency Committee, in coordination with the Mayor's Office for Economic Opportunity, produced written recommendations on how the City and nonprofit human services providers can collaborate to design programs that achieve maximum impact. This course will lead participants through strategies to incorporate the principles highlighted in the Guide to Collaborative Communication with Human Services Providers, which was written by providers and City agencies to provide a framework for conversations with providers throughout the development of an RFP.

### Objectives:

- Describe the roles of the key stakeholders involved in public procurement oversight
- Understand the Citywide Public Procurement landscape
- Distinguish between competitive and non-competitive methods and when and why they are used
- Understand basic steps in the procurement life cycle
- How to leverage existing contracts to encourage efficient and cost-effective procurement
- Basic contract management activities
- Where to go for resources to support your daily work

**Target Audience:** ACCOs, DACCOS, procurement team members, and other agency members involved in RFP development and program design

Course Code	Days of Training	Dates	Cost	CEUs
P6188M	3 hrs	Oct 8 (9:00am-12:00pm)	N/C	.3

## Ethics: A Crash for The Public Procurement Professional

Public procurement professionals are tasked with handling sensitive information and as such are held to high standards for upholding ethical values and behaviors. They must understand and follow state and local compliance laws and regulations, and exercise sound judgment and decisions under pressure. In this course, participants will learn about state and local laws governing procurement, as well as how to apply core ethical concepts arising in the procurement context of accountability for compliance, confidentiality and openness in government. The course uses an interactive approach and creative problem-solving techniques to teach you how to identify and address ethical issues that might arise in NYC procurement.

### Objectives:

- Understand the role and responsibility of upholding ethical behavior in public procurement
- Explain the history and context of the procurement compliance and regulatory environment in NYC
- Understand the duty to report corrupt and unethical behaviors to appropriate bodies
- Explain state and local procurement and finance laws, NYC Procurement Policy Board role and rules, and Administrative codes
- Uphold key concepts of ethics and compliance in procurement in matters of confidentiality, transparency, and disclosure

**Target Audience:** All Mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6190M	3 hrs	Sept 12, Nov 7, Dec 5 (1:00pm-4:00pm)	N/C	.3

## Introduction to NYC Procurement Process and Methods

This course will provide an overview of the procurement environment including key stakeholders, industries, requirements for selecting methods, and an understanding of the basic steps in the procurement process from planning to registration. Opportunities to test knowledge acquisition will be offered throughout the course and participants will be expected to engage in activities and discussions.

### Objectives:

- Describe the roles of the key stakeholders involved in public procurement oversight
- Understand the Citywide Public Procurement landscape
- Distinguish between competitive and non-competitive methods and when and why they are used
- Understand basic steps in the procurement life cycle
- How to leverage existing contracts to encourage efficient and cost-effective procurement
- Basic contract management activities
- Where to go for resources to support your daily work

**Target Audience:** All employees involved in the delivery of goods and services

Course Code	Days of Training	Dates	Cost	CEUs
P6196M	2 hrs	Oct 9 (11:00am-1:00pm)	N/C	.2

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

**\*This class is held at the Mayor's Office of Contract Services, 253 Broadway, 14th 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. When an entity is doing business with the City, persons in these positions have stricter limits put onto their donations to candidates for City office than those for persons not doing business with the City. This course will cover everything you need to know regarding how and when in the procurement cycle and process agencies will need to collect DBDF forms in order to comply with LL34.

### Objectives:

- History and requirement of Local Law 34
- What qualified as business with the City
- Which City agencies are included
- Why certain personal information is required
- Standards for agency review of Doing Business Data Forms for Completeness

**Target Audience:** Staff involved in the procurement process and those interested in how campaign finance law relates to City procurement

Course Code	Days of Training	Dates	Cost	CEUs
P6189M	1 hr	Sept 17, Oct 8, Nov 6, Dec 17 (11:00am-12:00pm) or Oct 23, Nov 19, Dec 4 (1:00pm-2:00pm)	N/C	.1



## PASSPort Agency Performance Evaluations

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determinations for contract awards, and complete performance evaluations (Pes). This hands-on session will focus on the Performance Evaluation process including: a performance evaluation overview, process flow walkthrough, and system exercises including sending a PE to evaluators and completion a PE scorecard.

### Objectives:

- Assign a Performance Evaluation task
- Understand the role of the Performance Evaluation Manager
- Complete a Performance Evaluation Score Card

**Target Audience:** Agency PASSPort users who manage or contribute to Performance Evaluations

For dates, times, registration and other information for PASSPort trainings, please go to the website <http://Cityshare.nycnet/passport>

## PASSPort Agency Responsibility Determinations

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determinations for contract awards, and complete performance evaluations (Pes). This hands-on session will focus on the Responsibility Determination (RD) process including: an overview, process flow walkthrough, and system exercises including duplicating and RD, RD initiation, and RD completion.

### Objectives:

- Understand the PASSPort RD Workflow
- Start the RD process and forward Vendor Name Check (VNC) requests to the Department of Investigation (DOI) and Business Tax Check requests to the Department of Finance (DOF)
- Manage Responsibilities Determinations in PASSPort
- Utilize best practices when completing and RD in PASSPort
- Review RD information and confirm a vendor's responsibility

**Target Audience:** Agency PASSPort users who manage or contribute to Responsibility Determinations

For dates, times, registration and other information for PASSPort trainings, please go to the website <http://Cityshare.nycnet/passport>

## Processing City Council Expense Allocations-Delving into Discretionary

The City of New York registers between one and three hundred million dollars' worth of contracts funded through the discretionary process each year for everything from job training to after-school programs to legal services. This training will cover the fundamentals of how the City vets and processes these contracts. The training will cover the City Council Discretionary Award application and vetting process, the award clearance and contracting process, and HHS Accelerator Vault and Financials within the discretionary awards framework. We will also address new policies and procedures in place for FY19.

### Objectives:

- Understand City Council's vetting and clearance process
- Understand MOCS' review process
- Learn about the new policies and procedures in place for FY20
- Process a City Council Discretionary Award application
- Use HHS Accelerator to process discretionary awards

**Target Audience:** Agency staff members who serve as discretionary contract managers

Course Code	Days of Training	Dates	Cost	CEUs
P6171M	3 hrs	Oct 22 (9:00am-12:00pm)	N/C	.3

## Procurement Law for Beginners

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

### Objectives:

- Understand Vendor Responsibilities and Appeals of Determination of Non-Responsibility under PPB rules;
- Understand the Legal Framework for City Procurements, including an understanding of local laws, state laws, and federal laws related to procurement; and
- Understand the Contract Litigation Issues involving ACCOs and City Agencies

**Target Audience:** All mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6064M	3 hrs	Oct 29 (1:00pm-4:00pm)	N/C	.3

## Procurement Policy, Laws and Directives

NYC procurement professionals serve as leaders at their agency in ensuring and encouraging compliance with local laws and standards focused on promoting and protecting human and environmental health. Through established purchasing standards of preferable goods and products, this course covers the application of Environmentally Preferable Purchasing (EPP) laws and standards on certain city procurements. This course also provides an overview of State and local laws that encourage the purchasing of locally sourced and healthy food, on the New York City's Earned Sick Time Act also known as the Paid Sick Leave Law and how it applies to the City's solicitations and contracts, and the living and prevailing wage standards for contractors and how they are to be held accountable.

