2020 SPRING
COURSE CATALOG
Citywide Training Center

NYC DCAS
Citywide Administrative Services

Citywide Learning & Development
L&D

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 compilation of software offerings, including Microsoft Office products, Adobe products, IT Certifications, and others.

65

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

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This portfolio offers a broad range of development opportunities primarily 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.

137

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.

185

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.

211

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
- 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 indicated, 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 that is 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 should 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 did not receive a confirmation. Employees should contact their Agency Training Liaison if they have questions about a confirmation.

NYCAPS REGISTRATION

Mayoral and Non-Mayoral agencies that have access to NYCAPS <u>must</u> 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. Agencies receive invoices once a month based on the number of staff who participated in training classes. All training invoice letters with payment instructions are sent from the CTC to Agency Training Liaisons. Payment is a simple, convenient, and familiar process:

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

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

CANCELLATION POLICY

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

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

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

NO food or beverages are permitted inside CTC classrooms.

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

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

Closest <u>Subway</u> 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 <u>Bus</u> Routes:
- M22
- M15

Spring 2020 Schedule & Application Form

The Spring 2020 class schedule and a CTC Application form are included at the back of the catalog.

Contact the CTC at:

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

Citywide Training Center

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

International Association for Continuing Education and Training (IACET)

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

Universal Public Purchasing Certification Council (UPPCC)

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

National Institute of Governmental Purchasing (NIGP)

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

Continuing Professional Education Credits (CPEs)

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

COIB Continuing Legal Education (CLE) Credits

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

Society for Human Resources Management (SHRM)

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

TECHNOLOGY SKILLS PORTFOLIO

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

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 20-21	$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 12-13	$300	1.2/16
Prerequisite: Access 2013, Part 1				

Bronx County Courthouse
851 Grand Concourse, Bronx

Microsoft Office Products — Access 2016
Access 2016, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T4071	2	Apr 9-10	$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	Jan 16-17; Apr 23-24	$300	1.2/16
Prerequisite: Access 2016, Part 1				

Microsoft Office Products — Excel 2013
Excel 2013, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3064	1	Feb 28; May 1	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Excel 2013, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3065	1	Mar 2; Apr 14; May 11	$150	.6/8
Prerequisite: Excel 2013, Part 1				

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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	Jan 3; Mar 10; 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	Jan 6; Jan 27; Feb 14	$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	Feb 19; Mar 2; Apr 14; May 18	$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; Apr 21; 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 functions
- Work with lists
- Analyze data
- Visualize data with charts
- Examine data with Pivot Tables and Pivot Charts

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T3076	1	Jan 8; Mar 18; Apr 27	$150	.6/8
Prerequisite: Excel 2016, Part 2				

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Excel 2016, 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
T3078	1	Mar 30; May 8; May 28	$150	.6/8
Prerequisite: Participants should have experience working with Excel 2016 and Pivot Tables				

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	Apr 7	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Queens Civil Court
89-17 Sutphin Blvd, Jamaica

Outlook 2013, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7062	1	Apr 24	$150	.6/8
Prerequisite: Outlook 2013, Part 1				

Microsoft Office Products — Outlook 2016
Outlook 2016, Part 1

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

Objectives:

• Compose, read, and respond to emails

• Schedule appointments and meetings

• Manage contact information

• Create notes and schedule tasks

• Customize message response options and organize your mail

• Attach files and insert illustrations to messages

• Use flags, categories, and folders to organize messages

• Work with contacts

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T7071	1	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 17	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

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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				

Microsoft Office Products — PowerPoint 2016
PowerPoint 2016, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6061	1	May 4	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

PowerPoint 2016, Part 2

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

Objectives:

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

Target Audience: Employees who have a foundational working knowledge of PowerPoint 2016, 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
T6062	1	May 29	$150	.6/8
Prerequisite: PowerPoint 2016, Part 1				

Microsoft Office Products — Project 2013
Project 2013, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6053	1	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 the project environment
- Change task structures
- Generate project views
- Produce project reports
- Analyze your project

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

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

Microsoft Office Products — Project 2016
Project 2016, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6063	1	Jan 7; Mar 5	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Project 2016, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6064	1	Jan 30; May 20	$150	.6/8
Prerequisite: Project 2013, Part 1				

Microsoft Office Products — Visio Professional 2013
Visio Professional 2013, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6440	1	Mar 5	$150	.6/8
Prerequisite: General computer proficiency and knowledge of Windows 8 and above to access programs, files, and folders				

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Visio Professional 2013, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6441	1	Jan 13; Apr 16	$150	.6/8
Prerequisite: Visio 2013, Part 1				

Microsoft Office Products — Visio Professional 2016
Visio Professional 2016, Part 1

Participants will learn to create a professional-looking visual product, including workflows and flowcharts, using various shapes in Visio Professional 2016.

Objectives:

- Get to know the layout of Visio 2016
- 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
T6450	1	Mar 6	$150	.6/8
Prerequisite: General computer proficiency and knowledge of Windows 8 and above to access programs, files, and folders				

Visio Professional 2016, Part 2

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

Objectives:

- Enhance the look of 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 2016 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
T6451	1	Feb 4; Apr 13	$150	.6/8
Prerequisite: Visio 2016, Part 1				

Microsoft Office Products — Word 2013
Word 2013, Part 1

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

Objectives:

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

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

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

Citywide Learning & Development

Word 2013, Part 2

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

Objectives:

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

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

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

Microsoft Office Products — Word 2016
Word 2016, Part 1

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2078	1	Feb 25, May 13	$150	.6/8
Prerequisite: Basic knowledge of computer applications				

Citywide Learning & Development

Word 2016, Part 2

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T2079	1	Jan 14; May 20	$150	.6/8
Prerequisite: Word 2016, Part 1				

Adobe CC Products
Adobe Illustrator CC 2019, 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 2019
- 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
T7419	2	Feb 20-21	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

Adobe InDesign CC 2019, 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 2019
- 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
T6331	2	Apr 2-3	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

Adobe Photoshop CC 2019, Part 1

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

Objectives:
- Get to know the layout of Adobe Photoshop CC 2019
- Create basic images
- Manage selections and layers
- Adjust and refine images
- Manage files in a production workflow

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
T6742	2	Jan 23-24; May 26-27	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

Crystal Reports Products
Crystal Reports 2016, Part 1

Organizations use reporting tools to access data sources and generate customized reports. Crystal Reports 2016 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 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
T9560	2	Mar 18-19	$300	1.2/16
Prerequisite: Basic knowledge of computer applications				

IT Professional & Certification Courses

BUSINESS INTELLIGENCE AND DATA VISUALIZATION TOOLS

Tableau Desktop

Tableau Desktop Level 1: Introduction

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

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

Target Audience: Beginner Tableau user

Course Code	Days of Training	Dates	Cost	CEUs
I8501	2	Jan 21-22; Feb 18-19; Mar 23-24; Apr 20-21; May 18-19; Jun 22-23	$880	1.2

Tableau Desktop Level 2: Intermediate

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I8502	2	Jan 23-24; Feb 20-21; Mar 25-26; Apr 22-23; May 20-21; Jun 24-25	$880	1.2

Analyzing Data with Power BI

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I1078	3	Jan 21-23; Mar 16-18; Apr 13-15; May 18-20; Jun 15-17	$1080	1.8

Citywide Learning & Development

DATABASE EXPERTISE

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

Administering a SQL Database Infrastructure (SQL Server 2017)

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20764	5	Feb 3-7; Mar 2-6; Apr 6-10; May 4-8; Jun 1-5	$1800	3.0
Exam Code		Dates	Cost	CEUs
70764		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$165	N/A

Provisioning SQL Databases (SQL Server 2017)

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20765	5	Feb 10-14; Mar 9-13; Apr 13-17; May 11-15; Jun 8-12	$1800	3.0
Exam Code		Dates	Cost	CEUs
70765		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$165	N/A

Certification and Exams

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

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

HELPDESK EXPERTISE

CompTIA A+ Certification

CompTIA A+ Certification Preparation Course 1

CompTIA A+ Certification Prep course is designed for the new 220-1001 exam. CompTIA A+ certified professionals are proven problem solvers. They support today's core technologies from security to cloud to data management and more. CompTIA A+ is the industry standard for launching IT careers into today's digital world. It is the only industry recognized credential with performance-based items to prove pros can think on their feet to perform critical IT support tasks in the moment. It is trusted by employers around the world to identify the go-to person in end point management and technical support roles. CompTIA A+ is regularly re-invented by IT experts to ensure that it validates core skills and abilities demanded in the workplace.

The Official CompTIA A+ Core 1 (Exam 220-1001) course provides the background knowledge and skills you will require to be a successful A+ technician. It will help you prepare to take the CompTIA A+ Core Series certification examination (Exam number 220-1001), in order to become a CompTIA A+ Certified Professional.

Target Audience: Individuals who have basic computer user skills and who are interested in obtaining a job as an entry-level IT technician

Course Code	Days of Training	Dates	Cost	CEUs
I421	5	Jan 6-10; Feb 3-7; Mar 2-6; Apr 6-10; May 4 -8; Jun 1-5	$1800	3.0
Exam Code	**Dates**		**Cost**	**CEUs**
2201001	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		$219 (ea.)	N/A

Certification and Exams

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

Certification	Exams
CompTIA A+	CompTIA A+ 2201001

CompTIA A+ Certification Preparation Course 2

CompTIA A+ Certification Prep course is designed for the new 220-1002 exam. CompTIA A+ certified professionals are proven problem solvers. They support today's core technologies from security to cloud to data management and more. CompTIA A+ is the industry standard for launching IT careers into today's digital world. It is the only industry recognized credential with performance-based items to prove pros can think on their feet to perform critical IT support tasks in the moment. It is trusted by employers around the world to identify the go-to person in end point management and technical support roles. CompTIA A+ is regularly re-invented by IT experts to ensure that it validates core skills and abilities demanded in the workplace.

The Official CompTIA A+ Core 2 (Exam 220-1002) course provides the background knowledge and skills you will require to be a successful A+ technician. It will help you prepare to take the CompTIA A+ Core Series certification examination (Exam number 220-1002), in order to become a CompTIA A+ Certified Professional.

Target Audience: Individuals who have basic computer user skills and who are interested in obtaining a job as an entry-level IT technician

Course Code	Days of Training	Dates	Cost	CEUs
I422	5	Jan 13-17; Feb 10-14; Mar 9-13; May 11-15; Jun 8-12	$1800	3.0
Exam Code		**Dates**	**Cost**	**CEUs**
2201002		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$219 (ea.)	N/A

Certification and Exams

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

Certification	Exams
CompTIA A+	CompTIA A+ 2201002

Microsoft Dynamics 365

Microsoft Dynamics 365 Customization and Configuration

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I55242	3	Jan 21-23; Feb 18-20; Mar 16-18; Apr 20-22; May 11-13; Jun 15-17	$1080	1.8
Exam Code	**Dates**		**Cost**	**CEUs**
MB2716	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		$165	N/A

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	Feb 3-7; Mar 16-20; Apr 6-10; May 4-8; Jun 8-12	$1800	3.0
Exam Code		Dates	Cost	CEUs
SY0501		When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.	$339	N/A

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+,	SY0501: Security+

Citywide Learning & Development

CompTIA PenTest+ Certification

CompTIA PenTest+ Certification

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I66656	5	Jan 6-10; Feb 10-14; Mar 16-20; Apr 6-10; May 18-22; Jun 8-12	$1800	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 course is your best bet for making sure you're adequately prepared to take on the challenges inherent in a world of constantly evolving information.

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

Course Code	Days of Training	Dates	Cost	CEUs
I9022	5	Feb 10-14; Apr 20-24; Jun 22-26	$2200	3.0

NETWORKING EXPERTISE

CompTIA Network+ Certification

Network+ Certification Preparation for N10007

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I492	5	Jan 13-17; Feb 10-14; Feb 24-28; Mar 9-13; Apr 13-17; May 11-15; Jun 8-12	$1800	3.0
Exam Code	Dates		Cost	CEUs
N10007	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		$319	N/A

Certification and Exams

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

Certification	Exams
Network+	N10007: Network+

Cisco CCNA Certification

Implementing and Administering Cisco Solutions (CCNA) v1.0

The Implementing and Administering Cisco Solutions (CCNA) v1.0 course gives you a broad range of fundamental knowledge for all IT careers. Through a combination of lecture and hands-on labs, you will learn how to install, operate, configure, and verify a basic IPv4 and IPv6 network. The course covers configuring network components such as switches, routers, and Wireless LAN Controllers; managing network devices; and identifying basic security threats. The course also gives you a foundation in network programmability, automation, and software-defined networking.

This course helps you prepare to take the 200-301 Cisco Certified Network Associate (CCNA) exam. By passing this one exam, you earn CCNA certification. The 200-301 CCNA exam goes live on February 24, 2020.

