WINTER/SPRING 2013
COURSE CATALOG
at the Citywide Training Center
Citywide Training Center

Authorized Provider & Accreditation Programs

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

**International Association for Continuing Education and Training (IACET)**
NYC Citywide Training Center has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this approval, the NYC Citywide Training Center has demonstrated that it complies with the ANSI/IACET 1-2007 Standard which is widely recognized as the Standard of good practice internationally. As a result of our Authorized Provider membership status, the NYC Citywide Training Center is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET 1-2007 Standard. One CEU is equal to ten hours of participation in an organized continuing education experience under responsible, qualified direction and instruction.

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

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

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

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

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 realities
- Rapid course roll-outs
- Convenient payment through a simple interagency chargeback agreement

**COURSE FORMATS**

*Open Enrollment Courses*

CTC’s Open Enrollment courses include participants from a number of 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. Open enrollment course schedules are published two times a year for the Summer/Fall and Winter/Spring.

*Agency-Specific Courses*

The CTC can provide any class in the catalog as an agency-specific class. If you are looking to have a course you don’t see 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 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 but can also be offered at the agency site. See Fees and Payment for information about Agency-Specific course 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.

**FEES AND PAYMENT**

The Department of Citywide Administrative Services charges agencies for all training classes in which their employees are enrolled. 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. **Once a month** the CTC generates invoices and draws down upon the funds set aside in the budget modification.
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.

Payment details are reiterated in all training invoice letters sent from CTC to agency training liaisons.

HOW TO APPLY FOR TRAINING

Open Enrollment Courses

To apply for classes, participants must complete a Citywide Training Center Application located 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 from your agency. Employees may contact their Agency Personnel Officer for the name and contact information of the Agency Training Liaison(s).

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. If they have not received a confirmation, they should contact their agency’s training liaison.

NYCAPS REGISTRATION

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

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

CANCELLATION POLICY

Open Enrollment Courses

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.
ORGANIZATIONAL & EXECUTIVE DEVELOPMENT PORTFOLIO

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

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

The Citywide Training Center is located at 2 Washington Street on the 21st Floor, in Manhattan across from Battery Park. It is accessible by subway lines and several bus routes. The training facility is a short walk from the Staten Island Ferry.

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

Some computer training classes are held at 43 West 42nd Street in Midtown Manhattan.

Please contact the Citywide Training Center at 212-487-5600 if you are unsure about a class location.

Closest Subway lines:

R to Rector Street or Whitehall Street stations
4/5 to Bowling Green station
1 to Rector Street station

Closest Bus routes:

M1, M6, M9, and M15
NEW LOCATION
COMING IN 2013!

The Citywide Training Center will be transitioning to our new location at the Municipal Building, 1 Centre Street, 24th Floor during the upcoming year. Until our new location is complete and officially open, we will continue holding training classes at our 2 Washington location and at agency locations upon request.
Citywide Organizational & Executive Development (OED) Programs offer an array of learning opportunities designed to introduce participants to next and best practices in management and leadership. Programs are facilitated by industry experts and can be agency specific in design and delivery, or offered to individuals through open enrollment or an application and selection process. Included in the Organizational and Executive Development Portfolio are programs which focus on Assessment and Facilitation, Executive Coaching Services, and Executive Education, such as our premiere Executive Development program, The Leadership Institute.

**EXECUTIVE EDUCATION**

Executive Education offers specialized development opportunities for seasoned executives and emerging leaders in City government. Participants are offered opportunities to learn from, and network with, colleagues and are provided with instruction from leading authorities in the areas of strategic change, leadership and management, and NYC systems and programs. Each program requires an extensive commitment on the part of the program participants and the agencies sponsoring them. Programs vary in length from 2.5 to 4 months, and consist of weekly seminars, site visits, application projects, and program presentations.

**EXECUTIVE COACHING SERVICES**

Executive Coaching supports individual change performance and the development of leaders within city agencies by enhancing the ability for strategic thinking, honing of skills and improving communication techniques. Coaching provides executives with the opportunity to examine current work behaviors, habits and patterns, seek appropriate clarity, reevaluate assumptions and experiences, and gain fresh perspective and expand their repertoires of management and leadership techniques.

**ASSESSMENT AND FACILITATION**

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

For more information on programs offered in the OED Portfolio, please contact 212-669-3615 or executivedevelopment@dcas.nyc.gov.
Open Enrollment Courses

Communication Courses

Action Grammar

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<td>2</td>
<td>1.2 / 16</td>
<td>$250</td>
<td>Feb 14-15, May 29-30</td>
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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.

**SEMINAR OBJECTIVES:**

- Identify well-constructed sentences and correct run-on sentences and sentence fragments
- Create transitions between sentences
- Use correct verb tenses
- Learn the principles of subject-verb agreement
- Form possessives of singular and plural nouns
- Use pronouns correctly
- Learn 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

Business Writing: Clarity Through Critical Thinking

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<td>C2036</td>
<td>1</td>
<td>.6 / 8</td>
<td>$125</td>
<td>Apr 11</td>
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By learning to think critically you can increase your ability to write with greater clarity. You will be able to more precisely analyze information and assess a particular task, subject, issue, etc. 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.

**SEMINAR OBJECTIVES:**

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

**Target Audience:** Professional staff who frequently write letters and reports
OPEN ENROLLMENT: COMMUNICATION COURSES

Communication Skills for Technical Professionals

| C9411 | Days of Training: 1 | .6CEU / 8CPE | $125 | June 24 |

This course highlights communication fundamentals for technical professionals who need to clearly express complicated ideas to diverse colleagues. Through a series of small-group exercises, each participant will practice non-defensive responses to feedback, tips for training nontechnical colleagues, and ways to offer technical support in a straightforward manner. Co-taught by a former Chief Information Officer (CIO), this class will apply real-life examples and role plays to highlight practical and clear communication.

SEMINAR OBJECTIVES:
- Assess awareness of your and others’ communication styles
- Explore methods for how to adapt one’s style appropriately with diverse individuals
- Heighten emotional and social intelligence among peers of varying technical expertise
- Avoid common “technical jargon” breakdowns in understanding the message
- Practice techniques to sharpen listening skills to provide easy-to-understand responses

Target Audience: Supervisors, managers, and professionals working in the technological realm who want or need to communicate more effectively with their non-technical colleagues

Customer-Focused Writing for Clear and Effective Communication

| C9103 | Days of Training: 1 | .6CEU / 8CPE | $125 | June 6 |

This Customer-Focused Writing workshop emphasizes how to create and evaluate your office documents to ensure clarity, and that the six “customer-centric” criteria necessary for effective communication are present in your office correspondence: clear purpose, relevant information, simple language, active voice, clear design, and reading level. Participants will practice writing and editing documents, learn the importance of clear and effective communication, and discover how these customer-focused criteria contribute to an easy-to-read document for agency customers.

SEMINAR OBJECTIVES:
- Define the customer representative’s role as a writer or designer of documents for customers of the City’s services
- Evaluate your agency documents for clarity
- Learn to use six evaluation criteria to evaluate City agency documents
- Understand purpose of Customer Focused Writing and why it is important

Target Audience: City agency staff whose responsibilities include creating clear and effective written correspondence. Course is intended for staff participating in the NYC Customer Service Certificate Program
Developing Dynamic Listening Skills

| C2508 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 16 |

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.

SEMINAR 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

“Easy” English for the Multi-Lingual Writer

| C8005 | Days of Training: 2 | 1.2CEU / 16CPE | $250 | June 20-21 |

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

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

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

**Fundamentals of Effective Presentations**

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<td>.6 / 8</td>
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This course is designed for agency personnel who want to learn the fundamentals of making effective presentations. Participants will be provided the basic skills and practice of effective presentations including: dealing effectively with fear and anxiety; planning presentations that gain attention and enhance credibility; using visual aids to underscore key points; handle questions and comments with confidence. Participants will make group presentations and receive one-to-one feedback to enable them to return to their agency with greater confidence and skills they will need for their next presentation.

**SEMINAR OBJECTIVES:**
- Handle the anxiety and fear of speaking to groups
- Present your ideas with credibility
- Create impressive visual aids
- Keep your audience’s interest during the entire session
- Use simple techniques to deal with negative or hostile audiences
- Expertly handle Q & A session
- Practice giving a presentation

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

**Having that Challenging Conversation**

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<td>C9158</td>
<td>1</td>
<td>.6 / 8</td>
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<td>June 5</td>
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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.

**SEMINAR OBJECTIVES:**
- Develop 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
- Learn 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:** All Employees who want to enhance the effectiveness of their conversations
Powerful Project Presentations

Managing a project requires buy-in from a wide variety of stakeholders, and delivering an effective presentation can mean the difference between a project’s success or failure. This interactive workshop will provide participants with the skills and techniques needed to make powerful, persuasive, and high-impact project briefings and presentations to key stakeholders, including those in senior management.

**SEMINAR OBJECTIVES:**
- Identify the communication style of your audience and apply techniques that help you effectively deliver your message
- Develop attitudes and skills needed to give dynamic project briefings
- Learn how to “open” a project management presentation in order to gain buy-in and acceptance
- Structure a presentation that keeps the audience focused and engaged
- Obtain “tips” on delivery, to maximize your chances of delivering an effective project management presentation (i.e. how to overcome nervousness; dealing with difficult stakeholders)
- Use visual aids that support and don’t detract from your presentation
- Handle questions effectively and criticism non-defensively
- Follow an effective process to close your presentation

**Target Audience:** Project managers who want to polish their skills for high-level presentations

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Proposal and Grant Writing

This workshop helps participants develop winning proposals. Participants learn how to respond to Request for Proposals or grant applications in a way that makes the strongest possible case for their agency or organization. During the program, participants will learn the seven building blocks of a successful proposal and practice writing several sections of a “real life” proposal.

**SEMINAR OBJECTIVES**
- Develop a winning approach: Remember that someone wants to give you money!
- Understand how decision-makers determine winners
- Review the seven building blocks of a successful proposal
- Present your organization’s talents, resources and expertise in a compelling manner to the grantor
- Identify any weak points in your proposal and developing a strategy to overcome them
- Develop a system for reviewing proposals before they are submitted

**Target Audience:** Grant writers who want to increase their ability to write winning proposals
OPEN ENROLLMENT: COMMUNICATION COURSES

Respectful Communication

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<td>C1261</td>
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Sometimes an atmosphere of familiarity in the workplace can lead to a breakdown in diplomacy. Cooperation, cohesion, and overall morale can diminish if this is allowed to go unchecked. In this workshop, participants will explore the anatomy of conflict and discover how the six needs of the human ego can lead to creating allies rather than adversaries. You’ll learn effective methods for establishing a solid connection by taking responsibility for your own actions for respectful and effective communication.

SEMINAR OBJECTIVES:
- Analyze your communication styles used for colleagues, superiors and staff
- Explore the anatomy of conflict its effect on how we communicate
- Examine the six needs of the human ego
- Learn how to gain allies rather than adversaries
- Discover why the responsibility for all interactions begins with you

Target Audience: All professionals wishing to build better workplace relationships through respectful communication

Revising, Editing, and Proofreading

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<td>C2033</td>
<td></td>
<td>1.2 / 16</td>
<td>$250</td>
<td>June 12-13</td>
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This interactive program focuses on exercises designed to enhance revising, editing, and proofreading skills. Participants will have opportunities to sharpen their writing organization, sentence structure, grammar, word usage, and punctuation and receive individual, confidential feedback.

SEMINAR 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
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.

**SEMINAR 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

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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.

**SEMINAR OBJECTIVES:**
- Assess communication styles and their impact on others
- Learn 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

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OPEN ENROLLMENT: COMMUNICATION COURSES

Writing About Complex Subjects

| C9318 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 23 |

The real challenge of technical writing is to make complex subjects understandable to people who do not share your knowledge and expertise. This workshop focuses on how to help readers understand and use complex information. Whether you are writing for the public or for your coworkers, this workshop will give you the tools you need to share what you know with your readers.

SEMINAR OBJECTIVES:
- Determine what readers understand about your topic and what you need to explain
- Organize information in a way that readers will understand
- Avoid jargon as much as possible
- Define key terms
- Master the basics of clear, concise writing
- Improve usability through document design
- Use illustrations to clarify complex systems and processes

Target Audience: Professionals who have to explain complex subjects to those who do not share their knowledge and expertise

Writing Effective and Efficient E-Mails

| C4260 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 5, Apr 19, June 27 |

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.

SEMINAR OBJECTIVES:
- Define the purpose of your e-mail message
- Distinguish necessary details to support your purpose without overloading your readers
- Develop techniques for checking the tone of your 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
OPEN ENROLLMENT: COMMUNICATION COURSES

Writing from Start to Finish

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

**SEMINAR OBJECTIVES:**

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

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

Writing Performance Evaluations

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<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
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<tr>
<td>C9166</td>
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<td>.6 / 8</td>
<td>$125</td>
<td>Mar 28</td>
</tr>
</tbody>
</table>

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

**SEMINAR 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 competencies
- Write goals that are specific and measurable

**Target Audience:** Managers and supervisors who write performance evaluations
## ACCOUNTING/FINANCE

### QuickBooks 2010, Level 1

<table>
<thead>
<tr>
<th>Code</th>
<th>Method</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
<th>Dates</th>
</tr>
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<td>$125</td>
<td>Feb 11, Mar 12, Apr 11, May 13, June 13</td>
</tr>
</tbody>
</table>

In this course, participants will use the basic features of QuickBooks to record and track your business transactions.

**Prerequisite:** This course is designed for persons who have no prior knowledge of how to use QuickBooks, or for persons who are familiar with the software and want to learn about the new features and functionality of QuickBooks 2010.

**Next Step:** QuickBooks 2010, Level 2

### QuickBooks 2010, Level 2

<table>
<thead>
<tr>
<th>Code</th>
<th>Method</th>
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<th>CEU / CPE</th>
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<tbody>
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</tr>
</tbody>
</table>

In this course, participants will examine how to use the advanced features in QuickBooks to create estimates, convert estimates into invoices, process sales tax and payroll, generate reports, review client data, and work with other applications.

**Prerequisite:** QuickBooks 2010, Level 1

## DATABASES

### Access 2007, Level 1

<table>
<thead>
<tr>
<th>Code</th>
<th>Method</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
<th>Dates</th>
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<tbody>
<tr>
<td>T4041</td>
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<td>1.2 / 16</td>
<td>$250</td>
<td>Mar 5-6, May 2-3</td>
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<td>O4041</td>
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<td>1.2 / 16</td>
<td>$250</td>
<td>Feb 7-8, Mar 4-5, Mar 21-22, Apr 3-4, Apr 22-23, May 6-7, May 28-29, June 10-11, June 20-21</td>
</tr>
</tbody>
</table>

Participants will create and modify new databases and their various objects. They learn how to maintain data consistency and integrity; improve queries, forms, and reports; and also integrate Access™ 2007 with other applications.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Access 2007, Level 2

*For a description of Online Live Training please see pages 64-65*
OPEN ENROLLMENT: COMPUTER COURSES

Access 2007, Level 2

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Fee</th>
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<tbody>
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<td>1.2 / 16</td>
<td>$250</td>
<td>Mar 21-22, May 14-15</td>
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<td>2</td>
<td>1.2 / 16</td>
<td>$250</td>
<td>Feb 4-5, Feb 21-22, Mar 11-12, Mar 28-29, Apr 15-16, Apr 29-30, May 13-14, May 30-31, June 17-18</td>
</tr>
</tbody>
</table>

You have the basic skills needed to work with Microsoft Office Access 2007 databases, including creating and working with Access tables, relationships, queries, forms, and reports. But so far, you have been focusing only on essential database user skills. In this course, you will consider how to maintain data consistency, how to customize database components, and how to share Access data with other applications.

**Prerequisite:** Access 2007, Level 1

**Next Step:** Access 2007, Level 3

Access 2007, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</tbody>
</table>

In this course, participants will exchange data with other applications, automate business processes by using VBA code, and secure and share databases.

**Prerequisite:** Access 2007, Level 2

**Next Step:** Access 2007: VBA Programming

Access 2007, VBA Programming

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Fee</th>
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</tbody>
</table>

This course is designed for experienced Access 2007 users who want to learn ActiveX Data Objects, control structures, and the basics of VBA programming.

**Prerequisite:** Access 2007, Level 3

*For a description of Online Live Training please see pages 64-65
OPEN ENROLLMENT: COMPUTER COURSES

Access 2010, Level 1

<table>
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<tr>
<th>Course Code</th>
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</table>

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.

Next Step: Access 2010, Level 2
Prerequisite: Basic knowledge of computer applications.

Access 2010, Level 2

<table>
<thead>
<tr>
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</tr>
</tbody>
</table>

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

Prerequisite: Access 2010, Level 1
Next Step: Access 2010, Level 3

Access 2010 - Level 3

<table>
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<th>Course Code</th>
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</table>

In this course participants will exchange data with other applications, automate business processes by using VBA code, and secure and share databases.

Prerequisite: Access 2010, Level 2

*For a description of Online Live Training please see pages 64-65*
DESKTOP PUBLISHING

Acrobat 9.0, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credits</th>
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In this course, participants will use Adobe® Acrobat® 9.0 to make the information more portable, accessible, and useful to meet the needs of the target audience. Upon successful completion of this course, participants will be able to: access information in a PDF document, create PDF documents, navigate to specific content in a PDF document, modify PDF documents, work with multiple PDF documents, review a PDF document, and validate a PDF document.

