LEARNING AND DEVELOPMENT
AT THE CITYWIDE TRAINING CENTER

COURSE CATALOG

SUMMER AND FALL 2012

PROFESSIONAL DEVELOPMENT COURSES IN

Auditing
Communication
Computer Applications
Desktop e-Learning
IT Professional Certification
Management, Supervision, and Leadership
Procurement
Workplace Effectiveness

Citywide Training Center
2 Washington Street, 21st Floor
New York, NY 10004
(212) 487-5600
www.nyc.gov/ctc or
citywidetrainingcenter@dcas.nyc.gov
The Citywide Training Center (CTC) is an authorized provider of Continuing Education Units (CEUs) and professional development credits for various accreditation programs:

**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.

**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.

**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.
# TABLE OF CONTENTS

**Learning and Development at the Citywide Training Center**..........................5  
- **Course Formats** ..................................................................................5  
- **Fees and Payment** ...........................................................................5-6  
- **How to Apply** ..................................................................................6  
- **Cancellation Policy** .................................................................6  
- **Transcripts** ......................................................................................7  
- **Directions** ......................................................................................7

**New!**  
**Featured Half-Day Classes**.......................................................................8

**CTC Open Enrollment Courses**

- **Communication Courses** ..............................................................13  
- **Computer Application and Operating System Courses**  
  Databases ............................................................................................20  
  Spreadsheets ......................................................................................22  
  Email/Calendars ...............................................................................24  
  Presentation .......................................................................................26  
  Word Processing ...............................................................................27  
  Operating Systems ............................................................................29  
  Accounting/Finance ........................................................................29  
  Desktop Publishing ...........................................................................30  
  Graphics .............................................................................................32  
  Project Management .........................................................................34  
  Web Page Development ..................................................................36  
  Report Writing ..................................................................................38  
- **Mentored Learning** ..........................................................................39  
- **Live Training Online** .......................................................................42  
- **Management and Supervision Courses** ...........................................45  
- **Workplace Effectiveness Courses** .................................................52
Credit Bearing and Certificate Programs

- Administrative Professional Certificate Program ........................................... 60
- CUNY at the CTC Public Administration Program ........................................... 63
- Defensive Driving Strategies for Driver Improvement ................................. 67
- IT Professional/Certification Courses ............................................................... 68
- The NYC Customer Service Professional Certificate Program .................... 68

Organizational and Executive Development Portfolio ..................................... 94

- Project Management Practical ................................................................. 95
- Human Resource Certificate Course ......................................................... 96

Programs of Professional Practice

- Audit Courses ............................................................................................... 97
  - NEW CUNY M.S.W Licensing Prep Course ........................................... 103
- Energy Management & Building Operator Programs ............................... 106
- Learning & Education to Advance Procurement (LEAP) ......................... 108
- Other Procurement Courses ....................................................................... 110
- Mayor’s Office of Contract Services (MOCS) ........................................... 111
- Small Business Services (SBS) ................................................................. 112
  - NEW Office of Emergency Management ............................................... 114
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](http://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.

**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.
Transcripts

If you need a copy of your personal transcript, please contact the CTC at: citywidetrainingcenter@dcas.nyc.gov

Directions to the Citywide Training Center

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

Closest Subway lines:

- R to Rector Street or Whitehall Street
- 4/5 to Bowling Green Station
- 1 to Rector Street

Closest Bus routes:

M1, M6, M9, M15

If an agency has an appropriate training facility, the CTC can, upon request, send its consultants to that facility. Some computer training classes are held at 43 West 42nd street in midtown Manhattan.
**Half-Day Classes**
Looking to brush up your skills, but don't want to devote an entire work day to instruction? Come participate in one of our half-day classes.

<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>DAYS</th>
<th>DATES</th>
</tr>
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<tbody>
<tr>
<td>Conducting Effective Performance Appraisal Interviews</td>
<td>1/2</td>
<td>Oct 15 (1:30p-5:00p)</td>
</tr>
<tr>
<td>Excel 2010 Functions and Formulas</td>
<td>1/2</td>
<td>Oct, 30, Jan 16</td>
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<tr>
<td>Grammar Ground Rules</td>
<td>1/2</td>
<td>Jan 14 (9:00a-12:30p)</td>
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<tr>
<td>Making the Most of PowerPoint</td>
<td>1/2</td>
<td>Nov 2 (9:00a-12:30p)</td>
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<td>Dec 5 (1:30p-5:00p)</td>
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<td>Jan 28 (9:00a-12:30p)</td>
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<td>Maximizing the Use of the iPad</td>
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<td>Oct 26 (9:00a-12:30p)</td>
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<td>Jan 28 (1:30p-5:00p)</td>
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<tr>
<td>New Features of Outlook 2010</td>
<td>1/2</td>
<td>Oct 16 (9:00a-12:30p)</td>
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<td>Dec 11 (9:00a-12:30p)</td>
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<tr>
<td>Providing Effective Feedback</td>
<td>1/2</td>
<td>Oct 15 (9:00a-12:30p)</td>
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<td>Stress Management</td>
<td>1/2</td>
<td>Jan 23 (9:00a-12:30p)</td>
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<td>Time Management</td>
<td>1/2</td>
<td>Jan 23 (1:30p-5:00p)</td>
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<tr>
<td>Writing Tune-Up</td>
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<td>Jan 14 (1:30p-5:00p)</td>
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Conducting Effective Performance Appraisal Interviews

C1012 | Training Days: 1/2 | .3 CEU | $65 | Oct 15 (1:30-5:00p)

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

Excel 2010 Functions and Formulas

T1700 | Training Days: 1/2 | .3CEU | $65 | Oct 30, Jan 16

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. Students 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

Grammar Ground Rules

C1262 | Training Days: 1/2 | .3 CEU | $65 | Jan 14 (9:00a-12:30p)

When composing a letter, have you ever wondered whether you should use the word “effect” or “affect”? In this grammar refresher, participants will be reacquainted with old forgotten grammatical rules and meet some new ones to make their writing more polished and professional.

Target Audience: All employees who wish to sharpen their grammar skills
Making the Most of PowerPoint

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
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<th>Dates and Times</th>
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<tr>
<td>C9094</td>
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<td>.3</td>
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<td>Nov 2 (9:00-12:30)</td>
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<td>Jan 28 (9:00-12:30)</td>
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Is your PowerPoint helping you make your presentation more memorable, or just confusing your audience? This course shows you how to ensure that your PowerPoint slides emphasize your key points, are easy to follow and understand. **Class will be delivered in computer lab setting.**

**SEMINAR OBJECTIVES:**

- Learn what the appropriate number of slides you should use
- Determine the best way to present complex information on one slide
- Incorporate Microsoft Visio to better display images
- Have PowerPoint complement your presentation, not take it over

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

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

New Features of Outlook 2010

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Training Days</th>
<th>CEU</th>
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<th>Dates</th>
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<tr>
<td>T7050</td>
<td>1/2</td>
<td>.3CEU</td>
<td>$65</td>
<td>Oct 16, Dec 11</td>
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This course will aid students 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

Maximizing the Use of the iPad

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>CEU</th>
<th>$65</th>
<th>Dates and Times</th>
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<tr>
<td>C1278</td>
<td>1/2</td>
<td>.3 CEU</td>
<td>$65</td>
<td>Oct 26 (9:00-12:30)</td>
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<td>Jan 28 (1:30-5:00)</td>
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This half-day program is designed for iPad users who want to learn how to use the Apple apparatus efficiently. Learn how to effectively use the basic functions and applications that the iPad offers.

**Target Audience:** City managers who are using city-issued iPads for their day-to-day operations.

**Requirement:** Attendees must bring their own city-agency issued iPads
Stress Management

C1024  | Training Days: 1/2 | .3 CEU | $65 | Jan 23 (9:00a-12:30p)

This workshop will assist participants to maximize job performance by recognizing and handling the early warning signs of stress, staying calm while others are not, and pinpointing the root causes of tension. Participants will examine strategies and coping mechanisms for stress control and reduction.

**SEMINAR OBJECTIVES:**

- Practice and apply proven stress reduction techniques
- Handle conflict situations with renewed confidence and strength
- Assess your personal stress level
- Recognize and defuse signs of stress
- Address the causes, not the symptoms, of job stress
- Learn to achieve a work/personal life balance

**Target Audience:** All who wish to develop reactions to stress that foster productivity and constructive relationships

Providing Effective Feedback

C1041  | Days of Training: 1/2 | .3 CEU | $65 | Oct 15 (9:00a-12:30p)

This workshop will focus on teaching managers to use effective feedback as a tool for employee performance, improvement, and development. Emphasis will be placed on developing strategies to maximize the benefits of the feedback process.

**SEMINAR OBJECTIVES:**

- Identify the value of providing timely, effective feedback to subordinates
- Describe the value of receiving feedback
- Practice giving employee feedback: problems and benefits
- Master communication basics for giving and receiving feedback
- Coach and counsel employees after providing feedback

**Target Audience:** Managers and supervisors wishing to give effective feedback to staff

Time Management

C8002  | Training Days: 1/2 | .3 CEU | $65 | Jan 23 (1:30p-5:00p)

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
Writing Tune-Up

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<tr>
<th>C1264</th>
<th>Training Days: 1/2</th>
<th>.3 CEU</th>
<th>$65</th>
<th>Jan 14 (1:30p-5:00p)</th>
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This half-day course provides proven tips, techniques, and shortcuts that will help you add clarity and power to your writing. This skill building practice session (workshop) will provide essential shortcuts for getting your thoughts organized fast and your words flowing freely — even if writing does not come naturally to you. You’ll discover how to take the aggravation and frustration out of writing, how to become a more compelling communicator, and how to eliminate embarrassing mistakes!

**Target Audience:** All employees who wish to sharpen their writing skills

**Note:** This is not an introductory writing class
**OPEN ENROLLMENT**

**COMMUNICATION COURSES**

**Action Grammar**

| C5031 | Training Days: 2 | 1.2CEU / 16CPE | $250 | Aug 29-30, Oct 2-3 |

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

**Brilliant Briefings**

| C3150 | Training Days: 1 | .6CEU / 8CPE | $125 | Sep 19 |

This interactive workshop will provide participants with the skills and techniques needed to make powerful, persuasive, and high-impact briefings and presentations to senior management. Briefings will be videotaped and participants will be coached for refining presentations.

