Citywide Training Center

2019

SPRING COURSE CATALOG

NYC DCAS
Citywide Administrative Services

2019
SPRING 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.

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

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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.

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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.

109

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

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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.

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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.

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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.

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. **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

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

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

Closest Subway Lines:

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

Closest Bus Routes:

- M22
- M15

Contact the CTC at:

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

Citywide Training Center

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

International Association for Continuing Education and Training (IACET)

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

Universal Public Purchasing Certification Council (UPPCC)

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

National Institute 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.

TECHNOLOGY SKILLS PORTFOLIO

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

Citywide Learning & Development

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	Feb 21-22	$300	1.2/16
Prerequisite: 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	Mar 13-14	$300	1.2/16
Prerequisite: Access 2013, Part 1				

Bronx County Courthouse
851 Grand Concourse, Bronx

Citywide Learning & Development

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	Apr 11-12	$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	Apr 24-25	$300	1.2/16
Prerequisite: Access 2016, Part 1				

Citywide Learning & Development

Microsoft Office Products — Excel 2010
Excel 2010, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3054	1	Feb 19; Mar 6	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Long Island City Courthouse
25-10 Court Square, LIC

Excel 2010, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3055	1	Apr 17	$150	.6/8
Prerequisite: Excel 2010, Part 1				

Excel 2010, Part 3

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3056	1	Apr 26	$150	.6/8
Prerequisite: Excel 2010, Part 2				

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	Feb 28; May 2	$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 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	Apr 12; May 10	$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	Apr 30; May 15	$150	.6/8
Prerequisite: Excel 2013, Part 2				
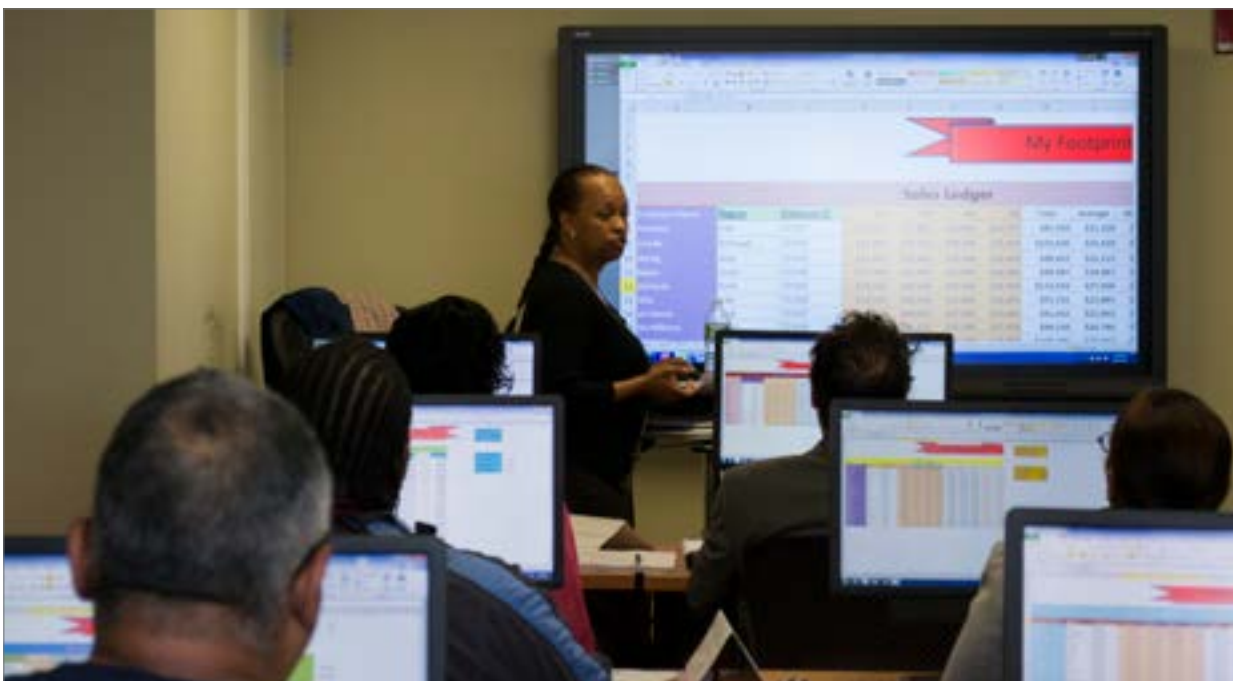
Excel 2013, Data Analysis with Pivot Tables

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	Feb 14; May 8	$150	.6/8
Prerequisite: 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	Mar 1, 7; May 16	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Excel 2016, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3075	1	Mar 11; May 22	$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 multiple worksheets and workbooks
- Use lookup functions and formula auditing
- Share and protect workbooks
- Automate workbook functionality
- Create Sparklines and map data
- Forecast data

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3076	1	Apr 19	$150	.6/8
Prerequisite: Excel 2016, Part 2				

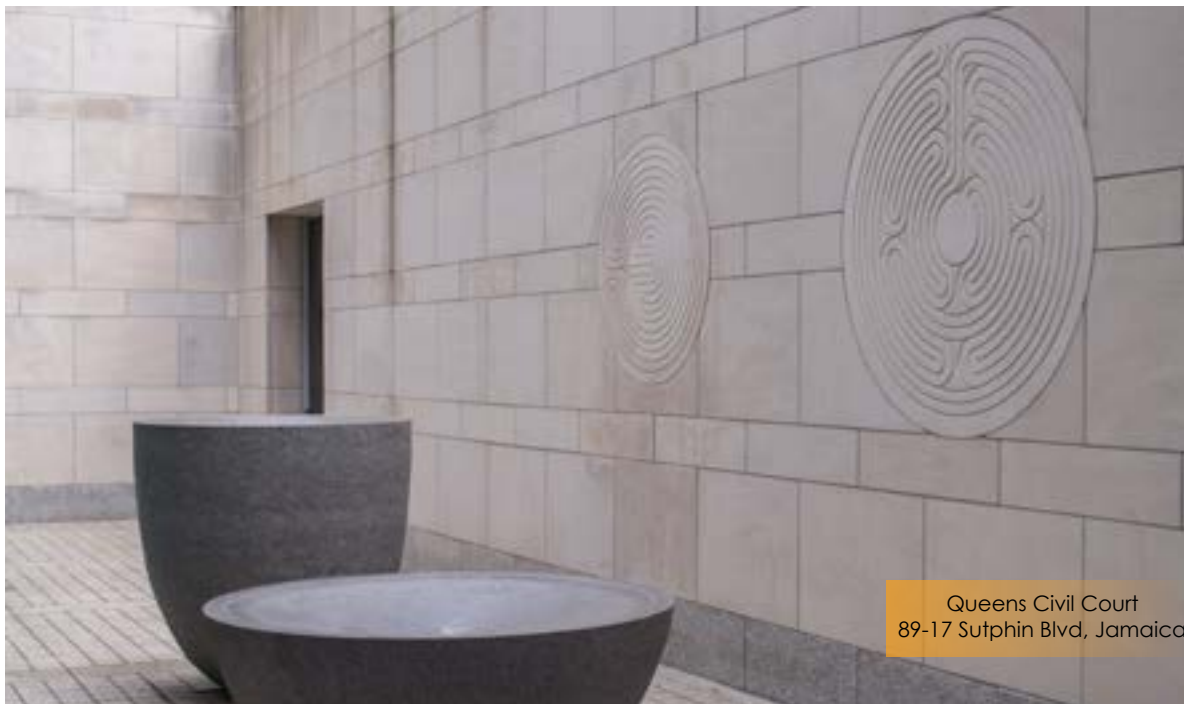# Microsoft Office Products — Outlook 2013
Outlook 2013, Part 1

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	Jan 23	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Queens Civil Court
89-17 Sutphin Blvd, Jamaica

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	Feb 27	$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	Mar 4	$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	Mar 15	$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	Apr 22	$150	.6/8
Prerequisite: PowerPoint 2013, Part 1				

Citywide Learning & Development

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	Feb 26	$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 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	Apr 9	$150	.6/8
Prerequisite: Project 2013, Part 1				

Citywide Learning & Development

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	Jan 28; Feb 5	$150	.6/8
Prerequisite: General computer proficiency and knowledge of Windows 8 to access programs, files, and folders				

Visio Professional 2013, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6441	1	Apr 16	$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 a document content

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2074	1	Apr 29	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Word 2013, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2075	1	May 9	$150	.6/8
Prerequisite: Word 2013, Part 1				

Word 2013, Part 3

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2076	1	May 13	$150	.6/8
Prerequisite: Word 2013, Part 2				

Microsoft Office Products — Word 2016
Word 2016, Part 1

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

Objectives:

- Navigate and perform 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	Jan 30; Feb 25; Mar 12	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Adobe CC Products
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	May 20-21	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

Adobe Illustrator CC 2017, Part 1

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

Objectives:

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

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

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

Citywide Learning & Development

Crystal Reports Products
Crystal Reports 2013, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T9550	2	Feb 4-5	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

IT Professional & Certification Courses

DATABASE EXPERTISE

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

Querying Data with Transact-SQL (SQL Server 2017)

This course provides aspirants with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2017. This course is the foundation for all SQL Server-related disciplines; namely, Database Administration, Database Development and Business Intelligence.

This course is designed for customers who are interested in learning SQL Server 2016 or SQL Server 2017. It covers the new features in SQL Server, but also the important capabilities across the SQL Server data platform.

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

Course Code	Days of Training	Dates	Cost	CEUs
I20762	5	Mar 18-22; Apr 15-19; May 20-24; Jun 17-21	$1800	3.0
Exam Code		**Dates**	**Cost**	**CEUs**
70761		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$165	N/A

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 important 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	Mar 18-22; Apr 22-26; Jun 24-28	$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

Implementing a SQL Data Warehouse (SQL Server 2017)

This course describes how to implement a data warehouse platform to support a BI solution. Aspirants will learn how to create a data warehouse with Microsoft SQL Server 2017, implement ETL with SQL Server Integration Services, and validate and cleanse data with SQL Server Data Quality Services and SQL Server Master Data Services.