Prerequisite: Basic knowledge of computer applications
Next Step: Acrobat 9.0, Level 2

Acrobat 9.0, Level 2

<table>
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<tr>
<th>Course Code</th>
<th>Days of Training:</th>
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</table>

In this course, participants use Adobe® Acrobat® 9.0 Pro to convert technical documents to PDF files, enhance and control PDF content accessibility, customize PDF documents for interactive use online, and prepare PDFs for commercial printing. Upon successful completion of this course, participants will be able to: create PDF files from technical documents, enhance the utility and accessibility of PDF documents, create interactive PDF forms using Adobe LiveCycle Designer, make a PDF document ready for commercial printing, and finalize PDF files for commercial printing.

Prerequisite: Acrobat 9.0, Level 1

InDesign CS5, Level 1

<table>
<thead>
<tr>
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<th>Credits</th>
<th>Fee</th>
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In this course participants will utilize Adobe® InDesign® CS5 to create and deliver eye-catching printed documents.

Prerequisite: Basic knowledge of computer applications
Next Step: InDesign CS5, Level 2

InDesign CS5 - Level 2

<table>
<thead>
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<th>Credits</th>
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</table>

In this course, participants will use the advanced features of Adobe® InDesign® CS5 to create and design content for the web and print.

Prerequisite: InDesign CS5, Level 1

*For a description of Online Live Training please see pages 64-65
OPEN ENROLLMENT: COMPUTER COURSES

Publisher 2007, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Training Type</th>
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</table>

In this course, participants will create, format, edit, and distribute publications.

**Prerequisite:** Basic knowledge of computer applications

Publisher 2010, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Training Type</th>
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<th>CPD</th>
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</table>

In this course, participants will create, format, edit, and distribute publications.

**Prerequisite:** Basic knowledge of computer applications

Publisher 2010, Level 2

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</table>

In this course, participants will learn how to control colors and gradients, create and apply styles, work with WordArt objects, and apply section page numbers and bookmarks. Participants will learn how to create and manage mail merge lists, edit web forms and elements, and maintain and publish Web sites created in previous editions of Publisher. Participants will also learn to customize the Ribbon and Quick Access toolbar.

**Prerequisite:** Publisher 2010, Level 1

*For a description of Online Live Training please see pages 64-65*
E-MAIL/CALENDARS

Outlook 2007, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
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<td>1</td>
<td>.6 / 8</td>
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<td>Feb 19, Mar 13, Mar 29, Apr 18, May 3, May 21, June 6</td>
</tr>
</tbody>
</table>

In this course, participant learns how to compose and send email, schedule appointments and meetings, manage contact information and tasks, and use notes.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Outlook 2007, Level 2

Outlook 2007, Level 2

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
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<td>.6 / 8</td>
<td>$125</td>
<td>Feb 12, Mar 1, Mar 20, Apr 8, Apr 26, May 14, May 31, June 17</td>
</tr>
</tbody>
</table>

In this course, participants learn to customize their environment, calendar, and email messages to meet their specific requirements and who wish to track, share, assign, and locate various Outlook items.

**Prerequisite:** Outlook 2007, Level 1

**Next Step:** Outlook 2007, Level 3

Outlook 2007, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<th>Price</th>
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<tbody>
<tr>
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</table>

This course builds on email and calendaring skills and will provide the skills needed to communicate in real time with other users, personalize mail, organize items, share and link contacts, create forms, and work offline and remotely.

**Prerequisite:** Outlook 2007, Level 2

*For a description of Online Live Training please see pages 64-65*
OPEN ENROLLMENT: COMPUTER COURSES

New Features of Outlook 2010

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEUs</th>
<th>Price</th>
<th>Dates</th>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>May 6 (9:00am-12:30pm)</td>
</tr>
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</table>

This course will aid participants to identify and use the new and improved features of Outlook 2010. Topics to be covered will include: Backstage View, exploring the Outlook 2010 new user interface, customizing the Ribbon, managing e-mail messages with Conversation View, customizing the calendar, and organizing and managing tasks.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Outlook 2010, Level 1

### Outlook 2010, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</tr>
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</table>

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

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Outlook 2010, Level 2

### Outlook 2010, Level 2

<table>
<thead>
<tr>
<th>Course Code</th>
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</table>

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

**Prerequisite:** Outlook 2010, Level 1

**Next Step:** Outlook 2010, Level 3

*For a description of Online Live Training please see pages 64-65*
Outlook 2010, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
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<td>$125</td>
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</table>

This course builds on email and calendaring skills and will provide the skills needed to communicate in real time with other users, personalize mail, organize items, share and link contacts, archive items, create forms, and work offline and remotely.

**Prerequisite:** Outlook 2010, Level 2

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**GRAPHICS**

**Illustrator CS5, Level 1**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU/CPE</th>
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In this course participants will create complex illustrations, manage color across a range of devices, work with graphs and variables, control how illustrations appear on print and the web, and preview them on mobile devices.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Illustrator CS5, Level 2

**Illustrator CS5, Level 2**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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In this course participants will create complex illustrations, manage color across a range of devices, work with graphs and variables, control how illustrations appear on print and the web, and preview them on mobile devices.

**Prerequisite:** Illustrator CS5, Level 1

**Photoshop CS5, Level 1**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU/CPE</th>
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<td>Apr 11</td>
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</tbody>
</table>

In this course, participants will learn to use layers and to apply layer effects and filters for creating special effects. Additionally, participants will use painting tools and blending modes to enhance the appearance of your design.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Photoshop CS5, Level 2

*For a description of Online Live Training please see pages 64-65*
**Photoshop CS5, Level 2**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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In this course, participants will enhance their ability to create accurate masks and image effects, retouch images, work with video files, automate repetitive tasks, and integrate with other Adobe applications.

**Prerequisite:** Photoshop CS5, Level 1  
**Next Step:** Photoshop CS5 Photo Printing and Color

**Photoshop CS5 Photo Printing and Color**

<table>
<thead>
<tr>
<th>Course Code</th>
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</tbody>
</table>

In this course, participants will use color management techniques and color correct images to ensure optimal print output.

**Prerequisite:** Photoshop CS5, Level 1  
**Next Step:** Photoshop CS5 Web Production

**Photoshop CS5 Web Production**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Price</th>
<th>Dates</th>
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<tbody>
<tr>
<td>T5542</td>
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<td>May 24</td>
</tr>
</tbody>
</table>

In this course, participants will set Photoshop’s unit preferences and save files in different formats to see how well each format balances image quality with file size reduction.

**Prerequisite:** Photoshop CS5, Level 1

**Visio Professional 2007, Level 1**

<table>
<thead>
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</tbody>
</table>

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

**Prerequisite:** Basic knowledge of computer applications.  
**Next Step:** Visio Professional 2007, Level 2

**Visio Professional 2007, Level 2**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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</tr>
</tbody>
</table>

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.

**Prerequisite:** Visio Professional 2007, Level 1

*For a description of Online Live Training please see pages 64-65*
**Visio Professional 2010, Level 1**

<table>
<thead>
<tr>
<th>Code</th>
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</tr>
</tbody>
</table>

In this course, participants will design and manage basic diagrams, workflows, and flowcharts.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Visio Professional 2010, Level 2

**Visio Professional 2010, Level 2**

<table>
<thead>
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</tr>
</tbody>
</table>

In this course, participants will create custom elements and a custom template, represent external data as a drawing, and share your work with others.

**Prerequisite:** Visio Professional 2010, Level 1

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**PRESENTATION**

**PowerPoint 2007, Level 1**

<table>
<thead>
<tr>
<th>Code</th>
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</tr>
</tbody>
</table>

In this course, participants will work with Microsoft® Office PowerPoint® 2007 to create electronic presentations.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** PowerPoint 2007, Level 2

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*For a description of Online Live Training please see pages 64-65*
OPEN ENROLLMENT: COMPUTER COURSES

PowerPoint 2007, Level 2

<table>
<thead>
<tr>
<th>Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Fee</th>
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</tbody>
</table>

In this course, participant gain skills necessary to work with design templates, various types of hierarchies, processes, or other diagrams, special effects, web presentations, and advanced presentation delivery.

Prerequisite: PowerPoint 2007, Level 1

PowerPoint 2010, Level 1

<table>
<thead>
<tr>
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<th>CEU / CPE</th>
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<td>$125</td>
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</tr>
</tbody>
</table>

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

Prerequisite: Basic knowledge of computer applications
Next Step: PowerPoint 2010, Level 2

PowerPoint 2010, Level 2

<table>
<thead>
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<th>CEU / CPE</th>
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</tr>
</tbody>
</table>

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

Prerequisite: PowerPoint 2010, Level 1

*For a description of Online Live Training please see pages 64-65*
Making the Most of PowerPoint

<table>
<thead>
<tr>
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</table>

In this workshop, participants will work with PowerPoint 2010 as well as collaborate with other MS Office 2010 applications to turn their business presentations into a powerful means of communication. Participants will develop a presentation for on-screen, web, or e-mail delivery. Upon successful completion of the class, participants will be able to:

- Format slides for a clean, cohesive, and professional look
- Import MS Word tables to enhance the presentation of numbers and complex data
- Import Visio diagrams and work with PowerPoint’s native org charts to show your agency’s/unit reporting structure
- Embed and link videos, add graphics, and other multi-media clips
- Secure, publish, and deliver presentations

**Prerequisite:** This is not a refresher class. Participants must have working knowledge of creating PowerPoint.

**Target Audience:** Individuals who create PowerPoint presentations

PROJECT MANAGEMENT

**Project 2007, Level 1**

<table>
<thead>
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</table>

Participants will create a project plan containing tasks, organize these tasks in a work breakdown structure containing task relationships, create and assign resources, and finalize the project to implement the project plan.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Project 2007, Level 2

**Project 2007, Level 2**

<table>
<thead>
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</table>

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

**Prerequisite:** Project 2007, Level 1

*For a description of Online Live Training please see pages 64-65*
## OPEN ENROLLMENT: COMPUTER COURSES

### Project 2010, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
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<th>CEUs / CPEs</th>
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</tbody>
</table>

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

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Project 2010, Level 2

### Project 2010, Level 2

<table>
<thead>
<tr>
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<th>Course Name</th>
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</table>

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

**Prerequisite:** Project 2010, Level 1

### REPORT WRITING

### Crystal Reports 2008, Level 1

<table>
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<tr>
<th>Course Code</th>
<th>Course Name</th>
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</tr>
</tbody>
</table>

In this course, participants will create a basic report by connecting to a database and modifying its presentation. This course is designed for persons who need output from a database. In some cases, database programs have limited reporting tools, and/or such tools may not be accessible. Participants may or may not have programming and/or SQL experience.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Crystal Reports 2008, Level 2

*For a description of Online Live Training please see pages 64-65*
Crystal Reports 2008, Level 2

<table>
<thead>
<tr>
<th>Code</th>
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</table>

In this course, participants create complex reports and data sources using Crystal Reports' tools. They will also increase the speed and efficiency of their reports by using SQL queries.

**Prerequisite:** Crystal Reports 2008, Level 1

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**SPREADSHEETS**

**Excel 2007, Level 1**

<table>
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<tr>
<th>Code</th>
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<th>CEU / CPE</th>
<th>Fee</th>
<th>Dates</th>
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<td>Feb 5, Feb 22, Mar 4, Mar 25, Apr 3, Apr 22, May 1, May 29, June 6, June 25</td>
</tr>
</tbody>
</table>

In this course, participants create and edit basic Microsoft® Office Excel® 2007 worksheets and workbooks.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Excel 2007, Level 2

**Excel 2007, Level 2**

<table>
<thead>
<tr>
<th>Code</th>
<th>Days of Training:</th>
<th>CEU / CPE</th>
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</tr>
</tbody>
</table>

In this course, participants use Excel® 2007 to streamline and enhance spreadsheets with templates, charts, graphics, and formulas. They will apply visual elements and advanced formulas to a worksheet to display data in various formats.

**Prerequisite:** Excel 2007, Level 1

**Next Step:** Excel 2007, Level 3

*For a description of Online Live Training please see pages 64-65*
## OPEN ENROLLMENT: COMPUTER COURSES

### Excel 2007, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
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</tbody>
</table>

In this course, participants will learn how to automate common tasks, apply advanced analysis techniques to more complex data sets, collaborate on worksheets with others, and share Excel data with other applications.

**Prerequisite:** Excel 2007, Level 2  
**Next Step:** Excel 2007, VBA

### Excel 2007, Functions and Formulas

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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This course provides participants with specialty skills in the advanced Excel feature of Functions. Functions are predefined formulas that perform calculations by using specific values, called arguments, in a particular order, or structure. Functions can be used to perform simple or complex calculations. Participants will learn the basic structure of Functions and how to use them. Some of the functions covered will be Average, Count, Round, If Then, Nested If, Concatenate, PMT, function using ranges, and Time and Date functions.

**Prerequisite:** Participants should have a basic knowledge of formulas to take this course

### Excel 2007, VBA Programming

<table>
<thead>
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<th>Days of Training</th>
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</table>

In this course, participants will apply the Visual Basic for Applications (VBA) programming language to simplify many of the tasks that you can perform using various tools and functions in Excel 2007.

**Prerequisite:** Excel 2007, Level 3

### Excel 2010, Level 1

<table>
<thead>
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</table>

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

**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Excel 2010, Level 2

*For a description of Online Live Training please see pages 64-65*
Excel 2010, Level 2

<table>
<thead>
<tr>
<th>Course Code</th>
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In this course, participants will apply visual elements and advanced formulas to a worksheet to display data in various formats.

**Prerequisite:** Excel 2010, Level 1

**Next Step:** Excel 2010, Level 3

Excel 2010, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
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</table>

In this course participants 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.

**Prerequisite:** Excel 2010, Level 2

Excel 2010, Functions and Formulas

<table>
<thead>
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This course provides participants with specialty skills in the advanced Excel feature of Functions. Functions are predefined formulas that perform calculations by using specific values, called arguments, in a particular order, or structure. Functions can be used to perform simple or complex calculations. Participants will learn the basic structure of Functions and how to use them. Some of the functions covered will be Average, Count, Round, If Then, Nested If, Concatenate, PMT, function using ranges, and Time and Date functions.

**Prerequisite:** Participants should have a basic knowledge of formulas to take this course

Excel 2010: VBA Programming

<table>
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<tr>
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The participant will learn to automate job tasks in Microsoft® Office Excel® 2010.

**Prerequisite:** Excel 2010, Level 3

*For a description of Online Live Training please see pages 64-65*
## WEBPAGE DEVELOPMENT

### Dreamweaver CS5, Level 1

<table>
<thead>
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<th>Course Code</th>
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In this course, participants will design, build, and upload a website.

**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Dreamweaver CS5, Level 2

### Dreamweaver CS5, Level 2

<table>
<thead>
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</tbody>
</table>

In this course, participants will develop professional-looking web pages using the Adobe® Dreamweaver® CS5 application.

**Prerequisite:** Dreamweaver CS5, Level 1

### Flash CS5, Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
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<tr>
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</table>

In this course, participants will create and manipulate a wide variety of objects ranging from simple graphic designs to complex animation sequences using the Adobe® Flash® CS5 application.

**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Flash CS5, Level 2

*For a description of Online Live Training please see pages 64-65*
Flash CS5, Level 2

| T9408 | Days of Training: 2 | 1.2CEU / 16CPE | $250 | June 3-4 |

In this course, participants will plan, design, and develop complex Flash projects using the Adobe® Flash® CS5 application.

**Prerequisite:** Flash CS5, Level 1

Web Design with HTML5 and CSS3, Level 1

| O9040 Online Live* | Days of Training: 1 | .6CEU / 8CPE | $125 | Feb 11, Feb 27, Mar 13, Mar 26, Apr 10, Apr 22, May 7, May 20, June 7, June 20 |

In this course, participants will use HTML5 to create and design web pages. This course is targeted at participants who want to learn web design for their personal use or for business purposes.

**Prerequisite:** Basic knowledge of computer applications.

**Next Step:** Web Design with HTML5 and CSS3, Level 2

Web Design with HTML5 and CSS3, Level 2

| O9041 Online Live* | Days of Training: 1 | .6CEU / 8CPE | $125 | Feb 4, Feb 22, Mar 5, Mar 19, Apr 3, Apr 30, May 16, May 30, June 13, June 24 |

Participants will learn to create advanced web pages and test their validity. This course is designed for persons who understand the fundamentals of HTML and CSS and have used both technologies to create basic web pages. It is aimed at individuals interested in using these technologies to create advanced web pages and to test their validity.

**Prerequisite:** Web Design with HTML5 and CSS3, Level 1

Web Design with XHTML, HTML and CS5, Level 1

| O9030 Online Live* | Days of Training: 1 | .6CEU / 8CPE | $125 | Feb 5, Feb 21, Mar 6, Mar 21 |

In this course, participants examine the basics of foundational web technology and create your own functional web pages using markup languages Hypertext Markup Language (HTML), Extensible Hypertext Markup Language (XHTML), and Cascading Style Sheets (CSS).

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Web Design with XHTML, HTML and CS5, Level 2

*For a description of Online Live Training please see pages 64-65*
OPEN ENROLLMENT: COMPUTER COURSES

Web Design with XHTML, HTML and CSS, Level 2

<table>
<thead>
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In this course, participants will create advanced web pages and test their validity.

**Prerequisite:** Web Design with XHTML, HTML and CSS, Level 1

**Next Step:** Web Design with XHTML, HTML and CSS, Level 3

Web Design with XHTML, HTML and CSS, Level 3

<table>
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In this course, participants will apply the best practices of web design and create a website that enhances the usability and interactivity of the website.

