DCAS Citywide Training Center

2006 SPRING CATALOG

The City's Trainer
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About Our Courses . . .

Technology Skills, Audit, Managerial & Professional Development courses offered at the Citywide Training Center are an approved source of continuing professional education credits for professional certification and re-certification purposes, and are recognized by the Universal Public Purchasing Certification Council (UPPCC) and the Institute for Supply Management (ISM).
ADMINISTRATIVE PROFESSIONAL CERTIFICATE (APC) PROGRAM

$495

Three Core Courses, plus
- One Communication Elective
- One Technology Skills Elective

Complete separate CTC application for enrollment in APC Program

Applicants must select either Session I or Session II

(Combination of Session dates is not permitted)

CORE COURSES

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<tr>
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<tr>
<td>Managing Multiple Priorities</td>
<td>May 4</td>
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APC PROGRAM COMMUNICATION ELECTIVES

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<td>May 25-26, June 7-8</td>
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<tr>
<td>Developing Dynamic Listening Skills</td>
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<td>C8005</td>
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<td>C6788</td>
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<td>C1022</td>
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### APC Program Technology Skills Electives

#### E-Mail

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#### Word Processing

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

Desktop E-Learning allows you to sharpen your skills and develop new ones. It's flexible, fast, and convenient. It saves time and delivers measurable, tangible results. Participants can access the courses they want--at any time--from their office computers!

Take charge of learning… at your pace! You can complete entire courses—from beginner through advanced levels-- to learn a brand new skill, hone in on specific skill areas as a ‘refresher’ or access a course whenever instant answers are needed.
<table>
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<td>Word 2000</td>
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Assessing Financial Related Activities
A8811

Days of Training: 4, 32 CPE $535  June 6-9
Level: Intermediate

Government Auditing Standards emphasizes the need for accountability in financial activities. It provides specifically for reviews of control environments and for safeguarding assets. It also provides for compliance with laws and regulations and control risk assessment in performing audits of financial activities. In this course, you develop the necessary knowledge and skills to help you evaluate financial related activities and controls on a “systems-procedure” and “results-outcome” basis, in accordance with auditing standards. The course details financial planning and budgeting, cash, receivables, procurement, payables, property management, employee compensation and financial reporting.

Objectives:
Upon completion of this course you will be able to:
• Apply governmental requirements for control of financial and related support activities
• Plan a review of these activities on a “systems-procedure” and an “outcome” approach
• Evaluate the application of control techniques with respect to objectives sought
• Formulate effective recommendations for needed improvements

Advance Preparation:
Attendance at Assessing Controls in Performance Audits is recommended.

Auditing Outsourced Government Services
A8235

Days of Training: 2, 16 CPE $360  May 8-9
Level: Intermediate

After delivery of a government service has been outsourced to a contractor, a key audit task is to evaluate the contractor’s performance in delivering that service. Learn the role of contract terms in measuring and holding contractors responsible for performance — delivering the service with integrity in the quantity, quality and time frame specified in the contract. Share ideas on contract terms that are effective in specifying quantitative performance requirements. Learn techniques for measuring and assessing contractor performance, gain skills for developing audit programs and know the unique considerations in reporting the audit results. Note: this course does not address auditing the contracting process.

Objectives:
Upon completion of this course, you will be able to:
• Distinguish the roles of the contract monitor, contract manager and auditor
• Describe survey approaches that are useful in identifying which aspects of contract service performance to audit
• Name the basic source documents needed as references for contract audit criteria
• Discuss practical approaches for dealing with scope limitations, missing documentation and situations that may
indicate fraud
• Describe the potential source causes of defective or faulty contractor performances and distinguish between intentional and unintentional noncompliance and substandard performance
• Develop audit plans including objectives and the scope of audit coverage
• Effectively report the results of service contract audits
Note: This course is for anyone who assesses or monitors contractor performance

Advance Preparation:
Attendance at Auditing Operations would be helpful.

Basic Governmental Auditing
A7001

Days of Training: 5, 40 CPE $675 June 5-9
Level: Core
This is our premier course for new auditors. Learn the personal and professional attributes necessary to be successful in the government audit environment. Lectures, discussions and exercises provide an understanding of the government auditing standards, the types of audits, audit evidence, fundamentals of interviewing, the preparation of audit working papers and audit findings and their elements. Learn to develop and present audit findings through the use of individual and group exercises that emphasize sufficient qualitative and quantitative evidence and development of the findings for different audiences.

