The OHRM Professional Development and Learning Management Office serves as the Citywide Training Center’s agency liaison for CUNY and partners with college Human Resources offices to arrange for CUNY employees to participate in CTC courses. For more information, visit www.cuny.edu/training.
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 multiple 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.

*Agency-Specific Courses*

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

Agency-Specific courses usually are delivered at the Citywide Training Center in Manhattan and can also be offered at the agency site. 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.

**TRANSCRIPTS**

Personal transcripts are available by contacting the CTC at: citywidetrainingcent@dcas.nyc.gov
HOW TO APPLY FOR TRAINING

To apply for classes, participants must complete a Citywide Training Center Application located at www.nyc.gov/ctc. One application may be used for multiple course requests and for all types of courses.

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

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

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

NYCAPS REGISTRATION

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

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

FEES AND PAYMENT

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

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

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

All training invoice letters with payment instructions are sent from CTC to agency training liaisons.
CANCELLATION POLICY
Requests for cancellations or schedule changes must be received in writing at least 7 business days prior to the start of a confirmed class. Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the commencement of the class without penalty. The CTC should be notified in advance of the substitution.

DIRECTIONS TO THE CITYWIDE TRAINING CENTER

Our new location is:
Municipal Building
1 Centre Street, 24th Floor South Side
New York, NY 10007

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

Some computer training classes are held at 290 Madison Avenue (between 40th and 41st Streets) in Midtown Manhattan.

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

Closest Subway Lines:

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

Closest Bus Routes:

- M22 and M15
Citywide Learning & Development

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

Our courses and programs are offered in multiple portfolios. The majority of classes in each portfolio are delivered at the new Citywide Training Center.
Computer Training Portfolio

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

Personal Development Portfolio

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

Management & Supervision Portfolio

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

Professional Practices Portfolio

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

Organization & Executive Development Portfolio

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

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

NYC Specific Portfolio

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

Fall 2013 Schedule & Registration Form

The Fall 2013 schedule of classes and a Citywide Training Center registration form are included at the back of the catalog.

Contact the CTC at:
1 Centre Street, 24th Floor South Side
New York, NY 10007
212.487.5600 - phone
212.313.3439 - fax
citywidetrainingcent@dcas.nyc.gov
www.nyc.gov/ctc
Citywide Training Center

Authorized Provider & Accreditation Programs

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

International Association for Continuing Education and Training (IACET)

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

Universal Public Purchasing Certification Council (UPPCC)

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

National Institute on Governmental Purchasing (NIGP)

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

Continuing Professional Education Credits (CPEs)

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

COIB Continuing Legal Education (CLE) Credits

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

Currently under development for the Winter of 2013/2014, are our new open enrollment Suites in our Management & Supervision and Organization & Executive Development Portfolios.

The new Managerial Suite: Core Competencies for the Successful Manager is designed for managers who have at least one year of managerial experience and who have moved from a tactical role to a more strategic one. It focuses on developing a mastery of the core competencies—the necessary behaviors and attributes as well as knowledge and skills—needed to expand your impact across the organization and strengthen your capabilities for managing your team, your resources, and yourself.

- Networking and Influencing
- Synthesizing and Presenting Information
- Interpersonal Strategies
- Strategic Thinking
- Neuroscience and Management
- Data Analysis
- Excel Tools
- Budgeting and Finance
- Civil Service and Personnel Policy

Managers are welcome to enroll in any or all classes. Program and registration information is coming soon. Please call 212-386-6480 for more information.
The new **Executive Education Suite** is designed specifically for mid and senior level executives to learn and explore crucial management concepts with their colleagues. Included in the Suite are courses that allow for networking, discovery, and discussion of issues relevant to City managers.

Please see below for a brief overview of the courses offered within the Executive Education Suite. For additional information, call Organizational and Executive Development Programs at 212-669-3615.

**Overview of Course Sessions**

**Finance for the Non-financial Manager** offers managers the tools needed to generate and analyze financial information essential to decision making. Participants will understand principles of financial management and explore the basic concepts of risk and return.

**Introduction to “Big Data” and Business Analytics** introduces managers to the value that can be extracted, and the problems that can be solved at the intersection of business and technology. The course seeks to help participants understand the dimensions of big data; establish the business importance of Big Data; and provide useful insights on how NYC is using big data in problem solving.

**Strategic Communication** provides 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.

**Analytics with Excel** is designed for managers who desire to gain the requisite familiarity with Microsoft Office Excel 2010 to create and understand worksheets and gain advanced skill sets necessary for calculating data using functions and formulas, sorting and filtering data, using PivotTables and Pivot Charts for analyzing data and customizing workbooks.

**City Systems** offers participants a complete overview of City Human Resources. Topics discussed include; civil service testing, list certification, hiring from a civil service list, list transfers, permanent vs. provisional employees, and discipline.

**Project Management 201** reintroduces participants to project management tools and concepts. Participants take an in-depth look at individual work processes and discuss relationships between processes, services and projects. Projects and Project Management is defined as participants discover how to manage and improve work processes through the application of workflow tools.

**Diversity & Inclusion Consortium** is a full day interactive workshop designed to give managers the skills needed to understand the EEO, diversity and inclusion journey, and their critical role in leveraging these opportunities for the agency’s success.

**The Essentials of Budgeting** aims to provide participants with a basic understanding of budgets and their importance in allocating resources, and guiding the activities within an organization. Discussion topics include; characteristics of an effective budget, key phases of the budgetary planning process, approaches to successful budgeting, variance analysis, and how to use a variance report as part of the budgetary control process.
Citywide Learning & Development offers a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

### Microsoft Office Products

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Microsoft Office Products — Access 2007

Access 2007, Level 1
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.

Course Code: T4041
Days of Training: 2
Dates: Sept. 11-12, Nov. 6-7
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications
Next Step: Access 2007, Level 2

Access 2007, Level 2
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.

Course Code: T4042
Days of Training: 2
Dates: Sept. 23-24, Nov. 21-22
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Access 2007, Level 1
Next Step: Access 2007, Level 3

Access 2007, Level 3
*Online Live
In this course, participants will exchange data with other applications, automate business processes by using VBA code, and secure and share databases.

Course Code: O4043
Days of Training: 1
Dates: Sept. 30, Nov. 18, Dec. 27
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Access 2007, Level 2

*For a description of Online Live Training please see pages 34
Microsoft Office Products — Access 2010

Access 2010, Part 1
In this course, participants will create and modify new databases and their various objects. Participants will maintain data consistency and integrity; improve queries, forms, and reports; and also integrate Microsoft® Office Access™ 2010 with other applications.

Course Code: T4051
Days of Training: 2
Dates: Oct. 2-3, Dec. 4-5
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications
Next Step: Access 2010, Part 2

Access 2010, Part 2
In this course, participants will create complex Access databases by structuring existing data, writing advanced queries, working with macros, and performing database maintenance.

Course Code: T4052
Days of Training: 2
Dates: Oct. 17-18
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Access 2010, Part 1
Next Step: Access 2010, Part 3

Microsoft Office Products — Access 2013

Access 2013, Part 1
In this course, participants will learn how to use Access 2013 to manage data, including creating a new database; constructing tables; designing forms and reports; and creating queries to join, filter, and sort data.

Course Code: T4061
Days of Training: 2
Dates: Oct. 15-16
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications
Next Step: Access 2013, Part 2

Access 2013, Part 2
In this course, participants will expand their knowledge of relational database design, write advanced queries, structure existing data, share data across applications, and customize reports.

Course Code: T4062
Days of Training: 2
Dates: Nov. 14-15
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Access 2013, Part 1
Microsoft Office Products — Excel 2007

Excel 2007, Level 1

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

Course Code: T3044  
Days of Training: 1  
Dates: Sept. 9, Oct. 9, Dec. 9  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Basic knowledge of computer applications  
Next Step: Excel 2007, Level 2

Excel 2007, Level 2

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

Course Code: T3045  
Days of Training: 1  
Dates: Sept. 26, Oct. 22, Nov. 18  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Excel 2007, Level 1  
Next Step: Excel 2007, Level 3

Excel 2007, Level 3

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.

Course Code: T3046  
Days of Training: 1  
Dates: Oct. 28  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Excel 2007, Level 2
Microsoft Office Products — Excel 2010

Excel 2010, Part 1
In this course, participants will create and edit basic Microsoft® Office Excel® 2010 workbooks.

Course Code: T3054
Days of Training: 1
Dates: Oct. 1, Nov. 1, Dec. 3
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Excel 2010, Part 2

Excel 2010, Part 2
In this course, participants will apply visual elements and advanced formulas to a worksheet to display data in various formats.

Course Code: T3055
Days of Training: 1
Dates: Sept. 17, Oct. 15, Nov. 12
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2010, Part 1
Next Step: Excel 2010, Part 3

Excel 2010, Part 3
In this course participants will automate some common Excel tasks, apply advanced analysis techniques to more complex data sets, troubleshoot errors, collaborate on worksheets, and share Excel data with other applications.

Course Code: T3056
Days of Training: 1
Dates: Sept. 30, Nov. 26
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Excel 2010, Part 2
Microsoft Office Products — Excel 2013

Excel 2013, Part 1
In this course, participants will use Microsoft® Office Excel® 2013 to create spreadsheets and workbooks that you can use to store, manipulate, and share your data.

Course Code: T3064  
Days of Training: 1  
Dates: Oct. 7, Dec. 2  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Basic knowledge of computer applications  
Next Step: Excel 2013, Part 2

Excel 2013, Part 2
In this course, participants will build upon the foundational Microsoft® Office Excel® 2013 knowledge and skills already acquired and learn to create advanced workbooks and worksheets, including advanced formulas, tables, PivotTables, PivotCharts, and data filtering.

Course Code: T3065  
Days of Training: 1  
Dates: Oct. 24  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Excel 2013, Part 1  
Next Step: Excel 2013, Part 3

Excel 2013, Part 3
In this course, participants will learn some of the more advanced features of Excel, including automating common tasks, auditing workbooks to avoid errors, sharing data with other people, analyzing data, and using Excel data in other applications.

Course Code: T3066  
Days of Training: 1  
Dates: Nov. 19  
Cost: $125  
CEUs/CPEs: .6/8  
Prerequisite: Excel 2013, Part 2
Microsoft Office Products — PowerPoint 2007

PowerPoint 2007, Level 1
In this course, participants will work with Microsoft® Office PowerPoint® 2007 to create electronic presentations.

Course Code: T5041
Days of Training: 1
Dates: Sept. 19, Nov. 15
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: PowerPoint 2007, Level 2

PowerPoint 2007, Level 2
In this course, participant gain skills necessary to work with design templates, various types of hierarchies, processes, or other diagrams, special effects, web presentations, and advanced presentation delivery.

Course Code: T5042
Days of Training: 1
Dates: Oct. 21
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2007, Level 1

Microsoft Office Products — PowerPoint 2010

PowerPoint 2010, Part 1
Participants will explore the PowerPoint environment and create a presentation. Participants will add graphical objects to a presentation and modify them. Participants will also add tables and charts to a presentation to present data in a structured form.

Course Code: T6041
Days of Training: 1
Dates: Sept. 13, Nov. 7
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: PowerPoint 2010, Part 2

PowerPoint 2010, Part 2
In this course participants will enhance their presentation by using features that will transform it into a powerful means of communication. They will customize the PowerPoint interface to suit the requirements and use features to create presentations.

Course Code: T6042
Days of Training: 1
Dates: Oct. 8, Dec. 18
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2010, Part 1
Microsoft Office Products — PowerPoint 2013

PowerPoint 2013, Part 1

In this course, participants will use PowerPoint 2013 to begin creating engaging, dynamic multimedia presentations.

Course Code: T6051
Days of Training: 1
Dates: Nov. 6
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: PowerPoint 2013, Part 2

PowerPoint 2013, Part 2

In this course, participants will learn the advanced tools that can help in delivering presentations in nearly any situation, while saving time and effort.

Course Code: T6052
Days of Training: 1
Dates: Dec. 9
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: PowerPoint 2013, Part 1

Microsoft Office Products — Project 2010

Project 2010, Level 1

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

Course Code: T6043
Days of Training: 1
Dates: Oct. 7, Dec. 2
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Project 2010, Level 2

Project 2010, Level 2

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

Course Code: T6044
Days of Training: 1
Dates: Oct. 24
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Project 2010, Level 1
**Microsoft Office Products — Project 2013**

**Project 2013, Part 1**

*Online Live*

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

**Course Code:** T6053  
**Days of Training:** 1  
**Dates:** Nov. 15, Nov. 20  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Project 2013, Part 2

**Project 2013, Part 2**

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

**Course Code:** T6054  
**Days of Training:** 1  
**Dates:** Nov. 19  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Project 2013, Part 1

**Microsoft Office Products — Publisher 2010**

**Publisher 2010, Level 1**

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

**Course Code:** T8030  
**Days of Training:** 1  
**Dates:** Sept. 18  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Publisher 2010, Level 2

*For a description of Online Live Training please see pages 34*
Microsoft Office Products — Outlook 2007

Outlook 2007, Level 1
In this course, participant learns how to compose and send email, schedule appointments and meetings, manage contact information and tasks, and use notes.

Course Code: T7041
Days of Training: 1
Dates: Nov. 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Outlook 2007, Level 2

Outlook 2007, Level 2
In this course, participants learn to customize their environment, calendar, and email messages to meet their specific requirements and who wish to track, share, assign, and locate various Outlook items.

Course Code: T7042
Days of Training: 1
Dates: Sept. 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Outlook 2007, Level 1

Microsoft Office Products — Outlook 2010

Outlook 2010, Part 1
In this course, participants will use Microsoft® Office Outlook® 2010 to manage email, calendar entries, tasks, and contacts.

Course Code: T7051
Days of Training: 1
Dates: Sept. 6, Nov. 13
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Outlook 2010, Part 2

Outlook 2010, Part 2
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.

Course Code: T7052
Days of Training: 1
Dates: Oct. 10
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Outlook 2010, Part 1
Microsoft Office Products — Outlook 2013

Outlook 2013, Part 1
In this course, participants will learn the basic skills needed to start using Outlook 2013 to manage email communications, calendar events, contact information, tasks, and notes.

Course Code: T7061
Days of Training: 1
Dates: Oct. 30
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Outlook 2013, Part 2

Outlook 2013, Part 2
In this course, participants will explore the advanced features provided with the Outlook interface, such as advanced message, calendar, and contacts management.

Course Code: T7062
Days of Training: 1
Dates: Dec. 10
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Outlook 2013, Part 1

Microsoft Office Products — Visio 2010

Visio 2010, Level 1
In this course, participants will design and manage basic diagrams, workflows, and flowcharts.

Course Code: T5440
Days of Training: 1
Dates: Nov. 14
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Visio 2010, Level 2

Visio 2010, Level 2
In this course, participants will create custom elements and a custom template, represent external data as a drawing, and share their work with others.

Course Code: T5450
Days of Training: 1
Dates: Dec. 11
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Visio 2010, Level 1
Visio 2013, Part 1

*Online Live*

Visio provides participants with an intuitive, customizable tool to easily create a professional-looking visual product by using its extensive gallery of shapes. Topics will include: Creating a Workflow Diagram, Creating an Organization Chart, Making a Floor Plan, Creating a Cross-Functional Flowchart, Creating a Network Diagram, and Styling a Diagram.

Course Code: O6440
Days of Training: 1
Dates: Sept. 19, Oct. 15, Nov. 8, Dec. 9
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

*For a description of Online Live Training please see pages 34*
Microsoft Office Products — Word 2007

Word 2007, Level 1
In this course, participants will learn basic concepts required to produce basic business documents. They will create, edit, and enhance standard business documents using Microsoft® Office Word 2007.

