Citywide Learning & Development

Learning & Development (L&D) is the central source of training within NYC government for managerial, clerical, professional, and technical employees. Our Citywide Training Center (CTC) offers agencies a full range of courses, workshops and seminars to meet the training and professional development needs of City employees at all levels.
Our courses and programs are offered in multiple portfolios. Most of the classes in each portfolio are delivered at the Citywide Training Center.

**TECHNOLOGY SKILLS PORTFOLIO**

This portfolio has a full complement of software offerings, including Microsoft Office products, Adobe products, IT Certifications, and others.

**PERSONAL DEVELOPMENT PORTFOLIO**

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

**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.

**EXECUTIVE DEVELOPMENT PORTFOLIO**

This portfolio offers an array of learning opportunities for mid- to senior-level managers and executives throughout the City. Participants are introduced to next and best practices in management and leadership, while learning from experts in areas such as neuroscience, leadership, organizational psychology, strategic change and innovation. Other opportunities in this portfolio include: Executive Coaching, Assessment, Planning, and 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, 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 & Inclusion.
The Citywide Training Center (CTC) course offerings are uniquely designed to meet the training and development needs of all New York City employees.

**CTC PROVIDES**

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

**COURSE FORMATS**

*Open Enrollment Courses*

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

*Agency-Specific Courses*

The CTC can offer most courses in the catalog as agency-specific courses. In addition, if you are looking for a topic that you’d like to offer as an agency-specific course, but it’s not in our catalog, please contact us. CTC professional staff and facilitators are able and eager to develop and deliver new courses to meet workforce training and professional development needs. For a nominal fee, agencies that prefer to train a number of their employees on specific topics may request dedicated and/or customized workshops scheduled at their convenience.

Agency-specific courses usually are delivered at the Citywide Training Center in Manhattan. These courses, however, also can be offered at the agency site. Please contact Citywide L&D at 212.386.0004 for information about agency-specific course customization and fees.

**INSTRUCTORS**

All CTC courses are led by highly qualified consultants from the government, academic, the private-sector, or CTC in-house facilitators. Practitioners of the skills they teach, all CTC trainers bring a wealth of knowledge and experience in training City personnel that address City-specific issues and challenges. Instructors may not solicit sales or payments, for books, articles, documents or other materials in which they may have a proprietary interest, directly from any City of New York employee or agency client during any activities related to a CTC program delivery.

**TRANSCRIPTS**

City employees interested in personal transcripts of courses they’ve taken at the CTC can contact us at citywidetrainingcent@dcas.nyc.gov.
HOW TO APPLY FOR TRAINING

To apply for classes, participants must complete the Citywide Training Center Application located at the back of this catalog or on our website at [www.nyc.gov/ctc](http://www.nyc.gov/ctc). **For your convenience, one application may be used for multiple course requests and all types of courses.**

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

The Agency Training Liaison obtains authorization to proceed with the application from the Agency Fiscal Officer. After authorization has been granted, they are forwarded to the CTC. Applications sent directly to the CTC from an individual employee and/or sent without the required authorizing signatures will NOT be processed.

The CTC will send confirmations for training to Agency Liaisons in advance of the course(s). Agency Training Liaisons are responsible for notifying employees about the classes and dates of training that have been confirmed.

**Employees should not attend a class for which they have not received a confirmation. Employees should contact their Agency Training Liaison if they have questions concerning a confirmation.**

NYCAPS REGISTRATION

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

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

FEES AND PAYMENT

The Department of Citywide Administrative Services (DCAS) charges agencies for most of the training classes in which their employees are enrolled. Your agency will receive invoices once a month based on the number of staff who participated in training classes. All training invoice letters with payment instructions are sent from the CTC to Agency Training Liaisons. Payment is a simple, convenient, and familiar process:

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

- **Non-Mayoral agencies** must pay by check. Checks must be made payable to: DCAS/Citywide Training Center. Agency Training Liaisons and/or Agency Fiscal Officer are responsible for ensuring that payment is made to DCAS prior to training.
CANCELLATION POLICY
Requests for cancellations or schedule changes must be received at DCAS, Learning & Development Bureau in writing at least seven (7) business days prior to the start of a confirmed class. Requests received without the required notice will result in a charge of the full course fee. Agencies may designate a qualified participant for substitution up to the start of the class without penalty. However, the CTC should be notified in advance of the substitution.

DIRECTIONS TO THE CITYWIDE TRAINING CENTER
The David N. Dinkins Municipal Building
1 Centre Street, 24th Floor (South Side)
New York, NY 10007

Note: NO food or beverages are permitted inside CTC classrooms.

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

Closest Subway Lines:
• 4/5/6 to Brooklyn Bridge-City Hall
• J/Z to Chambers Street-Centre Street
• R to City Hall
• A/C to Chambers Street-Church Street

Closest Bus Routes:
• M22
• M15
Summer 2019 Schedule & Application Form
The Summer 2019 class schedule and a CTC Application form are included at the back of the catalog.

Contact the CTC at:
1 Centre Street, 24th Floor (South Side)
New York, NY 10007
212.386.0005 or 212.386.6425 - phone
212.313.3439 - fax
citywidetrainingcent@dcas.nyc.gov
www.nyc.gov/ctc
Citywide Training Center
The CTC is an authorized provider of Continuing Education Units (CEUs) and professional development credits from various accreditation associations:

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

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

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

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

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

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

Microsoft Office Products

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Adobe CC

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IT Professional & Certification Courses

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Microsoft Office Products — Access 2013
Access 2013, Part 1

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

Objectives:
- Get to know the layout of Access 2013
- Work with table data
- Query a database
- Create advanced queries
- Generate reports
- Customize the Access environment
- Design a relational database
- Join tables
- Organize a database for efficiency
- Share data across applications
- Explore advanced reporting

Target Audience: Employees who wish to establish a foundational understanding of Microsoft Office Access 2013

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Prerequisite: Basic knowledge of computer applications
Access 2013, Part 2

Participants will practice advanced Access 2013 features such as database management, form design, packaging a database, encrypting a database, preparing a database for multi-user access and more.

Objectives:
- Restructure data into appropriate tables to ensure data dependency and minimize redundancy
- Write advanced queries to analyze and summarize data
- Create macros
- Customize reports by using various Access features
- Maintain your database using Access tools

Target Audience: Database administrators or prospective database administrators who have experience working with Access 2013 and need to learn advanced skills

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Prerequisite: Access 2013, Part 1
Microsoft Office Products — Access 2016
Access 2016, Part 1

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

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

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

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Prerequisite: Basic knowledge of computer applications
**Access 2016, Part 2**

This course builds on the foundational skills obtained by attending the Access 2016, Part 1 course. The participants will implement advanced form design; will share data across applications; will use macros and Advanced Database Management. Topics such as usage of Visual Basic for Applications (VBA), a distribution and securing of a database, and managing switchboards will be covered.

**Objectives:**

- Create and manage a fundamental Access 2016 database
- Customize a form layout to improve usability and efficiency of data entry
- Share data across applications
- Use macros to improve user interface design and VBA to enhance tasks
- Organize data into appropriate tables to ensure data dependency and minimize redundancy
- Lockdown and prepare a database for distribution to multiple users
- Create and modify a database switchboard and set the startup options

**Target Audience:** Database administrators or prospective database administrators who have experience working with Access 2016 and need to learn advanced skills

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**Prerequisite:** Access 2016, Part 1
Microsoft Office Products — Excel 2010
Excel 2010, Part 1

In this course, participants will use Microsoft Office Excel 2010 to create spreadsheets and workbooks that they can use to store, manipulate, and share data.

Objectives:
• Create a basic worksheet using Excel 2010
• Perform calculations in an Excel worksheet
• Modify and format an Excel worksheet
• Print Excel workbook contents
• Manage an Excel workbook

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office Excel 2010 necessary to create and work with electronic spreadsheets

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Prerequisite: Basic knowledge of computer applications
Excel 2010, Part 2

This course builds upon the foundational knowledge presented in the Microsoft Office Excel 2010, Part 1 course. Participants will create advanced workbooks and worksheets which will enable the ability to analyze massive amounts of data, extract actionable intelligence from it, and present that information to decision makers or make organizational decisions.

Objectives:

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

Target Audience: Employees who already have the foundational knowledge of Excel 2010 and who wish to begin taking advantage of some of the higher-level functionality in Excel to analyze and present data

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Prerequisite: Excel 2010, Part 1
Microsoft Office Products — Excel 2013
Excel 2013, Part 1

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

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

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

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Prerequisite: Basic knowledge of computer applications

Excel 2013, Part 2

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

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

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

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Prerequisite: Excel 2013, Part 1
Excel 2013, Part 3

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

Objectives:
• Work with multiple worksheets and workbooks simultaneously
• Share and protect workbooks
• Automate workbook functionality
• Apply conditional logic
• Audit worksheets
• Use automated analysis tools
• Present data visually

Target Audience: Employees who have experience working with Excel, and would like to learn more about creating macros, working with shared documents, analyzing data, and auditing worksheets

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Prerequisite: Excel 2013, Part 2
Excel 2013, Data Analysis with Pivot Tables

Analyzing data and gaining insight is important. You have experience creating Pivot Tables, but Excel can do more. In this course, participants will learn how to organize data in a way that can be meaningfully presented to others using Pivot Tables.

Objectives:
- Prepare data and create Pivot Tables
- Analyze data using Pivot Tables
- Working with Pivot Charts

Target Audience: Employees taking this course are experienced Excel users who are seeking to advance their data analysis capabilities by using Pivot Tables

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

Microsoft Office Products — Excel 2016
Excel 2016, Part 1

This course aims to provide participants with a foundation for Excel knowledge and skills, which they can build upon to eventually become an expert in data manipulation.

Objectives:
- Get to know the layout of Excel 2016
- Perform calculations
- Modify and format a worksheet
- Manage and print workbooks

Target Audience: Employees who wish to gain the foundational understanding of Microsoft Office Excel 2016 necessary to create and work with electronic spreadsheets

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Prerequisite: Basic knowledge of computer applications
Excel 2016, Part 2
This course builds upon the knowledge presented in the Microsoft Office Excel 2016, Part 1 course and helps start participants down the road to creating advanced workbooks and worksheets.

