

Fall Course Catalog

2016

Citywide Training Center

NYC
Citywide Administrative
Services



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

CTC PROVIDES:

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

COURSE FORMATS

Open Enrollment Courses

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

Agency-Specific Courses

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

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

INSTRUCTORS

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

TRANSCRIPTS

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

LEARNING & DEVELOPMENT at the CTC

HOW TO APPLY FOR TRAINING

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

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

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

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

NYCAPS REGISTRATION

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

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

FEES AND PAYMENT

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

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

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

CANCELLATION POLICY

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

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

Municipal Building

1 Centre Street, 24th Floor South Side

New York, NY 10007

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

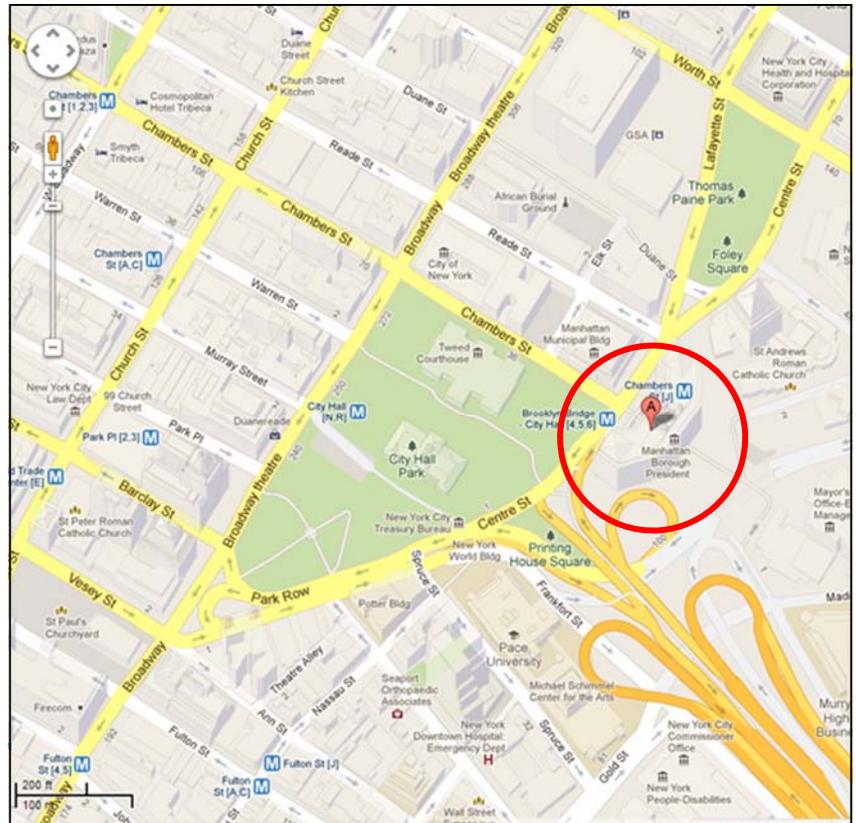
If an agency has an appropriate training facility, upon request, the CTC can deliver programs at on-site agency locations.

Closest Subway Lines:

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

Closest Bus Routes:

- M22
- M15



Citywide Learning & Development

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



Technology Skills Portfolio

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

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Personal Development Portfolio

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

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Management & Supervision Portfolio

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

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Professional Practices Portfolio

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

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Executive Development Portfolio

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

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Certification & Credit Bearing Portfolio

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

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NYC Specific Portfolio

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

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Fall 2016 Schedule & Registration Form

The Fall 2016 schedule of classes and a Citywide Training Center registration form are included at the back of the catalog.



Contact the CTC at:

1 Centre Street, 24th Floor South Side

New York, NY 10007

212.386.0005 or 212.386.6425 - phone

212.313.3439 - fax

citywidetrainingcent@dcas.nyc.gov

www.nyc.gov/ctc



Citywide Training Center

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

International Association for Continuing Education and Training (IACET)

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



Universal Public Purchasing Certification Council (UPPCC)

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



National Institute on Governmental Purchasing (NIGP)

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



Continuing Professional Education Credits (CPEs)

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



COIB Continuing Legal Education (CLE) Credits

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





TECHNOLOGY SKILLS PORTFOLIO

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

Microsoft Office Products

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Access

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Excel

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Visio Professional

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eLearning at your Desktop

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IT Professional & Certification Courses

(Located in the Professional Practices Portfolio)

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Microsoft Office Products — Access 2010



Access 2010, Part 1

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

Course Code: T4051

Days of Training: 2

Dates: Dec 19-20

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Basic knowledge of computer applications

Access 2010, Part 2

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

Course Code: T4052

Days of Training: 2

Dates: Jan 19-20

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Access 2010, Part 1

Microsoft Office Products — Access 2013



Access 2013, Part 1

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

Course Code: T4061

Days of Training: 2

Dates: Oct 18-19

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Basic knowledge of computer applications

Access 2013, Part 2

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

Course Code: T4062

Days of Training: 2

Dates: Nov 9-10

Cost: \$250

CEUs/CPEs: 1.2/16

Prerequisite: Access 2013, Part 1

Microsoft Office Products — Excel 2010



Excel 2010, Part 1

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

Course Code: T3054

Days of Training: 1

Dates: Sept 9, Oct 4, Dec 7

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Excel 2010, Part 3

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

Course Code: T3056

Days of Training: 1

Dates: Dec 12

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2010, Part 2

Excel 2010, Part 2

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

Course Code: T3055

Days of Training: 1

Dates: Sept 19, Oct 28, Dec 8

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2010, Part 1

Excel 2010, Level 4

Participants will learn to use the advanced features of Excel to become proficient Excel power user. This training is designed for advanced Excel professionals who are interested or work in finance, statistics, project analysis, and market analysis including micro/macro-economics.

Course Code: T3063

Days of Training: 1

Dates: Jan 27

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Participants should have advanced knowledge of Excel 2010

Excel 2010: Maximizing Pivot Tables

Participants will learn about Pivot Tables in Excel 2010: building a Pivot Table; analyzing data using Pivot Tables; presenting Pivot Table data visually.

Course Code: T3061

Days of Training: 1

Dates: Dec 9

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Participants should have sound knowledge of Excel and general computer proficiency

Excel 2010: Tables, Pivot Tables and Conditional Formatting

Participants will learn to create, edit, and enhance Tables, Pivot Tables and Conditional Formatting.

Course Code: T3062

Days of Training: 1/2 day

Dates: Nov 17 (9:00a-12:30p) or (1:30p-5:00p)

Cost: \$65

CEUs/CPEs: .3/4

Prerequisite: General computer proficiency

Microsoft Office Products — Excel 2013**Excel 2013, Part 1**

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

Course Code: T3064

Days of Training: 1

Dates: Sept 2, Nov 21, Dec 16

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Excel 2013, Part 2

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

Course Code: T3065

Days of Training: 1

Dates: Oct 14, Dec 5, Jan 26

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2013, Part 1

Excel 2013, Part 3

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

Course Code: T3066

Days of Training: 1

Dates: Sept 23

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Excel 2013, Part 2

Excel 2013, Data Analysis with Pivot Tables

Participants will learn to organize and present data through Pivot Tables.

Course Code: T3071

Days of Training: 1

Dates: Dec 13

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Participants should have experience working with Excel 2013 and Pivot Tables

Excel 2013: Tables, Pivot Tables and Conditional Formatting

Participants will learn to create, edit, and enhance Tables, Pivot Tables and Conditional Formatting.

Course Code: T3072

Days of Training: 1/2 day

Dates: Nov 22 (9:00a-12:30p) or (1:30p-5:00p)

Cost: \$65

CEUs/CPEs: .3/4

Prerequisite: General computer proficiency

Using Excel 2013 to Analyze Data

There are so many facets to MS Excel 2013; truly making it a powerhouse among the Office 2013 Suite for data storage, manipulation, calculation and much more. In this workshop you will organize large worksheet data using the Sort and Filter features, make data stand out with Conditional Formatting, create basic PivotTable and Pivot Charts in order to analyze data, and consolidate data and link cells across different workbooks.

Course Code: T3070

Days of Training: 1/2 day

Dates: Sept 1 (9:00a-12:30p)

Cost: \$65

CEUs/CPEs: .3/4

Prerequisite: Excel 2013, Part 2

Microsoft Office Products — PowerPoint 2010



PowerPoint 2010, Part 1

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

Course Code: T6041

Days of Training: 1

Dates: Sept 12, Nov 14

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

PowerPoint 2010, Part 2

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

Course Code: T6042

Days of Training: 1

Dates: Sept 30

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: PowerPoint 2010, Part 1

Microsoft Office Products — PowerPoint 2013



PowerPoint 2013, Part 1

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

Course Code: T6051

Days of Training: 1

Dates: Oct 28

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

PowerPoint 2013, Part 2

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

Course Code: T6052

Days of Training: 1

Dates: Nov 1

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: PowerPoint 2013, Part 1

Microsoft Office Products — Project 2010



Project 2010, Level 1

In this course, participants will create and manage a project schedule using Microsoft Project 2010.

Course Code: T6043

Days of Training: 1

Dates: Oct 7

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Project 2010, Level 2

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

Course Code: T6044

Days of Training: 1

Dates: Nov 7

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Project 2010, Level 1

Microsoft Office Products — Project 2013



Project 2013, Part 1

In this course, participants will be familiarized with the basic 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.

Course Code: T6053

Days of Training: 1

Dates: Oct 21

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Project 2013, Part 2

In this course, students will learn the advanced features and functions of Microsoft Project Professional 2013. Topics will include managing the project environment, generating project views, and producing project reports.

Course Code: T6054

Days of Training: 1

Dates: Nov 3

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Project 2013, Part 1

Microsoft Office Products — Visio Professional 2010



Visio 2010, Level 1

In this course, participants will learn the essentials of Visio. They design and manage basic diagrams, workflows, and flowcharts.

Course Code: T5440

Days of Training: 1

Dates: Oct 17

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Visio 2010, Level 2

In this course, participants will build upon knowledge gained that will enable them to work with many advanced features, including the drawing tools, creating and working with custom stencils and templates, and sharing Visio drawings with other applications.

Course Code: T5450

Days of Training: 1

Dates: Jan 18

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Visio 2010, Level 1

Microsoft Office Products — Visio Professional 2013



Visio 2013, Part 1

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

Course Code: T6440

Days of Training: 1

Dates: Nov 30

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Participants should have general computer proficiency and knowledge of Windows 8 to access programs, files and folders.