**Prerequisite:** Web Design with XHTML, HTML and CSS, Level 2

WORD PROCESSING

Word 2007, Level 1

<table>
<thead>
<tr>
<th>Code</th>
<th>Type</th>
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In this course, participant will learn basic concepts required to produce basic business documents. They will create, edit, and enhance standard business documents using Microsoft® Office Word 2007.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Word 2007, Level 2

Word 2007, Level 2

<table>
<thead>
<tr>
<th>Code</th>
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</table>

In this course, participants create complex documents in Microsoft® Office Word 2007 documents and build personalized efficiency tools in Microsoft® Word 2007.

**Prerequisite:** Word 2007, Level 1

**Next Step:** Word 2007, Level 3

*For a description of Online Live Training please see pages 64-65*
### Word 2007, Level 3

<table>
<thead>
<tr>
<th>Course Code</th>
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In this course, participants will learn how to use Word to create, manage, revise, and distribute long documents, forms, and Web pages.

**Prerequisite:** Word 2007, Level 2

### Word 2010, Level 1

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</table>

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

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Word 2010, Level 2

### Word 2010, Level 2

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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In this course, participants will create complex documents and build personalized efficiency tools using Microsoft Office Word 2010.

**Prerequisite:** Word 2010, Level 1

**Next step:** Word 2010, Level 3

### Word 2010, Level 3

<table>
<thead>
<tr>
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</table>

In this course, participants will create, manage, revise, and distribute long documents.

**Prerequisite:** Word 2010, Level 2

*For a description of Online Live Training please see pages 64-65*
The CUNY/DCAS Public Administration Program is offered in collaboration with the City University of New York’s (CUNY) Joseph S. Murphy Institute (JSMI) for Worker Education and participating unions on both the undergraduate and graduate level. It is designed to provide an opportunity to earn college credits, improve communication and analytic skills, and provide for expanded knowledge of government agencies, social services, labor relations, and the legislative and budgetary process in the context of deepening the understanding of urban challenges.

Enroll at the undergraduate, graduate or post MA level:

- Earn a Certificate in Public Administration and Public Policy from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply credits toward a bachelor’s or master’s degree at Queens College, CUNY
- Union tuition plans applicable; tuition reimbursement may apply
- Online application: https://cunysspΥ.asksadmissions.net/emtinterestpage.aspx?ip=quickstart
- Admissions Deadline: January 18, 2013

For More Information on CUNY Courses at the CTC contact:

DCAS/Citywide Training Center (CTC)
2 Washington Street, 21st Floor
New York, NY 10004
Jenia Valentine at: (212) 669-3630 or jvalenti@dcas.nyc.gov

CUNY/Murphy Institute (MI)
25 West 43rd Street, 19th Floor
New York, NY 10036

Cornell Labor Institute (CLI)
16 East 34th Street, 6th Floor
New York, NY 10016

CUNY/Murphy Institute (MI)
50 West 40th Street
New York, NY 10018

The Murphy Institute Counselors at: (212) 827-0200
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.

Government, Politics, and the Policy-Making Process

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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<th>Dates</th>
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<th>Location</th>
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<td>6:15pm-9:35pm</td>
<td>Murphy Institute 50 West 40th St. Room TBA</td>
</tr>
</tbody>
</table>

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 Administration

<table>
<thead>
<tr>
<th>Course</th>
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<td>6:15pm – 9:35pm</td>
<td>Murphy Institute 25 West 43rd Street</td>
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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.
OPEN ENROLLMENT: CUNY PUBLIC ADMINISTRATION PROGRAM

Public Issues and Public Policy

| PADM 221 | Credits: 4 | Mondays | Jan. 30, 2013 – May 22, 2013 | 6:15pm – 9:35pm | Murphy Institute | 50 West 40th St. Room TBA |

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

| PADM231 | Credits: 4 | Thursdays | Jan. 31, 2013 - May 23, 2013 | 6:15pm – 9:35pm | Murphy Institute | 25 West 43rd Street |

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.
OPEN ENROLLMENT: CUNY PUBLIC ADMINISTRATION PROGRAM

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

<table>
<thead>
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<th>Course Code</th>
<th>Credits</th>
<th>Days/Time</th>
<th>Date</th>
<th>Location</th>
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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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Days/Time</th>
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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.
OPEN ENROLLMENT: CUNY PUBLIC ADMINISTRATION PROGRAM

Research Methods Seminar

<table>
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<tr>
<th>Course Code</th>
<th>Credits</th>
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<th>Time</th>
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<td>Murphy Institute 50 West 40th St. Room TBA</td>
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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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
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<td>6:15pm – 8:45pm</td>
<td>Murphy Institute 25 West 43rd Street</td>
</tr>
</tbody>
</table>

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.
Open Enrollment Courses
Management & Supervision Courses

Authentic Leadership: The Inside Story

| C9096 | Days of Training: 2 | 1.2CEU / 16CPE | $250 | June 6-7 |

This workshop will examine what it takes to be an authentic leader. It gives participants the opportunity to take a look at what the basis of their leadership is really all about, why people follow them, and what elements are necessary to increase their level of employee buy-in. Participants will explore four of the most essential areas of leadership: Attitude, Influence, Communication, and Team Building. The program’s primary focus is not merely on the “position” (title) of leadership, but rather on the “character” (true person) of the leader.

SEMINAR OBJECTIVES:
- Examine a broader and foundational definition of a “leader”
- Assess why people follow and build on their desire for WIIFM, (What’s In It For Me).
- Learn and understand the five levels of leadership
- Discover how to create a vision people truly buy into
- Understand the importance of communicating like a leader, not a manager
- Recognize the effect of leadership attitude on employee performance
- Discover the five practices of exemplary leaders
- Develop greater teambuilding skills

Target Audience: Managers, supervisors, directors, and professionals who have a desire to raise their level of influence and effectiveness on their jobs as well as every area of their lives

Coaching and Counseling for Improved Job Performance

| C3030 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 9 |

The performance management process is continuous and involves clear communication, stated performance expectations, and on-going feedback. Coaching and counseling are integral components of the process. This workshop will provide managers and supervisors the skills and techniques for analyzing employee performance and how to effectively coach and counsel employees to achieve workable solutions for immediate application.

SEMINAR OBJECTIVES:
- Analyze causes of performance problems
- Conduct effective employee coaching sessions
- Utilize counseling methods for more serious performance problems
- Delegate work and motivate employees to achieve desired outcomes
- Practice providing constructive feedback to maximize employee accountability

Target Audience: Managers and supervisors who want to develop the skills for managing performance through effective coaching and counseling
OPEN ENROLLMENT: MANAGEMENT & SUPERVISION COURSES

Conducting Effective Performance Appraisals

| C1012   | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 20 |

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

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

Target Audience: Managers and supervisors who conduct performance appraisal interviews

Capitalizing on the Benefits of Positive Feedback

| C0988   | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 10 |

How can we maximize performance and energize our staff while we have to address performance gaps? In this workshop, you’ll discover the tools and strategies needed by managers and supervisors to enhance their performance by using positive forms of feedback. You’ll see how positive feedback encourages employees to do more of what they are praised for - putting them in a better state of mind and making them better performers.

SEMINAR OBJECTIVES:
- Explore the roles associated with providing feedback for goal pursuit
- Discover how the right feedback can be motivational and give a “boost” to commitment
- Learn how giving feedback can enhance the interpersonal relationship between a supervisor and staff
- Examine methods for providing constructive feedback
- See why focusing on future actions instead of past action can produce positive outcomes

Target Audience: Managers, supervisors, directors who want to derive the benefits of giving positive feedback
Engaging, Energizing and Motivating Your Staff

C1269 | Days of Training: 1 | .6CEU / 8CPE | $125 | June 17

Current research on workplace effectiveness demonstrates that employees who are not engaged in their work can negatively impact organizational performance and productivity. This workshop instructs managers, supervisors, and team leaders on how to identify and improve the underlying factors that cause job distress—be it lack of motivation or disengagement. They will develop skills for creating a work environment that encourages employee enthusiasm, dedication, collaboration, and peak performance.

SEMINAR OBJECTIVES:

- Identify behaviors that create a motivated workplace
- Improve managerial motivational skills
- Learn the three signs of a employee disengagement and dissatisfaction
- Develop strategies for overcoming employee “job misery”
- Create methods for engaging, motivating and energizing your staff

Target Audience: Leaders, managers, and supervisors

The Four Principles of Successful Women Leaders

C9032 | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 13

This highly interactive and thought-provoking workshop is designed for women looking to advance in their role as a leader. Designed around “Principles of Successful Women Leaders,” this course provides insight and practical tools to increase effective and authentic access to a woman’s unique leadership attributes. With an emphasis on practical application and realistic action, participants will craft a leadership development plan that includes the formation of a leadership support network.

SEMINAR OBJECTIVES:

- Identify women’s unique qualities, talents, skills, and abilities to grow as an effective leader
- Increase competence and confidence in “owning” leadership capability
- Understand what it takes to successfully develop as a woman and a leader in the business environment
- Establish a powerful and effective support network
- Strengthen the key communication skills necessary for women leaders
- Identify critical development activities
- Begin a solid leadership development action plan

Target Audience: Women in or aspiring to attain leadership positions
OPEN ENROLLMENT: MANAGEMENT & SUPERVISION COURSES

Fundamentals of Supervision - Condensed Format

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU / CPE</th>
<th>Price</th>
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<td>2</td>
<td>1.2 / 16</td>
<td>$250</td>
<td>Feb 13-14, Apr 25-26</td>
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</table>

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

SEMINAR 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 or individuals being moved/promoted into a supervisory position

Goal-Setting for Better Performance

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<th>Course Code</th>
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<th>CEU / CPE</th>
<th>Price</th>
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<td>1</td>
<td>.6 / 8</td>
<td>$125</td>
<td>May 9</td>
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Managers and supervisors often struggle with ways to communicate goals and objectives in a way that gets staff inspired and dedicated to achieving results. This workshop will provide techniques for communicating objectives and measuring performance by using unique and engaging methods. Participants will discover how to communicate expected results and better evaluate employees and how these performance measurement techniques can be used for ongoing feedback and performance evaluations.

SEMINAR OBJECTIVES:

- Assess the need to re-invent the goal setting process
- Explore techniques for creating a compelling vision that will inspire staff
- Assess the four types of measurement: quality, quantity, timeliness, and cost
- Transform subjective judgment into objective performance criteria
- Practice communication techniques for creating team direction that inspires results

Target Audience: Managers, supervisors, and project team leaders who want to explore new methods for setting goals and measuring performance
Harvesting New Thinking for Organizational Challenges

Challenging situations require innovative solutions. As managers, we sometimes believe that the responsibility and knowledge (the “know-how”) for finding solutions lie within us, but this is not always the case. In this workshop, managers will explore a technique called “harvesting”—a concept of unlocking embedded knowledge and creativity from staff and colleagues. Participants will develop techniques and strategies for reaping information, new thinking, and innovative solutions by engaging their teams in the harvesting process—a holistic approach for overcoming organizational challenges.

SEMINAR OBJECTIVES:
- Develop skills necessary to identify short-term and long-term departmental needs
- Recognize the value of individual and group knowledge
- Practice techniques for unlocking creativity and innovation
- Engage in harvesting strategies to produce “new thinking”
- Apply harvesting techniques to reap creative solutions to problems and challenges
- Gain the ability to assess and revise harvesting strategies

Target Audience: Managers, supervisors, and project team leaders seeking to develop cutting-edge problem-solving strategies

Leading Through Transition

Organizational change is a constant in the public sector environment. An effective leader can deal strategically with the structural challenges of change and guide people through the transitions that come with it. In this workshop, you will gain a deeper understanding of the attributes required to lead with authenticity in the face of change. You’ll discover the importance of building and supporting an environment of trust as you lead others through emotionally challenging situations.

SEMINAR OBJECTIVES:
- Assess the key adaptive challenges the team and the agency faces
- Discover how to diagnose the psychological, emotional, and behavioral demands of change
- Examine how to manage defensive routines, resistance, and work avoidance dynamics
- Explore techniques for using creativity to intervene and mobilize staff
- Practice how to change limited beliefs into empowering beliefs
- Learn how to harness your team’s personal talents, predispositions, and styles to move forward

Target Audience: All leaders, managers, and supervisors faced with leading staff through transitions
OPEN ENROLLMENT: MANAGEMENT & SUPERVISION COURSES

Making the Tough Choices

| C9118 | Days of Training: 1 | .6CEU / 8CPE | $125 | June 18 |

As City personnel who are asked to do more with less in these days of limited resources, our choices become more difficult because of their effects on the people we value, our constituents and our colleagues. Often these tough choices are ethical dilemmas where both choices are right and the difficult task becomes choosing the higher right. This ethical decision-making seminar has been presented to thousands of people around the world and has been incorporated into many companies as well as federal, state, and local government agencies. The goal is to remove some of the mystery, confusion, and pain that accompany these kinds of dilemmas by making values-based decisions that you can confidently explain to anyone involved.

SEMINAR OBJECTIVES:

- Describe a wider range of ethical dilemmas that occur in your daily experience
- Practice analyzing those dilemmas using an value-based framework
- Resolve those dilemmas using traditional, ethical principles
- Fortify the courage you may need to carry out those decisions
- Confidently articulate your reasons for making the tough choice

Target Audience: Managers, directors, supervisors, and professionals who want to develop their skills and confidence at making tough choices where ethics and values may conflict

Managerial Power Tools: Motivating, Delegating, Teambuilding

| C9286 | Days of Training: 1 | .6CEU / 8CPE | $125 | May 6 |

As a manager or supervisor, you need to get things done through others. Everyone is motivated to do something – but is it what you need them to do? How do you get people to want to do what they are supposed to do, do it well, and in collaboration with others? Why is delegating the hardest managerial skill set to master? This highly interactive one-day course will give you some answers. You will have the chance to explore and practice the skills of motivating, delegating and teambuilding.

SEMINAR OBJECTIVES:

- Discover techniques to uncover and capitalize on people’s motivators
- Learn to effectively manage de-motivators and causes of dissatisfaction
- Distinguish the differences among delegating, “dumping,” and assigning work
- Explore the benefits of developing others through delegation
- Identify real and self-imposed barriers to delegating
- Practice the “RAMBOS” method of delegating
- Identify the advantages of working in a team-based environment
- Learn and experience how to build a high performance team

Target Audience: Managers and supervisors who want the “tools” for obtaining optimum performance and outcomes from their staff
Negotiation Know How

The thought of bartering, bickering, negotiating, even compromising often produces a negative connotation and fear in one's mind. Each of us, however, has to negotiate daily in every aspect of our lives. This course will give you a new perspective on the art of negotiation by equipping you with techniques, counter-techniques, and a methodology for mutually beneficial results.

SEMINAR OBJECTIVES:
- Learn how to define a successful negotiation
- Examine the seven elements in the negotiation framework
- Understand party interests and alternatives
- Assess alternatives to increase leverage in a negotiation
- Explore negotiation tactics, counter tactics, and when to use them

Target Audience: All employees wishing to develop strategies for negotiating win-win agreements

Preparing for Supervision: Managing the Transition

This course will assist new supervisors in making a successful transition from “co-worker” to “supervisor.” Participants will gain strategies and insights for supervising former peers and develop a management style that helps them accomplish goals.

SEMINAR OBJECTIVES:
- Identify major challenges and pitfalls in transitioning from co-worker to supervisor
- Identify supervisory responsibilities
- Explore the expectations of managers, co-workers, and subordinates
- Determine appropriate delegation strategies
- Build a foundation of critical supervisory skills
- Create factors that establish credibility with direct reports

Target Audience: Individuals who will be promoted to their first supervisory position, or newly promoted supervisors with less than one year of supervisory experience
OPEN ENROLLMENT: MANAGEMENT & SUPERVISION COURSES

Smart Solutions for Unacceptable Employee Behavior

| C9017 | Days of Training: 2 | 1.2CEU / 16CPE | $250 | May 21-22 |

From ‘first approach’ to ‘last resort’ actions, this workshop will explore the management skills and techniques needed to stop the negative effects of problem performers, bad attitudes, and unacceptable behaviors. Focus will be on employing ‘smart’ methods for managing, controlling, and resolving problem situations, without the resentment and anger that some outdated approaches may generate.

SEMINAR OBJECTIVES:

- Explore the hallmarks and causes of bad attitudes and unacceptable behaviors
- Utilize ‘Setting the Bar’: recognizing a discrepancy between performance expectations and actual behavior
- Identify when to coach, counsel, or discipline
- Practice how to minimize the occurrences of “bad behavior”
- Gather all perspectives, while remaining neutral and fair when co-workers take sides
- Collaborate with the ‘problem person’ to find a “workable” solution
- Formulate intervention techniques that halt escalating situations

Target Audience: Managers and supervisors who need to develop strategies and techniques to deal with employee behavioral problems

Understanding and Navigating the Challenges of Change

| C1274 | Days of Training: 1 | .6CEU / 8CPE | $125 | May 15 |

Today, teams and organizations face a myriad of changes from leadership to processes and technology. This course will address the challenges of adjusting to and managing change. Participants will learn strategies for managing colleagues’, staffs’—and sometimes their own—apathy, criticism, negativity, and low productivity in the change process. Focus will be on how to effectively address these reactions, reduce stress and how to move forward.