Objectives:
- Work with functions
- Work with lists
- Analyze data
- Visualize data with charts
- Examine data with Pivot Tables and Pivot Charts

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

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Prerequisite: Excel 2016, Part 1
Microsoft Office Products — Outlook 2013
Outlook 2013, Part 2

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

Objectives:
• Configure advanced message options
• Explore advanced message management
• Practice advance contact and calendar management
• Use tasks and journal entries
• Share workspaces with others
• Manage outlook data files

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

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Prerequisite: Outlook 2013, Part 1
Microsoft Office Products — PowerPoint 2016
PowerPoint 2016, Part 1

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

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

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

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Prerequisite: Basic knowledge of computer applications
Microsoft Office Products — Project 2013
Project 2013, Part 1

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

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

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

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Prerequisite: Basic knowledge of computer applications
Project 2013, Part 2

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

Objectives:

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

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

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Prerequisite: Project 2013, Part 1
Microsoft Office Products — Visio Professional 2013
Visio Professional 2013, Part 1

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

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

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

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<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>T6440</td>
<td>1</td>
<td>July 22</td>
<td>$150</td>
<td>.6/8</td>
</tr>
</tbody>
</table>

Prerequisite: General computer proficiency and knowledge of Windows 8 and above to access programs, files, and folders
Microsoft Office Products — Word 2013
Word 2013, Part 1

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>T2074</td>
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</table>

Prerequisite: Basic knowledge of computer applications
Word 2013, Part 2

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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</tr>
</tbody>
</table>

Prerequisite: Word 2013, Part 1
Microsoft Office Products — Word 2016
Word 2016, Part 1

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>$150</td>
<td>.6/8</td>
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</table>

Prerequisite: Basic knowledge of computer applications
Word 2016, Part 2

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>T2079</td>
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<td>Sept 18</td>
<td>$150</td>
<td>.6/8</td>
</tr>
</tbody>
</table>

Prerequisite: Word 2016, Part 1
Adobe CC Products
Adobe Illustrator CC 2017, Part 1

In this course, participants, who are designers or in marketing fields, will create illustrations, logos, advertisements or other graphic documents. The objectives covered in this class will help them prepare for the Adobe Certified Associate (ACA) exam.

Objectives:
- Get to know the layout of Adobe Illustrator CC 2017
- Create documents containing basic shapes and customized paths
- Work on graphics containing customized text
- Customize objects and basic shapes
- Prepare documents for deployment

Target Audience: Designers, publishers, pre-press professionals, marketing communication

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>1.2/16</td>
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</tbody>
</table>

Prerequisite: Basic knowledge of computer applications

Adobe InDesign CC 2017, Part 1

In this course, participants will learn to design, and publish a broad range of documents in print, online, and mobile devices with this desktop publishing tool. They will create and deliver eye-catching professional page layout and designs for documents by identifying and customizing InDesign Interface components.

Objectives:
- Get to know the layout of Adobe InDesign CC 2017
- Design a document
- Customize a document
- Work with page elements
- Build tables and prepare a document for delivery

Target Audience: Employees who want to use the basic tools and features of InDesign for creating professional page layouts and designs

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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<td>$300</td>
<td>1.2/16</td>
</tr>
</tbody>
</table>

Prerequisite: Basic knowledge of computer applications
Adobe Photoshop CC 2017, Part 1

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

Objectives:
• Get to know the layout of Adobe Photoshop CC 2017
• Create basic images
• Manage selections and layers
• Adjust and refine images
• Manage files in a production workflow

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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<td>Aug 7-8</td>
<td>$300</td>
<td>1.2/16</td>
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</table>

Prerequisite: Basic knowledge of computer applications
IT Professional & Certification Courses

DATABASE EXPERTISE

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

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

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

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

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

<table>
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<tr>
<th>Exam Code</th>
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<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
<tbody>
<tr>
<td>70764</td>
<td>When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.</td>
<td>$165</td>
<td>N/A</td>
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</table>
**Provisioning SQL Databases (SQL Server 2017)**

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<tr>
<td>70765</td>
<td></td>
<td></td>
<td>$165</td>
<td>N/A</td>
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</table>

When applying, enter your selected date and time. It must be between Monday to Friday from 10AM to 3PM.

**Certification and Exams**

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

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MCSA: SQL 2016 Database Administration</strong></td>
<td><strong>70764: Administering a SQL Database Infrastructure</strong></td>
</tr>
<tr>
<td></td>
<td><strong>70765: Provisioning SQL Databases</strong></td>
</tr>
</tbody>
</table>
HELPDESK EXPERTISE

CompTIA A+ Certification

CompTIA A+ Certification
If you are getting ready for a career as an entry-level information technology (IT) professional or computer service technician, the CompTIA A+ Certification course is the first step in your preparation. The course will build on your existing user-level knowledge and experience with a personal computer (PC) software and hardware to present fundamental skills and concepts that you will use on the job. In this course, you will acquire the essential skills and information you will need to install, configure, optimize, troubleshoot, repair, upgrade, and perform preventive maintenance on PCs, digital devices, and operating systems.

The CompTIA A+ course can benefit you in two ways. Whether you work or plan to work in a mobile or corporate environment, where you have a high level of face-to-face customer interaction and where client communication and client training are important, or in an environment with limited customer interaction and an emphasis on hardware activities, this course provides the background knowledge and skills you will require to be a successful A+ technician.

Target Audience: This course is intended for individuals who have basic computer user skills and who are interested in obtaining a job as an entry-level IT technician

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
</thead>
<tbody>
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<td>$1800</td>
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Exam Code

<table>
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<td>$219 (ea.)</td>
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</table>

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

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
</table>
| CompTIA A+    | CompTIA A+ 2201001  
|               | CompTIA A+ 2201002 |
INFORMATION SECURITY EXPERTISE

CompTIA Security+ Certification

Security+ Certification

CompTIA Security+ is the primary course you will need to take if your job responsibilities include securing network services, devices, and traffic in your organization. You can also take this course to prepare for the CompTIA Security+ certification examination. In this course, you will build on your knowledge of and professional experience with security fundamentals, networks, and organizational security as you acquire the specific skills required to implement basic security services on any computer network.

Target Audience: This course is targeted toward the information technology (IT) professional, who has networking and administrative skills in Windows®-based Transmission Control Protocol/Internet Protocol (TCP/IP) networks; familiarity with other operating systems, such as Mac OS X®, Unix, or Linux; and who wants to further a career in IT by acquiring foundational knowledge of security topics; prepare for the CompTIA Security+ certification examination; or use Security+ as the foundation for advanced security certifications or career roles

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
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<td>$1800</td>
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Exam Code

<table>
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<td>$339</td>
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</table>
Certification and Exams

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

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>CompTIA Security+</td>
<td>SY0501: Security+</td>
</tr>
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</table>

EC-Council: Certified Ethical Hacker (CEH)

CEH: Certified Ethical Hacker V9 & CNDA: Certified Network Defense Architect

EC-Council’s Certified Ethical Hacker (CEH) is the most renowned and desired professional credential in the network security domain. A Certified Ethical Hacker finds vulnerabilities in systems and network by way of scanning, penetrating and testing. They use hacking techniques, tools and knowledge like a hacker but lawfully and legitimately for security purposes. Finding the vulnerabilities helps them to secure the entire IT architecture against any malicious attacks.

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<td>I66655</td>
<td>5</td>
<td>July 15-19; Aug 26-30; Sept 16-20</td>
<td>$2200</td>
<td>3.0</td>
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</table>

CISSP: Certified Information Systems Security Professional

Certified Information Security Systems Professional (CISSP)

The CISSP has become the key certification for security professionals. Corporations are demanding experienced information security professionals, with the certifications to prove it, to protect their information and assets.

(ISC)² CISSP is more than just the best way to refresh and review your knowledge base for the CISSP certification exam. It’s also the best way to maintain your access to the latest news regarding
information system security issues, concerns, and countermeasures. This is not a test preparation. This is your best bet for making sure you’re adequately prepared to take on the challenges inherent in a world of constantly evolving information.

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
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**NETWORKING EXPERTISE**

**CompTIA Network+ Certification**

**Network+ Certification Preparation for N10007**

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<table>
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<td>$319</td>
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</table>
Certification and Exams

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

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network+</td>
<td>N10007: Network+</td>
</tr>
</tbody>
</table>

INFORMATION ANALYSIS / INFRASTRUCTURE EXPERTISE

ITIL Foundation

ITIL Foundations

The IT Infrastructure Library® (ITIL®) Foundation certification training course from NetCom Learning provides an insight into the fundamentals of the globally adopted framework for IT Service Management. The ITIL Foundation courses focus on basic concepts of the ITIL Service Lifecycle and how it influences IT Service Management across private and public organizations.

Learners are provided with real-world projects, assessments, and presentations to prepare competently for their ITIL Foundation certification exam. The program explains the key concepts and principles of the ITIL Service Management model, providing comprehensive coverage of the knowledge required for this entry-level qualification.

Target Audience: IT Consultants, IT Managers, IT Support Teams, Process Owners, Service Delivery Professionals, Quality Analysts, System Administrators / Analysts, Database Administrators, Development Team / Application Management Team, Senior Operational and Technical Staff, IT professionals looking to understand and leverage ITIL concepts, as well as understand the differences from previous ITIL® versions

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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<td>$1320</td>
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</table>

CompTIA Train the Trainer (CTT+) Certification

CompTIA Certified Technical Trainer (CTT+) certification is a cross-industry credential that provides recognition that an instructor has attained a standard of excellence in the training industry.
CompTIA CTT+ is a highly interactive and participant-driven course designed to cultivate the technical training and concept delivery skills in trainers, technicians, Subject Matter Experts, presenters, sales and support staff in any organization. The participants will connect abilities, theories and situations to create their most effective instructional styles. Microsoft and ProSoft accept this course towards their MCT.