Visio 2013, Part 2

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

Course Code: T6441

Days of Training: 1

Dates: Dec 15

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Visio 2013, Part 1

Microsoft Office Products — Word 2010



Word 2010, Part 1

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

Course Code: T2064

Days of Training: 1

Dates: Oct 5

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Word 2010, Part 2

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

Course Code: T2065

Days of Training: 1

Dates: Nov 15

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Word 2010, Part 1

Microsoft Office Products — Word 2013



Word 2013, Part 1

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

Course Code: T2074

Days of Training: 1

Dates: Oct 13

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Basic knowledge of computer applications

Word 2013, Part 2

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

Course Code: T2075

Days of Training: 1

Dates: Nov 16

Cost: \$125

CEUs/CPEs: .6/8

Prerequisite: Word 2013, Part 1

eLearning at your Desktop

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

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

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

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





PERSONAL DEVELOPMENT PORTFOLIO

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

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Action Grammar

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

Objectives:

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

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

Course Code: C5031

Days of Training: 2

Date: Sept 13-14, Nov 1-2, Nov 9-10

Cost: \$250

CEUs/CPEs: 1.2/16

Anger Management

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

Objectives:

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

Target Audience: Staff at all levels

Course Code: C7774

Days of Training: 1

Date: Oct 25, Nov 18, Dec 20

Cost: \$125

CEUs/CPEs: .6/8

Attitude is Everything

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

Objectives:

- Improve relationships and increase empathy and respect for others
- Understand the consequences of a negative attitude in the workplace and the benefits of promoting a positive, healthy environment
- 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: C9266

Days of Training: 1

Dates: Oct 14, Jan 24

Cost: \$125

CLEs/CEUs: .6/8

Business Writing: Clarity Through Critical Thinking

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

Objectives:

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

Target Audience: Professional staff who frequently write letters and reports

Course Code: C2036

Days of Training: 1

Date: Sept 19, Oct 13, Nov 22

Cost: \$125

CEUs/CPEs: .6/8

Citywide Standardized Customer Service

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

Objectives:

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

Target Audience: Staff at all levels

Course Code: C7816

Days of Training: 1

Date: Sept 28, Oct 7, Nov 2, Dec 2, Jan 13

Cost: \$125

CEUs/CPEs: .6/8

Conflict Management - Defusing Workplace Aggression

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

Objectives:

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

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

Course Code: C7857

Days of Training: 1

Date: Oct 4, Nov 3

Cost: \$125

CEUs/CPEs: .6/8

Conflict Management - Strategies for Handling Difficult Behaviors

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

Objectives:

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

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

Course Code: C7858

Days of Training: 1

Date: Nov 21, Jan 18

Cost: \$125

CEUs/CPEs: .6/8

Creating and Delivering Powerful Presentations

This course is designed for professionals who, in their 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: Professionals who make presentations

Course Code: 9041

Days of Training: 2

Date: Sept 21-22, Oct 6-7, Dec 6-7, Jan 30-31

Cost: \$250

CEUs/CPEs: 1.2/16

Creating Workplace Civility

City employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during the course of their work. Such behavior might involve conflict, harassment, intimidation, incivility, disrespect, verbal aggression, or even violence. Both internal and external customers could potentially present these behaviors at any time.

Creating Workplace Civility focuses on building employee confidence to proactively address problematic situations while maintaining their own professionalism. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, and potentially dangerous situations and minimize the negative impact of these challenging encounters.

Objectives:

- Recognize early warning signs of anger or hostility
- Invoke four essential priorities essential to violence response
- Effectively utilize personal space, body language, and paraverbal communication to relieve tension and defuse hostility
- Employ verbal intervention strategies to de-escalate situations before they become more disruptive or potentially dangerous
- Maintain an objective and professional attitude when responding to an agitated individual

Target Audience: All City employees

Course Code: C9100

Days of Training: 1

Date: Oct 31, Dec 8

Cost: \$125

CEUs/CPEs: .6/8

Developing Dynamic Listening Skills

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

Objectives:

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

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

Course Code: C2508

Days of Training: 1

Date: Oct 27, Nov 7, Dec 28

Cost: \$125

CEUs/CPEs: .6/8

Enhancing Your Personal Productivity

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

Objectives:

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

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

Course Code: C9226

Days of Training: 1

Date: Sept 7, Oct 28, Dec 19

Cost: \$125

CEUs/CPEs: .6/8

Facilitation Skills for Non-trainers

Do you have to train your fellow employees? Do you feel you are properly equipped to be an effective facilitator? This course provides you with the tools necessary to be a successful trainer/facilitator. This is a fun, interactive program designed to help you become a trainer within the workplace.

Objectives:

- Practice facilitation skills
- Engage your audience
- Adapt the Principles of Adult Learning
- Ensure the transfer of knowledge

Target Audience: Managers and/or employees at all levels

Course Code: C7862

Days of Training: 1

Date: Oct 27

Cost: \$125

CEUs/CPEs: .6/8

Having Difficult Conversations

Each of us at times needs to communicate difficult or unpleasant news. This may range from performance reviews, sharing feedback with colleagues, or speaking with a customer. This class is designed to prepare you to deliver your news in a straightforward, direct manner while ensuring that you are respectful and understood. Participants will practice and role-play challenging conversations they may have to have in the workplace.

Objectives:

- Discover strategies for having challenging conversations in a way that helps to solve problems and build better relationships
- Develop techniques to address issues of anxiety and nervousness
- Practice how to anticipate and manage the challenges from the receiver of your communication
- Identify methods for separating emotions and facts
- Explore ways to develop the confidence to initiate the conversation

Target Audience: Staff at all levels

Course Code: C7836

Days of Training: 1

Date: Sept 27

Cost: \$125

CEUs/CPEs: .6/8

How to Write Fast Under Pressure

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

Objectives:

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

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

Course Code: C7513

Days of Training: 1

Date: Sept 30, Oct 21, Dec 22

Cost: \$125

CEUs/CPEs: .6/8

Influencing Without Authority

This workshop is designed to help participants learn how to use their influential 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 are able to accomplish their goals.

Objectives:

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

Target Audience: Professionals who want to enhance their influencing skills

Course Code: C4020

Days of Training: 1

Date: Oct 21, Dec 14

Cost: \$125

CEUs/CPEs: .6/8

Interviewing Skills

This course is designed for managers, supervisors and professionals who need to rely on strong interviewing skills to select the best candidates to fill open positions. Participants will learn best practices for behavioral interviewing and have an opportunity to practice new skills during the workshop.

Objectives:

- Understand how to select candidates to interview from the many resumes received
- Plan and prepare for the interview
- Study a structured methodology for interviewing
- Recognize common interviewing traps to avoid
- Practice new interviewing skills

Target Audience: Managers, supervisors and professionals who lead or participate in the interviewing process to fill open positions

Course Code: C7863

Days of Training: 1

Date: Jan 3

Cost: \$125

CEUs/CPEs: .6/8

Managing Multiple Priorities

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

Objectives:

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

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

Course Code: C5044

Days of Training: 1

Date: Sept 23, Oct 26, Dec 6

Cost: \$125

CEUs/CPEs: .6/8

Managing Stress and Preventing Burnout

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

Objectives:

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

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

Course Code: C9033

Days of Training: 1

Date: Sept 20, Nov 16, Jan 27

Cost: \$125

CEUs/CPEs: .6/8

Mind Tools for Memory

In today’s high-demand agency workplace it is harder than ever to remember everything you need to retain—from names and passwords to all the details required to bring your projects to successful completion. However, building your memory can actually 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 coworkers 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 improve your memory skills

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

Course Code: C9279

Training Days: 1

Date: Sept 12, Nov 10

Cost: \$125

CEUs/CPEs: .6/8

Motivating Yourself for Professional Success

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

Objectives:

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

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

Course Code: C9092

Days of Training: 1

Date: Oct 19

Cost: \$125

CEUs/CPEs: .6/8

Personal Financial Management

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

Objectives:

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

Target Audience: Staff at all levels

Course Code: C1660

Days of Training: 1/2 day

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

Cost: \$65

CEUs/CPEs: .3/4

Powerful Public Speaking

Does your staff cram PowerPoint slides with data to cover all bases—and to cover their own fear of public speaking? This session gets them off and running with a clean slate, providing strategies and practice opportunities for delivering a message that will sizzle and never snooze. With the opportunity to prepare and then deliver on-camera, attendees get to analyze their own performances on-screen, making tweaks to hook an audience with ease.

Objectives:

- Establish a meaningful connection with your audience
- Drive home a message with game plans for props
- Keep your attendees engaged and do not let them slip away
- Rely less on PowerPoint slides
- Use appropriate fonts in visual presentation
- Finish strong and ensure your attendees leave inspired and informed

Target Audience: Beginner or intermediate presenters looking to build experience and confidence; veteran presenters eager to take their skills to the next level.

Course Code: C7864

Days of Training: 1

Date: Jan 19

Cost: \$125

CEUs/CPEs: .6/8

Revising, Editing, and Proofreading

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

Objectives:

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

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

Course Code: C2033

Training Days: 2

Date: Oct 24-25, Nov 15-16

Cost: \$250

CEUs/CPEs: 1.2/16

Situational Awareness Discussions

This course is designed for professionals who work in environments that may be prone to dangerous people or situations. Participants will receive information and tools to increase their personal safety and lessen the possibility of being seen as a potential target. Emphasis will be on developing and cultivating a routine of continual awareness of your surroundings. There will also be valuable information on how to keep yourself safe should you be confronted with an unsafe situation.

Objectives:

- Increase your overall personal safety
- Identify personal safety in specific situations
- Provide tools to enhance your situational awareness
- Provide a starting point for you to learn more about personal safety in the future
- Understand personal safety in the work environment
- Identify specific next steps to increase workplace and personal safety

Target Audience: Professionals who deal with potentially dangerous people or situations

Course Code: C7865

Days of Training: 1

Date: Nov 17

Cost: \$125

CEUs/CPEs: .6/8

Successful Letter and Memo Writing

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

Objectives:

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

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

Course Code: C6788

Days of Training: 2

Date: Dec 12-13, Jan 30-31

Cost: \$250

CEUs/CPEs: 1.2/16

Successful Workplace Communication

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

Objectives:

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

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

Course Code: C1022

Days of Training: 1

Date: Sept 9, Oct 5, Dec 9

Cost: \$125

CEUs/CPEs: .6/8

Talkin 'Bout My Generation

What's the matter with kids these days? Nothing! Still, today's intergenerational workforce is experiencing a culture clash. The attitudes, values, and behaviors of the Millennial Generation are leaving managers miffed. It is time to learn to lead Millennials, so they can reach their potential and you can reach yours. This full day workshop has two major components: learn about them, and learn to lead them. Presentation and discussion of the attitudes, values, and behaviors of the different generations are followed by the introduction of Millennials' workplace needs and wants and corresponding management strategies. Throughout the workshop participants will practice new techniques for successfully leading this next great generation. Baby Boomers, Gen Xers and Millennials are encouraged to attend!