Objectives:
• Upon completion of this course, you will be able to:
  ▪ Explain the requirements for and expectations of a governmental auditor
  ▪ Describe the legal and regulatory standards that apply to government audits
  ▪ Describe what occurs during each phase of an audit
  ▪ Apply government auditing standards when planning, conducting and reporting the results of your audits
  ▪ Conduct interviews to collect important facts and opinions
  ▪ Identify appropriate evidence and prepare working papers that meet standards and contain all the necessary elements of professional working papers
  ▪ Develop audit findings that address condition, criteria, cause and effect and lead to recommendations
  ▪ Communicate and present audit findings to different audiences
  ▪ Identify knowledge and skill areas to pursue future training and continued career development

Advance Preparation: No prerequisite or advance preparation required for attendance in this course.
Compliance Auditing  
A8095

Days of Training: 2, 24 CPE $360 March 20-21
Level: Intermediate

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

Objectives:
On completion of this course, you will be able to do the following:
• Cite the basic auditing principles that apply in conducting compliance audits
• Explain how audit findings differ for compliance with performance requirements and for compliance with procedures and controls
• Explain the unique development of cause in auditing compliance
• Explain the central role of objectives in auditing, and formulate objectives that establish what a given compliance audit is to accomplish
• Plan, execute and report on compliance audits

Contract and Procurement Fraud  
A8036

Days of Training: 2, 16 CPE $360 June 15-16
Level: Advanced

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

Objectives:
Upon completion of this course, you will be able to:
• Identify auditor responsibilities for the detection and investigation of contract fraud
• Identify fraud schemes and indicators that are common to government contracting programs
• Familiarize auditors with procurement regulations and contracting practices of government agencies
• Understand government procurement procedures and their impact upon audits
• Describe criminal, civil, administrative and contractual actions that can be taken in response to fraud
• Identify fraud in electronic commerce
Developing and Presenting Audit Findings
A7021

Days of Training: 2, 16 CPE $360      March 27-28
Level: Core
This course provides in-depth, hands-on guidance and practice in developing audit findings, primarily for deficiency findings. Adequate finding development requires that you compile sufficient, relevant information to satisfy the audit’s objectives, promote an adequate and correct understanding of the reported matters and convince readers to recognize the validity of the findings and the benefit of implementing any recommendations. You learn the different kinds of findings, the elements they contain and the appropriate finding paradigm to use in organizing your audit evidence into a coherent message that answers the audit’s objectives. In multiple case exercises you practice developing audit findings for audits of compliance, processes and controls, accomplishments and impact.

Objectives:
Upon completion of this course, you will be able to:
• Cite the government auditing standards provisions that apply to developing and presenting audit findings
• Explain the central role of audit objectives in finding development
• Describe the two findings paradigms used in performance auditing and the elements they contain
• Outline a finding and prepare a synopsis summarizing the audit results in response to the audit’s objective
• Develop and present audit findings and related conclusions and recommendations

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

Ethical Decision Making for Auditors
A9010

Days of Training: 1, 8 CPE $250     May 18
Level: All
The goal of this course is to help develop ethical fitness. The focus is on recognizing, analyzing and resolving ethical dilemmas. You leave this course 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.

Objectives:
Upon completion of this seminar, you will be able to:
• Develop a consensus on core values
• Describe how establishing shared, core values improves the ethical environment of a government audit organization
• Discriminate between moral temptations and authentic ethical dilemmas
• Analyze the dilemmas you face according to a new framework
• Resolve the dilemmas according to classic ethical principles

Advance Preparation:
No prerequisite or advance preparation is required for attendance in this seminar.
The Governmental Audit: From Planning to Reporting  
A8032

Days of Training: 4, 32 CPE $535     May 16-19
Level: Intermediate
Have you been assigned to only portions of an audit and need an overall perspective of the process? This refresher course on governmental auditing theories and practices improves your knowledge and skills related to the phases of the performance audit and the evaluation of results. A case study takes you through a complete audit, from planning to preparing for the report.