**SEMINAR OBJECTIVES:**

- Apply attitudes and skills needed to give dynamic briefings to senior management
- Identify and build upon personal presentation strengths and expertise
- Present complex policies and information in a concise but persuasive manner
- Gain favorable attention immediately
- Convey credibility
- Handle questions effectively and criticism non-defensively
- Close the briefing for positive action

**Target Audience:** Managers, supervisors, and professionals who want to polish their skills for making presentations to senior-level management
Business Writing: Clarity Through Critical Thinking

| C2036 | Training Days: 1 | .6CEU / 8CPE | $125 | Nov 27 |

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

Communication and Collaboration for Project Success

| C9119 | Training Days: 1 | .6CEU / 8CPE | $125 | Sept 27 |

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

SEMINAR OBJECTIVES:

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

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

<table>
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<tr>
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<th>Nov 29</th>
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Having some difficulty getting your point across? Frustrated because you know the right answer or best action, but can’t get others to cooperate? These days success depends not only on having the facts and good ideas but on the ability to communicate them. This highly interactive course is for any professional who wants to overcome resistance and win people to their perspective through strategic and persuasive communication. You will learn how to develop effective communication strategies for getting the results you want.

SEMINAR OBJECTIVES:

- Examine techniques to gain support and commitment from others on all levels
- Practice improving nonverbal communication
- Discover ways to determine WIIFM’s (“What’s In It For Me?”) before approaching others
- Examine the three essential steps of persuasion: preparation, presentation, and response
- Learn how to establish credibility by presenting ideas with confidence
- Analyze how to acknowledge the limits of logic and the importance of emotions
- Recognize gender and cultural influences
- Learn strategies and methods to disagree and criticize without being disagreeable or critical
- Assess your communication strengths and weaknesses

Target Audience: Individuals who want to develop effective communication techniques and strategies to achieve the results they want

Developing Dynamic Listening Skills

<table>
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<tr>
<th>C2508</th>
<th>Training Days: 1</th>
<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Oct 4</th>
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</table>

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

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<tr>
<th>C8005</th>
<th>Training Days: 2</th>
<th>1.2CEU / 16CPE</th>
<th>$250</th>
<th>Dec 12-13</th>
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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
Effective Telephone Techniques

<table>
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<tr>
<th>CS039</th>
<th>Days of Training: 1</th>
<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Dec 10</th>
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This course equips participants with techniques critical to maximize telephone service, create “customer” satisfaction through effective communication, and deal with difficult people on the phone. Participants will gain skills for on-the-job effectiveness and be in a position to provide better telephone service.

**SEMINAR OBJECTIVES:**
- Assess one’s telephone service attitude
- Establish a positive rapport with callers
- Handle upset callers
- Learn to actively listen
- Provide clear and concise phone service to all callers

**Target Audience:** Clerical and administrative staff whose work involves telephone communication

Impromptu Presentations: Being Ready to Stand and Deliver

<table>
<thead>
<tr>
<th>C0881</th>
<th>Training Days: 1</th>
<th>.6CEU / 8CPE</th>
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<th>Jan 15</th>
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Even the best public speaker, when called upon to give an impromptu speech, can find the experience unnerving. Many people, when asked to deliver a speech without notice, are caught off guard and can suffer extreme anxiety. These days you never know when you will be called upon to stand and deliver at agency meetings, community boards, or even family gatherings. This workshop will provide skills and techniques for what you need to do when drawing a “blank”.

**SEMINAR OBJECTIVES:**
- Discover techniques for “thinking on your feet” when asked to give an “impromptu” presentation
- Plan an effective presentation that is succinct and gains attention
- Practice ways to control feelings of fear and nervousness when speaking in front of people
- Identify and display appropriate non-verbal and verbal presentation delivery methods (gesture, stance, volume and pitch of voice)
- Employ effective responses when answering questions and comments, even difficult queries

**Target Audience:** Staff at all levels who want to be prepared to give an “impromptu” presentation

Powerful Project Presentations

<table>
<thead>
<tr>
<th>C9122</th>
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<th>.6CEU / 8CPE</th>
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<th>Nov 27</th>
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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
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

Revising, Editing, and Proofreading

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

Respectful Communication: Taking Responsibility

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
Successful Letter and Memo Writing

| C6788 | Training Days: 2 | 1.2CEU / 16CPE | $250 | Nov 19-20, Jan 8-9 |

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

Successful Workplace Communication

| C1022 | Training Days: 1 | .6CEU / 8CPE | $125 | Oct 25 |

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

Writing Effective and Efficient E-Mails

| C4260 | Training Days: 1 | .6CEU / 8CPE | $125 | Oct 23, Dec 18 |

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:**

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

**Target Audience:** Professional staff who write frequent internal and external e-mail messages as part of their daily work routine
Writing About Complex Subjects: An Introduction to Technical Writing

<table>
<thead>
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<th>C9318</th>
<th>Training Days: 1</th>
<th>.6CEU / BCPE</th>
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<th>Nov 28</th>
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</table>

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 from Start to Finish

<table>
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</thead>
</table>

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

<table>
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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
# Databases

**Access 2007 - Level 1**

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>CEU / CPE</th>
<th>Price</th>
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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

**Access 2007 - Level 2**

<table>
<thead>
<tr>
<th>Course Code</th>
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</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>
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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 2007, Level 2

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

*For a description of Online Live please see page 53*
Access 2007: VBA Programming

<table>
<thead>
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</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

Access 2010 - Level 1

<table>
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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.

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

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

Access 2010 - Level 2

<table>
<thead>
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In this course, students 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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<tr>
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</table>

In this course students 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 please see page 53*
# SPREADSHEETS

## Excel 2003 - Level 1

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In this course, participants will use Microsoft® Office Excel 2003 to manage, edit, and print data.  
**Prerequisite:** Basic knowledge of computer applications.  
**Next Step:** Excel 2003, Level 2

## Excel 2003 - Level 2

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In this course, participants will use Microsoft Office Excel 2003 to streamline and enhance spreadsheets with templates, charts, graphics, and formulas.  
**Prerequisite:** Excel 2003, Level 1  
**Next Step:** Excel 2003, Level 3

## Excel 2003 - Level 3

<table>
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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 2003, Level 2

## Excel 2007 - Level 1

<table>
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| O3044 | Training Days: 1 | .6CEU / 8CPE | $125 | Jul 9, Jul 24, Aug 10, Aug 21, Sep 12, Sep 24, Oct 5, Oct 26, Nov 16, Nov 28, Dec 10, Dec 20 |

In this course, students create and edit basic Microsoft® Office Excel® 2007 worksheets and workbooks.  
**Prerequisite:** Basic knowledge of computer applications.  
**Next Step:** Excel 2007, Level 2

*For a description of Online Live please see page 53*
Excel 2007 – Level 2

<table>
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In this course, students 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

Excel 2007 - Level 3

<table>
<thead>
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In this course, students 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>
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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. Students 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

<table>
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In this course, students 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

*For a description of Online Live please see page 53*
Excel 2010 - Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
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In this course, students will create and edit basic Microsoft® Office Excel® 2010 workbooks.

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

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

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Excel 2010 - Level 2

<table>
<thead>
<tr>
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In this course, students 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

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Excel 2010 - Level 3

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

**Prerequisite:** Excel 2010, Level 2

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Excel 2010: VBA

<table>
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<tr>
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</table>

The student will learn to automate job tasks in Microsoft® Office Excel® 2010.

**Prerequisite:** Excel 2010, Level 3

*For a description of Online Live please see page 53*
### EMAIL/CALENDARS

#### Outlook 2007 - Level 1

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

In this course, student 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>
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</table>

In this course, students 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>
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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

#### New Features of Outlook 2010

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</tbody>
</table>

This course will aid students 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

*For a description of Online Live please see page 53*
### Outlook 2010 - Level 1

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

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<thead>
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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

### Outlook 2010 - Level 3

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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

### PRESENTATION

### PowerPoint 2007 - Level 1

<table>
<thead>
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</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

*For a description of Online Live please see page 53*
PowerPoint 2007 - Level 2

<table>
<thead>
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</table>

In this course, student 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>
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</table>

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

**Prerequisite:** Basic knowledge of computer applications

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

PowerPoint 2010 - Level 2

<table>
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</tr>
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</table>

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

**Prerequisite:** PowerPoint 2010, Level 1

**WORD PROCESSING**

Word 2007 - Level 1

<table>
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In this course, student 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

*For a description of Online Live please see page 53*
## Word 2007 - Level 2

<table>
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In this course, students 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

## Word 2007 - Level 3

<table>
<thead>
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In this course, students 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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In this course, students 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

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In this course, students 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

*For a description of Online Live please see page 53*
Word 2010 - Level 3

<table>
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In this course, students will create, manage, revise, and distribute long documents.

Prerequisite: Word 2010, Level 2

OPERATING SYSTEMS

Windows 7 - Level 1

<table>
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In this course, students will log on to Windows 7, explore its interface, identify the different components in the interface, customize the Windows 7 desktop, manage files and folders, use the common tools and programs available in Windows 7, and browse the Internet.

Prerequisite: Basic knowledge of computer applications.

Next Step: Windows 7, Level 2

Windows 7 - Level 2

<table>
<thead>
<tr>
<th>Course</th>
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In this course, students will familiarize yourself with the advanced customization techniques and work with applications and programs in Windows 7. In addition to this, students will also work with Internet Explorer 8.

Prerequisite: Windows 7, Level 1

Next step: Basic knowledge of computer applications.

ACCOUNTING/FINANCE

QuickBooks 2010 – Level 1

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

In this course, students 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

*For a description of Online Live please see page 53
### QuickBooks 2010 – Level 2

<table>
<thead>
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In this course, students 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, Level 1

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### DESKTOP PUBLISHING

#### Acrobat 9.0 - Level 1

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</table>

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. - validate a PDF document.