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

Target Audience: This course is intended for database professionals who need to fulfill a Business Intelligence Developer role

Course Code	Days of Training	Dates	Cost	CEUs
I20767	5	Mar 18-22; Apr 22-26; May 20-24; Jun 17-21	$1800	3.0
Exam Code	Dates		Cost	CEUs
70767	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 Server certification candidate must pass all three exams

Certification	Exams
MCSA: SQL 2016 Database Administration Certification	70761: Querying Data with Transact-SQL 70764: Administering a SQL Database Infrastructure 70767: Implementing a Data Warehouse using SQL

MySQL

MySQL Fundamentals

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I5000	4	Jan 28-31	$1760	2.4

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

Course Code	Days of Training	Dates	Cost	CEUs
I420	5	Feb 4-8, Mar 18-22; Apr 15-19; May 13-17; Jun 10-14	$1800	3.0
Exam Code		**Dates**	**Cost**	**CEUs**
220901 and 220902		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$211 (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+ Certification	CompTIA A+ 220901 CompTIA A+ 220902

Microsoft Certified Solutions Associate: MCSA Windows 10
Implementing and Managing Windows 10

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20697	5	Mar 18-22; Apr 22-26; May 20-24; Jun 17-21	$1800	3.0
Exam Code		**Dates**	**Cost**	**CEUs**
70697		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$165	N/A

Citywide Learning & Development

Deploying and Managing Windows 10 Using Enterprise Services

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20699	5	Feb 25-Mar 1; Mar 25-29; Apr 29-May 3	$1800	3.0
Exam Code	**Dates**		**Cost**	**CEUs**
70697	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: Windows 10 certification candidate must pass two exams

Certification	Exams
MCSA: Windows 10	**70698: Installing and Configuring Windows 10** **70697: Configuring Windows Devices**

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	Feb 11-15; Mar 25-29; Apr 22-26; May 20-24; Jun 17-21	$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.	$302	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+ Certification	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	Feb 11-15; Mar 11-15; Apr 8-12; May 6-10; Jun 10-14	$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 CCNA Certification

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I1005	5	Feb 11-15; Mar 11-15; Apr 8-12; May 6-10; Jun 10-14	$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

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	Mar 18-22; Apr 15-19; May 13-17; Jun 17-21	$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.

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	**Feb 4-8; Mar 4-8; Apr 1-5; May 6-10; Jun 3-7**	$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

Networking with Windows Server 2016

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20741	5	Feb 11-15; Mar 11-15; Apr 8-12; May 13-17; Jun 10-14	$1800	3.0
Exam Code		Dates	Cost	CEUs
70741		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$165	N/A

Identity with Windows Server 2016

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20742	5	Mar 18-22; Apr 15-19; May 20-24; Jun 17-21	$1800	3.0
Exam Code		Dates	Cost	CEUs
70742		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: Windows Server 2016 certification candidate must pass all three exams

Certification	Exams
MCSA: Windows Server 2016	70740: Installation, Storage, and Compute with Windows Server 2016 70741: Networking with Windows Server 2016 70742: Identity with Windows Server 2016

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	Mar 18-22; Apr 15-19; May 20-24; Jun 17-21	$1800	3.0
Exam Code		Dates	Cost	CEUs
SY0401		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$330	N/A

Certification and Exams

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

Certification	Exams
CompTIA Security+ Certification	SY0401: Security+

EC-Council: Certified Ethical Hacker (CEH)

CEH: Certified Ethical Hacker V9 & CNDA: Certified Network Defense Architect

EC-Council's Certified Ethical Hacker (CEH) is the most renowned and desired professional credential in the network security domain. A Certified Ethical Hacker finds vulnerabilities in systems and network by way of scanning, penetrating and testing. They use hacking techniques, tools and knowledge like a hacker but lawfully and legitimately for security purposes. Finding the vulnerabilities helps them to secure the entire IT architecture against any malicious attacks.

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
I66655	5	Feb 11-15; Mar 11-15; Apr 15-19; May 20-24; Jun 17-21	$2200	3.0

CISSP: Certified Information Systems Security Professional

Certified Information Security Systems Professional (CISSP)

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

(ISC)2 CISSP is more than just the best way to refresh and review your knowledge base for the CISSP certification exam. It's also the best way to maintain your access to the latest news regarding

information system security issues, concerns, and countermeasures. This is not a test preparation. This 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	Feb 4-8; Mar 4-8; Apr 1-5; May 6-10; Jun 3-7	$2200	3.0

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	CEUs
I443	3	Feb 11-13; Mar 11-13; Apr 8-10; May 6-8; Jun 3-5	$1320	1.8

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	Mar 18-22; Apr 8-12	$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 $302, TK0202 and TK0203 $320 (ea.)	N/A

Certification and Exams

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

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

WEB PUBLISHING / ONLINE COLLABORATION EXPERTISE

Microsoft Certified 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. This is the first 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	Mar 18-22; Apr 15-19; May 13-17; Jun 10-14	$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

Citywide Learning & Development

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 track 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 cloud. In addition, Business Application Administrators (BAAs) who are engaged in the administering line-of-business (LOB) projects in conjunction with internal business customers would benefit from the understanding of managing SharePoint Server 2016

Course Code	Days of Training	Dates	Cost	CEUs
I20392	5	**Feb 25-Mar 1; Mar 25-29, Apr 22-26; May 20-24, Jun 17-21**	$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 Microsoft Certifications website.

Certification	Exams
Microsoft Certified Solutions Expert (MCSE): Productivity (SharePoint 2016)	**70331: Core Solutions of Microsoft SharePoint Server** **70332: Advanced Solutions of Microsoft SharePoint Server**

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	Mar 18-20; Apr 15-17; May 20-22; Jun 17-19	$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	Feb 21-22; Mar 21-22; Apr 18-19; May 23-24; Jun 20-21	$720	1.2

Citywide Learning & Development

AutoCAD 2019 Level 3: Advanced

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

Target Audience: Professionals who want to excel expertise in AutoCAD

Course Code	Days of Training	Dates	Cost	CEUs
I8803	3	Feb 25-27; Mar 25-27; Apr 22-24; Jun 24-26	$1080	1.8

PROJECT MANAGEMENT EXPERTISE

PMI: Project Management Professionals (PMP)

Project Management Professional (PMP)

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

The PMP® exam content is majorly focused on A Guide to the Project Management Body of Knowledge - 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	Feb 11-15, Mar 11-15, Apr 15-19, May 20-24, Jun 17-21	$2200	3.0

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.

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	Mar 6-7; Jun 5-6	$400	1.2/16

Citywide Learning & Development

Advanced Writing Skills for Experienced Professionals

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7904	2	Mar 28-29	$400	1.2/16

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

Anger Management

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

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

Target Audience: Employees at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7774	1	Apr 2	$200	.6/8

Attitude is Everything

Attitude is a highly personal and sensitive topic. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance.   Everyone encounters setbacks that can shake their attitude into a negative focus. **Attitude Is Everything** provides individuals with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Participants will explore various methods for responding to different attitudes 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	Feb 11	$200	.6/8

Citywide Learning & Development

Business Writing: Clarity Through Critical Thinking

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

Objectives:

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

Target Audience: Professional staff who frequently write letters and reports

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2036	1	Apr 16	$200	.6/8

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

Conflict Management: Strategies for Handling Difficult Behaviors

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7858	1	May 10	$200	.6/8

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	Feb 27-28	$400	1.2/16

Decision Making

Learn how to make better decisions in both simple and complex situations. Through workshop discussion and actual practice by using a specific method, we will explore how to work most effectively with both individual and group decision making. We will also examine how to deal with different styles and avoid many common "traps". By utilizing the five-step method we will practice assessing what we need to know and do to make an effective decision. We will finally look at how to generate options, make choices, move to action and test the validity of our choices.

Objectives:
• Discover how to be a more efficient and productive decision maker
• Enhance our mental flexibility by balancing logic and emotion
• Increase team effectiveness in decision making
• Explore and practice using the Five-Step Decision Making Method

Target Audience: Professionals at all levels who need to enhance their decision-making skills and work more productively with others

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4004	1	Mar 22	$200	.6/8

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	Feb 25	$200	.6/8

Effective Meeting Management

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

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

Target Audience: Individuals who conduct meetings on a regular basis

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7916	1	May 23	$200	.6/8

Effective Office Management for Today's Workplace

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2202	1	Apr 25	$200	.6/8

Enhancing Your Personal Productivity

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9226	1	Feb 12	$200	.6/8

From Conflict to Collaboration

Many of us dread the idea of conflict. Conflict is often seen as an imposition rather than an opportunity for change and growth. Workplace conflict has its hidden costs by affecting productivity and employee well-being. In this course, you will learn techniques for interacting in a positive manner when a conflict occurs with co-workers, managers and other important people in your life. You will also learn strategies to drain the intensity out of most conflict situations and stay cool when things start to heat up.

Objectives:
- Gain self-awareness: What pushes your buttons
- Define categories of challenging behaviors
- Develop strategies to avoid getting hooked by provocative behavior
- Learn behaviors that escalate/de-escalate conflict
- Utilize techniques to turn disagreements into a win-win
- Apply stress management tips to stay calm and focused

Target Audience: Employees looking to improve their conflict management skills

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1272	1	May 6	$200	.6/8

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: Employees looking to improve their conflict management skills

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1240	1	Feb 6	$200	.6/8

Citywide Learning & Development

How to Write Fast Under Pressure

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7513	1	Mar 18	$200	.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	May 16	$200	.6/8

Intergenerational Dynamics

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7759	1	Mar 12	$200	.6/8

Making a Positive Difference Everyday

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

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

Objectives:

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7778	1	Mar 13	$200	.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 organizing 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	Jan 31($150); Feb 19($200); Apr 18($200)	$150 $200	.6/8

Managing Stress and Preventing Burnout

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9033	1	Feb 15	$200	.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 mindset about remembering
- Practice powerful memory improvement techniques
- Give and receive feedback to help improve your skills
- 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	Mar 5; May 30	$200	.6/8

Citywide Learning & Development

Negotiation Skills

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7911	1	Apr 17	$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 a few things that you just must do and other things that are strongly recommended. We will be discussing ways to generate assets, protect assets, and build assets. Finally, we will share the importance of prioritization and decision making to enhance your financial situation.

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1660	½	Mar 27; Jun 14 (9:00am-12:30pm)	$90	.3/4

Revising, Editing, and Proofreading

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C2033	2	Feb 20-21	$400	1.2/16

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

Citywide Learning & Development

Successful Letter and Memo Writing

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C6788	2	Jan 28-29($300); Feb 27-28($400); May 22-23 ($400)	$300 $400	1.2/16

Successful Workplace Communication

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1022	1	Apr 23	$200	.6/8

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	May 29	$200	.6/8

Time Management Strategies

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

Objectives:
- Identify individual work styles
- Learn how to get organized and manage time in a variety of ways
- Select specific individualized time management strategies
- Develop and implement time management strategies

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8002	1	Feb 8; May 2	$200	.6/8

Turning Obstacles Into Opportunities

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1247	1	Mar 26	$200	.6/8

Workplace Violence Prevention

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

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

Target Audience: Employees at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7781	1	May 9	$200	.6/8

Writing Effective and Efficient E-mail

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C4260	1	Jan 25 ($150); Feb 26 ($200); Jun 13 ($200)	$150 $200	.6/8

Writing from Start to Finish

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9317	1	Apr 4	$200	.6/8

Writing in Plain Language & Clinic

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

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/ CPEs
C7833	1 ½	Apr 10 (workshop – 1 day) and Apr 30 (clinic – ½ day, 9:00 am – 12:30 pm)	$400	.9/12

Citywide Learning & Development

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.