Course Code: T2044
Days of Training: 1
Dates: Nov. 8
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Word 2007, Level 2

Word 2007, Level 2
In this course, participants create complex documents in Microsoft® Office Word 2007 documents and build personalized efficiency tools in Microsoft® Word 2007.

Course Code: T2045
Days of Training: 1
Dates: Oct. 10, Dec. 11
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2007, Level 1
Next Step: Word 2007, Level 3

Word 2007, Level 3
In this course, participants will learn how to use Word to create, manage, revise, and distribute long documents, forms, and Web pages.

Course Code: T2046
Days of Training: 1
Dates: Oct. 30
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2007, Level 2
Microsoft Office Products — Word 2010

Word 2010, Part 1
In this course, participants will create, edit, and enhance standard business documents using Microsoft® Office Word 2010.

Course Code: T2064
Days of Training: 1
Dates: Sept. 10, Nov. 4
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Word 2010, Part 2

Word 2010, Part 2
In this course, participants will create complex documents and build personalized efficiency tools using Microsoft Office Word 2010.

Course Code: T2065
Days of Training: 1
Dates: Dec. 6
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2010, Part 1
Next Step: Word 2010, Part 3

Word 2010, Part 3
In this course, participants will create, manage, revise, and distribute long documents.

Course Code: T2066
Days of Training: 1
Dates: Sept. 27, Nov. 25
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2010, Part 2
Microsoft Office Products — Word 2013

Word 2013, Part 1

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

Course Code: T2074
Days of Training: 1
Dates: Oct. 3
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Word 2013, Part 2

Word 2013, Part 2

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

Course Code: T2075
Days of Training: 1
Dates: Nov. 4
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2013, Part 1
Next Step: Word 2013, Part 3

Word 2013, Part 3

In this course, participants will gain advanced skills to work with lengthy documents, collaborate with others, and create forms, as well as revise, manage, and secure business documents.

Course Code: T2076
Days of Training: 1
Dates: Dec. 5
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Word 2013, Part 2
Adobe Products — Acrobat XI

Acrobat XI, Part 1
*Online Live

In this course, participants will learn the power of the Portable Document Format. Taking advantage of the functionality and features available in Acrobat, participants will ensure the integrity of electronic documents for any viewer, on any devices, or operating systems.

Course Code: O6500
Days of Training: 1
Dates: Sept. 5
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Acrobat XI, Part 2

Acrobat XI, Part 2
*Online Live

In this course, participants will learn to use Adobe Acrobat XI Pro to convert technical documents to PDF files, enhance PDF documents, create interactive PDF forms, and prepare PDF files for commercial printing.

Course Code: O6501
Days of Training: 1
Dates: Sept. 11
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Acrobat XI, Part 1

*For a description of Online Live Training please see pages 34
Adobe Products — Dreamweaver CS5

Dreamweaver CS5, Level 1
*Online Live

In this course, participants will design, build, and upload a website.

Course Code: O9313
Days of Training: 1
Dates: Sept. 11, Oct. 24, Nov. 25, Dec. 19
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Dreamweaver CS5, Level 2

Dreamweaver CS5, Level 2
*Online Live

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

Course Code: O9314
Days of Training: 1
Dates: Sept. 16, Nov. 1, Dec. 5, Dec. 23
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Dreamweaver CS5, Level 1

Adobe Products — Dreamweaver CS6

Dreamweaver CS6, Part 1
*Online Live

In this course, participants will use Adobe Dreamweaver to create web pages while focusing on the content, styling, and design. As web pages are created, Dreamweaver will competently create the XHTML, CSS and JavaScript required.

Course Code: O9413
Days of Training: 1
Dates: Sept. 3, Oct. 21, Nov. 22, Dec. 9
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Dreamweaver CS5, Level 2

Dreamweaver CS6, Part 2
*Online Live

In this course, participants will create fluid CSS layouts, implement mobile integration techniques, and share files over a server to work in a collaborative manner.

Course Code: O9414
Days of Training: 1
Dates: Sept. 11, Oct. 30, Nov. 27, Dec. 13
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Dreamweaver CS5, Level 1

*For a description of Online Live Training please see pages 34
Adobe Products — Flash CS6

Flash CS6, Part 2

In this course, participants will gain an understanding of ActionScript and other advanced features of Flash, importing content from external sources, such as XML and video files, and create items that respond to user interaction.

Course Code: T9508
Days of Training: 1
Dates: Sept. 26
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Flash CS6, Part 1

Adobe Products — Illustrator CS5

Illustrator CS5, Level 1

In this course participants will create complex illustrations, manage color across a range of devices, work with graphs and variables, control how illustrations appear on print and the web, and preview them on mobile devices.

Course Code: T5410
Days of Training: 1
Dates: Oct. 11
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Illustrator CS5, Level 2

Illustrator CS5, Level 2

In this course participants will create complex illustrations, manage color across a range of devices, work with graphs and variables, control how illustrations appear on print and the web, and preview them on mobile devices.

Course Code: T5411
Days of Training: 1
Dates: Nov. 26
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Illustrator CS5, Level 1
COMPUTER TRAINING PORTFOLIO

Adobe Products — Illustrator CS6

**Illustrator CS6, Part 1**

In this course, participants will learn to create “drawn” graphics, integrating content from other CS6 domains (such as photo-oriented graphics and animation, which belong to Photoshop and Flash).

**Course Code:** T6410  
**Days of Training:** 1  
**Dates:** Oct. 29  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Basic knowledge of computer applications  
**Next Step:** Illustrator CS6, Part 2

**Illustrator CS6, Part 2**

In this course, participants will learn to create complex artwork using advanced tools, options, and effects to prepare artwork for commercial printing and save it for the Web. Participants will draw complex illustrations, and enhance them using various painting options.

**Course Code:** T6411  
**Days of Training:** 1  
**Dates:** Sept. 12, Dec. 19  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** Illustrator CS6, Part 1

Adobe Products — InDesign CS5

**InDesign CS5, Level 2**

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

**Course Code:** T5620  
**Days of Training:** 1  
**Dates:** Sept. 25, Dec. 27  
**Cost:** $125  
**CEUs/CPEs:** .6/8  
**Prerequisite:** InDesign CS5, Level 1
Adobe Products — InDesign CS6

InDesign CS6, Part 1

*Online Live

In this course, participants will learn all the tools needed to give their documents a well-designed, professional look, including paragraph and character styles, layout features, and customized text and graphics utilizing Adobe InDesign® CS6.

Course Code: T6610
Days of Training: 1
Dates: Oct. 16
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications

InDesign CS6, Part 2

In this course, participants will learn advanced InDesign® techniques to enhance the look and functionality of their documents.

Course Code: T6620
Days of Training: 1
Dates: Nov. 20
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: InDesign CS6, Part 1

*For a description of Online Live Training please see pages 34
Adobe Products — Photoshop CS5

Photoshop CS5, Level 1
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.

Course Code: T5530
Days of Training: 2
Dates: Oct. 17-18
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications
Next Step: Photoshop CS5, Level 2

Photoshop CS5, Level 2
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.

Course Code: T5540
Days of Training: 2
Dates: Dec. 12-13
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Photoshop CS5, Level 1

Adobe Products — Photoshop CS6

Photoshop CS6, Part 1
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.

Course Code: T6630
Days of Training: 1
Dates: Oct. 8
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Photoshop CS6, Part 2

Photoshop CS6, Part 2
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.

Course Code: T6640
Days of Training: 1
Dates: Nov. 8
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Photoshop CS6, Part 1
Crystal Reports 2008

Crystal Reports 2008, Level 1

*Online Live

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

Course Code: O9348
Days of Training: 2
Dates: Sept. 16-17
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Basic knowledge of computer applications
Next Step: Crystal Reports 2008, Level 2

Crystal Reports 2008, Level 2

*Online Live

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

Course Code: O9349
Days of Training: 2
Dates: Sept. 25-26
Cost: $250
CEUs/CPEs: 1.2/16
Prerequisite: Crystal Reports 2008, Level 1

*For a description of Online Live Training please see pages 34
QuickBooks 2010

QuickBooks, Level 1
*Online Live

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

Course Code: O9350
Days of Training: 1
Dates: Sept. 13
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: This course is designed for persons who have no prior knowledge of how to use QuickBooks, or for persons who are familiar with the software and want to learn about the new features and functionality of QuickBooks 2010.
Next Step: QuickBooks 2010, Level 2

QuickBooks, Level 2
*Online Live

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

Course Code: O9351
Days of Training: 1
Dates: Sept. 18
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: QuickBooks 2010, Level 2

Tablets

Maximizing the Use of the iPad

This ½-day program is designed for iPad users who want to learn how to use the Apple device efficiently. Learn how to effectively use the basic functions and applications that the iPad offers. Topics will include: using the multi-touch screen; customizing the home screen; changing the iPad settings; using iCloud; typing; printing; using apps; opening and closing apps; searching; setting up e-mail; checking, reading and sending e-mail; sending and receiving text messages; and connecting to Wi-Fi.

Course Code: T1278
Days of Training: 1/2
Cost: $60
CEUs: .3
Requirement: Participants must provide their own iPad
Prerequisite: Basic knowledge of computer applications
Target Audience: City managers who are using city-issued iPads for their day-to-day operations

*For a description of Online Live Training please see pages 34
Web Design - HTML and CSS

Web Design with HTML5 and CSS3, Level 1
*Online Live

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

Course Code: O9040
Days of Training: 1
Dates: Sept. 9, Oct. 3, Nov. 21, Dec. 3
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Basic knowledge of computer applications
Next Step: Web Design with HTML5 and CSS3, Level 2

Web Design with HTML5 and CSS3, Level 2
*Online Live

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

Course Code: O9041
Days of Training: 1
Dates: Sept. 24, Oct. 21, Nov. 27, Dec. 12
Cost: $125
CEUs/CPEs: .6/8
Prerequisite: Web Design with HTML5 and CSS3, Level 1

*For a description of Online Live Training please see pages 34
Online Live (OL) Training

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

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

BENEFITS OF ONLINE LIVE

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

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

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

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

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

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

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

Courses in the Computer Training Portfolio that are available for Online Live Training are denoted with the “O” at the beginning of the course code as well as: *Online Live
PERSONAL DEVELOPMENT PORTFOLIO

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

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Making the Connection: Excellence in NYC Customer Service

Managing Multiple Priorities

Managing Stress and Preventing Burnout

Mind Tools for Memory

Negotiation and Conflict Resolution Skills for Project Team Members

NYC Cultural Appreciation

Persuasive Presentations to Executives

Reframing Difficult Workplace Conversations for Positive Outcomes

Resilience at Work

Revising, Editing, and Proofreading

Successful Letter and Memo Writing

Successful Workplace Communication

Technical Report Writing

Time Management Strategies

Writing Effective and Efficient Emails

Writing from Start to Finish
PERSONAL DEVELOPMENT PORTFOLIO

Action Grammar

This course is designed to answer the most frequently asked questions about grammar, punctuation, and their 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, 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

Course Code: C5031
Days of Training: 2
Dates: Oct. 31 - Nov. 1, Jan. 8-9
Cost: $250
CEUs/CPEs: 1.2/16

The Art of Assertiveness

This course will focus on ways individuals can establish trust, mutual respect, and openness to develop an assertive approach when interacting with others. It will show participants how to build “win-win” relationships and attain the results they expect, without appearing “heavy-handed.” Participants will learn methods to actively persuade others without being aggressive.

SEMINAR OBJECTIVES:

- Explore the differences between aggressive, passive, and assertive behaviors
- Set limits with people who do not have limits using assertive techniques
- Recognize behavior types and learn how to influence these behaviors to get what you want and to build relationships
- State your opinion—without appearing hostile or fearful
- Apply assertiveness strategies for problem management
- Receive peer feedback on assertive skills

Target Audience: Individuals who want to use assertiveness skills without alienating others

Course Code: C2010
Days of Training: 1
Dates: Oct. 30
Cost: $125
CEUs/CPEs: .6/8
Attitude is Everything

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

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

Course Code: C9266
Days of Training: 1
Dates: Jan. 10
Cost: $125
CEUs/CPEs: .6/8

Building Positive Workplace Relationships

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

SEMINAR OBJECTIVES:

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

Target Audience: Staff at all levels

Course Code: C9656
Days of Training: 1
Dates: Dec. 5
Cost: $125
CEUs/CPEs: .6/8
PERSONAL DEVELOPMENT PORTFOLIO

Building the Bridge to Trust

Trust in the workplace is one of the key ingredients to the success of all business relationships. In this highly interactive workshop, participants will explore how to build and sustain trust in the workplace through the BRIDGE Trust Model. They will discover how this model can be implemented in the work environment to help reap the benefits of trust, which include increasing productivity, enhancing customer service, developing positive employee morale, and sustaining personal job satisfaction.

SEMINAR OBJECTIVES:
- Identify the characteristics of trust and reciprocal trusting relationships in the workplace
- Learn to use the BRIDGE Trust Model as the foundation for building trust
- Assess your level of trust with staff and colleagues
- Discover critical behaviors and communication skills that build trust and positive relationships
- Identify what types of behaviors can undermine the perception of trustworthiness
- Develop strategies and create an action plan for building and maintaining trust

Target Audience: Staff who want to develop strategies and techniques for building trust in the workplace

Course Code: C9257
Days of Training: 1
Dates: Jan. 27
Cost: $125
CEUs/CPEs: .6/8

Change: Moving Through Resistance

This course will address the challenges of resistance to change - an inherent component in workplace change initiatives. Participants will learn strategies for managing employee - and sometimes their own - apathy, criticism, negativity, and low productivity in the change process. Focus will be on how to effectively address these reactions and how to move forward.

SEMINAR OBJECTIVES:
- Discuss and describe potential benefits of resistance
- Avoid common mistakes made by managers/supervisors when implementing change
- Assess and improve your reaction to resistance
- Differentiate between performance problems and normal resistance to change
- Respond proactively to resistance
- Identify the “magic” that mobilizes a stalled change initiative
- Develop strategies for maintaining momentum during the resistance phase

Target Audience: Managers, supervisors, and team leaders involved in change management or implementation

Course Code: C8007
Days of Training: 1
Dates: Nov. 7
Cost: $125
CEUs/CPEs: .6/8
Communicating Across Divisions

This workshop focuses on skills that will help participants formulate communication dynamics to successfully interact with employees in varying divisions in city agencies. Participants will assess the strategies of ‘networking across functions’ to foster winning relationships with colleagues, senior managers and clients in order to promote organizational effectiveness.

SEMINAR OBJECTIVES:
- Employ diplomacy and strategy when communicating with other division teams
- Learn the value of ‘direct’ and ‘indirect’ communication and how to use them to build rapport
- Handle sensitive information and delicate situations
- Practice ‘good’ organizational politics to get the job done effectively and gracefully

Target Audience: All professionals who interact with other bureaus, departments, and city organizations

Course Code: C9039
Days of Training: 1
Dates: Oct. 21
Cost: $125
CEUs/CPEs: .6/8

Communicating for Results

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

Course Code: C9272
Days of Training: 2
Dates: Jan. 14-15
Cost: $250
CEUs/CPEs: 1.2/16
Communication Skills for Technical Professionals

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

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

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

Course Code: C9411
Days of Training: 1
Dates: Oct. 22
Cost: $125
CEUs/CPEs: .6/8

Creating and Delivering Powerful Presentations

This course is designed for managers, supervisors and professionals who, in their leadership roles, must make important presentations. Participants will receive one-on-one coaching and develop a skill set for speaking with confidence and projecting the best possible image of themselves and the agency. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

SEMINAR OBJECTIVES:
- Understand the importance of “image” and how to use it to positively influence every audience
- Structure the presentation for clarity, impact, and persuasiveness
- Capture the audience’s attention from the beginning - and keeping it
- Use visual materials –including PowerPoint - to reinforce the power of your presentation
- Respond to challenging questions and statements with confidence, authority, and understanding
- Close the presentation with impact

Target Audience: Managers, supervisors and professionals who make presentations

Course Code: C9041
Days of Training: 2
Dates: Oct. 16-17
Cost: $250
CEUs/CPEs: 1.2/16
Creating Workplace Civility

City employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during the course of their work. Such behavior might involve conflict, harassment, intimidation, incivility, disrespect, verbal aggression, or even violence. Both internal and external customers could potentially present these behaviors at any time. Creating Workplace Civility focuses on building employee confidence to proactively address problematic situations while maintaining their own professionalism. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, and potentially dangerous situations and minimize the negative impact of these challenging encounters.