Objectives:

- Recognize how intergenerational dynamics are similar to a culture clash
- Identify the defining life events and resulting behavior trends for the three major generations in the workforce with added emphasis on Millennials
- Learn how to facilitate a conversation about intergenerational dynamics with your team
- Explore four categories of Millennials' wants and needs in the workplace: Matter, Dialogue, Opportunity, Full Life
- Practice updated leadership strategies for leading Millennials

Target Audience: Managers, supervisors and professionals who lead teams. All generations welcome and encouraged.

Course Code: C7866

Days of Training: 1

Date: Nov 3

Cost: \$125

CEUs/CPEs: .6/8

Time Management Strategies

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

Objectives:

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

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

Course Code: C8002

Training Days: 1

Date: Nov 9, Dec 13, Jan 20

Cost: \$125

CEUs/CPEs: .6/8

Turning Obstacles into Opportunities

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

Objectives:

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

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

Course Code: C1247

Training Days: 1

Date: Nov 1, Jan 4

Cost: \$125

CEUs/CPEs: .6/8

Workplace Violence Prevention

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

Objectives:

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

Target Audience: Managers and/or employees at all levels

Course Code: C7781
Days of Training: 1
Date: Oct 11, Jan 25
Cost: \$125
CEUs/CPEs: .6/8

Writing Effective and Efficient E-mails

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

Objectives:

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

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

Course Code: C4260
Days of Training: 1
Date: Dec 1, Jan 17
Cost: \$125
CEUs/CPEs: .6/8

Writing in Plain Language & Clinic

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

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

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

Objectives:

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

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

Course Code: C7833

Days of Training: 1 and 1/2 days

Date: Sept 28 (workshop – 1 day) and Oct 28 (clinic – ½ day, 9:00 am – 12:30 pm)

Dec 20 (workshop – 1 day) and Jan 26 (clinic – ½ day, 9:00 am – 12:30 pm)

Cost: \$235

CEUs/CPEs: .9/12



MANAGEMENT & SUPERVISION PORTFOLIO

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

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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

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

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

Course Code: C1237

Days of Training: 1

Date: Oct 12, Dec 13

Cost: \$125

CEUs/CPEs: .6/8

Building Collaborative, Productive and Cohesive Teams

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

Objectives:

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

Target Audience: Managers, directors and supervisors

Course Code: C1243

Days of Training: 1

Date: Oct 4, Dec 29

Cost: \$125

CEUs/CPEs: .6/8

Coaching Employees

Managers who lead and manage through coaching – providing encouragement, feedback, and support – are more successful in “working through others”. This course focuses on the skills and techniques of positive coaching in an organizational setting including listening actively, providing constructive feedback based on observation, reinforcing positive employee performance through recognition and praise, and teaching new skills.

Objectives:

- Identify how coaching employees is a vital part of managing in any organization
- Distinguish between managerial coaching, executive coaching, and personal coaching
- Practice how to provide fair and balanced feedback to employees on a frequent and consistent basis
- Build coaching skills on how to:
 - Establish a relationship with an employee
 - Ask powerful questions
 - Become an active listener
 - Maintain accountability
- Equip yourself with tools that encourage insight and growth

Target Audience: Managers, first-time supervisors, team leaders, front-line leaders and anyone in a position who coaches employees to achieve agency and professional development goals.

Course Code: C7867

Days of Training: 1

Date: Dec 7

Cost: \$125

CEUs/CPEs: .6/8

Conducting a Professional Development Discussion

Performance management's impact on an organization can be directly felt in the bottom line, productivity and level of employee engagement. Understanding the strengths and development needs of staff can guide employees toward a long-term career track. Communicating the keys to success is even more critical in long-term productivity and retention. This course will provide methodologies for conducting a development conversation from current to future state.

Objectives:

- Preparing for the evaluation dialogue
- Characteristics of effective feedback
- How to receive feedback
- A feedback conversation model
- The difference between coaching and managing

Target Audience: Managers, first-time supervisors, team leaders, front-line leaders and others in positions that require having career development conversations with staff.

Course Code: C7868

Days of Training: 1

Date: Dec 21

Cost: \$125

CEUs/CPEs: .6/8

Data Analytics for Managers

This course introduces participants, especially managers and executives, to the concept of data-driven decision-making and management. Participants will identify 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 study 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
- Recognizing the concerns and opportunities of working with government open data

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

Course Code: C4311

Days of Training: 1

Date: Sept 14, Dec 1, Jan 19

Cost: \$150

CEUs/CPEs: .6/8

Delegation and Time Management

This course focuses on skills for organizing, planning, and prioritizing work assignments. Participants will learn strategies for developing short and long-term plans to delegate, track, monitor, and ensure successful completion of their unit's work.

Objectives:

- Analyze and improve work processes
- Develop a personalized daily/monthly plan to accomplish goals
- Identify and address time wasters
- Manage interruptions and crises
- Delegate work to appropriate staff
- Overcome resistance to delegation

Target Audience: Managers and supervisors responsible for delegating and balancing multiple tasks

Course Code: C2004

Days of Training: 1

Date: Sept 29, Oct 20

Cost: \$125

CEUs/CPEs: .6/8

Developing Yourself and Others Through Delegation

Effective delegation may be the hardest skill set for a supervisor or manager to master; it often confounds and eludes even the most experienced leaders. Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work or "dumping." 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: C9117

Days of Training: 1

Date: Nov 17

Cost: \$125

CEUs/CPEs: .6/8

Emotional Intelligence: The Key to Effective Leadership

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

Objectives:

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

Target Audience: Managers and supervisors in leadership roles

Course Code: C9207

Days of Training: 2

Date: Oct 18-19, Dec 14-15

Cost: \$250

CEUs/CPEs: 1.2/16

Excel Tools: Summarizing Data

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

Objectives:

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

Prerequisites: Basic math skills, Excel Level 1

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

Course Code: C4312

Days of Training: 1

Date: Oct 12, Dec 21

Cost: \$150

CEUs/CPEs: .3/4

Fundamentals of Supervision

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

Objectives:

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

Target Audience: All supervisors

Course Code: C1044

Days of Training: 2

Date: Oct 19-20, Nov 16-18, Jan 26-27

Cost: \$250

CEUs/CPEs: 1.2/16

Inspired Leadership: *Creating a Motivational Environment*

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

Objectives:

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

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

Course Code: C9248

Days of Training: 2

Date: Sept 26-27

Cost: \$250

CEUs/CPEs: 1.2/16

Introduction to Statistical Analysis

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

Objectives:

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

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

Course Code: C7747

Days of Training: 1

Date: Oct 19, Nov 30

Cost: \$125

CEUs/CPEs: .6/8

Leading Productive Meetings

Do your meetings have a purpose? Are your meetings sometimes less productive than you would like them to be? In this workshop you will study to determine when a meeting is necessary and when there are more effective ways to achieve your goals. You will discover tools and techniques for facilitating engaging and results-driven meetings for planning and decision making, sharing information or obtaining staff input.

Objectives:

- Use methods for assessing if a meeting is really necessary
- Examine why “timing is everything”
- Discover why attendees find meetings dull and uninspiring
- Explore techniques to develop meeting norms to facilitate staff engagement
- Prepare in advance to make or break a meeting

Target Audience: All professionals who conduct meetings

Course Code: C1050

Days of Training: 1

Date: Oct 6

Cost: \$125

CEUs/CPEs: .6/8

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

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

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

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

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

Objectives:

- Identify the history, purpose and goals of Lean Six Sigma
- Develop Process Mapping and Value Stream Mapping Skills
- Perform a Root Cause Analysis to solve problems at work
- Improve methods of achieving higher productivity and reducing errors
- 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: C7784

Days of Training: 2

Date: Oct 17-18

Cost: \$250

CEUs/CPEs: 1.2/16

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

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

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

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

Objectives:

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

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

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

Course Code: C7785

Days of Training: 4

Date: Nov 29, Dec 1, Dec 14, and Dec 16

Cost: \$500

CEUs/CPEs: 2.4/32

Managerial Decision Making & Problem Solving

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

Objectives:

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

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

Course Code: C7869

Days of Training: 1

Date: Dec 27

Cost: \$125

CEUs/CPEs: .6/8

Project Management

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. 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: C7756

Days of Training: 1

Date: Oct 11, Nov 23, Dec 9, Jan 23

Cost: \$125

CEUs/CPEs: .6/8

Resolving and Managing Conflict

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

Objectives:

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

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

Course Code: C7518

Days of Training: 1

Date: Sept 15, Oct 17, Dec 1

Cost: \$125

CEUs/CPEs: .6/8

Selection Interviewing: Hiring Right

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

Objectives:

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

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

Course Code: C4027

Days of Training: 1

Date: Sept 22

Cost: \$125

CEUs/CPEs: .6/8

Supervising Challenging Employees

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

Objectives:

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

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

Course Code: C9038

Days of Training: 2

Date: Nov 28-29

Cost: \$250

CEUs/CPEs: 1.2/16

Writing Performance Evaluations

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

Objectives:

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

Target Audience: Managers and supervisors who write performance evaluations

Course Code: C9166

Days of Training: 1

Date: Oct 3, Dec 5, Jan 12

Cost: \$125

CEUs/CPEs: .6/8



PROFESSIONAL PRACTICES PORTFOLIO

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

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COURSES FOR AUDIT PROFESSIONALS

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

Developing and Presenting Audit Findings

Receive an in-depth hands-on guidance, and practice in developing audit findings. Adequate finding development requires that you compile sufficient, relevant information to satisfy the audit's objectives, promote an adequate 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 finding 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 do performance, contract and grant auditing. It will also benefit experienced auditors who have had limited exposure to the subject matter.

Course Code: A7021

Days of Training: 2

Date: Sept 15-16

Cost: \$505

CEUs/CPEs: 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 tough decisions about how to handle sensitive situations. Since auditor ethics are under greater scrutiny, the goal of this course is to help each participant develop ethical fitness. Each participant will be armed with a decision-making matrix – a tool that focuses on shared core values and allows you to approach the analysis and resolution of ethical dilemmas in an organized way. You use your own examples or real situations to develop the skills you can use to manage the dilemmas you face every day.

Objectives:

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

Target Audience: Auditors, inspectors, evaluators and analysts

Course Code: A9010

Days of Training: 1

Date: Nov 22

Cost: \$380

CEUs/CPEs: .6/8

Information Systems Auditing

Learn the basic processes, tools and techniques involved in auditing today's information systems. Through exercises, case studies, lectures and discussions, you learn the basic audit techniques specified in the *Federal Information System Controls Audit Manual (FISCAM)*, Information Systems Audit and Control Association's (ISACA) methodology and other audit guidance. Alternative methods of evaluating and testing general and application controls, including identifying indicators of potential fraud, are discussed.