**Prerequisite:** Basic knowledge of computer applications

**Next Step:** Acrobat 9.0, Level 2

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#### Acrobat 9.0 - Level 2

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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. - finalize PDF files for commercial printing.

**Prerequisite:** Acrobat 9.0, Level 1

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*For a description of Online Live please see page 53*
### Acrobat X Pro - Level 1

<table>
<thead>
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In this course, students will use Adobe Acrobat X Pro to create and manage PDF documents. This course is for individuals with little or no experience using Adobe Acrobat Pro, but who need to create and share PDF files and PDF Portfolios. Students may have experience using office productivity applications, such as a word processor or spreadsheet program, but with little or no experience using a robust database.

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

**Next Step:** Acrobat X Pro, Level 2

### Acrobat X Pro - Level 2

<table>
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In this course, students will use Adobe Acrobat X Pro to convert documents to PDF files, enhance and customize PDF documents for interactive use online, and prepare them for printing. The target students for this course are office professionals who want to employ the advanced productivity and creative features of Acrobat X Pro.

**Prerequisite:** Acrobat X Pro, Level 1

**Next Step:** Not applicable

### InDesign CS5 - Level 1

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In this course students 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

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

**Prerequisite:** InDesign CS5, Level 1

### Publisher 2007 - Level 1

<table>
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</table>

In this course, students will look at how to create a publication from scratch or use one of the hundreds of business and personal designs available in Publisher. They will create, format, revise, and distribute publications.

**Prerequisite:** Basic knowledge of computer applications

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*For a description of Online Live please see page 53*
In this course, students will create, format, edit, and distribute publications.

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

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**GRAPHICS**

**Illustrator CS5 - Level 1**

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In this course, participants will use Adobe Illustrator CS5 by drawing and manipulating simple shapes to design a layout for their product. Upon successful completion of this course, students will be able to: - get acquainted with the Adobe® Illustrator® CS5 application. - create shapes in a document. - create custom paths. - enter text in an Illustrator document. - enhance documents. - proof documents to make them more accurate. - save images for web and print.

**Prerequisite:** Basic knowledge of computer applications

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

**Illustrator CS5 - Level 2**

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In this course students 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**

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</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:** Photoshho CS5, Level 2

*For a description of Online Live please see page 53*
### PhotoShop CS5 - Level 2

<table>
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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 Photoprinting and Color

### PhotoShop CS5 Photoprinting and Color

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<td>.6 / 8</td>
<td>$125</td>
<td>Sep 19, Nov 19</td>
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</tbody>
</table>

In this course, students 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>
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<td>.6 / 8</td>
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</tr>
</tbody>
</table>

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

**Prerequisite:** Photoshop CS5, Level 1.

### Visio Professional 2007 - Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>CEU / CPE</th>
<th>Cost</th>
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<td>$125</td>
<td>Jul 5, Jul 27, Aug 16, Sep 10, Oct 2, Oct 23, Nov 14, Dec 4, Dec 26</td>
</tr>
</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>
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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 please see page 53*
### Visio Professional 2010 - Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Training Details</th>
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In this course, students 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>
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</tbody>
</table>

In this course, students 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.

---

### PROJECT MANAGEMENT

### Project 2007 - Level 1

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

*For a description of Online Live please see page 53*
Project 2007 - Level 2

<table>
<thead>
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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

Project 2010 - Level 1

<table>
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In this course, students 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

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</table>

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

Prerequisite: Project 2010, Level 1

*For a description of Online Live please see page 53*
# WEBPAGE DEVELOPMENT

## Dreamweaver CS5 - Level 1

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

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

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

## Dreamweaver CS5 - Level 2

<table>
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In this course, students will develop professional-looking web pages using the Adobe® Dreamweaver® CS5 application.

**Prerequisite:** Dreamweaver CS5, Level 1

## Flash CS5 - Level 1

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</table>

In this course, students 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

## Flash CS5 - Level 2

<table>
<thead>
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</table>

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

**Prerequisite:** Flash CS5, Level 1

*For a description of Online Live please see page 53*
### Web Design with XHTML HTML and CSS - Level 1

<table>
<thead>
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</table>

In this course, students 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 CSS, Level 2

### Web Design with XHTML HTML and CSS - Level 2

<table>
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In this course, students 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, students 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

### Web Design with HTML5 and CSS3 - Level 1

<table>
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</table>

In this course, students will use HTML5 to create and design web pages. This course is targeted at students 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

<table>
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Students 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

*For a description of Online Live please see page 53*
REPORT WRITING

Crystal Reports 2008 - Level 1

<table>
<thead>
<tr>
<th>Course Code</th>
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In this course, students 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. Students may or may not have programming and/or SQL experience.

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

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

Crystal Reports 2008 - Level 2

In this course, students 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

<table>
<thead>
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Crystal Reports 2011 - Level 1

In this course, students will connect to a database to extract data and present it as a report.

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

**Next Step:** Crystal Reports 2011, Level 2

<table>
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The student will learn to create complex reports using Crystal Reports' tools.

**Prerequisite:** Crystal Reports 2011, Level 1

<table>
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MENTORED LEARNING (ML)

An Effective and Efficient Approach to Learning

Computer applications and Information Technology certification courses are now offered via Mentored Learning. Mentored Learning incorporates multiple learning methods to create a focused and flexible approach to training. Employees have the ability to control the pace at which they learn and the content covered as well as determine their own training schedule.

The Mentored Learning Approach

When students arrive, they are assigned their own networked workstation containing two monitors. This environment allows for simultaneous access to the lecture delivered via recorded audio and video, and a simulated production environment. The video format of the lecture allows the student to fully control the pace of the lecture with the ability to pause, fast forward and rewind the lecture. The student can review a portion of the training if needed, skip over content they already know and pause the lecture to practice the newly learned skill in the production environment to reinforce their newly attained knowledge.

Focused Learning

Skill sets are assessed prior to training to identify the gap between the individual's current level of knowledge and required level of knowledge. The learning path can then be customized to specifically fill that knowledge gap.

One-On-One Mentoring

Certified Instructors are present to provide ongoing coaching, support and guidance throughout the individual's learning cycle. Mentors can answer questions and provide additional instruction when needed to help increase the student's comprehension and retention of the course material.

Flexible Scheduling

Flexible course schedules allow the student to determine when they attend training. The training schedule can be built around a work schedule so productivity in the workplace is maintained.

Mentored Learning Benefits for the Student

➤ Learn while doing approach increases the ability to retain and apply new knowledge

➤ Ability to control the pace of the course and content covered meets individual learning needs

➤ One-on-one mentoring increases the comprehension of the material

➤ Blending lecture, hands-on practice and instructor interaction creates the most stimulating and effective learning environment possible

➤ Flexible, personalized and interactive training approach eliminates barriers to learning

Cost

All Mentored Learning courses are priced as the published computer applications and IT instructor led courses.
Begin Mentored Learning Today

Indicate the course code on your CTC Application as “ML” followed by the general course code for the titles/vendors listed below. Please contact the CTC for additional information.

<table>
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**MENTORED LEARNING (ML)**
# Information Technology Certification Course Availability

## By Vendor/Subject

<table>
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<th>Microsoft SQL Server</th>
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<td>Microsoft Windows – Technical</td>
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<td>Project Management</td>
<td>Microsoft .NET</td>
<td>Networking</td>
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<td>Hardware</td>
<td>Microsoft Application Architecture and Development</td>
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<td>Helpdesk</td>
<td>Microsoft Exchange Server</td>
<td>Programming / Web Development</td>
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| Information Security | Microsoft Office – Technical | }
LIVE TRAINING ONLINE (OL)

Live Training Online is a highly interactive virtual classroom experience, led by a live instructor broadcasting to multiple locations. The class is made up of students from multiple locations. Students can speak directly with the instructor, see and hear the lecture. During student labs, students 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 students are accustomed to receiving.

BENEFITS OF ONLINE LIVE

Access to class lecture for 6 months – All students that attend a Live Training Online 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 student 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 students 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 Live Training Online courses are priced as the published computer applications and IT instructor led courses.

Begin Live Training Online Today – Indicate the course code on your CTC Application as “O” followed by the general course code. Please contact the CTC for additional information.
<table>
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**Information Technology Certification Courses**

**By Vendor/Subject**

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<td>Project Management</td>
<td>Microsoft .NET</td>
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<tr>
<td>Hardware</td>
<td>Microsoft Application Architecture and Development</td>
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<tr>
<td>Helpdesk</td>
<td>Microsoft Exchange Server</td>
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<td>Information Security</td>
<td>Microsoft Office –Technical</td>
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Microsoft SQL Server
Microsoft Windows – Technical
Networking
Oracle
Programming /Web Development
ICSM
OPEN ENROLLMENT
MANAGEMENT AND SUPERVISION COURSES

Coaching and Counseling for Improved Job Performance

<table>
<thead>
<tr>
<th>C3030</th>
<th>Training Days: 1</th>
<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Oct 17</th>
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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

Dynamics of Management

<table>
<thead>
<tr>
<th>C1006</th>
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<th>16CEU / 16CPE</th>
<th>$250</th>
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This course provides an overview of the role of new or first-time managers in the public sector, including managers who have not had any past management training. Emphasis is placed on identifying and focusing on internal and external customers, devising and implementing process improvement, and tracking measurable outcomes. Participants will explore ways to develop strategies for employee involvement through team building, mutual problem solving and decision making. After completing this course, participants should take related Citywide Training Center Management and Supervision courses for in-depth focus and additional skill development in specific topic areas.

SEMINAR OBJECTIVES:

- Describe the roles and responsibilities of a public sector manager
- Strategize methods for managing a diverse workforce
- Set goals and improve planning
- Problem solve and resolve conflict
- Practice communication strategies
- Measure accountability and outcomes
- Improve team development and motivation
- Identify process improvement and change management techniques

Target Audience: Prospective, new, or first-time City managers or experienced managers without any management training
Engaging, Energizing and Motivating Your Staff

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 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.