### Objectives:

- Environmentally Preferable Purchasing (EPP) Laws
- Local Law 50 of 2011, relating to the purchase of New York State food, and the New York City Agency Food Standards
- The living and Prevailing Wage Law
- New York City Earned Sick Time Act, The New York State Preferred Source Law and reporting on preferred source contract awards under Local Law 125 of 2013
- Local Law 18 of 2012, relating to disclosure of project cost increases

**Target Audience:** All Mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6195M	3 hrs	Sept 30 (1:00pm-4:00pm)	N/C	.3

# Project Labor Agreement for the Procurement Professional

This course will focus on the various Project Labor Agreements (PLAs) across the City. It will include an overview of different terms across the several PLAs and how to know when a PLA applies to a particular contract, a review of the key terms that procurement staff and contract administrators need to be most familiar with, and an overview of the supporting documentation that accompanies the PLAs. The course will also include a discussion of how best to resolve issues they may encounter during a PLA contract.

## Objectives:

- Learn what a Project Labor Agreement (PLA) is and the various PLAs across the City agencies
- Identify what types of contracts are subject to a PLA
- Understand what PLAs require of City staff, contractors/subcontractors, and participating unions
- Identify trouble signs that may indicate non-compliance with a PLA
- Learn what documentation is required of contractors performing work under a PLA

**Target Audience:** Staff at construction agencies including procurement professionals, contract administrators, project managers, labor specialists, and procurement attorneys

Course Code	Days of Training	Dates	Cost	CEUs
P6201M	2 ½ hrs	Jan 15 (1:00pm-3:30pm)	N/C	.25

## Subcontractor Tracking

This course will provide participants with an overview of the requirements surrounding subcontractor data collection and reporting. The course will include a demonstration of the Payee Information Portal (PIP) subcontractor data collection system and the subcontractor screens in FMS and will provide vendor use case scenarios to support a solid understanding of how to navigate through the PIP system. The course will also cover the regulatory requirements around subcontracting in the PPB Rules and Local Law 1 of 2013 (M/WBE). Participants should be prepared to discuss practices within their agencies and share best practices with colleagues.

### Objectives:

- Navigate and search for contracts in PIP
- Determine what contracts are reportable and associated penalties
- Help vendors navigate and manage accounts in the Payee Information Portal
- Use PIP to help with subcontracting duties

**Target Audience:** Agency procurement staff and contracting officers

Course Code	Days of Training	Dates	Cost	CEUs
P6186M	2 hrs	Sept 27, Oct 25, Jan 30 (2:30pm-4:30pm)	N/C	.2

# NATIONAL INSTITUTE OF GOVERNMENT PURCHASING (NIGP)

## Category Management Strategies for the Public Sector

Procurement organizations can be structured in different ways, and each structure has a unique set of advantages and disadvantages. Identifying the strategies that can impact expenditure plans and expertise applications is vital to the success of that structure. This course provides learners with the most effective methods of categorizing items for conducting purchases within their organization's structure.

### Course Outline:

- Procurement organizational structure options
- Pros/cons of each organizational structure type
- Commodity structure procurement organizations requirements
- Development of procurement expenditure plans
- Expenditure aggregation strategies
- Supply base reduction strategies
- Key category management performance metrics
- Leveraging spends beyond your public entity
- Case study and report out
- Call to action

### Objectives:

- Develop expenditure plans in support of organizational goals
- Employ strategies to "right size" the supplier base to meet local supplier requirements
- Utilize techniques for analyzing and leveraging organizational expenditures

**Target Audience:** All Public Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3017	1	Nov 15	\$490	.6



## Effective Decision Making

Effective procurement relies on effective decision making. Major organizations, both public and private, study and implement decision making protocols and techniques that are designed to improve the quality of their decisions. Participants examine various aspects of the decision-making process with the objective of providing procurement professionals with the elements to improve the quality and effectiveness of every decision.

### Course Outline:

- Examination of decision theory
- Types of purchasing decisions
- The decision-making environment
- Decision levels
- Roadblocks to effective decision making
- Five step decision making process
- Decision screening
- Elements of good decisions
- Identifying, categorizing and dealing with decision risk
- Other decision-making factors
- Recognizing and dealing with decision making styles
- Decision making fallacies
- Group decision making
- Tools for effective decision making

**Target Audience:** All Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3018	1	Dec 3	\$490	.6

# Managing Your End Users and Suppliers: It's All About Relationships

All public agencies face the challenge of stretching limited resources to accommodate an ever-expanding workload. Often, we forget the value of investing our time and resources to reach out to our stakeholders. Public Procurement can benefit greatly from relationship management with our end users and suppliers. This seminar will demonstrate the benefits of reaching out to these groups and how it can improve Procurement's effectiveness.

## Course Outline:

- Outreach
- The value of outreach efforts
- Utilizing paper tools
- Getting out among your users
- Utilizing Technology
- Electronic tools
- Making web sites user-friendly
- Balancing technology: when is it too much?
- Reaching Out to Supplier Community
- Vendor fairs and merchant expos
- Chambers of commerce
- Developing a guide for suppliers
- Diversity
- Valuing diversity
- Diversity in the procurement process
- Measuring effectiveness

## Objectives:

- Identify best practices in internal and external client outreach
- Identify tools that can be used for internal and external client outreach
- Explain the value of reaching out to and using certified status (MWESBs, disabled, etc.)

**Target Audience:** All levels of Purchasing Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3019	1	Dec 16	\$490	.6

## Procurement Challenges: A Solution Seminar

Today's procurement professional faces challenges every day. This course will utilize case studies of issues regularly confronted by an agency. Participants will work in groups to debate and discuss the fundamental principles of each case and develop solutions. Topics for discussion may include ethics, the law, fiscal and budgetary dilemmas, strategic sourcing, and supplier contract engagement.

### Objectives:

- Evaluate and develop solutions within a group setting
- Apply principles of collaboration and common procurement knowledge
- Debate, discuss, and evaluate possible procurement solution

**Target Audience:** This hands on, interactive learning event is for all procurement professionals with a special interest for those working in collaborative and group problem solving environments

Course Code	Days of Training	Dates	Cost	CEUs
P3020	1	Jan 14	\$490	.6

## Promoting the Procurement Function

A strong procurement agency provides support to its clients and achieves savings for the entity. Internal customers who look to the procurement function as a partner achieve greater success. This course will provide techniques to successfully promote procurement efforts among stakeholders and gain support from both upper management and elected officials.

### Course Outline:

- Current and future state of procurement
- Why promote the procurement function?
- Promotion theory and promotion relationship theory
- The application of promotion theory to procurement
- Creating a plan for promoting procurement

### Objectives:

- Identify what procurement should be promoting and to whom
- Develop Procurement's "Value" message
- Create a Marketing/Promotional Communications Plan
- Understand the advantages and disadvantages of using social media
- Monitor and evaluate and success metrics

**Target Audience:** All Public Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3021	1	Jan 27	\$490	.6

# EXECUTIVE DEVELOPMENT PORTFOLIO

## EXECUTIVE DEVELOPMENT PORTFOLIO

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

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<b>The Leadership Institute</b> .....	161
<b>The Management Academy</b> .....	161
<b>Executive Coaching</b> .....	162
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(Located in the Professional Practices Portfolio)	

## What is Organization Development?

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

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

## Assessment & Facilitation

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



## The Leadership Institute

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

Participants are identified through a competitive selection process, and are introduced to state-of-the-art change models focusing on process and performance improvement during the program. Managers leave with an invaluable set of tools and a 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 <https://www1.nyc.gov/site/dcas/agencies/leadership-institute.page> 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 <https://www1.nyc.gov/site/dcas/agencies/management-academy.page> or by calling 212.386.0004.

## Executive Coaching

Executive Coaching is a vital tool used by agencies 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

Frederick 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 Frederick O'Reilly 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

<https://www1.nyc.gov/site/dcas/agencies/frederick-oreilly-hayes-prize.page>

or by calling 212.386.0004.



## The Hundred Year Association Awards Program

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

### Public Service Awards

The Isaac Liberman Public Service Awards (PSA)

### College Scholar Awards

The E. Virgil Conway College Scholar Awards (CSA)

Additional information about the 100 Year Association Awards Program can be found on the website at <https://www1.nyc.gov/site/dcas/agencies/hundred-year-association.page> or by calling 212.386.0004.