SEMINAR OBJECTIVES:

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

Target Audience: All City employees

Course Code: C9100
Days of Training: 1
Dates: Jan. 16
Cost: $125
CEUs/CPEs: .6/8

Critical Thinking for Effective Decision Making

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

Course Code: C9657
Days of Training: 1
Dates: Dec. 13
Cost: $125
CEUs/CPEs: .6/8
Customer-Focused Writing for Clear and Effective Communication

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: All professionals whose responsibilities include creating clear and effective written correspondence

Course Code: C9103
Days of Training: 1
Dates: Oct. 29
Cost: $125
CEUs/CPEs: .6/8

Dealing with Conflict on Work Teams

This course will address the unique challenges faced by team members and team leaders in dealing with different work styles and communication needs. The focus will be on confronting and effectively addressing team and work group conflicts.

SEMINAR OBJECTIVES:
- Practice methods for effectively managing different work styles
- Clarify team expectations and roles
- Identify the leadership style needed for each of the five stages of team development
- Explain task and relationship behaviors that add or detract from team effectiveness
- Recognize warning signs of team problems
- Discover a process to uncover and resolve conflicts on a team
- Learn and apply tips for fostering collaboration rather than competition

Target Audience: Managers, supervisors, and team leaders

Course Code: C8020
Days of Training: 1
Dates: Oct. 10
Cost: $125
CEUs/CPEs: .6/8
Dealing with Difficult Behaviors

This workshop provides participants with techniques to enhance their skills for dealing with people who exhibit difficult behaviors in the workplace. Participants will 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 behaviors in the workplace

Course Code: C6060
Days of Training: 1
Dates: Nov. 12, Jan. 21
Cost: $125
CEUs/CPEs: .6/8

Developing Dynamic Listening Skills

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

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

Course Code: C2508
Days of Training: 1
Dates: Nov. 14, Jan. 9
Cost: $125
CEUs/CPEs: .6/8
“Easy” English for the Multi-Lingual Writer

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

Course Code: C8005
Days of Training: 2
Dates: Dec. 11-12
Cost: $250
CEUs/CPEs: 1.2/16

Updated!
Essentials of Successful Project Management through Collaboration

This workshop will cover the structures and practices of Project Management with the overlay of engagement and collaboration strategies. Focus will be on identifying and defining project objectives, efficiently and effectively coordinating project tasks, and applying the right processes and tools for managing a project team.

SEMINAR OBJECTIVES:

- Learn Project Management terms and knowledge areas
- Create a Project Charter that incorporates a project scope, a project plan with deliverables, time frames and resources along with a risk analysis
- Incorporate tools from other methodologies such as: appreciative inquiry, story-telling, open space, and world café
- Utilize tools that facilitate workflow and accountability
- Communicate project related information accurately and effectively
- Discover techniques for making Project Management meetings more dynamic and participatory
- Leverage collaboration to get projects done better, faster, cheaper, and greener
- Explore creative methods for effective problem solving

Target Audience: Professionals responsible for leading project initiatives

Course Code: C1234
Days of Training: 2
Dates: Nov. 20-21
Cost: $250
CEUs/CPEs: 1.2/16
Influencing Without Authority

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

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

Target Audience: Professionals who want to enhance their influencing skills

Course Code: C4020
Days of Training: 1
Dates: Dec. 3
Cost: $125
CEUs/CPEs: .6/8

Inter-Generational Collaboration in the Workplace

Being able to create an environment of mutual respect, appreciation and understanding among generations is essential to a productive workplace. The impact of history, technology, economics and other influences create differences in how people communicate and work as teams. This workshop will assist leaders in recognizing and valuing the unique influences, work values, work ethic, and perspectives of each generation - including baby boomers, gen X and Y and the “latest” generational movement. Getting past the “old timer” and “you’re too young” stereotypes to create a vibrant work culture that embraces all ages is the ultimate goal of any leader.

SEMINAR OBJECTIVES:
- Reflect on the respective archetypes of each generation currently in the workplace
- Examine the unique preferences that sometimes emerge from different generational influences
- Build a framework for how to create inter-generational dialogue
- Develop strategies to mediate inter-generational conflict and stereotyping
- Create collaborative approaches for inter-generational work teams to maximize productivity and work satisfaction

Target Audience: Managers, directors, supervisors, and professionals who want to develop strategies for fostering inter-generational collaboration in the workplace

Course Code: C9087
Days of Training: 1
Dates: Oct. 30
Cost: $125
CEUs/CPEs: .6/8
Lean Six Sigma: An Introduction to Quality and Productivity Improvement

The success of all leaders depends on their abilities to hold their staff accountable for measurable results regarding quality and productivity while at the same time creating a positive work climate. SIX SIGMA is a systematic method for improving quality through team problem solving. Performance Management is a method to measure individual and team results and motivate staff. In this program, participants will learn the basics of both systems and how to apply some of the techniques of these systems on the job.

SEMINAR OBJECTIVES:
- Improve the performance of every agency, team, and individual by increasing employee accountability for the achievement of measurable goals
- Accomplish more results with fewer resources by improving employee efficiency
- Create accountability methods, operational metrics, as well as feedback and positive reinforcement systems
- Develop a sustainable accountability infrastructure for long term agency success
- Identify the basic concepts of a Six Sigma quality improvement system
- Understand the Six Sigma DMAIC problem solving model: Design, Measure, Analyze, Improve, Control

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

Course Code: C9287
Days of Training: 2
Dates: Dec. 18-19
Cost: $250
CEUs/CPEs: 1.2/16

Making the Connection: Excellence in NYC Customer Service

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 supervisors whose primary purpose and function are to provide service and directly interface with agency customers

Course Code: C9130
Days of Training: 1
Dates: Oct. 8
Cost: $125
CEUs/CPEs: .6/8
Managing Multiple Priorities

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

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

Course Code: C5044
Days of Training: 1
Dates: Nov. 1, Jan. 24
Cost: $125
CEUs/CPEs: .6/8

Managing Stress and Preventing Burnout

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

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

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

Course Code: C9033
Days of Training: 1
Dates: Dec. 13
Cost: $125
CEUs/CPEs: .6/8
Mind Tools for Memory

In today’s high-demand agency workplace it is harder than ever to remember everything you need to retain—from names and passwords to all the details required to bring your projects to successful completion. 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

Course Code: C9279
Days of Training: 1
Dates: Dec. 9
Cost: $125
CEUs/CPEs: .6/8

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
- Apply interest-based negotiating methods

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

Course Code: C9124
Days of Training: 1
Dates: Oct. 24
Cost: $125
CEUs/CPEs: .6/8
NYC Cultural Appreciation

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 Code: C9150
Days of Training: 1
Dates: Oct. 7
Cost: $125
CEUs/CPEs: .6/8

Persuasive Presentations to Executives

This advanced course is designed for managers, supervisors, and professionals, who need to give persuasive briefings or presentations to executives, who have little time and expect convincing results. This course focuses on how to make succinct presentations that quickly grab attention, zero in on key points, and summarize the message in a compelling manner. Participants experience first-hand how effective their presentations or briefings are through group feedback and coaching by the facilitator.

SEMINAR OBJECTIVES:
- Make confident first impressions
- Use proof statements to gain credibility
- Gain and keeping attention
- Present key points persuasively
- Apply the power of examples and stories
- Use audience participation to gain "Buy-In"
- Keep your energy up during a presentation
- Manage Q&A session with confidence

Target Audience: Experienced managers, supervisors, and professionals who make presentations to executives

Course Code: C9115
Days of Training: 1
Dates: Nov. 21
Cost: $125
CEUs/CPEs: .6/8
Reframing Difficult Workplace Conversations for Positive Outcomes

Workplace interactions are full of conversations that could be termed as “difficult” because they affect people’s emotions and sense of self-worth. There are ways to re-route and re-frame these difficult conversations towards a positive resolution and a more harmonious workplace instead of sending relationships on a downward spiral. This course is based on the Harvard Negotiation Project, where you’ll be introduced to a structured approach for dissecting difficult workplace communication and transforming it into a “learning” conversation.

SEMINAR OBJECTIVES:

- Analyze appropriate and inappropriate conversations used for colleagues, superiors, and staff
- Gain a better understanding of your own communication style and responsibility
- Develop methods for separating emotions from facts
- Recognize circumstances where you or others may become sensitive or have an emotional reaction
- Establish strategies for using communication for problem solving and developing better workplace relationships

Target Audience: Staff at all levels

Course Code: C1301
Days of Training: 1
Dates: Dec. 4
Cost: $125
CEUs/CPEs: .6/8

Resilience at Work

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

SEMINAR OBJECTIVES:

- Gain an understanding of the definitions of resilience
- Greater resilience in challenging times
- Enhanced sense of personal power
- Increase ability to maintain professional poise
- Improved Impact in key relationships
- Better ability to bring focus to priorities
- Strengthened ability to create a culture of SUPPORT™
- Improved ability to respond positively to change

Target Audience: All individuals wishing to master competencies of resilience

Course Code: C9446
Days of Training: 1
Dates: Nov. 25
Cost: $125
CEUs/CPEs: .6/8
Revising, Editing, and Proofreading

This interactive program focuses on exercises designed to enhance revising, editing, and proofreading skills. Participants will have opportunities to sharpen their writing organization, sentence structure, grammar, word usage, 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

Course Code: C2033
Days of Training: 2
Dates: Nov. 14-15
Cost: $250
CEUs/CPEs: 1.2/16

Successful Letter and Memo Writing

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

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

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

Course Code: C6788
Days of Training: 2
Dates: Nov. 19-20, Jan. 13-14
Cost: $250
CEUs/CPEs: 1.2/16
Successful Workplace Communication

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

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

Course Code: C1022
Days of Training: 1
Dates: Sept. 10, Dec. 10
Cost: $125
CEUs/CPEs: .6/8

Technical Report Writing

This program focuses on the report writing process to enable technical staff to create clear, concise, complete, and correct technical reports. It helps participants clarify their report’s objectives and offers useful tips for reaching diverse readers with different needs. Participants develop sample reports to ensure that they are composing well-organized and formatted documents that deliver the intended results.

SEMINAR OBJECTIVES:

- Utilize the technical writing process to fully develop reports
- Review various types of informal and formal technical reports
- Identify the essential elements of a report
- Evaluate the reader’s needs to capture information quickly
- Revise reports with the reader’s needs in mind
- Insert headings, bullets, and tables to improve the visual appeal of reports
- Edit reports for paragraph unity, sentence structure, grammar, and word usage

Target Audience: Technical professionals who write reports

Course Code: C4250
Days of Training: 1
Dates: Dec. 6
Cost: $125
CEUs/CPEs: .6/8
Time Management Strategies

This course will assist participants in taking control of the time in their work day. Participants will identify unproductive work habits and 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

Course Code: C8002
Days of Training: 1
Dates: Jan. 23
Cost: $125
CEUs/CPEs: .6/8

Writing Effective and Efficient E-Mails

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

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

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

Course Code: C4260
Days of Training: 1
Dates: Nov. 21, Dec. 19
Cost: $125
CEUs/CPEs: .6/8
Writing from Start to Finish

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

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

Course Code: C9317
Days of Training: 1
Dates: Dec. 17
Cost: $125
CEUs/CPEs: .6/8
This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service framework.

- 21 Irrefutable Laws of Leadership 71
- Capitalizing on the Benefits of Positive Feedback 71
- Developing Procedures: Improving Work Processes 72
- Developing the Next Generation in the Public Sector Workforce 72
- Developing Yourself and Others Through Delegation 73
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- Engaging Employees Through Appreciative Coaching 74
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- Leadership from Within 76
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- Managing for Customer Service Excellence 77
- Preparing for Supervision: Managing the Transition 77
- Rapid Retooling 78
- Re-Energize, Re-Purpose, and Re-Invent Your Workplace Culture 78
- Selection Interviewing: Hiring Right 79
- Team-Based Leadership 79
- Would I Follow Me? Looking at Yourself as a Leader 80
21 Irrefutable Laws of Leadership

This course is designed to explore and discuss timeless leadership principles based on the book, *21 Irrefutable Laws of Leadership* by John Maxwell, who is an internationally known leadership expert. You will learn how these principles remain constant despite ongoing changes of time and technology as well as variation of cultures. Whether you are a new supervisor, or an experienced executive, you can discover how integrating these principles as part of your leadership style will make you a more effective leader.

**SEMINAR OBJECTIVES:**

- Learn the theories and workplace applications of each of the leadership principles
- Determine the consequences of performing and not performing each of the designated principles
- Recognize which of the laws of leadership you currently practice effectively, and which ones you can improve on
- Gain insight into how you can make positive changes in your own leadership style

**Target Audience:** Leaders, managers, and supervisors

**Course Code:** C9655  
**Days of Training:** 1  
**Dates:** Nov. 15, Jan. 22  
**Cost:** $125  
**CEUs/CPEs:** .6/8

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Capitalizing on the Benefits of Positive Feedback

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

**SEMINAR OBJECTIVES:**

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

**Target Audience:** Managers, supervisors, directors who want to derive the benefits of giving positive feedback

**Course Code:** C0988  
**Days of Training:** 1  
**Dates:** Sept. 12, Dec. 12  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Developing Procedures: Improving Work Processes

This course is designed for managers and supervisors who want to improve and enhance their staff’s performance and increase productivity by establishing procedures for work processes. By documenting the steps required to perform each process, unit staff will be able to reach their established goals on a more consistent basis. The course will explore techniques for analyzing what is currently being done, while identifying roadblocks that result in unsatisfactory performance. Participants will then explore various methods to develop, document, and refine procedures to close the gap between “what is” and the desired performance outcomes.

SEMINAR OBJECTIVES:

- Develop an understanding of the importance and uses of well-developed procedures
- Learn the skills of interviewing to identify the key steps in all of the procedures that may be used in the workplace operations
- Discover the importance of building formats for procedures that enhance work performance thorough understanding of the individual elements of each process
- Design flow charts that will assist the employee in understanding and performing the individual task that lead to the successful completion of assigned work requirements
- Identify the challenges and pitfalls to avoid in developing of procedures

Target Audience: Managers and supervisors who are responsible for the effective and efficient operation of their workplace

Course Code: C9052
Days of Training: 2
Dates: Oct. 28-29
Cost: $250
CEUs/CPEs: 1.2/16

Developing the Next Generation in the Public Sector Workforce

Passing the torch to the next generations in the workforce is a key task of the baby boom generation in the next several years. As many contemplate retirement, baby boomers hold valuable knowledge and expertise that need to be transferred to the future leaders of our City agencies. This workshop will cover the important aspects of succession planning and how to be strategic in developing new leadership. It will pursue the question of what conversations are needed to strengthen relationships between the generations so that there can be a seamless transfer of knowledge and skills. It will also examine how to maximize the unique needs, interests and work styles of the next generations to create a dynamic and productive workforce.