Citywide Learning & Development

Adaptive Leadership

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

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1237	1	May 21	$310*	.6/8

* Includes cost of individual assessment instrument

Building Positive Workplace Relationships

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

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

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9019	1	May 1	$200	.6/8

Change Management

In today's world, change is a constant. The goal of this one-day seminar is to provide first-line group supervisors with skills to more effectively manage their constantly changing work place. Supervisors are charged with the responsibility of implementing new technology, procedures and even making personnel changes yet many employees resist these changes, especially when these changes occur in high-performance, fast-paced environments. To be effective at their jobs, supervisors must understand how change impacts their staff and they need to develop a "tool kit" of strategies and behaviors that will help their employees accept the changes while concomitantly maintaining performance and productivity.

Objectives:
- To understand the change process and its impact on the workplace
- To understand the link between change and stress
- Identify personal styles of handling change and develop strategies for making oneself more proactive
- To learn about personal paradigms and their impact on change and stress management
- Understand a supervisors/manager's role as a change agent
- Learn to implement change by utilizing supportive communications and employee involvement

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7775	1	Jun 3	$200	.6/8

Communication and Collaboration for Project Success

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9119	1	May 3	$200	.6/8

Conducting Effective Performance Appraisal Interviews

This practical workshop will boost the confidence and skills of participants in conducting both interim and yearly feedback evaluation interviews with their staff. It will focus on the core purposes of performance evaluation and the communication skills needed to discuss employee performance.

Objectives:
- Identify the core purposes of performance evaluation
- Practice giving constructive feedback
- Define common rating errors in the appraisal
- Conduct difficult appraisal interviews
- Create development plans as part of the evaluation process

Target Audience: Managers and supervisors who conduct performance appraisal interviews

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1012	1	Jan 30 ($150); Mar 7 ($200)	$150 $200	.6/8

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	Feb 7; May 7	$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	Mar 19; Jun 13	$200	.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	Jan 25; Feb 13; Apr 3; Jun 12	$200	.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	Mar 19	$200	.6/8

Citywide Learning & Development

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	Mar 14-15; May 30-31	$400	1.2/16

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	Jan 24; Mar 20; May 1	$200	.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	Apr 8-9	$400	1.2/16

Fundamentals of Supervision

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

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

Target Audience: All supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1044	2	May 16-17	$400	1.2/16

Citywide Learning & Development

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	Feb 13	$200	.6/8

Initiating and Managing Difficult Conversations

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9013	1	Jun 4	$200	.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	Jun 6	$200	.6/8

Introduction to Statistical Analysis

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7747	1	Apr 23	$200	.6/8

Citywide Learning & Development

Leading Short-Term Improvement Projects

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9014	1	Apr 5	$200	.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.

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7785	4	Apr 1, 3, 10, 12; May 6, 8, 15, 17	$800	2.4/32

Citywide Learning & Development

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	Jan 28 & Jan 30; Mar 18 & Mar 20	$400	1.2/16

Managerial Decision Making and Problem Solving

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7869	1	May 14	$200	.6/8
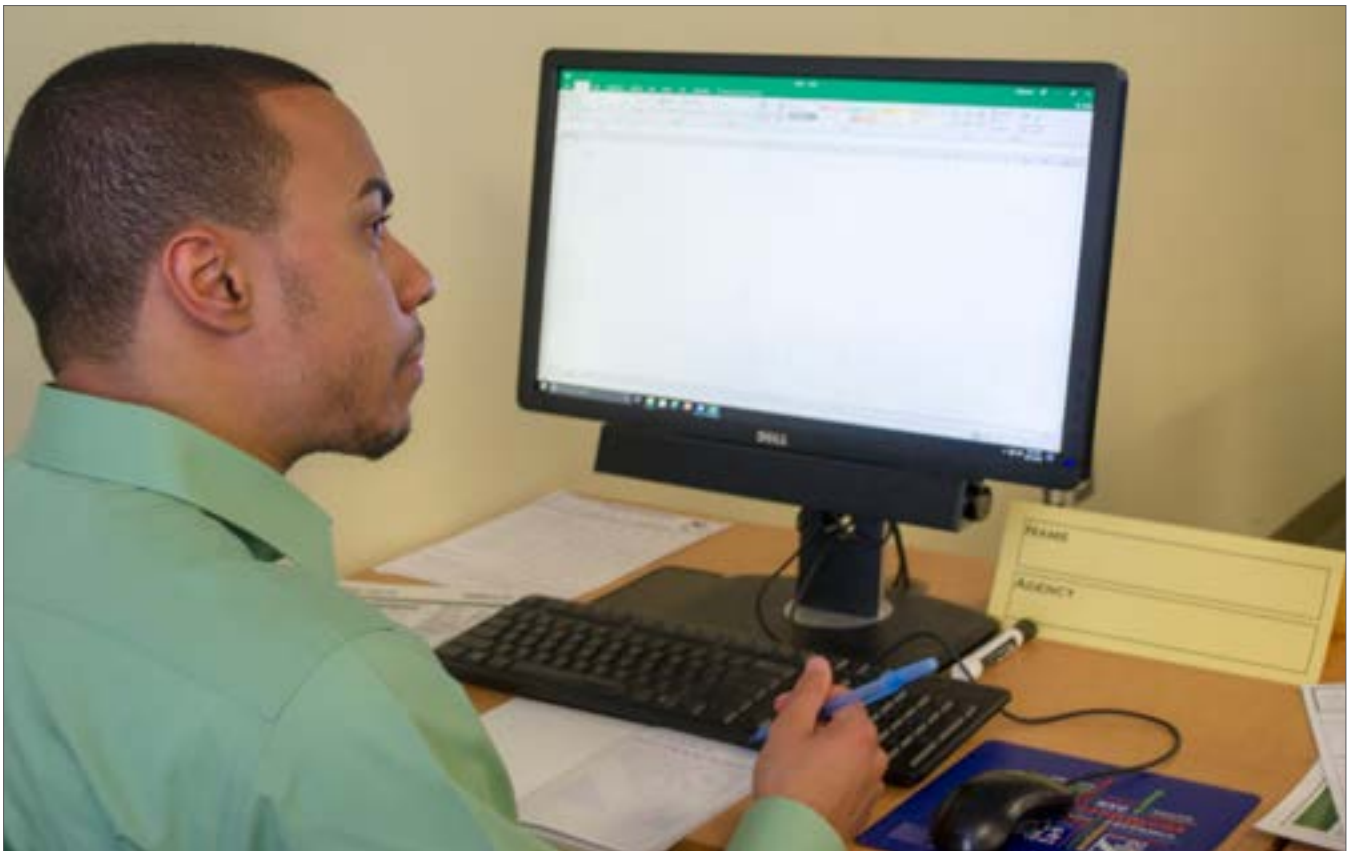
Managerial Power Tools: Motivating, Coaching, Teambuilding

As a manager/supervisor, you need to get things done through others. Everyone is motivated to do something – but is it what you need them to do? How do you get people to <u>want</u> to do what they are supposed to do, to do it <u>well</u>, and to <u>collaborate</u> with others? This highly interactive one-day course will give you some answers. You will have the chance to explore and practice the skills of motivating, coaching and teambuilding through case study, role play and discussion.

Objectives:

- Ways to uncover and capitalize on people's motivators
- Dealing effectively with demotivators and causes of dissatisfaction
- Distinguishing coaching from judging
- Practical coaching strategies for high, low and in-between performers
- Constructive criticism techniques
- The A-B-C's of team building
- Recognizing the difference between teams and groups
- The four stages of team development and how to lead effectively in each

Target Audience: Professionals responsible for leading project initiatives

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7967	1	Jun 11	$200	.6/8

Motivating Employees to Be Their Best

Keeping employees motivated and challenged can be a complex task. It depends on continual communication with an employee and an understanding of that employee's strengths and weaknesses. When procrastination, a lack of enthusiasm, and refusal to take initiative creep into an employee's performance, it is time to find strategies to relight the fire.

It is critical for leaders to understand the needs of their employees and find intrinsic methods of motivating. This course is designed to teach you how to tailor your leadership and communication style to better suit the needs of your employees. As a result, you will be able to create a shared vision for your organization, build group identity, create a culture of ownership, and establish a more collaborative, inspiring work environment.

Objectives:

• Identify major factors that affect motivation
• Apply dialogue and listening skills that model community, influence, and openness
• Identify inhibitors to fostering group commitment and passion
• Teach a four-step process designed to help groups learn from mistakes
• Encourage group initiative-taking
• Identify and apply strategies for dealing with outside pressures that negatively affect motivation and systems and policies that negatively affect group esteem
• Match or tailor your leadership style to various employees' motivational preferences

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7983	1	Mar 28	$200	.6/8

Moving You and Your Team Forward

Creating and maintaining an effective team is not easy. In this class you will focus on the skills and methodology to bring the right people together, leverage their strengths to ultimately "tap the group genius" and innovate to a better product or service. We will look at the stages teams go through, improv principles and implement a design thinking methodology to explore the importance of connecting with key stakeholders while using empathy to identify their key concerns and issues.

Objectives:
- Identify their strengths and where they best show up in a team work cycle
- Use Improv principles to better collaborate and partner with colleagues
- Describe the stages teams go through as they work on projects
- Follow a design thinking methodology when redesigning a process or service
- Facilitate an effective brainstorming session within your team

Target Audience: Managers and Supervisors looking to maximize the effectiveness of their teams

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7842	1	Mar 21	$200	.6/8

Performance Evaluation Clinic

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9036	1	Jun 12	$200	.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	Jan 4 ($150); Mar 8 ($200); Jun 4 ($200)	$150 $200	.6/8

Report Writing for Managers and Professionals

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

Objectives:

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

Target Audience: Managers and professionals who write reports

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1030	2	Apr 11-12	$550	1.2/16

Strategic Thinking

This course provides an integral understanding of the purpose and application of strategic thinking, along with tools and steps for their application. Participants will develop a deeper understanding of successful techniques to overcome barriers in the development of short and long-term integrated (strategic) planning, by applying practices that facilitate analysis of existing assets and challenges and capitalizing on strengths. This course provides participants with hands-on techniques and practices to develop ongoing "live in-the-moment" strategic planning.