**Target Audience:** This certification is targeted towards all training professionals and can be applied to all industries that provide technical and non-technical training and education

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<th>CEUs</th>
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**Exam Code**

<table>
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<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
</tr>
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<tbody>
<tr>
<td>TK0201 and TK0202 or TK0203</td>
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<td>TK0201 $319, TK0202 and TK0203 $339 (ea.)</td>
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</table>

**Certification and Exams**

The Train the Trainer (CTT+) certification candidates must pass two exams

<table>
<thead>
<tr>
<th>Certification</th>
<th>Exams</th>
</tr>
</thead>
</table>
| CompTIA Train the Trainer (CTT+) | TK0201: CTT+ Essentials  
TK0202: CTT+ Classroom Performance Based  
OR  
TK0203: CTT+ Virtual Classroom Performance Based |

**ARCHITECTURAL DESIGN EXPERTISE**

**AutoDesk AutoCAD 2019**

**AutoCAD 2019 Level 1: Essentials**

Learn to design and shape the world around you using the powerful, flexible features found in AutoCAD® design and documentation software, one of the world’s leading 2D and 3D CAD tools.
In this course, you will learn to navigate the AutoCAD user interfaces and use the fundamental features of AutoCAD. You will learn to use the precision drafting tools in AutoCAD to develop accurate technical drawings and you will also discover the ways to present drawings in a detailed and visually impressive way.

**Target Audience:** Professionals who want unparalleled creative freedom, productivity, and precision for producing superb 3D modeling

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

**AutoCAD 2019 Level 2: Intermediate**

Discover the powerful tools and techniques for drawing, dimensioning, and printing 2D drawings in this course that enables you to reuse content and extract information from your drawings. With an understanding of the tools and concepts you’ll learn in class, you can begin to streamline the design process and become more productive with AutoCAD.

**Target Audience:** Professionals who want unparalleled creative freedom, productivity, and precision for producing superb 3D modeling

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
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<td>1.2</td>
</tr>
</tbody>
</table>

**AutoCAD 2019 Level 3: Advanced**

AutoCAD 2019: Advanced introduces advanced techniques and teaches you to be proficient in your use of the AutoCAD software. This is done by teaching you how to recognize the best tool for the task, the best way to use that tool, and how to create new tools to accomplish tasks more efficiently.

**Target Audience:** Professionals who want to excel expertise in AutoCAD

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs</th>
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</thead>
<tbody>
<tr>
<td>I8803</td>
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Inspired to develop your skills on a personal and professional level? Programs in this portfolio provide a full spectrum of options to enhance your personal/professional development including: creative thinking, written and oral communication, analysis and decision-making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

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Action Grammar

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

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

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

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Anger Management

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

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

Target Audience: Employees at all levels

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</table>
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 positively and productively.

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

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

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Bronx County Hall of Justice
265 E 161st St, Bronx
Breaking the Cycle of Procrastination

Procrastination interferes with our productivity and causes stress. Whether you procrastinate occasionally or find that it is interfering in a major way with your ability to reach your goals, this workshop will help. Participants will learn ways to overcome procrastination and make better use of their most precious resource – time.

Objectives:
• Understand the major causes of procrastination and what causes you to procrastinate
• Evaluate your strengths and weaknesses in eliminating the habit of procrastination in your life
• Identify what you have been procrastinating on and learn techniques for moving forward
• Utilize time management principles for eliminating procrastination and reducing stress
• Establish an action plan for eliminating procrastination in your work and personal life

Target Audience: Individuals who want to learn how to eliminate procrastination in their professional and personal lives

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Business Writing: Clarity Through Critical Thinking

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

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

Target Audience: Professional staff who frequently write letters and reports

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Conflict Management: Diffusing Workplace Aggression

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

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

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

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Creating and Delivering Powerful Presentations

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

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

Target Audience: Managers, supervisors, and professionals who make presentations

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**Decision Making**

Learn how to make better decisions in both simple and complex situations. Through workshop discussion and actual practice by using a specific method, we will explore how to work most effectively with both individual and group decision making. We will also examine how to deal with different styles and avoid many common “traps”. By utilizing the five-step method we will practice assessing what we need to know and do to make an effective decision. We will finally look at how to generate options, make choices, move to action and test the validity of our choices.

**Objectives:**
- Discover how to be a more efficient and productive decision maker
- Enhance our mental flexibility by balancing logic and emotion
- Increase team effectiveness in decision making
- Explore and practice using the Five-Step Decision Making Method

**Target Audience:** Professionals at all levels who need to enhance their decision-making skills and work more productively with others

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**Developing Dynamic Listening Skills**

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

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

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

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How to Communicate with Tact and Diplomacy

It’s a fact: The ability to communicate effectively can make or break your career. Don’t believe it? Consider this staggering statistic from a survey of U.S. businesses: “Inability to communicate” and “poor communication skills” were listed as the top reasons for employees not succeeding on the job. In today’s highly competitive business environment, effective, diplomatic communication is a skill that must be mastered if you intend to get ahead and stay there. How to Communicate with Tact and Diplomacy is a powerful workshop that will boost your confidence by teaching you how to communicate better with your superiors, colleagues, and customers.

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

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

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Influencing Without Authority

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

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

Target Audience: Professionals who want to enhance their influencing skills

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Leading Change at Every Level

‘Nothing is constant except change,’ says one of the great quotes; and its abundantly true. The people assigned with the task of delegating and leading the way through times of change are generally the top executives. But that doesn’t mean the rest don’t need to know how to navigate through changing times. Ensuring that employees at every level learn how to deal with change at every level of an organization is crucial to maintain optimal performance.

Objectives:
- Understand the dynamics of change and how change affects us personally and professionally
- Learn three critical skills to help successfully manage transition and bring energy, productivity and motivation back to the workplace
- Describe the emotional impact of change and understand change behaviors
- Discover the Four Fundamental Truths about Change and discuss/develop resilience during stressful times
- Complete the “Leading Change at Every Level” assessment and develop change leadership skills
- Identify steps to lead employees through change effectively

Target Audience: Staff at all levels

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<th>Course Code</th>
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*Includes cost of individual assessment instrument

Making a Positive Difference Everyday

Positive Energy is the backbone of success. It helps individuals overcome adverse situations; see the possibilities vs. the obstacles. Positive Energy is a mindset that helps to frame the way in which you look at your life, your work, and your career. This program is designed to give you practical, easy to implement methods for harnessing your Positive Energy.

This program explores the benefits of having a positive attitude, the impact of positive energy on the workplace, how to foster creativity and innovation, determining what we control and what we do not control, and the impact of negative energy on the workplace. The result is a culture of Positive Energy that reflects enhanced creativity, increased productivity, and an energized workforce.

Objectives:
- Describe positive energy and identify its attributes
- Identify the effects of positive energy on yourself and others
- Complete a self-assessment
- Identify success factors for creating positive energy

Target Audience: Staff at all levels

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Managing Multiple Priorities

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

Objectives:
- 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

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Mind Tools for Memory

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

Objectives:

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

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

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Negotiation Skills

Negotiation is an integral part of creating value for the organization. Your success depends on your skills as a negotiator. In this negotiation training program, you will gain insight into the habits of dealmakers as you build your skills. Through a series of group exercises, you will learn how to execute proven tactics, refine your negotiating style, and improve your ability to bargain successfully and ethically in any situation. Along the way, you will gain a new appreciation for how negotiating skills can help you overcome a wide range of challenges—at work and beyond.

Objectives:
• Achieve better results in both formal and informal negotiations
• Build confidence in your bargaining power and abilities
• Improve negotiations by managing your emotions and influencing others
• Build positive, productive relationships with all parties at the table
• Create value and “enlarge the pie” to produce win-win outcomes

Target Audience: Professionals at all levels who want to enhance their negotiation skills and work more productively with customers, colleagues, partners, vendors, and others. No prior training in negotiation is required

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Personal Financial Management

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

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

Target Audience: Staff at all levels

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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 culture.

Objectives:
• Define resilience
• Develop greater resilience in challenging times
• Enhance sense of personal power
• Increase ability to maintain professional poise
• Improve impact in key relationships
• Develop better ability to bring focus to priorities
• Strengthen ability to create a culture of SUPPORT™
• Improve ability to respond positively to change

Target Audience: All individuals wishing to master the competencies of resilience

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Revising, Editing, and Proofreading

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

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

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

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Requirements: Registered participants should bring a work document for professional feedback. Confidentiality guaranteed.

Social Media at Work

There are more and more examples of employees misusing social media in ways that harm the organizations they work for. At a minimum, such actions create bad publicity, and at worst, they lead to damaging lawsuits that affect an organization’s success and profitability. An understanding of the dos and don’ts of using social media at work is essential to every employee in every organization. Join us to recognize the benefits of using social media and identify the various legal and ethical risks.

Objectives:
- Recognize the benefits of using social media in the workplace.
- Encourage an “ambassador attitude” in employees.
- Provide guidelines that help employees make good decisions when using social media at work.
- Identify the elements of an effective social media policy.

Target Audience: Staff at all levels

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Stress Management

Did you know there is a connection between happiness, your health and stress management? By identifying the power of optimism, gratitude and compassion, we explore the relationship between diet and our moods and how to develop meaningful relationships and strategies for slowing down and appreciating life.

Objectives:
- Defining stress
- Understanding the brain science behind stress
- Creating the connection between stress, happiness and productivity
- Managing stress at work and at home

Target Audience: Individuals who want to develop skills for managing stress at work and at home

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Successful Workplace Communication

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

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

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

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The Art of Assertiveness

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

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

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

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Time Management Strategies

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

Objectives:
- Identify individual work styles
- 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

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Workplace Violence Prevention

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

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

Target Audience: Employees at all levels

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Writing Effective and Efficient E-mail

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

Objectives:
• 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 email
• 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

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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.

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

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MANAGEMENT & SUPERVISION PORTFOLIO

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

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Change Management

In today’s world, change is a constant. The goal of this one-day seminar is to provide first-line group supervisors with skills to more effectively manage their constantly changing workplace. Supervisors are charged with the responsibility of implementing new technology, procedures and even making personnel changes yet many employees resist these changes, especially when these changes occur in high-performance, fast-paced environments. To be effective at their jobs, supervisors must understand how change impacts their staff and they need to develop a “tool kit” of strategies and behaviors that will help their employees accept the changes while concomitantly maintaining performance and productivity.