SEMINAR OBJECTIVES:

- Examine the framework of learning organizations to promote developmental conversations
- Promote knowledge transfer in a strategic manner
- Explore cross-generational coaching and mentoring
- Practice using development plans
- Discuss the challenges and opportunities in this generational transition

Target Audience: Managers, directors, supervisors, and professionals who want to develop strategies for succession planning and developing the next generation in our workforce

Course Code: C9285
Days of Training: 1
Dates: Nov. 19
Cost: $125
CEUs/CPEs: .6/8
Developing Yourself and Others Through Delegation

Effective delegation may be the hardest skill set for a supervisor or manager to master; it often confounds and eludes even the most experienced leaders. Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work or “dumping.” Done well, it enables you and others to take on new challenges, maximizes productivity, increases team performance and reduces stress. Done incorrectly, it results in improperly completed projects and increased frustration. This highly interactive one day workshop will explore many facets of delegation and take you through the delegation process step by step.

SEMINAR OBJECTIVES:

- Evaluate your delegation skills
- Differentiate delegation from assigning work and “dumping”
- Identify real and self-imposed barriers to delegation
- Avoid the “pitfalls” in delegating
- Deal with trust and accountability issues
- Pinpoint the right task, time and person for delegating
- Plan and practice the five-step delegation process
- Develop strategies for assigning work and following up effectively

Target Audience: Managers and supervisors who want to examine the benefits of delegation

Course Code: C9117
Days of Training: 1
Dates: Jan. 28
Cost: $125
CEUs/CPEs: .6/8

Drive: A Different Look at Motivation

Motivation is a powerful force in any workplace. It is directly tied to important elements such as absenteeism, loyalty and overall organizational success. In this course, you’ll discover techniques and strategies that will help you to engage, inspire, and ultimately “drive” your staff to perform at their best. You’ll explore the key elements of the “drive style” of motivation and how these elements can make a significant difference in your work environment.

SEMINAR OBJECTIVES:

- Gain a fundamental understanding of the theory of workplace motivation
- Learn the “drive style” motivational principles
- Identify current workplace motivational challenges
- Develop techniques for applying concepts and improving employee engagement

Target Audience: Leaders, managers, and supervisors

Course Code: C9652
Days of Training: 1
Dates: Nov. 26
Cost: $125
CEUs/CPEs: .6/8
Emotional Intelligence: The Key to Effective Leadership

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

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

Target Audience: Managers and supervisors in leadership roles

Course Code: C9207
Days of Training: 2
Dates: Oct. 24-25
Cost: $250
CEUs/CPEs: 1.2/16

Engaging Employees Through Appreciative Coaching

Imagine a workplace where everyone brings their best selves strength, staff are affirmed for their talents; appreciated for their unique personality style and recognized for the positive relationships they foster with customers and coworkers. Appreciative Coaching provides a structured approach to enhancing individual performance. This workshop will teach you how to fuel employee engagement, promote worker satisfaction, and foster communication using a Strengths-Based Coaching Model.

SEMINAR OBJECTIVES:
- Identify individual talents and strengths
- Understand available methodology to assess the strengths of others
- Learn a model of appreciative coaching to enhance communication between workers and supervisors
- Understand the optimal structure of a team based on personality styles and strengths
- Receive an assessment tool to document the success of strengths based initiatives in the workplace
- Identify the diverse styles needed to make up an optimal team
- Engage and motivate staff to bring their “Best Selves” to work everyday

Target Audience: Managers, trainers, supervisors and individuals interested in growing staff based on their individual styles, competencies, strengths and talents

Course Code: C9319
Days of Training: 1
Dates: Dec. 10
Cost: $125
CEUs/CPEs: .6/8
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 or individuals being moved/promoted into a supervisory position

Course Code: C1044
Days of Training: 2
Dates: Oct. 16-17, Jan. 14-15
Cost: $250
CEUs/CPEs: 1.2/16

Inspiring Authentic Collaboration to Overcome Organizational Challenges

Employees are being challenged to be highly effective in the midst of budgetary constraints and organizational uncertainty. Direct and open communication along with staff engagement and collaboration are positive characteristics for a forward thinking organization. This course involves the exploration of participants’ management and teamwork practices that engages the development of participatory leadership and team collaboration practices as a means to facilitate emergence of new perspectives and strategies. Authentic collaboration and participatory leadership practices are introduced and applied to workplace challenges to eliminate behaviors that limit organizational progress and performance improvement. Participants are provided with techniques to support innovative problem solving by unlocking creativity, and engaging and sustaining staff to eliminate limiting behaviors and perspectives.

SEMINAR OBJECTIVES:

- Achieve clarity around departmental needs, as well as short- and long-term goals
- Increase the ability to differentiate between departmental and individual challenges
- Acquire tools to support critical evaluation of agency challenges, assets, and opportunities to gain inter-departmental support and follow-through
- Understand authentic collaboration and participatory leadership strategies to produce new thinking across and throughout lines of service
- Develop the ability to apply authentic collaboration and participatory leadership practices to current and future workplace challenges
- Establish action plans that increase departmental communication, collaborative decision-making and the alignment of responsibilities and competencies

Target Audience: Project managers, leaders, managers, and supervisors

Course Code: C9654
Days of Training: 1
Dates: Oct. 11
Cost: $125
CEUs/CPEs: .6/8
Leadership from Within

The pressing fiscal demands and diminished staffing every agency confronts can result in a work environment that leads to burn-out and illness as the seemingly unending urgency to agency life goes on and on. This seminar offers a corrective to traditional models of time management and places at its center tools and techniques that help leaders engage in self-care on the job. By offering a model of transformational leadership based on ‘leadership from within,’ this seminar frames leadership in ways that build resilience, expands reliance on teamwork, and connects staff to “legacy work” that inspires and energizes even in times of genuine difficulty. Activities, exercises and reflections will be offered throughout the workshop to address dynamics of urgency, burn-out, self-care, difficult staff, and how to heal while remaining productive.

SEMINAR OBJECTIVES:

- Learn a new framework for assessing leadership and self-care through “leadership from within”
- Examine your urgency index and assess levels of burnout
- Learn ways to diminish anger and reaction first within yourself and then your staff
- Examine the character-driven qualities within your work that help balance your approach to work
- Develop an “internal strategic vision” that becomes a foundation to your daily work
- Practice forms of self-care that emphasize resilience and personal mastery that can model such behaviors for your staff

Target Audience: Managers who want to effectively exert influence up and down the hierarchy to achieve goals

Course Code: C9322
Days of Training: 2
Dates: Jan. 15-16
Cost: $250
CEUs/CPEs: 1.2/16

The Manager in the Middle

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:

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

Course Code: C9224
Days of Training: 1
Dates: Dec. 17
Cost: $125
CEUs/CPEs: .6/8
Managing for Customer Service Excellence

This workshop will provide managers and supervisors with the requisite skills for managing superior customer service in their unit. It will focus on how to build, maintain, and lead an effective and motivated work team so that every service delivered is “satisfaction delivered.” This course will address the specific customer service challenges that managers are currently facing.

SEMINAR OBJECTIVES:
- Build your customer service team
- Motivate the team to be more responsive
- Identify and solve key customer problems
- Apply the “Customer Satisfaction Process” (CSP)
- Coach the customer service team to achieve greater excellence
- Maintain and gain management support

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

Course Code: C3033
Days of Training: 1
Dates: Oct. 22
Cost: $125
CEUs/CPEs: .6/8

Preparing for Supervision: Managing the Transition

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

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

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

Course Code: C8009
Days of Training: 1
Dates: Nov. 21
Cost: $125
CEUs/CPEs: .6/8
Rapid Retooling

How do you get employees to rapidly change direction? How do you move a team from resistance to results? Rapid Retooling is the answer. It is what leading organizations are doing to keep ahead of the increasing pace of change. Based on the research from a new book called *Rapid Retooling*, discover how to get to the next level of results by focusing on five methods identified for maximizing performance: Personal Engagement, Daring to Fail, Business Focus, Relationship Building and Team Energy.

**SEMINAR OBJECTIVES:**

- Learn the elements that drive employee engagement and how to use them to your advantage
- Gain a solid understanding of how employees react to organizational change
- Strategize how to successfully create a business mindset with employees
- Discover the big "H," and how to use it to create collaborative relationships
- Find simple collaboration and leadership strategies to keep your team energized
- Discuss various workplace case studies concerning these retooling principles
- Identify where your department stands on the road to retooling

**Target Audience:** Managers and supervisors

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Re-Energize, Re-Purpose, and Re-Invent Your Workplace Culture

We all know that staying in the safe zone and doing things the same old way can work; however, we also know that it costs us happiness and boredom. In this workshop, we will take a look at how things “are” versus how they “could be.” We’ll examine the “status quo” and the “what’s missing.” You will be taken through a step-by-step process for how to actually transcend the status quo and reinvent how you want things to be at work—creating a new culture that people within will want to be a part of and those outside will want to join.

**SEMINAR OBJECTIVES:**

- Explore what’s not working or what you have to stop doing
- Identify the things you want to start doing
- Describe the elements of a “great” culture at work and contrast with yours
- Create a plan for dealing with the uncertainty of change
- Create challenges of risks to take in order to more effectively shift the attitudes at work
- Shift how you see your role in the culture and declare the steps you will take to make it different

**Target Audience:** Leaders, managers, and supervisors seeking to re-invent their workplace culture

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**Course Code:** C9253  
**Days of Training:** 1  
**Dates:** Nov. 22  
**Cost:** $125  
**CEUs/CPEs:** .6/8

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**Course Code:** C9324  
**Days of Training:** 1  
**Dates:** Jan. 7  
**Cost:** $125  
**CEUs/CPEs:** .6/8
Selection Interviewing: Hiring Right

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

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

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

Course Code: C4027
Days of Training: 1
Dates: Oct. 23
Cost: $125
CEUs/CPEs: .6/8

Team-Based Leadership

A team is only as strong as the members, yet little attention is paid to developing leadership skills in those individual contributors. This two-day program focuses on leadership within teams. It explores the skills it takes to be a strong team member, gain confidence and respect, and step forward to lead.

SEMINAR OBJECTIVES:
- Explore the skills required for leadership
- Influence co-workers for improved performance
- Manage conflict on work teams
- Demonstrate self-confidence as a leader
- Discover tactics and strategies for promoting change within teams

Target Audience: Individuals who want to build their leadership skills within work teams

Course Code: C1026
Days of Training: 2
Dates: Jan. 29-30
Cost: $250
CEUs/CPEs: 1.2/16
Would I Follow Me? Looking at Yourself as a Leader

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

Course Code: C9165
Days of Training: 1
Dates: Dec. 2
Cost: $125
CEUs/CPEs: .6/8
These courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge sharing. Whether you are in the Energy, Audit, Procurement or IT community, or are an HR Professional, you can find programs geared specifically to your field of expertise.

Audit Professionals 83
Energy Management Professionals 92
Human Resources Professionals 102
IT Professionals 104
Procurement Professionals 105
Project Management Professionals 113
COURSES FOR AUDIT PROFESSIONALS

Assessing Controls in Performance Audits

Learn the role of controls in risk assessments and mission accomplishment, the relationship of controls to processes and systems, and techniques for auditing processes and controls. With attention to Government Auditing Standards, you learn to apply the techniques to assess the adequacy of processes and controls and to integrate your findings into an audit report.

SEMINAR OBJECTIVES:

- Recognize what internal controls are and their uses
- Apply the Government Auditing Standards guidance for considering controls in planning an audit
- Integrate an assessment of controls in the survey stage
- Develop objectives for auditing controls
- Use a targeted approach to review controls
- Describe a comprehensive approach to reviewing controls
- Document internal controls
- Develop and report findings on controls deficiencies

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

Course Code: A8021
Days of Training: 2
Dates: Nov. 21-22
Cost: $475
CEUs/CPEs: 1.2/16
PROFESSIONAL PRACTICES PORTFOLIO: AUDIT PROFESSIONALS

Auditing Performance Outcomes

In this class you will acquire the skill set required to successfully conduct audits of operations and program outcomes. You’ll explore which "cause and effect" questions call for an audit to determine the outcome results attributable to an initiative, a new program or recent change to an existing program. The class focuses on three evaluation designs useful to auditors in conducting such audits. These designs isolate the results or impact attributable to an initiative by comparing the performance achieved with the initiative to what performance would have been without it. You’ll examine the conditions for applying each design, as well as the strengths and weaknesses of each design, in ruling out the effect of any rival causes. Through case exercises, participants will practice planning audits and developing findings that apply the three designs. You’ll also learn how to prepare a Cost and Benefit Analysis to determine if the results attributable to an implemented initiative are worth the cost.

SEMINAR OBJECTIVES:

- Recognize what audit questions call for an impact audit with the objective of determining the outcome results attributable to an initiative
- Explain how impact audits with a focus on outcome results are similar to and different from traditional performance audits
- Describe the basic methodology for conducting impact audits
- Define and apply the finding elements for impact audits
- Cite the items of background information about the program or initiative under audit that needs to be collected in conducting an impact audit
- Write objectives that provide direction for planning and reporting on impact audits
- Describe three methodology designs, their strengths and weaknesses, for conducting impact audits
- Identify rival causes that can adversely affect an auditor's ability to draw sound conclusions about the results attributable to an initiative
- Choose and apply the design that is most applicable in conducting a given impact audit considering data availability and rival causes
- Explain the use of Cost and Benefit Analysis and how the results of impact audits are used in such analysis
- Prepare a Cost and Benefit Analysis of an implemented program or initiative

Target Audience: Auditors with extensive experience in performance auditing

Course Code: A9012
Days of Training: 2
Dates: Oct. 29-30
Cost: $475
CEUs/CPEs: 1.2/16
Compliance Auditing

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

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

Course Code: A8095
Days of Training: 2
Dates: Oct. 2-3
Cost: $475
CEUs/CPEs: 1.2/16

Conducting Performance Audits

This course provides new auditors with a basic understanding of the theory, principles and methodology for conducting performance audits in accordance with the Government Auditing Standards. The focus is exclusively on the knowledge and skills needed for performance auditing: the expectations of public sector auditors, the purposes and types of performance audits, the role of audit objectives, the types and tests of audit evidence methods of evidence collection and documentation, the types of performance audit findings and applicable elements of those findings. Case study exercises are used to provide an opportunity to practice audit techniques and develop audit findings.

SEMINAR OBJECTIVES:

- Describe the phases of a performance audit and the end product of each phase
- Apply techniques for conducting the survey phase
- Formulate objectives that articulate what the audit should accomplish and provide guidance for planning, field work, and reporting
- Apply a step-by-step process in planning to achieve an audit’s objectives and use a matrix to document those plans
- Apply alternative methods for collecting and documenting and for assuring the competence of the different types of evidence
- Demonstrate a working knowledge of finding development and performance audit reporting

Target Audience: New auditors who have not attended the 5-day Basic Governmental Auditing class

Course Code: A7002
Days of Training: 3
Dates: Dec. 18-20
Cost: $550
CEUs/CPEs: 1.8/24
Creative Thinking for Auditors

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

Course Code: A8012
Days of Training: 2
Dates: Nov. 14-15
Cost: $475
CEUs/CPEs: 1.2/16

Ethical Decision Making for Auditors

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

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

Target Audience: Auditors, inspectors, evaluators and analysts

Course Code: A9010
Days of Training: 1
Dates: Oct. 31
Cost: $250
CEUs/CPEs: .6/8
**Information Systems Auditing**

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

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

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

**Prerequisite:** Information Technology for Auditors or equivalent

**Course Code:** A8029  
**Days of Training:** 2  
**Dates:** Jan. 6-7  
**Cost:** $475  
**CEUs/CPEs:** 1.2/16

**Intermediate Performance Auditing**

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

**Course Code:** A8046  
**Days of Training:** 3  
**Dates:** Oct. 9-11  
**Cost:** $550  
**CEUs/CPEs:** 1.8/24
Interviewing Techniques for Auditors

Sharpen your skills in obtaining the information necessary for an effective audit through practice interviews. You learn the mechanics of effective interviewing techniques through lectures, discussions and simulated interview exercises. You see the major steps of the interview process demonstrated in a mock interview. You identify and solve problems in audit interviewing and try out your solutions through role-playing.