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
I1006	5	Jan 27-31; Feb 24-28; Mar 23-27; Apr 20-24; May 18-22; Jun 22-26	$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 CCNA requires a single exam

Certification	Exams
Cisco® Certified Network Associate (CCNA)	200301 CCNA exam

Microsoft Certified Solutions Associate (MCSA): Windows Server 2016

Installation, Storage, and Compute with Windows Server 2016

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20740	5	**Mar 2-6; Mar 23-27; Apr 20-24; May 4-8; May 18-22**	$1800	3.0
Exam Code		**Dates**	**Cost**	**CEUs**
70740		**When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.**	$165	N/A

INFORMATION ANALYSIS / INFRASTRUCTURE EXPERTISE

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	Feb 10-14; Apr 13-17; Jun 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 $319, TK0202 and TK0203 $339 (ea.)	N/A

WEB PUBLISHING / ONLINE COLLABORATION EXPERTISE

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

Planning and Administering SharePoint 2016

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I20391	5	Jan 6-10; Feb 3-7; Mar 2-6; Apr 6-10; May 4-8; Jun 1-5	$1800	3.0
Exam Code	**Dates**		**Cost**	**CEUs**
70331	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		$165	N/A

Advanced Technologies of SharePoint 2016

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

Target Audience: The course 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	Jan 13-17; Feb 10-14; Mar 9-13; Apr 13-17; May 11-15; Jun 8-12	$1800	3.0
Exam Code	**Dates**		**Cost**	**CEUs**
70332	When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.		$165	N/A

Certification and Exams

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

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

PROJECT MANAGEMENT EXPERTISE

PMI: Project Management Professional (PMP)

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

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

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
I445	5	**Jan 13-17; Feb 10-14; Mar 16-20; Apr 13-17; May 11-15; Jun 15-19**	**$2200**	**3.0**

ARCHITECTURAL DESIGN EXPERTISE

AutoDesk AutoCAD 2020

AutoCAD 2020 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	Jan 13-15; Feb 10-12; Mar 16-18; Apr 13-15; May 18-20; Jun 15-17	$1080	1.8

AutoCAD 2020 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	Jan 16-17; Feb 13-14; Mar 19-20; Apr 16-17; May 21-22; Jun 18-19	$720	1.2

Citywide Learning & Development

AutoCAD 2020 Level 3: Advanced

AutoCAD 2020: Advanced introduces advanced techniques and teaches you to be proficient in your use of the AutoCAD software. It is done by teaching you how to recognize the best tool for the task, the best way to use that tool, and how to create new tools to accomplish tasks more efficiently.

Target Audience: Professionals who want to excel expertise in AutoCAD

Course Code	Days of Training	Dates	Cost	CEUs
I8803	3	Mar 23-25; Apr 20-22; Jun 22-24	$1080	1.8
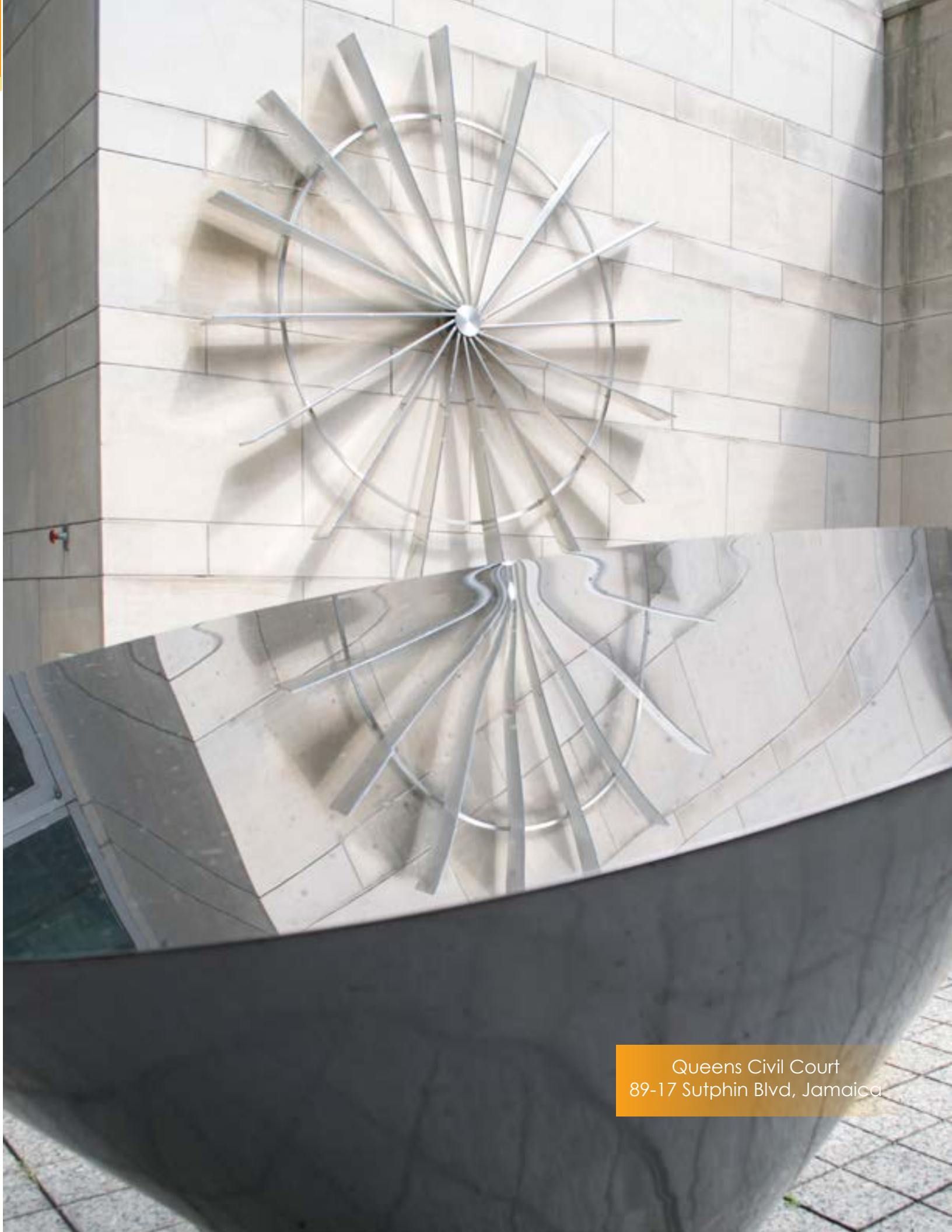
Queens Civil Court
89-17 Sutphin Blvd, Jamaica

PERSONAL DEVELOPMENT PORTFOLIO

PERSONAL DEVELOPMENT PORTFOLIO

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.

Citywide Learning & Development

Attitude is Everything

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

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	
C9266	1	Jan 21; Apr 22	$225	.6CEUs/8CPEs 6PDCs

Being Positive at Work: Optimizing Effective Work & Health

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6062	½	Apr 21 (9:00am-12:30pm)	$115	.3CEUs/4CPEs 3PDCs

Business Writing

Professionals who can write clearly and correctly are far more valuable to an organization than those whose business writing is filled with errors. Whether you need to refresh your knowledge of grammar and punctuation—or know what's grammatically correct but can't always explain why—this highly interactive and collaborative course is the perfect and painless solution. Grammar in business writing gives you the tools to correctly apply the standard rules for proper usage in business writing. Using hands-on exercises, you'll work with seminar colleagues to apply what you've learned so you can return to your job with the confidence of a writing pro.

Objectives:
* Write grammatically correct business documents
* Produce clear and concise sentences
* Edit for agreement between parts of speech within a sentence
* Employ simple, memorable tips for proper grammar, usage, and punctuation
* Proofread business documents for grammatical correctness
* Apply rules of standard english to critique your own writing
* Select the appropriate grammar to suit the business situation
* Identify excellent print and electronic grammar resources

Target Audience: All professionals who want to improve their grammar skills and increase their confidence with all types of business writing

Course Code	Days of Training	Dates	Cost	1.2CEUs/16CPEs 12PDCs
C7015	2	May 14-15	$450	

Career Up: Designing a Career That's Right for You

The ability to manage your career is especially important today, where organizations must be agile, to meet the ever-changing needs of an increasingly complex and competitive business environment. It is a well-known fact that career management is the #1 core competency that drives career success. Yet, why is it that so many professionals rely on other individuals or external events to determine their next career trajectory? This course focuses on Career Management - the ability to strategically and proactively plan and manage your career your way. It is a strength that anyone can develop and one that is crucial to personal and professional growth, fulfillment and success.

Through curated content, interactive facilitation and practical exercises our Impact Career-Up™ experiential training session, will review Career Management best practices to enable you to build a comprehensive career plan and put you in the driver's seat of managing your own career.

Objectives:
- Establish the right mindset around Career Management
- Create a vision for your career that is aligned to purpose and values
- Learn about the 5 most important strategies for managing your career
- Leverage emotional intelligence to drive career success
- Design a career plan that is right for you

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C6074	1	Mar 5	$225	

Charting Your Course: Developing and Implementing your Vision

You have the job: now what? How do you determine your goals for this position, for your team, or for your projects? How do these goals fit into a career? And how do you work within the parameters of your current job to implement your vision? This course helps individuals identify their vision, mission and next steps for short-term job success and for their overall position with NYC. It identifies specific actions individuals can take to implement their vision for their team, project, and job.

Objectives:
- To identify attendees' vision, mission, and next steps
- To benefit and strengthen the organization by increasing motivation and direction
- To create a roadmap of next steps for implementing attendees' vision and mission

Target Audience: Those seeking to clarify their vision, mission, and next steps with their team, project, and job

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C6075	1	Mar 26	$225	

Citywide Standardized Customer Service

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C7816	1	Feb 21; Jun 9	$225	.6CEUs/8CPEs 6PDCs

Collaborative Negotiation

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

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

Objectives:

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C6063	1	Feb 5	$225	

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

Citywide Learning & Development

Communicating for Results

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C6064	1	Apr 20	$225	

Communicating Up, Down and Across the Organization

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

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

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

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

Course Code	Days of Training	Dates	Cost	1.2CEUs/16CPEs 12PDCs
C6065	2	Jun 10-11	$475	

Communicating with Diplomacy, Tact and Credibility

How well you communicate can make or break your professional image. It directly influences how others view your work and performance—as well as your prospects for career advancement and mobility. Unfortunately, being diplomatic, tactful and credible doesn't always come naturally to people. Even when it does, such communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of situations.

This seminar will teach you how to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.

Objectives:
- Apply Diplomacy and Tact to Be a Credible and Effective Communicator
- Manage the Impact to Your Image
- Define and Leverage Your Communication Style
- Utilize Effective Communication Skills
- Demonstrate Good Listening Skills

Target Audience: Business professionals who want the skills to communicate in a positive, professional manner no matter what the situation

Course Code	Days of Training	Dates	Cost	
C6076	2	Apr 15-16	$475	1.2CEUs/16CPEs 12PDCs

Class cost includes a fee for assessments

Citywide Learning & Development

Communication for Peak Collaboration

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6077	1	Apr 2	$225	.6CEUs/8CPEs 6PDCs

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	
C9041	2	May 7-8	$450	1.2CEUs/16CPEs 12PDCs

Citywide Learning & Development

Daring Greatly: Becoming My Best Self

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6067	2	Feb 24-25	$450	1.2CEUs/16CPEs 12PDCs

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	
C2508	1	May 18	$225	.6CEUs/8CPEs 6PDCs

Getting Results When You're Not in Charge

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

Objectives:

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C1240	1	Apr 29	$225	.6CEUs/8CPEs 6PDCs

Improving Communication, Creativity & Collaboration Through Improvisation

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

Objectives:

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6069	1	Apr 24	$225	.6CEUs/8CPEs 6PDCs

Citywide Learning & Development

Improving Your Effectiveness in a Multi-Cultural Workplace

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

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	
C6070	1	Mar 12	$225	.6CEUs/8CPEs 6PDCs

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	
C4020	1	Jan 15; Apr 30	$225	.6CEUs/8CPEs 6PDCs

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:
- 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	
C5044	1	Mar 4; May 12	$225	.6CEUs/8CPEs 6PDCs

Citywide Learning & Development

Manage Stress to Accelerate your Career

Mindfulness is now a highly researched subject shown to improve business productivity. Evidence-based studies show mindfulness can reduce health insurance premiums, staff absenteeism, and staff turnover, as well as improve employee productivity and satisfaction in the workplace.

Objectives:
- Understand the difference between 'good' and 'bad' stress
- Discover how what we think affects what we do
- Identify Automatic Negative Thoughts (ANTS)
- Develop neuroplasticity to better navigate challenging situations
- Explore simple mindfulness practices
- Learn how to reframe
- Recognize resilience

Target Audience: Professionals of all levels who want to manage stress better and live happier lives

Course Code	Days of Training	Dates	Cost	
C6078	1	Apr 16	$225	.6CEUs/8CPEs 6PDCs

Mind Tools for Memory

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

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

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

Course Code	Days of Training	Dates	Cost	
C9279	1	Mar 30	$225	.6CEUs/8CPEs 6PDCs

Powerful Presentations

Great public speakers know it's more than what they say that engages their audience—It's how they present themselves. Participants will learn powerful new skills that elevate any presentation. Because effective public speaking depends on practice, this workshop includes speaking exercises.

Objectives:
- Understand Camera Presence
- Apply real tips from the pros on how to look when presenting
- Develop your voice with appropriate emotions
- How to keep your audience engaged throughout your entire presentation
- Increase the impact of your PowerPoint
- Best practices for presenting if English is not your first language
- Manage stage fright

Target Audience: All levels of professionals who wish to improve their presentation style

Course Code	Days of Training	Dates	Cost	
C6079	1	Feb 26	$225	.6CEUs/8CPEs 6PDCs

Strengthening Communication Skills

Effective communication is an essential skill for employees and managers alike. Strengthening Communication Skills teaches participants how to convey messages in a meaningful, constructive manner. This interactive 1/2-day workshop addresses the importance of active listening, clarifying, and using feedback to ensure understanding. The session introduces simple but powerful communication techniques that participants can implement immediately.

Objectives:
- The importance of communicating clearly
- How to convey clear messages by using effective active listening skills
- Understanding how to flex one's communication style

Target Audience: All staff levels

Course Code	Days of Training	Dates	Cost	
C6080	½	Mar 10 (9:00am-12:30pm)	$115	.3CEUs/4CPEs 3PDCs

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
- Avoid the most frequently made grammatical errors

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

Course Code	Days of Training	Dates	Cost	
C6788	2	Jan 22-23	$450	1.2CEUs/16CPEs 12PDCs

Take Control of Your Workday: Plan, Organize & Thrive

Being productive is not a luxury, it's a necessity. Dive in and analyze your day from the moment you get to the office until the time you leave. We all get the same 24 hours… learn how to make the most of yours!