# CERTIFICATION & CREDIT BEARING PORTFOLIO

## CERTIFICATION & CREDIT BEARING PORTFOLIO

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

**CUNY Public Administration Programs**.....168

**IT Professional & Certification Courses** .....40

(Located in the Technology Skills Portfolio)



## CUNY PUBLIC ADMINISTRATION PROGRAMS



The **CUNY/DCAS Public Administration Certificate Program** (undergraduate and graduate level) is offered in a collaboration between the City University of New York's School of Labor and Urban Studies (formerly the Murphy Institute), and participating unions. It is designed to provide an opportunity to earn college credits, improve communication and analytical skills, and provide for expanded knowledge of government agencies, social services, labor relations, and the legislative and budgetary processes in the context of deepening the understanding of urban challenges and institutions.

Each semester, two courses in the Public Administration program are offered at the CTC Training Center, 1 Centre Street, 24th Floor. For many students, this location is more convenient than SLU's Campus at 25 West 43rd Street, 18th and 19th floors.

### ENROLL AT THE UNDERGRADUATE OR GRADUATE LEVEL:

- Earn a Certificate in Public Administration & Public Policy, Healthcare Policy & Administration, or Labor Relations from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply completed certificate credits toward a bachelor's or master's degree at CUNY School of Labor and Urban Studies
- Union tuition plans are applicable and tuition reimbursement may apply
- Students are responsible for tuition costs

### FALL 2019 ADMISSIONS DEADLINE:

JULY 8, 2019 (DEGREES); JULY 16, 2019 (CERTIFICATES)

### FOR MORE INFORMATION ON CUNY COURSES AND ADMISSIONS DEADLINE CONTACT:

Julman Tolentino, Program Coordinator, [julman.tolentino@slu.cuny.edu](mailto:julman.tolentino@slu.cuny.edu) (212) 642-2012  
or Cherise Mullings, Enrollment Specialist, [cherise.mullings@slu.cuny.edu](mailto:cherise.mullings@slu.cuny.edu), (212) 642-2059

### DCAS

J. Valentine at: (212) 386-1697 or [cuny@dcas.nyc.gov](mailto:cuny@dcas.nyc.gov)

### CUNY SCHOOL OF LABOR AND URBAN STUDIES

25 West 43rd Street, 19th Floor

New York, NY 10036

The School of Labor and Urban Studies Enrollment Specialist at:

(212) 827-0200 or [cherise.mullings@cuny.edu](mailto:cherise.mullings@cuny.edu)

The following courses will be offered as part of the School of Labor and Urban Studies Spring 2020 academic program:

## UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

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

### Government, Politics and the Policy-Making Process

PADM 21100	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Wednesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor
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This course will explore the policy-making process in a range of public institutions and will introduce students 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, students 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 Issue & Public Policy

PADM 22100	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 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.

### Public Administration

PADM 20100	Credits: 4	January 27 to May 22; No class April 14; (Spring break) April 8-16	Tuesday	6:15pm-9:35pm	DCAS: 1 Centre St., CTC Training Center, 24th 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.

### Research Seminar on Public Policy

PADM 23100	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor
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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, students will survey the literature on 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. Students will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination.

## GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

The Advanced Certificate in Public Administration and Policy (Level I) will provide participants a deeper understanding of such topics as public management, the administrative decision-making process, diversity, training and staff development, and union-management relations. To earn the Certificate, participants must complete twelve credits.

### Research Methods Seminar (Offered at DCAS)

PADM 65100	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Wednesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor
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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.

### Policy Analysis

<b>PADM 62100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Tuesday</b>	<b>6:15pm-8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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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.

### Public Administration

<b>PADM 60100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class April 14 (Spring break) April 8-16</b>	<b>Tuesday</b>	<b>6:15-8:45 pm</b>	<b>DCAS: 1 Centre St., CTC Training Center, 24th Floor</b>
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This course will examine critical issues confronting government and public administration. Students will analyze theoretical questions of public administration and address the real-world experience of public sector employees, both managers and staff. Students 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, students 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.

### Social and Economic Policy in the United States

<b>PADM 61100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Thursday</b>	<b>6:15pm-8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty; welfare; housing; health-care; public education; and urban crime. While the focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.

## UNDERGRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

In a major revision and updating, the Undergraduate Certificate in Health Care Policy and Administration (new title: Leading Change in Healthcare Systems) provides students with a cutting edge understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing and presentation skills. It is ideal for those currently employed within the field or interested in pursuing careers as health care managers and administrators, as well as public policy analysts and advocates. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

### Cultural Competencies

HCA 10500	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Monday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course provides a framework for health workers to address issues of difference from the perspectives of power, privilege, health disparities, and social justice in the United States. Through the frequent use of group exercises, case studies, and professional reflections, students will examine and analyze these concepts as well as the concept of social construction of difference. Students will explore the overlap and differences among cultural awareness, cultural sensitivity, cultural competence, cultural proficiency, and cultural respect and humility. The course will not focus on beliefs, behaviors, or customs of specific cultural groups since, in urban centers, health care workers simply cannot become familiar with the many cultures with which they are likely to interact, nor can culture and difference be simplified into clear-cut categories. The course will help students identify their own cultures, acknowledge their own biases and ways they stereotype others, recognize how privilege and power interfere with cultural respect and humility, and develop a framework for relating to people from diverse groups.

### Foundations for Healthcare Leaders

HCA 30600	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course is designed to support student engagement in an academic setting and to connect students to external and internal resources to foster success in exploring various healthcare issues and opportunities. The course will explore healthcare settings in terms of issues of leadership, advocacy, and contemporary labor-management relationships. Students will establish a baseline of personal, interpersonal, and professional competencies through self-assessment, and will establish goals for further development. Through self-reflection and instructor feedback, students will enhance their professionalism and fundamental skills critical for success in the classroom and in the workplace. Assigned readings highlight the diverse settings in which healthcare staff work. Through this course, students will also learn how to take advantage of resources of our School.



### Urban Health Issues & Public Policy

HCA 30700	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will present a range of key health issues and problems that confront urban communities in the U.S. Students will examine the impact of these issues on the health of urban residents, with attention to variations in impact related to race, ethnicity, gender and class. Issues include environmental health, homelessness, urban substance abuse, access to care among disabled health care populations, infectious diseases, immigrant health, urban violence, occupational health for urban workers, among others. Policies that have been enacted or proposed to address each of these issues will be presented and critically evaluated throughout the course.

## GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

In a major revision and updating, the Advanced Certificate in Health Care Policy and Administration (new title: Leading Change in Healthcare Systems) provides professional development for administrative and professional workers in New York City's health care industry. Participants will gain a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing, and presentation skills. To earn the Certificate, participants must complete four courses, for a total of twelve credits.

### Fundamentals of Health Care Systems and Organizations

HCA 60000	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will focus on the foundational concepts in healthcare systems as well as build core competencies and skills among class attendees. The course overlaps with no other course in the department and no course will be dropped to accommodate this offering. Students will draw on both their practical experience and the literature to develop an innovative program proposal to address a health systems or organizational challenge of their choosing.

### Health Disparities

HCA 60100	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Wednesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will examine in detail the manifestations of health disparities and inequalities in the U.S., with particular reference to their relevance to health care policy and practice in New York City. Evidence of inequalities will be presented with regard to major health indicators, including: incidence and prevalence of disease; differential screening, diagnosis, treatment, and outcome; exposures to risk factors and preventive measures; access to and utilization of health care services; issues relating to the clinical encounter; biases in health research; and health of selected populations. Disparities will be studied through the lenses of race, class, gender, age, residence, and sexual orientation, as well as through the interactions of these factors. A variety of theoretical frameworks will be critically evaluated or their contribution to the explanation of the existence and distribution of health disparities.