SEMINAR OBJECTIVES:
- Plan and conduct effective audit interviews using an eight-step model
- Conduct effective individual and team interviews
- Manage the interpersonal dynamics that occur between auditors and auditees
- Select an appropriate note-taking technique
- Listen more effectively during an interview
- Use appropriate questioning and paraphrasing skills

Target Audience: New auditors and experienced auditors who want to enhance their interviewing skills

Course Code: A7012
Days of Training: 3
Dates: Jan. 13-15
Cost: $550
CEUs/CPEs: 1.8/24

Practical Statistical Sampling for Auditors

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

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

Target Audience: Auditors who have experience in performance auditing

Prerequisite: Basic Governmental Auditing or Conducting Performance Audits or equivalent

Course Code: A8112
Days of Training: 4
Dates: Jan. 27-30
Cost: $675
CEUs/CPEs: 2.4/32
Prevention and Detection of Fraud

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

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

Course Code: A8002
Days of Training: 2
Dates: Oct. 21-22
Cost: $475
CEUs/CPEs: 1.2/16

Quick Response Auditing

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

SEMINAR OBJECTIVES:

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

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

Course Code: A8011
Days of Training: 2
Dates: Dec. 5-6
Cost: $475
CEUs/CPEs: 1.2/16
PROFESSIONAL PRACTICES PORTFOLIO: AUDIT PROFESSIONALS

Writing Audit Reports by Objectives

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

SEMINAR OBJECTIVES:

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

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

Course Code: A8511
Days of Training: 3
Dates: Dec. 9-11
Cost: $550
CEUs/CPEs: 1.8/24
DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies, CUNY Building Performance Lab and the Citywide Training Center (CTC), has been working to transform the Energy Management training courses we have been providing since 2009 into a comprehensive Energy Management Institute (EMI). The EMI will prepare city personnel to contribute to the reduction of municipal greenhouse gas (GHG) emissions 30% by 2017, by providing relevant energy management-related training and a variety of optional elective courses.

The EMI is being designed to help facility professionals across city agencies envision a learning path specifically targeted for them.

Where do you stand on this learning path?

The Building Operator Certification Level 1 and 2 training programs, as well as the Certified Energy Manager (CEM) and Certified Building Commissioning Professional (CBCP) certification prep courses, will continue to be offered through the EMI.

In addition, during the Fall 2013, we are offering an overview on agency energy reports, and prerequisite preparatory courses in math and Excel to effectively prepare trainees for success in the BOC programs.

Also, keep an eye out for a new Building Re-Tuning course; trades specific courses for Electricians, Thermostat Repairers, Plumbers, Steam & Pipefitters, and Oilers/Mechanics; as well as maintenance of certification offerings for City employees already holding certifications from a variety of credentialing organizations, and a wide range of soft skill classes offered by the Citywide Training Center (CTC).

More details on the EMI will be available in the CTC’s Winter/Spring 2014 catalog this January.

In the meantime, we encourage you to study the EMI course descriptions provided on the following pages, consider which course(s) you would like to take, and discuss your preferred training options with your supervisor. Enrolling in the EMI courses is as easy as filling out the CTC course application, having your supervisor sign off on it, and submitting it!

So stay tuned – your development is one of our priorities!
This course offers training in a full range of energy reports, for staff from City agencies and non-Mayoral organizations for which the City pays energy costs. The course is designed to help participants understand and use their agency’s energy data, to help meet PlaNYC’s greenhouse gas emissions reduction goal of 30% from City government operations by 2017 (compared to 2006), and to manage energy costs. The course will cover agency monthly energy reports on cost and usage for electricity, natural gas, and steam; and energy benchmarking for agency buildings in compliance with Local Law 84/2009. Access will be provided to both EC3 (Energy Cost, Control and Conservation) website, the portal to information about monthly energy cost and usage for City agency energy accounts and facilities, and to the ENERGY STAR Portfolio Manager website for agency benchmark reports. The underlying data in EC3 come from utility billings; Portfolio Manager data come from EC3 and from agency information about building characteristics. The course will be scheduled for two half-days; participants are encouraged, but not required, to take both sessions.

SEMINAR OBJECTIVES:

- Provide overview of agency-level monthly energy reports, covering main cost and usage categories for electricity, natural gas, and steam (Con Ed district steam in Manhattan) from EC3, designed as a tracking, monitoring, analytical and educational tool optimized to assist city agencies in controlling costs and in reaching their energy efficiency and GHG reduction objectives.

- Explain terms, review standard reports and fact sheets, and review tasks for monthly account audit and review.

- Demonstrate use of excel reports monitor energy cost and usage at the account, facility, and agency level, to find exceptions, make comparisons among facilities, and display usage over time.

- Provide overview of energy benchmark process and various performance metrics for agency’s buildings, including ENERGY STAR score and energy use intensity (EUI), as well as comparison with national median figures.

- Demonstrate use of ENERGY STAR Portfolio Manager website for access to agency building’s description and performance characteristics, and extract data using standard and custom reports.

Target Audience: Agency Energy Liaison Officers (already designated); Energy Managers; additional staff from Mayoral agencies, library systems, cultural institutions, HHC, and CUNY with budget, facility, and/or energy responsibilities

Note: DCAS Energy Management covers the cost of City staff participating in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for the course but drops out before satisfactory completion, a fee of $195 will be assessed to their agency training department for “no show” in accordance with CTC cancellation policy.
Building Operator Certification (BOC), Level 1 serves as the gateway training program of the Energy Management Institute, and is designed to help building operators manage their facilities more energy efficiently as part of the City’s efforts to meet its 30% greenhouse gas reduction goal. The course is a competency-based training and certification program that prepares participants with the tools necessary to increase the energy efficiency of City facilities, while maintaining comfort for the building occupants. The course provides an overview of building systems, especially those related to energy use including lighting, mechanical, and electrical systems, as well as provides guidance to improve thermal comfort, air quality, and life-safety considerations.

The BOC - Level 1 program is a unique learning experience because instruction is delivered both in a traditional classroom setting as well as through self-paced, online modules. Participants meet on Fridays in the Citywide Training Center’s new instructional space at 1 Centre Street, and also take 14 30-minute module in-between classroom sessions. The program is facilitated by a Subject Matter Expert CUNY Instructor with deep experience in engineering, and the efficient operation of plant and equipment.

SEMINAR OBJECTIVES:
• Expand knowledge of building mechanical and electrical systems—HVAC equipment and controls, electrical distribution, motors, and lighting—and how their operation relates to energy efficiency performance and building comfort conditions;
• Recognize system configurations, drawings of schematics, observation and interpretation of operating conditions;
• Develop strategies for systematic maintenance and performance monitoring;
• Understand energy data sources, data management and interpretation, including use of software tools, calculation of indices;
• Participate in a structured approach to surveying and assessing energy-using systems, leading to qualitative and quantitative formulation of energy projects.

Pre-requisite: Prior to enrolling in BOC - Level 1, City agency employees are advised to view the following Energy Awareness Videos, at least once each:
1) Saving Energy In NYC; It’s All About Us! (Available on the DCAS Energy Management homepage)
Target Audience: The course is designed for building operators who may have limited formal systems training, but have substantial work experience in building systems. This course is also beneficial to facility managers who have entered the field from a management background and seek to improve their understanding of physical and equipment principles. Employees in the following position titles should consider participating in this program: Building Operator, Senior Stationary Engineer, Stationary Engineer, Custodian Engineer, Building Manager, Deputy Director of Facilities, Deputy Director of Optimization, Energy Manager, Architect, Engineer, Design Engineer, Engineering Project Manager, Construction Project Manager, Supervisor of Maintenance, Thermostat Repairer, and High Pressure Plant Tender.

Grading & Certification: To earn the nationally-recognized Building Operator Certification-Level I credential, participants must (a) attend and participate in at least 8 of the 9 in-class sessions, (b) satisfactorily complete the 14 online lessons, (c) take and pass 4 exams, and (d) submit 4 practical project assignments which focus on applying concepts studied in class to the facilities the trainees work in.

Textbooks and other Learning Materials: On the first day of training, each participant will receive a course binder, textbooks published by the Building Operator Certification program and a copy of Energy-Efficient Operation of Commercial Buildings: Redefining the Energy Manager's Job by Peter Herzog.

NOTE: DCAS Energy Management covers the cost of City staff participating in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for the course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency training department for “no show” in accordance with CTC cancellation policy.

Prep Courses: Soon after an application to participate in BOC-Level I training is accepted, the employee will receive a “welcome” note from CUNY providing links to two assessments. Program instructors have developed these assessments to guarantee that participants are effectively prepared for the energy management instruction delivered. The Math assessment and the Excel assessment will take approximately 15 minutes each. Depending on how well the employees do in the assessments, they may be encouraged to take online, self-paced Math and Excel prep courses prior to their BOC-Level 1 start date. The Math and Excel prep courses will also arrive as links embedded in an e-mail from CUNY. Completion of the assessments, as well as the Math and Excel preparatory courses, if needed, is recommended to update skills before taking BOC - Level 1.

Recommended Optional Elective Courses: (See indicated pages for Course Descriptions)
C9411: Communications Skills for Technical Professionals - (page 54)
T7051: Outlook 2010, Part 1 - (page 19)
C4260: Writing Effective and Efficient E-Mails - (page 67)

Register for any of these courses by completing the CTC Registration Form.
For those who have successfully completed the BOC - Level 1 course, this advanced course provides an opportunity to continue and deepen skills improvement, and achieve the BOC - Level 2 credential. This eight (8) week course is designed to instruct building operators and engineers on energy efficient facility operations as part of the City’s efforts to meet its 30% greenhouse gas reduction goal. The BOC - Level 2 course is a competency-based training and certification program that will teach participants the tools necessary to increase the energy efficiency and comfort of City facilities. It also offers participants the opportunity for improved job skills.

The course continues the Level 1 focus on equipment and system functions, thermal comfort, lighting, air quality and energy efficiency, emphasizing controls and control systems, mechanical and electrical maintenance strategies and techniques, and fault detection and diagnosis.

SEMINAR OBJECTIVES:
At the conclusion of this training experience, the participant will:

- Have the ability to collect facility operating data for monitoring and troubleshooting of operations;
- Understand sophisticated controls and control strategies;
- Be able to identify, diagnose and correct control errors;
- Be able to use of energy and other performance data to maintain high levels of building performance;
- Know how to select and apply maintenance strategies and techniques

Prerequisite: BOC Level I credential must have been earned prior to August 2012.

Target Audience: Employees who have already earned the BOC - Level 1 credential, and hold one of the following position titles: Building Operator, Senior Stationary Engineer, Stationary Engineer, Custodian Engineer, Building Manager, Deputy Director of Facilities, Deputy Director of Optimization, Energy Manager, Architect, Engineer, Design Engineer, Engineering Project Manager, Construction Project Manager, or Supervisor of Maintenance.

Grading & Certification: To earn the nationally-recognized Building Operator Certification Level 2 credential, participants must (a) attend and participate in at least 7 of the 8 in-class sessions, (b) take and pass 3 exams, and (d) submit 3 practical project assignments in their own facilities which guide them in characterizing and quantifying aspects of facility conditions and energy use, as well as maintenance and control functions.

Energy Management Institute

Building Operator Certification - Level 2

<table>
<thead>
<tr>
<th>Course Code: C7202</th>
<th>Days of Training: 8 days</th>
<th>CEUs: 4.8</th>
<th>Cost: No Charge</th>
<th>Course Dates: Sept. 20, Oct. 4, Oct. 18, Nov. 1, Nov. 15, Nov. 22, Dec. 6, Dec. 20</th>
<th>Course Time: 8:30am-4:30pm</th>
</tr>
</thead>
</table>

Registration Deadline: August 30, 2013

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Textbooks and other Learning Materials: On the first day of training, each participant will receive a course binder, a complete set of BOC - Level 2 Handbooks, and additional study materials.

NOTE: DCAS Energy Management covers the cost of City staff participating in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for the course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency training department for “no show” in accordance with CTC cancellation policy.

Recommended Optional Elective Courses: (See indicated pages for Course Descriptions)
C1044: Fundamentals of Supervision - (page 75)
C9411: Communications Skills for Technical Professionals - (page 54)
C4260: Writing Effective and Efficient E-Mails - (page 67)
C9656: Building Positive Workplace Relationships - (page 51)

Register for any of these courses by completing the CTC Registration Form.
DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies and CUNY Building Performance Lab, is introducing a new training known as Building Re-Tuning (BRT). This new addition to the Energy Management Institute is designed to give building operators advanced training in analysis of facility operations, to further identify efficiency improvements as part of the City’s efforts to meet its 30% greenhouse gas reduction goal. The BRT course will be offered as 5 in-class sessions with integrated project-based work to be completed by participants in between classroom meetings. The course is aimed at operators and managers with previous energy management training (BOC - Level 1 and/or BOC - Level 2, CEM, etc.) and will teach participants skills needed to conduct a re-tuning of facilities that use a BAS/BMS controls system.

The course walks participants through the BRT process from foundational concepts through an initial BRT tune-up. Participants learn what BRT involves, how to obtain operational data from the BAS to create graphs and charts, how to analyze the data to diagnose operational problems and uncover no-cost and low-cost improvement opportunities in equipment operations. The course requires hands-on implementation practice in the participants’ facilities and participants must be able to access trend logging functions in a BAS/BMS. Future offerings will address methods for BRT without use of BAS/BMS.

SEMINAR OBJECTIVES:
At the conclusion of this training experience, the participant will:

- Explain and understand the overall BRT process from start to finish.
- Understand how BRT protocol relates to retro-commissioning and continuous commissioning concepts/practices.
- Create trend logs using BAS data collection function.
- Learn basic methodologies for creating graphic displays from BAS/BMS data
- Develop ability to interpret graphical trend data for diagnostics and identification of energy reduction/optimization opportunities.

Prerequisite: BOC - Level 1 credential
Target Audience: The course is designed for building operators with previous energy efficiency/energy management training, and is also beneficial to facility managers who have entered the field from a management background and seek to gain skills in data-driven facility diagnostics. Participants should have a working knowledge of energy efficiency in building systems and ability to access trend log functions in their facility’s BAS/BMS.

Grading & Practical Projects: Participants will be evaluated based on their ability to conduct an initial BRT project, using BAS/BMS data, in discrete steps during the 5 weeks of the course.

Texts and other Learning Materials: Each participant will receive a course handbook based on materials from the Pacific Northwest National Lab and access to on-line study materials. The field project component will be conducted over the course of the 5-week program. CUNY student engineering interns will be available to assist with various aspects of the project, especially around new graphing software applications.