Objectives:
• To understand the change process and its impact on the workplace
• To understand the link between change and stress
• Identify personal styles of handling change and develop strategies for making oneself more proactive
• To learn about personal paradigms and their impact on change and stress management
• Understand a supervisor/manager’s role as a change agent
• Learn to implement change by utilizing supportive communications and employee involvement

Target Audience: Supervisors, managers and team leaders

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Data Analysis with Python

This full-day course covers the fundamental concepts of how to leverage the Python programming language for data analysis. The course will include the basic syntax of Python as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:
- Define what Python is and why it is useful
- Explore how Python structures data and the difference between Python and Excel
- Open a dataset in Python and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in Python
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how Python can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

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Data Analysis with R

This full-day course covers the fundamental concepts of how to leverage the R programming language for data analysis. The course will include the basic syntax of R as it relates to performing basic exploratory data analysis, as well as how to create impactful charts, graphs, and other information visualizations using NYC Open Data for operational decision making.

Objectives:
- Define what R is and why it is useful
- Explore how R structures data and the difference between R and Excel
- Open a dataset in R and shape it into a usable structure for analysis
- Create a visualization and calculate summary statistics of a dataset in R
- Download and open data from the NYC Open Data Portal
- Conduct a simple data analysis using NYC Open Data
- Demonstrate how R can be used to build a data-driven culture in the workplace

Target Audience: Analysts with basic programming knowledge and/or experience performing advanced analysis in Excel (nested formulas with conditionals, pivot tables, and macros)

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Data Analytics for Managers

This course introduces participants to the concept of data-driven decision making and management. Participants will learn how to better use data for setting goals and defining objectives while identifying the proper metrics for those objectives and the elements of meaningful management dashboards. Participants will also learn how to assess the right analytical tools to manage projects, processes, and analytic staff within their departments.

Objectives:

- Using data to meet departmental and organizational goals
- Understanding what data/information is needed for effective planning and decision making
- Benchmarking as it relates to project development
- Visualizing data for informative reports and presentations
- Working to achieve measurable outcomes
- Identify the concerns and opportunities of working with government open data

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

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Data Visualization with Excel

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

Objectives:

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

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

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Delegation and Time Management

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

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

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

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Developing Yourself and Others Through Delegation

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

Objectives:
- Evaluating your delegation skills
- Differentiating delegation from assigning work and “dumping”
- Identifying real and self-imposed barriers to delegation
- Avoiding the “pitfalls” in delegating
- Dealing with trust and accountability issues
- Pinpointing the right task, time and person for delegating
- Planning and practicing the five-step delegation process
- Developing strategies for assigning work and following up effectively

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

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Emotional Intelligence: The Key to Effective Leadership

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

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

Target Audience: Managers and supervisors in leadership roles

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Excel Tools: Summarizing Data

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

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

Prerequisites: Basic math skills, Excel Part 1

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

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Follow the Leader: Taking the Lead at Any Level

Anyone who needs the cooperation of others is taking the role of a leader. But what makes a good leader? How can you cultivate the qualities that people expect and respect from leaders? This fast-paced, highly interactive course will give you insight into the skills and thinking of successful leaders. You will learn innovative approaches and practical techniques to help you become a better leader at any level.

Objectives:

• Identify the actions and mindsets that distinguish leaders from bosses and great leaders from merely adequate ones
• Analyze typical situations requiring leadership in your job, including ethical challenges you face
• Boost your ability to motivate, communicate, and inspire individuals and teams
• Adjust your leadership style to meet the needs of different generations, shifting circumstances and diverse people

Target Audience: Managers, supervisors, and team leaders who assume a leadership role

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Giving Feedback and Getting Results

This course is a one-day practicum devoted to helping managers and supervisors practice the skill of providing feedback to employees. Using a variety of “real life” scenarios, participants will engage in multiple role plays to provide descriptive, effective feedback to an employee. Participants will receive ongoing “feedback” from their peers on their coaching abilities.

Objectives:

• Identify positive feedback as a performance improvement mechanism
• Apply various types of feedback approaches
• Coach employees when poor performance is a problem
• Give feedback in a descriptive, specific, timely and clear manner
• Engage in difficult conversations with employees
• Develop employees by implementing the coaching process

Target Audience: Supervisors, managers and team leaders

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Hitting the Bullseye: Setting Targets that Work

Often the dissatisfaction we feel with our inability to meet goals and deadlines can be attributed not to laziness or poor implementation, but to sub-optimal planning. This practical workshop will arm participants with proven methods to create a strategic plan that will transform vision to reality. Participants will work with decision-making frameworks, goal-setting techniques, and best practices for assigning roles and responsibilities, measurable benchmarks and data driven goals.

Objectives:
- Clarify big picture and articulate vision and approach
- Use group brainstorming sessions and brainstorming to build consensus and streamline efforts
- Learn to use case studies as a basis for learning best practices and benchmark targets
- Work on your own strategic plan
- Explore various decision-making frameworks and goal-setting techniques
- Practice aligning vision with data-driven decisions

Target Audience: Managers, supervisors and leaders who want to strengthen their ability to plan realistically, execute effectively, and maintain a trajectory that encourages sustainable success

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Initiating and Managing Difficult Conversations

This course will allow participants to practice the communication skills and techniques needed for handling difficult work issues with candor, tact, and sensitivity. It explores complex situations such as addressing performance problems, dealing with tensions among team members, and enforcing agency policies.

Objectives:
- Identify the interests of each party in a complex situation
- Utilize methods of positive, direct phrasing
- Recognize ‘triggers’ that can upset positive conversations
- Explore a model to initiate, conduct, and end a ‘hard conversation’

Target Audience: Managers, supervisors, team leaders who must initiate “difficult” conversations

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Interpersonal Strategies

Being able to respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and facilitate successful outcomes is essential to creating a collaborative work environment. Interpersonal Strategies will focus on assessing your current communication and behavioral styles and offers approaches to leverage your strength and ability to understand yourself and others. Through the use of a self-assessment tool, participants will be able to identify and differentiate styles and approaches to real-world situations and develop interpersonal strategies—and the “savvy”—to achieve positive outcomes.

Objectives:
• Developing strategies to build better relationships—on all levels—both inside and outside the organization
• Building rapport for developing alliances and gaining trust
• Using diplomacy and tact in workplace interactions
• Diffusing “high-tension” situations comfortably

Target Audience: Functional managers and supervisors

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Introduction to Statistical Analysis

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

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

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

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Leading Productive Meetings

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

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

Target Audience: All professionals who conduct meetings

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

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

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

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

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

Objectives:
• Identify the history, purpose, and goals of Lean Six Sigma
• Develop Process Mapping and Value Stream Mapping Skills
• Perform a Root Cause Analysis to solve problems at work
• Improve methods of achieving higher productivity and reducing errors
• Use new streamlined methods of accomplishing tasks and projects

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

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</table>
Managerial Power Tools: Motivating, Coaching, Teambuilding

As a manager/supervisor, you need to get things done through others. Everyone is motivated to do something – but is it what you need them to do? How do you get people to want to do what they are supposed to do, to do it well, and to collaborate with others? This highly interactive one-day course will give you some answers. You will have the chance to explore and practice the skills of motivating, coaching and teambuilding through case study, role play and discussion.

Objectives:
- Ways to uncover and capitalize on people’s motivators
- Dealing effectively with demotivators and causes of dissatisfaction
- Distinguishing coaching from judging
- Practical coaching strategies for high, low and in-between performers
- Constructive criticism techniques
- The A-B-C’s of team building
- Recognizing the difference between teams and groups
- The four stages of team development and how to lead effectively in each

Target Audience: Professionals responsible for leading project initiatives

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<tr>
<th>Course Code</th>
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<td>C7967</td>
<td>1</td>
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Motivating Employees to Be Their Best

Keeping employees motivated and challenged can be a complex task. It depends on continual communication with an employee and an understanding of that employee’s strengths and weaknesses. When procrastination, a lack of enthusiasm, and refusal to take initiative creep into an employee’s performance, it is time to find strategies to relight the fire.

It is critical for leaders to understand the needs of their employees and find intrinsic methods of motivating. This course is designed to teach you how to tailor your leadership and communication style to better suit the needs of your employees. As a result, you will be able to create a shared vision for your organization, build group identity, create a culture of ownership, and establish a more collaborative, inspiring work environment.

Objectives:

- Identify major factors that affect motivation
- Apply dialogue and listening skills that model community, influence, and openness
- Identify inhibitors to fostering group commitment and passion
- Teach a four-step process designed to help groups learn from mistakes
- Encourage group initiative-taking
- Identify and apply strategies for dealing with outside pressures that negatively affect motivation and systems and policies that negatively affect group esteem
- Match or tailor your leadership style to various employees’ motivational preferences

Target Audience: Managers and Supervisors

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<th>Course Code</th>
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Moving You and Your Team Forward

Creating and maintaining an effective team is not easy. In this class you will focus on the skills and methodology to bring the right people together, leverage their strengths to ultimately “tap the group genius” and innovate to a better product or service. We will look at the stages teams go through, improv principles and implement a design thinking methodology to explore the importance of connecting with key stakeholders while using empathy to identify their key concerns and issues.

Objectives:

• Identify their strengths and where they best show up in a team work cycle
• Use Improv principles to better collaborate and partner with colleagues
• Describe the stages teams go through as they work on projects
• Follow a design thinking methodology when redesigning a process or service
• Facilitate an effective brainstorming session within your team

Target Audience: Managers and Supervisors looking to maximize the effectiveness of their teams

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Performance Evaluation Clinic

This course will illustrate for managers and supervisors how performance evaluations can be more meaningful and effective. Participants will learn and practice methods for articulating clear expectations, assessing and rating performance fairly, and effectively communicating performance ratings at the employee appraisal conference. Using tasks and standards worksheets, performance descriptions and scripted evaluations, participants will practice their skills in evaluating, rating and discussing performance.

Objectives:
- Revise and update tasks and standards for clarity and significance
- Describe and summarize performance observed over the rating period
- Apply ratings criteria in a fair and uniform manner
- Engage employees in setting written goals and developmental planning for the next year

Pre-course Assignment: Participants will bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop

Target Audience: Managers and Supervisors who conduct performance evaluations with staff

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**Project Management**

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

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

**Target Audience:** Professionals responsible for leading project initiatives

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Selection Interviewing: Hiring Right

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

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

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

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Strategic Thinking

This course provides an integral understanding of the purpose and application of strategic thinking, along with tools and steps for their application. Participants will develop a deeper understanding of successful techniques to overcome barriers in the development of short and long-term integrated (strategic) planning, by applying practices that facilitate analysis of existing assets and challenges and capitalizing on strengths. This course provides participants with hands-on techniques and practices to develop ongoing “live in-the-moment” strategic planning.