Fundamentals of Supervision

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

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
The Leader as Change Agent

C1266  Days of Training: 1  .6CEU / 8CPE  $125  Dec 14

The role of change agent is only one in a leader’s constellation of roles, but in today’s competitive environment of dwindling resources and competing priorities, it is a highly critical one. Most think change is about issuing directives and communicating with stakeholders, bosses, and subordinates – but leading successful and sustainable change requires solid thought and planning. This course provides leaders, managers, and supervisors the tools and skills needed to create widespread commitment to and manage the details of any change initiative, large or small.

SEMINAR OBJECTIVES:

- Create plans for individual and organizational change
- Identify the steps required for making smooth transitions
- Apply techniques to influence perceptions of change
- Develop effective communication plans for different stakeholders
- Develop facilitation skills that tap into the diversity of the organization

Target Audience: Leaders, managers, and supervisors who need to build a commitment to and manage change initiatives

The Manager in the Middle

C9210  Days of Training: 2  1.2 CEU/ 16CPE  $250  Nov 29-30

Managers know the stress of leading from the middle — being influenced by and accountable to those they report to while managing their own staff for harmony and productivity. Learn how to balance relationships and build alliances up and down the organizational hierarchy. In this highly interactive workshop participants will experiment with and discuss tools and techniques for influencing their manager in collaborative ways while engaging their staff even when they are reactive or resistant.

SEMINAR OBJECTIVES:

- Accurately convey needs of all parties when resolving tough issues
- Identify and describe power relationships with the Agency hierarchy
- Advocate for ideas and/or action plans developed by subordinates
- Engage manager and/or subordinates in collaborative thinking
- Develop strategies to collaborate strategies when facing potential flash points or strong resistance

Target Audience: Managers who want to effectively exert influence up and down the hierarchy to achieve goals
Managerial Power Tools: Motivating, Delegating, Teambuilding

<table>
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<th>C9286</th>
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<th>Dec 3</th>
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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

Lean Six Sigma: An Introduction to Quality and Productivity Improvement

<table>
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<th>C9287</th>
<th>Training Days: 2</th>
<th>1.2CEU / 16CPE</th>
<th>$250</th>
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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 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

Preparing for Supervision: Managing the Transition

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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
Goal-setting for Better Performance

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

Supervising Challenging Employees

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

SEMINAR OBJECTIVES:

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

Target Audience: Managers and supervisors seeking effective ways for supervising “challenging” employees
### Supervising for Performance Improvement

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This course presents positive approaches for supervising staff for better performance and increased unit productivity. Participants will learn concepts, skills, and methods to develop productive work environments and communicate staff performance expectations.

**SEMINAR OBJECTIVES:**
- Employ situational leadership to maximize results
- Communicate effectively individual and organizational expectations
- Develop and communicate tasks and standards
- Identify staff strengths and areas for improvement
- Coach staff for improved performance
- Create a motivational environment for yourself and others

**Target Audience:** Supervisors managing staff performance

### Mediating Staff Conflict and Rebuilding Relationships

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There are times when staff don’t get along. And, if this is allowed to simmer, it can lead to an incident that impacts the whole unit. Even though you may not be a party to the conflict, you are ultimately expected to help get it resolved. This course will focus on how to intervene successfully during disagreements or when relationships need to be repaired so that staff who must work together can. We will explore when to use your position power and when to mentor, how to bring staff together for heart-to-heart conversations that result in cooperative teamwork.

**SEMINAR OBJECTIVES:**
- Examine concept of third party leadership
- Determine when and when not to intervene in conflict
- Discover the roles the leaders plays as coach, facilitator, decision-maker, and rescuer
- Coach staff to solve problems
- Learn to facilitate staff-staff dialogue

**Target Audience:** Supervisors, Managers, or Directors who want to help resolve conflict among staff.

### Would I Follow Me? Looking at Yourself as a Leader

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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

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:

Upon completing the course, participants will be able to:

- 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
WORKPLACE EFFECTIVENESS COURSES

Achieving Cross-Cultural Appreciation

C8017 Days of Training: 1 .6CEU / 8CPE $125 Nov 14

Cross-cultural appreciation is the foundation of successful customer service and partnering relationships among managers, peers, and customers. This course is designed to provide participants with the insights and understanding necessary to increase readiness, willingness, and competence in handling workplaces and work situations that involve people from different cultures. Participants will gain increased knowledge and awareness of as well as sensitivity to different perspectives, values, and behaviors of cultural groups presented by the facilitator and requested by course participants.

SEMINAR OBJECTIVES:
- Define culture and identify its apparent and hidden relationships
- Discuss the impact of culture on relationships
- Establish successful relationships across cultures
- Illustrate and compare culturally driven perspectives, values and behaviors
- Utilize Essential Tools: the power of words, the role of silence, the importance of listening, and non-verbal communication
- Develop a global communication style

Target Audience: Individuals who want to communicate successfully and have meaningful and rewarding interactions in multi-cultural environments

Attitude is Everything

C9266 Training Days: 1 .6CEU / 8CPE $125 Oct 16

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

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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

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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 paraverbal communication to relieve tension and defuse hostility
- Employ verbal intervention strategies to de-escalate situations before they become more disruptive or potentially dangerous
- Maintain an objective and professional attitude when responding to an agitated individual

**Target Audience:** All City employees
Critical Thinking for Effective Decision Making

| C9275 | Training Days: 2 | 1.2CEU / 16CPE | $250 | Oct 4-5 |

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

Dealing with Difficult People

| C6060 | Training Days: 1 | .6CEU / 8CPE | $125 | Oct 12 |

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 | Training Days: 1 | .6CEU / 8CPE | $125 | Oct 22 |

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
Essentials for Successful Project Management

C1234  Training Days: 2  1.2CEU / 16CPE  $250  Dec 6-7

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: Coping When People Push Our Buttons

C1272  Training Days: 1  .6CEU / 8CPE  $125  Sep 28

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

Maintaining a Positive Work Environment

C3031  Training Days: 1  .6CEU / 8CPE  $125  Nov 7

This workshop will assist employees, supervisors, and managers in creating a “positive” work environment when a negative culture is present. It will explore the causes of negativity, its impact on individuals and the work unit, and provide strategies for managing a cultural change.

SEMINAR OBJECTIVES:

- Diagnose the cause of negativity in the workplace
- Evaluate different behavioral types
- Recognize negativity “trigger points”
- Identify and overcome entrenched, ongoing low morale
- Develop a plan that creates a positive work environment which enhances performance and improves employee morale

Target Audience: Supervisors, managers, team leaders, and professionals seeking to create a positive workplace environment
Managing Multiple Priorities
This program will prepare participants to better manage the multiple priorities faced in today’s fast paced work environment. It will focus on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress.

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

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

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

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

Negotiation and Conflict Resolution Skills for Project Team Members
Being an effective project manager requires skillful negotiation and conflict resolution skills. This one-day workshop will help project team members master the art of dealing with unworkable situations where there appears to be no acceptable compromise. Participants will examine the unique challenges faced by team members and team leaders in dealing with different work styles and communication needs that can derail the most well-designed projects. They will develop strategies for managing and effectively resolving team conflicts.

SEMINAR OBJECTIVES:
- Practice methods for effectively managing different work styles of the project team
- Recognize warning signs of team problems that potentially can derail a project
- Surface hidden assumptions that block successful negotiation
- Discover a process to uncover and resolve conflicts on a team
- Learn and apply tips for fostering collaboration rather than competition
- Apply negotiation concepts, tools and tactics to negotiate a win-win solution
- Assess the conflict management and negotiation styles of others and compare these styles with your own conflict and negotiation style
- Practice techniques for framing and reframing issues of key project personnel

Target Audience: Project team members who want to resolve or manage team conflict
Organizing Your Workspace

Having a well-organized workspace can contribute to our having and maintaining a clutter-free and stress-free work environment. In this course participants will learn how to apply specific principles of organization to assist them in creating an “easy to use” system that will make their work manageable. Participants will analyze reasons for disorganization and develop strategies to break old habits and stay organized. Participants will take away a guide, Getting Organized from A to Z that will assist them in mastering the principles presented in the class.

SEMINAR OBJECTIVES:

- Identify behaviors that prevent one from achieving daily and long-term work goals
- Discover the benefits and rewards organization brings
- Recognize the importance of setting goals and deciding where to begin
- Develop a “clear-your-desk” strategy to gain control of the work area
- Improve “your” filing system and avoid the common pitfalls of filing
- Apply the use of charts and checklists for de-cluttering the work area

Target Audience: Individuals who want to organize their workspace and create their own clutter-free and stress-free environment

Project Management Refresher

This one-day intensive “refresher” workshop contains all the essentials of project management. The tools and techniques provided make it simple to design a project plan, set roles, create manageable goals and develop an implementation timeline.

SEMINAR OBJECTIVES:

- Define the project scope
- Identify project management deliverables and milestones
- Set SMART project objectives
- Create a project “path” and develop a strategy for keeping the project on track
- Assign roles and responsibilities
- Effectively manage project risks
- Create timelines and benchmarking standards
- Create a communication plan to keep key stakeholders informed and for reporting project progress and issues
- Design and implementation plan

Target Audience: Managers, supervisors, and directors who have been managing projects and want to refresh their project management skills
Providing Exceptional Customer Service from the Help Desk

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<tr>
<th>C9083</th>
<th>Training Days: 1</th>
<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Jan 9</th>
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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

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Resolving Project Management Issues

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This one-day workshop provides participants with a hands-on, confidential forum to discuss their most challenging project management issues in real time. Fellow participants and the facilitator will offer and provide key management strategies and “personal” wisdom, advice, and guidance for transforming “difficult” situations to achieve positive outcomes. Examples may include handling complex project scope changes, working across departments, working with multi-faceted political issues, and others.

**SEMINAR OBJECTIVES:**

- Identify issues and challenges that can be “resolved” vs. those that must be “managed”
- Understand your role in helping achieve resolution and better management of the situation
- Receive advice, guidance, and suggestions for resolving issues from the facilitator and other participants involved in “real life” situations
- Help other participants resolve and manage their project management challenges more effectively
- Apply practical management tools to difficult and challenging situations
- Receive feedback on your approach to problem solving across all stages of project management

**Target Audience:** Project managers who are facing challenging workplace issues
Sustaining High-Performance Project Teams

Teamwork is essential for project success, and high-performing teams are a must in this world of high expectations, intense competition, and competing needs. The goal of this workshop is to help participants build a high-performance project team - focusing on ways to establish relevant goals and increase group members participation and commitment to achieve results.