NOTE: DCAS Energy Management covers the cost of City staff participation in BRT training in order to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for this course but drops out before satisfactory completion, a fee of $975 will be assessed to their agency’s training department for “no show” in accordance with CTC cancellation policy.
The Certified Building Commissioning Professional credential (CBCP), sponsored by the Association of Energy Engineers, acknowledges an individual’s deep understanding of the commissioning process, and recognizes them as a Subject Matter Expert in applying commissioning techniques. Holding the CBCP credential prepares the building operator or facility professional to meet the requirements of Local Law 87 which requires all buildings in New York City over 50,000 square feet to perform retro-commissioning of systems and to submit an energy efficiency report based on a building audit. This five-day course is designed to prepare participants to sit for the CBCP certification exam, and will include several workshops where participants are challenged to produce real retro-commissioning (RCx) deliverables, and come up with practical solutions to typical RCx problems. The CBCP exam will be administered on the last day of the course (separate application required).

SEMINAR OBJECTIVES:
The goals of the CBCP program are to distinguishing facility professionals who possess the full scope of knowledge requisite for the effective commissioning of existing buildings, and who demonstrate high levels of experience, competence, and specialized knowledge within the field.

Prerequisite: BOC Level I credential

Target Audience: This five-day course is not intended as an immersive opportunity for building operators and others to learn about the Commissioning process; rather, it will review the technical details of the commissioning process for participants interested in earning the CBCP credential. Building Operators, Senior Stationary Engineers, Stationary Engineers, Custodian Engineers, Building Managers, Architects, Engineers, Engineering Project Managers, Construction Project Managers, and Supervisors of trades teams such as Electricians and Maintenance Mechanics who have earned their BOC Level I credential are encouraged to enroll.

Certification Process: To obtain the CBCP credential, each applicant is required to (a) attend the 4-day exam prep course, (b) submit an AEE exam application form before sitting for the exam (available here: http://www.nyc.gov/html/dem/html/training/training.shtml), and (c) pass the CEM exam. Note: The CBCP application fee will be covered by DCAS Energy Management; participants do not need to send a check with the application.
Textbooks & Other Learning Materials: AEE course materials will be provided to registrants two weeks in advance of the course start date.

**NOTE:** DCAS Energy Management covers the cost of City staff participation in this CBCP exam prep course in order to improve the energy efficiency of building operations & maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for this course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency’s training department for “no show” in accordance with CTC cancellation policy.
COURSES FOR HUMAN RESOURCES PROFESSIONALS

Agency Personnel Officer (APO) Master Class

The Agency Personnel Officer (APO) Master Class is designed specifically for mid to senior level human resource managers to help reinforce the competencies essential to the functions of a City human resource manager. The class offers an immersion in City-specific human resource policies and procedures that are beneficial for every HR manager to know and practice. Each session of the APO Master Class is taught by in-house experts who address a myriad of topics including: civil service law, certification, investigations, civil service examinations, processing of PARs, health benefits, use of computerized HR systems, EEO policy and discipline.

Recruitment for the APO Master Class generally takes place during the winter months. Applications are mailed to current Agency Personnel Officers for distribution. Applications are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. Participants are selected to the APO Master Class after an extensive application review.

Human Resources Management Certificate Course

The Human Resource Management (HRM) certificate course is designed for middle and senior level HR managers seeking to become certified HR professionals. The course, offered in cooperation with the Society for Human 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

Recruitment for the Human Resource Management Certificate Course generally takes place during the winter months. Applications are mailed to Agency Personnel Officers for distribution. Applications are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. Participants are selected to the HRM Certificate Course after an extensive application review.
Rethinking HR: Transforming Human Capital in the NYC Workforce

Rethinking HR is a comprehensive program designed to address current issues in the field of HR. The program introduces new competencies, discusses the critical role of the HR Business Partner, and revisits Citywide HR policies recently updated to reflect current trends. Rethinking HR will help professionals balance the changing business needs of the Agency with the day to day transactional needs of their customers, and also help participants look at existing HR functions through a new lens. Topic areas include:

- Components of the Business Partner Model
- Transactional vs. Strategic HR
- How to Create and Gain Allies
- The Diagnostic Approach to Consulting
- Data Driven Metrics
- Operational Execution of the HR Department
- Developing Talent and Dealing with Organizational Design Issues
- Civil Service 101
- Talent Management and Performance Evaluation
PROFESSIONAL PRACTICES PORTFOLIO: IT PROFESSIONALS

COURSES FOR IT PROFESSIONALS

IT Professional & Certification Courses

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

- Cisco
- Citrix
- CompTIA
- EC-Council
- (ISC)²
- Linux
- Microsoft
- Oracle
- Project Management Institute

Special Course packages for certification and exam information for Databases, Help Desk, Networking, Network Server Administrator, and Networking Security are listed in this catalog. For a complete listing of all IT Professional and Certification Course offerings, please see the Fall/Winter2013 IT Course Catalog.
PROFESSIONAL PRACTICES PORTFOLIO: PROCUREMENT PROFESSIONALS

COURSES FOR PROCUREMENT PROFESSIOANLSS

Conflicts of Interest Seminar for Procurement Professionals

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

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

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

Course Code: P4002
Days of Training: 3 hours
Dates: Oct. 23 (9:30am - 12:30pm)
Cost: N/C
CEUs: .3

APT (Automated Procurement Tracking) Basics

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

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

Target Audience: This course is designed for City procurement personnel who are involved with Automated Procurement Tracking

Course Code: P6049M
Days of Training: 1/2 day
Dates: Dec. 5 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3
Best Value

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

SEMINAR OBJECTIVES:
- Optimizing quality, cost and efficiency, among responsive and responsible offers

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

Course Code: P6096M
Days of Training: 1/2 day
Dates: Nov. 20 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3

Competitive Sealed Proposal

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

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

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

Course Code: P4005M
Days of Training: 1
Dates: Nov. 13
Cost: N/C
CEUs: .6
Contract Public Hearings

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

SEMINAR OBJECTIVES:

- Describe what documentation is required from the Agency in the APT System for the Public Hearing
- Review the various methods of source selection for each contract
- Discuss the Public Hearing Notices to be advertised in The City Record
- Highlight notification documents to be submitted to elected officials prior to the Public Hearing
- Requirements for designation letters from agency heads to be transmitted prior to the Public Hearing
- Master Schedule for Contract Public Hearings 2012/2013

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

Course Code: P6140M
Days of Training: 1/2 day
Dates: Nov. 26 (9:00pm - 12:30pm)
Cost: N/C
CEUs: .3

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

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

Course Code: P6015M
Days of Training: 1/2 day
Dates: Nov. 18 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3
Ethics/Legal Compliance

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

SEMINAR OBJECTIVES:

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

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

Course Code: P6005M
Days of Training: 1
Dates: Oct. 3
Cost: N/C
CEUs: .6

Local Law 63 Compliance

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

SEMINAR OBJECTIVES:

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

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

Course Code: P6091M
Days of Training: 1/2 day
Dates: Nov. 14 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3
Negotiation Techniques

This course has been designed to provide City of New York personnel with a working knowledge of negotiation strategies and techniques.

SEMINAR OBJECTIVES:

- Conduct one on one oral or written negotiations or bargaining sessions related to selection of vendors for noncompetitive contracts, contract modifications and un-priced contact renewals

Target Audience: This course is designed for City Procurement personnel involved in negotiations

Course Code: P3002M
Days of Training: 1
Dates: Dec. 3
Cost: N/C
CEUs: .6

NYC Nonprofit Assistance: Proposal Writing

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

SEMINAR OBJECTIVES:

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

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

Course Code: P6095M
Days of Training: 1/2 day
Dates: Oct. 23 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3
NYC Nonprofit Assistance: The Board’s Role in Financial Oversight

All board members are fiduciaries of the nonprofit organizations they represent and are responsible for its financial sustainability.

SEMINAR OBJECTIVES:
- Reference the top five questions that every board member should be asking their management team

Target Audience: Nonprofit executives and board members. (If you’re a new board member or would like to have insight on the financial issues of your nonprofit, you should attend this course)

Course Code: P6141M
Days of Training: 1/2 day
Dates: Dec. 10 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3

Performance Evaluation Process

In this course, participants will learn the step by step process of evaluating a contract through the VENDEX database.

SEMINAR OBJECTIVES:
- Participants will learn how to determine which contract needs evaluating
- Create and complete a performance evaluation
- Review and upload the evaluation into VENDEX.
- Monitor the evaluation throughout the evaluation process using various VENDEX reports

Target Audience: City procurement personnel involved in all stages of evaluating a vendor performance on a contract

Course Code: P6142M
Days of Training: 1/2 day
Dates: Dec. 16 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3
Prevailing Wage for Procurement and Contract Administrators

This course will focus on the role of procurement and contract administrators as part of the City’s team effort to enforce prevailing wage requirements on construction and building service contracts.

SEMINAR OBJECTIVES:
- An overview of prevailing wage laws in New York State
- EO 102 due diligence
- Review of documentation including sign-in sheets and certified payrolls
- ‘Tell-tale signs’ of potential prevailing wage abuses for procurement and contract administrators

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

Course Code: P6110M
Days of Training: 1/2 day
Dates: Nov. 7 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3

Project Labor Agreements for Resident Engineers/Project Managers

This course will focus on the role of Project Managers (PM)/Resident Engineers (RE) as part of The City’s team effort to implement NYC’s Project Labor Agreements (PLAs).

SEMINAR OBJECTIVES:
- A brief overview of the City’s PLAs
- A discussion of how prevailing wage standards are affected by the PLAs
- PM/RE responsibilities at project mobilization
- PM/RE issues throughout the project including project log entry requirements and the trade worker census
- ‘Tell-tale signs’ of potential non-compliance with the PLAs

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

Course Code: P6100M
Days of Training: 1/2 day
Dates: Oct. 17 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3
Understanding the VENDEX Process

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

SEMINAR OBJECTIVES:

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

Target Audience: City contracting personnel

Course Code: P6008M
Days of Training: 1/2 day
Dates: Nov. 22 (9:00am - 12:30pm)
Cost: N/C
CEUs: .3

Vendor Responsibility & Determination

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

SEMINAR OBJECTIVES:

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

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

Course Code: P6006M
Days of Training: 1/2 day
Dates: Oct. 30 (1:30pm - 5:00pm)
Cost: N/C
CEUs: .3
COURSES FOR PROJECT MANAGEMENT PROFESSIONALS

Project Management Practical

The Project Management Practical introduces City managers to the most realistic and applied aspects of project management. The curriculum is based on Project Management Institute (PMI) guidelines – the industry standard – and is designed to support a range of project management challenges. 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.

Recruitment for the Project Management Practical takes place during the winter months. Applications are mailed to Agency Heads and Agency Personnel Officers for distribution. Applications are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. Participants are selected to the Project Management based on results of an extensive application review.
This Portfolio offers an array of learning opportunities for mid-to-senior level managers and executive throughout the City. Participants are introduced to next and best practices in management and leadership while learning from experts in areas such as neuroscience, leadership, organizational psychology, strategic change and innovation. Other opportunities include Executive Coaching, Assessment, Planning, and on-going skill development.

- Assessment & Facilitation 115
- Discovery Seminars 115
- Executive Coaching 116
- The Management Academy 117
- The Leadership Institute 117
- Frederick O’Reilly Hayes Prize 118

For more information on programs offered in the OED Portfolio, please call 212-669-3615 or executivedevelopment@dcas.nyc.gov.
Assessment & Facilitation

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

Discovery Seminars

Discovery Seminars bring together Executive Development Alumni, senior level City managers and invited guests to hear from thought leaders in the field of Leadership and Management. Seminars introduce participants to emerging leadership technologies and concepts contained within publications authored by our guest speakers. Discovery Seminars have featured William Duggan, author of *Strategic Intuition*, Gary Klein, author of *Streetlights and Shadows*, William Baker, author of *Leading with Kindness* and Bryan Mattimore, author of *Idea Stormers: How to Lead and Inspire Creative Breakthroughs*. 
Executive Coaching

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

Learning and Development offers a selection of three Coaching Tiers. Opportunities are available to both individuals and groups; clients can choose one or more Tiers to achieve desired coaching results.

- **Tier 1 – Targeted Coaching** - addresses specific work challenges
- **Tier 2 – Progressive Coaching** - builds leadership and management capacity;
- **Tier 3 - Concentrated Coaching** - a deep dive into critical leadership behaviors.

All coaching experience include:

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

All of L&D’s coaching options incorporate an assessment and feedback. For more detailed information on Executive Coaching, please see our Executive Coaching Brochure or call 212.669.3615.
The Leadership Institute

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

Through a competitive selection process, participants are identified, and join the program with a mastery of skills needed in daily management. During the 16-week program, they are introduced to state-of-the-art change models focusing on process and performance improvement. Upon completion of the program, managers possess the ability to implement change in new and exciting ways. They leave with an invaluable set of tools and vast network of colleagues to support them.

Recruitment for the Leadership Institute takes place during the summer months. Applications are mailed to Agency Heads and Agency Personnel Officers for distribution. Applications are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. Participants are selected to the Leadership Institute based on the results of an extensive application review and interview process.

The Management Academy

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

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

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

Recruitment for the Management Academy takes place during the winter months. Applications are mailed to Agency Heads and Agency Personnel Officers for distribution. Applications are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. Participants are selected to the Management Academy based on the results of an extensive application review and interview process.
Frederick O’Reilly Hayes Prize

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

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

Nomination packages for the Frederick O’Reilly Hayes Prize are mailed to Agencies during the late winter months. Nomination packages are also made available on the Executive Development website, www.nyc.gov/executivedevelopment. After a review of nomination packages, finalists are interviewed by The Hayes Prize Committee, based on the results of the interview a winner is selected.
NYC employees can prepare for professional certifications and exams with training that is specific to their certification’s requirements. L&D’s current offerings include the CUNY Public Administration Program, NIGP Certification, LMSW Preparation Program, and a wide variety of IT Certifications.

**CUNY Public Administration Program**

**IT Professional & Certification Courses**

**LMSW Licensing Preparation Program**

**National Institute of Governmental Purchasing (NIGP) Foundation Courses for Certification**
CUNY PUBLIC ADMINISTRATION PROGRAM

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

Enroll at the undergraduate or graduate:

- Earn a Certificate in Public Administration and Public Policy from the City University of New York and the NYC Department of Citywide Administrative Services (DCAS)
- Apply credits toward a bachelor’s or master’s degree at Queens College, CUNY
- Union tuition plans applicable; tuition reimbursement may apply
- Online application: https://cunyspsg.askadmissions.net/emtinterestpage.aspx?ip=quickstart
- Spring Admissions Deadline: January 10, 2014

For More Information on CUNY Courses at the CTC contact:

DCAS

J. Valentine at: (212) 669-3630 or
jvalenti@dcas.nyc.gov

CUNY/Murphy Institute (MI)

25 West 43rd Street, 19th Floor
New York, NY 10036

The Murphy Institute Counselors at: (212) 642-2068
padraig.o'donoghue@mail.cuny.edu

CUNY Graduate Center

365 Fifth Avenue
New York, NY 10016
CERTIFICATION & CREDIT BEARING PORTFOLIO: CUNY MPA PROGRAM

UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY

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

Public Administration

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tbody>
<tr>
<td>PADM 20100</td>
<td>4</td>
<td>TBD - Spring 2014</td>
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</table>

This course will examine the growth, structure, role, and methods of local and federal bureaucracies and their impact on American government and society. It will introduce participants to the subject of bureaucracy in American government and will survey the major areas of study in Public Administration, including the context of public administration, the meaning of federalism, and intergovernmental relations. In addition, the course will address organizational theory and behavior, decision-making, leadership, policy implementation, budgeting, personnel management, performance management, legal and regulatory constraints, ethics and accountability. Participants will become knowledgeable about the roles and functions of public agencies and will acquire a grasp of current issues and controversies concerning public bureaucracies and public policy.