This course provides strategies to increase your efficiency and productivity by focusing on very tactile areas of your work day that you can easily control through proven systems. We will tackle areas such as: effective planning and scheduling, creating and using effective to do lists, email management, work space organization and creating an effective filing system (both paper and digital document management). Your work day will become manageable, controlled and organized!

You'll identify your organizing personality (yes, we all have one!) using Deb's matrix that was featured in Better Homes and Gardens "Secrets of Getting Organized" Magazine and use that knowledge to create your ultimate work space. Most importantly, we'll also share tips and strategies to help you stay on track and continue to be productive and organized in the future.

Objectives:
- Learn how to control your day vs. your day controlling you
- Gain imperative planning skills that will help both your professional and personal life
- Reinvent your work space for ultimate inspiration and productivity

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6081	1	May 13	$225	.6CEUs/8CPEs 6PDCs

Citywide Learning & Development

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	
C2010	1	Jan 27	$225	.6CEUs/8CPEs 6PDCs

The Multigenerational Workplace

As different generations meld together in the workplace, confrontations and misunderstandings percolate. While all generations have their strengths and weaknesses, too often members of all generations get stereotyped and treated differently based on their age. Baby boomers feel like millennials are selfish and treat others like they know nothing of technology. Millennials feel that Baby boomers should respect their opinions and contributions more despite their younger age.

These sorts of communication roadblocks need to be addressed as the working landscape is on the verge of having five different generations working simultaneously. According to the Harvard Business Review, by 2020, Millennials—the people born between 1977 and 2000 —will account for nearly half the employees in the world. The population of working-age adults is expected to decrease by 5% by 2060. This will be a major upset to the workplace structures older generations are used to.

In this program you will learn what distinguishes each generation, how to appropriately communicate with each generation, and how to challenge assumptions commonly made about each generation. As a result, you will be better able to understand your colleagues of all ages and be more open to the strengths and contributions of each generation, making for a more harmonious and adaptable workspace.

Objectives:
- Describe the changing workplace
- Identify the four generations in the workplace
- Describe the characteristics of the four generations in the workplace
- Examine the stereotypes associated with each generation
- Identify potential challenges when interacting with the different generations
- Demonstrate techniques that foster respectful communication with different generations
- Develop an action plan to connect to all generations in your workplace

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6082	1	Mar 17	$225	.6CEUs/8CPEs 6PDCs

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

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6073	1	Mar 16	$225	.6CEUs/8CPEs 6PDCs

Working Together for Success (A Team Program)

The overall goal of this course will be to provide the participants with the knowledge, skills, and ability to enhance his/her teamwork skills, understand the importance of teamwork in the public sector and be able to contribute to the overall success of New York City municipal government by being a valuable team member.

This program is designed to build a workplace culture that celebrates teamwork by respecting and utilizing the talents, skills, and abilities of everyone within the organization. You will learn how to enhance teamwork by establishing a foundation of positive energy, getting to know each other in more depth, developing common goals, establishing defied roles, understand the interdependency of each team member, and exploring a variety of different styles that individuals utilize when listening and communicating with each other.

Objectives:
• Getting to Know Team Members
• Respecting the Roles and Values of all Team Members
• Identifying the Characteristics of a Successful Team
• Identifying the Importance of Positive Energy
• Recognizing the Value of Communication and Listening Styles
• Utilizing a Behavior Driven Action Plan to Help Build Teamwork

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	
C6083	1	May 1	$225	.6CEUs/8CPEs 6PDCs

Writing to the Point

This workshop helps participants write documents, and e-mails, in an audience-sensitive, purposeful way. Through various activities, participants review grammar, punctuation, and learn how to improve the overall tone and style of their writing.

Objectives:

- Use grammar, punctuation, and word choice correctly
- Communicate in writing purposefully and professionally
- Write strong beginnings and endings
- Improve tone and style in your document
- Reduce use of passive voice
- Proofread documents

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C7016	1	Apr 8	$225	

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

Course Code	Days of Training	Dates	Cost	
C1237	1	Mar 24	$335	.6CEUs/8CPEs 6PDCs

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

Agile and Lean Business and Process Analysis

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

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

Participants learn the skills that will help them in conducting business and process analysis using Agile and LEAN methodologies. These unique and special skills help organizations both identify and solve specific problems.
This course covers the process, questions, and techniques used to efficiently extract information and expertise from the business. Topics include the role of business and process analysis in Agile and LEAN projects and structured ways to define success. Follow projects through entire SDLC in various development models utilizing the lens of Agile and LEAN.

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

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

Course Code	Days of Training	Dates	Cost	1.2CEUs/16CPEs 12PDCs
C8049	2	May 20-21	$450	

Building High Performance Teams

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

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

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	
C8112	1	May 8	$225	.6CEUs/8CPEs 6PDCs

Coaching Skills that Drive Success

This workshop is designed as a hands-on laboratory for developing the critical skill of coaching in your work environment. It introduces the definition of coaching as "unlocking a person's potential to maximize their own performance" (John Whitmore). Participants work together to clarify the advantages of this approach vs. traditional management styles. In addition, the workshop provides multiple opportunities to develop critical coaching skills through extensive practice and feedback.

Objectives:
- Differentiate between directive "telling" leadership styles and collaborative "asking" coaching leadership styles
- Structure an effective coaching dialogue
- Utilize your own ability to maximize team performance in every situation
- Utilize a range of coaching strategies in a variety of situations
- Develop greater trust and productivity with your team members

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	
C8113	1	Feb 6	$225	.6CEUs/8CPEs 6PDCs

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	
C7907	1	Apr 6	$225	.6CEUs/8CPEs 6PDCs

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	
C7908	1	Apr 27	$225	.6CEUs/8CPEs 6PDCs

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	
C4311	1	Mar 5; May 14	$225	.6CEUs/8CPEs 6PDCs

Data Visualization with Excel

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

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

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

Course Code	Days of Training	Dates	Cost	
C7817	1	Jun 8	$225	.6CEUs/8CPEs 6PDCs

Dealing Effectively with Difficult People and Situations

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

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

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

Target Audience: Supervisors, Managers and Team Leaders

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8081	1	Mar 11	$225	

Delivering Critical Feedback & Performance Reviews

Critical feedback is a healthy and important tool for improving performance on both individual and organizational levels. Yet, many managers shy away from sharing unfavorable feedback with their direct reports.

This high-energy workshop helps professionals at all levels of management deliver even the most critical evaluations to their staff. Participants learn how to use a powerful framework to constructively share difficult feedback; they also learn how to:

- Protect employee relationships
- Raise levels of engagement
- Increase productivity
- Reduce turnover, and
- Improve outcomes

Objectives:
- Raise critical feedback with employees
- Use performance reviews as an opportunity to motivate workers and improve performance
- Uncover the underlying contributors to a suboptimal context
- Improve communication with and among staff
- Manage differences more effectively and productively

Target Audience: Managers (Any level)

Course Code	Days of Training	Dates	Cost	
C8115	1	Feb 10	$225	.6CEUs/8CPEs 6PDCs

Deliver Feedback & Conduct Performance Reviews that Motivate

Feedback is imperative to keep employees on track and motivate them to continue to strive for excellence. It's also important to openly address any areas that need improvement. Conducting performance reviews is a craft that can be learned and perfected to assure the best outcome and direction for the employee and organization.

In this course, we will learn when and how frequently feedback should occur, how to choose the best time and place and how to thoroughly prepare and plan prior to feedback delivery. We'll cover how to use the "feedback sandwich" successfully, how to set goals for optimal performance, how to ask for a self-assessment and how to tie performance to compensation. We'll also share how to keep emotions in check, diffuse anger and negative emotions and go over common mistakes managers make when conducting employee reviews. You'll leave with ideas for incentives and how to begin creating a culture of recognition. If you are the one getting reviewed, we'll also dive into tips on how to successfully prepare for your own annual performance review.

Objectives:
- Prepare and deliver feedback that will inspire employees to make positive changes
- Learn year-round strategies to produce the best performance review possible for each of your staff
- Create and implement a culture of recognition within your team

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8114	1	Apr 23	$225	

Citywide Learning & Development

Design Thinking: Tapping Team Innovation

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

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

Target Audience: Managers, Team Leads

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8058	1	Apr 8	$225	

Develop the Leader in You

Leverage Core Energy to Jump Start Your Transition to Management

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

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

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

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8059	1	Feb 12	$225	

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	.6CEUs/8CPEs 6PDCs
C9117	1	Jun 4	$225	

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	
C9207	2	Jan 29-30	$450	1.2CEUs/16CPEs 12PDCs

Engaging Teams Through Turbulent Times

Change is occurring at unprecedented rates – it is happening faster, more frequently, and with increased complexity. Organizations call upon employees not just to carry on, but to remain engaged and highly productive amidst constant changes. Human beings naturally prefer consistency and predictability and, thus, tend to resist change. Yet it's in everyone's interest to be able to see the opportunities inherent in change. Now, more than ever before, employees need to develop skills to effectively cope with uncertainty by managing change.

This highly practical and experiential workshop will allow you to reflect on, assess and plan for current or anticipated changes that are top-of-mind for you. It will give you the skills to recognize your, and others', reactions to change. It will help you to model and facilitate productive behaviors despite environmental uncertainty and turbulence, and to do so without losing sleep or slowing down. Managers will acquire a practical set of tools to apply with their direct reports to maintain trust, productivity and quality of work under constantly changing organizational conditions. Your hands-on learning will occur through self-assessment, interactive exercises, group discussions and action planning.

Objectives:
- Assess your personal disposition toward change, and learn to anticipate others' reactions to change
- Build confidence in your personal ability to thrive during constant change
- Understand the key distinction between the operational and human sides of change; acquire skills to effectively navigate both
- Learn how to identify, manage and, ultimately, overcome resistance to change
- Identify practical strategies to maintain employee engagement and productivity during organizational transitions and turbulence

Target Audience: Supervisors, Managers, Team Leaders

Course Code	Days of Training	Dates	Cost	
C8116	1	Apr 3	$225	.6CEUs/8CPEs 6PDCs

Citywide Learning & Development

Essential Skills for Leaders

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

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

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

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

Course Code	Days of Training	Dates	Cost	
C8062	1	May 6	$225	.6CEUs/8CPEs 6PDCs

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	
C4312	1	Mar 23	$225	.6CEUs/8CPEs 6PDCs

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	
C9278	2	May 5-6	$450	1.2CEUs/16CPEs 12PDCs

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	
C2704	1	Apr 28	$225	.6CEUs/8CPEs 6PDCs

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

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

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

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

Course Code	Days of Training	Dates	Cost	
C8065	1	Mar 13	$225	.6CEUs/8CPEs 6PDCs

Identifying Your Staff's Strengths

One of the strategic roles of leadership is to unlock the full value and potential of their staff. Every staff member has strengths. The leader's challenge is to discover, develop, and deploy those strengths to optimize their agency's productivity. This course is designed to help leaders both understand the significance of discovering and developing employees' strengths and then deploying those strengths to increase organizational productivity. This course will use the "StrengthFinders" assessment to help leaders identify their strengths and the strengths of their staff, allowing them to leverage these strengths to improve workplace performance. Through a thoroughly hands-on learning experience, participants will learn how to recognize, build, and utilize staff strengths.

Objectives:
- Gain a perspective on the leader's role for discovery, development, and deployment of staff strengths
- Increase awareness of the relationship between staff strengths and organizational productivity
- Obtain a deeper understanding of the "StrengthFinders" instrument
- Learn how to chart and compare your staff strengths
- Discover innovative ways to activate and use employees' strengths

Target Audience: Leaders and Managers looking to increase organizational productivity by maximizing the strengths of their most essential resource—their staff

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8117	1	Mar 12	$225	

Identifying and Addressing Mental Health Concerns – For Managers Only

Mental health issues effect a significant number of people in the US. These mental health issues in the workplace significantly increase agency risk. This half- day program focuses on educating managers and supervisors, so that they understand the nature of mental health issues, how to identify behavioral warning signs, and the strategies for handling suspected or actual mental health issues.

Objectives:
- How to recognize the signs and symptoms of possible mental health concerns
- Understand the role of a manager/supervisor when addressing these concerns
- Resources that are available to offer support to agencies

Target Audience: Managers and supervisors

Course Code	Days of Training	Dates	Cost	
C8118	½	Feb 11 (9:00am-12:30pm)	$115	.3CEUs/4CPEs 3PDCs

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	
C7525	1	Mar 18	$225	.6CEUs/8CPEs 6PDCs

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	
C7784	2	Mar 4, 6; Apr 1, 3	$450	1.2CEUs/16CPEs 12PDCs

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

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

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

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

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

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

Course Code	Days of Training	Dates	Cost	
C7785	4	May 11, 15, 18, 21; Jun 8, 10, 12, 15	$900	2.4CEU/32CPE 24PDCs

Level Up That Conversation!

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

Objectives:

• Create trust & collaboration by experiencing Three Levels of Conversation

• Learn how to impact the neurochemicals in the brain by leveraging various speaking techniques in conversations

• Utilize a unique tool to gauge where along the trust continuum your colleagues stand

• Practice strategic & entrepreneurial conversations through an immersive board game simulation

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

Course Code	Days of Training	Dates	Cost	
C8070	1	May 13	$225	.6CEUs/8CPEs 6PDCs

Management Essentials: Building Your Foundation to Management Success

The most significant part of a manager's role that many are unprepared for or overwhelmed by is the new responsibility of managing, motivating and developing others. In this interactive 2-day core training, you will walk away with the essential management insights and tools to set you up for success.