Objectives:
• Identifying limiting behaviors
• Managing risk avoidance
• Engaging staff in pursuing agency and departmental visions
• Team learning as a tool for collaboration
• Addressing limiting mental models
• Obtaining staff buy-in
• Dissention as a tool for innovation
• Capturing ideas and implementing follow through

Target Audience: Functional managers and supervisors

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<tr>
<th>Course Code</th>
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Supervising Challenging Employees

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

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

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

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The Science of Success: Motivation, Judgment and Teamwork

Why do teams of over-performers often underperform? Why do monetary incentives often fail to get results? Current research reveals a host of often overlooked factors and practices that affect people’s motivation, judgment, and teamwork. In the workshop, participants will learn to use the latest research and best practices to motivate themselves and others, make better decisions, and collaborate effectively.

Objectives:
- The current science on what really motivates people
- Elements that result in effective decision making
- Skills that result in the highest levels of collaboration and teamwork
- Applying research-based techniques to motivate people and to build teams and organizations that make effective decisions and collaborate effectively

Target Audience: Managers, directors, supervisors, and professionals interested in better understanding how to motivate themselves and others, make better decisions, and collaborate successfully

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Want Better Results? Be a Better Leader

Given the pace of change, organizations must rely on leaders at all levels to step up and take responsibility for the “whole”. Command and control can get you compliance at best and that is no longer sustainable. As General Stan McCrystal found in trying to lead the counterinsurgency in Iraq and Afghanistan,

“Creating and leading a truly adaptive organization requires building, leading, and maintaining a culture that is flexible but also durable. The primary responsibility of the new leader is to maintain a holistic, big-picture view, avoiding a reductionist approach, no matter how tempting micromanaging may be.”

In this class you will learn how leaders need to operate in this new environment. We will look at the topic of emotional intelligence and why you must both understand and leverage your strengths. From there we will look at the pros and cons to six different ways to engage others in moving your business agenda forward. We then practice various coaching roles scenario’s you might encounter as you build your team, and finally how to help your team adapt to change.

Objectives:
- Identify style strengths and how to seek feedback for improvement
- Understand how to show leadership through vulnerability
- Identify the emotional intelligence skills need for effective coaching
- Coach in a way to show caring without caretaking
- Deliver tough feedback with tact
- Use EQ and empathy when helping lead change

Target Audience: Supervisor and Managers interested in becoming better leaders

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Writing High-Impact Executive Summaries

You have the Commissioner’s attention for 60 seconds to explain a complicated situation affecting your agency—how do you do it? This course provides participants opportunities to practice writing summaries of lengthy documents and large projects—regardless of the complexity. Through practical exercises and individualized coaching, participants will learn the key elements of executive summaries and the process for creating and critiquing their executive summaries.

Objectives:
- Distinguish between technical and general summaries
- Approach the writing situation with a clear and useful strategy
- Address the issues that matter most to the readers
- Organize ideas to highlight the key issues
- Edit language for impact, conciseness, and clarity to move the reader forward on critical business issues

Pre-course Assignment: Participants should bring to the class a document that they need to summarize for work or a summary that they have already written for feedback from the consultant.

Target Audience: Analysts and managers of all levels responsible for writing executive summaries of meetings, lengthy reports, proposals, and white papers

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

Audit Professionals .................................................................86
Energy Management Professionals ........................................91
Human Resources Professionals ................................................94
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(Located in the NYC Specific Portfolio)
AUDIT PROFESSIONALS

Audit Evidence and Documentation

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

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

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

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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.

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 the best solutions to performance problems

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

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</table>
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 find 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 examples or real situations to develop the skills you can use to manage the difficulties you face every day.

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

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

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Making Your Case to Prosecute Fraud

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

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

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

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Quick Response Auditing

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

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

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

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ENERGY MANAGEMENT PROFESSIONALS

Energy Management Institute (EMI)

DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies (SPS), CUNY Building Performance Lab (BPL) and the Citywide Training Center (CTC), is pleased to announce our schedule for courses for Summer 2019.

The goal of EMI is to prepare City facilities personnel to make energy-smart decisions that will assist the City in meeting its green house gas (GHG) emissions reductions goals.

Important:

DCAS Energy Management (DEM) covers the cost of City staff participating in this training to improve the energy efficiency of building operations and maintenance, and to encourage building staff to develop, implement and monitor energy efficiency projects. If a City employee registers for the course but drops out before satisfactory completion, a fee will be assessed to their agency’s training department for a no-show or late cancellation per CTC cancellation policy. See course descriptions for respective fee amounts.

Please visit www.nyc.gov/ctc for Summer 2019 EMI Course Catalog to view detailed information on all Energy Management Institute courses.

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

Fundamentals of Building Systems

Program Overview:
Fundamentals of Building Systems provides foundational industry knowledge pertaining to building systems, vocabulary, concepts, and the goals of energy efficiency in municipal building operations within the City of New York. This course also prepares students interested in furthering their energy management training to succeed in the next program in the series: Building Operator Certification Level I (BOC-1).

Fundamentals of Building Systems is a blended learning course. It consists of a half-day classroom Introduction session, ten (10) self-paced online learning modules, and a half-day classroom Wrap-Up session. Topics include:

• Building Envelope
• Management and Maintenance
• Science of Building Systems
• Risks
• HVAC, Plumbing and Electrical Building Systems
• Codes, Zones and Regulatory Requirements
• Building Controls
• Environmental Factors
• Occupant Controls

Learning Objectives:
At the conclusion of the Foundations program, participants will be able to:
• Identify the regulatory mandates driving municipal energy efficiency initiatives.
• Comprehend building operations systems including their relationship to overall energy consumption.
• Introduce essential scientific knowledge on electrical and mechanical engineering that pertain to building operations.
• Identify best practices for energy efficiency in municipal buildings.
• Define common terms and concepts used in building operations management.
• Demonstrate comprehension of the knowledge base needed to enter the BOC-1 program.

Who Should Enroll:
This course is designed for non-building operators (i.e., Energy Managers, Energy Analysts and other administrative personnel) without previous energy efficiency/energy management training. Participants in this course should not have the primary job responsibility for managing the building operations in their facility or extensive knowledge of building systems.

Fundamentals of Building Systems is also the prerequisite for non-building operators who seek to complete the BOC-1 program.
Prerequisites:
Skill Assessments
None

Videos
Topical videos are available via the DCAS YouTube channel:

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

Course Overview:
Term: Summer 2019
Days: Wednesdays (2)
Date: June 5, 19
Hours: 9:00am-1:00pm
Location: CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar: N/A
Registration Deadline: January 18th
HUMAN RESOURCES PROFESSIONALS

Human Resources Management Certificate Course

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

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

Available Fall 2019

Please call 212.386.0004 for more information.
MAYOR’S OFFICE OF CONTRACT SERVICES (MOCS)

Local Law 34 Compliance/DBA (Doing Business Accountability) Project
*This class is held at the Mayor’s Office of Contract Services, 253 Broadway, 14th floor

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

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

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EXECUTIVE DEVELOPMENT PORTFOLIO

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

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The Hundred Year Association Awards Program ......................................... 102
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(Located in the Professional Practices Portfolio)
What is Organization Development?

Organization Development (OD) is a body of knowledge and practice that enhances organizational performance and individual development. The focus of an OD intervention can be individual, group/team or organizational and take place and use methodologies and approaches that facilitate strategic planning, organization design, leadership development, change management, and performance management.

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

Assessment & Facilitation

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

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

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

Participants are selected to the Leadership Institute based on the results of an extensive application review and interview process. Additional information about the program can be found on the website at https://www1.nyc.gov/site/dcas/agencies/leadership-institute.page or by calling 212.386.0004.

The Management Academy

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

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

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

Participants are selected to the Management Academy based on the results of an extensive application review and interview process. Additional information about the program can be found on the website at https://www1.nyc.gov/site/dcas/agencies/management-academy.page or by calling 212.386.0004.
Executive Coaching

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

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

All of L&D’s coaching options incorporate an assessment and feedback. For more detailed information on Executive Coaching, please call 212.386.0004.
Frederick O’Reilly Hayes Prize

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

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

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

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

Public Service Awards
The Isaac Liberman Public Service Awards (PSA)

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

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

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

CUNY Public Administration Programs........................................................................................................106

IT Professional & Certification Courses........................................................................................................31

(Located in the Technology Skills Portfolio)
CUNY PUBLIC ADMINISTRATION PROGRAMS

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

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

FALL 2019 ADMISSIONS DEADLINE:
JULY 8, 2019 (DEGREES); JULY 16, 2019 (CERTIFICATES)

FOR MORE INFORMATION ON CUNY COURSES AND ADMISSIONS DEADLINE CONTACT:

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

CUNY SCHOOL OF LABOR AND URBAN STUDIES
25 West 43rd Street, 19th Floor
New York, NY 10036
The School of Labor and Urban Studies Enrollment Specialist at:
(212) 827-0200 or cherise.mullings@cuny.edu

The following courses will be offered as part of the School of Labor and Urban Studies Fall 2019 academic program:
UNDERGRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

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

Public Issue & Public Policy

<table>
<thead>
<tr>
<th>PADM 22100</th>
<th>Credits: 4</th>
<th>August 27, 2019 to December 17, 2019</th>
<th>Tuesday</th>
<th>6:15pm-9:35pm</th>
<th>DCAS: 1 Centre Street, CTC Training Center 24th Floor</th>
</tr>
</thead>
</table>

This course will provide an overview of the major problems facing American cities and will examine the federal, state and local policies that address urban poverty and inequality. Participants will explore a range of economic and social policies, including: taxation; minimum wage; social security; immigration; education; the environment; crime; social welfare; discrimination; and civil rights. Participants will also examine the political and intellectual debates over policy initiatives to regulate social and private life.