### Politics of Health Care

HCA 60200	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias.

## UNDERGRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

The Certificate in Community Leadership provides students with the skills to help them participate effectively in political processes on behalf of communities. Students gain the educational and professional credentials needed to pursue careers in public service, specifically in local nonprofits, community advocacy organizations, government agencies, and elected office. Using New York City and its diverse municipalities as the classroom, students learn how communities are organized, how nonprofits serve constituents, and how community engagement can result in social progress and political power. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

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

LPOL 30100	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Friday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course explores the work, culture and politics of New York City, examining where New Yorkers live and work, how communities develop, and questioning if the cultural and political institutions of New York adequately serve the city's diverse population. Major topics covered include the history of New York, New York's key industries, trends in immigration, economic development, public policy, public and private space, high culture, popular culture, urban social identity, community organizations, and labor's contributions to building the city's institutions.

### Community Organizing and Community Organizations

URB 32100	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will examine the historical development and contemporary practice of community organization. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and their entitlements to public services; to acquire resources for development; and to improve their quality of life. Through readings, students will develop a historical and theoretical perspective on community organization and explore the range of issues around which communities organize. They will gain familiarity with various models and strategies of community organizations in New York City and will acquire practical knowledge and skills for effective grassroots organizing. They will also examine the effectiveness of coalitions and alliances, including relationships between community organizations, public agencies, and labor unions.

### Introduction to Nonprofit Leadership

URB 32400	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course introduces the field of nonprofit management. The class will cover issues that arise for leaders of these kinds of organizations, including governance and boards, strategic planning, fundraising and philanthropy as well as grant-writing, administration, personnel management, and ethical questions. The class will focus on nonprofits broadly but investigate variations in the sector, from public-sector organizations to education, labor organizations, 501c(3) organizations, and others. The class will emphasize issues related to best practices needed for nonprofit leaders to successfully meet the mission of their organizations. Students will be required to engage in discussion and exercises that explore the relationship between theories and practices of nonprofit leadership and management.

## GRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

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

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

<b>LPOL 60200</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Friday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course is designed to provide an interactive overview of the constantly changing worlds of work, culture and politics in New York City. Students will learn about where New Yorkers live and work, how specific urban communities develop, and assess how the cultural and political institutions of New York serve the city's diverse population. The class uses a historical frame to situate the contemporary city, spending equal time on past and present inquiries. Throughout, we will learn about New York's key industries, trends in immigration, economic development, public policy, public and private space, popular culture, urban social identity, community organizations, and labor's contributions to building the city's institutions.

### URBAN SOCIAL PROBLEMS AND COMMUNITY DEVELOPMENT

URB 61200	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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The main emphasis of the course is a broad examination of the issues that have confronted communities since the mid-20th century. First, it studies the historical development of urban communities and the structural roots of urban social problems. Second, it traces the community development movement from its historic connections to the civil rights movement and the War on Poverty to its present-day manifestations. Third, it introduces students to various community development approaches and the complex constraints residents, activists, and organizations face as they confront common challenges. Finally, this course will use New York City as its main "case," relying on New York-focused studies to illuminate the theoretical and practical issues outlined above.

### Community Organization

URB 63500	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will examine the historical development and contemporary practice of community organizing. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and entitlement to public services, to acquire resources for development, and to improve their quality of life. Students will develop a historical and theoretical perspective on community organizing and will explore the range of issues around which communities organize. They will acquire practical knowledge and skills for effective grassroots organizing, including coalition-building and alliances between community organizations and labor. Through readings and presentations by guest speakers, they will gain familiarity with various models and strategies of community organizations in New York City.

## UNDERGRADUATE CERTIFICATE IN LABOR RELATIONS

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

### Contemporary Labor Issues

<b>LABR 30200</b>	<b>Credits: 4</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course examines the social, economic, political, and organizational issues confronting the U.S. labor movement today. As an ever-changing economy and political climate impact workers and the labor movement, unions face challenges that require changes in the visionary, structural, functional, and strategic aspects of their organizations. Students in this course consider how the external environment-globalization, shifts in the economy, employer resistance, political and legal obstacles-has shaped the current state of the union movement in general and affected union density, economic power, and political influence in particular.

### Unions and Labor Relations

<b>LABR 30400</b>	<b>Credits: 4</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Thursday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course focuses on unions and their role in labor-management relations. Students will examine the purpose, structure and function and governance of unions in the United States. Emphasis will be placed on how unions function in the collective bargaining process and contract administration. Topics will include: sources and uses of bargaining power, the negotiation process, the content and language of labor contracts, and the role and function of grievance procedures and labor arbitrations.

### Labor and Employment Law

LABR 32400	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Monday	6:15pm- 9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will introduce students to the fundamentals of law governing labor relations and employee rights in the workplace. Topics covered will include the National Labor Relations Act, employee representation, the grievance process, labor's right to organize, the ground rules for collective bargaining, legal aspects of strikes, Weingarten rights, the obligation to bargain, and the duty of fair representation. The second part of the course will focus on employment rights at the workplace including statutes regarding discrimination, family medical leave, and workplace privacy.

### Leadership and Administration

LABR 32800	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm- 9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor
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Drawing on a considerable body of social science and historical research, this course applies leadership and organizational theories to a union context in order to examine and analyze the leadership models, practices, and approaches we find in contemporary unions. Students will examine the labor movement in the context of current economic, political and legal conditions. Topics in the course include organizational structure and group dynamics, motivating membership, ethical decision-making, strategic planning, and resolving conflict.

## GRADUATE CERTIFICATE IN LABOR RELATIONS

The Advanced Certificate in Labor Relations offers participants the opportunity to develop the practical skills necessary for participation in collective bargaining, conflict resolution, and contract administration. It also provides a theoretical and historical understanding of labor law, public policy and the role of worker organizations in employment relations. To earn the Certificate, participants must complete four courses, for a total of twelve credits.

### U.S. Labor History

LHIS 60100	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Thursday	6:15pm- 8:45pm	Course offering is still to be determined
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Participants in this course will examine U.S. labor history from several perspectives, seeking to understand how the experience of workers and the nature of working-class institutions have evolved in the context of broader historical developments.

### Collective Bargaining Theory and Practice

<b>LHIS 62000</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>Course offering is still to be determined</b>
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This course will provide students with a theoretical understanding of the collective bargaining process in the U.S. In addition to studying union and management theories of bargaining, students will analyze contemporary and historically significant bargaining scenarios in the private and public sectors and will develop advanced knowledge of labor relations in a variety of workplace environments. Students will examine the legal framework of collective bargaining and will study the evolution of public policy governing labor relations.

## BACHELOR OF ARTS IN URBAN AND COMMUNITY STUDIES

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

### Introduction to U.S. Social and Economic Policy

<b>URB 31000</b>	<b>Credits: 4</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Monday</b>	<b>6:15pm- 9:35pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will introduce students to basic economic concepts and political theories that have influenced the development of U.S. social and economic policy. Students will explore the ways national policy and political practice have historically affected the policies and practices of urban government, the structures of urban institutions, and the allocation of resources to urban communities. Students will evaluate how national and local policies address problems created by unequal distribution of income and wealth. In this context, students will discuss such topics as education, housing, health care, employment and labor relations, criminal justice, social welfare, and the environment. Students will also consider the ways globalization has altered the local as well as national economy and the ways in which it has affected social structures and social policies.



### Urban Populations and Communities

URB 32000	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course will introduce participants to the history of urbanization and the development of urban communities and enclaves. Participants will examine the various economic, social, and political factors that stimulate global immigration and internal migrations, including the shift from an industrial to a service economy that marks contemporary cities such as New York.