Learn the "how-to's" of effective conversations, setting expectations, feedback, listening to learn and listening to connect. Understand the importance of intention to engage. Explore the benefits of delegating, why we don't and how to for maximum impact for both you and your employee. You will learn and put into practice new skills and tools to build confidence in your ability to communicate with, engage and empower your team.

Objectives:

- Introduction to Management: the role, expectations and mindset of a manager
- Understand your energy and how you show up
- Learn a focused approach to Time Management and Goal Setting
- Define and role play effective delegation
- Deep dive into the core concepts of Performance Development for peak performance: Communication, Coaching, and Counseling
- Create an Action Plan to put into practice new management and communication tools and techniques to empower, develop and inspire others

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

Course Code	Days of Training	Dates	Cost	
C8119	2	Mar 18-19	$450	1.2CEUs/16CPEs 12PDCs

Managerial Effectiveness

COACHING STAFF FOR NEW EXPECTATIONS AND PERFORMANCE

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

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

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

Target Audience: Experienced and new managers, supervisors, team leaders

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8120	1	Mar 27	$225	

Managing Around and Up

Many City employees approach their work with a good educational foundation and perhaps years of experience in one field (e.g., small business, elderly services, youth employment). Many also come to the table with graduate and/or professional degrees in their field. However, a broad range of these employees lack any formal training in management of people, in building coalitions and in communicating to their supervisors and peers the issues that they see as critical. A surprising number of them are hired into positions which include managing staffs and budgets that range from small and tight, to large and far flung. This course will use short case discussions and group processes to help participants build an array of strategies in managing "Around & Up."

The goal of this course is to help participants realize that managing a relationship with your boss and your peer colleagues is a skill that they will need throughout their career, and success in this area will come to those who learn on the job.

Objectives:

- Understand definitions of management, and the multiple levels at which management takes place in the workplace
- Analyze one's own multi-level management challenges
- Develop skills to deal with, and generate, multiple solutions for any challenge
- Consider multiple perspectives in asking for, and getting, what you need
- Sharpen communication and feedback skills through negotiation of a success agreement

Target Audience: New and experienced managers and supervisors

Course Code	Days of Training	Dates	Cost	
C8121	1	Apr 21	$225	.6CEUs/8CPEs 6PDCs

Managing for Excellence

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

Objectives:

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

Target Audience: Managers and supervisors

Course Code	Days of Training	Dates	Cost	
C8122	1	May 19	$225	.6CEUs/8CPEs 6PDCs

Managing for Performance

This program is designed to build the core performance management skills that are critical for everyone who manages others at work. It will help you build a toolbox of core competencies that create a framework for shared accountability and support on your team. You will explore processes for setting powerful, concrete objectives and how this will enable you to create clear expectations for your team. You'll learn a simple yet powerful framework for giving effective feedback. And you'll engage in a process designed to help you structure baseline performance and development plans for everyone on your team.

Objectives:

- Understand the core managing tools and processes that form the backbone of managing others
- Appreciate the difference between poorly designed objectives and how to create objectives that are clear, concrete, and achievable for your team
- Create a framework of shared accountability and responsibility with your associates
- Structure and deliver feedback in a simple, powerful way that enhances performance
- Create ongoing performance and development plans that will really supercharge your working teams

Target Audience: Directors, Managers, Supervisors and Professionals

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8123	1	Mar 27	$225	

Managing Workplace Change Successfully

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

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

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

Target Audience: Professionals responsible for leading project initiatives

Course Code	Days of Training	Dates	Cost	
C8124	1	Mar 6	$225	.6CEUs/8CPEs 6PDCs

Organizational Design for Leaders

Designing for agility and flexibility - "Built for Change"

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

The theory and tools of organization design work, including organizational strategic alignment, a language for organizational roles and relationships, the tests of good organization design and tools for defining decision responsibilities.

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

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

Target Audience: Supervisors, managers and team leaders

Course Code	Days of Training	Dates	Cost	1.2CEUs/16CPEs 12PDCs
C8125	2	May 11-12	$450	

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	
C7756	1	Jan 23; May 22	$225	.6CEUs/8CPEs 6PDCs

Psychological Dimensions of Leading and Supervision

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

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

Target Audience: Managers and Supervisors

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

Risk Management to Improve Business Results

Find opportunities and manage unknowns

Risk management is often misunderstood as anticipating negative events and insulating work from change. In reality, risks are both challenges and opportunities.
Risk management in the current world of dynamic change allows an organization to monitor and adapt to changes in the most effective way for the organization.

Explore what risk management strategy is right for your work type. Develop an organization risk strategy and create corresponding plans for implementation, governance, and performance measurement.

Understand and develop ongoing protocols for ensuring effective organizational risk management. Utilize effective communication strategies around assessing and managing risk within an organization.

Objectives:
- Risk scenario development
- Risk culture and risk tolerance
- Risk analysis
- Quantifying and ranking risk
- Recognizing up-side risk
- CBA, ROI and Business Case Development and Presentation
- RACI development
- BIA facilitation
- Action Plan Development

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

Course Code	Days of Training	Dates	Cost	
C8126	2	May 28-29	$450	1.2CEUs/16CPEs 12PDCs

Storytelling for Leaders: Telling Stories for Results

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

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

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

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8082	1	Feb 19	$225	

Strategic Delegation: Leading a Team to Success

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

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

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

Course Code	Days of Training	Dates	Cost	
C8074	1	Feb 20	$225	.6CEUs/8CPEs 6PDCs

Successfully Managing People

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

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

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

Course Code	Days of Training	Dates	Cost	
C8075	2	Feb 24-25	$470	1.2CEUs/16CPEs 12PDCs

*Class cost includes fee for assessments

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	
C9038	2	Apr 1-2	$450	1.2CEUs/16CPEs 12PDCs

Tackling Challenging Conversations

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

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

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	
C8076	1	Feb 4	$225	.6CEUs/8CPEs 6PDCs

Taking Control of Conflict

Most people have been involved in some form of conflict in the workplace ranging from mild disagreements to explosive standoffs. Clearly, conflict can be an obstacle to organizational success and personal job satisfaction. This program will show you how to identify the source of conflict and implement effective resolution strategies, as well as provide guidance on how to prevent unnecessary conflict from occurring in the first place.

Objectives:
- Identify your preferred strategy for handling conflict
- Understand the characteristics and drawbacks of each typical approach to conflict
- Recognize the various sources of conflict that most often occur in the workplace
- Implement strategies for effectively resolving conflicts that stem from each source
- Practice behaviors that minimize conflict
- Proactively address issues before they escalate into problems

Target Audience: Managers and Supervisors

Course Code	Days of Training	Dates	Cost	
C7957	1	Mar 9	$225	.6CEUs/8CPEs 6PDCs

Team Building Through Work and Social Styles

Quite often, leaders lack an understanding of their work and social style and are equally unfamiliar with their team member's styles. Their teams frequently function in poor working environments where unique working styles are neither appreciated nor leveraged, and both productivity and interpersonal relationships are affected. This has an adverse impact on individual and agency performance. This course is designed to help leaders develop insights about their behavioral strengths and weaknesses related to their style and to enable leaders to identify and utilize team members' styles to make sound decisions when attempting to build successful teams or to enhance an existing team's performance. Through a thoroughly hands-on learning experience, participants will be able to identify work and social style, appreciate its impact on work and interpersonal relationships, and ultimately on organizational productivity.

Objectives:
- Gain an understanding of participant's individual work and social style
- Identify team members' styles
- Obtain perspective of the relationship between style, working environment, and organizational productivity
- Build awareness of a team's stages: forming, storming, norming, and performing
- Learn how to harness working styles to build successful teams or enhance an existing team's performance
- Learn innovative ways to develop productive work and interpersonal relationships

Target Audience: Leaders and Managers that are looking to build successful teams or are interested in learning how to optimize an existing team's performance to positively impact organizational productivity

Course Code	Days of Training	Dates	Cost	
C8127	1	Feb 13	$225	.6CEUs/8CPEs 6PDCs

The Heart and Soul of Change

How to mobilize and energize your team to get better results

In today's business environment, the only constant is change, and yet many of us fear rather than embrace change. This highly interactive course is focused on equipping you with practical and innovative change management skills, techniques and tools you need to mobilize and energize yourself and your team to go beyond surviving to thriving in the face of change. Together, we will explore the opportunities and benefits that come with seeing, feeling and embracing change to promote improved work-life and workplace results.

Objectives:
- Learn 5 core strategies for managing change
- Shift your focus from problems to opportunities
- Increase commitment and engagement to the change process
- Explore techniques that help you to be on the winning side of change
- Apply practical change management tools for better results

Target Audience: Supervisors, Managers, Executives and Program Leaders who want to influence and accelerate change

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8130	1	May 7	$225	

The Manager as Performance Coach

People don't quit their jobs, they quit their managers. How do you reverse that and become the manager everyone wants to work for?

Coaching focuses on the employee. Coaching is a way of leading and managing, a way of thinking and of treating people. It enables you to empower the employee to do the work and to realize the benefits of self-confidence, self-belief, pride, certainty of personal strengths, unleashing of potential, increased decision making and leadership skills, dignity of partnership, and increased adaptability to a changing world. You may also be preparing him/her for the next promotion.

Coaching employees leads to greater engagement, innovation, and productivity. This reduces the costs associated with employee attrition, unmet project timelines, and budget excesses. Your department meets its performance goals and is an energizing happy place to work. This is truly a win-win situation and you as the manager are the key. This 2-day course prepares your mindset and gives you practice in being an effective coach manager and unlocking the potential of your team.

Objectives:
- Understand the benefits of being a manager who coaches
- Learn the 4 stages of the Performance Curve and how coaching makes a difference
- Learn an 8-step coaching model and basic coaching skills
- Become familiar with what coaching sounds/looks like
- Identify the various situations when coaching can be used
- Learn best practices and the basic skills
- Explore the non-verbal aspects of coaching
- Explore communication styles and how they impact the coaching conversation
- Create a detailed implementation plan to use with your own direct reports

Target Audience: Managers, Supervisors, anyone with direct reports, and those who will soon move into those roles

Course Code	Days of Training	Dates	Cost	
C8128	2	Mar 30-31	$450	1.2CEUs/16CPEs 12PDCs

Citywide Learning & Development

The Personalities of Teams

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

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

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

Target Audience: Managers, supervisors and team leaders

Course Code	Days of Training	Dates	Cost	.6CEUs/8CPEs 6PDCs
C8077	1	Apr 17	$225	

The Voice of Leadership

No matter how compelling the vision or how brilliant the strategy, without leadership communication, there is no execution.

The ability to get buy-in, garner trust and inspire loyalty isn't a skill you have to be born with. Now you can learn to develop grace under fire and inspire others in a common direction. This fast-paced, results-oriented leadership communication training is uniquely designed to strengthen your leadership communication skills modeled on the world's best communicators. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

Objectives:

- Describe and Apply the Five Principles of Effective Leadership Communication
- Craft a Compelling Leadership Message That Inspires Action and Produces Results
- Describe and Apply Four Leadership Communication Styles
- Take Charge of a Group of People and Win Their Support
- Communicate the Strategic Direction with Passion
- Set the Operational Direction (Delegate Responsibility) in Ways That Get Action
- Influence Buy-In and Committed Action
- Inspire People to Do Their Best
- Coach, Counsel, and Mentor Others to Build Their Skills and Grow Personally

Target Audience: Experienced managers and anyone who aspires to a leadership position or who is expected to provide leadership

Course Code	Days of Training	Dates	Cost	
C8129	2	May 26-27	$450	1.2CEUs/16CPEs 12PDCs

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.

AUDIT PROFESSIONALS

Audit Evidence and Documentation

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7011	2	Mar 19-20	$590	1.2/16

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 13-14	$590	1.2/16

Developing and Presenting Audit Findings

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7021	2	May 4-5	$590	1.2/16

Effective Audit Resolution, Follow-Up and Implementation

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

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9507	2	Jun 1-2	$590	1.2/16

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 evidence of fraud, waste, and abuse, which often results in touch 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, inspectors, evaluators, and analysts

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9010	1	Apr 7	$430	.6/8

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	Mar 2-3	$590	1.2/16

Selecting, Planning and Measuring Audits for Return on Investment

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

Objectives:

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

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

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

The Emotionally Intelligent Auditor: A Guide to Achieving Power with People

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

Objectives:
- Examine and work toward achieving these key characteristics of emotional intelligence for personal effectiveness in auditing and leading change – Self- awareness, Self-control, Attitude and Motivation, Empathy, Social competence
- Maintain control, power and influence by managing challenging personalities and situations
- Build strong working and personal relationships through mutual trust and confidence to overcome the natural resistance to change and maximize the personal leadership for buy-in and action

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9508	1	Jun 3	$430	.6/8

Citywide Learning & Development

Zeroing in on Bribes & Kickbacks

The potential for bribes and kickbacks, whether in the private or public sector, is inherent in virtually every business transaction. Recent research conducted by a major financial institution revealed that an estimated one trillion dollars a year is paid in bribes worldwide. Audit standards require that all audits be planned to provide a reasonable assurance of detecting fraud if it has occurred. Bribes, kickbacks and other kinds of payoffs constitute types of fraud often referred to as corruption.

Get a strong introduction to (a) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks and other types of payoffs; (b) activities that are particularly susceptible to such forms of fraud; (c) the short-and long-term impact; and (d) the methods used to make illegal payments.

Focus on strengthening your ability to recognize the indicators of bribes, kickbacks and other types of payoffs in the procurement area and on your ability to collect evidence that they may have occurred or have occurred. Participate in case studies involving the fraudulent activities of bribes, kickbacks and other types of payoffs.