Objectives:
- Identifying limiting behaviors
- Managing risk avoidance
- Engaging staff in pursuing agency and departmental visions
- Team learning as a tool for collaboration
- Addressing limiting mental models
- Obtaining staff buy-in
- Using dissention as a tool for innovation
- Capturing ideas and implementing follow through

Target Audience: Functional managers and supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7523	1	Jun 5	$200	.6/8

Supervising Challenging Employees

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9038	2	Feb 1, 4; May 7, 8	$400	1.2/16

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	Mar 11	$200	.6/8

Want Better Results? Be a Better Leader

Given the pace of change, organizations must rely on leaders at all levels to step up and take responsibility for the "whole". Command and control can get you compliance at best and that is no longer sustainable. As General Stan McCrystal found in trying to lead the counterinsurgency in Iraq and Afghanistan,

> "Creating and leading a truly adaptive organization requires building, leading, and maintaining a culture that is flexible but also durable. The primary responsibility of the new leader is to maintain a holistic, big-picture view, avoiding a reductionist approach, no matter how tempting micromanaging may be."

In this class you will learn how leaders need to operate in this new environment. We will look at the topic of emotional intelligence and why you must both understand and leverage your strengths. From there we will look at the pros and cons to six different ways to engage others in moving your business agenda forward. We then practice various coaching roles scenario's you might encounter as you build your team, and finally how to help your team adapt to change.

Objectives:
- Identify style strengths and how to seek feedback for improvement
- Understand how to show leadership through vulnerability
- Identify the emotional intelligence skills need for effective coaching
- Coach in a way to show caring without caretaking
- Deliver tough feedback with tact
- Use EQ and empathy when helping lead change

Target Audience: Supervisor and Managers interested in becoming better leaders

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7850	1	Apr 24	$200	.6/8

Citywide Learning & Development

Writing High-Impact Executive Summaries

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9018	1	May 22	$200	.6/8

Writing Performance Evaluations

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

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

Target Audience: Managers and supervisors who write performance evaluations

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9166	1	May 15	$275	.6/8

PROFESSIONAL PRACTICES PORTFOLIO

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

Citywide Learning & Development

AUDIT PROFESSIONALS

Compliance Auditing

Auditing compliance with authoritative requirements is a staple in government. Legislators and public officials expect such audits, and their performance is set forth in auditing standards. Participants learn the different kinds of compliance audits that might be made, including compliance with the provisions of contracts and grant agreements, conformance with quality control requirements and compliance with established procedures and controls (e.g., for handling cash). The course explores what auditors might do when they find that compliance with an authoritative requirement does not produce the desired results. Participants learn the circumstances when a compliance audit might not be appropriate.

Objectives:

- Cite the basic auditing principles that apply in conducting compliance audits
- Explain how audit findings differ for compliance with performance requirements and for compliance with procedures and controls
- Explain the unique development of cause in auditing compliance
- Explain the central role of objectives in auditing, and formulate objectives that establish what a given compliance audit is to accomplish
- Plan, execute and report on compliance audits

Target Audience: Auditors wanting to know the principles and general prerequisites in auditing for conformance with authoritative requirements, including contracts and grants

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8095	2	Apr 22-23	$565	1.2/16

Developing and Presenting Audit Findings

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7021	2	May 13-14	$565	1.2/16

Citywide Learning & Development

Ethical Decision Making for Auditors

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9010	1	Mar 13	$410	.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: New auditors, who prepare performance, contract and grant audits as well as experienced auditors who have had limited exposure to the subject matterl;,

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8090	2	Mar 25-26	$565	1.2/16

Quick Response Auditing

Learn how to reduce the cycle time for your performance audits while maintaining quality, meeting user needs and complying with auditing standards. In this course, you learn when it is appropriate to offer clients alternatives to classic "full scope" audit coverage, such as quick response audits and consulting engagements. You explore the unique auditor-customer relationship that must be established to deliver products quickly and learn how to tailor audit products to better meet client needs. Drawing on case studies, learn to write objectives to facilitate prompt field work, timely reporting and ways to narrow or limit the scope of audit work to satisfy the objectives.

Objectives:
- Discuss why timely receipt of audit results have become increasingly important to those whom government auditors serve
- Identify appropriate conditions for quick response audits
- Describe techniques for limiting the number and breadth of audit objectives to facilitate quick audits
- Identify techniques for limiting audit scope
- Examine the flexibility in Government Auditing Standards that can be leveraged to foster quick response in audit engagements
- Discuss the use of non-audit services in delivering prompt information to government auditor's clients

Target Audience: Experienced auditors, including supervisors, team leaders and managers

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8011	2	Jun 10-11	$565	1.2/16

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 Spring 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 for Spring 2019 EMI Course Catalog to view detailed information on all Energy Management Institute courses.

Citywide Learning & Development

ENERGY MANAGEMENT INSTITUTE
BUILDING OPERATOR CERTIFICATION
LEVEL I

Program Overview:

Building Operator Certification Level I (BOC-1) serves as the gateway training program of the Energy Management Institute. It is a competency-based training program that is designed to help building operators manage their facilities to become more energy efficient as part of the City's efforts to meet its greenhouse gas reduction goals.

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

Instruction is delivered both in a traditional classroom setting, as well as through self-paced, online modules via the Hughes Learning Management System.

Learning Objectives:

At the conclusion of the BOC-1 program, participants will be able to:
- Apply knowledge of building mechanical and electrical systems—HVAC equipment and controls, electrical distribution, motors, and lighting, and how their operation relates to energy efficiency performance and building comfort conditions.
- Recognize system configurations, drawings of schematics, observation and interpretation of operating conditions.
- Develop strategies for systematic maintenance and performance monitoring.

Who Should Enroll:

The course is designed for building operators who may have limited formal systems training, but have substantial work experience in building systems. This course is also beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles.

Prerequisites:
Skill Assessments

CUNY SPS will confirm registration in the program and send the participant a link to two (2) mandatory skills assessments (Math and Microsoft Excel).
- Both required assessments take about 15 minutes each to complete.
- If a satisfactory score is not achieved on an assessment, one (1) or (2) online, self-paced prep courses available through the learning management system, must be completed prior to the start of the class.

Videos

Topical videos are available via the DCAS YouTube channel:

"This is DEM": https://www.youtube.com/watch?v=bT2N9TNa2TI
"Heroes in the Basement": http://www.nyc.gov/html/dem/html/training/training_videos.shtml

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:	Spring 2019
Days:	Fridays
Date:	Feb 1, 15; Mar 1, 15, 29; Apr 12, 26; May 10, 24; Jun 7
Sessions:	10
Hours:	9:00am-4:00pm
location:	Citywide Training Center,1 Centre Street, 24th Floor-South Tower
Online Webinars:	February 1st (10:00am-11:00am)
Registration Deadline: December 28th	

Course Overview:

Term:	Spring 2019
Days:	Fridays
Date:	Feb 5, 26; Mar 12, 26; Apr 9, 30; May 14, 21; Jun 4, 18
Sessions:	10
Hours:	9:00am-4:00pm
location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinars:	February 5th (10:00am-11:00am)
Registration Deadline: December 28th	

ENERGY MANAGEMENT INSTITUTE
BUILDING RE-TUNING

Program Overview:
Building Re-Tuning (BRT) training is designed to give building operators advanced training in analysis of facility operations to further identify efficiency improvements.

BRT is designed to teach participants the skills that are needed to conduct a re-tuning of facilities that use a BAS/BMS system. The course walks participants through the BRT process from foundational concepts through an initial BRT tune-up. BRT training requires hands-on implementation practice in their facility.

Learning Objectives:
At the conclusion of the BRT program, participants will be able to:
- Explain the overall BRT process from start to finish.
- Identify how BRT protocol relates to retro-commissioning and continuous commissioning concepts/practices.
- Create trend logs using BAS data collection function.
- Create graphic displays from BAS/BMS data using basic methodologies.
- Interpret graphical trend data for diagnostics and identification of energy reduction/optimization opportunities.

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

Prerequisites:
Credentials
- BOC Level 1 Credential

Videos
Topical videos are available via the DCAS YouTube channel:
"This is DEM": http://www.nyc.gov/html/dem/html/home/home.shtml
"Heroes in the Basement": http://www.nyc.gov/html/dem/html/training/training_videos.shtml

No Show Fee:

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

Course Overview:

Term: Spring 2019
Days: Wednesdays

Date: Mar 27; Apr 10, 17, 24; May 8, 22
Sessions: 6
Hours: 9:00am-2:00pm
Location: Citywide Training Center,1 Centre Street, 24th Floor-South Tower
Online Webinar: March 27th (10:00am-11:00am)
Registration Deadline: January 18th
Note: Participants must have access to an agency building and be able to access trend logging functions in a BAS/BMS.

ENERGY MANAGEMENT INSTITUTE
Foundations for Energy Efficient Building Systems

Program Overview:

The Foundations for Energy Efficient Building Systems training course introduces skilled tradespeople working within City buildings to the trades' role in improving energy efficient operations in City building systems. It prepares tradespeople for additional advanced trades courses focused on specific topics. The course consists of two in-person instructional sessions (classroom and field) taught by subject matter experts over a two-day period. Covered topics include identifying energy savings opportunities and performing cost comparisons between system maintenance and correction.

During this course, tradespeople will learn more about the different building systems and how they interact with each other in a city-owned building by conducting a thorough tour of a building and visiting all accessible building system areas. They will also practice their critical thinking skills in identifying real building problems, researching the identified problem, generating ideas, and creating solutions that will improve the energy efficiency of the systems of interest (i.e., controls, electrical and mechanical).

Learning Objectives:

At the conclusion of the Foundations program, participants will be able to:

- Recognize their specific role in energy efficiency efforts
- Diagnose a building-system problem using critical thinking skills
- Demonstrate techniques for communicating problems, issues, and resolutions
- Explain the impact of root cause analyses on energy efficiency
- Compare the cost of a system that has been maintained preventively to a system that has only been corrected

Who Should Enroll:

This course is designed for tradespeople and non-building operators (i.e., Energy Managers, Energy Analysts and other administrative personnel) without previous energy efficiency/energy management training.

Foundations for Energy Efficient Building Systems is also the prerequisite for non-trades operators who seek to complete systems-specific courses of the Advanced Energy Efficient Building Systems program.