### Contemporary Urban Problems

URB 34000	Credits: 4	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Wednesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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Urban centers like New York City are very complex and diverse, increasingly affected by globalization, and always in a state of flux. While this description conveys the vitality and energy of cities, it also points to a host of challenges faced by city dwellers and communities as well as civic institutions, service providers, and local government. This course explores the major challenges faced by U.S. cities in light of population shifts, widening disparities in income and wealth, restructuring of work, persistent unemployment, and diminishing resources for low-income and working-class populations. Though the majority of this course will focus primarily on urban issues in the US, the course will highlight a comparative selection of urban problems in developing nations.

## MASTER OF ARTS IN URBAN STUDIES

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

### Classical Approaches to Urban Studies

URB 60000	Credits: 3	January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16	Monday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
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This course is designed to familiarize students with central ideas and debates in the field of Urban Studies. Students will do close readings of classic critical texts and will write response papers of varying types and lengths. In this process of reading and responding, students will advance their understanding of the literature and will enhance their analytic skills.

### Urban Public Management

<b>URB 60100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Thursday</b>	<b>6:15pm-8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course examines the scope and range of urban public management, with the aim of defining and evaluating how services are delivered through local government and nonprofit agencies. The focus will be on government managers, public-sector employees, and public-sector unions.

### Social and Economic Policy in the United States

<b>PADM 61100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Wednesday</b>	<b>6:15pm-8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor</b>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues.

## MASTER OF ARTS IN LABOR STUDIES

The MA in Labor Studies degree program draws from the fields of sociology, law, history, economics, political science and labor relations to examine the opportunities and challenges facing workers and their organizations. The program strengthens the ability of students to advocate for equity and social justice in their communities and workplaces. Students develop critical thinking, analytical and leadership skills, while learning about labor law, organizing, collective bargaining, international perspectives, labor relations and strategic research. Course offerings include:

### Labor in the Era of Globalization

<b>LABR 60100</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Wednesday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor</b>
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This course will examine the impact of the globalization of production on work itself, as well as on workers and international labor movements. It will present globalization as a central problem for both developed and developing economies and as a dilemma for U.S. workers and their unions. Students will analyze the history and function of the World Trade Organization, the International Monetary Fund, and the World Bank, including how these institutions influence the global flow of capital and labor, as well as goods and services. The course covers topics essential for understanding workers' issues and rights in contemporary economies, such as: the impact of global outsourcing; the rise in women workers around the world and the implications for gender issues; organizing in a multi-national context; increasing poverty and inequality; and the decreased regulatory powers of states relative to multinational corporations because of free-trade agreements and neo-liberal development policies.

### Perspectives on the Labor Movement

<b>LABR 60500</b>	<b>Credits: 3</b>	<b>January 27 to May 22; No class Feb 12, Feb 17; (Spring break) April 8-16</b>	<b>Tuesday</b>	<b>6:15pm- 8:45pm</b>	<b>The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor</b>
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This course is organized as an introduction to the field of Labor Studies and theories of the labor movement. Students will be introduced to the basic theoretical concepts in labor studies and the study of work. We will read historical and contemporary scholarship and students should leave the class familiar with the structure of the labor movement and historical debates about the purpose of unions and working-class organizations. The course readings are interdisciplinary and draw on a number of fields, including history, sociology, economics, political science and women's studies.

# NYC SPECIFIC PORTFOLIO

## 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.

<b>Conflicts Of Interest Board (COIB) Seminars</b> .....	186
<b>Human Capital Citywide Training Center</b> .....	192
<b>Equity &amp; Inclusion Courses</b> .....	188
<b>Mayor’s Office For People With Disabilities</b> .....	193
<b>Sexual Harassment Prevention</b> .....	196
<b>Emergency Management Certificate Program</b> .....	187
<b>Mayor’s Office of Contract Services Courses (MOCS)</b> .....	140
(Located in the Professional Practices Portfolio)	
<b>Small Business Services M/WBE Courses</b> .....	197

## CONFLICTS OF INTEREST BOARD (COIB) SEMINARS



### 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:

- 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	Days of Training	Dates	Cost	CLEs
C9058	2 hrs	Sept 27 (10:00am-12:00pm)	N/C	2

# 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 calendar year to complete the suite of required classes which are offered multiple times throughout the year. The flexible nature of this program allows participants to enroll in and complete courses at their convenience. Instructor Led courses are usually held at NYCEM Headquarters, 165 Cadman Plaza East Brooklyn, NY 11201.

## REGISTRATION PROCESS:

Please email [NYCEMAcademy@oem.nyc.gov](mailto:NYCEMAcademy@oem.nyc.gov) for an application form if you are interested in participating in this program. Please note that Supervisor approval is required to participate. If selected, you will be provided access to our Learning Management System to begin coursework. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM's Commissioner.

## EQUITY & INCLUSION COURSES

### Building an Inclusive Culture: Understanding Unconscious Bias

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1078	½	Sept 24; Nov 19; Jan 21 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

### Conflict Resolution Strategies for the Culturally Diverse Workplace

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

#### Objectives:

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

**Target Audience:** Hiring managers and supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8023	1	Sept 20; Oct 10; Nov 13; Jan 14 (9:00am-5:00pm)	N/C	.6/8

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

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8022	1 ½ hrs	Oct 17 (10:30am-12:00pm) or (2:30pm-4:00pm)	N/C	.15/2

## 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 a manager or an 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	Days of Training	Dates	Cost	CEUs/CPEs
C1077	½	Sept 12; Nov 19; Jan 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4



## IgbTq: The Power of Inclusion

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7787	½	Oct 2; Dec 10; Jan 14 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

## Reasonable Accommodation Procedural Guidelines

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7788	½	Oct 23; Jan 14 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.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	Days of Training	Dates	Cost	CEUs/CPEs
C7790	½	Sept 18; Nov 7; Dec 4; Jan 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

## Structured Interviewing: Utilizing Follow-Up and Probing Questions

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

### Objectives:

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

**Prerequisite:** Structured Interviewing and Unconscious Bias

**Target Audience:** Hiring managers, EEO professionals and HR professionals who work with prospective candidates

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8047	½	Sept 25; Nov 20; Dec 17; Jan 22 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

# HUMAN CAPITAL CITYWIDE TRAINING CENTER

## Civil Service 101

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

### Objectives:

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7931	½	Sept 18, Oct 30, Dec 4 (9:30am-12:30pm)	N/C	.3/4

## Civil Service List Certification Overview

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

### Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7932	½	Sept 18, Oct 30, Dec 4 (1:30pm-4:30pm)	N/C	.3/4

# MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

## Building and Facilities: ADA Standards for Accessible Design & NYC Building Code

This one-day training provides an in-depth review of accessibility standards and building code requirements for New York City's buildings and facilities. The City of New York must ensure that its services, programs and activities, when viewed in their entirety, are accessible to people with disabilities. In this course you will learn about the technical requirements mandated by the Americans with Disabilities Act and our local building code for both existing buildings and also for new construction and alterations. This training will provide instruction on scoping requirements, how to identify and analyze common barriers to accessibility and specific design standards/codes.

### Objectives:

- Application and administration of standards and codes
- Conventions & scoping requirements (new construction, exceptions, alterations)
- Tolerances and general exceptions, technical infeasibility
- Program Access
- Alterations and priorities
- Technical Chapters of the ADA Standard 3-10 which includes accessible routes, doors, ramps, stairs, plumbing elements, signage, alarms, assembly areas, benches, checkouts, recreational facilities and more
- Emphasis on provisions of the NYC Building Code that are more stringent than the ADA Standards

**Target Audience:** Agency Disability Service Facilitators (DSF)/ADA Coordinators, Architects, Engineers, Facilities staff and any employee interested in making their agencies building environment more accessible to everyone

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9802	1	Sept 12	N/C	.6/8

\*Class accredited by The American Institute of Architects: 6 AIA LU/HSW credits

## Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities

This training led by facilitators from the Mayor's Office for People with Disabilities (MOPD) will review strategies and best practices for creating an inclusive environment for people with disabilities. Participants will be educated as to various myths or misconceptions about the disabled community, as well as develop competencies in interacting with persons with various disabilities.