Objectives:
- Describe the kinds of activities that are susceptible to bribes and kickback
- Determine the impact and effects pf bribes and kickbacks
- Discuss the Government Auditing Standards requirements to explicitly consider the potential for fraud in audit planning
- Describe how bribes and kickbacks occur, including the audit trails they create and how the trails can be followed
- Identify and collect evidence to demonstrate and document bribes and kickbacks
- Use analytic audit techniques to detect bribery and kickbacks

Target Audience: Auditors and investigators with three years of experience and seasoned professionals with limited exposure to the subject matter

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8950	2	Feb 27-28	$590	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 2020.

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 2020 EMI Course Catalog to view detailed information on all Energy Management Institute courses.

For registrations please visit https://www1.nyc.gov/site/dcas/agencies/energy-management-institute.page
For more information, please reach out to EMItraining@sps.cuny.edu.
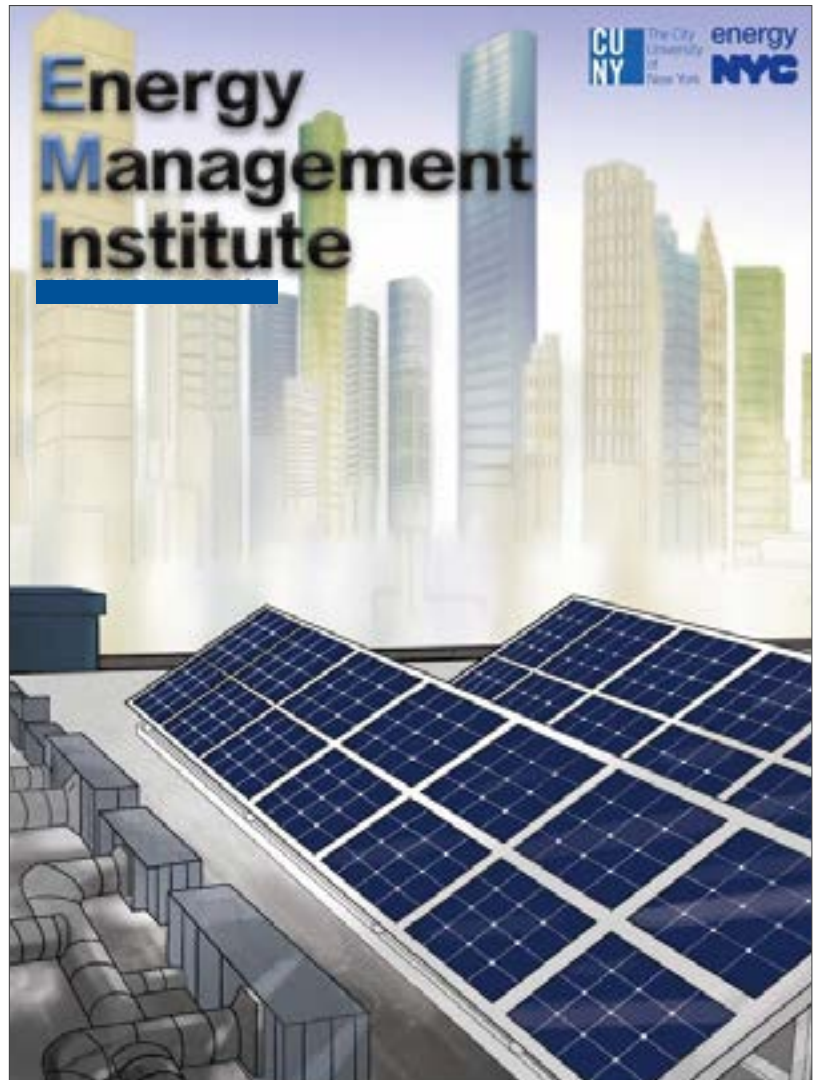
ENERGY MANAGEMENT INSTITUTE
Building Operator Certification-Level I

Course Structure:

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

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

Target Audience:

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

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

Prerequisites:

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

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

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

No Show Fee:

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

Course Overview:

Term: Spring 2020

Days: Fridays (10)

Classroom Sessions: Feb 7, 21; Mar 6, 20; Apr 3, 17; May 1, 15, 29
Hours: 9:00am-4:00pm
Location: Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar: Jan 31(TBA)
Registration Deadline: December 31st

ENERGY MANAGEMENT INSTITUTE
Certified Building Commissioning Professional Exam Preparation

Course Structure:
The CBCP course prepares individuals to take the Certified Building Commissioning Professional (CBCP) certification exam, which is offered by the Association of Energy Engineers (AEE). CBCP operates as a standard for qualifying energy professionals in the United States and abroad. The CBCP course consists of a total of four (4) days, split between three and a half (3.5) days of in-person instructional sessions taught by subject matter experts and a half (0.5) day for the comprehensive certification exam, administered on the afternoon of the fourth day. The CBCP course is designed to provide participants with an in-depth understanding of building commissioning concepts, processes, and project management.

Target Audience:
Open to City staff with one of the following certifications:
- Preferred: BOC-2 Training Certificate of Completion (TCOC)
- Minimum: BOC-1 Training Certificate of Completion (TCOC)

Students who put forward comparable experience in substitution will be evaluated on a case-by-case basis.

Prerequisites:
- N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

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

Course Overview:

Term:	Spring 2020
Days:	Monday, Tuesday, Wednesday, Thursday, Friday (5)
Classroom Sessions:	Mar 2-6
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE
Certified Energy Auditor Exam Preparation

Course Structure:
The CEA course prepares individuals to take the Certified Energy Auditor (CEA) certification exam, which is offered by the Association of Energy Engineers (AEE). CEA operates as a standard for qualifying energy professionals in the United States and abroad. The CEA course consists of a total of four (4) days, split between three (3) days of in-person instructional sessions taught by subject matter experts and one (1) day for the comprehensive certification exam, administered on the fourth day. The CEA course is designed to provide participants with an in-depth, technical review of energy auditing.

Target Audience:
Open to City staff with one of the following certifications:
- Preferred: BOC-2 Training Certificate of Completion (TCOC)
- Minimum: BOC-1 Training Certificate of Completion (TCOC)

Students who put forward comparable experience in substitution will be evaluated on a case-by-case basis.

Prerequisites:
- N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu**.**

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

Course Overview:

Term: Spring 2020
Days: Monday, Tuesday, Wednesday, Thursday (4)
Classroom Sessions: May 4-7
Hours: 9:00am-5:00pm
Location: Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar: N/A
Registration Deadline: January 30th

ENERGY MANAGEMENT INSTITUTE
Certified Energy Manager Program

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

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

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

Education and Experience Requirements for Certification:
* DCAS "This Is DEM" video
* Microsoft Excel and Math Assessments

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

Prerequisites:

- TBD

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Monday, Tuesday, Wednesday, Thursday, Friday (5)
Classroom Sessions:	Jun 8-12
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Energy Efficient Controls Systems

Course Structure:

Energy-Efficient Controls Systems consists of five (5) in-person instructional sessions and one (1) hands-on multi-meter lab taught by subject matter experts over an eleven (11) week period. The course provides training on building controls components that affect energy consumption. The 6-day course follows a blended learning format, with instructor-led sessions, hands-on practice in a multi-meter lab, and other learning modalities (i.e. videos and activity-based learning).

Target Audience:

Trades personnel and supervisors working in City facilities

Prerequisites:

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

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Fridays (6)
Classroom Sessions:	May 8,15, 29; Jun 5, 12, 19
Hours:	9:00am-4:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A

Registration Deadline: January 30th

ENERGY MANAGEMENT INSTITUTE
Foundations for Energy Efficient Building Systems

Course Structure:

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

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

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

Target Audience:

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

Prerequisites:

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

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at <u>EMItraining@sps.cuny.edu</u>.

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 2020

Days: Tuesday (1), Thursday (1)

Classroom Sessions: Apr 28, 30
Hours: 9:00am-4:00pm
Location: Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar: N/A
Registration Deadline: January 30th

ENERGY MANAGEMENT INSTITUTE
Fundamentals of Building Systems

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

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

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

Prerequisites:
• N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.****

No Show Fee:

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

Course Overview:

Term: Spring 2020

Days: Tuesdays (2)

Classroom Sessions: May 5, 19
Hours: 9:00am-1:00pm
Location: CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar: N/A
Registration Deadline: January 30th

ENERGY MANAGEMENT INSTITUTE
Introduction to Load Management

Course Structure:

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

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

Target Audience:

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

Prerequisites:

*   N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Tuesday (1)
Classroom Sessions:	Feb 25; Mar 17
Hours:	9:00am-4:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE
Load Management Training & Coaching

Course Structure:

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

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

Target Audience:

LMTC is open to interested energy management staff, building operators, and facilities management staff at City buildings where the following is encouraged but not required:
*   Have successfully completed BOC-1.
*   Are assigned to and/or are responsible for at least one agency building where major equipment can be controlled.
*   Can access trend logging functions in a BAS/ BMS throughout the duration of the course.
Please note that DEM may give preference to staff at agencies targeted for near-term Load Management Program participation. In general, if Agency Energy Personnel seeks to enroll in this training offering, they should confirm that at least one building operator from their agency also will attend.

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

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

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Thursdays (9)
Classroom Sessions:	Jan 9, 16, 23, 30; Feb 13, 27; Mar 12, 26; Apr 9
Hours:	1:00pm-5:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A

Registration Deadline: December 31st

Course Overview:

Term:	Spring 2020
Days:	Wednesdays (9)
Classroom Sessions:	Feb 19, 26; Mar 4, 11, 25; Apr 8, 22; May 6, 20
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A

Registration Deadline: December 31st

Course Overview:

Term:	Spring 2020
Days:	Thursdays (9)
Classroom Sessions:	Mar 26, Apr 2, 9, 16, 30; May 14, 28; Jun 11, 25
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A

Registration Deadline: December 31st

ENERGY MANAGEMENT INSTITUTE
Measurement & Verification

Course Structure:
The Measurement and Verification course is designed to teach City staff with limited background in M&V processes and procedures how to verify that energy projects are realizing their intended energy savings. The course is based on the International Performance Measurement & Verification Protocol (IPMVP) established by the U.S. Department of Energy. The course covers basic M&V terminology and concepts; the M&V planning and implementation process; and the most common types of variables measured in M&V projects.

Target Audience:
Open to building operators, facilities management staff, and other relevant energy management staff in City buildings.

Prerequisites:
• N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.****

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

Course Overview:

Term:	Spring 2020
Days:	Tuesdays (3)
Classroom Sessions:	Mar 17, 24, 31
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE
Renewable Energy 101

Course Structure:
The Renewable Energy course is designed to help provide City staff with an introduction to renewable energy technologies in the context of the City's clean energy goals. The course covers solar photovoltaic systems, solar thermal for hot water systems, and the selection, installation, commissioning, maintenance, and monitoring of renewable energy systems. The course consists of four (4) in-person instructional sessions taught by subject matter experts, including one day of learning through a hands-on lab and site visit to view a local solar installation.

Target Audience:
Open to building operators, facilities management staff, and other relevant energy management staff in City buildings who support the installation, maintenance, and monitoring of solar PV and other renewable energy systems.

Prerequisites:
*   N/A

To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.

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

Course Overview:

Term:	Spring 2020
Days:	Tuesday, Wednesday, Thursday, and Friday (4)
Classroom Sessions:	May 12-15
Hours:	9:00am-4:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A

Registration Deadline: January 30th

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 2020

Please call **212.386.0004** for more information.

PROCUREMENT PROFESSIONALS

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

Conflicts of Interest Seminar for Procurement Professionals

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P4002	2 ½ hrs	Mar 18 (9:30am-12:00pm)	N/C	.25

MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS)

Agency Introduction to PASSPort

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

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

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

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

Collaborative Communication & Program Design

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P6188M	3 hrs	Apr 23 (2:00pm-5:00pm)	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 the duty to report corrupt and unethical behaviors to appropriate bodies
- Explain state and local procurement and finance laws, NYC Procurement Policy Board role and rules, and Administrative codes
- Uphold key concepts of ethics and compliance in procurement in matters of confidentiality, transparency, and disclosure

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

Course Code	Days of Training	Dates	Cost	CEUs
P6190M	3 hrs	Apr 30 (1:00pm-4:00pm)	N/C	.3

Citywide Learning & Development

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

*This class is held at the Mayor's Office of Contract Services, 253 Broadway, 14th floor

Local Law 34 of 2007 (LL34) established a public Doing Business Database of all entities that are doing or seek to do business with the City, as well as their principal officers, owners, and senior managers. When an entity is doing business with the City, persons in these positions have stricter limits put onto their donations to candidates for City office than those for persons not doing business with the City. This course will cover everything you need to know regarding how and when in the procurement cycle and process agencies will need to collect DBDF forms in order to comply with LL34.

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P6189M	1 hr	Feb 26 (11:00am-12:00pm) or Jan 14; Mar 3 (1:00pm-2:00pm)	N/C	.1

Local Law 63 of 2011

This course provides an overview of Local Law 63 of 2011, which governs displacement in City contracting.

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
P6193M	3 hrs	Mar 26 (1:00pm-4:00pm)	N/C	.3

PASSPort Agency Performance Evaluations

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

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

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

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

PASSPort Agency Responsibility Determinations

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

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

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

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

Prevailing Wage Law for Procurement Professionals and Contract Managers

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	2 ½ hrs	May 12 (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:
- Understand City Council's vetting and clearance process
- Understand MOCS' review process
- Learn about the new policies and procedures in place for FY20
- Process a City Council Discretionary Award application
- Use HHS Accelerator to process discretionary awards

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

Course Code	Days of Training	Dates	Cost	CEUs
P6171M	3 hrs	Jun 24 (2:00pm-5:00pm)	N/C	.3

Procurement Policy, Laws and Directives

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P6195M	3 hrs	Feb 27 (1:00pm-4:00pm)	N/C	.3

Subcontractor Tracking

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

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

Target Audience: Agency procurement staff and contracting officers

Course Code	Days of Training	Dates	Cost	CEUs
P6186M	2 hrs	Jan 30; Feb 27; Mar 26; Apr 30; May 28 (2:30pm-4:30pm)	N/C	.2

NATIONAL INSTITUTE OF GOVERNMENT PURCHASING (NIGP)

Category Management Strategies for the Public Sector

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

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

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

Target Audience: All Public Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3017	1	Feb 10	$490	.6

Effective Decision Making

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

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

Target Audience: All Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3018	1	Mar 16	$490	.6

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

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

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

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

Target Audience: All levels of Purchasing Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3019	1	Apr 13	$490	.6

Procurement Challenges: A Solution Seminar

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

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P3020	1	Jan 14; May 18	$490	.6

Citywide Learning & Development

Promoting the Procurement Function

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

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

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

Target Audience: All Public Procurement Professionals

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

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 https://www1.nyc.gov/site/dcas/agencies/management-academy.page or by calling 212.386.0004.