Prerequisites:
Skill Assessments

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

Videos

Topical videos are available via the DCAS YouTube channel:

- "Energy Efficiency: Codes, Regulations & Laws":
- "Building System Efficiency Success Stories":
- "Connecting Building Systems to Energy Efficiency":

No Show Fee:

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

Course Overview:

Term:	Spring 2019
Days:	Tuesday (1), Thursday (1)
Date:	Mar 19, 21
Hours:	9:00am-4:00pm
Location:	Citywide Training Center,1 Centre Street, 24th Floor-South Tower
Online Webinar:	N/A

Registration Deadline: January 18th

ENERGY MANAGEMENT INSTITUTE
Fundamentals of Building Systems

Program Overview:
Fundamentals of Building Systems provides foundational industry knowledge pertaining to building systems, vocabulary, concepts, and the goals of energy efficiency in municipal building operations within the City of New York. This course also prepares students interested in furthering their energy management training to succeed in the next program in the series: Building Operator Certification Level I (BOC-1).

Fundamentals of Building Systems is a blended learning course. It consists of a half-day classroom Introduction session, ten (10) self-paced online learning modules, and a half-day classroom Wrap-Up session. Topics include:

- Building Envelope
- Management and Maintenance
- Science of Building Systems
- Risks
- HVAC, Plumbing and Electrical Building Systems
- Codes, Zones and Regulatory Requirements
- Building Controls
- Environmental Factors
- Occupant Controls

Learning Objectives:
At the conclusion of the Foundations program, participants will be able to:
- Identify the regulatory mandates driving municipal energy efficiency initiatives.
- Comprehend building operations systems including their relationship to overall energy consumption.
- Introduce essential scientific knowledge on electrical and mechanical engineering that pertain to building operations.
- Identify best practices for energy efficiency in municipal buildings.
- Define common terms and concepts used in building operations management.
- Demonstrate comprehension of the knowledge base needed to enter the BOC-1 program.

Who Should Enroll:
This course is designed for non-building operators (i.e., Energy Managers, Energy Analysts and other administrative personnel) without previous energy efficiency/energy management training. Participants in this course should not have the primary job responsibility for managing the building operations in their facility or extensive knowledge of building systems.

Fundamentals of Building Systems is also the prerequisite for non-building operators who seek to complete the BOC-1 program.

Prerequisites:
Skill Assessments
None

Videos
Topical videos are available via the DCAS YouTube channel:
"This is DEM": http://www.nyc.gov/html/dem/html/home/home.shtml
- "Heroes in the Basement": http://www.nyc.gov/html/dem/html/training/training_videos.shtml

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

Course Overview:

Term:	Spring 2019
Days:	Wednesdays (2)
Date:	Jun 5, 19
Hours:	9:00am-1:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A
Registration Deadline: January 18th	

ENERGY MANAGEMENT INSTITUTE
no Building Automation System (BAS) BRT

Program Overview:

Building Re-Tuning without Building Automation System (noBAS BRT) is designed to give building operators advanced training in analysis of facility operations to further identify efficiency improvements. The noBAS BRT course is offered in five (5) in-class sessions. It covers five (5) measures/systems of interest related to fan operation and outdoor supply (HVAC Zone Temperature, Fan Operation Times, Outdoor Air Control, Discharge Air Temperature Hunting & Outside Air Damper Minimum Position).

The noBAS BRT course is designed to teach participants the skills needed to conduct re-tuning of facilities that do not use a BAS/BMS system. Participants learn to identify inefficiencies and appropriate operation improvements. Integrated project-based assignments are completed by participants in between classroom meetings.

Learning Objectives:

At the conclusion of the noBAS BRT program, participants will be able to:
* State the Building Re-Tuning process, its objectives and its implementation.
* Identify systems for re-tuning and the associated data requirements.
* Set-up trend logs and graphical representations.
* Interpret graphical representations to diagnose common system operating faults.
* Begin the thinking and planning for a long-term building operations improvement process.

Who Should Enroll:

This program is aimed at operators and managers with previous energy management training (i.e., BOC-1 and/or BOC-2, Certified Energy Manager, etc.) It is also beneficial to facility managers who have entered the field from a management background and seek to gain skills in data-driven facility diagnostics. Participants should have a working knowledge of energy efficiency in building systems and the ability to access their agencies buildings.

Prerequisites:
Program Prerequisites
* BOC Level 1 Credential

Videos
Topical videos are available via the DCAS YouTube channel:
* "This is DEM": http://www.nyc.gov/html/dem/html/home/home.shtml
* "Heroes in the Basement":
 http://www.nyc.gov/html/dem/html/training/training_videos.shtml

No Show Fee:

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

Course Overview:

Term: Spring 2019
Days: Thursdays
Date: Jan 31; Feb 21, 28; Mar 7, 21; Apr 4
Sessions: 6
Hours: 9:00am-4:00pm
Location: Citywide Training Center,1 Centre Street, 24th Floor-South Tower
Online Webinar: January 31st (10:00am-11:00am)
Registration Deadline: December 28th
Note: Participants must have direct access to an agency building to attend this

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	½	**Mar 13 (9:30am-12:00pm)**	N/C	**.3**

Contract Management/Administration

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
P3016	1	Apr 15	$470	.6/8

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, and complete performance evaluations. During this session, you will hear an overview of PASSPort and have hands-on training on navigation, searching for and reviewing vendor information.

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	Apr 9 (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 provides can collaborate to design programs that achieve maximum impact. This course will lead participants through strategies to incorporate the principles highlighted in the following guides:

- NYC Civic Service Design Tools +Tactics

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

Course Code	Days of Training	Dates	Cost	CEUs
P6188M	½	May 14 (9:00am-12:30pm)	N/C	.3

Ethics: A Crash Course 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 their 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
P6197M	2 hrs	Feb 13 (1:00pm-3:00pm)	N/C	.2

HHS Accelerator Procurement Management

The HHS Accelerator System was launched to streamline and enhance the procurement and financials processes for competitive health and human services contracts. The system allows City Agencies to quickly plan and execute procurements and manage relationships with providers who deliver direct health and human services to clients and communities. The City manages the online system is managed by the City as a service to providers whose critical contributions keep New York City strong. In this session, Agency staff will be provided with an overview of procurement actions.

Objectives:

- Navigate the Procurement Roadmap
- Release RFPs in HHS Accelerator
- Configure Evaluations
- Complete Evaluations
- Review Scores
- Make Award Selections

Target Audience: New procurement staff within an Agency that utilizes HHS Accelerator and existing procurement staff required to use it as part of their basic job responsibilities

For dates, times, registration and other information for HHS Accelerator trainings, please go to the website http://cityshare.nycnet/working/hhs procurement & financials

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 the basic steps in the procurement lifecycle
- 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: Agency procurement and program staff with no background knowledge of municipal procurement

Course Code	Days of Training	Dates	Cost	CEUs
P6196M	2 hrs	May 16 (10:00am-12:00pm)	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.

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
P6200M	1 1/4 hrs	Jan 30, Feb 13, Mar 13, Apr 10, May 22, Jun 19 (11:00am-12:15pm) or Jan 24, Feb 26, Mar 26, Apr 23, May 7, Jun 4 (1:00pm-2:15pm)	N/C	.13

Local Law 63 of 2011

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P6199M	**2 hrs**	**Mar 26 (1:00pm-3:00pm)**	**N/C**	**.2**

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, 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 of 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, 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:
- 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

Prevailing Wage Law for Procurement Professionals

This course will focus on the role of procurement professionals as part of the City's team effort to enforce prevailing wage requirements on construction and building service contracts. The course will include an overview of prevailing wage laws in New York State; an overview of Executive Order 102 due diligence reviews; a review of documentation including sign-in sheets and certified payrolls reports, as well as a summary of 'telltale signs' of potential prevailing wage abuses.

Objectives:
- Understand the prevailing wage requirements under Article 8 and Article 9 of the New York State Labor Law
- Determine when prevailing wage applies to a particular contract
- Understand the prevailing wage schedules published by the NYC Office of the Comptroller
- Understand the various obligations and documentation/forms required on prevailing wage contracts
- Identify trouble signs that may indicate non-compliance with prevailing wage
- Understand the requirements under Executive Order 102 of 2007

Target Audience: Procurement professionals, contract administrators, project managers, and resident engineers whose focus is primarily in the construction industry

Course Code	Days of Training	Dates	Cost	CEUs
P6183M	2½ hrs	Jan 10; Jun 6 (1:00pm-3:30pm)	N/C	.25

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:
- Process a City Council Discretionary Award application
- Use HHS Accelerator to process discretionary awards
- Understand the vetting and clearance process
- Learn about the new policies and procedures in place for FY19

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

Course Code	Days of Training	Dates	Cost	CEUs
P6171M	3 hrs	Mar 5 (9:00am-12:00pm)	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
P6198M	2 hrs	Apr 16 (1:00pm-3:00pm)	N/C	.2

Subcontractor Tracking

This course will provide a participant 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 for 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	Jan 31, Feb 28, Mar 28, Apr 25, May 30 (2:30pm-4:30pm)	N/C	.2

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.

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

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 Management Academy 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/executive-development.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/executive-development.page or by calling 212.386.0004.
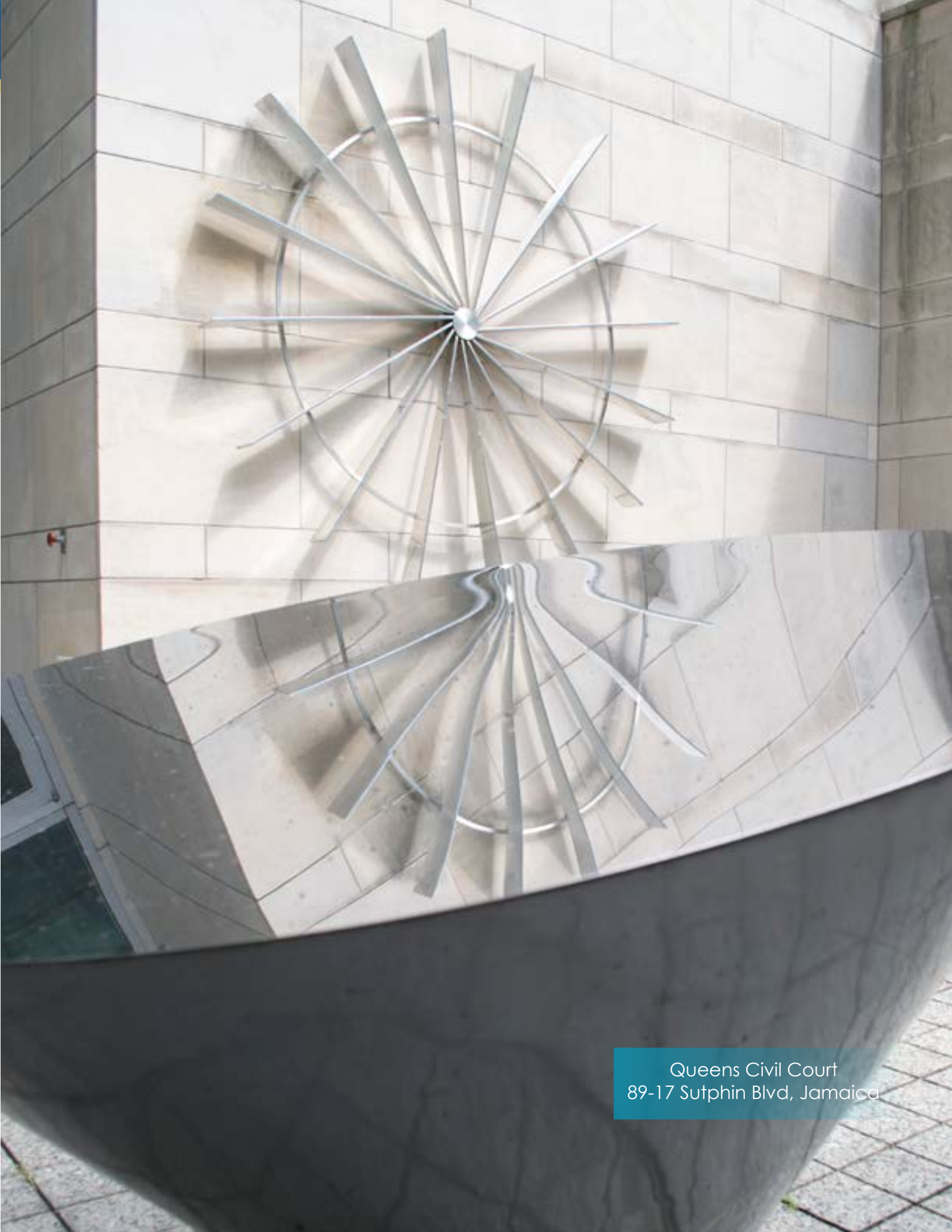
Queens Civil Court
89-17 Sutphin Blvd, Jamaica