SEMINAR OBJECTIVES

- Identify the characteristics of effective project teams
- Understand the stages of project team development and how these stages impact on project development
- Align team expectations and clarify roles and tasks of the varying team participants and stakeholders
- Plan and conduct effective team meetings
- Propose methods for sharing power and leadership throughout the life of the project
- Design a high-performance culture
- Apply group decision making and problem solving skills

Target Audience: Program and project managers who want to build and sustain high-performance project teams

Understanding and Navigating the Challenges of Change

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’, staff’s-- 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
CREDIT AND CERTIFICATE PROGRAMS

The Administrative Professional Certificate (APC) Program

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 candidates will complete THREE CORE courses, ONE Communication Elective and ONE Technology Skills Elective

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

APC 2012 GRADUATES

| Course Code: CAPC | Cost: $495 |

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<td>Managing Multiple Priorities</td>
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<td>Nov 26</td>
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<td>Dealing with Difficult People</td>
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<td>Developing Dynamic Listening Skills</td>
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### APC PROGRAM TECHNOLOGY SKILLS ELECTIVES (Choose One)

**SPREADSHEETS: EXCEL**

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### WORDPROCESSING: WORD

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### EMAIL/CALENDAR: OUTLOOK

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CUNY Public Administration Program

FALL 2012

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

For More Information on CUNY Courses at The CTC

DCAS/Citywide Training Center (CTC)
2 Washington Street, Floor TBA
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

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

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

Cornell Labor Institute (CLI)
16 East 34th Street, 6th Floor
New York, NY
UNDERGRADUATE CERTIFICATE
IN PUBLIC ADMINISTRATION & PUBLIC POLICY

The Undergraduate Certificate in Public Administration and Public Policy provides students with a solid background in government, the policy-making process, and public administration. To earn the Certificate, students 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

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This course will explore the policy-making process in a range of public institutions and will introduce students to the approaches, methods, tools, and techniques of decision making. The role of conventional political institutions as well as alternatives to conventional politics will be studied. In the process, students will identify official as well as unofficial political actors, including those in the executive, legislative, and judiciary branches of government; social and political activists; the media; and the public. Finally, the course will examine several models of the policy-making process.

Public Administration

<table>
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<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 students 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. Students 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.

Public Issues and Public Policy

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This course will provide an overview of the major problems facing American cities and will examine the federal, state, and local policies that address urban poverty and inequality. Students 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. Students will also examine the political and intellectual debates over policy initiatives to regulate social and private life. Finally, students 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

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This course is a seminar in public policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing, or criminal justice, which will change each semester. Using a task force model, students will survey the literature 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. Students will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination. The goal for each task force is to recommend modifications or alternatives to existing policy that effectively address the needs and concerns of various constituencies and interest groups in the decision-making process. During the term, task force groups will make oral presentations, based on their research. Each group will present a final report that incorporates policy analysis and policy recommendations. In preparation for the task-force project, the seminar will provide an overview of the topic under examination and will review methodologies for policy analysis.

**ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY – LEVEL 1**

The Advanced Certificate in Public Administration and Public Policy, Level 1 will provide students 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, students must hold a bachelor’s degree and complete four courses, for a total of twelve credits.

**Policy Analysis**

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This course will introduce students 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. Students 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, students 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, students will examine case studies of public-policy analysis in three selected areas of study.

**Public Administration**

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Designed for students 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. Students will analyze theoretical questions of public administration and will address the real-world experience of public sector employees, both managers and staff. Students will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the Government Performance Results Act as well as “post-bureaucratic” models of the public-sector workplace. In this process, students will examine such key managerial issues as evaluation of employee performance, motivation of employees, organizational justice, diversity management, training and staff-development, union-management relations, and collective bargaining. The course will conclude with a participatory workshop on managing in the public sector, in which students will draw on both their practical experience and the scholarly literature discussed in the course.
Research Methods Seminar

| PADM651 | Credits: 3 | Thursdays Aug 30 – Dec 20 | 6:15pm – 8:45pm | Murphy Institute (50 West 40th Street) |

This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Students 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, students will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Students will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, students 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

| PADM611 | Credits: 3 | Tuesdays Aug 28 – Dec 18 | 6:15pm – 8:45pm | Murphy Institute (25 West 43rd Street) |

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. Students 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, students will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.
Defensive Driving Strategies For Driver Improvement

This workshop is designed to improve driver safety by changing the behaviors likely to cause accidents. It is taught by certified instructors who will focus on the roles and responsibilities of the individual driver, traffic laws, and emergency and defensive driving techniques.

Participants will:

- Identify risky driving attitudes and behaviors and their impact
- Recognize the difference between good and defensive driving
- Understand the effects of impaired physical/mental conditions on driving safety
- Learn defensive driving strategies
- Explore the benefits of occupant restraints and other safety techniques

This Driver Improvement Course has been approved by the New York State Department of Motor Vehicles and Department of Insurance for point and insurance reduction in New York State. Participants who opt for the point and insurance reduction will receive a 10% reduction in insurance premiums for three years and up to four points off of their license.

**SUMMER & FALL 2012**

Oct 5, Dec 7 (9:00a-3:00p)

Basic Course: $9

Optional point and insurance reduction program (Additional $11)

**REGISTRATION**

Register by completing a Citywide Training Center Application—please indicate the course code, class title, date, and cost for the class. Submit the application to your training liaison who will forward your application to the CTC.

C9167 Defensive Driving Strategies with Optional Point and Insurance Reduction: $20

C9170 Defensive Driving Strategies without Optional Point and Insurance Reduction: $9
# IT Professional & Certification Courses

## Databases

MCTS: SQL Server 2008 Implementation and Maintenance

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Format</th>
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<th># Training Days</th>
<th>Number of Hours</th>
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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)**

**Overview:** 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)**

**Overview:** 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)**

**Overview:** 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.

**Objective:**
- Create databases and database files.
- Create data types and tables.
- Use XML-related features in Microsoft SQL Server 2008.
- Plan, create, and optimize indexes.
- Implement data integrity in Microsoft SQL Server 2008 databases by using constraints.
- Implement data integrity in Microsoft SQL Server 2008 by using triggers.
- Implement views.
- Implement stored procedures.
- Implement functions.
- Implement managed code in the database.
- Manage transactions and locks.
- Use Service Broker to build a messaging-based solution.

**Certification and Exams:**

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

<table>
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<tr>
<th>Certification</th>
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<td>Course Code</td>
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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:

**2778 Writing Queries Using Microsoft SQL Server 2008 Transact-SQL (3 days)**

**Overview:**
This course provides students with the technical skills required to write basic Transact-SQL queries for Microsoft SQL Server 2008.

**Objective:**
After completing this course, students will be able to: - 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)**

**Overview:**
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.

**Objective:**
After completing this course, students will be able to: - Create databases and database files. - Create data types and tables. - Use XML-related features in Microsoft SQL Server 2008. - Plan, create, and optimize indexes. - Implement data integrity in Microsoft SQL Server 2008 databases by using constraints. - Implement data integrity in Microsoft SQL Server 2008 by using triggers. - Implement views. - Implement stored procedures. - Implement functions. - Implement managed code in the database. - Manage transactions and locks. - Use Service Broker to build a messaging-based solution.

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

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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:

**2778 Writing Queries Using Microsoft SQL Server 2008 Transact-SQL (3 days)**

**Overview:** 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.

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Overview: 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)

Overview: 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.

Objective: Create databases and database files. - Create data types and tables. - Use XML-related features in Microsoft SQL Server 2008. - Plan, create, and optimize indexes. - Implement data integrity in Microsoft SQL Server 2008 databases by using constraints. - Implement data integrity in Microsoft SQL Server 2008 by using triggers. - Implement views. - Implement stored procedures. - Implement functions. - Implement managed code in the database. - Manage transactions and locks. - Use Service Broker to build a messaging-based solution.

Certification and Exams: The MCITP Database Administrator 2008 certification candidate must pass two exams.

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<th>Certification</th>
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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:

**A+ Certification (2009 Objectives)**

**Overview:**
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:**
Student will Learn - 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 Exams

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

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<td>220702: A+ Practical Application</td>
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MCITP: Windows 7, Enterprise Desktop Support Technician

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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 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)**

**Overview:**
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)**

**Overview:**
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 Exams

An MCITP Windows 7 Enterprise Desktop Support Technician certification candidate must pass two exams.

<table>
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<th>Certification</th>
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<td>MCITP: Windows 7, Enterprise</td>
<td>70680: TS: Windows 7, Configuring exam</td>
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<tr>
<td>Desktop Support Technician</td>
<td>70685: PRO: Windows 7, Enterprise Desktop Support Technician exam</td>
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CompTIA Network+ certification training can provide you the skills necessary to become Network+ certified and ready for an entry-level networking career in the IT industry.

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.

- 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
- 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.

Network+ Certification (Fourth Edition) 2009 Objectives

Overview:
This course provides the skills and knowledge necessary to prepare for the CompTIA Network+ 2009 Certification Exam. The course certification proves competence in managing, troubleshooting, installing, and configuring a basic network infrastructure.

Objective:
Upon successful completion of this course, students will be able to: -The skills required to manage, maintain, troubleshoot, install, operate and configure basic network infrastructure. -Networking technologies design principles including adherence to wiring standard and use of testing tools -Network specific security practices, disaster recovery procedures, data storage technology implementation

Certification and Exams
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.

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CompTIA Linux+ Certification Training

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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**

**Overview:**
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 filesystem. - 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.
Linux+ certification candidate must pass a single exam.

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### MCTS: Windows Server 2008 Active Directory Configuration

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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

Courses Offered in this Package:

6424 Fundamentals of Microsoft Server 2008 Active Directory (3 days)

Overview: This course provides Active Directory Technology Specialists an introduction to Active Directory server roles in Windows Server 2008.

Objective: After completing this course, students will understand how Active Directory server roles are used and learn about the purpose and components of Active Directory Domain Services (AD DS). Students will learn how to configure organizational units and user, computer and group accounts. Lastly, students will learn how to manage access to shared resources.