Executive Coaching

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

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

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

Frederick O'Reilly Hayes Prize

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

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

After a review of nomination packages, finalists are interviewed by The Hayes Prize Committee. Based upon the results of the interview a winner is selected. Additional information about the Hayes Prize can be found on the website at
https://www1.nyc.gov/site/dcas/agencies/frederick-oreilly-hayes-prize.page
or by calling 212.386.0004.

The Hundred Year Association Awards Program

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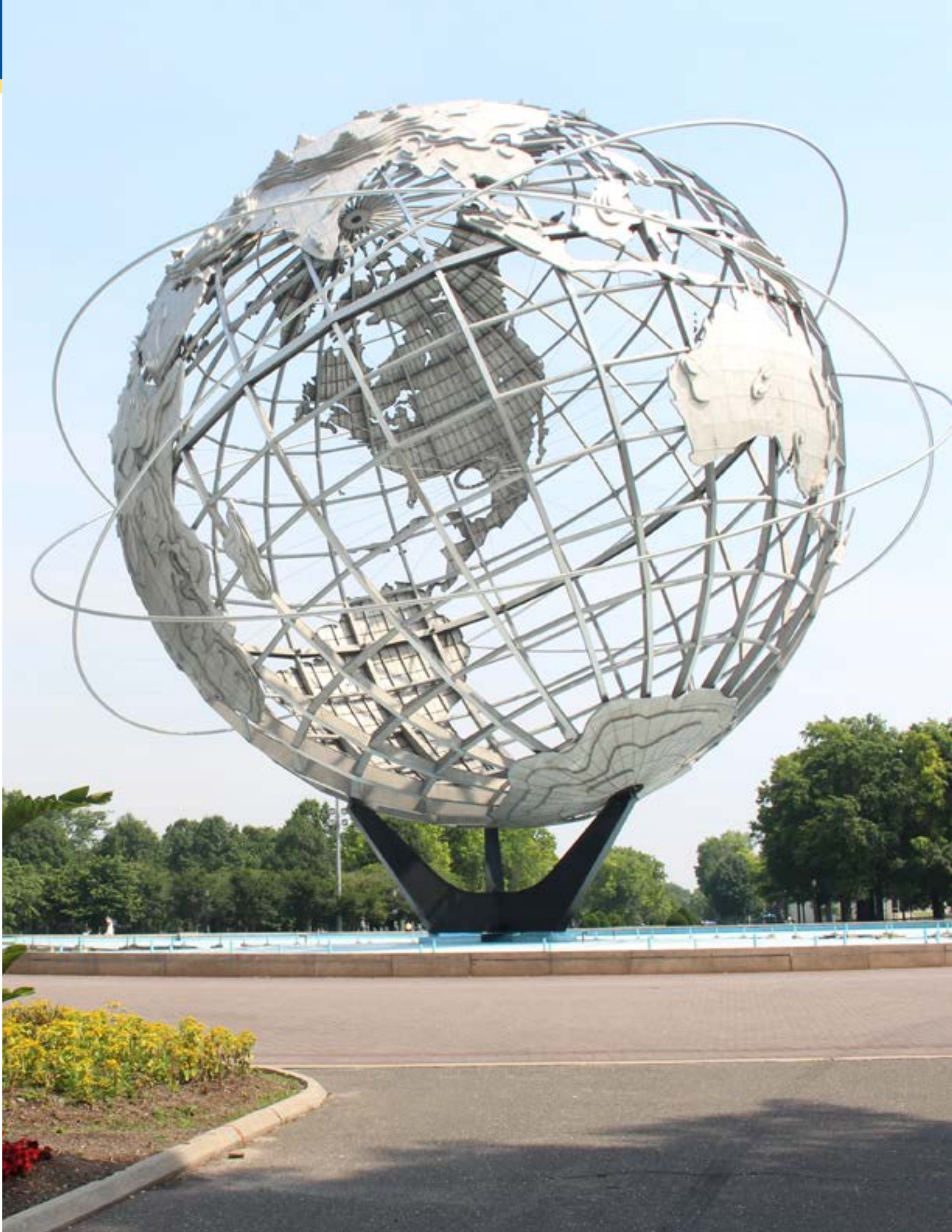
Public Service Awards
The Isaac Liberman Public Service Awards (PSA)

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

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

CERTIFICATION & CREDIT
BEARING PORTFOLIO

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.

(Located in the Technology Skills Portfolio)

Citywide Learning & Development

CUNY PUBLIC ADMINISTRATION PROGRAMS

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

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

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

FALL 2020 ADMISSIONS DEADLINE: JULY 15, 2020 (CERTIFICATES); JULY 1, 2020 (B.A. and M.A.)
FIRST DAY OF CLASSES: AUGUST 26, 2020
LAST DAY OF CLASSES: DECEMBER 20, 2020

FOR MORE INFORMATION ON CUNY COURSES AND ADMISSIONS
DEADLINE CONTACT:

Julman Tolentino, Program Coordinator, julman.tolentino@slu.cuny.edu **(212) 642-2012**

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

You may also visit the SLU website at the following links:
Undergraduate: https://slu.cuny.edu/urban-studies/undergraduate-programs/certificate-papp/
Graduate: https://slu.cuny.edu/urban-studies/graduate-programs/advanced-certificate-papp/

To apply to all programs at the CUNY School of Labor and Urban Studies, please go to:
Undergraduate: https://slu.cuny.edu/admissions/undergraduate/
Graduate: https://slu.cuny.edu/admissions/graduate/

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

UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

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

Public Issue & Public Policy

PADM 22100	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th 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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 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.

Research Seminar on Public Policy

PADM 23100	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor

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

Policy Analysis

PADM 62100	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15-8:45 pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will examine critical issues confronting government and public administration. Students will analyze theoretical questions of public administration and address the real-world experience of public sector employees, both managers and staff. Students will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the Government Performance Results Act, as well as "post-bureaucratic" models of the public-sector workplace. In this process, students will examine such key managerial issues as evaluation of employee performance; motivation of employees; organizational justice; diversity management; training and staff-development; union-management relations; and collective bargaining.

UNDERGRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

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

Cultural Competencies

HCA 10500	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course provides a framework for health workers to address issues of difference from the perspectives of power, privilege, health disparities, and social justice in the United States. Through the frequent use of group exercises, case studies, and professional reflections, students will examine and analyze these concepts as well as the concept of social construction of difference. Students will explore the overlap and differences among cultural awareness, cultural sensitivity, cultural competence, cultural proficiency, and cultural respect and humility. The course will not focus on beliefs, behaviors, or customs of specific cultural groups since, in urban centers, health care workers simply cannot become familiar with the many cultures with which they are likely to interact, nor can culture and difference be simplified into clear-cut categories. The course will help students identify their own cultures, acknowledge their own biases and ways they stereotype others, recognize how privilege and power interfere with cultural respect and humility, and develop a framework for relating to people from diverse groups.

Foundations for Healthcare Leaders

HCA 30600	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course is designed to support student engagement in an academic setting and to connect students to external and internal resources to foster success in exploring various healthcare issues and opportunities. The course will explore healthcare settings in terms of issues of leadership, advocacy, and contemporary labor-management relationships. Students will establish a baseline of personal, interpersonal, and professional competencies through self-assessment, and will establish goals for further development. Through self-reflection and instructor feedback, students will enhance their professionalism and fundamental skills critical for success in the classroom and in the workplace. Assigned readings highlight the diverse settings in which healthcare staff work. Through this course, students will also learn how to take advantage of resources of our School.

Urban Health Issues & Public Policy

HCA 30700	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will present a range of key health issues and problems that confront urban communities in the U.S. Students will examine the impact of these issues on the health of urban residents, with attention to variations in impact related to race, ethnicity, gender and class. Issues include environmental health, homelessness, urban substance abuse, access to care among disabled health care populations, infectious diseases, immigrant health, urban violence, occupational health for urban workers, among others. Policies that have been enacted or proposed to address each of these issues will be presented and critically evaluated throughout the course.

GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

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

Fundamentals of Health Care Systems and Organizations

HCA 60000	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will focus on the foundational concepts in healthcare systems as well as build core competencies and skills among class attendees. The course overlaps with no other course in the department and no course will be dropped to accommodate this offering. Students will draw on both their practical experience and the literature to develop an innovative program proposal to address a health systems or organizational challenge of their choosing.

Health Disparities

HCA 60100	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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.

Politics of Health Care

HCA 60200	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	Fridays	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	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 organization. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and their entitlements to public services; to acquire resources for development; and to improve their quality of life. Through readings, students will develop a historical and theoretical perspective on community organization and explore the range of issues around which communities organize. They will gain familiarity with various models and strategies of community organizations in New York City and will acquire practical knowledge and skills for effective grassroots organizing. They will also examine the effectiveness of coalitions and alliances, including relationships between community organizations, public agencies, and labor unions.

Introduction to Nonprofit Leadership

URB 32400	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	Fridays	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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

LABR 30200	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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 in particular.

Unions and Labor Relations

LABR 30400	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor

Drawing on a considerable body of social science and historical research, this course applies leadership and organizational theories to a union context in order to examine and analyze the leadership models, practices, and approaches we find in contemporary unions. Students will examine the labor movement in the context of current economic, political and legal conditions. Topics in the course include organizational structure and group dynamics, motivating membership, ethical decision-making, strategic planning, and resolving conflict.

GRADUATE CERTIFICATE IN LABOR RELATIONS

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

U.S. Labor History

LHIS 60100	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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:

Introduction to U.S. Social and Economic Policy

URB 31000	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

This course will introduce students to basic economic concepts and political theories that have influenced the development of U.S. social and economic policy. Students will explore the ways national policy and political practice have historically affected the policies and practices of urban government, the structures of urban institutions, and the allocation of resources to urban communities. Students will evaluate how national and local policies address problems created by unequal distribution of income and wealth. In this context, students will discuss such topics as education, housing, health care, employment and labor relations, criminal justice, social welfare, and the environment. Students will also consider the ways globalization has altered the local as well as national economy and the ways in which it has affected social structures and social policies.

Urban Populations and Communities

URB 32000	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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.

Contemporary Urban Problems

URB 34000	Credits: 4	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-9:35pm	The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor

Urban centers like New York City are very complex and diverse, increasingly affected by globalization, and always in a state of flux. While this description conveys the vitality and energy of cities, it also points to a host of challenges faced by city dwellers and communities as well as civic institutions, service providers, and local government. This course explores the major challenges faced by U.S. cities in light of population shifts, widening disparities in income and wealth, restructuring of work, persistent unemployment, and diminishing resources for low-income and working-class populations. Though the majority of this course will focus primarily on urban issues in the US, the course will highlight a comparative selection of urban problems in developing nations.

MASTER OF ARTS IN URBAN STUDIES

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

Classical Approaches to Urban Studies

URB 60000	Credits: 3	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	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.

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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor

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	Aug 26 to Dec 20; No classes Sept 7, 28, Oct 12; Nov 26-9	TBD	6:15pm-8:45pm	The School of Labor and Urban Studies: 25 West 43rd St., 19th Floor

This course is organized as an introduction to the field of Labor Studies and theories of the labor movement. Students will be introduced to the basic theoretical concepts in labor studies and the study of work. We will read historical and contemporary scholarship and students should leave the class familiar with the structure of the labor movement and historical debates about the purpose of unions and working-class organizations. The course readings are interdisciplinary and draw on a number of fields, including history, sociology, economics, political science and women's studies.

NYC SPECIFIC PORTFOLIO

NYC SPECIFIC PORTFOLIO

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

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

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

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

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

Target Audience: Attorneys employed by the City of New York

Course Code	Days of Training	Dates	Cost	CLEs
C9058	2 hrs	Jan 17 (10:00am-12:00pm)	N/C	2

EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

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

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

AUDIENCE:

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

CERTIFICATE OBJECTIVES INCLUDE:

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

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

TIMELINE:

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

REGISTRATION PROCESS:

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

EQUITY & INCLUSION COURSES

Building an Inclusive Culture: Understanding Unconscious Bias

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C1078	½	**Jan 21; Mar 3; May 5** **(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 14; Mar 24; Apr 16;** **May 6; Jun 2** **(9:00am-5:00pm)**	N/C	.6/8

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8022	1 ½ hrs	**Feb 27; May 13 (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	**Jan 8; Mar 5; May 7 (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	**Jan 14; Feb 11; Feb 19; Mar 4; Jun 4 (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	**Jan 14; Mar 18; May 12 (9:00am-12:30pm) or (1:30pm-5:00pm)**	N/C	.3/4

Structured Interviewing and Unconscious Bias

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

Target Audience: Hiring managers and supervisors

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7790	½	Jan 8 Feb 5; Mar 10; Apr 9; May 14; Jun 1 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

Structured Interviewing: Utilizing Follow-Up and Probing Questions

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

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

Prerequisite: Structured Interviewing and Unconscious Bias

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8047	½	Jan 22; Feb 18; Mar 25; Apr 28; May 21; Jun 9 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C	.3/4

Citywide Learning & Development

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	**Mar 4; May 27** **(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	**Mar 4; May 27** **(1:30pm-4:30pm)**	N/C	.3/4

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

ADA Title II: State & Local Governments

This 3-hour training provides an in-depth review of the responsibilities of State and local governments and all departments, agencies, special purpose districts, and other instrumentalities of State or local government ("public entities"), including the application to all programs, services, or activities of public entities. In this course you will learn about the requirement to ensure that state and local governments include individuals with disabilities in its services, programs and activities as well as effectively communicating with people with disabilities. This training will provide instruction on program access, self-evaluations, transition plan, reasonable accommodations and effective communication.