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.

Citywide Learning & Development

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.

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 the Murphy Institute
- 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:

DCAS
J. Valentine at: (212) 386-1697 or 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

The following courses will be offered as part of the School of Labor and Urban Studies spring 2019 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.

Public Issue & Public Policy

PADM 22100	Credits: 4	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-9:35pm	DCAS: 1 Centre Street, CTC Training Center 24th Floor

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	August 27, 2019 to December 20, 2019	Monday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street 19th Floor

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.

Citywide Learning & Development

Research Seminar on Public Policy

PADM 23100	Credits: 4	August 27, 2019 to December 20, 2019	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

PADM 65100	Credits: 3	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	DCAS: 1 Centre Street, CTC Training Center 24th Floor

This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Participants will learn the importance of formulating research questions and how to frame them; the range of methodologies that can be employed and why and when to use them; and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, participants will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Participants will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, participants will develop an operational familiarity with computer-based programs for statistics and data analysis.

Policy Analysis

PADM 62100	Credits: 3	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

PADM 60100	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course is designed for participants with a basic knowledge of public administration. It will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for "reinventing" government. Participants will analyze theoretical questions of public administration and address the real-world experience of public sector employees, both managers and staff. Participants will examine such key managerial issues as the 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

PADM 61100	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty; welfare; housing; health-care; public education; and urban crime. 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

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

Urban Health Issues & Public Policy

HCA 30100	Credits: 4	August 27, 2019 to December 20, 2019	Monday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

Research Seminar in Health Policy

HCA 30200	Credits: 4	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course is a seminar in health policy that will focus on the topic of health services research and the role of research in supporting, creating, or challenging health policy. Assigned readings consisting of published research on health services will be utilized as a springboard for class discussion. In addition to critically evaluating each of these research reports in class discussions, participants will work in teams to: identify a researchable problem based on their workplace experiences; formulate the research question and hypothesis; identify the variables to be studied and apply a conceptual or theoretical framework to the research question; conduct a comprehensive and critical literature review related to the research question; and choose an appropriate research methodology and defend this choice.

GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

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

Health Care Administration

HCA 60000	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will examine critical issues confronting health care administration, focusing on the public and not-for-profit sectors. Students will analyze theoretical questions of health care administration and will address the real-world experience of health care employees, both managers and staff. Students will examine and evaluate academic literature on current and future trends in health care human resources, including: evaluation of employee performance and motivation of employees; health care financing, including the impact of managed care and the role of third-party payers; union-management relations and collective bargaining; quality improvement in health care; training and staff-development; the nursing shortage; organizational justice; and diversity management.

Health Disparities

HCA 60100	Credits: 3	August 27, 2019 to December 20, 2019	Wednesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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. Although the course will focus on contemporary health disparities, some historical issues will be presented, particularly as these relate to the development of a contemporary research agenda free from the biases of the past.   Within each area, strategies and policies for reducing or eliminating the particular health disparity and inequity will be discussed and analyzed. At the end of the course, an analysis and evaluation of broader policy issues will be presented.

Politics of Health Care

HCA 60200	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. 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	August 27, 2019 to December 20, 2019	Friday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course explores the work, culture and politics of New York City, examining where New Yorkers live and work, how communities develop, and questioning 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	August 27, 2019 to December 20, 2019	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will examine the way the term "community development" has been defined and used historically in the U.S. It will address the role of government and policy in community development, including the role of Community Development Corporations. Students will explore concepts of community development, focusing on current theories and empirical data to evaluate the effectiveness of different strategies for community development. They will seek to answer central questions, concerning community development: who sets goals; who has agency; how the diverse interests are and needs balanced or not balanced. Students will analyze case studies of specific community development projects.

Introduction to Nonprofit Leadership

URB 32400	Credits: 4	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

LPOL 60200	Credits: 3	August 27, 2019 to December 20, 2019	Friday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course is designed to provide an interactive overview of the constantly changing worlds of work, culture and politics in New York City. Students will learn about where New Yorkers live and work, how specific urban communities develop, and assess how the cultural and political institutions of New York serve the city's diverse population. The class uses 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	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will examine the historical development and contemporary practice of community organizing. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and 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

BABR 30200	Credits: 4	August 27, 2019 to December 20, 2019	Monday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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.

Unions and Labor Relations

LABR 30400	Credits: 4	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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	August 27, 2019 to December 20, 2019	Monday	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor
LABR 32400	Credits: 4	August 27, 2019 to December 20, 2019	Wednesday	6:15pm-8:45pm	CWA/ATU SI (Staten Island Cohort)

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	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	Cornell U.'s School of Industrial & Labor Relations

This course draws on a considerable body of social science and historical research. It also, applies leadership and organizational theories to a union context 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	August 27, 2019 to December 20, 2019	Thursday	6:15pm-8:45pm	Course offering is still to be determined

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

LHIS 62000	Credits: 3	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	Course offering is still to be determined

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:

Urban Populations and Communities

URB 32000	Credits: 4	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

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	August 27, 2019 to December 20, 2019	Monday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

URB 60100	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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

PADM 61100	Credits: 3	August 27, 2019 to December 20, 2019	Thursday	6:15pm-9:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues.

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

LABR 60100	Credits: 3	August 27, 2019 to December 20, 2019	Wednesday	6:15pm-8:45pm	Course offering is still to be determined

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

LABR 60500	Credits: 3	August 27, 2019 to December 20, 2019	Tuesday	6:15pm-8:45pm	Course offering is still to be determined

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.

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

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

Contract Administration in the Public Sector

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

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

Target Audience: All levels of Contract Managers

Course Code	Days of Training	Dates	Cost	CEUs
P1008	3	Jan 14-16, Feb 20-22	$765	1.8

Developing and Managing Requests for Proposals in the Public Sector

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P1002	3	Mar 4-6	$765	1.8

Citywide Learning & Development

Introduction to Public Procurement

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P1003	3	Mar 20-22	$765	1.8

Legal Aspects of Public Procurement

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P1006	3	Apr 10-12	$765	1.8

Citywide Learning & Development

Sourcing in the Public Sector

This course provides the participant with a comprehensive overview of the sourcing process within the public sector. Essential elements, including pre-sourcing planning, needs assessment, specifications, the scope of work, deliverables, procurement strategies, value analysis, and internal control processes, are explored. Determining the appropriate sourcing method, preparing the relevant sourcing invitation document, managing the acquisition process, evaluation of response submissions, and contract awards will also be covered. In addition, the course will examine trends, technology developments, and the effects of both on the processes. Practical examples, discussion, group exercises and case studies will be used throughout the course.

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P1005	3	May 20-22	$765	1.8

Strategic Procurement Planning

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P1007	3	Jan 28-30, May 6-8	$765	1.8

Citywide Learning & Development

NYC SPECIFIC PORTFOLIO

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

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

Special Topics in Chapter 68 of the City Chapter: Gifts

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

Target Audience: Attorneys employed by the City of New York

Course Code	Days of Training	Dates	Cost	CLEs
C9070	1 ½ hrs	Mar 1 (10:00am-11:30am)	N/C	1.5

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

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

Target Audience: Attorneys employed by the City of New York

Course Code	Days of Training	Dates	Cost	CLEs
C9072	1 ½ hrs	Apr 5 (10:00am-11:30am)	N/C	1.5

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

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

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

Target Audience: Attorneys employed by the City of New York

Course Code	Days of Training	Dates	Cost	CLEs
C9058	2 hrs	Jan 11 (10:00am-12:00pm)	N/C	2

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 day	Jan 29; Mar 14; May 8 (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	Jan 29; Feb 21; Mar 11; Apr 17; May 23	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	1½ hrs	Feb 21; May 15 (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 day	Feb 15; Apr 23 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

lgbTq: 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 day	**Feb 6; Mar 4; Apr 3, 25; Jun 5 (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 day	**Jan 9; Mar 21; May 8 (9:00am-12:30pm) or (1:30pm-5:00pm)**	N/C	.3/4

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 or** **Session 3: 2:30pm-4:30pm**	N/C	N/A

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 day	Feb 7; Mar 12; Apr 10; May 14; Jun 11 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

The Emergency Management Certificate Program (EMCP) introduces government, private sector, and non-profit personnel to the fundamentals of emergency management and provides participants with an awareness and understanding of how the City of New York operates and responds to emergencies.

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

AUDIENCE:

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

CERTIFICATE OBJECTIVES INCLUDE:

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

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

TIMELINE:

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

REGISTRATION PROCESS:

Please email NYCEMAcademy@oem.nyc.gov for an application form if you are interested in participating in this program. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM's Commissioner.

Small Business Services M/WBE Courses

Best Practices for 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 day	Mar 14 (1:30pm-4:30pm)	N/C	.3

Best Practices for Incorporating the M/WBE Program into the Procurement Process

This course will provide an overview of the M/WBE Program as well as discuss checkpoints in the procurement process to incorporate M/WBEs.