SEMINAR OBJECTIVES:

- Explore and discuss the complexities of change
- Examine your role in the changing workplace
- Define how and when to challenge—and help change—unproductive, ineffective work processes
- Assess and improve your reactions to resistance
- Practice techniques to transform negative attitudes into positive ones
- Analyze existing workplace relationships to gain empathy and respect amongst staff

Target Audience: Individuals who are undergoing or implementing workplace change initiatives
Would I Follow Me? Looking at Yourself as a Leader

C9165 | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 27

Most people in leadership positions are unaware of how the people they lead really see them. If you could be on the receiving end of your own leadership style, how do you think you’d answer this question: “Would I follow me?” In this class, you will examine effective leadership behaviors and view the DVD “Would I Follow Me?” Participants will explore effective leadership behaviors and examine the impact those behaviors have on the success of the work group.

SEMINAR OBJECTIVES:

- Learn the six lessons of successful leadership
- Recognize the three key differences between effective and ineffective leaders
- Discuss ways of aligning and meeting the competing expectations of your senior managers and your followers
- Practice a leadership “inaugural address” to your work team to move things forward and project the image of a leader
- Realize the dos and don’ts of leading peers

Target Audience: Professionals in a leadership or managerial position who desire to become the leader they themselves would like to have

Writing Performance Evaluations

C9166 | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 28

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

SEMINAR 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 competencies
- Write goals that are specific and measurable

Target Audience: Managers and supervisors who write performance evaluations
Open Enrollment Courses

Online Live (OL) Training

Online Live is a highly interactive virtual classroom experience, led by a live instructor broadcasting to multiple locations. The class is made up of participants from multiple locations. Participants can speak directly with the instructor, see and hear the lecture. During participant labs, participants work on virtual machines, allowing them to gain real world experience.

Each class consists of the same framework as traditional instructor led classes that you would normally take. This framework includes the same highly qualified instructors, approved courseware and outstanding support that our participants are accustomed to receiving.

**BENEFITS OF ONLINE LIVE**

**Access to class lecture for 6 months** – All participants that attend an Online Live Training class have access to the recorded lecture at the end of the day for up to 6 months from the completion of the class. So if a participant for any reason missed a portion of the lecture at the end of the day they can always go back and review that day’s lecture.

**Collaborate with peers** – Online Live allows participants to interact with their peers from a much more diverse community than ever before.

**Application Sharing** – The instructor or the participant can share any application, a specific region of the desktop, or the entire desktop with other each other.

**Whiteboard** – Instructors use powerful and versatile whiteboard tools that allow all users to draw, write, and interact on the whiteboard.

**Polling** – Participants can respond to verbal or written questions by using online polling features.

**Cost** – All Online Live Training courses are priced as the published computer applications and IT instructor led courses.

**Begin Live Online Training Today** – Indicate the course code on your CTC Application as “O” followed by the general course code. Please contact the CTC for additional information.
BUSINESS SOLUTIONS TITLES AVAILABLE

<table>
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<td>1.6CEU / 16CPE</td>
<td>$350</td>
<td>Apr 1-2, May 6-7</td>
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This two-day On-Line-Live course is designed for individuals who are new to the business analyst role or for those who work with or supervise business analysts. The course will examine the process of business analysis as it is applied throughout a project to include the pre-project activities that comprise enterprise analysis. The role and competencies of the business analyst will be defined and lessons include:

- Supporting the Project Portfolio
- Developing the Solution, Vision, and Scope
- Understanding Requirements and Business Rules
- Planning and Eliciting Requirements
- Analyzing and Documenting Requirements
- Modeling Requirements
- Assessing and Validating Requirements

COMPUTER APPLICATIONS & IT CERTIFICATION TITLES AVAILABLE

Any Open Enrollment Computer courses that are available for Online Live Training are denoted with the “O” at the beginning of the course code as well as: Online Live*

A large number of IT Certification courses are available through Online Live Training from various vendors and in subjects such as:

- Cisco
- CompTIA
- ICSM
- Linus/Unix
- Microsoft.NET
- Microsoft Exchange Server
- Networking
- Oracle

For the complete listing of Online Live Training available for IT Certification courses, please see the Citywide Training Center’s Information Technology Winter/Spring 2013 Course Catalog.
Open Enrollment Courses

Workplace Effectiveness Courses

Attitude is Everything

**C9266** | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 18

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.

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

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

Building Positive Workplace Relationships

**C9019** | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 26

This course highlights methods and techniques for working with people in a positive way to achieve agency and department goals in today’s diverse, high-pressured work environment. It will help participants build more supportive and rewarding workplace relationships by focusing on how to analyze and respond effectively to a variety of people and situations. The fundamentals of communication will also be reviewed so that participants understand different approaches to problem-solving.

**SEMINAR OBJECTIVES:**
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Understanding and managing reactive behaviors
- Apply active listening and “conscious communication” strategies to interpret people and situations correctly
- Recognize and effectively handle variations in personal style.
- Use conflict to create more constructive, authentic interpersonal relationships
- Effective communication by engaging in difficult conversations
- Understand the role of emotions in workplace relationships

**Target Audience:** Supervisors, managers, and professionals who want to build and maintain positive workplace relationships
Creating Workplace Civility

| C9100 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 2 |

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.

**SEMINAR OBJECTIVES:**

- Recognize early warning signs of anger or hostility
- Invoke four essential priorities essential to violence response
- Effectively utilize personal space, body language, and preverbal 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

Critical Thinking for Effective Decision Making

| C9275 | Days of Training: 1 | .6CEU / 8CPE | $125 | Mar 12 |

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

**SEMINAR OBJECTIVES:**

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

**Target Audience:** Managers, directors, supervisors, and professionals who want to develop critical thinking skills and apply them for managing workplace issues and challenges
OPEN ENROLLMENT: WORKPLACE EFFECTIVENESS COURSES

Cultural Competency for Security Officers

| C1590 | Days of Training: 1/2 | .3CEU | $60 | Feb 21 (9:00am — 12:30pm)  
Feb 21 (1:30pm — 5:00pm) |

The focus of this workshop is to enhance cultural awareness and provide excellent customer service in a multicultural environment. This interactive workshop is designed to enable security officers to provide services in a respectful and inclusive manner.

SEMINAR OBJECTIVES:
- Explore and discuss how diversity and inclusion affect the delivery of services
- Recognize the impact of learned messages on current behavior patterns
- Improve security officers’ ability to communicate about and across differences with customer

Target Audience: Security Officers

Dealing Effectively with Different Personalities

| C8001 | Days of Training: 1 | .6CEU / 8CPE | $125 | May 17 |

This course will help participants to increase their personal effectiveness in dealing with people at all levels in an organization. It uses the “DiSC” Personal Profile System” assessment* enabling them to examine four personality types, to identify their own behavior profile, and to focus on ways to build and improve working relationships with everyone.

SEMINAR OBJECTIVES:
- Self-analysis of personal style as a manager, a supervisor, or a team member
- Identify personal comfort zones and how to expand them
- Develop techniques to enhance work effectively with diverse personalities
- Compare how others see you with how you see yourself and use this information to identify your strengths and weaknesses
- Learn to influence people whose styles clash with your own
- Discover behavioral clues that identify the personal style preferences of people in typical work situations
- Improve the quality of working relationships and reduce conflict

Target Audience: Managers, supervisors, team members, and all staff who want to build better working relationships
Dealing with Difficult People

| C6060 | Days of Training: 1 | .6CEU / 8CPE | $125 | Feb 6, Apr 8 |

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

**SEMINAR 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 workplace conversations
- Learn how to fend off a personal attack without being drawn into a “no-win” showdown
- Discover methods to keep pressure from affecting job performance

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

Delegation and Time Management

| C2004 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 24 |

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.

**SEMINAR 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
OPEN ENROLLMENT: WORKPLACE EFFECTIVENESS COURSES

Emotional Regulation

| C9222 | Days of Training: 1 | .6CEU / 8CPE | $125 | June 11 |

Do you have the tools to change uncomfortable, unhealthy work relationships? Do you need to “unhook” yourself from destructive patterns that sometimes develop among co-workers? Join us at this workshop where we’ll view the video, *Working with You is Killing Me*, based on the best-selling book of the same title by Katherine Cowley and Kathi Elster. In this session you’ll get an overview of communication and attitudinal techniques to set boundaries and control your reactions to co-workers who cross them.

SEMINAR OBJECTIVES:

- Identify the situations and behaviors that "hook" you in the workplace
- Assess which roles confine you in dealing effectively with others
- Use a 4-step system to "unhook" yourself from difficult interpersonal situations at work
- Develop strategies and practice techniques for building positive relationships with bosses, peers and subordinates

Target Audience: Individuals who want to deal more effectively with difficult workplace relationships

Essentials for Successful Project Management

| C1234 | Days of Training: 2 | 1.2CEU / 16CPE | $250 | June 13-14 |

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

SEMINAR OBJECTIVES:

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

Target Audience: Managers and professionals responsible for leading project initiatives
From Conflict to Collaboration

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

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

Target Audience: All employees looking to improve their conflict management skills

Influencing Without Authority

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<th>C4020</th>
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<th>.6CEU / 8CPE</th>
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This workshop is designed to help participants learn how to use their influencing skills in situations where they may have minimal power and/or authority. This course is especially useful for members of a team and those who need to influence their superiors and subordinates. Participants will learn to identify the power they do have and learn how to utilize this power so that they are able to accomplish their goals.

SEMINAR OBJECTIVES:
- Establish credibility in order to influence
- Examine effective and ineffective influencing 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
OPEN ENROLLMENT: WORKPLACE EFFECTIVENESS COURSES

Introduction to Lean Six Sigma (LSS): Quality and Productivity Improvement

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<td>2</td>
<td>1.2 / 16</td>
<td>$250</td>
<td>May 9-10</td>
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In today’s work environment, all leaders, managers, and team members are faced with the challenges of producing more in less time and with fewer resources. These challenges are best met by using the tools of LEAN SIX SIGMA (LSS). This systematic method streamlines processes, improves quality and eliminates process waste through team problem-solving. Its principles emerged from Motorola and Toyota and are now being applied throughout government. In this two-day workshop, participants will examine and experience the basic principles and tools of LSS. Participants will discover how to successfully apply LSS methods to a wide range of organizational goals to improve quality, cycle time, productivity, customer satisfaction, and employee satisfaction.

SEMINAR OBJECTIVES:

- Identify the basic concepts of a Lean Six Sigma quality improvement system
- Understand the Six Sigma DMAIC problem-solving model: Define, Measure, Analyze, Improve, Control
- Improve performance by increasing employee accountability for the achievement of measurable goals
- Accomplish more results with fewer resources by improving staff and team efficiency and reducing process waste
- Develop a sustainable accountability infrastructure for long-term agency success
- Apply Lean Six Sigma tools to existing workplace problems for immediate results

Target Audience: Managers, supervisors, and project leaders seeking to learn how Six Sigma tools can increase efficiency and productivity in the workplace

Leading Productive Meetings

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<td>Mar 6</td>
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Do your meetings have a purpose? Are your meetings sometimes less productive than you would like them to be? In this workshop you will learn how 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.

SEMINAR OBJECTIVES:

- Learn 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
- Learn how advanced preparation can make or break a meeting

Target Audience: All professionals who conduct meetings
OPEN ENROLLMENT: WORKPLACE EFFECTIVENESS COURSES

Leading Short-Term Improvement Projects

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

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

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

Making the Connection: Excellence in NYC Customer Service

<table>
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<th>C9130</th>
<th>Days of Training: 1</th>
<th>.6CEU / 8CPE</th>
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This course focuses on the vital role that agency staff play in fostering superior customer service and connects their job to the way the public perceives City government. In this workshop, participants will develop an understanding of the City’s customer service values and define who our customers are. They will also role-play scenarios that will give them the opportunity to examine and develop positive communication strategies for managing challenging customer situations-- helping staff develop skills that will allow them to connect with their customers.

SEMINAR OBJECTIVES:
- Understand the customer service vision and the importance of the City’s customer service values
- Recognize the difference between internal and external customers
- Identify characteristics and expectations of the customer
- Demonstrate the effects of successful written and verbal communication skills, effective listening skills, and positive body language when communicating with our customers
- Understand the attributes of an excellent customer engagement
- Identify and overcome barriers to effective customer service
- Develop strategies for handling challenging situations

Target Audience: City agency staff and front-line employees whose primary purpose and function are to provide service and directly interface with agency customers. Course is intended for staff participating in the NYC Customer Service Certificate Program
OPEN ENROLLMENT: WORKPLACE EFFECTIVENESS COURSES

Managing Multiple Priorities

| C5044 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 15, June 3 |

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.

SEMINAR 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

Managing Stress and Preventing Burnout

| C9033 | Days of Training: 1 | .6CEU / 8CPE | $125 | Feb 22, Apr 25 |

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.

SEMINAR 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
Maximizing Your Role on the Team

C9111 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 18

Every member in a workgroup or team wants to be useful, valuable and effective. This one-day program will help you develop your role on the team. Participants will experience the benefits of teamwork as a method for improving performance and productivity. Participants will also analyze their role on a team using a team-style inventory so that they can better understand how to become more productive and influential. Participants will also learn to “flex” their team style so they can add more value to their existing team.

SEMINAR OBJECTIVES:
- Experience teams and teamwork
- Discover the many benefits of having an effective team
- Learn the guidelines needed for effective team work
- Recognize your role on a team and identify ways to expand your influence and your role
- Determine your team style
- Analyze how to improve and expand your team style
- Receive feedback from colleagues on techniques to make you an even more effective team member

Target Audience: Employees, supervisors, managers, and professionals who want to better understand teamwork

NYC Cultural Appreciation

C9150 | Days of Training: 1 | .6CEU / 8CPE | $125 | Apr 29

The NYC Cultural Appreciation training focuses on cultural awareness and sensitivity as an integral part of delivering excellent customer service. In this workshop, participants increase self-awareness about personal values, motives, and beliefs to enhance their understanding of how these factors influence their interactions with customers.

SEMINAR OBJECTIVES:
- Develop a “keener” self-awareness about personal values, motives, and beliefs
- Understand how personal values, motives, and beliefs impact interactions with customers
- Acknowledge that cultural awareness and sensitivity are integral components of delivering excellent customer service
- Become aware of cultural similarities as well as cultural differences in customers
- Identify the necessary skills to effectively communicate and serve across cultures
- Apply the knowledge and skills to address bias and stereotyping in various customer interactions

Target Audience: City agency staff and front-line employees whose primary purpose and function are to provide service and directly interface with agency customers. Course is intended for staff participating in the NYC Customer Service Certificate Program
Providing Exceptional Customer Service from the Help Desk

<table>
<thead>
<tr>
<th>Code</th>
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<td>1</td>
<td>0.6 / 8</td>
<td>$125</td>
<td>Mar 6</td>
</tr>
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</table>

Do you spend most of your day on the phone, helping people solve computer-related problems? If you do, this program is designed for you to help you deliver exceptional customer service while meeting the challenging technical needs of your agency and clients. The workshop will sharpen your listening and questioning skills so that you can assist users more effectively through empathy and concern. It will help you work more successfully with callers who may demonstrate difficult behaviors, such as those who have trouble identifying the issue or who are emotional.

SEMINAR OBJECTIVES:
- Identify tips and methods for overcoming service challenges
- Recognize factors that contribute to a “service mind-set”
- Utilize effective communication and listening skills to enhance service
- Identify tips for managing customer service related stress
- Develop techniques for better time management
- Construct a step-by-step Action Plan for delivering exceptional customer service

Target Audience: Individuals working in a Help Desk environment

Resilience At Work

<table>
<thead>
<tr>
<th>Code</th>
<th>Days of Training</th>
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<td>1</td>
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Resilience At Work is an experiential training program that enables participants to master the competencies of professional resilience, even during times of tremendous external change. Participants learn to assess their individual adaptability using the SUPPORT™ model of resilience by examining what enhances and detracts from their professional work life. Learners explore the skills required to SUPPORT™ their own resilience by enhancing Stress-Hardiness, Understanding, Purpose, Perseverance, Optimism, Resourcefulness and Teamwork. Using the SUPPORT™ approach to resilience, participants learn to build resources, prepare for anticipated change, positively influence others, and contribute to a dynamic corporate culture.

SEMINAR OBJECTIVES:
- Gain an understanding of the definitions of resilience
- Greater Resilience in Challenging Times
- Enhanced Sense of Personal Power
- Increase ability to maintain professional poise
- Improved Impact in Key Relationships
- Better Ability to Bring Focus to Priorities
- Strengthened Ability to Create a Culture of SUPPORT™
- Improved Ability to Respond Positively to Change

Target Audience: All individuals wishing to master competencies of resilience
Time Management Strategies

<table>
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<th>C8002</th>
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<th>.6CEU / 8CPE</th>
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<th>May 1</th>
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</table>

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

SEMINAR OBJECTIVES:

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

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

Work-Life Balance: Harmony with Both

<table>
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<tr>
<th>C9266</th>
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<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Apr 3</th>
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Perhaps the last person a public sector employee watches out for is one’s self. While willing to go the extra mile for clients, consumers, and citizens, learning how to create a balance between the demands of work and the needs of your life requires its own unique set of tools and techniques. In this interactive workshop you’ll gain a new tool set and framework to use in life—at home and at work—so that “balance” and well-being become an active part of your everyday experience.

SEMINAR OBJECTIVES:

- Assess how you care for yourself while caring for others
- Practice communication techniques to diminish agitation and upset with co-workers and clients
- Identify options for devoting “quality time” where it’s needed
- Discover how cross-cultural workplace dynamics and social differences are assets to your well-being
- Learn to prepare back-up plans for the unexpected

Target Audience: Individuals who want to achieve a better balance in their work and personal life while fulfilling the responsibilities of both
The Citywide Training Center’s Administrative Professional Certificate (APC) Program is tailored expressly for all levels of one of the largest representative workforces in the City of New York: the clerical and secretarial staff - our City’s Administrative Professionals. Participating in this program provides these professionals with opportunities to refine their skills and develop new strategies for achieving optimum work outcomes while effectively managing the challenges in their work environment.