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8042	1 ½ hrs	Sept 18 (10:00am-11:30am) or (2:00pm-3:30pm) Oct 16 (10:00am-11:30am); Nov 20 (2:00pm-3:30pm); Dec 18 (10:00am-11:30am); Jan 22 (2:00pm-3:30pm)	N/C	.15/2

## Intro to Digital Accessibility

With the majority of today's correspondence and communication existing online, it's important that we are creating content that is accessible to everyone. If materials are not prepared properly, then it might be difficult to understand for people who are Blind/Low Vision, Deaf/Hard of Hearing, non-native English speakers and more. As a city, we must ensure our messaging can be understood by everyone. In this training, we will review how to create material with everyone in mind.

### Objectives:

- Learn about WCAG 2.0 Accessibility Standards
- Discuss various types of Assistive Technologies
- Identify common barriers to accessibility on the Web
- Explore how to format for accessibility on the Web
- Develop an understanding of Accessibility and Multi-Media Content
- Examine principles of Accessible Design

**Target Audience:** Agency staff that are interested in targeting their web content to a wider audience

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9801	1	Sept 13; Oct 29; Nov 19; Dec 19	N/C	.6/8

## SEXUAL HARASSMENT PREVENTION

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

### Topics included:

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

**Target Audience:** Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7965	2 hrs	Offered daily: Session 1: 9:00am-11:00am or Session 2: 11:30am-1:30pm	N/C	N/A

## Small Business Services M/WBE Courses



### Best Practices for Identifying M/WBEs

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

#### Objectives:

- Understand the City's M/WBE Program requirements and how to increase an agency's M/WBE utilization

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

Course Code	Days of Training	Dates	Cost	CEUs
P9007S	½	Sept 12, Dec 12 (1:30pm-4:30pm)	N/C	.3

### Best Practices for M/WBE Networking and Outreach

This course will provide an overview of the City's M/WBE Program, with a focus on best networking and outreach.

#### Objectives:

- Understand the M/WBE Program requirements, procurement and best practices for networking and outreach

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

Course Code	Days of Training	Dates	Cost	CEUs
P9034S	½	Nov 14 (1:30pm-4:30pm)	N/C	.3



## M/WBE Program Compliance and Administration

This course will provide an overview of the City's M/WBE Program, with a focus on M/WBE Program compliance and administration.

### Objectives:

- Understand the M/WBE Program requirements, and M/WBE Program compliance and administration

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

Course Code	Days of Training	Dates	Cost	CEUs
P9032S	½	Oct 10 (1:30pm-4:30pm)	N/C	.3

## M/WBE Program Resources

This course will provide an overview of the City's M/WBE Program, compliance body, City's the M/WBE certification programs, and vendor resources.

### Objectives:

- Understand the City's M/WBE Program resources

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

Course Code	Days of Training	Dates	Cost	CEUs
P9030S	½	Jan 9 (1:30pm-4:30pm)	N/C	.3

# Fall 2019 CTC SCHEDULE

## Contact the CTC

Phone: 212.386.0005 or 212.386.6425

Fax: 212.313.3439

Email: [citywidetrainingcent@dcas.nyc.gov](mailto:citywidetrainingcent@dcas.nyc.gov)

Website: [www.nyc.gov/ctc](http://www.nyc.gov/ctc)

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

## TECHNOLOGY SKILLS PORTFOLIO

### MICROSOFT OFFICE

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
<b>Access 2013</b>					
Part 1	T4061	1.2CEU/16CPE	2	Oct 10-11	\$300
Part 2	T4062	1.2CEU/16CPE	2	Nov 14-15	\$300
<b>Access 2016</b>					
Part 1	T4071	1.2CEU/16CPE	2	Nov 12-13; Dec 16-17	\$300
Part 2	T4072	1.2CEU/16CPE	2	Sept 26-27; Dec 12-13; Jan 16-17	\$300
<b>Excel 2013</b>					
Part 1	T3064	.6CEU/8CPE	1	Oct 21; Nov 4	\$150
Part 2	T3065	.6CEU/8CPE	1	Nov 18; Dec 2	\$150
Part 3	T3066	.6CEU/8CPE	1	Sept 13; Dec 20; Jan 3	\$150
Data Analysis with Pivot Tables	T3071	.6CEU/8CPE	1	Jan 6; Jan 27	\$150
<b>Excel 2016</b>					
Part 1	T3074	.6CEU/8CPE	1	Oct 16; Oct 23	\$150
Part 2	T3075	.6CEU/8CPE	1	Sept 17; Nov 8; Nov 20	\$150
Part 3	T3076	.6CEU/8CPE	1	Dec 18; Jan 8	\$150
<b>Outlook 2013</b>					
Part 1	T7061	.6CEU/8CPE	1	Nov 25	\$150
Part 2	T7062	.6CEU/8CPE	1	Sept 5; Dec 9	\$150

MICROSOFT OFFICE					
COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
<b>Outlook 2016</b>					
Part 1	T7071	.6CEU/8CPE	1	Nov 7	\$150
Part 2	T7072	.6CEU/8CPE	1	Dec 5	\$150
<b>PowerPoint 2013</b>					
Part 1	T6061	.6CEU/8CPE	1	Oct 25	\$150
Part 2	T6052	.6CEU/8CPE	1	Nov 22	\$150
<b>PowerPoint 2016</b>					
Part 1	T6061	.6CEU/8CPE	1	Sept 25; Dec 11	\$150
Part 2	T6062	.6CEU/8CPE	1	Jan 22	\$150
<b>Project 2013</b>					
Part 1	T6053	.6CEU/8CPE	1	Oct 30	\$150
Part 2	T6054	.6CEU/8CPE	1	Dec 4	\$150
<b>Project 2016</b>					
Part 1	T6063	.6CEU/8CPE	1	Jan 7	\$150
Part 2	T6064	.6CEU/8CPE	1	Jan 30	\$150
<b>Visio Professional 2013</b>					
Part 1	T6440	.6CEU/8CPE	1	Oct 28	\$150
Part 2	T6441	.6CEU/8CPE	1	Jan 13	\$150
<b>Visio Professional 2016</b>					
Part 1	T6450	.6CEU/8CPE	1	Nov 14	\$150
Part 2	T6451	.6CEU/8CPE	1	Jan 13	\$150

## MICROSOFT OFFICE

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
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### Word 2013

Part 1	T2074	.6CEU/8CPE	1	Sept 6	\$150
Part 2	T2075	.6CEU/8CPE	1	Sept 11	\$150

### Word 2016

Part 1	T2078	.6CEU/8CPE	1	Sept 9; Nov 19	\$150
Part 2	T2079	.6CEU/8CPE	1	Sept 18; Jan 14	\$150

## ADOBE CC 2017

### Adobe Illustrator CC

Part 1	T7410	1.2CEU/16CPE	2	Nov 6-7	\$300
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### Adobe InDesign CC

Part 1	T6330	1.2CEU/16CPE	2	Sept 5-6; Dec 2-3	\$300
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### Adobe Photoshop CC

Part 1	T6740	1.2CEU/16CPE	2	Jan 23-24	\$300
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## IT PROFESSIONALS

See Course Catalog, page 40 for details.