Objectives:

- Define, select and perform basic audit tests
- Analyze general controls as applied to application systems
- Evaluate existing application systems
- Audit the various phases of systems development
- Assess the adequacy of backup and recovery/business resumption planning

Prerequisite: Information Technology for Auditors or equivalent

Target Audience: New auditors and experienced auditors with limited exposure to the subject matter

Course Code: A8029

Days of Training: 2

Date: Dec 22-23

Cost: \$505

CEUs/CPEs: 1.2/16

Information Technology for Auditors

Learn the components of information technology and how they are organized, developed and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the Government Auditing Standards. This course is the prerequisite for all other technology-related courses offered in our auditing curriculum. The information systems audit process is presented in Information Systems Auditing (A8029).

Objectives:

- Describe how information technology is organized, developed and managed
- Explain how technology affects audit responsibilities
- Cite standards and guidelines governing audits performed under the Government Auditing Standards

Target Audience: New auditors and experienced auditors with limited exposure to the subject matter

Course Code: A8024

Days of Training: 2

Date: Oct 25-26

Cost: \$505

CEUs: 1.2/16

Making Your Case to Prosecute Fraud

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

Objectives:

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

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

Course Code: A8090

Days of Training: 2

Date: Nov 1-2

Cost: \$505

CEUs/CPEs: 1.2/16

Planning Audit Assignments

Careful planning is the foundation of audit success. Receive a structured approach for planning performance audits that parallels project management principles. Learn to apply a structured risk assessment approach to identify value-added subjects and issues for audit. Learn to formulate objectives that address the user's information needs and make clear what the audit is to accomplish and to apply a step-by-step process in selecting the scope and methodology to achieve the objectives. Multiple case exercises allow you to apply that process in class.

Objectives:

- Explain the control role of objectives in performance auditing
- Use risk assessment to identify areas of vulnerability and performance improvement for audit
- Write objectives that make clear what the audit is to accomplish, provide direction for planning and field work facilitate report writing and meet auditing standards
- Apply a step-by-step approach in designing audits to achieve the objectives and use a matrix to document the design
- Cite factors to consider in determining staff needs

Target Audience: Experienced performance auditors

Course Code: A8451

Days of Training: 2

Date: Oct 3-4

Cost: \$505

CEUs/CPEs: 1.2/16

Reviewing Audit Reports

As an audit manager or supervisor, reviewing reports is a crucial aspect of your work, but you do not want to spend hours rewriting them. By providing constructive feedback you can help your staff develop better report writing skills to ensure that audit results are presented completely and objectively and that recommendations lead to action. This course is designed to help you achieve two review goals. First, you learn techniques for evaluating the accuracy and appropriateness of the audit reports. Second, you learn methods of communicating review comments to help your auditors develop better report writing skills. You participate in individual and group exercises and apply these techniques to draft reports.

Objectives:

- Explain the role and responsibility of the reviewer
- Use Government Auditing Standards as the foundation throughout the report review, feedback and revision process
- Describe an eight-step review process for evaluating audit report drafts
- Apply this structured review process to evaluating communication problems quickly in draft reports you review
- Provide effective oral and written feedback from the review process to those who draft audit reports

Target Audience: Auditors who review reports written by other auditors

Course Code: A9502

Days of Training: 1

Date: Nov 14

Cost: \$380

CEUs: .6/8

Skills for Leading & Managing Audit Projects

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve positive result. Learn concepts and techniques for managing audit projects from proposals through reporting and for making the best use of your valuable time. Also learn how to communicate with responsible officials and the media; how to evaluate, coach and motivate team members; and how to manage conflict. On completion of this course you will possess the leadership and management skills to ensure that your staff produces quality products that meet user needs and do so on time and within budget.

Objectives:

- Gain an understanding of critical skills and behavioral changes needed for successful transition to a leadership role
- Plan and direct the overall coordination and cohesion needed to systematically determine the extent and type of work to be done throughout audit assignments
- Manage all aspects of your audit teams as they move from the proposal through the reporting phase
- Motivate staff to complete assignments successfully
- Evaluate project staff selection and performance
- Learn effective staff management and communication techniques
- Communicate professionally and effectively with auditees, other government officials and the media
- Prioritize audits and tasks for effective time management
- Apply leadership concepts and various techniques that can be used to successfully plan, manage and communicate audit assignments
- Become a stronger and more confident leader by applying the tenets of people, principles and products

Target Audience: Senior auditors responsible for leading and managing audit projects. It will also benefit those transitioning from a site senior to an audit team leader and manager.

Course Code: A9109

Days of Training: 3

Date: Jan 23-25

Cost: \$585

CEUs/CPEs: 1.8/24

Using Metrics to Assess Performance

If you have audits that call for assessing the economy, efficiency and effectiveness of government programs and services, you need this course. Learn to identify and document opportunities to reduce operations costs and improve the quality and timeliness of product and service delivery. The emphasis in this course is on applying a measurement-based audit approach along with problem-solving tools and benchmarking.

Objectives:

- Explain the purpose and value in auditing operations
- Plan an audit to assess an entity's success in producing and delivering quality products and services timely and efficiently
- Prepare metrics using quantitative and qualitative data and use those metrics, along with problem-solving tools and benchmarking, to systematically identify performance problems, their causes and authentic solutions
- Develop findings that consider the nuances that arise in reporting on operations results

Target Audience: Junior auditors and seasoned professionals who have had limited exposure to this audit approach

Course Code: A8028

Days of Training: 3

Date: Dec 28-30

Cost: \$585

CEUs/CPEs: 1.8/24

ENERGY MANAGEMENT INSTITUTE COURSES

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 Fall2016.

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.

Please visit the [Fall 2016 EMI Course Catalog](#) for detailed information.



Fall 2016 EMI Courses		
Course Name	Registration Deadline	Course Dates
Building Operator Certification Level 1 (BOC-L1)	Aug 8	Cohort A: Sept 9 & 23, Oct 7 & 21, Nov 4 & 18, Dec 2, 9 & 16 (9:00a-4:00p) Cohort B: Sept 7 & 21, Oct 5 & 19, Nov 2, 16 & 30, Dec 7 & 14 (9:00a-4:00p)
Building Operator Certification Level 2 (BOC-L2)	Aug 8	Sept 16 & 30, Oct 14 & 28, Nov 4 & 18, Dec 2 & 9 (9:00a-4:00p)
Building Retuning (BRT)	Sept 23	Oct 27, Nov 3, 10 & 17, Dec 1 (9:00a-12:00p)
Energy Efficient Operations of Control Systems	Oct 3	Nov 1, 15 & 29, Dec 6 & 20 (8:30a-3:30p)

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 “No Show” in accordance with the CTC cancellation policy. See course descriptions for respective fee amounts.



COURSES FOR HUMAN RESOURCE PROFESSIONALS

Human Resources Management Certificate Course

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

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

Please call 212.386.0004 for more information.



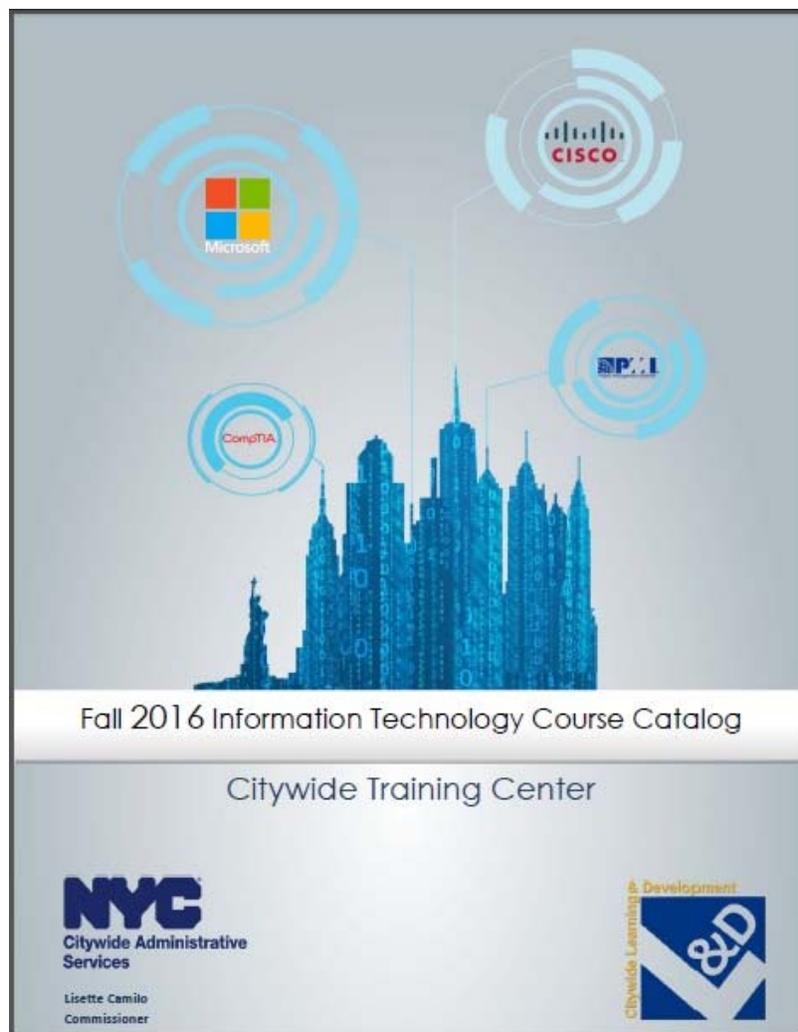
COURSES FOR IT PROFESSIONALS

IT Professional & Certification Courses

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

- Cisco
- CompTIA
- EC-Council
- (ISC)²
- Exin
- Microsoft
- Project Management Institute

Special Course packages for certification and exam information for Databases, Help Desk, Networking, Network Server Administrator, and Networking Security are listed in this catalog. For a complete listing of all IT Professional and Certification Course offerings, please see the [Fall 2016 IT Course Catalog](#).



COURSES FOR PROCUREMENT PROFESSIONALS

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

Conflicts of Interest Seminar for Procurement Professionals

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

Objectives:

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

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

Course Code: P4002

Days of Training: 1/2 day

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

Cost: N/C

CEUs: .3

Contract Management/Administration

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

Objectives:

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

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

Course Code: P3016

Days of Training: 1

Date: Nov 21

Cost: \$470

CEUs/CPEs: .6/8



APT (Automated Procurement Tracking) Basics

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

Objectives:

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

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

Course Code: P6049M

Days of Training: 1/2 day

Date: Oct 6 (1:30p-5:00p)

Cost: N/C

CEUs: .3

Concessions and Franchises*

This course will provide participants with an overview on concessions and franchises, and the various regulatory requirements as provided in the NYC Charter, laws and rules.