Objectives:
- Understand the M/WBE Program requirements, checkpoints to incorporate M/WBE participation

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
P9031S	½ day	Feb 14 (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 day	Jun 13 (1:30pm-4:30pm)	N/C	.3

M/WBE Procurement and Utilization Plans

This course will provide an overview of the City's M/WBE Program, with a focus on procurement and utilization planning.

Objectives:
• Understand the M/WBE Program requirements, procurement and utilization plans

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
P9033S	½ day	May 9 (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 day**	**Apr 11 (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 day**	**Jan 10 (1:30pm-4:30pm)**	**N/C**	**.3**

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 day	Jan 16; Mar 13; May 22 (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 day	Jan 16; Mar 13; May 22 (1:30pm-4:30pm)	N/C	.3/4

Citywide Learning & Development

Spring 2019 CTC SCHEDULE

Contact the CTC

Phone: 212.386.0005 or 212.386.6425
Fax: 212.313.3439

Email: citywidetrainingcent@dcas.nyc.gov
Website: www.nyc.gov/ctc

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

TECHNOLOGY SKILLS PORTFOLIO

MICROSOFT OFFICE

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Access 2013					
Part 1	T4061	1.2CEU/16CPE	2	Feb 21-22	$300
Part 2	T4062	1.2CEU/16CPE	2	Mar 13-14	$300
Access 2016					
Part 1	T4071	1.2CEU/16CPE	2	Apr 11, 12	$300
Part 2	T4072	1.2CEU/16CPE	2	Apr 24, 25	$300
Excel 2010					
Part 1	T3054	.6CEU/8CPE	1	Feb 19; Mar 6	$150
Part 2	T3055	.6CEU/8CPE	1	Apr 17	$150
Part 3	T3056	.6CEU/8CPE	1	Apr 26	$150
Excel 2013					
Part 1	T3064	.6CEU/8CPE	1	Feb 28; May 2	$150
Part 2	T3065	.6CEU/8CPE	1	Apr 12; May 10	$150
Part 3	T3066	.6CEU/8CPE	1	Apr 30; May 15	$150
Data Analysis with Pivot Tables	T3071	.6CEU/8CPE	1	Feb 14; May 8	$150
Excel 2016					
Part 1	T3074	.6CEU/8CPE	1	Mar 1, 7; May 16	$150
Part 2	T3075	.6CEU/8CPE	1	Mar 11; May 22	$150
Part 3	T3076	.6CEU/8CPE	1	Apr 19	$150

MICROSOFT OFFICE					
COURSE TITLE	**CODE**	**CREDITS**	**DAYS**	**DATES**	**COST**
Outlook 2013					
Part 1	T7061	.6CEU/8CPE	1	Jan 23	$150
Outlook 2016					
Part 1	T7071	.6CEU/8CPE	1	Feb 27	$150
Part 2	T7072	.6CEU/8CPE	1	Mar 4	$150
PowerPoint 2013					
Part 1	T6051	.6CEU/8CPE	1	Mar 15	$150
Part 2	T6052	.6CEU/8CPE	1	Apr 22	$150
Project 2013					
Part 1	T6053	.6CEU/8CPE	1	Feb 26	$150
Part 2	T6054	.6CEU/8CPE	1	Apr 9	$150
Visio Professional 2013					
Part 1	T6440	.6CEU/8CPE	1	Jan 28; Feb 5	$150
Part 2	T6441	.6CEU/8CPE	1	Apr 16	$150
Word 2013					
Part 1	T2074	.6CEU/8CPE	1	Apr 29	$150
Part 2	T2075	.6CEU/8CPE	1	May 9	$150
Part 3	T2076	.6CEU/8CPE	1	May 13	$150
Word 2016					
Part 1	T2078	.6CEU/8CPE	1	Jan 30; Feb 25; Mar 12	$150
ADOBE CC 2017					
Adobe Illustrator CC					
Part 1	T7410	1.2CEU/16CPE	2	May 6, 7	$300
Adobe InDesign CC					
Part 1	T6330	1.2CEU/16CPE	2	May 20, 21	$300

Citywide Learning & Development

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
CRYSTAL REPORTS					
Crystal Reports 2013					
Part 1	T9550	1.2CEU/16CPE	2	Feb 4,5	$300
IT PROFESSIONALS					
See Course Catalog, page 35 for details.					

PERSONAL DEVELOPMENT PORTFOLIO

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Action Grammar	C5031	1.2CEU/16CPE	2	Mar 6-7; Jun 5-6	$400
Advanced Writing Skills for Experienced Professionals	C7904	1.2CEU/16CPE	2	Mar 28-29	$400
Anger Management	C7774	.6CEU/8CPE	1	Apr 2	$200
Attitude is Everything	C9266	.6CEU/8CPE	1	Feb 11	$200
Business Writing: Clarity Through Critical Thinking	C2036	.6CEU/8CPE	1	Apr 16	$200
Conflict Management: Strategies for Handling Difficult Behaviors	C7858	.6CEU/8CPE	1	May 10	$200
Creating and Delivering Powerful Presentations	C9041	1.2CEU/16CPE	2	Feb 27-28	$400
Decision Making	C4004	.6CEU/8CPE	1	Mar 22	$200
Developing Dynamic Listening Skills	C2508	.6CEU/8CPE	1	Feb 25	$200
Effective Meeting Management	C7916	.6CEU/8CPE	1	May 23	$200
Effective Office Management for Today's Workplace	C2202	.6CEU/8CPE	1	Apr 25	$200
Enhancing Your Personal Productivity	C9226	.6CEU/8CPE	1	Feb 12	$200
From Conflict to Collaboration	C1272	.6CEU/8CPE	1	May 6	$200
Getting Results When You're Not in Charge	C1240	.6CEU/8CPE	1	Feb 6	$200
How to Write Fast Under Pressure	C7513	.6CEU/8CPE	1	Mar 18	$200
Influencing Without Authority	C4020	.6CEU/8CPE	1	May 16	$200
Intergenerational Dynamics	C7759	.6CEU/8CPE	1	Mar 12	$200
Making a Positive Difference Everyday	C7778	.6CEU/8CPE	1	Mar 13	$200

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Managing Multiple Priorities	C5044	.6CEU/8CPE	1	Jan 31($150); Feb 19($200); Apr 18($200)	$150 $200
Managing Stress and Preventing Burnout	C9033	.6CEU/8CPE	1	Feb 15	$200
Mind Tools for Memory	C9279	.6CEU/8CPE	1	Mar 5; May 30	$200
Negotiation Skills	C7911	.6CEU/8CPE	1	Apr 17	$200
Personal Financial Management	C1660	.3CEU/4CPE	½	Mar 27; Jun 14 (9:00am-12:30pm)	$90
Revising, Editing, and Proofreading	C2033	1.2CEU/16CPE	2	Feb 20-21	$400
Successful Letter and Memo Writing	C6788	1.2CEU/16CPE	2	Jan 28-29($300); Feb 27-28($400); May 22-23 ($400)	$300 $400
Successful Workplace Communication	C1022	.6CEU/8CPE	1	Apr 23	$200
The Art of Assertiveness	C2010	.6CEU/8CPE	1	May 29	$200
Time Management Strategies	C8002	.6CEU/8CPE	1	Feb 8; May 2	$200
Turning Obstacles into Opportunities	C1247	.6CEU/8CPE	1	Mar 26	$200
Workplace Violence Prevention	C7781	.6CEU/8CPE	1	May 9	$200
Writing Effective and Efficient E-mail	C4260	.6CEU/8CPE	1	Jan 25 ($150); Feb 26($200); Jun 13 ($200)	$150 $200
Writing from Start to Finish	C9317	.6CEU/8CPE	1	Apr 4	$200
Writing in Plain Language & Clinic	C7833	.9CEU/12CPE	1 ½	Apr 10 (workshop – 1 day) and Apr 30 (clinic – ½ day, 9:00 am – 12:30 pm)	$400

MANAGEMENT & SUPERVISION PORTFOLIO

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Adaptive Leadership	C1237	.6CEU/8CPE	1	May 21	$310
Building Positive Workplace Relationships	C9019	.6CEU/8CPE	1	May 1	$200

Citywide Learning & Development

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Change Management	C7775	.6CEU/8CPE	1	Jun 3	$200
Communication and Collaboration for Project Success	C9119	.6CEU/8CPE	1	May 3	$200
Conducting Effective Performance Appraisal Interviews	C1012	.6CEU/8CPE	1	Jan 30($150); Mar 7($200)	$150 $200
Data Analysis with Python	C7907	.6CEU/8CPE	1	Feb 7; May 7	$200
Data Analysis with R	C7908	.6CEU/8CPE	1	Mar 19; Jun 13	$200
Data Analytics for Managers	C4311	.6CEU/8CPE	1	Jan 25; Feb 13; Apr 3; Jun 12	$200
Developing Yourself and Others Through Delegation	C9117	.6CEU/8CPE	1	Mar 19	$200
Emotional Intelligence: The Key to Effective Leadership	C9207	1.2CEU/16CPE	2	Mar 14-15; May 30-31	$400
Excel Tools: Summarizing Data	C4312	.6CEU/8CPE	1	Jan 24; Mar 20; May1	$200
Follow the Leader: Taking the Lead at Any Level	C9278	1.2CEU/16CPE	2	Apr 8-9	$400
Fundamentals of Supervision	C1044	1.2CEU/16CPE	2	May 16-17	$400
Giving Feedback and Getting Results	C2704	.6CEU/8CPE	1	Feb 13	$200
Initiating and Managing Difficult Conversations	C9013	.6CEU/8CPE	1	Jun 4	$200
Interpersonal Strategies	C7525	.6CEU/8CPE	1	Jun 6	$200
Introduction to Statistical Analysis	C7747	.6CEU/8CPE	1	Apr 23	$200
Leading Short–Term Improvement Projects	C9014	.6CEU/8CPE	1	Apr 5	$200
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)	C7785	2.4CEU/32CPE	4	Apr 1, 3, 10, 12; May 6, 8, 15, 17	$800
Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)	C7784	1.2CEU/16CPE	2	Jan 28 & Jan 30; Mar 18 & Mar 20	$400