Objectives:
Upon completion of this course, you will be able to:
• Plan for and manage audit assignments
• Identify types of evidence used by auditors and evaluate their quality
• Survey, review and comment on the adequacy of controls and results
• Organize and utilize your working papers more effectively
• Formulate value-added recommendations and get them accepted

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

Information Systems Auditing  
A8025

Days of Training: 3, 24 CPE $475     March 22-24
Level: Core
Learn the basic processes, tools and techniques involved in auditing today’s information systems. Through exercises, case studies, lectures and discussions, you learn the basic audit techniques specified in the Federal Information System Controlsr Audit Manual (FISCAM), Information Systems Audit and Control Association’s (ISACA) methodology and other audit guidance. Alternative methods of evaluating and testing general and application controls, including identifying indicators of potential fraud, are discussed.

Objectives:
Upon completion of this course, you will be able to define, select and perform the basic audit tests for:
• Analyze general controls as applied to application systems
• Evaluate existing application systems
• Audit the various phases of systems development
• Assess the adequacy of backup and recover/business resumption planning

Advance Preparation:
Information Technology for Auditors or equivalent
Information Technology for Auditors
A8024

Days of Training: 2, 16 CPE $360     March 20-21
Level: Core
Learn the components of information technology and how they are organized, developed and managed; how technology affects your responsibilities; and the guidelines governing audits performed under the government auditing standards. This course is the prerequisite for all other technology-related courses offered in auditing curriculum. The information systems audit process is presented in Information Systems Auditing (AUDT8025G).

Objectives:
Upon completion of this course, you will be able to:
• Define basic computer concepts and terms
• Describe how information technology is organized, developed and managed
• Explain how technology affects your responsibilities
• Cite standards and guidelines governing audits performed under the Government Auditing Standards

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

Integrating the Internet into the Audit Process
A7910

Days of Training: 1, 8 CPE $250     May 22
Level: All
Learn about the Internet and how to use it in all phases of the government auditing process. This hands-on course provides tips and techniques for tapping into the wealth of resources for government auditors. Students learn how to locate Internet resources for each phase of the audit.

Objectives:
Upon completion of this course, you will be able to:
• Find audit-related resources using Internet search tools
• Download audit work programs from online sites
• Join and participate in e-mail discussion groups for government auditors
• Discuss the basics of Web page design to enhance search skills
• Integrate the Internet into all phases of the audit process

Advance Preparation:
No prerequisite or advance preparation is required for attendance in this course.
Making Your Case to Prosecute Fraud
A8090

Days of Training: 2, 16 CPE $360  June 21-22
Level: Intermediate
Fraud is a booming business today. With fraud schemes becoming more sophisticated and defense attorneys more proactive, the need for a government task force effort of auditors, investigators and prosecutors has been born. 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. Auditors learn the pitfalls to avoid in pursuing fraud on their own and how to discern whether a potential fraud scheme they have identified in an ongoing audit maybe prosecutable.

Objectives:
On completion of this course, participants will be able to:
• 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 combating 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

Non-Audit Services: Rewards and Risks
A9024 (Former title: Consulting and other Professional Services for Government Auditors)

Days of Training: 2, 16 CPE $360  April 12-13
Level: Advanced
Add value to your organization by diversifying the services you provide. Discuss the applicable audit standards as well as the risks and benefits of providing consulting and advisory services. Explore the relationship that non-audit service generates with the client. Examine which engagements lend themselves best to consulting and advisory services and how they can be marketed to management.

Objectives:
Upon completion of this course, you will be able to:
• Define common terms associated with audit consulting and advisory services and identify which audit standards are most commonly applied
• Discuss the types of engagement most often delivered under the categories of assessment services, facilitation services and remediation services
• Identify effective communication techniques to employ during audit consulting and advisory engagements and discuss how results should be reported to management
• Identify attributes of effective consultants and where your strengths and weaknesses lie
• Explore the relationship that the delivery of non-audit service generates with the client

Advance Preparation:
No prerequisite or advance preparation is required for attendance in this course
Planning and Managing Skills for Audit Leadership
A9014

Days of Training: 3, 24 CPE $475     June 12-14
Level: Advanced

Are you selecting the right audits to be effective and timely in today’s fast changing environment? Are you able to accomplish audits with higher quality in less time? Are you communicating the audit results in a manner that yields appropriate corrective action and significant improvements? In this course, you obtain the knowledge and skills to help you answer these questions positively and achieve a high cost/benefit ratio. Equally important, you learn how to motivate your staff to carry out assignments more effectively and economically.