Course Code: P6191M

Days of Training: 1/2 day

Dates: Dec 13 (9:00a –12:30p)

Cost: N/C

CEUs: .3

***CLE credit pending**

Contract Public Hearings

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

Objectives:

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

Course Code: P6140M

Days of Training: 1/2 day

Dates: Nov 29 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Crowdfunding & Social Media Fundraising

Social networks are transforming the means through which nonprofit organizations interact with partners and potential donors. It can open up an avenue of support from a community base that can expand internationally. It has become an essential aspect of nonprofit financial stability and community outreach to drive growth. A key digital media objective is to engage targeted community members and be able to tell the story of the organization in order to raise funds for the mission. This workshop will provide nonprofit organizations with insight on several important aspects of digital marketing, such as spreading awareness, managing complex audience member relationships, and understanding contemporary digital trends. The training will provide organizations with tools and crowdfunding platform examples in order to begin their social media fundraiser.

Course Code: P6087M

Days of Training: 1/2 day

Dates: Oct 19 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Ethics/Legal Compliance*

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

Objectives:

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

Target Audience: All City Procurement personnel

Course Code: P6005M

Days of Training: 1

Dates: Oct 18

Cost: N/C

CEUs: .6

***CLE credit pending**

Financial Management: Audit Prep

Internal controls are the systems of procedures that nonprofits follow to safeguard their assets and create reliable financial reports to ensure proper segregation of duties and help create a standardized accounting manual with clear recordings of duties. At the end of this course, nonprofits will learn how to monitor and record assets received, held, and expended and provide models for future coordination. Good internal controls will address the following: How to reduce the loss of assets and funds due to fraud or error? How to increase the effectiveness of current operating procedures? How to increase the reliability of financial reporting? How to reduce the costs of audits? How to ensure that the nonprofit complies with New York City laws and regulations? Moreover, there are a number of steps nonprofits should take to effectively prepare for audits. This workshop will help nonprofits manage a smooth audit and build the internal control systems needed to be successful.

Course Code: P6156M

Days of Training: 1/2 day

Dates: Nov 16 (9:00a –12:30p)

Cost: N/C

CEUs: .3

HHS Accelerator Procurement Management

*This class is held at 4 MetroTech Center, 19th Floor, Brooklyn

AcceleratorAssist is designed to support Procurement staff system users from the participating City Agencies. During AcceleratorAssist Solicitation Management, Agency staff will be provided with an overview of procurement actions, including the following:

- Navigating the Procurement Roadmap,
- Releasing RFPs,
- Configuring Evaluation,
- Completing Evaluations and Reviewing Scores,
- Making Award Selections.

Course Code: P6001M

Days of Training: 2 hours

Dates: Nov 9 (10:00a - 12:00p)

Cost: N/C

CEUs: .3

HireNYC: Goods and Services

This course will provide participants with an overview of HireNYC: Goods and Services and the requirements surrounding process, compliance and reporting.

Course Code: P6057M

Days of Training: 1/2 day

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

Cost: N/C

CEUs: .3

HireNYC: Human Services

This course will provide participants with an overview of HireNYC: Human Services and the requirements surrounding process, compliance and reporting.

Course Code: P6192M

Days of Training: 1/2 day

Dates: Sept 13 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Intergovernmental Procurements

In this class, participants will learn how to procure goods and services through New York State Office of General Services (OGS) and federal General Services Administration (GSA) Contracts. Participants will also learn proper solicitation procedures for OGS and GSA intergovernmental contracting, relevant local, state, and federal rules that govern such contracting, and best practices.

Course Code: P6143M

Days of Training: 1/2 day

Date: Oct 13 (1:30p-5:00p)

Cost: N/C

CEUs: .3

Introduction to Procurement

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

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

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

Course Code: P3014M

Days of Training: 1/2 day

Date: Sept 20 (1:30p – 5:00p)

Cost: N/C

CEUs: .3

Legal Compliance in Procurement*

This class will provide an overview of procurement laws related to a variety of topics relevant to procurement personnel.

Participants will learn about:

- Local Law 50 of 2011, relating to the purchase of New York State food, and the New York City Agency Food Standards;
- Environmentally Preferable Purchasing (EPP) laws;
- Corrective Action Plans (CAPs) for nonprofit providers;
- The New York state Preferred Source law and reporting on preferred source contract awards under Local Law 125 of 2013
- The Living Wage Law
- Local Law 18 of 2012, relating to disclosure of project cost increases; and
- Small Purchases under PPB Rule 3-08.

Course Code: P6152M

Days of Training: 1/2 day

Dates: Nov 3 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

***CLE credit pending**

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

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

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

Course Code: P6155M

Days of Training: 1.5 hours

Dates: Sept 13, Oct 18, Nov 15, Dec 13 (11:00a - 12:30p)

Sept 28, Oct 26, Nov 30(1:00p-2:30p)

Cost: N/C

CEUs: .15

Local Law 63 of 2011*

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

During this training session, agency contracting and legal staff will learn:

- 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

Course Code: P6193M

Days of Training: 1/2 day

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

Cost: N/C

CEUs: .3

***CLE credit pending**

NYC Nonprofit: Succession Planning and Executive Transition

Nonprofits that proactively prepare for a leadership transition, especially for a long tenured or founding executive director, pave the way for new leadership to step in and succeed. Nonprofit executives should be encouraged to openly discuss their future plans with the Board of Directors and to not fear the inevitable. Leadership succession planning is an ongoing practice that is focused on defining an organization's strategic vision, identifying the leadership and managerial skills necessary to carry out that vision, and recruiting, developing and retaining talented individuals who have or who can develop those skills. This Training is presented by Molly Penn and Deborah Flood of Penn Flood Consulting, experts on nonprofit strategy development, philanthropic advising, and management and governance development.

Course Code: P6172M

Days of Training: 1/2 day

Dates: Sept 21 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

**New York City's Pay-to-Play Campaign
Finance Law: Local Law 34 of 2007
Compliance***

Local Law 34 of 2007 amended the Campaign Finance Act, establishing 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, which are subject to the stricter limits for campaign donations. This training provides an overview of Local Law 34, when and what types of transactions the law considers to be “doing business,” how the Campaign Finance Board uses the information, and relevant case law. The goal of this course is to give procurement professionals, and in particular agency legal staff, a more in-depth understanding of the legal underpinnings of Local Law 34 in addition to compliance procedures.

Course Code: P6194M
Days of Training: 1/2 day
Dates: Sept 8 (9:00a - 12:30p)
Cost: N/C
CEUs: .3
***CLE credit pending**

**Prevailing Wage Law for Procurement
Professionals***

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

Course Code: P6113M
Days of Training: 1.5 hours
Dates: Dec 6 (1:30p-5:00p)
Cost: N/C
CEUs: .15
***CLE credit pending**

RFP & Proposal Writing

Fundraising is an essential component of a successful nonprofit organization and its financial stability. In this proposal and grant writing training senior staff and board members will learn the important steps in cultivating relationships with potential organization donors. Though organizations may submit proposals to funders, the process to obtain funds could take a significant amount of time, and even well-written proposals may be rejected for many different reasons. A successful fundraising plan should allow organizations to achieve and maintain their targeted budgets, monitor the progress of donations, and encourage more effective coordination of the organizations' activities. This workshop will consider the numerous aspects of a successful fundraising plan, such as diversifying funding sources, establishing fundraising target audiences, setting fundraising goals, and developing practical strategies that will appeal to the organization and its donors.

Course Code: P6008M

Days of Training: 1/2 day

Dates: Dec 14 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Subcontractor Tracking

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

Objectives:

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

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

Course Code: P6118M

Days of Training: 1/2 day

Dates: Sept 22, Oct 25, Nov 22, Dec 20, Jan 17(1:30p - 5:00p)

Cost: N/C

CEUs: .3

Understanding the VENDEX Process

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

Objectives:

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

Target Audience: City contracting personnel

Course Code: P6008M

Days of Training: 1/2 day

Dates: Sept 28 (9:00a - 12:30p)

Cost: N/C

CEUs: .3

Vendor Responsibility/Determinations

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

Objectives:

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

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

Course Code: P6154M

Days of Training: 1/2 day

Dates: Nov 15 (1:30p - 5:00p)

Cost: N/C

CEUs: .3

COURSES FOR PROJECT MANAGEMENT PROFESSIONALS



Project Management Practical

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

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



EXECUTIVE DEVELOPMENT PORTFOLIO

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

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What is Organization Development?

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

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

Assessment & Facilitation

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





The Leadership Institute

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

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

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



The Management Academy

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

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

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

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

Executive Coaching

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

A coaching experience includes:

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

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



Frederick O'Reilly Hayes Prize

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

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





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.

Public Service Awards

The Isaac Liberman Public Service Awards (PSA)

Who is Eligible:	Permanent civil service employees of the City of New York with current salaries of \$90,000 or less are eligible.
Selection Criteria:	Public Service Award recipients <u>perform exceptionally on the job</u> by either: a) measurably improving the efficiency and quality of services to the people of New York City, or b) significantly enhancing the prestige of City Service, or c) demonstrating dedication to their work well beyond their job descriptions.
Who May Nominate:	Any agency, supervisor, union, or co-worker may nominate any employee. Nominations must be endorsed by the Agency Head.

College Scholar Awards

The E. Virgil Conway College Scholar Awards

Who is Eligible:	The children of at least one permanent civil service employee with at least 2 years of continuous, full-time service. Gross family income for 2016 (generally, the income of both parents) must be \$125,000 or less.
For High School Students	<u>High school students</u> must graduate from a public or private high school in June 2016 or must have previously graduated and must be accepted for admission as a full-time student at a private or public college or university. Scores from the SAT or ACT must be submitted with the application.
For College Students	<u>College students</u> must have graduated previously from a public or private high school and must be attending or accepted for admission as full-time students at a private or public college or university. Scores from the SAT or ACT must be submitted with the application.
Selection Criteria:	Selection is based on outstanding scholastic/academic achievement, demonstration of leadership, a solid record of school and community activity and service, and SAT or ACT scores.
Who May Apply:	Students should apply. Both students and parents/guardians must sign the application.

Additional information about the 100 Year Association Awards Program can be found on the website at <http://www.nyc.gov/executivedevelopment> or by calling 212.386.0004.