Public Administration

<table>
<thead>
<tr>
<th>PADM 20100</th>
<th>Credits: 4</th>
<th>August 27, 2019 to December 20, 2019</th>
<th>Monday 6:15pm-9:35pm</th>
<th>The School of Labor and Urban Studies: 25 West 43rd Street 19th Floor</th>
</tr>
</thead>
</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.
Research Seminar on Public Policy

| PADM 23100 | Credits: 4 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course is a seminar in public-policy analysis, including full class sessions as well as supervised independent research. The seminar will focus on a single topic, such as health care, housing or criminal justice, which will change each semester. Using a task force model, students will survey the literature on the topic under consideration and work in teams to work on particular aspects of the social problem and policy. The task for each team is to identify, analyze and evaluate an existing policy or set of policies related to the selected topic. Students will develop criteria for evaluation and assemble data to support an argument concerning the viability and effectiveness of policies under examination.

GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION & POLICY

The Advanced Certificate in Public Administration and Policy (Level I) will provide participants a deeper understanding of such topics as public management, the administrative decision-making process, diversity, training and staff development, and union-management relations. To earn the Certificate, participants must complete twelve credits.

Research Methods Seminar (Offered at DCAS)

| PADM 65100 | Credits: 3 | August 27, 2019 to December 17, 2019 | No class: Oct 1 & 8 | Tuesday | 6:15pm-8:45pm | DCAS: 1 Centre Street, CTC Training Center 24th Floor |

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

| PADM 62100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will introduce participants to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect “delivery” of policy initiatives. Participants will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources.

Public Administration

| PADM 60100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course is designed for participants with a basic knowledge of public administration. It 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 address the real-world experience of public sector employees, both managers and staff. Participants will examine such key managerial issues as the evaluation of employee performance; motivation of employees; organizational justice; diversity management; training and staff-development; union-management relations; and collective bargaining.

Social and Economic Policy in the United States

| PADM 61100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Participants in the course will focus on specific urban issues such as poverty; welfare; housing; health-care; public education; and urban crime. While the 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.
UNDERGRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Undergraduate Certificate in Health Care Policy and Administration provides participants with a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing and presentation skills. It is ideal for those currently employed within the field or interested in pursuing careers as health care managers and administrators, as well as public policy analysts and advocates. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

Urban Health Issues & Public Policy

| HCA 30100 | Credits: 4 | August 27, 2019 to December 20, 2019 | Monday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will use New York City as the context within which to examine a variety of urban health services and institutions, reviewing their historical development, financing mechanisms and regulatory and legislative oversight. Service provision in private and public institutions will be compared and contrasted, and the impact of services examined within a wide range of health contexts, including HIV/AIDS services, mental health, disabilities services, reproductive services, elder care, child health, and more. The course will also analyze how class, race/ethnicity, gender and sexuality affect the provision of and access to services. Policies that influence the delivery of services and the functioning of institutions, such as the development of managed care, will be critically analyzed.

Research Seminar in Health Policy

| HCA 30200 | Credits: 4 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course is a seminar in health policy that will focus on the topic of health services research and the role of research in supporting, creating, or challenging health policy. Assigned readings consisting of published research on health services will be utilized as a springboard for class discussion. In addition to critically evaluating each of these research reports in class discussions, participants will work in teams to: identify a researchable problem based on their workplace experiences; formulate the research question and hypothesis; identify the variables to be studied and apply a conceptual or theoretical framework to the research question; conduct a comprehensive and critical literature review related to the research question; and choose an appropriate research methodology and defend this choice.
GRADUATE CERTIFICATE IN HEALTH CARE POLICY & ADMINISTRATION

The Advanced Certificate in Health Care Policy and Administration provides professional development for administrative and professional workers in New York City’s health care industry. Participants will gain a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing, and presentation skills. To earn the Certificate, participants must complete twelve credits.

**Health Care Administration**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits: 3</th>
<th>Dates: August 27, 2019 to December 20, 2019</th>
<th>Day &amp; Time: Thursday 6:15pm-8:45pm</th>
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</thead>
</table>

This course will examine critical issues confronting health care administration, focusing on the public and not-for-profit sectors. Students will analyze theoretical questions of health care administration and will address the real-world experience of health care employees, both managers and staff. Students will examine and evaluate academic literature on current and future trends in health care human resources, including: evaluation of employee performance and motivation of employees; health care financing, including the impact of managed care and the role of third-party payers; union-management relations and collective bargaining; quality improvement in health care; training and staff-development; the nursing shortage; organizational justice; and diversity management.

**Health Disparities**

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<thead>
<tr>
<th>Course</th>
<th>Credits: 3</th>
<th>Dates: August 27, 2019 to December 20, 2019</th>
<th>Day &amp; Time: Wednesday 6:15pm-8:45pm</th>
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</thead>
</table>

This course will examine in detail the manifestations of health disparities and inequalities in the U.S., with particular reference to their relevance to health care policy and practice in New York City. Evidence of inequalities will be presented with regard to major health indicators, including: incidence and prevalence of disease; differential screening, diagnosis, treatment, and outcome; exposures to risk factors and preventive measures; access to and utilization of health care services; issues relating to the clinical encounter; biases in health research; and health of selected populations. Disparities will be studied through the lenses of race, class, gender, age, residence, and sexual orientation, as well as through the interactions of these factors. A variety of theoretical frameworks will be critically evaluated or their contribution to the explanation of the existence and distribution of health disparities. Although the course will focus on contemporary health disparities, some historical issues will be presented, particularly as these relate to the development of a contemporary research agenda free from the biases of the past. Within each area, strategies and policies for reducing or eliminating the particular health disparity and inequity will be discussed and analyzed. At the end of the course, an analysis and evaluation of broader policy issues will be presented.
Politics of Health Care

| HCA 60200 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias.

UNDERGRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

The Certificate in Community Leadership provides students with the skills to help them participate effectively in political processes on behalf of communities. Students gain the educational and professional credentials needed to pursue careers in public service, specifically in local nonprofits, community advocacy organizations, government agencies, and elected office. Using New York City and its diverse municipalities as the classroom, students learn how communities are organized, how nonprofits serve constituents, and how community engagement can result in social progress and political power. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

Work, Culture, and Politics in New York City

| LPOL 30100 | Credits: 4 | August 27, 2019 to December 20, 2019 | Friday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course explores the work, culture and politics of New York City, examining where New Yorkers live and work, how communities develop, and questioning if the cultural and political institutions of New York adequately serve the city’s diverse population. Major topics covered include the history of New York, New York’s key industries, trends in immigration, economic development, public policy, public and private space, high culture, popular culture, urban social identity, community organizations, and labor’s contributions to building the city’s institutions.
Community Organizing and Community Organizations

| URB 32100 | Credits: 4 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will examine the way the term “community development” has been defined and used historically in the U.S. It will address the role of government and policy in community development, including the role of Community Development Corporations. Students will explore concepts of community development, focusing on current theories and empirical data to evaluate the effectiveness of different strategies for community development. They will seek to answer central questions, concerning community development: who sets goals; who has agency; how the diverse interests are and needs balanced or not balanced. Students will analyze case studies of specific community development projects.

Introduction to Nonprofit Leadership

| URB 32400 | Credits: 4 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course introduces the field of nonprofit management. The class will cover issues that arise for leaders of these kinds of organizations, including governance and boards, strategic planning, fundraising and philanthropy as well as grant-writing, administration, personnel management, and ethical questions. The class will focus on nonprofits broadly but investigate variations in the sector, from public-sector organizations to education, labor organizations, 501c(3) organizations, and others. The class will emphasize issues related to best practices needed for nonprofit leaders to successfully meet the mission of their organizations. Students will be required to engage in discussion and exercises that explore the relationship between theories and practices of nonprofit leadership and management.

GRADUATE CERTIFICATE IN COMMUNITY LEADERSHIP

The Advanced Certificate in Community Leadership provides students with the educational and professional credentials to help them pursue leadership-path careers in public service, specifically in locally serving nonprofits, community advocacy organizations, government agencies, and elected office. Students deepen their understanding of the critical theoretical, conceptual, practical, and grassroots issues relating to community development and urban policy innovations. To earn the Certificate, participants must complete four courses, for a total of twelve credits.
Work, Culture, and Politics in New York City

| LPOL 60200 | Credits: 3 | August 27, 2019 to December 20, 2019 | Friday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course is designed to provide an interactive overview of the constantly changing worlds of work, culture and politics in New York City. Students will learn about where New Yorkers live and work, how specific urban communities develop, and assess how the cultural and political institutions of New York serve the city’s diverse population. The class uses a historical frame to situate the contemporary city, spending equal time on past and present inquiries. Throughout, we will learn about New York’s key industries, trends in immigration, economic development, public policy, public and private space, popular culture, urban social identity, community organizations, and labor’s contributions to building the city’s institutions.

URBAN SOCIAL PROBLEMS AND COMMUNITY DEVELOPMENT

| URB 61200 | Credits: 3 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

The main emphasis of the course is a broad examination of the issues that have confronted communities since the mid-20th century. First, it studies the historical development of urban communities and the structural roots of urban social problems. Second, it traces the community development movement from its historic connections to the civil rights movement and the War on Poverty to its present-day manifestations. Third, it introduces students to various community development approaches and the complex constraints residents, activists, and organizations face as they confront common challenges. Finally, this course will use New York City as its main “case,” relying on New York-focused studies to illuminate the theoretical and practical issues outlined above.

Community Organization

| URB 63500 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will examine the historical development and contemporary practice of community organizing. Students will examine why and how people in urban communities and neighborhoods have organized to protect their rights and entitlement to public services, to acquire resources for development, and to improve their quality of life. Students will develop a historical and theoretical perspective on community organizing and will explore the range of issues around which communities organize. They will acquire practical knowledge and skills for effective grassroots organizing, including coalition-building and alliances between community organizations and labor. Through readings and presentations by guest speakers, they will gain familiarity with various models and strategies of community organizations in New York City.
UNDERGRADUATE CERTIFICATE IN LABOR RELATIONS

The Undergraduate Certificate in Labor Relations, offered through an educational partnership between Cornell University’s School of Industrial and Labor Relations and CUNY SPS’s Joseph S. Murphy Institute, provides NYC area union members, officers and staff with practical knowledge, skills and resources needed to be effective practitioners in the field of labor and industrial relations. To earn the Certificate, participants must hold a high school diploma or GED/TASC and complete four courses, for a total of sixteen credits.