Objectives:
Upon completion of this course, you will be able to:
• Identify and apply leadership concepts and techniques to successfully plan, manage and report
• Motivate staff to carry out assignments with the highest quality, lowest cost and integrity
• Develop successful audit teams
• Evaluate and select staff for audit assignments and manage and communicate effectively with audit staff
• Plan the overall coordination and cohesion needed to determine systematically the extent and type of audit work to be done throughout an audit assignment
• Communicate effectively with auditees and other government officials
• Measure quantitatively the quality of audit work and audit results

Advance Preparation:
No prerequisite or advance preparation required for attendance in this course.
Presentation Skills for Auditors  
A8522

Days of Training: 2, 16 CPE $360  May 3-4
Level: All

Your effectiveness as an auditor often depends on how well you orally present your audit results. In this non-threatening classroom environment, you prepare and conduct various presentations of your audit findings. With the use of videotape, you receive individualized coaching on the organization and delivery of your presentations. This is a limited enrollment course to ensure maximum interaction and feedback.

Objectives:
Upon completion of this course, you will be able to:
• Analyze your audience
• Organize the presentation effectively
• Deliver your message skillfully
• Handle audience questions
• Use visuals to help convey your message
• Manage the tensions related to public speaking

Advance Preparation: Have a topic in mind to prepare a presentation.

Quick Response Auditing  
A8011

Days of Training: 2, 16 CPE $360  April 10-11
Level: Intermediate

Learn how to deliver timely audit products in compliance with government 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:
Upon completion of this course, you will be able to:
• 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

Advance Preparation:  
No prerequisite or advance preparation is required for attendance in this course.
Reviewing Audit Reports
A9502

Days of Training: 2, 16 CPE $360  April 3-4
Level: Advanced

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

Objectives:
Upon completion of this course, you will be able to:
• Explain the role and responsibility of the reviewer
• Use Government Auditing Standards as the foundation throughout report review, feedback revision process
• Describe a seven-step review process for evaluating audit report drafts
• Apply structured review process to evaluating communication problems quickly in draft reports
• Provide effective oral and written feedback from the review process to those who draft audit reports

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

Writing Audit Reports by Objectives
A8511

Days of Training: 3, 24 CPE $475  March 29-31
Level: Intermediate

The goal in performance auditing is to begin the audit with objectives based on user needs and to develop a report that answers those objectives. This course is grounded on the concept that using audit objectives as the logical, integrated basis from planning through reporting can help you organize your message and write reports that succinctly communicate the audit results. You learn how audit objectives determine the type of finding and how the components and presentation of findings differ with process-oriented objectives. You practice with one or more case exercises, holding a report conference to reach agreement on the message before writing. You use audit objectives to form an outline of the message, organize your evidence to answer the audit objectives and write a finding synopsis.

Objectives:
Upon completion of this course, you will be able to:
• Design a report to solve the problem of multiple audiences
• Explain the effect objectives have on findings and message formulation
• Write objectives for process-oriented and results-oriented audits that identify the performance aspects and finding elements to be developed, and form an outline for the report
• Organize a finding that answers the audit objectives using different outline methods and advance organizers such as captions and topic sentences
• Adapt audit objectives for use as “captions” in a report

Advance Preparation:
Attendance at Planning Audit Assignments (AUDT8451) would be helpful.
Achieving Cross-Cultural Appreciation
C8017

Days of Training: 1 $125     June 7
This course is designed to provide participants with the insights necessary to increase readiness, willingness, and competence in handling workplaces and situations that involve people from different cultures. The course will focus on increasing participant knowledge and awareness of, as well as sensitivity to, different perspectives, values, and behaviors of cultural groups.

Course Content:
• What culture is: apparent and hidden relationships
• The impact of culture on relationships
• Establishing successful relationships across cultures
• Culturally driven perspectives, values and behaviors
• Essential Tools: the power of words, the role of silence, the importance of listening, and non-verbal communication
• Developing a global communication style

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

Action Grammar
C5031

Days of Training: 2 $250     May 25-26, June 7-8
This workshop is recommended for individuals who want to enhance or refresh their understanding of the rules of standard English grammar.

Course Content:
• Getting clear-cut answers to grammar questions
• Avoiding common errors in grammar and sentence structure
• Learning the principles of subject-verb agreement
• Applying the rules of grammar to writing
• Using abbreviations, quotations, capitalization, and punctuation correctly
• Eliminating unnecessary words and phrases

Target Audience: Individuals who want to enhance their grammar skills
Communicating Across Divisions
C9039

Days of Training: 1 $125 May 22
This workshop focuses on skills that will help participants formulate communication dynamics to successfully interact with employees in varying divisions in city agencies. Participants will assess the strategies of ‘networking across functions’ to foster winning relationships with colleagues, senior managers and clients in order to promote organizational effectiveness.