Objectives:
• Application and administration of Title II of the ADA
• Developing Self-evaluations
• Creating Transition plans
• Program Access
• Reasonable accommodations

Target Audience: Agency Disability Service Facilitators (DSF)/ADA Coordinators, EEO Officers, Hiring managers, Facilities staff and any employee interested in making their agency's programs and services more accessible to everyone

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9803	3 hrs	Mar 4 (9:30am-12:30pm) or (1:30pm-4:30pm)	N/C	.3/4

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

Citywide Learning & Development

Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities

This training led by facilitators from the Mayor's Office for People with Disabilities (MOPD) will review strategies and best practices for creating an inclusive environment for people with disabilities. Participants will be educated as to various myths or misconceptions about the disabled community, as well as develop competencies in interacting with persons with various disabilities.

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C8042	1 ½ hrs	**Jan 22 (2:00pm-3:30pm)** **Feb 19; Mar 18; Apr 15; May 20;** **Jun 17 (10:00am-11:30am)**	**N/C**	**.15/2**

Intro to Digital Accessibility

With the majority of today's correspondence and communication existing online, it's important that we are creating content that is accessible to everyone. If materials are not prepared properly, then it might be difficult to understand for people who are Blind/Low Vision, Deaf/Hard of Hearing, non-native English speakers and more. As a city, we must ensure our messaging can be understood by everyone. In this training, we will review how to create material with everyone in mind.

Objectives:
• Learn about WCAG 2.0 Accessibility Standards
• Examine principles of Accessible Design
• Learn about various types of Assistive Technologies
• Identify common barriers to accessibility on the Web, in electronic communications and social media posts
• Learn what makes a website accessible
• Practice using a screen reader and automated tools to test your website for accessibility
• Learn and practice creating accessible Word documents, PowerPoint presentations, e-mails and social media posts
• Learn how to make your videos accessible through captions and audio descriptions

Target Audience: Marketing and communications, web developers, designers, social media managers, content creators, videographers/editors and anyone else who works with digital products

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C9801	1	Jan 30; Feb 27; Mar 26; Apr 24; May 28	N/C	.6/8

Citywide Learning & Development

SEXUAL HARASSMENT PREVENTION

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

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

Target Audience: Staff at all levels

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
C7965	2 hrs	Offered daily: Session 1: 9:00am-11:00am or Session 2: 11:30am-1:30pm	N/C	N/A

Small Business Services M/WBE Courses

Best Practices for Identifying M/WBEs

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

Objectives:
- Understand the City's M/WBE Program requirements and how to increase an agency's M/WBE utilization

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

Course Code	Days of Training	Dates	Cost	CEUs
P9007S	½	Mar 12 (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	Feb 13 (1:30pm-4:30pm)	N/C	.3

Citywide Learning & Development

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	Jun 11 (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	Apr 16 (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	May 14 (1:30pm-4:30pm)	N/C	.3

M/WBE Program Resources

This course will provide an overview of the City's M/WBE Program, compliance body, City's the M/WBE certification programs, and vendor resources.

Objectives:
• Understand the City's M/WBE Program resources

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

Course Code	Days of Training	Dates	Cost	CEUs
P9030S	½	Jan 16 (1:30pm-4:30pm)	N/C	.3

Citywide Learning & Development

TECHNOLOGY SKILLS PORTFOLIO

MICROSOFT OFFICE

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Access 2013					
Part 1	T4061	1.2CEU/16CPE	2	Feb 20-21	$300
Part 2	T4062	1.2CEU/16CPE	2	Mar 12-13	$300
Access 2016					
Part 1	T4071	1.2CEU/16CPE	2	Apr 9-10	$300
Part 2	T4072	1.2CEU/16CPE	2	Jan 16-17; Apr 23-24	$300
Excel 2013					
Part 1	T3064	.6CEU/8CPE	1	Feb 28; May 1	$150
Part 2	T3065	.6CEU/8CPE	1	Mar 2; Apr 14; May 11	$150
Part 3	T3066	.6CEU/8CPE	1	Jan 3; Mar 10; Apr 30; May 15	$150
Data Analysis with Pivot Tables	T3071	.6CEU/8CPE	1	Jan 6; Jan 27; Feb 14	$150
Excel 2016					
Part 1	T3074	.6CEU/8CPE	1	Feb 19; Mar 2; Apr 14; May 18	$150
Part 2	T3075	.6CEU/8CPE	1	Mar 11; Apr 21; May 22	$150
Part 3	T3076	.6CEU/8CPE	1	Jan 8; Mar 18; Apr 27	$150
Data Analysis with Pivot Table	T3078	.6CEU/8CPE	1	Mar 30; May 8; May 28	$150
Outlook 2013					
Part 1	T7061	.6CEU/8CPE	1	Apr 7	$150
Part 2	T7062	.6CEU/8CPE	1	Apr 24	$150

MICROSOFT OFFICE					
COURSE TITLE	**CODE**	**CREDITS**	**DAYS**	**DATES**	**COST**
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 17	$150
Part 2	T6052	.6CEU/8CPE	1	Apr 22	$150
PowerPoint 2016					
Part 1	T6061	.6CEU/8CPE	1	May 4	$150
Part 2	T6062	.6CEU/8CPE	1	May 29	$150
Project 2013					
Part 1	T6053	.6CEU/8CPE	1	Feb 26	$150
Part 2	T6054	.6CEU/8CPE	1	Apr 6	$150
Project 2016					
Part 1	T6063	.6CEU/8CPE	1	Jan 7; Mar 5	$150
Part 2	T6064	.6CEU/8CPE	1	Jan 30; May 20	$150
Visio Professional 2013					
Part 1	T6440	.6CEU/8CPE	1	Mar 5	$150
Part 2	T6441	.6CEU/8CPE	1	Jan 13; Apr 16	$150
Visio Professional 2016					
Part 1	T6450	.6CEU/8CPE	1	Mar 6	$150
Part 2	T6451	.6CEU/8CPE	1	Feb 4; Apr 13	$150

Citywide Learning & Development

MICROSOFT OFFICE					
COURSE TITLE	**CODE**	**CREDITS**	**DAYS**	**DATES**	**COST**
Word 2013					
Part 1	T2074	.6CEU/8CPE	1	Apr 29	$150
Part 2	T2075	.6CEU/8CPE	1	May 6	$150
Word 2016					
Part 1	T2078	.6CEU/8CPE	1	Feb 25; May 13	$150
Part 2	T2079	.6CEU/8CPE	1	Jan 14; May 20	$150
ADOBE CC 2019					
Adobe Illustrator CC					
Part 1	T7419	1.2CEU/16CPE	2	Feb 20-21	$300
Adobe InDesign CC					
Part 1	T6331	1.2CEU/16CPE	2	Apr 2-3	$300
Adobe Photoshop CC					
Part 1	T6742	1.2CEU/16CPE	2	Jan 23-24; May 26-27	$300
CRYSTAL REPORTS 2016					
Part 1	T9560	1.2CEU/16CPE	2	Mar 18-19	$300
IT PROFESSIONALS					
See Course Catalog, page 44 for details.					

PERSONAL DEVELOPMENT PORTFOLIO

Attitude is Everything	C9266	.6CEU/8CPE 6PDCs	1	Jan 21; Apr 22	$225
Being Positive at Work: Optimizing Effective Work & Health	C6062	.3CEU/4CPE 3PDCs	½	Apr 21 (9:00am-12:30pm)	$115
Business Writing	C7015	1.2CEU/16CPE 12PDCs	2	May 14-15	$450
Career Up: Designing a Career That's Right for You	C6074	.6CEU/8CPE 6PDCs	1	Mar 5	$225

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Charting your Course: Developing and Implementing your Vision	C6075	.6CEU/8CPE 6PDCs	1	Mar 26	$225
Citywide Standardized Customer Service	C7816	.6CEU/8CPE 6PDCs	1	Feb 21; Jun 9	$225
Collaborative Negotiation	C6063	.6CEU/8CPE 6PDCs	1	Feb 5	$225
Communicating for Results	C6064	.6CEU/8CPE 6PDCs	1	Apr 20	$225
Communicating Up, Down and Across the Organization	C6065	1.2CEU/16CPE 12PDCs	2	Jun 10-11	$475
Communicating with Diplomacy, Tact and Credibility	C6076	1.2CEU/16CPE 12PDCs	2	Apr 15-16	$475
Communication for Peak Collaboration	C6077	.6CEU/8CPE 6PDCs	1	Apr 2	$225
Creating and Delivering Powerful Presentations	C9041	1.2CEU/16CPE 12PDCs	2	May 7-8	$450
Daring Greatly: Becoming My Best Self	C6067	1.2CEU/16CPE 12PDCs	2	Feb 24-25	$450
Developing Dynamic Listening Skills	C2508	.6CEU/8CPE 6PDCs	1	May 18	$225
Getting Results When You're Not in Charge	C1240	.6CEU/8CPE 6PDCs	1	Apr 29	$225
Improving Communication, Creativity & Collaboration Through Improvisation	C6069	.6CEU/8CPE 6PDCs	1	Apr 24	$225
Improving Your Effectiveness in a Multi-Cultural Workplace	C6070	.6CEU/8CPE 6PDCs	1	Mar 12	$225
Influencing Without Authority	C4020	.6CEU/8CPE 6PDCs	1	Jan 15; Apr 30	$225
Managing Multiple Priorities	C5044	.6CEU/8CPE 6PDCs	1	Mar 4; May 12	$225
Managing Stress to Accelerate your Career	C6078	.6CEU/8CPE 6PDCs	1	Apr 16	$225
Mind Tools for Memory	C9279	.6CEU/8CPE 6PDCs	1	Mar 30	$225
Powerful Presentations	C6079	.6CEU/8CPE 6PDCs	1	Feb 26	$225
Strengthening Communications Skills	C6080	.3CEU/4CPE 3PDCs	½	Mar 10 (9:00AM-12:30PM)	$115
Successful Letter and Memo Writing	C6788	1.2CEU/16CPE 12PDCs	2	Jan 22-23	$450
Take Control of Your Workday: Plan, Organize & Thrive	C6081	.6CEU/8CPE 6PDCs	1	May 13	$225

Citywide Learning & Development

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
The Art of Assertiveness	C2010	.6CEU/8CPE 6PDCs	1	Jan 27	$225
The Multigenerational Workplace	C6082	.6CEU/8CPE 6PDCs	1	Mar 17	$225
The Power of Talk: Who Gets Heard in the Workplace and Why	C6073	.6CEU/8CPE 6PDCs	1	Mar 16	$225
Working Together for Success (A Team Program)	C6083	.6CEU/8CPE 6PDCs	1	May 1	$225
Writing to the Point	C7016	.6CEU/8CPE 6PDCs	1	Apr 8	$225

MANAGEMENT & SUPERVISION PORTFOLIO

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Adaptive Leadership	C1237	.6CEU/8CPE 6PDCs	1	Mar 24	$335
Agile and Lean Business and Process Analysis	C8049	1.2CEU/16CPE 12PDCs	2	May 20-21	$450
Building High Performance Teams	C8112	.6CEU/8CPE 6PDCs	1	May 8	$225
Coaching Skills that Drive Success	C8113	.6CEU/8CPE 6PDCs	1	Feb 6	$225
Data Analysis with Python	C7907	.6CEU/8CPE 6PDCs	1	Apr 6	$225
Data Analysis with R	C7908	.6CEU/8CPE 6PDCs	1	Apr 27	$225
Data Analytics for Managers	C4311	.6CEU/8CPE 6PDCs	1	Mar 5; May 14	$225
Data Visualization with Excel	C7817	.6CEU/8CPE 6PDCs	1	Jun 8	$225
Dealing Effectively with Difficult People and Situations	C8081	.6CEU/8CPE 6PDCs	1	Mar 11	$225
Deliver Feedback & Conduct Performance Reviews that Motivate	C8114	.6CEU/8CPE 6PDCs	1	Apr 23	$225
Delivering Critical Feedback & Performance Reviews	C8115	.6CEU/8CPE 6PDCs	1	Feb 10	$225
Design Thinking: Tapping Team Innovation	C8058	.6CEU/8CPE 6PDCs	1	Apr 8	$225
Develop the Leader in You	C8059	.6CEU/8CPE 6PDCs	1	Feb 12	$225
Developing Yourself and Others Through Delegation	C9117	.6CEU/8CPE 6PDCs	1	Jun 4	$225