Administrative Professionals will learn and experience best practices of effective office management, workplace communication, business writing, and technology applications while being recognized for their valued contributions as the City’s frontline forces.

APC participants will complete THREE CORE courses, ONE Communication Elective and ONE Technology Skills Elective.

Upon successful completion of the APC program, candidates will be invited to the Citywide Training Center’s APC Graduation and Celebration Ceremony where they are awarded certificates of achievement.

For additional information, please see the APC Program brochure.

### APC PROGRAM CORE COURSES

<table>
<thead>
<tr>
<th>Course Code: CAPC</th>
<th>Cost: $495</th>
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<tr>
<td>When completing the CTC Application, under the “Course Information” section, indicate CAPC as the Course Code and ADMINISTRATIVE PROFESSIONAL CERTIFICATE PROGRAM as the Course Title. Then under the title, list the three required core courses and the two desired electives course codes.</td>
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<td>C2202A</td>
<td>1</td>
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<td>Managing Multiple Priorities</td>
<td>C5044A</td>
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<td>Dealing with Difficult People</td>
<td>C6060A</td>
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APC CORE COURSE DESCRIPTIONS

Effective Office Management for Today’s Workplace—April 29
This workshop will provide clerical associates and administrative assistants with the needed tools for superior management of their work environment. It will address the day-to-day workplace challenges and give participants strategies and techniques to gain a better perspective of the job as well as a streamlined approach for achieving results.

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

Managing Multiple Priorities—May 3
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.

SEMINAR 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

Dealing with Difficult People—May 20
This workshop provides participants with techniques to enhance their skills for dealing with difficult people in the workplace. Participants will learn how to manage their own behavior, explore different coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation.

SEMINAR OBJECTIVES:
- Identify emotionally charged situations at work in order to minimize their impact
- Practice strategies for gaining control of volatile situations
- Apply techniques to take charge of work-place conversations
- Learn how to fend off a personal attack without being drawn into a “no-win” showdown
- Discover methods to keep pressure from affecting job performance
## PROGRAMS OF PROFESSIONAL PRACTICE: ADMINISTRATIVE PROFESSIONAL CERTIFICATE (APC) PROGRAM

### APC PROGRAM COMMUNICATION ELECTIVES

(Choose one)

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<td>C5031</td>
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<td>Feb 14-15, May 29-30</td>
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<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
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<td>“Easy” English for the Multi-Lingual Writer</td>
<td>C8005</td>
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<td>C6788</td>
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<td>Successful Workplace Communication</td>
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See pages 9-17 for Course Descriptions of the Communication Electives

### APC PROGRAM TECHNOLOGY SKILLS ELECTIVES*

(Choose one)

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<tr>
<td>Outlook, Level 1, 2, or 3</td>
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<td>See pages 23-25 for Course Codes and available dates</td>
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<td>See pages 36-37 for Course Codes and available dates</td>
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</table>

* Excludes technology Course Codes that begin with an “O”
Analysis Techniques for Auditors

Learn when and how to apply ten analytical tools that are useful in identifying and diagnosing problems – their components, significance, causes and solutions. Eight of the tools provide graphics that can be used in the audit report to visually display the analysis results. In case studies, you practice applying tools such as Pareto, Cost and Benefit, Histogram, Ishikawa Diagram, Scatter Diagram and Process Flowcharting. Your course materials include a book of analysis techniques.

SEMINAR OBJECTIVES:
- Describe each of the ten analytical techniques and their uses
- Explain the steps for applying each technique
- Apply each technique to one or more case exercises, following the steps for preparing the analysis and interpreting the results
- Select when to use each analysis technique

Target Audience: Auditors at all levels with some experience in performance auditing
Auditing Performance Outcomes

A9012  Days of Training: 2  1.2CEU / 16CPE  $475  May 15-16

In response to the Governmental Accounting Standards Board, the Government Performance and Results Act of 1993 and the Chief Financial Officers Act of 1990, federal, state and local governments are measuring, evaluating and reporting on their service efforts and accomplishments (outputs and outcomes). Moreover, taxpayers and government officials are demanding more meaningful data on government operations. Government managers are simultaneously concerned with numerous aspects of performance, from mission achievement to quality and efficiency. In this course, participants will learn to evaluate, select, develop and measure the performance of government operations in terms of results, quality, cost and integrity. This is the essence of auditing or managing for results.

SEMINAR OBJECTIVES:

- Determine and define the intent of missions and customer expectations
- Identify and select performance aspects to measure on a priority basis
- Identify, evaluate or develop quantitative criteria for measuring results, quality, integrity and cost
- Reach consensus on how to measure output and outcome performance
- Evaluate the standings and trends of organizations in meeting their missions and customer expectations
- Develop reports and recommendations to improve agency performance and results
- Report the results of operations in meaningful terms to government officials, their staff and the public
- Measure and evaluate the quality, costs and benefits of audits

Target Audience: Auditors with extensive experience in performance auditing

Developing and Presenting Audit Findings

A7021  Days of Training: 2  1.2CEU / 16CPE  $475  Feb 26-27

Receive 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.

SEMINAR 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
Managing the Audit Engagement

A9102  | Days of Training: 3  | 1.8CEU / 24CPE  | $550  | June 25-27

Learn to apply two project management techniques useful in keeping audit assignments on track: “conferences,” used to make major decisions at the planning and filed work verification phases; and the “briefing format,” used to share information with the audit team in conference format. These techniques are valuable not only in facilitating the management of audit assignments, but also in writing audit reports. Special note: This course focuses on the supervisor’s role in leading audit engagements.

SEMINAR OBJECTIVES:
- Describe what each phase of the audit process contributes to finding development
- Describe the decisions that need to be made at each phase and the role that conferences play in making those decisions
- Illustrate how well-stated objectives form the basis for field work and reporting, and for monitoring the ongoing conduct of the audit
- Define the purpose and product of a conference at the survey, planning, field work verification and reporting phases; and describe which team members should attend and what their roles are
- Demonstrate a working knowledge of the conduct of conferences by participating in conference simulations at the planning and field work verification phases using a case study and a team-prepared agenda

Target Audience: Audit supervisors, team leaders, and managers

Practical Statistical Sampling for Auditors

A8112  | Days of Training: 4  | 2.4CEU / 32CPE  | $675  | May 28-31

Learn to select and implement sampling methods used in conducting performance audits. Equip yourself with the knowledge and skills needed to solve, appraise and interpret the results of statistical samples. You will use Excel statistical functions and sampling software that you can take back to your organization for use in audits. Emphasis is placed on sample-size determination and how to appraise and present the audit results. Using sampling software, learn all the steps from problem formulation to statistical design, field work, analysis and presentation of findings.

SEMINAR OBJECTIVES:
- Formulate the audit problem and the approach to its solution, including the conduct of a pilot (test) sample
- Explain the advantages of and when to use random, stratified random and cluster sampling for attributes and variables
- Choose an appropriate method of sample selection
- Determine the appropriate size of sample
- Select a statistical sample and derive essential facts to form audit findings
- Present findings with reasonable assurance of their correctness
- Identify some key problems that can occur when using samples for estimation

Prerequisite: Basic Governmental Auditing or Conducting Performance Audits or equivalent
Target Audience: Auditors who have some experience in performance auditing
PROGRAMS OF PROFESSIONAL PRACTICE: AUDIT COURSES

Quick Response Auditing

| A8011 | Days of Training: 2 | 1.2CEU / 16CPE | $475 | Apr 30-May 1 |

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

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

Target Audience: Experienced auditors, including supervisors, team leaders and managers
Skills for Leading and Managing Audit Projects

| A9109 | Days of Training: 3 | 1.8CEU / 24CPE | $550 | Apr 16-18 |

This course was formerly Planning, Managing and Reporting for Audit Leadership (A9014)

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve positive results. 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.

SEMINAR 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
Writing Audit Reports by Objectives

A must in performance auditing is beginning with objectives that meet user needs. Using such objectives as the logical, integrated basis for conducting an audit from planning to reporting, you write reports that succinctly communicate the audit results. Learn how objectives determine the type of finding and how the components and presentation of findings differ with process-oriented, results-oriented and impact-oriented objectives. You practice (1) writing objectives to form an outline of the message, (2) using a report conference to reach agreement on the message before writing, (3) organizing the report message to answer the audit objectives and (4) writing a finding synopsis.

SEMINAR OBJECTIVES:
- Design a report to solve the problem of multiple audiences
- Explain the effect objectives have on findings and message formulation
- Organize a finding that answers the audit objectives using different outline methods and advance organizers such as topic sentences

Target Audience: Junior auditors and seasoned professionals who want to enhance their report-writing skills

Written Communication for Auditors

Learn the writing tools you will need to be able to produce professional audit documents that comply with Government Auditing Standards. You will learn to develop sound messages in response to audit objectives, support those messages by presenting compelling evidence and developing the appropriate elements of a finding, and organize your writing to eliminate unnecessary information. You will also learn how to write in a professionally. The course includes the instructor’s written evaluation of a sample of your work-related writing and a 25-minute conference with the instructor before or after the class. Enrollment is limited to 15 participants to ensure individual attention.

SEMINAR OBJECTIVES:
- Assess the strengths and weaknesses of report messages and structures
- Develop a strong link from objectives to findings to the recommendations
- Use all four elements of a finding
- Master the message-first style
- Control paragraph unity and coherence
- Control common sentence problems
- Avoid common grammar and punctuation problems
- Review your own and others’ writing effectively

Target Audience: New auditors and junior-level auditors who want basic guidance on writing performance audit reports
Zeroing In on Bribes, Kickbacks, and Payoffs

The potential for bribes, kickbacks, and payoffs is inherent in virtually every business transaction. Recent research conducted by a major financial institution revealed that an estimated one trillion dollars a year is paid in bribes worldwide. Audit standards require that all audits be planned to provide a reasonable assurance of detecting fraud. Bribes, kickbacks, and payoffs constitute three types of fraud – often referred to as corruption.

Participants in this course get a strong introduction to (1) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks, and payoffs, (2) activities that are particularly susceptible to such forms of fraud, (3) the short and long term impact, and (4) the methods used to pay them.

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

**SEMINAR OBJECTIVES:**

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

**Target Audience:** Auditors and Investigators with three years’ experience and seasoned professionals with limited exposure to the subject matter
The Citywide Training Center offers Continuing Legal Credits (CLE) through NYC Conflicts of Interest Board (COIB).

**Special Topics in Chapter 68 of the City Charter: Enforcement**

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

**Target Audience:** Attorneys employed by the City of New York

**Special Topics in Chapter 68 of the City Charter: Gifts**

<table>
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<td>1.5CLE/.15CEU</td>
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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 that 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
Special Topics in Chapter 68 of the City Charter: Political Activities

C7074  Duration: 1.5 hours  1.5CLE/.15CEU  N/C  Feb 22 (10:00am-11:30am)

While public servants are not precluded from participating in the democratic process, Chapter 68 of the City Charter, New York City’s Conflicts of Interest Law, contains a number of restrictions on the political activity of New York’s public servants. This class, good for 1 hour of CLE credit in Ethics and Professionalism, familiarizes attorneys with those restrictions and the way in which the Conflicts of Interest Board has interpreted them over the years.

Target Audience: Attorneys employed by the City of New York

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

C9072  Duration: 1.5 hours  1.5CLE/.15CEU  N/C  Mar 29 (10:00am-11:30am)

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

Target Audience: Attorneys employed by the City of New York

![Image of a group of people in a meeting setting]
Programs of Professional Practice

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 Office of Emergency Management (OEM) 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).

The Emergency Management Certificate Program is conducted in partnership with the New York City Office of Emergency Management.

ACADEMY 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 experience with their cohort. 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.
PROGRAMS OF PROFESSIONAL PRACTICE: EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

TIMELINE:
Participants will have a year to complete the suite of required classes, including the tabletop exercise (September 10th, 2012 – September 10th, 2013). 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 OEM, 165 Cadman Plaza East Brooklyn, NY 11201 where classes will generally be conducted.

REGISTRATION PROCESS:
Please contact: training@oem.nyc.gov. If selected to participate, you must attend the orientation session. Upon completion of the Emergency Management Academy, you will receive a signed certificate from OEM’s Commissioner.
DCAS Energy Management in partnership with the City University of New York (CUNY) School of Professional Studies and CUNY Building Performance Lab is offering the Building Operator Certification (BOC), Level 1 and Level 2 courses. These courses are competency-based training and certification programs that will teach participants the tools necessary to increase the energy efficiency and comfort of City facilities.

The BOC Level 1 and Level 2 courses are designed for building operators and engineers to help them on energy efficient facility operations as part of the City’s efforts to meet its 30% greenhouse gas reduction goal.

- The BOC Level 1 course is 9 in-class sessions combined with 6 self-paced online sessions to be completed by participants in between classroom meetings.
- The BOC Level 2 course is 8 in-class sessions.

CERTIFICATION

For certification, all participants will be required to complete practical projects in their own facilities that will require characterizing and quantifying aspects of mechanical and electrical systems. Certification will be awarded by the Building Operator Certification (BOC) national organization to participants who (a) successfully complete these courses, including passing performance on exams and required projects; (b) demonstrate appropriate experience via the BOC, Level 1 and Level 2 applications; and (c) complete the BOC application and review process.

REGISTRATION

The Energy Management Courses are being offered at NO COST. However, a fee of $1,875, per course will be assessed for a “no show” or late cancellation in accordance with CTC cancellation policy.


The City is covering the cost of City staff participation in order to improve the energy efficiency of building maintenance and to encourage building staff to develop, implement and monitor energy efficiency projects.
Building Operator Certification, Level 1

| C7200 | Days of Training: 9* | 9 CEU | N/C | Feb 8, Feb 22, Mar 8, Mar 22, Apr 5, Apr 19, May 3, May 10, May 17 (8:30a-4:30p) *Plus 6 self-paced online session |

The course provides an overview of building systems, especially those related to energy use. The course focuses on equipment and system functions, including lighting, mechanical, and electrical systems, as well as provides guidance to improve thermal comfort, air quality, and life-safety considerations. Math and excel modules are available and recommended to update skills before taking this course. This course is also beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles. The City is covering the cost of city staff participation in order to improve the energy efficiency of building maintenance and to encourage building staff to develop, implement and monitor energy efficiency projects.

**SEMINAR OBJECTIVES:**

- Knowledge of building mechanical and electrical systems—HVAC equipment and controls, electrical distribution, motors, and lighting—and how their operation relates to energy efficiency performance and building comfort conditions;
- Recognition of system configurations, drawing of schematics, observation and interpretation of operating conditions;
- Ability to develop strategies for systematic maintenance and performance monitoring;
- Understanding of energy data sources, data management and interpretation, including use of software tools, calculation of indices;
- Capabilities for participating in a structured approach to surveying and assessing energy-using systems, leading to qualitative and quantitative formulation of energy projects.

**Text and Practical Projects:** Each participant will receive a copy of the textbook, *Energy-Efficient Operation of Commercial Buildings: Redefining the Energy Manager's Job* by Peter Herzog, and BOC Level 1 handbooks. In addition, for certification all participants will be required to complete practical projects in their own facilities that will require characterizing and quantifying aspects of mechanical and electrical systems.

**Target Audience:** Building operators who may have limited formal training but have substantial work experience in building systems. **This course is limited to a maximum of 25 participants.**

**Location:** This course will be held at Dept. of Education

44-36 Vernon Blvd. 5th Floor

QUEENS, NY 11101
PROGRAMS OF PROFESSIONAL PRACTICE: ENERGY MANAGEMENT COURSES

Building Operator Certification, Level 2

| C7202 | Days of Training: 8 | 4.8 CEU | N/C | Apr 5, Apr 12, Apr 19, Apr 26, May 3, May 10, May 17, May 24 |

This advanced course provides an opportunity to continue and deepen skills improvement and achieve the BOC Level II credential. The course is the second in the series of the Energy Management Institute. The course continues the Level 1 focus on equipment and system functions, thermal comfort, lighting, air quality and energy efficiency, emphasizing controls and control systems, mechanical and electrical maintenance strategies and techniques, and fault detection and diagnosis.

SEMINAR OBJECTIVES:

- Ability to collect facility operating data for monitoring and troubleshooting of operations;
- Understanding of sophisticated controls and control strategies;
- Ability to identify, diagnose and correct control errors;
- Use of energy and other performance data to maintain high levels of building performance;
- Knowledge of selecting and applying maintenance strategies and techniques

Text and Practical Projects: Each participant will receive a copy of the BOC Level 2 handbooks and additional study materials. All participants will be required to complete practical projects in their own facilities, characterizing and quantifying aspects of facility conditions, energy use, and maintenance and control functions.

Prerequisite: BOC, Level 1

Target Audience: Building operators and engineers with substantial work experience in building systems.

This course is limited to a maximum of 25 participants.
Certified Building Commissioning Professional (CBCP)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>C7101</td>
<td>5</td>
<td>3.6</td>
<td>N/C</td>
</tr>
</tbody>
</table>

This course is a comprehensive Five-Day Training Program, and allows participants to earn their Certification! The Certified Building Commissioning exam will be administered at the conclusion of this program (separate application required). As part of the PlaNYC Greener, Greater Buildings Plan, Local Law 87, enacted in 2009, property owners are required to perform an energy efficiency report of their building every ten years.