Contemporary Labor Issues

| BABR 30200 | Credits: 4 | August 27, 2019 to December 20, 2019 | Monday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course examines the social, economic, political, and organizational issues confronting the U.S. labor movement today. As an ever-changing economy and political climate impact workers and the labor movement, unions face challenges that require changes in the visionary, structural, functional, and strategic aspects of their organizations. Students in this course consider how the external environment—globalization, shifts in the economy, employer resistance, political and legal obstacles—has shaped the current state of the union movement in general and affected union density, economic power, and political influence.

Unions and Labor Relations

| LABR 30400 | Credits: 4 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course focuses on unions and their role in labor-management relations. Students will examine the purpose, structure and function and governance of unions in the United States. Emphasis will be placed on how unions function in the collective bargaining process and contract administration. Topics will include: sources and uses of bargaining power, the negotiation process, the content and language of labor contracts, and the role and function of grievance procedures and labor arbitrations.
Labor and Employment Law

<table>
<thead>
<tr>
<th>LABR 32400</th>
<th>Credits: 4</th>
<th>August 27, 2019 to December 20, 2019</th>
<th>Monday</th>
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<tbody>
<tr>
<td>LABR 32400</td>
<td>Credits: 4</td>
<td>August 27, 2019 to December 20, 2019</td>
<td>Wednesday</td>
<td>6:15pm-8:45pm</td>
<td>CWA/ATU SI (Staten Island Cohort)</td>
</tr>
</tbody>
</table>

This course will introduce students to the fundamentals of law governing labor relations and employee rights in the workplace. Topics covered will include the National Labor Relations Act, employee representation, the grievance process, labor’s right to organize, the ground rules for collective bargaining, legal aspects of strikes, Weingarten rights, the obligation to bargain, and the duty of fair representation. The second part of the course will focus on employment rights at the workplace including statutes regarding discrimination, family medical leave, and workplace privacy.

Leadership and Administration

| LABR 32800 | Credits: 4 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-8:45pm | Cornell U.’s School of Industrial & Labor Relations |

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

GRADUATE CERTIFICATE IN LABOR RELATIONS

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

| LHIS 60100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-8:45pm | Course offering is still to be determined |

Participants in this course will examine U.S. labor history from several perspectives, seeking to understand how the experience of workers and the nature of working-class institutions have evolved in the context of broader historical developments.

Collective Bargaining Theory and Practice

| LHIS 62000 | Credits: 3 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-8:45pm | Course offering is still to be determined |

This course will provide students with a theoretical understanding of the collective bargaining process in the U.S. In addition to studying union and management theories of bargaining, students will analyze contemporary and historically significant bargaining scenarios in the private and public sectors and will develop advanced knowledge of labor relations in a variety of workplace environments. Students will examine the legal framework of collective bargaining and will study the evolution of public policy governing labor relations.

BACHELOR OF ARTS IN URBAN AND COMMUNITY STUDIES

The BA in Urban and Community Studies degree program is designed for participants with interests in urban, social, economic, and political issues, especially as they relate to diverse working-class communities. The program allows participants to explore the dynamics of urban and community life, public policy and administration, the structure of urban government and agencies, the delivery of social services, and community and labor organizing. Course offerings include:

Urban Populations and Communities

| URB 32000 | Credits: 4 | August 27, 2019 to December 20, 2019 | Tuesday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will introduce participants to the history of urbanization and the development of urban communities and enclaves. Participants will examine the various economic, social, and political factors that stimulate global immigration and internal migrations, including the shift from an industrial to a service economy that marks contemporary cities such as New York.
MASTER OF ARTS IN URBAN STUDIES

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

Classical Approaches to Urban Studies

| URB 60000 | Credits: 3 | August 27, 2019 to December 20, 2019 | Monday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course is designed to familiarize students with central ideas and debates in the field of Urban Studies. Students will do close readings of classic critical texts and will write response papers of varying types and lengths. In this process of reading and responding, students will advance their understanding of the literature and will enhance their analytic skills.

Urban Public Management

| URB 60100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-9:35pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course examines the scope and range of urban public management, with the aim of defining and evaluating how services are delivered through local government and nonprofit agencies. The focus will be on government managers, public-sector employees, and public-sector unions.

Social and Economic Policy in the United States

| PADM 61100 | Credits: 3 | August 27, 2019 to December 20, 2019 | Thursday | 6:15pm-9:45pm | The School of Labor and Urban Studies: 25 West 43rd Street, 19th Floor |

This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues.
MASTER OF ARTS IN LABOR STUDIES

The MA in Labor Studies degree program draws from the fields of sociology, law, history, economics, political science and labor relations to examine the opportunities and challenges facing workers and their organizations. The program strengthens the ability of students to advocate for equity and social justice in their communities and workplaces. Students develop critical thinking, analytical and leadership skills, while learning about labor law, organizing, collective bargaining, international perspectives, labor relations and strategic research. Course offerings include:

### Labor in the Era of Globalization

<table>
<thead>
<tr>
<th>LABR 60100</th>
<th>Credits: 3</th>
<th>August 27, 2019 to December 20, 2019</th>
<th>Wednesday</th>
<th>6:15pm-8:45pm</th>
<th>Course offering is still to be determined</th>
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</thead>
</table>

This course will examine the impact of the globalization of production on work itself, as well as on workers and international labor movements. It will present globalization as a central problem for both developed and developing economies and as a dilemma for U.S. workers and their unions. Students will analyze the history and function of the World Trade Organization, the International Monetary Fund, and the World Bank, including how these institutions influence the global flow of capital and labor, as well as goods and services. The course covers topics essential for understanding workers’ issues and rights in contemporary economies, such as: the impact of global outsourcing; the rise in women workers around the world and the implications for gender issues; organizing in a multi-national context; increasing poverty and inequality; and the decreased regulatory powers of states relative to multinational corporations because of free-trade agreements and neo-liberal development policies.

### Perspectives on the Labor Movement

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<tr>
<th>LABR 60500</th>
<th>Credits: 3</th>
<th>August 27, 2019 to December 20, 2019</th>
<th>Tuesday</th>
<th>6:15pm-8:45pm</th>
<th>Course offering is still to be determined</th>
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</table>

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

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.

Human Capital Citywide Training Center ......................................................... 122
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Small Business Services M/WBE Courses .................................................. 132
HUMAN CAPITAL CITYWIDE TRAINING CENTER

Civil Service 101

This course is designed to answer the most frequently asked questions about the Civil Service Process. Topics will include: the difference between Permanent and Provisional appointments, types of titles and classifications, and other civil service related topics. DCAS’ Human Capital staff will lead the discussion on how to navigate the Civil Service System.

Objectives:
- The history of the Civil Service Process
- Types of classifications
- The test taking process
- What to expect post examination

Target Audience: Staff at all levels

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
<th>Dates</th>
<th>Cost</th>
<th>CEUs/CPEs</th>
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Civil Service List Certification Overview

Civil Service List Certification Overview is designed to guide participants through the processes and procedures relating to the certification of a civil service list. This course provides Human Resources professionals with best practices to assist in the planning and administration of hiring pools, and the development of strategies to maximize use of civil service list to meet agency hiring needs.

Objectives:
- The Stages of Civil Service Lists
- Eligible Lists - Open Competitive, Promotion
- Certification Process
- Civil Service List Call Guidelines
- Preparing for a Hiring Pool

Target Audience: Human Resources Professionals who want to gain a better understanding of Civil Service List Certification Process

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EQUITY & INCLUSION COURSES

Building an Inclusive Culture: Understanding Unconscious Bias

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

Target Audience: Staff at all levels

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Conflict Resolution Strategies for the Culturally Diverse Workplace

Conflict, strife, and opposing points of view are part of the workplace and part of life—and you can't change that. But you can change the way you react to and manage conflict when it does occur. Meet conflict and disagreement head-on and reach a positive outcome for everyone involved. After this interactive and dynamic session, you will experience a positive change in yourself—a shift to a new perspective. Discover what it takes to keep your own cool—and prevent others from losing theirs!

Objectives:
• Recognize the eight root causes of conflict that help you understand what's really bugging you and others
• Discover your conflict management style and be able to adapt your style for all types of conflicts
• Raise awareness about cultural differences in the workplace and its impact
• Discuss real world case scenarios and practice conflict resolution techniques.

Target Audience: Hiring managers and supervisors

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Everybody Matters (1/2 day)

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

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

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

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lgbTq: The Power of Inclusion

This training will facilitate awareness as to the emotional impact of being a member of the LGBTQ community and provide best practices guidance for how to create/promote an open and inclusive environment for this community. Participants will also receive specific guidance as to the correct and inclusive terminology related to the transgender community, City agencies’ responsibilities under the Mayor’s Executive Order 16 (EO 16) regarding the legal right of transgender and gender non-conforming persons to freely access the single sex facilities owned/operated by the City that most closely aligns with their gender expression or identity, as well as examples of behaviors that may violate EO 16.

Target Audience: Staff at all levels

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Structured Interviewing and Unconscious Bias

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

**Target Audience:** Hiring managers and supervisors

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Structured Interviewing: Utilizing Follow-Up and Probing Questions

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

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

**Prerequisite:** Structured Interviewing and Unconscious Bias

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

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MAYOR’S OFFICE OF PEOPLE WITH DISABILITIES

Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities

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

Target Audience: Staff at all levels

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NYC Disability Service Facilitator (DSF) / ADA Coordinator Training

This training is a two-day course administered through the ADA National Network, NYC Mayor’s Office for People with Disabilities (MOPD) and the New York City Department of Citywide Administrative Services (DCAS). The program provides training on the Americans with Disabilities Act (ADA) as well as other federal, state and local laws that impact people with disabilities. The hallmark of the program is that it provides the most relevant and up to date information, guidelines, new resources and other pertinent information that is specific to city governmental programs, services and activities offered to New Yorkers with disabilities. The training is meant to establish a knowledge base essential to performing the role of the DSF/ADA Coordinator in New York City.