Government, Politics, and the Policy-Making Process

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<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tbody>
<tr>
<td>PADM 21100</td>
<td>4</td>
<td>TBD - Spring 2014</td>
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</table>

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

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<tr>
<th>Course Code</th>
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<tr>
<td>PADM 22100</td>
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<td>TBD - Spring 2014</td>
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This course will provide an overview of the major problems facing American cities and will examine the federal, state, and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including taxation, minimum wage, social security, immigration, education, the environment, crime, social welfare, discrimination, and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life. Finally, participants will discuss pluralist and elitist perspectives on public policy and policy debate. Readings will include diverse and sometimes clashing points of view and will often emphasize developments in New York City.

Research Seminar on Public Policy

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tr>
<td>PADM 23100</td>
<td>4</td>
<td>TBD - Spring 2014</td>
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This course is a seminar in public policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing, or criminal justice, which will change each semester. Using a task force model, participants will survey the literature in the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Participants will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination. The goal for each task force is to recommend modifications or alternatives to existing policy that effectively address the needs and concerns of various constituencies and interest groups in the decision-making process. During the term, task force groups will make oral presentations, based on their research. Each group will present a final report that incorporates policy analysis and policy recommendations. In preparation for the task-force project, the seminar will provide an overview of the topic under examination and will review methodologies for policy analysis.
CERTIFICATION & CREDIT BEARING PORTFOLIO: CUNY MPA PROGRAM

ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION & PUBLIC POLICY — LEVEL 1

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

Policy Analysis

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tr>
<td>PADM 62100</td>
<td>3</td>
<td>TBD - Spring 2014</td>
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This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources. In that process, participants will address a key question: How do the interests of social groups combine with access to the political process to determine who gets what and when? Finally, participants will examine case studies of public-policy analysis in three selected areas of study.

Public Administration

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<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Dates</th>
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<tr>
<td>PADM 60100</td>
<td>3</td>
<td>TBD - Spring 2014</td>
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Designed for participants with a basic knowledge of public administration, this course will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for “reinventing” government. Participants will analyze theoretical questions of public administration and will address the real-world experience of public sector employees, both managers and staff. Participants will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the Government Performance Results Act as well as “post-bureaucratic” models of the public-sector workplace. In this process, participants will examine such key managerial issues as evaluation of employee performance, motivation of employees, organizational justice, diversity management, training and staff-development, union-management relations, and collective bargaining. The course will conclude with a participatory workshop on managing in the public sector, in which participants will draw on both their practical experience and the scholarly literature discussed in the course.
Research Methods Seminar

<table>
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<tr>
<th>PADM 65100</th>
<th>Credits: 3</th>
<th>TBD - Spring 2014 Dates</th>
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This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Participants will learn the importance of formulating research questions and how to frame them, the range of methodologies that can be employed and why and when to use them, and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, participants will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Participants will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, participants will develop an operational familiarity with computer-based programs for statistics and data analysis. Several class sessions will be scheduled in a computer lab for SPSS training.

Social and Economic Policy in the United States

<table>
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<tr>
<th>PADM 61100</th>
<th>Credits: 3</th>
<th>TBD - Spring 2014 Dates</th>
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This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty, welfare, housing, health-care, public education, and urban crime. The course will conclude with an analysis of the public-sector labor force and the future of municipal unions. While the main focus of this course is on municipal issues and policies, participants will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.
CERTIFICATION & CREDIT BEARING PORTFOLIO: LMSW PROGRAM

LMSW LICENSING PREPARATION PROGRAM

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

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

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

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

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

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

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

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

Please Note: Each class must have at least 20 participants enrolled to be held.
COURSE OUTLINE

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

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

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

- **Week 4:** Human Behavior

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

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

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

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

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

- **Week 10:** Practice 50 questions from the ASWB booklet, process the answers, and wrap up.
Contract Administration

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

Cost: $695
CEUs: 1.8

Developing & Managing Requests for Proposals in the Public Sector

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

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

Course Code: P1002
Days of Training: 3
Dates: Nov. 13-15
Cost: $695
CEUs: 1.8
Introduction to Public Procurement

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

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

Course Code: P1003
Days of Training: 3
Dates: Nov. 20-22
Cost: $695
CEUs: 1.8

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

Course Code: P1006
Days of Training: 3
Dates: Dec. 11-13
Cost: $695
CEUs: 1.8
Strategic Procurement Planning

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

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

Course Code: P1007
Days of Training: 3
Dates: Jan. 27-29
Cost: $695
CEUs: 1.8
Sourcing in the Public Sector

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

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

Course Code: P1005
Days of Training: 3
Dates: Oct. 16-18
Cost: $695
CEUs: 1.8
L&D has partnered with City agencies to present programs to provide the resources and knowledge that are specific to all New York City agencies in areas such as Emergency Management, Conflicts of Interest, M/WBE Purchasing, Customer Service, and Diversity and Inclusion.

**Administrative Professional Certificate (APC) Program** 133

**Conflicts of Interest Board (COIB) Seminars** 136

**Defensive Driving Course** 138

**Diversity & Inclusion Course** 139

**Emergency Management Certificate Program** 140

**NYC Customer Service Professional Certificate Program** 141

**Small Business Services M/WBE Courses** 143
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 participants will complete THREE CORE courses, ONE Communication Elective and ONE Technology Skills Elective.

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

For additional information, please see the APC Program brochure.

<table>
<thead>
<tr>
<th>Course Code: CAPC</th>
<th>Cost: $495</th>
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<tbody>
<tr>
<td>When completing the CTC Application, under the “Course Information” section, indicate CAPC as the Course Code and ADMINISTRATIVE PROFESSIONAL CERTIFICATE PROGRAM as the Course Title. Then under the title, list the three required core courses and the two desired electives course codes.</td>
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### APC PROGRAM CORE COURSES
(All three required)

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Date</th>
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<tbody>
<tr>
<td>C2202A</td>
<td>1</td>
<td>Nov. 18</td>
</tr>
<tr>
<td>C5044A</td>
<td>1</td>
<td>Nov. 25</td>
</tr>
<tr>
<td>C6060A</td>
<td>1</td>
<td>Dec. 2</td>
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</tbody>
</table>
Effective Office Management for Today's Workplace

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

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

Managing Multiple Priorities

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

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

Dealing with Difficult Behaviors

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

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

(Choose one)

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Days of Training</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Grammar</td>
<td>C5031</td>
<td>Days of Training: 2</td>
<td>Oct.31-Nov.1, Jan. 8-9</td>
</tr>
<tr>
<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
<td>Days of Training: 1</td>
<td>Nov. 14, Jan. 9</td>
</tr>
<tr>
<td>“Easy” English for the Multi-Lingual Writer</td>
<td>C8005</td>
<td>Days of Training: 2</td>
<td>Dec. 11-12</td>
</tr>
<tr>
<td>Successful Letter and Memo Writing</td>
<td>C6788</td>
<td>Days of Training: 2</td>
<td>Nov. 19-20, Jan. 13-14</td>
</tr>
<tr>
<td>Successful Workplace Communication</td>
<td>C1022</td>
<td>Days of Training: 1</td>
<td>Sept. 10, Dec. 10</td>
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</table>

See pages 48 to 68 of the Personal Development Portfolio for Course Descriptions of the above Electives

### APC PROGRAM TECHNOLOGY SKILLS ELECTIVES*

(Choose one)

<table>
<thead>
<tr>
<th>Course</th>
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<th>Available Dates</th>
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<tbody>
<tr>
<td>Excel, Level 1, 2 or 3</td>
<td></td>
<td>See pages 13 - 15 for Course Codes and available dates</td>
</tr>
<tr>
<td>Outlook, Level 1, 2, or 3</td>
<td></td>
<td>See pages 19 - 20 for Course Codes and available dates</td>
</tr>
<tr>
<td>Word, Level 1, 2, or 3</td>
<td></td>
<td>See pages 22 - 24 for Course Codes and available dates</td>
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CONFLICTS OF INTEREST BOARD (COIB) SEMINARS

The Citywide Training Center offers Continuing Legal Credits (CLE) through NYC Conflicts of Interest Board (COIB).

Special Topics in Chapter 68 of the City Charter: Gifts

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

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

**Course Code:** C9070

**Days of Training:** 1.5 hours

**Dates:** Sept. 20 (10:00am - 11:30am)

**Cost:** N/C

**CLEs/CEUs:** 1.5/.15

Special Topics in Chapter 68 of the City Charter: Political Activities

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

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

**Course Code:** C7074

**Days of Training:** 1.5 hours

**Dates:** Oct. 25 (10:00am - 11:30am)

**Cost:** N/C

**CLEs/CEUs:** 1.5/.15
Special Topics in Chapter 68 of the City Charter: Post-Employment

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9072
Days of Training: 1.5 hours
Dates: Nov. 29 (10:00am - 11:30am)
Cost: N/C
CLEs/CEUs: 1.5/.15

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

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

SEMINAR OBJECTIVES:

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

Target Audience: Attorneys employed by the City of New York

Course Code: C9058
Days of Training: 2 hours
Dates: Dec. 13 (10:00am - 12:00pm)
Cost: N/C
CLEs/CEUs: 2/.2
DEFENSIVE DRIVING COURSE

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 driving 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 /insurance reduction in New York State. If requested, participants will receive a 10% reduction in insurance premiums for three years /up to four points off of their driver license.

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.

Defensive Driving Strategies

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>C9167</td>
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*Note: Online and Agency Specific training is available upon request.*
DIVERSITY & INCLUSION COURSE

Everybody Matters

| C1075 | Days of Training: 1 | .6CEU | N/C | Oct. 7, Oct. 9 (9:30am — 5:00pm) |

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

Target Audience: Managers and supervisors wishing to enhance their inclusive leadership skills

SEMINAR OBJECTIVES:

- Develop inclusive behaviors and leadership skills that will create or help build on an environment where all employees feel valued, included and engaged
- Enhance your skill set to better serve the vast diversity of all NYC communities by leading inclusively
- Draw upon personal experiences to gain insight about inclusion and the importance it has in the workplace
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).

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

In addition to classroom and online study, participants will engage in a culminating 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 culminating tabletop exercise, from the designated cohort start date. The flexible nature of this program allows participants to enroll in courses at their convenience because they are offered multiple times throughout the year. The program will be headquartered at OEM, 165 Cadman Plaza East Brooklyn, NY 11201 where classes will generally be conducted.

REGISTRATION PROCESS:
Please email training@oem.nyc.gov for an application form if you are interested in participating in this program. If selected to participate, you must attend the orientation session. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from OEM’s Commissioner.
NYC CUSTOMER SERVICE PROFESSIONAL CERTIFICATE PROGRAM

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

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

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

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

Application and Letter of Recommendation:

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

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

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

<table>
<thead>
<tr>
<th>NYC CUSTOMER SERVICE PROFESSIONAL CERTIFICATE PROGRAM</th>
<th>CORE COURSES</th>
<th>Days of Training: 1</th>
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<th>See page 60 for course description</th>
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<td>Making the Connection: Excellence in NYC Customer Service</td>
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<td>Customer-Focused Writing for Clear and Effective Communication</td>
<td>C9103</td>
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<td>NYC Cultural Appreciation</td>
<td>C9150</td>
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<td>Oct. 7</td>
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</table>
NYC SPECIFIC PORTFOLIO

JOB-SPECIFIC TRAINING COURSE ELECTIVE

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

<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>CODE</th>
<th>DAYS OF TRAINING</th>
<th>DATES</th>
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<td>Action Grammar</td>
<td>C5031</td>
<td>2</td>
<td>Oct. 31-Nov. 1, Jan. 8-9</td>
<td>50</td>
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<tr>
<td>The Art of Assertiveness</td>
<td>C2010</td>
<td>1</td>
<td>Oct. 30</td>
<td>50</td>
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<tr>
<td>Attitude is Everything</td>
<td>C9266</td>
<td>1</td>
<td>Jan. 10</td>
<td>51</td>
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<tr>
<td>Creating Workplace Civility</td>
<td>C9100</td>
<td>1</td>
<td>Jan. 16</td>
<td>55</td>
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<tr>
<td>Dealing with Difficult Behaviors</td>
<td>C6060</td>
<td>1</td>
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<td>57</td>
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<tr>
<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
<td>1</td>
<td>Nov. 14, Jan. 9</td>
<td>57</td>
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<tr>
<td>Influencing Without Authority</td>
<td>C4020</td>
<td>1</td>
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<td>“Easy” English for the Multi-Lingual Writer</td>
<td>C8005</td>
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<td>Managing Multiple Priorities</td>
<td>C5044</td>
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<td>Nov. 1, Jan. 24</td>
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<td>Managing Stress and Preventing Burnout</td>
<td>C9033</td>
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<td>61</td>
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<tr>
<td>Resilience at Work</td>
<td>C9446</td>
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<td>Revising, Editing and Proofreading</td>
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<td>Successful Letter and Memo Writing</td>
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<td>Successful Workplace Communication</td>
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<td>Time Management Strategies</td>
<td>C8002</td>
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<tr>
<td>Writing Effective and Efficient E-mails</td>
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<tr>
<td>Writing from Start to Finish</td>
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SMALL BUSINESS SERVICES M/WBE COURSES

M/WBE Program Review and Updates

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

SEMINAR OBJECTIVES:

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

Course Code: P9002S
Days of Training: 3 hours
Dates: Sept. 12, Oct. 10, Nov. 14, Dec. 12 (9:30am - 12:30pm)
Cost: N/C
CEUs: .3
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
### COMPUTER TRAINING PORTFOLIO

#### MICROSOFT OFFICE

| Access 2007 | Level 1 | T4041 | 1.2CEU/16CPE | 2 | Sept 11-12, Nov 6-7 | $250 |
| Access 2007 | Level 2 | T4042 | 1.2CEU/16CPE | 2 | Sept 23-24, Nov 21-22 | $250 |
| Access 2010 | Part 1 | T4051 | 1.2CEU/16CPE | 2 | Oct 2-3, Dec 4-5 | $250 |
| Access 2010 | Part 2 | T4052 | 1.2CEU/16CPE | 2 | Oct 17-18 | $250 |
| Excel 2007 | Level 1 | T3044 | 6CEU/8CPE | 1 | Sept 9, Oct 9, Dec 9 | $125 |
| Excel 2007 | Level 2 | T3045 | 6CEU/8CPE | 1 | Sept 26, Oct 22, Nov 18 | $125 |
| Excel 2007 | Level 3 | T3046 | 6CEU/8CPE | 1 | Oct 28 | $125 |
| Excel 2010 | Part 1 | T3054 | 6CEU/8CPE | 1 | Oct 1, Nov 1, Dec 3 | $125 |
| Excel 2010 | Part 2 | T3055 | 6CEU/8CPE | 1 | Sept 17, Oct 15, Nov 12 | $125 |
| Excel 2010 | Part 3 | T3056 | 6CEU/8CPE | 1 | Sept 30, Nov 26 | $125 |
| Excel 2013 | New! | Part 1 | T3064 | 6CEU/8CPE | 1 | Oct 7, Dec 2 | $125 |
| Excel 2013 | New! | Part 2 | T3065 | 6CEU/8CPE | 1 | Oct 24 | $125 |
| Excel 2013 | New! | Part 3 | T3066 | 6CEU/8CPE | 1 | Nov 19 | $125 |
| PowerPoint 2007 | Level 1 | T5041 | 6CEU/8CPE | 1 | Sept 19, Nov 15 | $125 |
| PowerPoint 2007 | Level 2 | T5042 | 6CEU/8CPE | 1 | Oct 21 | $125 |
| PowerPoint 2010 | Part 1 | T6041 | 6CEU/8CPE | 1 | Sept 13, Nov 7 | $125 |
| PowerPoint 2010 | Part 2 | T6042 | 6CEU/8CPE | 1 | Oct 8, Dec 18 | $125 |
| PowerPoint 2013 | New! | Part 1 | T6051 | 6CEU/8CPE | 1 | Nov 6 | $125 |
| PowerPoint 2013 | New! | Part 2 | T6052 | 6CEU/8CPE | 1 | Dec 9 | $125 |
| Project 2010 | Level 1 | T9043 | 6CEU/8CPE | 1 | Oct 7, Dec 2 | $125 |
| Project 2010 | Level 2 | T9044 | 6CEU/8CPE | 1 | Oct 24 | $125 |
| Project 2013 | New! | Part 1 | T9054 | 6CEU/8CPE | 1 | Nov 19 | $125 |
| Publisher 2010 | Level 1 | T8030 | 6CEU/8CPE | 1 | Sept 18 | $125 |
| Outlook 2007 | Level 1 | T7041 | 6CEU/8CPE | 1 | Nov 20 | $125 |
| Outlook 2010 | Level 2 | T7042 | 6CEU/8CPE | 1 | Sept 20 | $125 |
| Outlook 2010 | Part 1 | T7051 | 6CEU/8CPE | 1 | Sept 8, Nov 13 | $125 |
| Outlook 2010 | Part 2 | T7052 | 6CEU/8CPE | 1 | Oct 10 | $125 |

### CONTACT INFORMATION

**Phone:** 212.487.5600  
**Fax:** 212.313.3439  
**Email:** citywidetrainingcent@dcas.nyc.gov  
**Website:** www.nyc.gov/ctc

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

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

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

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

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

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

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

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

This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within our public sector environment, and include navigating within the civil service frameworks.
<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
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**ENERGY MANAGEMENT PROFESSIONALS**

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* A fee of will be assessed for a “no show” or late cancellation in accordance with the CTC Cancellation Policy. Please see the Course Catalog, page 90 for more information.