This five-day program, the third course of the Energy Management Institute, is designed to meet the training requirements of those who need to know the technical details of the commissioning process. CBCP is a comprehensive course and will include several workshops where participants are challenged to produce real retro-commissioning (RCx) deliverables, and come up with practical solutions to typical RCx problems.

**Text:** Each participant will receive a course workbook and the ASHRAE Guidelines. Both materials are given out on the first day of class.

**Prerequisite:** Completion of BOC Level 1 and Level 2 courses

**Target Audience:** NYC employees that need to know the technical details of the commissioning process

This course is limited to a maximum of 20 participants.

**Certified Building Commissioning Professional (CBCP) Examination**

To obtain CBCP certification, each applicant is required to attend the Comprehensive 5-Day Training Program and to take the exam, which is administered by the Association of Energy Engineers (AEE). An application to take the exam is required to be submitted to AEE before sitting for the exam. Other educational and/or experience is required for certification. Please visit the AEE website at [http://www.aeecenter.org/i4a/pages/index.cfm?pageid=3666](http://www.aeecenter.org/i4a/pages/index.cfm?pageid=3666) for detailed information. Note: The application fee has been waived; you do not need to send a check with the application.
Certified Energy Manager (CEM)

| C7100 | Days of Training: 5 | 3.6 CEU | N/C | TBD |

This course is a comprehensive Five-Day Training Program, and allows participants to earn their CEM! The Certified Energy Manager (CEM®) examination will be administered at the conclusion of this program (separate application required). See below for details.

As the City aggressively pursues meeting the 30% greenhouse gas reduction goal announced by Mayor Bloomberg in his sustainability plan, PlaNYC 2030, this course covers areas critical to effective facility energy management. The program is designed for energy managers and other professionals who can benefit from in-depth information on analyzing energy bills, conducting economic analyses, and applying cost-effective, cost-cutting technologies that can result in reducing facilities’ energy use and cost.

The five-day program will provide an in-depth learning and problem-solving forum. The program covers such areas as: the need for energy management; conducting an energy audit; energy codes and standards; building energy use and performance; and much more.

Text: The program’s workbook has been written to function as a resource not only during the five-day program, but also back on the job. Detailed guidelines, supporting data and graphic elements reinforce the points made during instruction. Each participant will also receive a copy of the textbook, Guide to Energy Management.

Prerequisite: Completion of BOC Level 1 and Level 2 courses, and completion of the Certified Building Commissioning Professional course

Target Audience: NYC energy personnel who have demonstrated a high level of competence, proficiency and experience in the field of energy management

This course is limited to a maximum of 20 participants.

Certified Energy Manager (CEM) Examination

The “Certified Energy Manager” credential provides recognition to individuals who have demonstrated a high level of competence, proficiency and experience in the field of energy management. To obtain CEM certification, each applicant is required to attend the Comprehensive 5-Day Training Program and to take the exam, which is administered by the Association of Energy Engineers (AEE). An application to take the exam is required to be submitted to AEE. Other educational and/or experience is required for certification. Please visit the AEE website at http://www.aeecenter.org/i4a/pages/index.cfm?pageid=3666 for detailed information.
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:

- Checkpoint
- Cisco
- Citrix
- CIW
- CompTIA
- EC-Council
- Linux
- Novell
- Microsoft
- Oracle
- Project Management Institute
- UNIX

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 Winter/Spring 2013 IT Course Catalog.
### MCTS: SQL Server 2008 Implementation and Maintenance

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Fee</th>
<th>Dates</th>
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<tr>
<td><strong>Writing Queries Using Microsoft SQL Server 2008 Transact-SQL</strong></td>
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<tr>
<td><em>Online Live</em> O2778</td>
<td>3</td>
<td>1.8</td>
<td>$525</td>
<td>Feb 13-15, Feb 27 - Mar 1, Mar 13-15, Mar 27-29, Apr 10-12, Apr 24-26, May 8-10, May 22-24, June 5-7, June 17-19</td>
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<td>IT2778</td>
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<td>$975</td>
<td>Apr 10-12</td>
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<td><strong>Maintaining a Microsoft SQL Server 2008 Database</strong></td>
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<tr>
<td><em>Online Live</em> O6231</td>
<td>5</td>
<td>3.0</td>
<td>$875</td>
<td>Feb 11-15, Feb 25 - Mar 1, Mar 11-15, Mar 25-29, Apr 8-12, Apr 22-26, May 6-10, May 20-24, June 10-14, June 24-28</td>
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<td>3.0</td>
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<td><em>Online Live</em> O6232</td>
<td>5</td>
<td>3.0</td>
<td>$875</td>
<td>Feb 11-15, Feb 25 - Mar 1, Mar 18-22, Apr 8-12, Apr 29 - May 3, May 20-24, June 10-14</td>
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<td>IT6232</td>
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<td>3.0</td>
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<td>Feb 4-8, Apr 22-26</td>
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<td><strong>TS: Microsoft SQL Server 2008, Installation and Maintenance Exam</strong></td>
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<tr>
<td>70432</td>
<td></td>
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<td>$150</td>
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</tbody>
</table>

*For a description of Online Live Training please see pages 64-65*
The MCTS SQL Server 2008 Implementation and Maintenance certification is an entry-level SQL Server 2008 certification. With certification training, the student will learn:

- Installing, configuring and maintaining SQL Server 2008
- Managing SQL Server 2008 security
- Replication, disaster recovery and performance tuning
- Working with views, stored procedures, triggers and functions
- Transactions and locks

Courses Offered in this Package: Depending on your experience level, less or more coursework may be required.

2778 Writing Queries Using Microsoft SQL Server 2008 Transact-SQL (3 days)
This course provides students with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2008.

Objective: Describe the uses of and ways to execute the Transact-SQL language. Use querying tool. Write SELECT queries to retrieve data. Group and summarize data by using Transact-SQL. Join data from multiple tables. Write queries that retrieve and modify data by using subqueries. Modify data in tables. Query text fields with full-text search. Describe how to create programming objects. Use various techniques when working with complex queries.

6231 Maintaining a Microsoft SQL Server 2008 Database (5 days)
This course provides students with the knowledge and skills to maintain a Microsoft SQL Server 2008 database. The course focuses on teaching individuals how to use SQL Server 2008 product features and tools related to maintaining a database.


6232 Implementing a Microsoft SQL Server 2008 Database (5 days)
This course provides students with the knowledge and skills to implement a Microsoft SQL Server 2008 database. The course focuses on teaching individuals how to use SQL Server 2008 product features and tools related to implementing a database.


Certification and Exam: The MCTS SQL Server 2008 Implementation and Maintenance certification candidate must pass a single exam.

- Certification: MCTS: SQL Server 2008, Implementation and Maintenance
- Exam: 70432 TS: Microsoft SQL Server 2008, Installation and Maintenance exam
## MCTS: SQL Server 2008 Database Development

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Days of Training</th>
<th>CEUs</th>
<th>Cost</th>
<th>Dates</th>
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<td>IT2778</td>
<td>Writing Queries Using Microsoft SQL Server 2008 Transact-SQL</td>
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<td>$525</td>
<td>Feb 13-15, Feb 27 - Mar 1, Mar 13-15, Mar 27-29, Apr 10-12, Apr 24-26, May 8-10, May 22-24, June 5-7, June 17-19</td>
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<td>$1,625</td>
<td>Feb 4-8, Apr 22-26</td>
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</table>

*For a description of Online Live Training please see pages 64-65*
Microsoft SQL Server 2008 courses are taught using Microsoft Official Curriculum by Microsoft Certified Trainers. Individuals who work extensively with Transact-SQL and/or write applications for SQL Server 2008 are ideal candidates for the MCTS SQL Server 2008 Database Development certification. With certification training, the student will learn:

- Working with databases and database files
- Creating and tuning SQL Server 2008 indexes
- Enforcing data integrity
- Working with views, stored procedures and functions
- SQL Server 2008 managed code

Courses Offered in this Package: Depending on your experience level, less or more coursework may be required.

2778 Writing Queries Using Microsoft SQL Server 2008 Transact-SQL (3 days)
This course provides students with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2008.

Objective: Describe the uses of and ways to execute the Transact-SQL language. Use querying tool. Write SELECT queries to retrieve data. Group and summarize data by using Transact-SQL. Join data from multiple tables. Write queries that retrieve and modify data by using subqueries. Modify data in tables. Query text fields with full-text search. Describe how to create programming objects. Use various techniques when working with complex queries.

6232 Implementing a Microsoft SQL Server 2008 Database (5 days)
This course provides students with the knowledge and skills to implement a Microsoft SQL Server 2008 database. The course focuses on teaching individuals how to use SQL Server 2008 product features and tools related to implementing a database.


Certification and Exam: The MCTS SQL Server 2008 Database Development certification candidate must pass a single exam.

- Certification: MCTS: SQL Server 2008 Database Development
- Exam: 70450 PRO: Designing, Optimizing and Maintaining a Database Server Infrastructure using Microsoft SQL Server 2008 exam
<table>
<thead>
<tr>
<th>PROGRAMS OF PROFESSIONAL PRACTICE: IT PROFESSIONAL &amp; CERTIFICATION COURSES</th>
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</thead>
<tbody>
<tr>
<td><strong>MCITP: DATABASE ADMINISTRATOR 2008</strong></td>
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<tr>
<td><strong>Writing Queries Using Microsoft SQL Server 2008 Transact-SQL</strong></td>
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<tr>
<td><strong>Online Live</strong>&lt;sup&gt;*&lt;/sup&gt; O2778</td>
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<td><strong>IT2778</strong></td>
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<td><strong>IT6231</strong></td>
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<td><strong>Implementing a Microsoft SQL Sever 2008 Database</strong></td>
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<td><strong>IT6232</strong></td>
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<tr>
<td><strong>TS: Microsoft SQL Server 2008, Installation and Maintenance exam</strong></td>
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<tr>
<td><strong>PRO: Designing, Optimizing and Maintaining a Database Server</strong></td>
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<tr>
<td>Infrastructure using Microsoft SQL Server 2008 exam</td>
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*For a description of Online Live Training please see pages 64-65*
If you work as a Microsoft SQL Server 2008 database administrator, the MCITP certification program is the perfect way to establish your knowledge and expertise. Individuals who work daily with SQL Server 2008 in an administrative role are ideal MCITP certification candidates. With certification training, the student will learn:

- Installation, configuration and maintenance of SQL Server 2008
- Monitoring and troubleshooting SQL Server 2008
- Developing SQL Server 2008 security solutions
- Maintaining and optimizing indexes and performance
- Automation of administrative tasks

**Courses Offered in this Package:** Depending on your experience level, less or more coursework may be required.

**2778 Writing Queries Using Microsoft SQL Server 2008 Transact-SQL (3 days)**
This course provides students with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2008.

**Objective:** Describe the uses of and ways to execute the Transact-SQL language. Use querying tool. Write SELECT queries to retrieve data. Group and summarize data by using Transact-SQL. Join data from multiple tables. Write queries that retrieve and modify data by using subqueries. Modify data in tables. Query text fields with full-text search. Describe how to create programming objects. Use various techniques when working with complex queries.

**6231 Maintaining a Microsoft SQL Server 2008 Database (5 days)**
This course provides students with the knowledge and skills to maintain a Microsoft SQL Server 2008 database. The course focuses on teaching individuals how to use SQL Server 2008 product features and tools related to maintaining a database.


**6232 Implementing a Microsoft SQL Server 2008 Database (5 days)**
This course provides students with the knowledge and skills to implement a Microsoft SQL Server 2008 database. The course focuses on teaching individuals how to use SQL Server 2008 product features and tools related to implementing a database.


**Certification and Exam:** The MCITP Database Administrator certification candidate must pass a single exam.

- **Prerequisite Certification:** MCTS: SQL Server 2008, Implementation and Maintenance
- **Prerequisite Exam:** 70432 TS: Microsoft SQL Server 2008, Installation and Maintenance exam
- **MCITP Certification:** MCITP Database Administrator 2008
- **Exam:** 70450 PRO: Designing, Optimizing and Maintaining a Database Server Infrastructure using Microsoft SQL Server 2008 exam
PROGRAMS OF PROFESSIONAL PRACTICE: IT PROFESSIONAL & CERTIFICATION COURSES

HELP DESK

<table>
<thead>
<tr>
<th>COMP TIA A+ CERTIFICATION AND TRAINING</th>
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<tr>
<td><strong>A+ Certification 2012 (Objectives)</strong></td>
</tr>
<tr>
<td>O420 - Online Live*</td>
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<tr>
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<td>3.0 CEU</td>
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<tr>
<td>$875</td>
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<tr>
<td><strong>CompTIA A+ Practical Application (2009 Edition) Exam</strong></td>
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<td>220702</td>
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<tr>
<td>N/A</td>
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<tr>
<td>$178</td>
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</tbody>
</table>

CompTIA A+ Certification training can provide you the skills necessary to become A+ certified and ready for an entry-level career in the IT industry. CompTIA A+ certification is an internationally recognized, vendor-neutral certification that many employers consider a prerequisite for entry-level IT employment. A+ certification signifies that the individual is capable of performing tasks such as installation, configuration, and troubleshooting of common PC systems as well as basic networking skills.

- Installation, configuration and maintenance of PC operating systems
- Maintenance and installation of PC hardware components
- Troubleshooting and diagnosing skills for PC hardware and software
- Basic network skills, including networking PCs and troubleshooting networks
- Basics of PC and networking security

Courses Offered in this Package:
O420 A+ Certification (2009 Objectives)
Proves competence in the fundamentals of hardware, software and operating systems; system troubleshooting and repair; networking; and security and operational procedures including communication skills that a helpdesk or remote support employee should have.

Objective: The fundamentals components and functions of computer technology, networking, and security. The skills required to identify hardware, peripheral, networking, and security components. The skills required to install, configure, upgrade, and maintain PC workstations, the Windows OS and SOHO networks. How to utilize troubleshooting techniques and tools to effectively and efficiently resolve PC, OS, and network connectivity issues and implement security practices.

Certification and Exam: An A+ certification candidate must pass two exams. All candidates must pass the A+ Essentials exam and the A+ Practical Application exam

- Certification: CompTIA A+ Certification
- Exams: 220701 A+ Essentials and 220702 A+ Practical Application

*For a description of Online Live Training please see pages 64-65*
<table>
<thead>
<tr>
<th>COURSE DESCRIPTION</th>
<th>COURSE CODE</th>
<th>DAYS OF TRAINING</th>
<th>CEU</th>
<th>COST</th>
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<td>O6292</td>
<td>3 days</td>
<td>1.8 CEU</td>
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</tbody>
</table>

If you support Windows 7 clients in a business environment, the Microsoft MCITP certification for Windows 7 is an ideal way to advance your IT career. MCITP Windows 7 Enterprise Desktop Support Technician certification is ideal for Windows desktop support technicians with 3 years of experience as a lead desktop support technician. With certification training, the student will learn: Manage and maintain Windows 7 systems.

- Identify and resolve network issues
- Support Windows 7 mobile users
- Identify and resolve security issues
- Troubleshoot and maintain Windows 7 clients

**Courses Offered in this Package:**

**6292 Installing and Configuring Windows 7 Client (3 days)**
This three-day instructor-led course is intended for IT professionals who are interested in expanding their knowledge base and technical skills about Windows 7 Client. In this course, students learn how to install, upgrade, and migrate to Windows 7 client.

**50331 Windows 7, Enterprise Desktop Support Technician (5 days)**
This course provides students with the knowledge and skills needed to isolate, document and resolve problems on a Windows 7 desktop or laptop computer.

**Certification and Exam:** An MCITP Windows 7 Enterprise Desktop Support Technician certification candidate must pass two exams.
- **Certification:** MCITP: Windows 7, Enterprise Desktop Support Technician
- **Exams:** 70680 TS: Windows Configuring Exam and 70685 PRO: Windows 7, Enterprise Desktop Support Technician Exam
The CompTIA Network+ certification is a vendor-neutral certification considered by many employers as a prerequisite for entry-level IT employment in the area of IT networks. Network+ certification signifies that the individual is capable of performing tasks such as installation, configuration and troubleshooting of common networking systems. CompTIA Network+ certification serves as a solid foundation for other networking and IT certification programs offered by vendors such as Microsoft and Cisco. The participants will learn:

- Basics of networking theory, concepts and networking methods
- Basics of networking data delivery
- Networking media, cabling and hardware
- Networking protocols and the OSI model
- Networking Operating Systems and TCP/IP fundamentals
- Basics of PC and networking security

Courses Offered in this Package: Before pursuing your Network+ training and certification, it is highly recommended to achieve A+ Certification first.

**O491 Network+ Certification 2011 (Objectives)**
The participant will describe the major networking technologies, systems, skills and tools in use in modern networks. Taking this course will help the participant prepare for the N10-005 exam and certification.

**Objective:** Participants will be able to: Identify the basic components of network theory, communications and data delivery methods. List and describe network media and hardware components. Identify the major types of network implementations, components of a TCP/IP network implementation, major services deployed on TCP/IP networks, characteristics of a variety of network protocols, components of a LAN implementation, components of a WAN implementation, major issues and technologies in network security, components of a remote network implementation and major issues and technologies in disaster recovery. Identify major data storage technologies and implementations. Identify the primary network operating systems and major issues, models, tools and techniques in network troubleshooting.