6425 Configuring Windows Server 2008 Active Directory Domain Services (5 days)

Overview: 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.

6426 Configuring and Troubleshooting Identity and Access Solutions with Windows Server® 2008 Active Directory® (3 days)

Overview: 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 Exams:

*The MCTS Server 2008 Active Directory Configuration certification candidate must pass a single exam.*

<table>
<thead>
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<th>Certification</th>
<th>Exams</th>
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</table>
The MCTS: Microsoft Exchange Server 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: Depending on your experience level, less or more coursework may be required.

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

**Overview:**
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.
Objective:
After completing this course, students will be able to: - Install and deploy Exchange Server 2010. - Configure Mailbox servers and Mailbox server components. - Manage recipient objects. - Configure the Client Access server role. - Manage message transport. - Configure the secure flow of messages between the Exchange Server organization and the Internet. - Implement a high availability solution for Mailbox servers and other server roles. - Plan and implement backup and restore for the server roles. - Plan and configure messaging policy and compliance. - Configure Exchange Server permissions and security for internal and external access. - Monitor and maintain the messaging system. - Transition an Exchange Server 2003 or Exchange Server 2007 organization to Exchange Server 2010. - Configure the Unified Messaging server role and Unified Messaging components. - Implement High Availability across multiple sites and implement Federated Sharing.

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

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CompTIA Security+ Certification Training

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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
- Email and web security
- Wireless security
- Security design and security baselines
- Security monitoring and intrusion detection
- Physical security
- Security forensics
Courses Offered in this Package: Security+ Certification (2008 Objectives)

Overview:
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 Exams
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.

<table>
<thead>
<tr>
<th>Certification</th>
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</table>
Project Management Professionals (PMP) Certification

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 PMBoK 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
- PMBoK Guide's five process groups, nine knowledge areas, and the area of professional and social responsibility

<table>
<thead>
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CompTIA Project + Certification Training

Courses Offered in this Package:

Project+ Certification - A CompTIA Certification (Second Edition)

Overview:
This course delves into the unique challenges of managing IT projects, and offers a roadmap to success. It was specifically designed to address the skills inventory and performance outcomes that you need to be successful in today's volatile IT market.

Objective:
You will initiate a project, develop a project charter, create a scope statement, create management plans, develop a Statement of Work, create a project schedule, manage project relationships, implement a project, and close a project.

Certification and Exams
Project+ certification candidate must pass a single exam.

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CompTIA’s Project+ certification training will prepare you to pass your CompTIA certification exam.

CompTIA Project+ certification is a perfect way to validate your knowledge of project management principles and help you complete your projects on time.

Certification

Exams

Project+ Certification

PK0003: Project+
The 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.

Three Core Courses:

1. Making the Connection: Excellence in NYC Customer Service

<table>
<thead>
<tr>
<th>C9130</th>
<th>Training Days: 1</th>
<th>.6CEU / 8CPE</th>
<th>$125</th>
<th>Dec 11</th>
</tr>
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</table>

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
2. Customer-Focused Writing for Clear and Effective Communication

| C9103 | Training Days: 1 | .6CEU / 8CPE | $125 | Aug 27 |

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

3. NYC Cultural Appreciation

| C9150 | Training Days: 1 | .6CEU / 8CPE | $125 | Oct 3 |

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 NYC Cultural Appreciation

Elective:

4. Job-specific skills training course

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 indicated throughout the CTC catalog and are outlined on the following page.
<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>DAYS</th>
<th>DATES</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Grammar</td>
<td>2</td>
<td>Aug 29-30, Oct 2-3</td>
<td>12</td>
</tr>
<tr>
<td>Attitude is Everything</td>
<td>1</td>
<td>Oct 16</td>
<td>63</td>
</tr>
<tr>
<td>Business Writing: Clarity through Critical Thinking</td>
<td>1</td>
<td>Nov 27</td>
<td>13</td>
</tr>
<tr>
<td>Creating Workplace Civility</td>
<td>1</td>
<td>Aug 17, Jan 15</td>
<td>64</td>
</tr>
<tr>
<td>Dealing with Difficult People</td>
<td>1</td>
<td>Oct 12</td>
<td>65</td>
</tr>
<tr>
<td>Developing Dynamic Listening Skills</td>
<td>1</td>
<td>Oct 4</td>
<td>14</td>
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<tr>
<td>“Easy” English for the Multi-Lingual Writer</td>
<td>2</td>
<td>Dec 12-13</td>
<td>14</td>
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<tr>
<td>Effective Telephone Techniques</td>
<td>1</td>
<td>Dec 10</td>
<td>15</td>
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<td>Providing Exceptional Customer Service from the Help Desk</td>
<td>1</td>
<td>Jan 9</td>
<td>70</td>
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<tr>
<td>Managing Multiple Priorities</td>
<td>1</td>
<td>Aug 28, Dec 4</td>
<td>67</td>
</tr>
<tr>
<td>Organizing Your Workspace</td>
<td>1</td>
<td>Dec 17</td>
<td>68</td>
</tr>
<tr>
<td>Powerful Project Presentations</td>
<td>1</td>
<td>Nov 27</td>
<td>15</td>
</tr>
<tr>
<td>Revising, Editing and Proofreading</td>
<td>2</td>
<td>Oct 29-30, Jan 29-30</td>
<td>16</td>
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<td>Successful Letter and Memo Writing</td>
<td>2</td>
<td>Nov 19-20, Jan 8-9</td>
<td>17</td>
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<tr>
<td>Writing Effective and Efficient E-mails</td>
<td>1</td>
<td>Oct 23, Dec 18</td>
<td>17</td>
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<tr>
<td>Writing From Start to Finish</td>
<td>1</td>
<td>Nov 1</td>
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Executive Coaching Services

The Citywide Training Center provides executive coaching services for current and emerging leaders. Coaching supports individual change performance and the development of leaders within city agencies by enhancing ability for strategic thinking, honing of skills, and improving communication skills. It provides an individual with the ability to address and support the creation of an organizational culture that values continuous improvement. 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. The coach’s role is to provide guidance and act as a co-creator for idea generation, strategies, and solutions. The coach is a confidante who clarifies challenges, and influences – assisting with skills development through appropriate recommendations.

360 Degree Feedback

The Citywide Training Center conducts 360 Degree Feedback surveys – a process in which employees receive confidential, anonymous feedback from the people who work around them. This typically includes the employee's manager, peers, and direct reports.

Managers and leaders within organizations use 360 feedback surveys to get a better understanding of their strengths and weaknesses. The 360-feedback system automatically tabulates the results and presents them in an individualized report for the 360 subjects. The client meets with a coach to create an action or development plan.

Strategic Planning Events

Strategic Planning meetings employ facilitation that goes far deeper than any conference meeting. This process allows agency leaders and their team to "hold up a mirror," to help them dig deep into strengths, weaknesses, values and competitive dynamics, inviting intense focus on the agency’s mission and goals. At these events, through a variety of strategic planning exercises, leaders and their teams will challenge assumptions and begin to cast a new vision for the future of the agency with specific action steps identified to get there. The end result is a plan that is both forward-looking and realistic, and a system for implementation that holds people accountable for results.

For more information, please visit www.nyc.gov/executivedevelopment or call (212) 669-3615
PROGRAMS OF PROFESSIONAL PRACTICE

PROJECT MANAGEMENT PRACTICAL

The Project Management Practical introduces City managers to the most realistic and applied aspects of project management. The curriculum is based on Project Management Institute (PMI) guidelines – the industry standard – and is designed to support a range of project management challenges. In addition to classroom study, participants have the opportunity to engage in expeditionary learning, where they visit with City project managers experienced in leading large-scale City initiatives. As with all Citywide Executive Development Programs, emphasis is placed on building professional networks and developing collaborative relationships.

The program is conducted in partnership with the City University of New York’s (CUNY) School of Professional Studies. Instructors have both extensive teaching and project management experience, and are certified by the Project Management Institute as Project Management Professionals (PMP). In addition, City project managers share their expertise throughout the program. The Project Management Practical is designed for managers and senior-level professionals from a variety of disciplines. Participants are generally those who seek to develop recognized project management skills to apply within their current work environment, and/or those who wish to develop a degree of project management versatility so that they may collaborate effectively with others responsible for project implementation.

PMP focus areas include:

- Establishing Project Organization Relationships
- Identifying Constraints and Objectives
- Project Reporting and Communication
- Developing Commitment
- Project Kick-off
- Clarifying Project Requirements
- Fulfilling Project Guidelines
- Project Closure
- Risk Management
- Applying Project Metrics
- Change Management
- Task Breakdown and Structure
- Project Activities
- Managing Consultants
HUMAN RESOURCE MANAGEMENT
CERTIFICATE COURSE

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

HRM focus areas include:

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

ORGANIZATIONAL AND EXECUTIVE DEVELOPMENT PORTFOLIO
PROGRAMS OF PROFESSIONAL PRACTICE

AUDIT COURSES

Audit Evidence and Working Papers

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<thead>
<tr>
<th>A7011</th>
<th>Days of Training: 2</th>
<th>1.2 CEU/16 CPE</th>
<th>$475</th>
<th>Nov 27-28</th>
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</table>

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

SEMINAR OBJECTIVES:

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

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

Advance Preparation: No prerequisite or advance preparation is required for attendance in this course

Auditing Grants

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<th>A7407</th>
<th>Training Days: 3</th>
<th>1.8 CEU/24 CPE</th>
<th>$550</th>
<th>Nov 13-15</th>
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Due to recent events, the public eye is critically focused on the use of federal and state dollars in grant-funded programs. Auditing grants requires auditors to have skills in all areas – financial, contract, program, compliance, and performance auditing all rolled into one project. Are you aware of the unique challenges faced by today’s grant managers and program managers? Do you know where to look for common issues? Do your teams understand the basic regulatory requirements that govern federally-funded grants? Are you ready to learn to maximize your team’s ability to audit grant funds and grant-funded programs to achieve results quickly without sacrificing quality? This two-day course hits all the relevant highlights to introduce auditors to the unique challenges of auditing grants and grant-funded programs.