CERTIFICATION & CREDIT BEARING PORTFOLIO

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

CUNY Public Administration Certificate Program **85**

IT Professional & Certification Courses **64**
(Located in the Professional Practices Portfolio)

**National Institute of Governmental Purchasing (NIGP)
Course Alignment for Certification** **90**

CUNY PUBLIC ADMINISTRATION PROGRAM

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

Enroll at the undergraduate or graduate:

- Earn a Certificate in Public Administration and Public Policy from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply credits toward a bachelor's or master's degree at Queens College or the School of Professional Studies, CUNY
- Union tuition plans applicable; tuition reimbursement may apply
- **Online applications for certificate programs:**
Undergraduate: Undergraduate: <https://sps.cuny.edu/academics/certificates/certificate-public-administration-and-public-policy-certificate>
Advanced: <https://sps.cuny.edu/academics/certificates/advanced-certificate-public-administration-and-public-policy-level-i>
- **Spring 2017 Admissions Deadline: January 9, 2017**

For More Information on CUNY Courses at the CTC contact:

DCAS

Ewa Rzepka at: (212) 386-6473 or

erzepka@dcas.nyc.gov

CUNY/Murphy Institute (MI)

25 West 43rd Street, 19th Floor

New York, NY 10036

The Murphy Institute Enrollment Specialist at: (212) 642-2059
 Visit the website at <https://sps.cuny.edu/academics/certificates>



UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY

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

Public Administration

PADM 20100	Credits: 4	Jan 30, 2017 to May 22, 2017	Mondays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will examine the growth, structure, role, and methods of local and federal bureaucracies and their impact on American government and society. It will introduce participants to the subject of bureaucracy in American government and will survey the major areas of study in Public Administration, including the context of public administration, the meaning of federalism, and intergovernmental relations. In addition, the course will address organizational theory and behavior, decision-making, leadership, policy implementation, budgeting, personnel management, performance management, legal and regulatory constraints, ethics and accountability. Participants will become knowledgeable about the roles and functions of public agencies and will acquire a grasp of current issues and controversies concerning public bureaucracies and public policy.

Government, Politics, and the Policy-Making Process

PADM 21100	Credits: 4	Jan 31, 2017 to May 23, 2017	Tuesdays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will explore the policy-making process in a range of public institutions and will introduce participants to the approaches, methods, tools, and techniques of decision making. The role of conventional political institutions as well as alternatives to conventional politics will be studied. In the process, participants will identify official as well as unofficial political actors, including those in the executive, legislative, and judiciary branches of government; social and political activists; the media; and the public. Finally, the course will examine several models of the policy-making process.

Public Issues and Public Policy

PADM 22100	Credits: 4	Feb 1 , 2017 to May 24, 2017	Wednesdays	6:15p-9:35p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will provide an overview of the major problems facing American cities and will examine the federal, state, and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including taxation, minimum wage, social security, immigration, education, the environment, crime, social welfare, discrimination, and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life. Finally, participants will discuss pluralist and elitist perspectives on public policy and policy debate. Readings will include diverse and sometimes clashing points of view and will often emphasize developments in New York City.

Research Seminar on Public Policy

PADM 23100	Credits: 4	---	---	6:15p-9:35p	Course Offering is still to be determined
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This course is a seminar in public policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing, or criminal justice, which will change each semester. Using a task force model, participants will survey the literature in the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Participants will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination. The goal for each task force is to recommend modifications or alternatives to existing policy that effectively address the needs and concerns of various constituencies and interest groups in the decision-making process. During the term, task force groups will make oral presentations, based on their research. Each group will present a final report that incorporates policy analysis and policy recommendations. In preparation for the task-force project, the seminar will provide an overview of the topic under examination and will review methodologies for policy analysis.

ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY — LEVEL 1

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

Policy Analysis

PADM 62100	Credits: 3	Jan 30, 2017 to May 22, 2017	Mondays	6:15p-8:45p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources. In that process, participants will address a key question: How do the interests of social groups combine with access to the political process to determine who gets what and when? Finally, participants will examine case studies of public-policy analysis in three selected areas of study.

Public Administration

PADM 60100	Credits: 3	Jan 31, 2017 to May 23, 2017	Tuesdays	6:15p-8:45p	Murphy Institute: 25 West 43rd Street, 19th Floor
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Designed for participants with a basic knowledge of public administration, this course will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for “reinventing” government. Participants will analyze theoretical questions of public administration and will address the real-world experience of public sector employees, both managers and staff. Participants will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the *Government Performance Results Act* as well as “post-bureaucratic” models of the public-sector workplace. In this process, participants will examine such key managerial issues as evaluation of employee performance, motivation of employees, organizational justice, diversity management, training and staff-development, union-management relations, and collective bargaining. The course will conclude with a participatory workshop on managing in the public sector, in which participants will draw on both their practical experience and the scholarly literature discussed in the course.

Research Methods Seminar

PADM 65100	Credits: 3	Feb 2, 2017 to May 25, 2017	Thursdays	6:15p-8:45p	CUNY SPS: 119 West 31st Street, Room TBA
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This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Participants will learn the importance of formulating research questions and how to frame them, the range of methodologies that can be employed and why and when to use them, and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, participants will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Participants will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, participants will develop an operational familiarity with computer-based programs for statistics and data analysis. Several class sessions will be scheduled in a computer lab for SPSS training.

Social and Economic Policy in the United States

PADM 61100	Credits: 3	Feb 1, 2017 to May 24, 2017	Wednesdays	6:15p-8:45p	Murphy Institute: 25 West 43rd Street, 19th Floor
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty, welfare, housing, health-care, public education, and urban crime. The course will conclude with an analysis of the public-sector labor force and the future of municipal unions. While the main focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.

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



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



Contract Administration in the Public Sector

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

Objectives:

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

Target Audience: All levels of Contract Managers

Course Code: P1008

Days of Training: 3

Dates: Jan 18-20

Cost: \$765

CEUs: 1.8

Developing and Managing Requests for Proposals in the Public Sector

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

Objectives:

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

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

Course Code: P1002

Days of Training: 3

Dates: Nov 16-18

Cost: \$765

CEUs: 1.8

Introduction to Public Procurement

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

Objectives:

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

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

Course Code: P1003

Days of Training: 3

Dates: Dec 14-16

Cost: \$765

CEUs: 1.8

Legal Aspects of Public Procurement

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

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

Objectives:

- Define and understand the legal terms used in public procurement
- Identify the Model Procurement Code
- Understand the role of the law in public procurement
- Examine the role of the public professional in the application of procurement and contract law
- Assess the legal implications surrounding solicitations, contracting and post award issues
- Apply basic legal concepts and principles in public procurement
-

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

Course Code: P1006

Days of Training: 3

Dates: Dec 7-9

Cost: \$765

CEUs: 1.8

Sourcing in the Public Sector

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

Objectives:

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

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

Course Code: P1005

Days of Training: 3

Dates: Nov 28-30

Cost: \$765

CEUs: 1.8

Strategic Procurement Planning

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

Objectives:

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

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

Course Code: P1007

Days of Training: 3

Dates: Jan 25-27

Cost: \$765

CEUs: 1.8



NYC SPECIFIC PORTFOLIO

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

Conflicts of Interest Seminars	95
Diversity & Inclusion Courses	97
Emergency Management Certificate Program	101
Mayor's Office of Contract Services Courses <i>(Located in the Professional Practices Portfolio)</i>	66
Small Business Services M/WBE Courses	102

CONFLICTS OF INTEREST BOARD (COIB) SEMINARS



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

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

Special Topics in Chapter 68 of the City Charter: Gifts

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9070

Days of Training: 1.5 hours

Dates: Dec 2 (10:00a—11:30a)

Cost: N/C

CLEs: 1.5

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

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9072

Days of Training: 1.5 hours

Dates: Oct 14 (10:00a-11:30a)

Cost: N/C

CLEs: 1.5

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

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

Objectives:

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9058

Days of Training: 2 hours

Dates: Sept 23 (10:00a—12:00p)

Cost: N/C

CLEs: 2

DIVERSITY & 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: C1078

Days of Training: 1/2 day

Date: Sept 28 (9:00a-12:30p) or (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

Diversity and Equal Employment Opportunity Basic Training

This training will review the City's Equal Employment Opportunity (EEO) Policy and its obligations under federal, state and city antidiscrimination laws and procedures, as well as the City's commitment to Diversity and Inclusion (D/I). This training will also foster understanding of the City's EEO obligations under Policy, procedure and law, as well as develop/enhance participants' EEO and D/I competencies.

Target Audience: New Equal Employment Opportunity (EEO) Professionals or EEO Professionals requiring a 'refresher' course

Course Code: C7824

Days of Training: 5

Date: Oct 19, 20, 21, 26 and 27

Cost: N/C

CEUs/CPEs: 3/40

Continuing Legal Credits (CLEs) available for those who qualify.

Everybody Matters (Full Day)

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

Objectives:

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

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

Course Code: C1075

Days of Training: 1

Date: Dec 20

Cost: N/C

CEUs/CPEs: .6/8

Everybody Matters (1/2 day)

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

Objectives:

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

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

Course Code: C1077

Days of Training: 1/2 day

Date: Sept 15 (9:00a-12:30p) or (1:30p - 5:00p)

Cost: N/C

CEUs/CPEs: .3/4

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

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

Target Audience: Staff at all levels

Course Code: C7787

Days of Training: 1/2 day

Date: Nov 15, Dec 6, 7, 14 (9:00a-12:30p) or (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

Straight Talk: LGBTQ Community at Work

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

Target Audience: Staff at all levels

Course Code: C7789

Days of Training: 1/2 day

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

Cost: N/C

CEUs/CPEs: .3/4

Structured Interviewing and Unconscious Bias

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

Target Audience: Hiring managers and supervisors

Course Code: C7790

Days of Training: 1/2 day

Date: Nov 2, Dec 20 (9:00a-12:30p) or (1:30p-5:00p)

Cost: N/C

CEUs/CPEs: .3/4

Structured Interviewing and Unconscious Bias (Train-the-Trainer)

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

Target Audience: EEO, APOs, diversity and inclusion professionals and trainers

Course Code: C7791

Days of Training: 2

Date: Sept 20-21

Cost: N/C

CEUs/CPEs: 1.2/16



EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

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

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

AUDIENCE:

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

CERTIFICATE OBJECTIVES INCLUDE:

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

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

TIMELINE:

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

REGISTRATION PROCESS:

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



M/WBE PROGRAM REVIEW AND UPDATES

Best Practices for Identifying M/WBEs

This course will provide the M/WBE program overview (Local Law 1; OneNYC), information on certification, the Online Directory, resources and best practices for identifying M/WBEs.

Objectives:

- Understand the M/WBE program (LL1; OneNYC) and how to increase M/WBE utilization with the agency.

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

Course Code: P9007S

Days of Training: 1/2 day

Date: Nov 10, Jan 12 (9:30a-12:30p)

Cost: N/C

CEUs: .3

M/WBE Compliance and Goal Setting

This course will provide the M/WBE program overview (Local Law 1; OneNYC), information on certification, the Online Directory, and resources

Objectives:

- Understand the M/WBE program (LL1; OneNYC) and how to increase M/WBE utilization with the agency.