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

- **Certification:** Network+ Certification
- **Exams:** N10005 Network+

*For a description of Online Live Training please see pages 64-65*
**NETWORK SERVER ADMINISTRATOR**

<table>
<thead>
<tr>
<th><strong>COMP TIA LINUX+ CERTIFICATION AND TRAINING</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Linux+ Certification: A CompTIA Certification (2009 Objectives)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>CompTIA Linux+ Exam 1</strong></td>
</tr>
<tr>
<td><strong>CompTIA Linux+ Exam 2</strong></td>
</tr>
</tbody>
</table>

CompTIA Linux+ certification is a vendor-neutral certification which verifies the basic competence of individuals to work with and maintain Linux installations.

- Linux Fundamentals
- Linux hardware
- Installation and basic usage of Linux
- Configuration and administration of Linux
- Linux in a networking environment
- Security, monitoring and troubleshooting
- The Linux kernel

**Courses Offered in this Package:**

**Linux+ Certification**

The CompTIA Linux+ Certification course builds on your existing user-level knowledge and experience with the Linux operating system to present fundamental skills and concepts that you will use on the job in any type of Linux career.

**Objective:** Upon successful completion of this course, students will be able to: Investigate information about Linux that can help you prepare for supporting Linux users and machines. Work with user and group accounts. Work with the Linux file system. Manipulate various types of Linux files. Change ownership and permissions for Linux files and directories. Work with Linux printing services. Work with Linux packages. Work with many of the configuration files and commands that make up the Linux environment. Work with jobs and processes. Compare the services critical to running the Linux operating system to those services that can be run to enhance or expand system performance. Configure Linux services related to Internet use. Configure Linux services for providing users with network connectivity. Investigate basic security issues in Linux. Work with the hardware commonly associated with Linux machines. Install the Linux operating system.

**Certification and Exam:** *Linux+ certification candidate must pass a single exam.*

- **Certification:** Linux+ Certification
- **Exams:** LX0101 CompTIA Linux+ Exam 1 and LX0102 CompTIA Linux+ Exam 2

*For a description of Online Live Training please see pages 64-65*
Our Microsoft Certified Trainers use Microsoft Official Curriculum to provide you with the best possible training. If you work with Server 2008 and focus on Active Directory configuration and maintenance, MCTS certification is the perfect way to demonstrate your skill.

The MCTS Server 2008 Active Directory Configuration is ideal for network engineers who specialize on Active Directory. An MCTS certification is a solid foundation for advanced certifications. With certification training, the student will learn:

- Fundamentals of Active Directory services and roles
- Creating and configuring Active Directory services
- Working with objects and trust
- Active Directory sites and replication
- Implementing group policies
- Maintaining and troubleshooting Active Directory
- Working with certificates and certificate services

*For a description of Online Live Training please see pages 64-65*
Courses Offered in this Package:

**O6425 Configuring Windows Server 2008 Active Directory Domain Services (5 days)**
In this course, students will learn how to configure Active Directory Domain Services in a distributed environment, implement Group Policies, perform backup and restore, and monitor and troubleshoot Active Directory related issues.

**Objective:** After completing this course, students will be able to implement and configure Active Directory domain services in their enterprise environment.

**O6426 Configuring and Troubleshooting Identity and Access Solutions with Windows Server® 2008 Active Directory® (3 days)**
This course provides the knowledge and skills that IT Professionals need to configure identity and access solutions with Windows Server 2008 Active Directory.


**Certification and Exam:** The MCTS Server 2008 Active Directory Configuration certification candidate must pass a single exam.
- **Certification:** MCTS: Windows Server 2008 Active Directory Configuration
- **Exam:** 70640: TS: Windows Server 2008 Active Directory, Configuring exam
PROGRAMS OF PROFESSIONAL PRACTICE: IT PROFESSIONAL & CERTIFICATION COURSES

<table>
<thead>
<tr>
<th>MCTS: MICROSOFT EXCHANGE SERVER 2010 CONFIGURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Configuring, Managing and Troubleshooting Microsoft Exchange Server 2010</strong></td>
</tr>
<tr>
<td><strong>10135</strong></td>
</tr>
<tr>
<td><strong>TS: Exchange Server 2010, Configuring Exam</strong></td>
</tr>
</tbody>
</table>

The MCTS Exchange 2010 Configuration certification is an ideal way to establish or extend your knowledge and expertise. The MCTS Microsoft Exchange Server 2010 Configuration certification is a foundation certification for Exchange administrators. With certification training, the student will learn:

- Deploying Microsoft Exchange Server 2010
- Configuring mailbox servers
- Securing Exchange Server 2010
- Maintaining the messaging system
- Backup and recovery
- Implementing unified messaging

**Courses Offered in this Package:**

**10135 Configuring, Managing and Troubleshooting Microsoft Exchange Server 2010 (5 Days)**

This course provides students with the knowledge and skills to configure and manage an Exchange Server 2010 messaging environment, as well as provide guidelines, best practices, & considerations that will help you optimize your Exchange Server deployment.


**Certification and Exam:** The MCTS Microsoft Exchange Server 2010 Configuration certification candidate must pass a single exam.

- **Certification:** MCTS: Microsoft Exchange Server 2010 Configuration
- **Exam:** 70662: TS: Exchange Server 2010, Configuring Exam

*For a description of Online Live Training please see pages 64-65*
NETWORKING SECURITY

<table>
<thead>
<tr>
<th>PROGRAMS OF PROFESSIONAL PRACTICE: IT PROFESSIONAL &amp; CERTIFICATION COURSES</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COMP TIA SECURITY+ CERTIFICATION TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security+ Certification (2011 Objectives)</td>
</tr>
<tr>
<td>O551 Online Live*</td>
</tr>
<tr>
<td>Days of Training: 5</td>
</tr>
<tr>
<td>3.0 CEU</td>
</tr>
<tr>
<td>$875</td>
</tr>
<tr>
<td>Feb 4-8, Feb 25 - Mar 1, Mar 4-8, Mar 25-29, Apr 1-5, Apr 29 - May 3,</td>
</tr>
<tr>
<td>May 6-10, May 20-24, June 3-7, June 24-28</td>
</tr>
<tr>
<td>Security+ Exam</td>
</tr>
<tr>
<td>SY0301 N/A</td>
</tr>
<tr>
<td>$276</td>
</tr>
</tbody>
</table>

CompTIA Security+ is a vendor-neutral certification which validates an individual's knowledge of system security and security practices in the IT industry. Whether your goal is to become Security+ certified for your job, to prove your basic knowledge of security concepts or gain more knowledge to secure your network, training and Security+ certification is the perfect solution.

- Basics of authentication and authorization
- Types of attacks and malicious code
- Remote access security, Wireless security
- Email and web security
- Security design and security baselines
- Security monitoring and intrusion detection
- Physical security
- Security forensics

Courses Offered in this Package:
O551 Security+ Certification (2011 Objectives)
This course focuses on providing the skills and knowledge necessary to prepare students for the CompTIA Security+ Certification Exam. This course provides the broad-based knowledge necessary to prepare for further study in specialized security fields.

Objective: Upon successful completion of this course, students will be able to: To identify fundamental concepts of computer security and security threats. The skills to harden internal systems and services as well as internetwork devices and service. How to implement secure network communications. To establish security best practices for creating and running web-based applications. How to manage public key infrastructure (PKI) and certificates. - How to enforce organizational security policies. The necessities to monitor the security infrastructure and manage security incidents.

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

- Certification: CompTIA Security+ Certification
- Exam: SY0301 Security+ Exam

*For a description of Online Live Training please see pages 64-65
PROGRAMS OF PROFESSIONAL PRACTICE: IT PROFESSIONAL & CERTIFICATION COURSES

PROJECT MANAGEMENT

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>COURSE</th>
<th>DAYS OF TRAINING</th>
<th>CEU</th>
<th>PRICE</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT441</td>
<td>Online Live*</td>
<td>5</td>
<td>3.0 CEU</td>
<td>$1,125</td>
<td>Feb 11-15, Feb 25 - Mar 1, Mar 11-15, Mar 25-29, Apr 8-12, Apr 22-26, May 6-10, May 20-24, June 10-14, June 24-28</td>
</tr>
<tr>
<td>IT441</td>
<td>Days of Training: 5</td>
<td>3.0 CEU</td>
<td>$2,375</td>
<td>Feb 11-15, Apr 8-12, June 24-28</td>
<td></td>
</tr>
</tbody>
</table>

This hands on PMP Certification program will prepare you for the PMP exam. Concentrating on PMI's actual PMP exam content from the Guide to the Project Management Body of Knowledge-Fourth Edition (PMBoK Guide) and other sources, this program features a wide variety of proven learning tools and study aids. Expert led lectures, authorized practice tests, and a treasure trove of tips and techniques will prepare you to pass the PMP Certification Exam, while making you the best project manager you can be.

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

- A bachelor's degree and 4,500 hours of Project Management experience - OR - a High School diploma or equivalent and 7,500 hours of Project Management experience.
- 35 contact hours of classroom instruction that relate to project management objectives. Several types of courses fulfill this requirement.
- Supporting Documentation is required for the above qualifications.
- Pass the PMP exam, which consists of 200 multiple-choice questions to be completed in 4 hours.

Course Objectives:

- Prepare to take the PMP or CAPM exams
- Become familiar with PM BoK Guide terms, definitions, and processes
- Advance soft skills in leadership, negotiation, communication and conflict resolution
- Master test-taking techniques
- Learn styles and types of questions found on the PMP or CAPM exams
- PM BoK Guide’s five process groups, nine knowledge areas, and the area of professional and social responsibility

*For a description of Online Live Training please see pages 64-65*
Programs of Professional Practice
LMSW Licensing Preparation Program

Citywide Learning and Development in partnership with The Silberman School of Social Work at Hunter College presents the LMSW Licensing Preparation Program.

The purpose of the **LMSW LICENSING PREPARATION PROGRAM** is to prepare New York City human service workers with MSW degrees to pass the New York State License Master Social Work (LMSW) examination. The LMSW license is a requirement for many positions and titles within NYC agencies.

The LMSW licensing preparation course combines *practice and process* methods designed to help social workers acquire the skills and confidence needed to pass the exam. The training focuses on:

- Reviewing social work content knowledge and skills, including a broad range of social work terms, conditions, and situations that mirror the scenarios presented on the exam.
- Integrating test-taking strategies and stress reduction techniques with theoretical and practical knowledge of social work
- Applying test-taking strategies to the material while maintaining a positive attitude and mindset
- Improving baseline performance, especially in the areas that may require additional study.

<table>
<thead>
<tr>
<th>Days of Training: 10*</th>
<th>Program Cost: $500 per person</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Two-hour live training sessions that meet twice a week for 5 weeks</em></td>
<td>State Application Fee: $294</td>
</tr>
<tr>
<td></td>
<td>Exam Registration Fee: $230</td>
</tr>
</tbody>
</table>

This intensity and frequency of meeting *twice a week for five weeks*, will allow for a thorough review of the content material, and time to do practice tests individually, and as a group in every session.

The instructor will introduce a range of test-taking skills and tips relevant to a taking a multiple-choice examination. Every week the class will read, answer, and discuss questions in each of the areas that are included in the licensing exam. The exam itself consists of 170 multiple-choice questions. It is a computerized, four hour long exam administered through the Association of Social Work Boards (ASWB).

This program can be delivered in-person or through video-conferencing and the schedule customized for agency purposes.

To enroll, or for more information please contact the Citywide Training Center at (212) 487-5600 or citywidetrainingcenter@dcas.nyc.gov

*Please Note: Each class must have at least 20 participants enrolled to be held.*
PROGRAMS OF PROFESSIONAL PRACTICE: LMSW LICENSING PREPARATION PROGRAM

COURSE OUTLINE

• **Week 1:** Introduction to the exam, filling out the licensing application, how to register for the exam, and a PowerPoint presentation entitled *Test-Taking Strategies*.

• **Week 2:** Read, answer and discuss questions in the area of direct practice with individuals and families.

• **Week 3:** Theories of clinical practice

• **Week 4:** Human Behavior

• **Week 5:** Review of fundamental concepts, definitions, basic practice skills and key characteristics that pertain to the prior three practice sessions. All together, the topics of *direct practice with individual and families, theories of clinical practice and human behavior* comprise 60%-65% of the exam.

• **Week 6:** PowerPoint presentation entitled *Train your Brain on the NASW Code of Ethics* and work and process questions in the area of professional ethics.

• **Week 7:** Group Work and Community Organizing

• **Week 8:** Alcohol and Substance Abuse

• **Week 9:** Review of fundamental concepts, definitions, basic practice skills and key characteristics that pertain to the prior three areas of *group work, community organizing and substance abuse*.

• **Week 10:** Practice 50 questions from the ASWB booklet, process the answers, and wrap up.
Programs of Professional Practice
NYC Customer Service Professional Certificate Program

All customer service representatives are the face and voice of our great City. And no matter what agency we work for or what our positions, we all share a common goal: to provide the best service to our fellow New Yorkers. The NYC Customer Service Professional Certificate Program is designed for customer service staff, managers, and supervisors, and emphasizes the key elements of customer service excellence.

The goals of the NYC Customer Service Professional Certificate Program are:

- To promote an environment of customer-friendly service in all City agencies
- To develop consistent, transparent customer service values, expectations, and standards for all agency staff

To be awarded a NYC Customer Service Professional Certificate, employees will complete three core courses and one elective:

Application and Letter of Recommendation:

After finishing the core and elective courses, candidates will complete a CTC application and obtain a letter of recommendation from their supervisor or manager. Supervisors then submit these documents to the CTC.

NOTE: NYC Customer Service Professional Certificate Program core courses will be administered through the Citywide Training Center or by a qualified agency training director or trainer; elective courses will be administered through CTC. Costs for each Customer Service Professional Certificate Program class are indicated in the catalog and on the CTC class schedule.

Participants must complete THREE CORE courses, and ONE Job-Specific Training Course Elective.

<table>
<thead>
<tr>
<th>NYC CUSTOMER SERVICE PROFESSIONAL CERTIFICATE PROGRAM CORE COURSES (All three required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making the Connection: Excellence in NYC Customer Service</td>
</tr>
<tr>
<td>Customer-Focused Writing for Clear and Effective Communication</td>
</tr>
<tr>
<td>NYC Cultural Appreciation</td>
</tr>
</tbody>
</table>
PROGRAMS OF PROFESSIONAL PRACTICE: NYC CUSTOMER SERVICE PROFESSIONAL CERTIFICATE PROGRAM

JOB-SPECIFIC TRAINING COURSE ELECTIVE

This selected course should improve upon customer-service related skills that enhance the employee’s job performance or function. This course must be approved by the Customer Service Group and the Citywide Training Center. All NYC Customer Service Professional Certificate Program courses are listed throughout the catalog and are outlined the pages indicated in the below table.

<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>CODE</th>
<th>DAYS OF TRAINING</th>
<th>DATES</th>
<th>PAGE WITH DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Grammar</td>
<td>C5031</td>
<td>2</td>
<td>Feb 14-15, May 29-30</td>
<td>9</td>
</tr>
<tr>
<td>Attitude is Everything</td>
<td>C9266</td>
<td>1</td>
<td>Mar 18</td>
<td>66</td>
</tr>
<tr>
<td>Business Writing: Clarity through Critical Thinking</td>
<td>C2036</td>
<td>1</td>
<td>Apr 11</td>
<td>9</td>
</tr>
<tr>
<td>Creating Workplace Civility</td>
<td>C9100</td>
<td>1</td>
<td>Apr 2</td>
<td>67</td>
</tr>
<tr>
<td>Dealing with Difficult People</td>
<td>C6060</td>
<td>1</td>
<td>Feb 6, Apr 8</td>
<td>69</td>
</tr>
<tr>
<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
<td>1</td>
<td>Apr 16</td>
<td>11</td>
</tr>
<tr>
<td>“Easy” English for the Multi-Lingual Writer</td>
<td>C8005</td>
<td>2</td>
<td>June 20-21</td>
<td>11</td>
</tr>
<tr>
<td>Managing Multiple Priorities</td>
<td>C5044</td>
<td>1</td>
<td>Apr 15, June 3</td>
<td>74</td>
</tr>
<tr>
<td>Powerful Project Presentations</td>
<td>C9122</td>
<td>1</td>
<td>Apr 22</td>
<td>13</td>
</tr>
<tr>
<td>Providing Exceptional Customer Service from the Help Desk</td>
<td>C9083</td>
<td>1</td>
<td>Mar 6</td>
<td>76</td>
</tr>
<tr>
<td>Revising, Editing and Proofreading</td>
<td>C2033</td>
<td>2</td>
<td>June 12-13</td>
<td>14</td>
</tr>
<tr>
<td>Successful Letter and Memo Writing</td>
<td>C6788</td>
<td>2</td>
<td>Mar 21-22, June 3-4</td>
<td>15</td>
</tr>
<tr>
<td>Writing Effective and Efficient E-mails</td>
<td>C4260</td>
<td>1</td>
<td>Apr 5, Apr 19, June 27</td>
<td>16</td>
</tr>
<tr>
<td>Writing Start to Finish</td>
<td>C9317</td>
<td>1</td>
<td>May 14</td>
<td>17</td>
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</table>
Programs of Professional Practice
Procurement Courses

Conflicts of Interest Seminar for Procurement Professionals

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Duration</th>
<th>CEU</th>
<th>Notes</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>P4002</td>
<td>3.5 hours</td>
<td>.3 CEU</td>
<td>N/C</td>
<td>Mar 6 (10:00am-12:00pm)</td>
</tr>
</tbody>
</table>

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).