## PERSONAL DEVELOPMENT PORTFOLIO

Action Grammar	C5031	1.2CEU/16CPE	2	Dec 18-19	\$450
Attitude is Everything	C9266	.6CEU/8CPE	1	Oct 9	\$225
Being Positive at Work: Optimizing Effective Work & Health	C6062	.3CEU/4CPE	½	Oct 18 (9:00am-12:30pm)	\$115
Collaborative Negotiation	C6063	.6CEU/8CPE	1	Nov 25	\$225

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Communicating for Results	C6064	.6CEU/8CPE	1	Oct 2	\$225
Communicating Up, Down and Across the Organization	C6065	1.2CEU/16CPE	2	Dec 5-6	\$450
Creating and Delivering Powerful Presentations	C9041	1.2CEU/16CPE	2	Dec 4-5	\$450
Customer Service: Making Waves	C6066	.6CEU/8CPE	1	Nov 1	\$225
Daring Greatly: Becoming My Best Self	C6067	1.2CEU/16CPE	2	Oct 7-8	\$450
Developing Dynamic Listening Skills	C2508	.6CEU/8CPE	1	Sept 16	\$200
Enhancing Work for Optimal Engagement	C6068	.3CEU/4CPE	½	Oct 18 (1:30pm-5:00pm)	\$115
Getting Results When You're Not in Charge	C1240	.6CEU/8CPE	1	Nov 19	\$225
Improving Communication, Creativity & Collaboration Through Improvisation	C6069	.6CEU/8CPE	1	Nov 20	\$225
Improving Your Effectiveness in a Multi-Cultural Workplace	C6070	.6CEU/8CPE	1	Oct 28	\$225
Influencing Without Authority	C4020	.6CEU/8CPE	1	Jan 15	\$225
Learning Styles: Communicate, Collaborate, Connect!	C6071	.6CEU/8CPE	1	Oct 16	\$225
Manage Change or Change Will Manage You	C6072	.6CEU/8CPE	1	Oct 17	\$225
Managing Multiple Priorities	C5044	.6CEU/8CPE	1	Oct 22	\$225
Mind Tools for Memory	C9279	.6CEU/8CPE	1	Sept 10	\$200

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Personal Financial Management	C1660	.3CEU/4CPE	½	Dec 3 (9:00am-12:30pm)	\$115
Revising, Editing, and Proofreading	C2033	1.2CEU/16CPE	2	Sept 18-19	\$400
Successful Letter and Memo Writing	C6788	1.2CEU/16CPE	2	Jan 22-23	\$450
The Art of Assertiveness	C2010	.6CEU/8CPE	1	Sept 18	\$200
The Power of Talk: Who Gets Heard in the Workplace and Why	C6073	.6CEU/8CPE	1	Nov 22	\$225

## MANAGEMENT & SUPERVISION PORTFOLIO

Agile and Lean Business and Process Analysis	C8049	1.2CEU/16CPE	2	Nov 7-8	\$450
Chaos Containment: Executing Plans Despite Chaos and Disruption	C8053	1.2CEU/16CPE	2	Oct 3-4	\$450
Data Analysis with Python	C7907	.6CEU/8CPE	1	Sept 23	\$200
Data Analysis with R	C7908	.6CEU/8CPE	1	Oct 29	\$225
Data Analytics for Managers	C4311	.6CEU/8CPE	1	Dec 11	\$225
Data Visualization with Excel	C7817	.6CEU/8CPE	1	Sept 9	\$200
Dealing Effectively with Difficult People and Situations	C8081	.6CEU/8CPE	1	Sept 12	\$225
Design Thinking: Tapping Team Innovation	C8058	.6CEU/8CPE	1	Nov 25	\$225
Develop the Leader in You	C8059	.6CEU/8CPE	1	Oct 10	\$225
Developing Yourself and Others Through Delegation	C9117	.6CEU/8CPE	1	Sept 20	\$200
Diagnosing the Organization to Build a High-Performance Culture	C8060	.6CEU/8CPE	1	Oct 16	\$225

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Emotional Intelligence: The Key to Effective Leadership	C9207	1.2CEU/16CPE	2	Sept 11-12; Jan 29-30	\$400; \$450
Essential Skills for Leaders	C8062	.6CEU/8CPE	1	Oct 23	\$225
Excel Tools: Summarizing Data	C4312	.6CEU/8CPE	1	Nov 13	\$225
Follow the Leader: Taking the Lead at Any Level	C9278	1.2CEU/16CPE	2	Sept 24-25	\$400
Giving Feedback and Getting Results	C2704	.6CEU/8CPE	1	Dec 16	\$225
High-Performance Teams: Supercharging Your Workplace!	C8064	.6CEU/8CPE	1	Oct 17	\$225
How Leaders Build Trust: The Key to Performance & Ability to Change	C8065	.6CEU/8CPE	1	Nov 18	\$225
Interpersonal Strategies	C7525	.6CEU/8CPE	1	Oct 25	\$225
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)	C7785	2.4CEU/32CPE	4	Nov 13, 15, 20, 22	\$900
Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)	C7784	1.2CEU/16CPE	2	Sept 16, 18; Oct 28, 30	\$450
Level Up That Conversation!	C8070	.6CEU/8CPE	1	Nov 6	\$225
Project Management	C7756	.6CEU/8CPE	1	Sept 13; Dec 18	\$200; \$225
Promoting Personal and Organizational Success	C8071	.6CEU/8CPE	1	Dec 12	\$225
Psychological Dimensions of Leading and Supervision	C8072	.6CEU/8CPE	1	Jan 7	\$225
Selection Interviewing: Hiring Right	C4027	.6CEU/8CPE	1	Sept 5	\$200
Storytelling for Leaders: Telling Stories for Results	C8082	.6CEU/8CPE	1	Oct 24	\$225
Strategic Delegation: Leading a Team to Success	C8074	.6CEU/8CPE	1	Nov 26	\$225
Successfully Managing People	C8075	1.2CEU/16CPE	2	Dec 19-20	\$450
Supervising Challenging Employees	C9038	1.2CEU/16CPE	2	Oct 29-30	\$450
Tackling Challenging Conversations	C8076	.6CEU/8CPE	1	Dec 9	\$225

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
The Personalities of Teams	C8077	.6CEU/8CPE	1	Dec 6	\$225
The Science of Success: Motivation, Judgment and Teamwork	C7977	.6CEU/8CPE	1	Oct 21	\$225
Whole Brain Thinking To Build Successful Workplace Relationships	C8083	.6CEU/8CPE	1	Nov 8	\$245

## PROFESSIONAL PRACTICES PORTFOLIO

### AUDIT PROFESSIONALS

Audit Evidence and Documentation	A7011	1.2CEU/16CPE	2	Sept 4-5	\$565
Creative Thinking for Auditors	A8012	1.2CEU/16CPE	2	Sept 16-17	\$565
Leadership, Motivation and Accountability for High Performance Audit Teams and Organizations	A9505	.6CEU/8CPE	1	Nov 15	\$430
Making Your Case to Prosecute Fraud	A8090	1.2CEU/16CPE	2	Dec 9-10	\$590
Selecting, Planning and Measuring Audits for Return on Investment	A9506	.6CEU/8CPE	1	Jan 6	\$430

### ENERGY MANAGEMENT PROFESSIONALS

Building Operator Certification Level I (BOC-L1)	C7210	N/A	10	Sept 6**, 13, 27, Oct 11, 25, Nov 8, 22, Dec 6, 20, Jan 10 or Sept 5**, 12, 26, Oct 10, 24, Nov 7, 21, Dec 5, 19, Jan 9 (9:00am-4:00pm)	N/C*
Building Operator Certification Level I (BOC-L2)	C7989	N/A	28	Oct 4**, 11, 18, 25, Nov 1, 8, 15, 22, Dec 6, 13, 20, 27, Jan 3, 10, 17, 24, 31, Feb 7, 14, 21, 28, Mar 6, 13, 20, 27, Apr 3, 17, 24, May 1 (9:00am-4:00pm)	N/C*
Certified Energy Manager Program	C7100	N/A	5	Oct 21-25, Dec 9-13 (9:00am-5:00pm)	N/C*
Foundations for Energy Efficient Building Systems	C7988	N/A	2	Oct 22, 24 (9:00am-4:00pm)	N/C*