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

Course Code: P9018S

Days of Training: 1/2 day

Date: Sept 8, Dec 8 (9:30a-12:30p)

Cost: N/C

CEUs: .3

M/WBE Utilization and Performance Review: FY16

This course will provide the M/WBE program overview (Local Law 1; OneNYC), information on certification, the Online Directory, resources and FY16 performance data/reporting.

Objectives:

- Understand the M/WBE program (LL1; OneNYC) and how to increase M/WBE utilization with the agency.

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

Course Code: P9016S

Days of Training: 1/2 day

Date: Oct 13 (9:30a-12:30p)

Cost: N/C

CEUs: .3

**CITYWIDE LEARNING and DEVELOPMENT
FALL 2016 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER**

Technology Skills Portfolio Pages
1

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

Personal Development Portfolio Pages
2

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

Management & Supervision Portfolio Pages
2

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

Professional Practices Portfolio Pages
3

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

Executive Development Portfolio Pages
3

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

Certification & Credit Bearing Portfolio Pages
3-4

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

NYC Specific Portfolio Pages
4

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

Contact the CTC

Phone: 212.386.0005 or 212.386.6425 Fax: 212.313.3439

Email: citywidetrainingcent@dcas.nyc.gov

Website: www.nyc.gov/ctc

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

COURSE TITLE	CODE	CREDITS	DAYS	DATES	COST
TECHNOLOGY SKILLS PORTFOLIO					
MICROSOFT OFFICE					
Access 2010					
Part 1	T4051	1.2CEU/16CPE	2	Dec 19-20	\$250
Part 2	T4052	1.2CEU/16CPE	2	Jan 19-20	\$250
Access 2013					
Part 1	T4061	1.2CEU/16CPE	2	Oct 18-19	\$250
Part 2	T4062	1.2CEU/16CPE	2	Nov 9-10	\$250
Excel 2010					
Part 1	T3054	.6CEU/8CPE	1	Sept 9, Oct 4, Dec 7	\$125
Part 2	T3055	.6CEU/8CPE	1	Sept 19, Oct 26, Dec 8	\$125
Part 3	T3056	.6CEU/8CPE	1	Dec 12	\$125
Level 4	T3063	.6CEU/8CPE	1	Jan 27	\$125
Maximizing Pivot Tables	T3061	.6CEU/8CPE	1	Dec 9	\$125
Tables, Pivot Tables, and Conditional Formatting	T3062	.3CEU/4CPE	1/2	Nov 17 (9:00a-12:30p) or (1:30p-5:00p)	\$65
Excel 2013					
Part 1	T3064	.6CEU/8CPE	1	Sept 2, Nov 21, Dec 16	\$125
Part 2	T3065	.6CEU/8CPE	1	Oct 14, Dec 5, Jan 26	\$125
Part 3	T3066	.6CEU/8CPE	1	Sept 23	\$125
Data Analysis with Pivot Tables	T3071	.6CEU/8CPE	1	Dec 13	\$125
Tables, Pivot Tables, and Conditional Formatting	T3072	.3CEU/4CPE	1/2	Nov 22 (9:00a-12:30p) or (1:30p-5:00p)	\$65
Using Excel 2013 to Analyze Data	T3070	.3CEU/4CPE	1/2	Sept 1 (9:00a-12:30p)	\$65
PowerPoint 2010					
Part 1	T6041	.6CEU/8CPE	1	Sept 12, Nov 14	\$125
Part 2	T6042	.6CEU/8CPE	1	Sept 30	\$125
PowerPoint 2013					
Part 1	T6051	.6CEU/8CPE	1	Oct 28	\$125
Part 2	T6052	.6CEU/8CPE	1	Nov 1	\$125
Project 2010					
Level 1	T6043	.6CEU/8CPE	1	Oct 7	\$125
Level 2	T6044	.6CEU/8CPE	1	Nov 7	\$125
Project 2013					
Part 1	T6053	.6CEU/8CPE	1	Oct 21	\$125
Part 2	T6054	.6CEU/8CPE	1	Nov 3	\$125
Visio Professional 2010					
Level 1	T5440	.6CEU/8CPE	1	Oct 17	\$125
Level 2	T5450	.6CEU/8CPE	1	Jan 18	\$125
Visio Professional 2013					
Part 1	T6440	.6CEU/8CPE	1	Nov 30	\$125
Part 2	T6441	.6CEU/8CPE	1	Dec 15	\$125
Word 2010					
Part 1	T2064	.6CEU/8CPE	1	Oct 5	\$125
Part 2	T2065	.6CEU/8CPE	1	Nov 15	\$125

**CITYWIDE LEARNING and DEVELOPMENT
FALL 2016 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER**

Word 2013					
Part 1	T2074	.6CEU/8CPE	1	Oct 13	\$125
Part 2	T2075	.6CEU/8CPE	1	Nov 16	\$125
PERSONAL DEVELOPMENT PORTFOLIO					
Action Grammar	C5031	1.2CEU/16CPE	2	Sept 13-14, Nov 1-2, Nov 9-10	\$250
Anger Management	C7774	.6CEU/8CPE	1	Oct 25, Nov 18, Dec 20	\$125
Attitude is Everything	C9266	.6CEU/8CPE	1	Oct 14, Jan 24	\$125
Business Writing: Clarity Through Critical Thinking	C2036	.6CEU/8CPE	1	Sept 19, Oct 13, Nov 22	\$125
Citywide Standardized Customer Service	C7816	.6CEU/8CPE	1	Sept 28, Oct 7, Nov 2, Dec 2, Jan 13	\$125
Conflict Management - Defusing Workplace Aggression	C7857	.6CEU/8CPE	1	Oct 4, Nov 3	\$125
Conflict Management - Strategies for Handling Difficult Behaviors	C7858	.6CEU/8CPE	1	Nov 21, Jan 18	\$125
Creating and Delivering Powerful Presentations	C9041	1.2CEU/16CPE	2	Sept 21-22, Oct 6-7, Dec 6-7, Jan 30-31	\$250
Creating Workplace Civility	C9100	.6CEU/8CPE	1	Oct 31, Dec 8	\$125
Developing Dynamic Listening Skills	C2508	.6CEU/8CPE	1	Oct 27, Nov 7, Dec 28	\$125
Enhancing Your Personal Productivity	C9226	.6CEU/8CPE	1	Sept 7, Oct 28, Dec 19	\$125
Facilitation Skills for Non-trainers	C7862	.6CEU/8CPE	1	Oct 27	\$125
Having Difficult Conversations	C7836	.6CEU/8CPE	1	Sept 27	\$125
How to Write Fast Under Pressure	C7513	.6CEU/8CPE	1	Sept 30, Oct 21, Dec 22	\$125
Influencing Without Authority	C4020	.6CEU/8CPE	1	Oct 21, Dec 14	\$125
Interviewing Skills	C7863	.6CEU/8CPE	1	Jan 3	\$125
Managing Multiple Priorities	C5044	.6CEU/8CPE	1	Sept 23, Oct 26, Dec 6	\$125
Managing Stress and Preventing Burnout	C9033	.6CEU/8CPE	1	Sept 20, Nov 16, Jan 27	\$125
Mind Tools for Memory	C9279	.6CEU/8CPE	1	Sept 12, Nov 10	\$125
Motivating Yourself for Professional Success	C9092	.6CEU/8CPE	1	Oct 19	\$125
Personal Financial Management	C1660	.3CEU/4CPE	1/2	Nov 17 (9:00a-12:30p)	\$65
Powerful Public Speaking	C7864	.6CEU/8CPE	1	Jan 19	\$125
Revising, Editing, and Proofreading	C2033	1.2CEU/16CPE	2	Oct 24-25, Nov 15-16	\$250
Situational Awareness Discussions	C7865	.6CEU/8CPE	1	Nov 17	\$125
Successful Letter and Memo Writing	C6788	1.2CEU/16CPE	2	Dec 12-13, Jan 30-31	\$250
Successful Workplace Communication	C1022	.6CEU/8CPE	1	Sept 9, Oct 5, Dec 9	\$125
Talkin 'Bout My Generation	C7866	.6CEU/8CPE	1	Nov 3	\$125
Time Management Strategies	C8002	.6CEU/8CPE	1	Nov 9, Dec 13, Jan 20	\$125
Turning Obstacles Into Opportunities	C1247	.6CEU/8CPE	1	Nov 1, Jan 4	\$125
Workplace Violence Prevention	C7781	.6CEU/8CPE	1	Oct 11, Jan 25	\$125
Writing Effective and Efficient E-mails	C4260	.6CEU/8CPE	1	Dec 1, Jan 17	\$125
Writing in Plain Language & Clinic	C7833	.9CEU/12CPE	1 1/2	Sept 28 (workshop – 1 day) and Oct 28 (clinic – ½ day, 9:00a–12:30p), Dec 20 (workshop – 1 day) and Jan 26 (clinic – ½ day, 9:00a–12:30p)	\$235
MANAGEMENT & SUPERVISION PORTFOLIO					
Adaptive Leadership	C1237	.6CEU/8CPE	1	Oct 12, Dec 13	\$125
Building Collaborative, Productive and Cohesive Teams	C1243	.6CEU/8CPE	1	Oct 4, Dec 29	\$125
Coaching Employees	C7867	.6CEU/8CPE	1	Dec 7	\$125
Conducting a Professional Development Discussion	C7868	.6CEU/8CPE	1	Dec 21	\$125
Data Analytics for Managers	C4311	.6CEU/8CPE	1	Sept 14, Dec 1, Jan 19	\$150
Delegation and Time Management	C2004	.6CEU/8CPE	1	Sept 29, Oct 20	\$125
Developing Yourself and Others Through Delegation	C9117	.6CEU/8CPE	1	Nov 17	\$125
Emotional Intelligence: The Key to Effective Leadership	C9207	1.2CEU/16CPE	2	Oct 18-19, Dec 14-15	\$250
Excel Tools: Summarizing Data	C4312	.6CEU/8CPE	1	Oct 12, Dec 21	\$150
Fundamentals of Supervision	C1044	1.2CEU/16CPE	2	Oct 19-20, Nov 16 & 18, Jan 26-27	\$250
Inspired Leadership: <i>Creating a Motivational Environment</i>	C9248	1.2CEU/16CPE	2	Sept 26-27	\$250
Introduction to Statistical Analysis	C7747	.6CEU/8CPE	1	Oct 19, Nov 30	\$125
Leading Productive Meetings	C1050	.6CEU/8CPE	1	Oct 6	\$125
Lean Six Sigma: Introduction to Process Improvement (White Belt Certificate)	C7784	1.2CEU/16CPE	2	Oct 17-18	\$250
Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate)	C7785	2.4CEU/32CPE	4	Nov 29, Dec 1, Dec 14, and Dec 16	\$500
Managerial Decision Making and Problem Solving	C7869	.6CEU/8CPE	1	Dec 27	\$125
Project Management	C7756	.6CEU/8CPE	1	Oct 11, Nov 23, Dec 9, Jan 23	\$125
Resolving and Managing Conflict	C7518	.6CEU/8CPE	1	Sept 15, Oct 17, Dec 1	\$125
Selection Interviewing: Hiring Right	C4027	.6CEU/8CPE	1	Sept 22	\$125
Supervising Challenging Employees	C9038	1.2CEU/16CPE	2	Nov 28-29	\$250
Writing Performance Evaluations	C9166	.6CEU/8CPE	1	Oct 3, Dec 5, Jan 12	\$125