**SEMINAR 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

MAYOR’S OFFICE OF CONTRACT SERVICES (MOCS) COURSES

APT (Automated Procurement Tracking) Basics

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Notes</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6049M</td>
<td>1/2</td>
<td>.3 CEU</td>
<td>N/C</td>
<td>May 9 (1:30pm-5:00pm)</td>
</tr>
</tbody>
</table>

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

**SEMINAR OBJECTIVE:**
- Provide participants with the information they need to complete their tasks in the system

**Target Audience:** This course is designed for City procurement personnel who are involved with Automated Procurement Tracking
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

**Best Value**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Note</th>
<th>Date &amp; Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6096M</td>
<td>1/2</td>
<td>.3</td>
<td>N/C</td>
<td>May 3 (1:30pm-5:00pm)</td>
</tr>
</tbody>
</table>

In this course, participants will learn about awarding contracts through the use of Best Value.

**SEMINAR OBJECTIVE:**

- Optimizing quality, cost and efficiency, among responsive and responsible offers

**Target Audience:** Appropriate for contract compliance officers, procurement officers, ACCO’s and any procurement staff

---

**Competitive Sealed Bid**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Note</th>
<th>Date &amp; Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>P3006M</td>
<td>1/2</td>
<td>.3</td>
<td>N/C</td>
<td>May 15 (9:00am-12:30pm)</td>
</tr>
</tbody>
</table>

This course provides an overview of the competitive sealed bidding process pursuant to the New York City Procurement Policy Board Rules. Participants will learn about the most frequently used procurement method for purchasing goods, construction and standardized services. Agency staff will be able to navigate through the four stages of the contracting process- Pre-Solicitation, Solicitation, Evaluation & Award, and Registration.

**SEMINAR OBJECTIVES:**

- Planning and Drafting Scope
- Bidders List
- Pre-Bid Conferences
- Bid Openings
- Making the Responsiveness and Responsibility determination
- Preparing the Registration Package

**Target Audience:** This course is designed for City procurement personnel who are involved in the Competitive Sealed Bid process

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**Competitive Sealed Proposal**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Note</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>P4005M</td>
<td>1</td>
<td>.6</td>
<td>N/C</td>
<td>Feb 27</td>
</tr>
</tbody>
</table>

This course explores the range of activities involved in procurement via the Competitive Sealed Proposal, referred to as the Request for Proposal, or RFP process in New York City government for both Construction and Human Client Service agencies.

**SEMINAR OBJECTIVES:**

- Participants learn in detail, through lectures and case studies, how to deal with each aspect of the process

**Target Audience:** Public procurement personnel who are involved in the Human Client Service and Construction Competitive Sealed Proposal process will benefit from the in-depth breakdown of this lengthy process
Contract Public Hearings

<table>
<thead>
<tr>
<th>Code</th>
<th>Days of Training: 1/2</th>
<th>CEU</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6140M</td>
<td>.3 CEU</td>
<td>N/C</td>
<td>May 7 (9:00am-12:30pm)</td>
</tr>
</tbody>
</table>

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.

**SEMINAR 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 2012/2013

**Target Audience:** This course is designed for City procurement personnel who are involved with Contract Public Hearings

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Emergency Procurements

<table>
<thead>
<tr>
<th>Code</th>
<th>Days of Training: 1/2</th>
<th>CEU</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6090M</td>
<td>.3 CEU</td>
<td>N/C</td>
<td>Apr 10 (9:00am-12:30pm)</td>
</tr>
</tbody>
</table>

The course offers insight into the conditions and processes of Emergency Declarations. As defined by the PPB rules, Emergency Procurements are allowed to be utilized to obtain goods and services very quickly when an agency must do so to address threats to public health, safety or a necessary service.

**SEMINAR OBJECTIVES:**

- What conditions or issues that could trigger the need for an Emergency Procurement
- Discuss the roles of the ACCO, Counsel Corporation and Comptroller in obtaining verbal and written approval for an Emergency Procurement
- Outlining the steps and materials needed to compile the registration package for emergencies
- Explain the process of imputing emergency procurements into the APT system
- Analyze examples of recent Emergency Procurements as a result of Hurricane Irene and Sandy

**Target Audience:** This course is designed for City Procurement personnel who wish to gain insight into the conditions and processes of Emergency Declarations
Environmentally Preferable Purchasing and Green Building Principles and Requirements

<table>
<thead>
<tr>
<th>P6015M</th>
<th>Days of Training: 1/2</th>
<th>.3 CEU</th>
<th>N/C</th>
<th>Feb 8 (1:30pm-5:00pm)</th>
</tr>
</thead>
</table>

In this course, participants will learn about the procurement impacts of the recent "Green Buildings" and "Environmentally Preferable Purchasing" (EPP) local laws. Participants will be given an overview of the requirements of Local Law 86.

**SEMINAR OBJECTIVES:**

- Determine whether a project must comply with a Green Building/LEED (Leadership in Energy and Environmental Design) standard or energy/water efficiency requirements
- Explore potential exemptions and waivers
- Discuss the oversight review process and reporting provisions
- Examine the following Local Laws as they relate to design and construction projects
  - Local Law 119 - Energy and Water Efficiency
  - Local Law 120 - Hazardous Materials

**Target Audience:** This course is designed for City procurement personnel who wish to gain an understanding of the impact of Local Laws on purchasing decisions

Ethics/Legal Compliance

<table>
<thead>
<tr>
<th>P6005M</th>
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<th>.6 CEU</th>
<th>N/C</th>
<th>Apr 30</th>
</tr>
</thead>
</table>

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.

**SEMINAR OBJECTIVES:**

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

**Target Audience:** This course is designed for all City Procurement personnel
Local Law 63 Compliance

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training:</th>
<th>CEU</th>
<th>Notes</th>
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<tr>
<td>P6091M</td>
<td>1/2</td>
<td>.3</td>
<td>N/C</td>
<td>Apr 23 (1:30pm-5:00pm)</td>
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</table>

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

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

**Target Audience:** This course is designed for City Procurement Personnel who are involved with Local Law 63 of 2011

M/WBE Updates: An Overview of Changes to the M/WBE Program

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<thead>
<tr>
<th>Course Code</th>
<th>Days of Training:</th>
<th>CEU</th>
<th>Notes</th>
<th>Dates</th>
</tr>
</thead>
</table>
| P6092M      | 1/2              | .3  | N/C   | Mar 8 (1:30pm-5:00pm)
             |                  |     |       | Apr 5 (1:30pm-5:00pm) |

In January of 2013, Mayor Bloomberg signed into law Local Law 1 of 2013, which vastly expands the City’s M/WBE program. This class will provide agencies information concerning all the programmatic changes that will go into effect on July 1, 2013.

**SEMINAR OBJECTIVES:**
- Provide agencies with information concerning the changes to the M/WBE program codified in Local Law 1 of 2013 that will become effective on July 1, 2013.

**Target Audience:** Appropriate for contract compliance officers, procurement officers, ACCO’s, project managers, Engineering Audit Officers, On-site engineers, and other program staff involved in contract administration for all contracts.

NYC Nonprofit Assistance: Building Infrastructure to Support Organizational Development

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<tr>
<th>Course Code</th>
<th>Days of Training:</th>
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<tr>
<td>P6163M</td>
<td>1/2</td>
<td>.3</td>
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</table>

There are a number of administrative investments that are needed to support an organization’s development and continued effectiveness as it grows and succeeds in providing excellent services to its community. This training will explore the key infrastructure needs of an organization to measure performance and effectiveness, track donated and earned funds, provide financial reports to management and report back to funders to cultivate ongoing funding relationships.

**SEMINAR OBJECTIVES:**
- The components of a financial infrastructure system and when they are needed
- How to evaluate your organization’s infrastructure needs and make the case for investment
- How to support relationship development with funders with investment in infrastructure and reporting systems

**Target Audience:** Board members, executive leaders, and fundraising staff of nonprofit organizations
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

NYC Nonprofit Assistance: Human Service Contracting with NYC Part 1: Competitive Contracts

<table>
<thead>
<tr>
<th>Program Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>Target Group</th>
<th>Date/Time</th>
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<td>P6093M</td>
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<td>Mar 20 (9:00am-12:30pm)</td>
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</table>

The City of New York registers between two and seven billion dollars worth of contracts for health services and client services each year for everything from job training to after-school programs to legal services. This training will cover the fundamentals of how the City selects and manages client service contract recipients, what the City expects of its vendors once a contract is registered, the resources available to assist nonprofit vendors and some highlights of future developments. In Fiscal Year 2012, over $150 million dollars of discretionary funding has been allocated to community based nonprofits throughout New York City. Discretionary funds are awarded by elected officials, not by competition, calling for increased oversight to ensure that only responsible nonprofits receive City funding. Understanding the review and prequalification process is essential for agency staff members, specifically discretionary contract managers to perform their critical role in the procurement process.

SEMINAR OBJECTIVES:

- The fundamentals of the procurement cycle,
- The standard terms contracted client service vendors must comply with,
- The functionality of the HHS Accelerator system,
- The Returnable Grant Loan Fund application and approval process, and
- The benefits of the Essensa Group Purchasing Program

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

NYC Nonprofit Assistance: Human Service Contracting with NYC Part 2: Discretionary Contracts

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<tr>
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<th>Days of Training</th>
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<td>P6094M</td>
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</table>

The City of New York registers between one and two hundred million dollars worth of contracts funded through the discretionary process each year for everything from job training to after-school programs to legal services. Part II of this training will cover the fundamentals of how the City vets and processes these discretionary contracts. Discretionary funds are awarded by elected officials, not by competition, calling for increased oversight to ensure that only responsible nonprofits receive City funding. Understanding the review and prequalification process is essential for agency staff members, specifically discretionary contract managers to perform their critical role in the procurement process.

SEMINAR OBJECTIVES:

- The discretionary clearance process and recent additional requirements,
- The different roles of the City Council, MOCS, DYCD and other agencies,
- The standard terms contracted client service vendors must comply with, and
- How to properly determine if a CBO is qualified for a service area

Target Audience: This course is designed for all City Procurement personnel
NYC Nonprofit Assistance: Proposal Writing

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<tr>
<th>Course Code</th>
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<th>Date and Time</th>
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<td>P609SM</td>
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<td>N/C</td>
<td>May 22 (9:00am-12:30pm)</td>
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</table>

As resources remain scarce, it is a challenge for small to midsized nonprofit executive staff and board’s doing great work in their community to compete with larger more established nonprofits for grants, contracts, or RFPs.

SEMINAR OBJECTIVES:
- How to respond to a RFP
- How to develop a winning proposal
- Tips for making each section of your proposal stronger

Target Audience: This course is designed for Procurement personnel who work for a small to mid-sized organization and would like to know the key components of a successful proposal.

Prevailing Wage for Resident Engineers/Project Managers

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<tr>
<th>Course Code</th>
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<td>P6034M</td>
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This course will focus on the role of Project Managers (PM) / Resident Engineers (RE) as part of The City’s team effort to fairly enforce prevailing wage requirements on construction projects.

SEMINAR OBJECTIVES:
- An overview/history of prevailing wage laws in New York State
- A review of responsibilities on prevailing wage of the City Comptroller and others on the ‘prevailing wage team’
- PM/RE responsibilities at project mobilization
- PM/RE issues throughout the project such as sign-in sheets, certified payrolls, and employee notifications
- ‘Tell-tale signs’ of potential prevailing wage abuses for the PM/RE
- A ‘mock exercise’ in examining a certified payroll and related sign-in sheet

Target Audience: City agency procurement and contracting staff and Project Managers (PM)/ Resident Engineers (RE)
Programs of Professional Practice: Procurement Courses

Procurement Law for Beginners

| P6064M | Days of Training: 1/2 | .3 CEU | N/C | May 28 (9:00am-12:30pm) |

This course presents a basic introduction to the legal framework for City procurements. City procurements are governed by State Law, the Charter, the Administrative Code, and the PPB Rules. The class provides an opportunity for City Procurement staff to understand the rules that procurement professionals have to follow.

Seminar Objective:

- The class will discuss these rules and how they apply to the decisions procurement professionals make every day in solicitations, evaluations, responsibility determinations and more.

Target Audience: City Procurement staff new to the procurement process

Project Labor Agreement (PLA) for Contract Administrators

| P6072M | Days of Training: 1/2 | .3 CEU | N/C | Mar 12 (9:00am-12:30pm) |

This course will focus on the role of contract administrators as part of The City’s team effort to implement NYC’s Project Labor Agreements (PLAs).

Seminar Objectives:

- The course agenda will include a brief overview of the City’s PLAs as well as contract administrator responsibilities prior to contract solicitation and contract award

Target Audience: This course is designed for Contract Administrators who wish to gain an understanding of the Project Labor Agreements

Topics in IT Contracting

| P6130M | Days of Training: 1/2 | .3 CEU | N/C | Apr 9 (1:30pm-5:00pm) |

This class will explore many aspects of IT procurement, including best practices in designing a solicitation, standard terms that should be included in every contract, how to structure a contract to obtain the required deliverables, how to get the best pricing from vendors, and negotiation techniques. Target audience is agency contracting and legal staffs who work on IT procurements and contracts.

Seminar Objectives:

- Best practices in designing a solicitation
- Standard terms that should be included in every contract
- How to structure a contract to obtain the required deliverables
- How to get the best pricing from vendors
- Negotiation techniques

Target Audience: Agency contracting and legal staff who work on IT procurements and contracts
Understanding the VENDEX Process

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<th>Course Code</th>
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<td>P6008M</td>
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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.

SEMINAR 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

Vendor Responsibility Process

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<th>Course Code</th>
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<td>P6078M</td>
<td>1/2</td>
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<td>N/C</td>
<td>Mar 4</td>
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</table>

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.

SEMINAR OBJECTIVES:

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

Target Audience: This course is designed for all City Procurement personnel
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

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

Contract Administration

| P1001 | Days of Training: 3 | 1.8 CEU | $695 | Apr 3-5 |

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.

SEMINAR 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

Developing and Managing Requests for Proposals in the Public Sector

| P1002 | Days of Training: 3 | 1.8 CEU | $695 | Apr 15-17 |

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.

SEMINAR 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
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

Introduction to Public Procurement

| P1003  | Days of Training: 3 | 1.8 CEU | $695 | Apr 29-May 1 |

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

SEMINAR 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

The Legal Aspects of Public Procurement

| P1006  | Days of Training: 3 | 1.8 CEU | $695 | May 20-22 |

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.

SEMINAR 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
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

Strategic Procurement Planning

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<th>Dates</th>
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<tr>
<td>P1007</td>
<td>3</td>
<td>1.8</td>
<td>$695</td>
<td>June 5-7</td>
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</tbody>
</table>

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.

SEMINAR 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
- Develop a procurement plan for a specific requirement
- Describe how staffing, developing and managing human resources support organizational success

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

Sourcing in the Public Sector

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<thead>
<tr>
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<th>Days of Training</th>
<th>CEU</th>
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<tbody>
<tr>
<td>P1005</td>
<td>3</td>
<td>1.8</td>
<td>$695</td>
<td>May 8-10</td>
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</table>

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.

SEMINAR 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
DEPARTMENT OF SMALL BUSINESS SERVICES (SBS) M/WBE COURSES

Best Practices for Maximizing M/WBE in P-Card Purchasing

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<tr>
<th>Course Code</th>
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</table>

In this course, participants will be presented with an overview of the City’s M/WBE program rules and requirements.

SEMINAR OBJECTIVES:

- Hands-on Online Directory Training
- Finding M/WBE vendors
- The Online Directory
- Outreach/networking
- Best practices
- Vendors winning with other agencies
- Assistance from agency account managers
- Agency-specific performance and vendors awarded

Target Audience: Appropriate for P-card holders, P-card Administrators and procurement/fiscal officers

LL 129 M/WBE Program Compliance Updated!

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
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</table>

In this course, participants will be presented with an overview of M/WBE program certification requirements.

SEMINAR OBJECTIVES:

- Agency subcontractor program administration requirements and best practices
- Prime contractor goals
- Subcontractor goals
- Monitoring compliance
- SBS annual audit
- Tracking for LL 129
- Tracking reports
- Anecdotal data
- Utilization reports

Target Audience: Appropriate for contract compliance officers, procurement officers, ACCOs, project managers, Engineering Audit Officers, On-site Engineers, and other program staff involved in contract administration for construction or consultant contracts
PROGRAMS OF PROFESSIONAL PRACTICE: PROCUREMENT COURSES

LL 129 M/WBE Subcontractor Program Administration

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<th>Course Code</th>
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<td>1/2</td>
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</table>

In this course, participants will be presented with an overview of the City’s M/WBE program and requirements for agencies.

SEMINAR OBJECTIVES:

- M/WBE Subcontractor Program Administration
- Contracts subject to M/WBE subcontracting goals
- Establishing M/WBE subcontracting goals
- Waivers
- Encouraging and monitoring compliance with Subcontractor Utilization Plans
- Tracking and non-compliance
- Reporting goals and subcontracts in FMS
- Finding M/WBE vendors
- Resources for agencies and prime contractors

Target Audience: Appropriate for project managers, procurement analyst, procurement officers, and contract officers especially those involved with Contract Administration

Utilization Review—FY12/FY13 (Half-Year)

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<tr>
<th>Course Code</th>
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<td>Feb 14 (9:30am-12:30pm)</td>
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</table>

This class provides an understanding of the City’s M/WBE Program and its implementation.

SEMINAR OBJECTIVES:

- Overview of FY12/FY13 (Half-Year) LL129 agency utilization
- Citywide M/WBE Utilization by award method
- Citywide M/WBE Utilization by contract size
- Citywide M/WBE Utilization by agency
- Overview of agency requirements and best practices
- Overview of new reports to help monitor agency performance
- Overview of new forms and online directory

Target Audience: Appropriate for M/WBE liaisons, ACCOs, DACCOs, procurement and program staff