## ENERGY MANAGEMENT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Fundamentals of Building Systems	C7947	N/A	2	Nov 6, 20 (9:00am-1:00pm)	N/C*
Introduction to Load Management	C8040	N/A	1	Sep 17, Oct 22 (9:00am-4:00pm)	N/C*
Load Management Training & Coaching	C8041	N/A	9	Sep 11, 18, 25, Oct 2, 16, 30, Nov 13, Dec 4, 18 or Oct 17, 24, 31, Nov 7, 21, Dec 5, 19, Jan 9, 23 (9:00am-12:00pm) or Dec 4, 11, 18, Jan 8, 22, Feb 5, 19, Mar 4, 18 (1:00PM--4:00PM)	N/C*

\*A fee will be assessed for a no-show or late cancellation per the CTC Cancellation Policy.

See the Course Catalog, page 123 for details.

\*\*Webinar (1 hour)

## HUMAN RESOURCE PROFESSIONALS

See Course Catalog, page 136 for details.

## PROCUREMENT PROFESSIONALS

Conflicts of Interest Seminar for Procurement Professionals	P4002	.25CEU	2 ½ hrs	Oct 23 (9:30am-12:00pm)	N/C
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## MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) PROCUREMENT PROFESSIONALS

APT (Automated Procurement Tracking) Basics	P6181M	.2CEU	2 hrs	Sept 4 (10:00am-12:00pm)	N/C
Ethics: A Crash Course for The Public Procurement Professional	P6190M	.3CEU	3 hrs	Sept 12, Nov 7, Dec 5 (1:00pm-4:00pm)	N/C
Collaborative Program Design	P6188M	.3CEU	3 hrs	Oct 8 (9:00am-12:00pm)	N/C
Introduction to NYC Procurement Process and Methods	P6196M	.2CEU	2 hrs	Oct 9 (11:00am-1:00pm)	N/C
Local Law 34 Compliance/ DBA (Doing Business Accountability) Project	P6189M	.1CEU	1 hr	Sept 17, Oct 8, Nov 6, Dec 17 (11:00am-12:00pm) or Oct 23, Nov 19, Dec 4 (1:00pm-2:00pm)	N/C

**MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS)  
PROCUREMENT PROFESSIONALS**

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Processing City Council Expense Allocations-Delving into Discretionary	P6171M	.3CEU	3 hrs	Oct 22 (9:00am-12:00pm)	N/C
Procurement Law for Beginners	P6064M	.3CEU	3 hrs	Oct 29 (1:00pm-4:00pm)	N/C
Procurement Policy, Laws and Directives	P6195M	.3CEU	3 hrs	Sept 30 (1:00pm-4:00pm)	N/C
Project Labor Agreements for the Procurement Professionals	P6201M	.25CEU	2½ hrs	Jan 15 (1:00pm-3:30pm)	N/C
Subcontractor Tracking	P6186M	.2CEU	2 hrs	Sept 27, Oct 25, Jan 30 (2:30pm-4:30pm)	N/C

**NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP)**

Category Management Strategies for the Public Sector	P3017	.6CEU	1	Nov 15	\$490
Effective Decision Making	P3018	.6CEU	1	Dec 3	\$490
Managing Your End User and Suppliers: It's All About Relationships	P3019	.6CEU	1	Dec 16	\$490
Procurement Challenges: A Solution Seminar	P3020	.6CEU	1	Jan 14	\$490
Promoting the Procurement Function	P3021	.6CEU	1	Jan 27	\$490

**EXECUTIVE DEVELOPMENT PORTFOLIO**



COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
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See Course Catalog, page 159 for details and/or call Executive Development Programs at 212-386-0004.

**CERTIFICATION & CREDIT BEARING PORTFOLIO**

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

For more information on CUNY courses at DCAS/CTC contact: 212-386-1697 or  
contact CUNY at The Murphy Institute at: 212-642-2059

See Course Catalog, page 167 for details.

# NYC SPECIFIC PORTFOLIO

## CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
What Every Attorney Should Know about Chapter 68 of the City Charter	C9058	2CLE	2 hrs	Sep 27 (10:00am-12:00pm)	N/C

## EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 187 for details.

## EQUITY & INCLUSION COURSES

Building an Inclusive Culture: Understanding Unconscious Bias	C1078	.3CEU/4CPE	½	Sept 24; Nov 19; Jan 21 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Conflict Resolution Strategies for the Culturally Diverse Workplace	C8023	.6CEU/8CPE	1	Sept 20; Oct 10; Nov 13; Jan 14 (9:00am-5:00pm)	N/C
Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities (Webinar)	C8022	.15CEU/2CPE	1 ½ hrs	Oct 17 (10:30am-12:00pm) or (2:30pm-4:00pm)	N/C
Everybody Matters (1/2 day)	C1077	.3CEU/4CPE	½	Sept 12; Nov 19; Jan 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
IgbTq: The Power of Inclusion	C7787	.3CEU/4CPE	½	Oct 2; Dec 10; Jan 14 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Reasonable Accommodation Procedural Guidelines	C7788	.3CEU/4CPE	½	Oct 23, Jan 14 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Structured Interviewing and Unconscious Bias	C7790	.3CEU/4CPE	½	Sept 18; Nov 7; Dec 4; Jan 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Structured Interviewing: Utilizing Follow-Up and Probing Questions	C8047	.3CEU/4CPE	½	Sept 25; Nov 20; Dec 17; Jan 22 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C

## HUMAN CAPITAL CITYWIDE TRAINING

Civil Service 101	C7931	.3CEU/4CPE	½	Sept 18, Oct 30, Dec 4 (9:30am-12:30pm)	N/C
Civil Service List Certification Overview	C7932	.3CEU/4CPE	½	Sept 18, Oct 30, Dec 4 (1:30pm-4:30pm)	N/C

## MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Building and Facilities: ADA Standards for Accessible Design & NYC Building Code	C9802	.6CEU/8CPE	1	Sept 12	N/C
Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities	C8042	.15CEU/2CPE	1 ½ hrs	Sept 18 (10:00am-11:30am) or (2:00pm-3:30pm); Oct 16 (10:00am-11:30am); Nov 20 (2:00pm-3:30pm); Dec 18 (10:00am-11:30am); Jan 22 (2:00pm-3:30pm)	N/C
Intro to Digital Accessibility	C9801	.6CEU/8CPE	1	Sept 13; Oct 29; Nov 19; Dec 19	N/C
SEXUAL HARASSMENT PREVENTION					
Sexual Harassment Prevention	C7965	N/A	2 hrs	Offered daily: Session 1: 9:00am-11:00am Session 2: 11:30am-1:30pm	N/C
SMALL BUSINESS SERVICES (SBS) M/WBE					
Best Practices for Identifying M/WBEs	P9007S	.3CEU	½	Sept 12, Dec 12 (1:30pm-4:30pm)	N/C
Best Practices for M/WBE Networking and Outreach	P9034S	.3CEU	½	Nov 14 (1:30pm-4:30pm)	N/C
M/WBE Program Compliance and Administration	P9032S	.3CEU	½	Oct 10 (1:30pm-4:30pm)	N/C
M/WBE Program Resources	P9030S	.3CEU	½	Jan 9 (1:30pm-4:30pm)	N/C