**CITYWIDE LEARNING and DEVELOPMENT
FALL 2016 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER**

PROFESSIONAL PRACTICES PORTFOLIO					
AUDIT PROFESSIONALS					
Developing and Presenting Audit Findings	A7021	1.2CEU/16CPE	2	Sept 15-16	\$505
Ethical Decision Making for Auditors	A9010	.6CEU/8CPE	1	Nov 22	\$380
Information Systems Auditing	A8029	1.2CEU/16CPE	2	Dec 22-23	\$505
Information Technology for Auditors	A8024	1.2CEU/16CPE	2	Oct 25-26	\$505
Making Your Case to Prosecute Fraud	A8090	1.2CEU/16CPE	2	Nov 1-2	\$505
Planning Audit Assignments	A8451	1.2CEU/16CPE	2	Oct 3-4	\$505
Reviewing Audit Reports	A9502	.6CEU/8CPE	1	Nov 14	\$380
Skills for Leading & Managing Audit Projects	A9109	1.8CEU/24CPE	3	Jan 23-25	\$585
Using Metrics to Assess Performance	A8028	1.8CEU/24CPE	3	Dec 28-30	\$585
ENERGY MANAGEMENT PROFESSIONALS					
Building Operator Certification Level 1 (BOC-L1)	C7200	N/A	9	Sept 9, Sept 23, Oct 7, Oct 21, Nov 4, Nov 18, Dec 2, Dec 9, Dec16 (9:00a-4:00p) or Sept 7, Sept 21, Oct 5, Oct 19, Nov 2, Nov 16, Nov 30, Dec 7, Dec 14 (9:00a-4:00p)	N/C*
Building Operator Certification Level 2 (BOC-L2)	C7202	N/A	8	Sept 16, Sept 30, Oct 14, Oct 28, Nov 4, Nov 18, Dec 2, Dec 9 (9:00a-4:00p)	N/C*
Building Retuning (BRT)	C7114	N/A	5	Oct 27, Nov 3, Nov 10, Nov 17, Dec1 (9:00a-12:00p)	N/C*
Energy Efficient Operations of Control Systems	C7106	N/A	5	Nov 1, Nov 15, Nov 29, Dec 6, Dec 20 (8:30a-3:30p)	N/C*
A fee of will be assessed for a "no show" or late cancellation in accordance with the CTC Cancellation Policy. See the Course Catalog, page 62 for details.					
HUMAN RESOURCE PROFESSIONALS					
See Course Catalog, page 63 for details.					
IT PROFESSIONALS					
See Course Catalog, page 64 for details.					
PROCUREMENT PROFESSIONALS					
Conflicts of Interest Seminar for Procurement Professionals	P4002	.3 CEU	1/2	Nov 9 (9:30a-12:00p)	N/C
Contract Management/Administration	P3016	.6CEU/8CPE	1	Nov 21	\$470
MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) COURSES					
APT (Automated Procurement Tracking) Basics	P6049M	.3CEU	1/2	Oct 6 (1:30p-5:00p)	N/C
Concessions and Franchises	P6191M	.3CEU/CLE*	1/2	Dec 13 (9:00a-12:30p)	N/C
Contract Public Hearings	P6140M	.3CEU	1/2	Nov 29 (9:00a-12:30p)	N/C
Crowdfunding & Social Media Fundraising	P6087M	.3CEU	1/2	Oct 19 (9:00a-12:30p)	N/C
Ethics/Legal Compliance	P6005M	.6CEU/CLE*	1	Oct 18 (9:00a-5:00p)	N/C
Financial Management: Audit Prep	P6156M	.3CEU	1/2	Nov 16 (9:00a-12:30p)	N/C
HHS Accelerator Procurement Management	P6001M	.2 CEU	2 hrs	Nov 9 (10:00a-12:00p)	N/C
HireNYC: Goods and Services	P6057M	.3CEU	1/2	Oct 27 (9:00a-12:30p)	N/C
HireNYC: Human Services	P6192M	.3CEU	1/2	Sept 13 (9:00a-12:30p)	N/C
Intergovernmental Procurements	P6143M	.3CEU	1/2	Oct 13 (1:30-5:00p)	N/C
Introduction to Procurement	P3014M	.3CEU	1/2	Sept 20 (1:30p-5:00p)	N/C
Legal Compliance in Procurement	P6152M	.3CEU/CLE*	1/2	Nov 3 (9:00a-12:30p)	N/C
Local Law 34 Compliance/DBA (Doing Business Accountability) Project	P6155M	.15CEU	1.5 hrs	Sept 13, Oct 18, Nov 15, Dec 13 (11:00a-12:30p) or Sept 28, Oct 26, Nov 30 (1:00p-2:30p)	N/C
Local Law 63 of 2011	P6193M	.3CEU/CLE*	1/2	Sept 27 (9:00a-12:30p)	N/C
NYC Nonprofit: Succession Planning and Executive Transition	P6172M	.3CEU	1/2	Sept 21 (9:00a-12:30p)	N/C
New York City's Pay-to-Play Campaign Law: Local Law 34 of 2007 Compliance	P6194M	.3CEU/CLE*	1/2	Sept 8 (9:00a-12:30p)	N/C
Prevailing Wage Law for Procurement Professionals	P6113M	.3CEU/CLE*	1/2	Dec 6 (1:30p-5:00p)	N/C
RFP & Proposal Writing	P6088M	.3CEU	1/2	Dec 14 (9:00a-12:30p)	N/C
Subcontractor Tracking	P6118M	.3CEU	1/2	Sept 22, Oct 25, Nov 22, Dec 20, Jan 17 (1:30p-5:00p)	N/C
Understanding the Vendex Process	P6008M	.3CEU	1/2	Sept 28 (9:00a-12:30p)	N/C
Vendor Responsibility/Determinations	P6154M	.3CEU	1/2	Nov 15 (1:30p-5:00p)	N/C
*CLE credit pending					
PROJECT MANAGEMENT PROFESSIONALS					
See Course Catalog, page 77 for details.					
EXECUTIVE DEVELOPMENT PORTFOLIO					
See Course Catalog, page 78 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: 212-386-6473 or contact CUNY at The Murphy Institute at: 212-642-2059					
See Course Catalog, page 85 for details.					

**CITYWIDE LEARNING and DEVELOPMENT
FALL 2016 COURSE SCHEDULE at the CITYWIDE TRAINING CENTER**

NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (NIGP) COURSE ALIGNMENT FOR CERTIFICATION					
Contract Administration in the Public Sector	P1008	1.8CEU	3	Jan 18-20	\$765
Developing & Managing Requests for Proposals in the Public Sector	P1002	1.8CEU	3	Nov 16-18	\$765
Introduction to Public Procurement	P1003	1.8CEU	3	Dec 14-16	\$765
Legal Aspects of Public Procurement	P1006	1.8CEU	3	Dec 7-9	\$765
Sourcing in the Public Sector	P1005	1.8CEU	3	Nov 28-30	\$765
Strategic Procurement Planning	P1007	1.8CEU	3	Jan 25-27	\$765
NYC SPECIFIC PROGRAMS					
CONFLICTS OF INTEREST BOARD (COIB) SEMINARS					
Special Topics in Chapter 68 of the City Charter: Gifts	C9070	1.5 CLE	1.5 hrs	Dec 2 (10:00a-11:30a)	N/C
Special Topics in Chapter 68 of the City Charter: Post-Employment	C9072	1.5CLE	1.5 hrs	Oct 14 (10:00a-11:30a)	N/C
What Every Attorney Should Know about Chapter 68 of the City Charter	C9058	2CLE	2 hrs	Sept 23 (10:00a-12:00p)	N/C
DIVERSITY & INCLUSION COURSES					
Building an Inclusive Culture: <i>Understanding Unconscious Bias</i>	C1078	.3CEU/4CPE	1/2	Sept 28 (9:00a - 12:30p) or (1:30p - 5:00p)	N/C
Diversity and Equal Employment Opportunity Basic Training	C7824	3CEU/40CPE	5	Oct 19, 20, 21, 26 and 27	N/C
Everybody Matters (<i>Full Day</i>)	C1075	.6CEU/8CPE	1	Dec 20	N/C
Everybody Matters (<i>1/2 Day</i>)	C1077	.3CEU/4CPE	1/2	Sept 15 (9:00a - 12:30p) or (1:30p - 5:00p)	N/C
LGBT: Are You Ready for the "T" – Creating an Inclusive Culture for Transgender Employees	C7787	.3CEU/4CPE	1/2	Nov 15, Dec 6, Dec 7, Dec 14 (9:00a-12:30p) or (1:30p-5:00p)	N/C
Straight Talk: LGBTQ Community at Work	C7789	.3CEU/4CPE	1/2	Nov 1 (9:00a - 12:30p) or (1:30p - 5:00p)	N/C
Structured Interviewing and Unconscious Bias	C7790	3CEU/4CPE	1/2	Nov 2, Dec 20 (9:00a - 12:30p) or (1:30p - 5:00p)	N/C
Structured Interviewing and Unconscious Bias (Train-the-Trainer)	C7791	1.2CEU/16CPE	2	Sept 20-21	N/C
EMERGENCY MANAGEMENT CERTIFICATE PROGRAM					
See Course Catalog, page 101 for details.					
SMALL BUSINESS SERVICES (SBS) M/WBE COURSES					
Best Practices for Identifying M/WBEs	P9007S	.3CEU	1/2	Nov 10, Jan 12 (9:30a-12:30p)	N/C
M/WBE Compliance and Goal Setting	P9018S	.3CEU	1/2	Sept 8, Dec 8 (9:30a-12:30p)	N/C
M/WBE Utilization and Performance Review: FY16	P9016S	.3CEU	1/2	Oct 13 (9:30a-12:30p)	N/C



NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER APPLICATION

CTC USE ONLY
Input Date: _____
Initials _____

Please review the instructions on reverse side before completing this application

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

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

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.

CITYWIDE TRAINING CENTER
APPLICATIONS PROCESSING UNIT • 1 CENTRE STREET, 24TH FLOOR SOUTH • NEW YORK, NY10007
PHONE: 212-386-0005 FAX: 212-313-3439 E-MAIL: CITYWIDETRAININGCENT@DCAS.NYC.GOV



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