SEMINAR OBJECTIVES:

- Understand the full grants management process and current regulatory requirements governing grants
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance, and other constructive feedback to grant managers
- Identify options for audit objectives and procedures that are achievable and will provide timely, useful information

Target Audience: Identify issues beyond compliance that need to be audited
Assessing the Reliability of Computer Processed Data

Do you rely on computer-processed data as corroborative or sole support for audit findings and conclusions? Do you determine or affirm the reliability of data and reports produced by agency computer systems? In this course, you develop the necessary skills to evaluate the reliability of computer-processed data regardless of the environment in which it is generated and/or processed. Learn types of reviews to assess reliability and the process for conducting reliability assessments.

SEMINAR OBJECTIVES:

- Define the professional standards, policies and guidelines governing audit activity related to data processing and data reliability
- Define and discuss the concept of, and responsibility for, data reliability assessments
- Review information technology control concepts, controls and audit tools
- Discuss recommended methodologies for conducting a reliability assessment of computer-processed data and presenting appropriate disclosure in the audit report of the conclusion reached and methodology applied

Target Audience: Junior auditors and seasoned professionals who have had limited exposure to the subject matter

Prerequisite: Information Technology for Auditors or equivalent

Basic Governmental Auditing

This premier course for new auditors provides a basic understanding of the theory, principles, methodology and standards for conducting governmental audits. It emphasizes the knowledge and skills needed to conduct performance auditing; it addresses the purpose and application of financial audits and attestation engagements at a conceptual level. You learn about the expectations of public sector auditors, purposes and types of performance audits, roles of audit objectives and audit evidence, methods of evidence collection and documentation and the types of performance audit findings and applicable elements of those findings. You practice interviewing, preparing audit documentation and presenting audit findings. Many topics in this course are also covered in Conducting Performance Audits (A7002).

SEMINAR OBJECTIVES:

- Explain the requirements for and expectations of a governmental auditor
- Describe the legal and regulatory standards that apply to government audits
- Describe what occurs during each phase of an audit
- Apply Government Auditing Standards when planning, conducting and reporting the results of your audits
- Conduct interviews to collect important facts and opinions
- Identify appropriate evidence and prepare audit documentation that meet standards and contain all the necessary elements
- Develop audit findings that address condition, criteria, cause and effect and lead to recommendations
- Communicate and present audit findings to different audiences
- Identify knowledge and skill areas in which you may wish to pursue future training and continued career development

Target Audience: Auditors new to governmental auditing
Compliance Auditing

A8095 | Days of Training: 2 | 1.2 CEU/16 CPE | $475 | Dec 3-4

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

SEMINAR OBJECTIVES:

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

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

Contract and Procurement Fraud

A8036 | Days of Training: 2 | 1.2 CEU/16 CPE | $475 | Oct 9-10

Recognize the indicators of procurement fraud in different government contracts and develop audits strategies to identify and quantify its extent. Real-life case studies illustrate traditional fraud schemes involving false statements, false claims, product substitution, accounting misrepresentation and minority/woman/small business front operations. The course focuses on identifying the indicators of fraud, as well as criminal, civil, administrative and contractual definitions and responses to fraud.

SEMINAR OBJECTIVES:

- Describe the auditor’s responsibilities for the detection and investigation of contract fraud
- Identify fraud schemes and indicators that are common to government contracting programs
- Describe the typical phases in the contracting process, the end product of each phase and fraud indicators, such as improper payments
- Understand small and minority business programs and their susceptibility to fraud
- Identify investigative techniques to assist criminal investigators in conducting procurement fraud
- Describe criminal, civil, administrative and contractual actions that can be taken in response to fraud
- Identify fraud in electronic commerce

Target Audience: Experienced financial and performance auditors
Creative Thinking for Auditors

| A8012 | Days of Training: 2 | 1.2 CEU/16 CPE | $475 | Jan 22-23 |

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

SEMINAR OBJECTIVES:

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

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

Intermediate Performance Auditing

| A8046 | Days of Training: 3 | 1.8 CEU/24 CPE | $550 | Oct 30-Nov 1 |

Gain the advanced knowledge and skills experienced auditors need to conduct the technical aspects of diverse performance audit engagements. Obtain in-depth instruction on selected fundamental principles (included in our “Basic Governmental Auditing” course) that are important to experienced auditors. Also, explore new areas of expertise commonly expected of experienced auditor practitioners, including audit selection, audit protocol, conditions for auditing quickly, and key technical tasks in managing an audit engagement.

SEMINAR OBJECTIVES:

- Consider risk in selecting subjects for audit
- Formulate audit objectives for different types of audits that incorporate the information needs of the intended report users and meet the guidance of auditing standards
- Use an illustrative matrix to document the plans for applying a step-by-step process in planning audits to obtain sufficient, appropriate evidence to achieve an audit’s objectives
- Determine when and how to limit the objectives and scope of an audit to reduce audit cycle-time and quickly satisfy user information needs
- Discuss the role of audit protocol within an audit office, and in interactions with auditees
- Effectively apply meeting and briefing principles in managing audit engagements.
- Develop findings for different types of audits
- Demonstrate a working knowledge of performance audit reporting

Target Audience: Auditors with two to five years’ experience conducting performance audits
Planning Audit Assignments

A8451 | Days of Training: 2 | 1.2 CEU/16 CPE | $475 | Sep 24-25
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Careful planning is the foundation of audit success. Receive a structured approach for planning performance audits that parallels project management principles. Learn to apply a structured risk assessment approach to identify value-added subjects and issues for audit. Learn to formulate objectives that address the user’s information needs and make clear what the audit is to accomplish and to apply a step-by-step process in selecting the scope and methodology to achieve the objectives. Multiple case exercises allow you to apply that process in class.

SEMINAR OBJECTIVES:

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

Advance Preparation: Experienced performance auditors

Prevention and Detection of Fraud

A8002 | Days of Training: 3 | 1.8 CEU/24 CPE | $550 | Jan 29-31
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Learn the nature, causes and types of white-collar crimes and your professional audit responsibilities for designing audit procedures to detect them. Identify the legal and layman’s definitions of fraud and understand audit procedures applicable to fraud detection. Learn the role of internal controls and how to evaluate controls. Discuss reporting of illegal acts and working with an investigator.

SEMINAR OBJECTIVES:

- Identify auditor responsibilities for the prevention and detection of fraud
- Describe where fraud is committed and who commits it
- Conduct risk assessments
- Identify common indicators and detection techniques associated with illegal activity and abuse
- Describe threats to and identify safety measures for computer-based systems
- Describe the federal rules of evidence and criminal statutes related to fraud
- Identify factors relevant to audit cooperation with investigators and the timing and content of investigative audits

Prerequisite: Program managers and auditors at all levels who have experience in financial and performance auditing

Target Audience: Auditors who have experience in financial and performance auditing. Program managers may also find the course beneficial
Using Metrics to Access Performance Auditing for Cost Savings and Performance Improvement

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<th>A8027</th>
<th>Days of Training: 3</th>
<th>1.8 CEU/24 CPE</th>
<th>$550</th>
<th>Oct 23-25</th>
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If you have audits that call for assessing the economy, efficiency and effectiveness of government programs and services, you need this course. Learn to identify and document opportunities to reduce operations costs and improve the quality and timeliness of product and service delivery. The emphasis in this course is on applying a measurement-based audit approach along with problem-solving tools and benchmarking.

SEMINAR OBJECTIVES:

Upon completion of this course, you will be able to:

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

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

Zeroing In On Bribes, Kickbacks, and Payoffs

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<tr>
<th>A8950</th>
<th>Days of Training: 2</th>
<th>1.2 CEU/16 CPE</th>
<th>$475</th>
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The potential for bribes, kickbacks, and payoffs is inherent in virtually every business transaction. Recent research conducted by a major financial 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.

Get a strong introduction to (a) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks, and payoffs, (b) activities that are particularly susceptible to such forms of fraud, (c) the short and long term impact, and (d) the methods used to 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
Citywide Learning and Development
In partnership with
The Silberman School of Social Work at Hunter College
Presents
The LMSW LICENSING PREPARATION PROGRAM

In 2002, New York State adopted a statute making social work a regulated profession. The LMSW is the ‘entry level’ license and the majority of social workers seeking to obtain and maintain employment must have it. For some social workers, passing the LMSW exam presents a significant challenge. However, some people find it difficult to pass. In fact, recent data from the National Association of Social Workers (NASW) reveals that nearly one out of every four social workers who takes the exam does not pass (2010).

The LMSW license is becoming a requirement for workers under certain titles and positions at New York City Agencies. Without the LMSW, these workers may lose positions that agencies have invested significant training resources. Replacing these workers would be costly to the agency and represent service disruption for people who require services. 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 examination.

The education prep course will consist of either eight or ten two-hour live training sessions that will meet twice a week for either four or five weeks. This intensity and frequency will allow for a thorough review of the content material, and time to do practice tests individually and as a group. The training is designed to address low self-confidence levels and test taking anxiety. The didactic portions of the program focus students on the major knowledge, skills, and abilities (KSAs) of each of the test’s subject areas. Because so many questions rely on application of the professional values of the NASW Code of Ethics, participants will spend considerable time on learning the ethics and how to apply them. Particular attention will also be given to clinical material to ensure mastery of the content of the DSM IV TR.

In addition to the lectures, each session includes time to work on practice questions individually and as a group. Through this process, the instructor will introduce a range of test-taking skills and tips relevant to a taking a multiple-choice examination. Lastly, the intervention will orient students to the practical elements of the exam. Participants will be made aware of the recent changes made to the test format that became active as of January 2011 and receive guidance and direction on how the register for the exam and schedule a test date.