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Emotional Intelligence: The Key to Effective Leadership	C9207	1.2CEU/16CPE 12PDCs	2	Jan 29-30	$450
Engaging Teams Through Turbulent Times	C8116	.6CEU/8CPE 6PDCs	1	Apr 3	$225
Essential Skills for Leaders	C8062	.6CEU/8CPE 6PDCs	1	May 6	$225
Excel Tools: Summarizing Data	C4312	.6CEU/8CPE 6PDCs	1	Mar 23	$225
Follow the Leader: Taking the Lead at Any Level	C9278	1.2CEU/16CPE 12PDCs	2	May 5-6	$450
Giving Feedback and Getting Results	C2704	.6CEU/8CPE 6PDCs	1	Apr 28	$225
How Leaders Build Trust: The Key to Performance & Ability to Change	C8065	.6CEU/8CPE 6PDCs	1	Mar 13	$225
Identifying your Staff's Strengths	C8117	.6CEU/8CPE 6PDCs	1	Mar 12	$225
Identifying and Addressing Mental Health Concerns - For Managers Only	C8118	.3CEU/4CPE 3PDCs	½	Feb 11 (9:00am-12:30pm)	$115
Interpersonal Strategies	C7525	.6CEU/8CPE 6PDCs	1	Mar 18	$225
Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)	C7784	1.2CEU/16CPE 12PDCs	2	Mar 4, 6; Apr 1, 3	$450
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)	C7785	2.4CEU/32CPE 24PDCs	4	May 11, 15, 18, 21; Jun 8, 10, 12, 15	$900
Level Up That Conversation!	C8070	.6CEU/8CPE 6PDCs	1	May 13	$225
Management Essentials: Building Your Foundation to Management Success	C8119	1.2CEU/16CPE 12PDCs	2	Mar 18-19	$450
Managerial Effectiveness	C8120	.6CEU/8CPE 6PDCs	1	Mar 27	$225
Managing Around and Up	C8121	.6CEU/8CPE 6PDCs	1	Apr 21	$225
Managing for Excellence	C8122	.6CEU/8CPE 6PDCs	1	May 19	$225
Managing for Performance	C8123	.6CEU/8CPE 6PDCs	1	Mar 27	$225
Managing Workplace Change Successfully	C8124	.6CEU/8CPE 6PDCs	1	Mar 6	$225
Organizational Design for Leaders	C8125	1.2CEU/16CPE 12PDCs	2	May 11-12	$450
Project Management	C7756	.6CEU/8CPE 6PDCs	1	Jan 23; May 22	$225

Citywide Learning & Development

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Psychological Dimensions of Leading and Supervision	C8072	.6CEU/8CPE 6PDCs	1	Jan 7; Apr 6	$225
Risk Management to Improve Business Results	C8126	1.2CEU/16CPE 12PDCs	2	May 28-29	$450
Storytelling for Leaders: Telling Stories for Results	C8082	.6CEU/8CPE 6PDCs	1	Feb 19	$225
Strategic Delegation: Leading a Team to Success	C8074	.6CEU/8CPE 6PDCs	1	Feb 20	$225
Successfully Managing People	C8075	1.2CEU/16CPE 12PDCs	2	Feb 24-25	$470
Supervising Challenging Employees	C9038	1.2CEU/16CPE 12PDCs	2	Apr 1-2	$450
Tackling Challenging Conversations	C8076	.6CEU/8CPE 6PDCs	1	Feb 4	$225
Taking Control of Conflict	C7957	.6CEU/8CPE 6PDCs	1	Mar 9	$225
Team Building Through Work and Social Styles	C8127	.6CEU/8CPE 6PDCs	1	Feb 13	$225
The Heart and Soul of Change	C8130	.6CEU/8CPE 6PDCs	1	May 7	$225
The Manager as Performance Coach	C8128	1.2CEU/16CPE 12PDCs	2	Mar 30-31	$450
The Personalities of Teams	C8077	.6CEU/8CPE 6PDCs	1	Apr 17	$225
The Voice of Leadership	C8129	1.2CEU/16CPE 12PDCs	2	May 26-27	$450

PROFESSIONAL PRACTICES PORTFOLIO

AUDIT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Audit Evidence and Documentation	A7011	1.2CEU/16CPE	2	Mar 19-20	$590
Compliance Auditing	A8095	1.2CEU/16CPE	2	Apr 13-14	$590
Developing and Presenting Audit Findings	A7021	1.2CEU/16CPE	2	May 4-5	$590
Effective Audit Resolution, Implementation and Follow-Up	A9507	1.2CEU/16CPE	2	Jun 1-2	$590
Ethical Decision Making for Auditors	A9010	.6CEU/8CPE	1	Apr 7	$430
Quick Response Auditing	A8011	1.2CEU/16CPE	2	Mar 2-3	$590
Selecting, Planning and Measuring Audits for Return on Investment	A9506	.6CEU/8CPE	1	Jan 6	$430
The Emotionally Intelligent Auditor: A Guide to Achieving Power with People	A9508	.6CEU/8CPE	1	Jun 3	$430
Zeroing in on Bribes & Kickbacks	A8950	1.2CEU/16CPE	2	Feb 27-28	$590

ENERGY MANAGEMENT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Building Operator Certification Level I (BOC-L1)	C7210	N/A	10	**Jan 31****, Feb 7, 21, Mar 6, 20, Apr 3, 17, May 1, 15, & 29 (9:00am-4:00pm)	N/C*
Certified Building Commisioning Professional Exam Preparation	C7101	N/A	5	Mar 2-6 (9:00am-5:00pm)	N/C*
Certified Energy Auditor Exam Preparation	C7115	N/A	4	May 4-7 (9:00am-5:00pm)	N/C*
Certified Energy Manager Exam Preparation	C7100	N/A	5	Jun 8-12 (9:00am-5:00pm)	N/C*
Energy Efficient Controls Systems	C7114	N/A	6	May 8, 15, 29, Jun 5, 12, 19 (9:00am-4:00pm)	N/C*
Foundations for Energy Efficient Building Systems	C7988	N/A	2	Apr 28 & 30 (9:00am-4:00pm)	N/C*
Fundamentals of Building Systems	C7947	N/A	2	May 5 &19 (9:00am-1:00pm)	N/C*
Introduction to Load Management	C8040	N/A	1	Feb 25; Mar 17 (9:00am-4:00pm)	N/C*
Load Management Training & Coaching	C8041	N/A	9	Jan 9, 16, 23, 30, Feb 13, 27, Mar 12, 26 & Apr 9 (1:00pm-5:00pm) or Feb 19, 26, Mar 4, 11, 25, Apr 8, 22, May 6 & 20 or Mar 26, Apr 2, 9, 16, 30, May 14, 28, Jun 11 & 25 (9:00am-1:00pm)	N/C*
Measurement & Verification	C7924	N/A	3	Mar 17, 24 & 31 (9:00am-1:00pm)	N/C*
Renewable Energy 101	C7936	N/A	4	May 12-15 (9:00am-4:00pm)	N/C*

*A fee of will be assessed for a "no show" or late cancellation in accordance with the CTC Cancellation Policy. See the Course Catalog, page 147 for details.
**=webinar (TBA)

HUMAN RESOURCE PROFESSIONALS

PROCUREMENT PROFESSIONALS

Conflicts of Interest Seminar for Procurement Professionals	P4002	.25CEU	2 ½ hrs	Mar 18 (9:30am-12:00pm)	N/C

MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) PROCUREMENT PROFESSIONALS

Collaborative Communication & Program Design	P6188M	.3CEU	3 hrs	Apr 23 (2:00pm-5:00pm)	N/C
Ethics: A Crash Course for The Public Procurement Professional	P6190M	.3CEU	3 hrs	Apr 30 (1:00pm-4:00pm)	N/C

Citywide Learning & Development

MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) PROCUREMENT PROFESSIONALS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Local Law 34 Compliance/ DBA (Doing Business Accountability) Project	P6189M	.1CEU	1 hr	Feb 26 (11:00am-12:00pm) or Jan 14; Mar 3 (1:00pm-2:00pm)	N/C
Local Law 63 of 2011	P6193M	.3CEU	3 hrs	Mar 26 (1:00pm-4:00pm)	N/C
Prevailing Wage Law for Procurement Professionals and Contract Managers	P6183M	.25CEU	2½ hrs	May 12 (1:00pm-3:30pm)	N/C
Processing City Council Expense Allocations-Delving into Discretionary	P6171M	.3CEU	3 hrs	Jun 24 (2:00pm-5:00pm)	N/C
Procurement Policy, Laws and Directives	P6195M	.3CEU	3 hrs	Feb 27 (1:00pm-4:00pm)	N/C
Subcontractor Tracking	P6186M	.2CEU	2 hrs	Jan 30; Feb 27; Mar 26; Apr 30; May 28 (2:30pm-4:30pm)	N/C

NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP)

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Category Management Strategies for the Public Sector	P3017	.6CEU	1	Feb 10	$490
Effective Decision Making	P3018	.6CEU	1	Mar 16	$490
Managing Your End User and Suppliers: It's All About Relationships	P3019	.6CEU	1	Apr 13	$490
Procurement Challenges: A Solution Seminar	P3020	.6CEU	1	Jan 14; May 18	$490
Promoting the Procurement Function	P3021	.6CEU	1	Jan 27; Jun 1	$490

EXECUTIVE DEVELOPMENT PORTFOLIO

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST

See Course Catalog, page 185 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 194 for details.

NYC SPECIFIC PORTFOLIO

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
What Every Attorney Should Know about Chapter 68 of the City Charter	C9058	2CLE	2 hrs	Jan 17 (10:00am-12:00pm)	N/C

EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 213 for details.

EQUITY & INCLUSION COURSES

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Building an Inclusive Culture: Understanding Unconscious Bias	C1078	.3CEU/4CPE	½	Jan 21; Mar 3; May 5 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Conflict Resolution Strategies for the Culturally Diverse Workplace	C8023	.6CEU/8CPE	1	Jan 14; Mar 24; Apr 16; May 6; Jun 2 (9:00am-5:00pm)	N/C
Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities (Webinar)	C8022	.15CEU/2CPE	1 ½ hrs	Feb 27; May 13 (10:30am-12:00pm) or (2:30pm-4:00pm)	N/C
Everybody Matters (1/2 day)	C1077	.3CEU/4CPE	½	Jan 8; Mar 5; May 7 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
lgbTq: The Power of Inclusion	C7787	.3CEU/4CPE	½	Jan 14; Feb 11; Feb 19; Mar 4; Jun 4 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Reasonable Accommodation Procedural Guidelines	C7788	.3CEU/4CPE	½	Jan 14; Mar 18; May 12 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Structured Interviewing and Unconscious Bias	C7790	.3CEU/4CPE	½	Jan 8; Feb 5; Mar 10; Apr 9; May 14; Jun 1 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C
Structured Interviewing: Utilizing Follow-Up and Probing Questions	C8047	.3CEU/4CPE	½	Jan 22; Feb 18; Mar 25; Apr 28; May 21; Jun 9 (9:00am-12:30pm) or (1:30pm-5:00pm)	N/C

HUMAN CAPITAL CITYWIDE TRAINING

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
Civil Service 101	C7931	.3CEU/4CPE	½	Mar 4; May 27 (9:30am-12:30pm)	N/C
Civil Service List Certification Overview	C7932	.3CEU/4CPE	½	Mar 4; May 27 (1:30pm-4:30pm)	N/C

Citywide Learning & Development

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES					
COURSE TITLE	**CODE**	**CREDITS**	**DAYS**	**DATES**	**COST**
ADA Title II: State & Local Governments	C9803	.3CEU/4CPE	3 hrs	Mar 4 (9:30am-12:30pm) or (1:30pm-4:30pm)	N/C
Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities	C8042	.15CEU/2CPE	1 ½ hrs	Jan 22 (2:00pm-3:30pm) Feb 19; Mar 18; Apr 15; May 20; Jun 17; (10:00am-11:30am)	N/C
Intro to Digital Accessibility	C9801	.6CEU/8CPE	1	Jan 30; Feb 27; Mar 26; Apr 24; May 28	N/C
SEXUAL HARASSMENT PREVENTION					
Sexual Harassment Prevention	C7965	N/A	2 hrs	Offered daily: Session 1: 9:00am-11:00am Session 2: 11:30am-1:30pm	N/C
SMALL BUSINESS SERVICES (SBS) M/WBE					
Best Practices for Identifying M/WBEs	P9007S	.3CEU	½	Mar 12 (1:30pm-4:30pm)	N/C
Best Practices for Incorporating the M/WBE Program into the Procurement Process	P9031S	.3CEU	½	Feb 13 (1:30pm-4:30pm)	N/C
Best Practices for M/WBE Networking and Outreach	P9034S	.3CEU	½	Jun 11 (1:30pm-4:30pm)	N/C
M/WBE Procurement and Utilization Plans	P9033S	.3CEU	½	Apr 16 (1:30pm-4:30pm)	N/C
M/WBE Program Compliance and Administration	P9032S	.3CEU	½	May 14 (1:30pm-4:30pm)	N/C
M/WBE Program Resources	P9030S	.3CEU	½	Jan 16 (1:30pm-4:30pm)	N/C

NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER
APPLICATION

Please review the instructions on reverse side before completing this application

TRAINING APPLICANT INFORMATION

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	☐Yes	☐American Indian or Alaska Native	☐Native Hawaiian or Other Pacific Islander
☐Unknown/I choose not to disclose	☐No	☐Asian	☐White
	☐I choose not to disclose	☐Black or African American	☐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)

REVIEW THESE INSTRUCTIONS BEFORE COMPLETING APPLICATION

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

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

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

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

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

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

SUPERVISOR AUTHORIZATION

Supervisor's Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

_____   _____
Supervisor Signature   Date

FISCAL OFFICER/DESIGNEE AUTHORIZATION

Fiscal Officer or Designee's Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

_____   _____
Fiscal Officer/Designee Signature   Date

AGENCY TRAINING LIAISON AUTHORIZATION

Agency Training Liaison Name (Print Clearly)

Title

Work Phone

Work Fax

Work E-Mail Address

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

_____   _____
Agency Training Liaison Signature   Date

The NYC Department of Citywide Administrative Services (DCAS) is committed to Equal Employment Opportunity (EEO) and a policy of non-discrimination in the employment, development, advancement and treatment of City employees.
DCAS will provide reasonable accommodations to employees with disabilities who need and request such accommodations.
If you require an accommodation or a support service, please call us at (212) 386-0005 or email us at citywidetrainingcent@dcas.nyc.gov.

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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