**HUMAN RESOURCE PROFESSIONALS**

See Course Catalog, page 102 for details.

**IT PROFESSIONALS**

See Course Catalog, page 104 for details.

View the IT Training Program Fall 2013 Catalog

**PROCUREMENT PROFESSIONALS**

Conflicts of Interest Seminar for Procurement Professionals | P4002 | 3 CEU | 3 hrs | Oct 23 (9:00am-12:30pm) | N/C

**MAYOR'S OFFICE OF CONTRACT SERVICES (MOCS) COURSES**

APR (Automated Procurement Tracking) Basics | P4049M | .3 CEU | 1/2 | Dec 5 (1:30pm-5:00pm) | N/C
Best Value | P4006M | .3 CEU | 1/2 | Nov 20 (1:30pm-5:00pm) | N/C
Competitive Sealed Proposal | P4055M | .6 CEU | 1 | Nov 13 | N/C
Contract Public Hearings | P6140M | .3 CEU | 1/2 | Nov 26 (9:00am-12:30pm) | N/C
Environmental Preferable Purchasing and Green Building Principles and Requirements | P6018M | .3 CEU | 1/2 | Nov 18 (1:30pm-5:00pm) | N/C
Ethical Local Compliance | P6009M | .6 CEU | 1 | Oct 3 | N/C
Local Law 63 Compliance | P6091M | .3 CEU | 1/2 | Nov 14 (1:30pm-5:00pm) | N/C
Negotiation Techniques | P3002M | .6CEU | 1 | Dec 3 | N/C
NYC Nonprofit Assistance: Proposal Writing | P6095M | .3 CEU | 1/2 | Oct 23 (9:00am-12:30pm) | N/C
NYC Nonprofit Assistance: The Board's Role in Financial Oversight | P6118M | .3 CEU | 1/2 | Dec 10 | N/C
Prevaling Wage for Procurement and Contract Administrators | P6110M | .3CEU | 1/2 | Nov 7 | N/C
Project Labor Agreements for Registered Engineers/Project Managers | P6100M | .3CEU | 1/2 | Oct 17 | N/C
Understanding the VENDEX Process | P6098M | .3 CEU | 1/2 | Nov 22 | N/C
Vendor Responsibility & Determinations | P6008M | .3 CEU | 1/2 | Oct 30 | N/C

nyc.gov/ctc
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<tr>
<td>Introduction to Public Procurement</td>
<td>P1003</td>
<td>1.8 CEU</td>
<td>3</td>
<td>Nov 20-22</td>
<td>$695</td>
</tr>
<tr>
<td>The Legal Aspects of Public Procurement</td>
<td>P1006</td>
<td>1.8 CEU</td>
<td>3</td>
<td>Dec 11-13</td>
<td>$695</td>
</tr>
<tr>
<td>Strategic Procurement Planning</td>
<td>P1007</td>
<td>1.8 CEU</td>
<td>3</td>
<td>Jan 27-29</td>
<td>$695</td>
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<tr>
<td>Sourcing in the Public Sector</td>
<td>P1005</td>
<td>1.8 CEU</td>
<td>3</td>
<td>Oct 16-18</td>
<td>$695</td>
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<tr>
<td>Effective Office Management for Today's Workplace</td>
<td>C2202A</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Nov 18</td>
<td></td>
</tr>
<tr>
<td>Managing Multiple Priorities</td>
<td>C5044A</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Nov 25</td>
<td></td>
</tr>
<tr>
<td>Dealing with Difficult Behaviors</td>
<td>C5069A</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Dec 2</td>
<td></td>
</tr>
<tr>
<td>Action Grammar</td>
<td>C5031</td>
<td>1.2CEU/16CPE</td>
<td>2</td>
<td>Oct 31-Nov 1, Jan 8-9</td>
<td></td>
</tr>
<tr>
<td>Developing Dynamic Listening Skills</td>
<td>C2508</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Nov 14, Jan 9</td>
<td></td>
</tr>
<tr>
<td>&quot;Easy&quot; English for the Multi-Lingual Writer</td>
<td>C8006</td>
<td>1.2CEU/16CPE</td>
<td>2</td>
<td>Dec 11-12</td>
<td></td>
</tr>
<tr>
<td>Successful Letter and Memo Writing</td>
<td>C6788</td>
<td>1.2CEU/16CPE</td>
<td>2</td>
<td>Nov 19-20, Jan 13-14</td>
<td></td>
</tr>
<tr>
<td>Successful Workplace Communication</td>
<td>C1022</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Sept 10, Dec 10</td>
<td></td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Charter: Gifts</td>
<td>C9076</td>
<td>1.5CLE/15CEU</td>
<td>1.5 hrs</td>
<td>Sept 20 (10:00am-11:30am)</td>
<td>N/C</td>
</tr>
<tr>
<td>Special Topics in Chapter 68 of the City Charter: Political Activities</td>
<td>C7074</td>
<td>1.5CLE/15CEU</td>
<td>1.5 hrs</td>
<td>Oct 25 (10:00am-11:30am)</td>
<td>N/C</td>
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<tr>
<td>Special Topics in Chapter 68 of the City Charter: Post-Employment Charter</td>
<td>C9072</td>
<td>1.5CLE/15CEU</td>
<td>1.5 hrs</td>
<td>Nov 29 (10:00am-11:30am)</td>
<td>N/C</td>
</tr>
<tr>
<td>What Every Attorney Should Know About Chapter 68 of the City Charter</td>
<td>C9058</td>
<td>2CLE/20CEU</td>
<td>2 hrs</td>
<td>Dec 13 (10:00am-12:00pm)</td>
<td>N/C</td>
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<tr>
<td>Defensive Driving Strategies*</td>
<td>C9167</td>
<td>0 CEU</td>
<td>1</td>
<td>Oct 4, Dec 6</td>
<td>$20</td>
</tr>
<tr>
<td>Everybody Matters</td>
<td>C1075</td>
<td>.6 CEU</td>
<td>1</td>
<td>Oct 7, Oct 9 (9:30am-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Making the Connection: Excellence in NYC Customer Service</td>
<td>C9130</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Oct 8</td>
<td>$125</td>
</tr>
<tr>
<td>Customer-Focused Writing for Clear and Effective Communication</td>
<td>C9103</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Oct 29</td>
<td>$125</td>
</tr>
<tr>
<td>NYC Cultural Appreciation</td>
<td>C9150</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Oct 7</td>
<td>$125</td>
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</table>

**NYC SPECIFIC PROGRAMS**

<table>
<thead>
<tr>
<th>APC Program</th>
<th>Code</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three Core Courses Plus One Communication Elective, and One Technology Elective</td>
<td>CAPC</td>
<td></td>
</tr>
</tbody>
</table>

**COMMUNICATION ELECTIVES**

(Choose One)

<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Office Management</td>
<td>C2202A</td>
<td>.6CEU/8CPE</td>
<td>Nov 18</td>
</tr>
<tr>
<td>Managing Multiple Priorities</td>
<td>C5044A</td>
<td>.6CEU/8CPE</td>
<td>Nov 25</td>
</tr>
<tr>
<td>Dealing with Difficult Behaviors</td>
<td>C5069A</td>
<td>.6CEU/8CPE</td>
<td>Dec 2</td>
</tr>
</tbody>
</table>

**TECHNOLOGY ELECTIVES**

(Choose One)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excel (Level 1, 2, or 3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outlook (Level 1 or 2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word (Level 1, 2, or 3)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CONFLICTS OF INTEREST BOARD (COIB) SEMINARS**

| Special Topics in Chapter 68 of the City Charter: Gifts | 1.5CLE/15CEU | Sept 20 (10:00am-11:30am) | N/C |
| Special Topics in Chapter 68 of the City Charter: Political Activities | 1.5CLE/15CEU | Oct 25 (10:00am-11:30am) | N/C |
| Special Topics in Chapter 68 of the City Charter: Post-Employment Charter | 1.5CLE/15CEU | Nov 29 (10:00am-11:30am) | N/C |

**DEFENSIVE DRIVING COURSE**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defensive Driving Strategies*</td>
<td>0 CEU</td>
<td>Oct 4, Dec 6</td>
</tr>
</tbody>
</table>

**DIVERSITY & INCLUSION COURSE**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everybody Matters New</td>
<td>.6 CEU</td>
<td>Oct 7, Oct 9 (9:30am-5:00pm)</td>
</tr>
</tbody>
</table>

**NYC CUSTOMER SERVICE PROFESSIONAL CERTIFICATE PROGRAM**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making the Connection: Excellence in NYC Customer Service</td>
<td>.6CEU/8CPE</td>
<td>Oct 8</td>
</tr>
<tr>
<td>Customer-Focused Writing for Clear and Effective Communication</td>
<td>.6CEU/8CPE</td>
<td>Oct 29</td>
</tr>
<tr>
<td>NYC Cultural Appreciation</td>
<td>.6CEU/8CPE</td>
<td>Oct 7</td>
</tr>
</tbody>
</table>

**SMALL BUSINESS SERVICES (SBS) M/WBE COURSES**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits/CEU/CPE</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>MWBE Program Review and Updates</td>
<td>.3 CEU</td>
<td>Sept 12, Oct 10, Nov 14, Dec 12 (9:30am-12:30pm)</td>
</tr>
</tbody>
</table>
NYC DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

CITYWIDE TRAINING CENTER

APPLICATION

Please review the instructions on reverse side before completing this application

<table>
<thead>
<tr>
<th>TRAINING APPLICANT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today’s Date:</td>
</tr>
<tr>
<td>Employee Reference Number</td>
</tr>
<tr>
<td>Required Entry (See Pay stub)</td>
</tr>
<tr>
<td>Employee Affiliation: (Check One)</td>
</tr>
<tr>
<td>City</td>
</tr>
<tr>
<td>State</td>
</tr>
<tr>
<td>Federal</td>
</tr>
<tr>
<td>Non-Government</td>
</tr>
<tr>
<td>Last Name</td>
</tr>
<tr>
<td>Civil Service Title</td>
</tr>
<tr>
<td>Office Title</td>
</tr>
<tr>
<td>Agency Name</td>
</tr>
<tr>
<td>Agency Code</td>
</tr>
<tr>
<td>I have changed agencies within the last 2 years</td>
</tr>
<tr>
<td>YES</td>
</tr>
<tr>
<td>NO</td>
</tr>
<tr>
<td>Division/Work Unit</td>
</tr>
<tr>
<td>Work Address (Street, Room, Floor, Borough, State)</td>
</tr>
<tr>
<td>Zip Code</td>
</tr>
<tr>
<td>Work Phone</td>
</tr>
<tr>
<td>Work Fax</td>
</tr>
<tr>
<td>Work E-Mail Address</td>
</tr>
<tr>
<td>Home E-Mail Address (Required for CEU transcript request)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPTIONAL APPLICANT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender (Check One)</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Ethnicity (Check One)</td>
</tr>
<tr>
<td>White (not of Hispanic origin)</td>
</tr>
<tr>
<td>Black (not of Hispanic Origin)</td>
</tr>
<tr>
<td>Hispanic</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
</tr>
<tr>
<td>American Indian or Alaskan native</td>
</tr>
<tr>
<td>Other, please specify</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SELECTED COURSE INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
</tr>
<tr>
<td>Course Title</td>
</tr>
<tr>
<td>Level</td>
</tr>
<tr>
<td>Course Date(s)</td>
</tr>
<tr>
<td># Days</td>
</tr>
<tr>
<td>Cost</td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
<tr>
<td>6.</td>
</tr>
</tbody>
</table>

CITYWIDE TRAINING CENTER CONFIRMATION/CANCELLATION POLICY

1. Your agency training liaison will notify you of your confirmation to attend the class(es) for which you have registered. You should not attend a class for which you have not received a confirmation. If you have not received a confirmation, please check with your liaison.

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

<table>
<thead>
<tr>
<th>APPLICANT SIGNATURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Signature</td>
</tr>
</tbody>
</table>

(OVER)
REVIEW THESE INSTRUCTIONS BEFORE COMPLETING APPLICATION

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

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

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

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

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

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

SUPERVISOR AUTHORIZATION

<table>
<thead>
<tr>
<th>Supervisor’s Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Work Phone | Work Fax | Work E-Mail Address

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

Supervisor Signature ___________________________ Date ____________

FISCAL OFFICER/DESIGNEE AUTHORIZATION

<table>
<thead>
<tr>
<th>Fiscal Officer or Designee’s Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Work Phone | Work Fax | Work E-Mail Address

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

Fiscal Officer/Designee Signature ___________________________ Date ____________

AGENCY TRAINING LIAISON AUTHORIZATION

<table>
<thead>
<tr>
<th>Agency Training Liaison Name (Print Clearly)</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhonnye Ricks</td>
<td>University Training Director</td>
</tr>
</tbody>
</table>

Work Phone | Work Fax | Work E-Mail Address
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>646-758-7940</td>
<td>646-758-7948</td>
<td><a href="mailto:university.training@cuny.edu">university.training@cuny.edu</a></td>
</tr>
</tbody>
</table>

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

Agency Training Liaison Signature ___________________________ Date ____________

The NYC Department of Citywide Administrative Services (DCAS) is committed to Equal Employment Opportunity (EEO) and a policy of non-discrimination in the employment, development, advancement and treatment of City employees. DCAS will provide reasonable accommodations to employees with disabilities who need and request such accommodations.

CITYWIDE TRAINING CENTER

APPLICATIONS PROCESSING UNIT • 1 CENTRE STREET, 24TH FLOOR SOUTH • NEW YORK, NY10007

PHONE: 212-487-5600 FAX: 212-313-3439 E-MAIL: CITYWIDETRAININGCENT@DCAS.NYC.GOV

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