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

**Program Cost:**
- 8 Sessions: $300 per person
- 10 Sessions: $400 per person
- Prep Guide and Online Exam: $180

*Note: Each class must have at least 20 participants*
Session I: Course Introduction

**Presentation of LMSW exam**
- Recent exam changes
- Purpose of the exam
- Scoring and pass rate
- Knowledge, Skills & Abilities
- Types of questions

Session II: Content Area #1

**Individual Practice Test**
- Lecture: PROFESSIONAL RELATIONSHIPS, VALUES, AND ETHICS
- Group Practice Questions

Session III: Content Area #1 (continued)

**Individual Practice Test**
- Lecture: PROFESSIONAL RELATIONSHIPS, VALUES, AND ETHICS
- Group Practice Questions

Session IV: Content Area #2

**Individual Practice Test**
- Lecture: DIRECT AND INDIRECT PRACTICE
- Group Practice Questions

Session V: Content Area #2 (continued)

**Individual Practice Test**
- Lecture: DIRECT AND INDIRECT PRACTICE
- Group Practice Questions

Session VI: Content Area #3

**Individual Practice Test**
- Content Area: HUMAN DEVELOPMENT, DIVERSITY, AND BEHAVIOR IN THE ENVIRONMENT
- Group Practice Questions

Session VII: Content Area #3 (continued)

**Individual Practice Test**
- Content Area: HUMAN DEVELOPMENT, DIVERSITY, AND BEHAVIOR IN THE ENVIRONMENT
- Group Practice Questions

Session VIII: Content Area #4

**Individual Practice Test**
- Lecture: ASSESSMENT AND INTERVENTION PLANNING
- Group Practice Questions

Session IX: Content Area #4 (continued)

**Individual Practice Test**
- Lecture: ASSESSMENT AND INTERVENTION PLANNING
- Group Practice Questions

Session X: Conclusion

**Online Practice Exam and Review**

If you decide to take 10 sessions, the following classes would be applicable:

Session X: Conclusion

**Online Practice Exam and Review**

To enroll or for more information please contact the CTC at (212) 48-5600 or citywidetrainingcenter@dcas.nyc.gov
ENERGY MANAGEMENT
Building Operator Certification Program, Level 1

As the City aggressively pursues meeting the 30% greenhouse gas reduction goal announced by Mayor Bloomberg in his sustainability plan, PlaNYC 2030, building operators are critical to the management of successful, energy-efficient facilities. The Building Operators Certification (BOC) course is a competency-based training and certification program for building operators. In addition to increasing the energy-efficiency of City facilities, the course offers the opportunity for improved job skills and more comfortable, efficient facilities.

This 15-week course provides an overview of building systems, especially as related to energy use. The course focuses on equipment and system functions, thermal comfort, lighting and air quality, understanding of building loads and fundamentals of their calculation, in addition to mechanical and electrical systems and life-safety considerations. Objectives of the course include:

- Familiarity with building mechanical and electrical systems-HVAC and plumbing equipment and controls, electrical distribution, motors, and lighting technology;
- Ability to read and use building plans;
- Ability to comprehend basic system configurations, draw simple schematics, and observe and interpret operation conditions;
- Understanding of units, basic calculations and use of equipment data sheets for ventilation, heating and cooling, pumps and fans – and how these quantities inform design and energy conservation assessment;
- Awareness of basic concepts for systematic maintenance and maintenance management.

The course is designed for building operators who may have limited formal training but have substantial work experience in building systems. This course would also be beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles. PlaNYC funding is being made available for this class in order to strengthen agencies’ ability to manage their facilities with a goal of reducing energy use, and to encourage building staff to develop, implement and monitor energy efficiency projects.

Text and Practical Projects
Each participant will receive a copy of the textbook, Mechanical and Electrical Systems in Buildings by Richard Janis and William Tao, the BOC Level 1 Handbooks (seven volumes) and miscellaneous handouts. In addition, all participants will be required to complete two practical projects for certification. The first will focus on building electrical systems and loads, and the second will focus on a building mechanical/HVAC system.

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<td>HOURS:</td>
<td>TBD</td>
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<tr>
<td>Code/CEU:</td>
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This program is limited to a maximum of 25 attendees

The Building Operator Certification Course is being offered at NO COST. However, a fee of $1,875 will be assessed for “no show” or late cancellation in accordance with CTC cancellation policy.
ENERGY MANAGEMENT

Building Operator Certification Program, Level II

As the City aggressively pursues meeting the 30% greenhouse gas reduction goal announced by Mayor Bloomberg in his sustainability plan, PlaNYC 2030, building operators are critical to the management of successful, energy-efficient facilities. The Building Operators Certification (BOC) series is a competency-based training and certification program for building operators.

For those who have successfully completed the BOC level 1 course, this seven and a half week course provides an opportunity to continue and deepen skills improvement and achieve the BOC level 2 credential. 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.

Objectives of the course include gaining or improving:

- 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
- selection and application of maintenance strategies and techniques

PlaNYC funding is being made available for this class in order to strengthen agencies’ ability to manage their facilities with a goal of reducing energy use, and to encourage building staff to develop, implement and monitor energy efficiency projects.

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.

Certification

Certification will be awarded by the Building Operator Certification (BOC) national organization to students who (a) successfully complete this course, including passing performance on exams and required projects (b) demonstrate appropriate experience via the BOC application submission and (c) complete the BOC application and review process.

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<thead>
<tr>
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<tbody>
<tr>
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<tr>
<td>Attendees:</td>
<td>This program is limited to a maximum of 25 attendees, who must have successfully completed the BOC Level 1 training.</td>
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The Building Operator Certification course is being offered at NO COST. However, a fee of $935 will be assessed for “no show” or late cancellation in accordance with CTC cancellation policy.
Certified Energy Manager Program
A Comprehensive Five-Day Training Program for Energy Managers

Plus, earn your CEM! The optional 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. The course should be taken by those whose agency’s operations can benefit from it even if you don’t plan on taking the CEM examination.

Workbook, Text and CEU Credit

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. In addition, all participants will receive 3.0 Continuing Education Units (CEU) and a certificate of completion.

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. Those wishing to earn the CEM credential must meet specific educational and professional experience requirements, and in addition must pass a written examination. This five-day training course is a good “refresher” program for those preparing to take the CEM exam. AEE will administer the CEM exam on the afternoon of the final day of the program.

Those wishing to take the exam must submit a separate application to AEE’s Certification Administrator. For further information on the CEM program, please visit the DCAS/OEC website at www.nyc.gov/energy-conservation, or the AEE website at www.aeecenter.org/certification. NOTE: The application fee of $200 has been waived; you do not need to send a check with the application.

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<tr>
<td>HOURS: TBD</td>
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This program is limited to a maximum of 20 attendees

The Certified Energy Manager Program course is being offered at NO COST. However, a fee of $625 will be assessed for “no show” or late cancellation in accordance with CTC cancellation policy.
Learning and Education to Advance Procurement (LEAP)

National Institute of Governmental Purchasing (NIGP)

Foundation Curriculum for the Public Procurement Professionals

### Contract Administration (NIGP)

<table>
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<th>Code</th>
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<th>1.8 CEU</th>
<th>Cost</th>
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<tr>
<td>P1001</td>
<td>Days of Training</td>
<td></td>
<td>$695</td>
<td>Oct 29-31</td>
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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

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<th>Code</th>
<th>Days of Training</th>
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<td>P1002</td>
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<td>$695</td>
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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

### Introduction to Public Procurement

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<th>Code</th>
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<td>P1003</td>
<td>Days of Training</td>
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<td>$695</td>
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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

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

Strategic Procurement Planning

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

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
(LEAP) Sourcing in the Public Sector

| P100S | Days of Training: 3 | 1.8 CEU | $695 | Oct 17-19 |

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

OTHER PROCUREMENT COURSES

Conflicts of Interest Seminar for Procurement Professionals

| P4002 | Days of Training: 1/2 | .3 CEU | N/C | Oct 17 (9:30a-12p) |

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: New York City procurement personnel

Purchasing Off the NYS Office of General Services (OGS) Contracts (via Webinar)

| P4006 | Days of Training: 1/2 | .2 CEU | N/C | TBD |

This course provides guidance to New York City purchasing employees when purchasing goods and services using the NYS Office of General Services (OGS) contracts. This course will describe what is available for purchase and the methods of purchasing.

SEMINAR OBJECTIVES:

- Understand the benefits of using OGS contracts
- Overview of OGS contracts: variety, diversity, and experience
- Learn about the various types of OGS contracts available
- Handle multiple award contracts
- Examine the mini-bid process
- Identify vendor responsibilities
- Navigate and understand how to use the OGS website

Target Audience: City procurement personnel
Environmentally Preferable Purchasing and Green Building Principles and Requirements

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
SMALL BUSINESS AND M/WBE COURSES

Best Practices in M/WBE in Micro & Small Purchasing

<table>
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<td>.3</td>
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SEMINAR OBJECTIVES:
- Overview of the City’s M/WBE program rules and requirements
- Focus on strategies to expand your agency’s M/WBE vendor pool
  - Hands-on Online Directory Training
- Increasing vendor responsiveness with 5+5/Small Purchases
- Finding M/WBE vendors
  - The Online Directory
  - Outreach/networking
  - Best practices
- Assistance from agency account managers

Target Audience: Appropriate for procurement analysts, procurement officers and contract officers across all methods, especially micro and small purchase.

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

<table>
<thead>
<tr>
<th>Course</th>
<th>Days of Training</th>
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<td>.3</td>
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<td>Jul 12</td>
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SEMINAR OBJECTIVES:
- Overview of the City’s M/WBE program rules and requirements
- Agency-specific performance and vendors awarded
  - 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

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

FY12 Utilization Review

<table>
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<th>Course</th>
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<th>CEU</th>
<th>Status</th>
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<td>P6003C</td>
<td>1/2</td>
<td>.3</td>
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<td>Nov 8</td>
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</table>

SEMINAR OBJECTIVES:
- Overview of Fiscal Year 2012 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
LL129 M/WBE Program Compliance

| P6002M | Days of Training: 1/2 | .3 CEU | N/C | Oct 11 (9:30a – 12:30p) |

SEMINAR OBJECTIVES:
- Overview of M/WBE program certification requirements
- 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.

LL129 M/WBE Subcontractor Program Administration

| P6002N | Days of Training: 1/2 | .3 CEU | N/C | Sep 13 (9:30a – 12:30p) |

SEMINAR OBJECTIVES:
- Overview of the City’s M/WBE program and requirements for agencies
- 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.
EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

OVERVIEW: 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.

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.