Objectives:

- Role of the DSF/ADA Coordinator
- Standards for Accessible Design
- Effective Communication
- Inclusive Emergency Planning
- Self-Evaluation & Transitional Planning
- Fair Housing
- Accessible Digital Technology

Target Audience: Employees to be trained for DSF/ADA Coordinator role

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<th>Course Code</th>
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<td>N/C</td>
<td>1.2/16</td>
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Intro to Digital Accessibility

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

Objectives:
• Learn about WCAG 2.0 Accessibility Standards
• Discuss various types of Assistive Technologies
• Identify common barriers to accessibility on the Web
• Explore how to format for accessibility on the Web
• Develop an understanding of Accessibility and Multi-Media Content
• Examine principles of Accessible Design

Target Audience: Agency staff that are interested in targeting their web content to a wider audience

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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<td>Sept 13</td>
<td>N/C</td>
<td>.6/8</td>
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Building and Facilities: ADA Standards for Accessible Design & NYC Building Code

This one-day training provides an in-depth review of accessibility standards and building code requirements for New York City’s buildings and facilities. The City of New York must ensure that its services, programs and activities, when viewed in their entirety, are accessible to people with disabilities. In this course you will learn about the technical requirements mandated by the Americans with Disabilities Act and our local building code for both existing buildings and also for new construction and alterations. This training will provide instruction on scoping requirements, how to identify and analyze common barriers to accessibility and specific design standards/codes.

Objectives:
- Application and administration of standards and codes
- Conventions & scoping requirements (new construction, exceptions, alterations)
- Tolerances and general exceptions, technical infeasibility
- Program Access
- Alterations and priorities
- Technical Chapters of the ADA Standard 3-10 which includes accessible routes, doors, ramps, stairs, plumbing elements, signage, alarms, assembly areas, benches, checkouts, recreational facilities and more
- Emphasis on provisions of the NYC Building Code that are more stringent than the ADA Standards

Target Audience: Agency Disability Service Facilitators (DSF)/ADA Coordinators, Architects, Engineers, Facilities staff and any employee interested in making their agencies building environment more accessible to everyone

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<th>Course Code</th>
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*AIA Learning Units-Pending Approval
SEXUAL HARASSMENT PREVENTION

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

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

Target Audience: Staff at all levels

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<tr>
<th>Course Code</th>
<th>Days of Training</th>
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EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

The Emergency Management Certificate Program (EMCP) introduces government, private sector, and non-profit personnel to the fundamentals of emergency management and provides participants with an awareness and understanding of how the City of New York operates and responds to emergencies.

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

AUDIENCE:
The EMCP is designed for government employees, non-profit, and private sector partners who support emergency operations in their home agency/organization, in the field, or in the City’s Emergency Operations Center (EOC), however, all City employees are eligible to participate with their supervisor's approval.

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

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

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

REGISTRATION PROCESS:
Please email NYCMAcademy@oem.nyc.gov for an application form if you are interested in participating in this program. Upon completion of the Emergency Management Certificate Program, you will receive a signed certificate of completion from NYCEM’s Commissioner.
Small Business Services M/WBE Courses

Best Practices for Identifying M/WBEs

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

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

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

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<thead>
<tr>
<th>Course Code</th>
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Best Practices for Incorporating the M/WBE Program into the Procurement Process

This course will provide an overview of the M/WBE Program as well as discuss checkpoints in the procurement process to incorporate M/WBEs.

Objectives:
• Understand the M/WBE Program requirements, checkpoints to incorporate M/WBE participation

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

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<thead>
<tr>
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<th>Days of Training</th>
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Best Practices for M/WBE Networking and Outreach

This course will provide an overview of the City’s M/WBE Program, with a focus on best networking and outreach.

Objectives:
- Understand the M/WBE Program requirements, procurement and best practices for networking and outreach

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

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M/WBE Program Resources

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

Objectives:
- Understand the City’s M/WBE Program resources

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

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## TECHNOLOGY SKILLS PORTFOLIO

### MICROSOFT OFFICE

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**MANAGEMENT & SUPERVISION PORTFOLIO**

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**PROFESSIONAL PRACTICES PORTFOLIO**

**AUDIT PROFESSIONALS**

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**ENERGY MANAGEMENT PROFESSIONALS**

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<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Law 34 Compliance/DBA (Doing Business Accountability) Project</td>
<td>P6200M</td>
<td>.13CEU</td>
<td>1 1/4 hrs</td>
<td>June 19, July 9, Aug 14, Sept 17 (11:00am-12:15pm) or June 4, July 23, Aug 27 (1:00pm-2:15pm)</td>
<td>N/C</td>
</tr>
</tbody>
</table>

### EXECUTIVE DEVELOPMENT PORTFOLIO

See Course Catalog, page 97 for details and/or call Executive Development Programs at 212-386-0004.

### CERTIFICATION & CREDIT BEARING PORTFOLIO

**CUNY PUBLIC ADMINISTRATION CERTIFICATE PROGRAM**
(Union tuition reimbursement may apply)

For more information on CUNY courses at DCAS/CTC contact: 212-386-1697 or contact CUNY at The Murphy Institute at: 212-642-2059

See Course Catalog, page 106 for details.

### NYC SPECIFIC PORTFOLIO

#### HUMAN CAPITAL CITYWIDE TRAINING

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Service 101</td>
<td>C7931</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>July 17; Aug 21; Sept 18 (9:30am-12:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Civil Service List Certification Overview</td>
<td>C7932</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>July 17; Aug 21; Sept 18 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
</tbody>
</table>

#### EQUITY & INCLUSION COURSES

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building an Inclusive Culture: Understanding Unconscious Bias</td>
<td>C1078</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Sept 24 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Conflict Resolution Strategies for the Culturally Diverse Workplace</td>
<td>C8023</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>July 24 (9:00am-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Everybody Matters (1/2 day)</td>
<td>C1077</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Sept 12 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
</tbody>
</table>
# EQUITY & INCLUSION COURSES

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>lgbTq: The Power of Inclusion</td>
<td>C7787</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>June 5; Aug 7 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Structured Interviewing and Unconscious Bias</td>
<td>C7790</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>June 11; Aug 7; Sept 18 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Structured Interviewing: Utilizing Follow-Up and Probing Questions</td>
<td>C8047</td>
<td>.3CEU/4CPE</td>
<td>½</td>
<td>Aug 14; Sept 25 (9:00am-12:30pm) or (1:30pm-5:00pm)</td>
<td>N/C</td>
</tr>
</tbody>
</table>

### MAYOR’S OFFICE OF PEOPLE WITH DISABILITIES

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability Etiquette: Inclusive Workplace Strategies for People with Disabilities</td>
<td>C8042</td>
<td>.15CEU/2CPE</td>
<td>1 ½ hrs</td>
<td>July 17, Aug 21, Sept 18 (10:00am-11:30am) or (2:00pm-3:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>NYC Disability Service Facilitator (DSF) / ADA Coordinator Training Class</td>
<td>C7941</td>
<td>1.2CEU/16CPE</td>
<td>2</td>
<td>Aug 15-16</td>
<td>N/C</td>
</tr>
<tr>
<td>Intro to Digital Accessibility</td>
<td>C9801</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Sept 13</td>
<td>N/C</td>
</tr>
<tr>
<td>Building and Facilities: ADA Standards for Accessible Design &amp; NYC Building Code</td>
<td>C9802</td>
<td>.6CEU/8CPE</td>
<td>1</td>
<td>Sept 12</td>
<td>N/C</td>
</tr>
</tbody>
</table>

### SEXUAL HARASSMENT PREVENTION

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Harassment Prevention</td>
<td>C7965</td>
<td>N/A</td>
<td>2 hrs</td>
<td>Offered daily: Session 1: 9:00am-11:00am Session 2: 11:30am-1:30pm</td>
<td>N/C</td>
</tr>
</tbody>
</table>

### EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

See Course Catalog, page 130 for details.

### SMALL BUSINESS SERVICES (SBS) M/WBE

<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>CODE</th>
<th>CREDITS</th>
<th>DAYS</th>
<th>DATES</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Practices for Identifying M/WBEs</td>
<td>P9007S</td>
<td>.3CEU</td>
<td>½</td>
<td>Sept 12 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Best Practices for Incorporating the M/WBE Program into the Procurement Process</td>
<td>P9031S</td>
<td>.3CEU</td>
<td>½</td>
<td>Aug 15 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>Best Practices for M/WBE Networking and Outreach</td>
<td>P9034S</td>
<td>.3CEU</td>
<td>½</td>
<td>June 13 (1:30pm-4:30pm)</td>
<td>N/C</td>
</tr>
<tr>
<td>M/WBE Program Resources</td>
<td>P9030S</td>
<td>.3CEU</td>
<td>½</td>
<td>July 11 (1:30pm-4:30pm)</td>
<td>N/C</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

![Image](http://example.com/image.png)

### TRAINING APPLICANT INFORMATION

<table>
<thead>
<tr>
<th>Today’s Date:</th>
<th>Employee Reference Number</th>
<th>Employee Affiliation: (Check One)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>City</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Middle Initial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Civil Service Title</th>
<th>Office Title</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Agency Code</th>
<th>I have changed agencies within the last 2 years</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Division/Work Unit</th>
<th>Work Address (Street, Room, Floor, Borough, State)</th>
<th>Zip Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Phone</th>
<th>Work Fax</th>
<th>Work E-Mail Address</th>
<th>Home E-Mail Address (Required for CEU transcript request)</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

### OPTIONAL APPLICANT INFORMATION

<table>
<thead>
<tr>
<th>Gender (Check One)</th>
<th>Are you Hispanic or Latino? (Check One)</th>
<th>What is your race? (Check One)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Yes</td>
<td>Native Hawaiian or Other Pacific Islander</td>
</tr>
<tr>
<td>Female</td>
<td>No</td>
<td>White</td>
</tr>
<tr>
<td>Unknown/I choose not to disclose</td>
<td>I choose not to disclose</td>
<td>Asian</td>
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</tbody>
</table>

### SELECTED COURSE INFORMATION

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Level</th>
<th>Course Dates</th>
<th># Days</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>4.</td>
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<td>5.</td>
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<td>6.</td>
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</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.

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

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

### APPLICANT SIGNATURE

Applicant Signature: __________________________ Date: ____________

(OVER)
REVIEW THESE INSTRUCTIONS BEFORE COMPLETING APPLICATION

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

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

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

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

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

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

### SUPERVISOR AUTHORIZATION

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

<table>
<thead>
<tr>
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<th>Work Fax</th>
<th>Work E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

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></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>Work E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Agency Training Liaison Signature ___________________________ Date __________

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

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

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