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Managerial Decision Making & Problem Solving	C7869	.6CEU/8CPE	1	May 14	$200
Managerial Power Tools: Motivating, Coaching, Teambuilding	C7967	.6CEU/8CPE	1	Jun 11	$200
Motivating Employees to Be Their Best	C7983	.6CEU/8CPE	1	Mar 28	$200
Moving You and Your Team Forward	C7842	.6CEU/8CPE	1	Mar 21	$200
Performance Evaluation Clinic	C9036	.6CEU/8CPE	1	Jun 12	$200
Project Management	C7756	.6CEU/8CPE	1	Jan 4($150); Mar 8($200); Jun 4($200)	$150 $200
Report Writing for Managers and Professionals	C1030	1.2CEU/16CPE	2	Apr 11-12	$550
Strategic Thinking	C7523	.6CEU/8CPE	1	Jun 5	$200
Supervising Challenging Employees	C9038	1.2CEU/16CPE	2	Feb 1, 4; May 7, 8	$400
The Science of Success: Motivation, Judgment and Teamwork	C7977	.6CEU/8CPE	1	Mar 11	$200
Want Better Results? Be a Better Leader	C7850	.6CEU/8CPE	1	Apr 24	$200
Writing High-Impact Executive Summaries	C9018	.6CEU/8CPE	1	May 22	$200
Writing Performance Evaluations	C9166	.6CEU/8CPE	1	May 15	$275

PROFESSIONAL PRACTICES PORTFOLIO

AUDIT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Compliance Auditing	A8095	1.2CEU/16CPE	2	Apr 22-23	$565
Developing and Presenting Audit Findings	A7021	1.2CEU/16CPE	2	May 13-14	$565
Ethical Decision Making for Auditors	A9010	.6CEU/8CPE	1	Mar 13	$410
Making Your Case to Prosecute Fraud	A8090	1.2CEU/16CPE	2	Mar 25-26	$565
Quick Response Auditing	A8011	1.2CEU/16CPE	2	Jun 10-11	$565

ENERGY MANAGEMENT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Building Operator Certification Level I (BOC-L1)	C7210	N/A	10	**Feb 1****, 15, Mar 1, 15, 29, Apr 12, 26, May 10, 24, Jun 7 or **Feb 5****, 26, Mar 12, 26, Apr 9, 30, May 14, 21, Jun 4, 18 (9:00am-4:00pm)	N/C*

ENERGY MANAGEMENT PROFESSIONALS					
COURSE TITLE	**CODE**	**CREDITS**	**DAYS**	**DATES**	**COST**
Building Re-Tuning (BRT)	C7300	N/A	6	**Mar 27****, Apr 10, 17, 24, May 8, 22 (9:00am-2:00pm)	N/C*
Foundations for Energy Efficient Building Systems	C7988	N/A	2	Mar 19, 21 (9:00am-4:00pm)	N/C*
Fundamentals of Building Systems	C7947	N/A	2	Jun 5, 19 (9:00am-1:00pm)	N/C*
no Building Automation System (BAS) BRT	C7948	N/A	6	**Jan 31****, Feb 21, 28, Mar 7, 21, Apr 4 (9:00am-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 115 for details.
**webinar (10:00am-11:00am)

HUMAN RESOURCE PROFESSIONALS

See Course Catalog, page 126 for details.

PROCUREMENT PROFESSIONALS					
Conflicts of Interest Seminar for Procurement Professionals	P4002	.3CEU	½	Mar 13 (9:30am-12:00pm)	N/C
Contract Management/ Administration	P3016	.6CEU/8CPE	1	Apr 15	$470

MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS)					
APT (Automated Procurement Tracking) Basics	P6181M	.2CEU	2 hrs	Apr 9 (10:00am-12:00pm)	N/C
Collaborative Program Design	P6188M	.3CEU	3½ hrs	May 14 (9:00am-12:30pm)	N/C
Ethics: A Crash Course for The Public Procurement Professional	P6197M	.2CEU	2 hrs	Feb 13 (1:00m-3:00pm)	N/C
Introduction to NYC Procurement Process and Methods	P6196M	.2CEU	2 hrs	May 16 (10:00am-12:00pm)	N/C
Local Law 34 Compliance/ DBA (Doing Business Accountability) Project	P6200M	.13CEU	1 1/4 hrs	Jan 30, Feb 13, Mar 13, Apr 10, May 22, Jun 19 (11:00am-12:15pm) or Jan 24, Feb 26, Mar 26, Apr 23, May 7, Jun 4 (1:00pm-2:15pm)	N/C
Local Law 63 of 2011	P6199M	.2CEU	2 hrs	Mar 26 (1:00m-3:00pm)	N/C
Prevailing Wage Law for Procurement Professionals	P6183M	.25CEU	2 ½ hrs	Jan 10; Jun 6 (1:00pm-3:30pm)	N/C
Processing City Council Expense Allocations-Delving into Discretionary	P6171M	.3CEU	3 hrs	Mar 5 (9:00am-12:00pm)	N/C
Procurement Policy, Laws and Directives	P6198M	.2CEU	2 hrs	Apr 16 (1:00pm-3:00pm)	N/C
Subcontractor Tracking	P6186M	.2CEU	2 hrs	Jan 31, Feb 28, Mar 28, Apr 25, May 30 (2:30pm-4:30pm)	N/C

EXECUTIVE DEVELOPMENT PORTFOLIO

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
See Course Catalog, page 145 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 154 for details.

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

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Contract Administration in the Public Sector	P1008	1.8CEU	3	Jan 14-16, Feb 20-22	$765
Developing & Managing Requests for Proposals in the Public Sector	P1002	1.8CEU	3	Mar 4-6	$765
Introduction to Public Procurement	P1003	1.8CEU	3	Mar 20-22	$765
Legal Aspects of Public Procurement	P1006	1.8CEU	3	Apr 10-12	$765
Sourcing in the Public Sector	P1005	1.8CEU	3	May 20-22	$765
Strategic Procurement Planning	P1007	1.8CEU	3	Jan 28-30, May 6-8	$765

NYC SPECIFIC PORTFOLIO

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Special Topics in Chapter 68 of the City Chapter: Gifts	C9070	1.5CLE	1 ½ hrs	Mar 1 (10:00am-11:30am)	N/C
Special Topics in Chapter 68 of the City Chapter: Post-Employment	C9072	1.5CLE	1 ½ hrs	Apr 5 (10:00am-11:30am)	N/C
What Every Attorney Should Know about Chapter 68 of the City Charter	C9058	2CLE	2 hrs	Jan 11 (10:00am-12:00pm)	N/C

SEXUAL HARASSMENT PREVENTION

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Sexual Harassment Prevention	C7965	N/A	2 hrs	Offered daily: Session 1: 9:00am-11:00am or Session 2: 11:30am-1:30pm or Session 3: 2:30pm-4:30pm	N/C

EQUITY & INCLUSION COURSES

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Building an Inclusive Culture: Understanding Unconscious Bias	C1078	.3CEU/4CPE	½	Jan 29; Mar 14; May 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Conflict Resolution Strategies for the Culturally Diverse Workplace	C8023	.6CEU/8CPE	1	Jan 29; Feb 21; Mar 11; Apr 17; May 23	N/C
Disability Etiquette: Inclusive Workplace Strategies for People With Disabilities (Webinar)	C8022	.15CEU/2CPE	1½ hrs	Feb 21; May 15 (10:30am-12:00pm) or (2:30pm-4:00pm)	N/C
Everybody Matters (1/2 day)	C1077	.3CEU/4CPE	½	Feb 15; Apr 23 (9:00am-12:30pm) or (1:30pm -5:00pm)	N/C
lgbTq: The Power of Inclusion	C7787	.3CEU/4CPE	½	Feb 6; Mar 4; Apr 3, 25; Jun 5 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Reasonable Accommodation Procedural Guidelines	C7788	.3CEU/4CPE	½	Jan 9, Mar 21; May 8 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Structured Interviewing and Unconscious Bias	C7790	.3CEU/4CPE	½	Feb 7; Mar 12; Apr 10; May 14; Jun 11(9:00am-12:30pm) or (1:30pm-5:00pm)	N/C

EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 183 for details.

SMALL BUSINESS SERVICES (SBS) M/WBE COURSES

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Best Practices for Identifying M/WBEs	P9007S	.3CEU	½	Mar 14 (1:30pm-4:30pm)	N/C
Best Practices for Incorporating the M/WBE Program into the Procurement Process	P9031S	.3CEU	½	Feb 14 (1:30pm-4:30pm)	N/C
Best Practices for M/WBE Networking and Outreach	P9034S	.3CEU	½	Jun 13 (1:30pm-4:30pm)	N/C
M/WBE Procurement and Utilization Plans	P9033S	.3CEU	½	May 9 (1:30pm-4:30pm)	N/C
M/WBE Program Compliance and Administration	P9032S	.3CEU	½	Apr 11 (1:30pm-4:30pm)	N/C
M/WBE Program Resources	P9030S	.3CEU	½	Jan 10 (1:30pm-4:30pm)	N/C

HUMAN CAPITAL CITYWIDE TRAINING

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Civil Service 101	C7931	.3CEU/4CPE	½	Jan 16; Mar 13; May 22 (9:30am-12:30pm)	N/C
Civil Service List Certification Overview	C7932	.3CEU/4CPE	½	Jan 16; Mar 13; May 22 (1:30pm-4:30pm)	N/C

Citywide Learning & Development

NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER APPLICATION

Please review the instructions on reverse side before completing this application

TRAINING APPLICANT INFORMATION

Today's Date:

Employee Reference Number Required Entry (See Pay stub)							Employee Affiliation: (Check One) ☐ City ☐ State ☐ Federal ☐ Non-Government

Last Name | **First Name** | **Middle Initial**

Civil Service Title | **Office Title**

Agency Name | **Agency Code** | **I have changed agencies within the last 2 years** ☐ YES ☐ NO

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

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

OPTIONAL APPLICANT INFORMATION

Gender(Check One)	Are you Hispanic or Latino? (Check One)	What is your race? (Check One)	
☐Male ☐Female ☐Unknown/I choose not to disclose	☐Yes ☐No ☐I choose not to disclose	☐American Indian or Alaska Native ☐Asian ☐Black or African American	☐Native Hawaiian or Other Pacific Islander ☐White ☐Two or more races ☐I choose not to disclose

SELECTED COURSE INFORMATION

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

CITYWIDE TRAINING CENTER CONFIRMATION/CANCELLATION POLICY

1. Your agency training liaison will notify you of your confirmation to attend the class(es) for which you have registered. You should not attend a class for which you have not received a confirmation. If you have not received a confirmation, please check with your liaison. **Please note that no food or beverages are permitted inside the classrooms.**

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

APPLICANT SIGNATURE

_____   _____
Applicant Signature   Date

(OVER)

SUPERVISOR AUTHORIZATION

Supervisor's Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

Supervisor Signature

Date

FISCAL OFFICER/DESIGNEE AUTHORIZATION

Fiscal Officer or Designee's Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

Fiscal Officer/Designee Signature

Date

AGENCY TRAINING LIAISON AUTHORIZATION

Agency Training Liaison Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

Agency Training Liaison Signature

Date

CITYWIDE TRAINING CENTER

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

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