Course Content:
- Employing diplomacy and strategy when communicating with other division teams
- Learning the value of ‘direct’ and ‘indirect’ communication and how to use them to build rapport
- Handling sensitive information and delicate situations
- Practicing ‘good’ organizational politics to get the job done effectively and gracefully

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

Communication Strategies for the Administrative Professional
C9034

Days of Training: 2 $250 April 10-11, May 8-9
This course is for administrative professionals who want to improve and enhance workplace relationships by developing and refining interpersonal communication skills. Participants will examine their own communication styles and develop strategies for recognizing and appropriately responding to the various styles of others. Focus will be on how perceptions, values, self-concept, impressions, credibility and emotions affect and influence the communication process—how messages are sent and received. Key strategies for managing interpersonal conflict will also be highlighted.

Course Content:
- Analyzing the dynamics of positive workplace relationships
- Examining the impact of individual filters on the communication process
- Recognizing how perceptions, values, and emotions influence interpersonal relationships
- Developing and improving active listening skills
- Avoiding assumptions that can lead to miscommunication and conflict
- Identifying pro-active strategies for managing conflict
Building a step-by-step action plan for developing positive relationships

Target Audience: Individuals who want to achieve positive results through better interpersonal workplace relationships
Creating & Delivering Powerful Presentations
C9041

Days of Training: 2 $250     April 24-25, June 5-6
This course is designed for managers, supervisors and professionals who, in their leadership roles, must make important presentations. Participants will receive one-on-one coaching and develop a skill set for speaking with confidence and projecting the best possible image of themselves and the agency. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

Course Content:
• Understanding the importance of “image” and how to use it to positively influence every audience
• Structuring the presentation for clarity, impact, and persuasiveness
• Capturing the audience’s attention from the beginning – and keeping it
• Using visual materials – including PowerPoint -- to reinforce the power of your presentation
• Responding to challenging questions and statements with confidence, authority, and understanding
• Closing the presentation with impact

Target Audience: Managers, supervisors and professionals who make presentations

Developing Dynamic Listening Skills
C2508

Days of Training: 1 $125     May 18
This workshop will focus on the skills, knowledge, and attitudes necessary to meet the challenges of listening effectively. Through practical exercises, participants will improve their behaviors in this critical component of the communication process.

Course Content:
• Assessing your own listening strengths and weaknesses
• Identifying attitudes that interfere with effective listening
• Listening to understand versus listening to reply
• Separating message content from feelings
• Achieving results through better communication

Target Audience: Professionals seeking to enhance their listening behaviors
‘Easy’ English for the Multi-Lingual Writer  
C8005

Days of Training: 2 $250 May 17-18
This course is designed for writers for whom English is not their first language. In this course participants will work on their own and with others on job-related writing exercises that will strengthen their ability to write using proper English. Participants will leave the course with an awareness of writing strengths and a sense of confidence in their ability to improve in areas where special focus is needed.

Course Content:
• Standard formats and etiquette for memos, letters, and e-mail
• Rules for avoiding the most common writing errors
• The most frequent sentence problems and how to correct them
• Correct punctuation, capitalization, abbreviation, and number use
• How to use English idioms and other tricky words and expressions properly
• Where to find print and electronic writing “how to” resources

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

Persuasive Writing  
C9035

Days of Training: 2 $250 April 10-11, June 20-21
This course is designed to equip writers with the tools needed to influence readers and achieve the results that they want. Participants will learn and employ a process for successful persuasive writing. Emphasis will be on how to organize the persuasive written document to focus on the readers’ concerns about an issue. Writers taking this class will receive constructive one-on-one feedback from the instructor to make their documents compelling and credible for moving readers to action.

Course Content:
• Recognizing the elements of powerful argumentative writing
• Analyzing how well-written documents motivate readers to act
• Applying time-tested persuasive methods for writing proposals
• Using proven techniques for gathering information to defend a position
• Organizing the argument to focus on the audience’s concerns about the issue
• Identifying mistakes that compromise the value of the writer’s argument
• Choosing high-impact language when polishing persuasive documents

Target Audience: Managers and administrators who write or want to write position papers, proposals, and other persuasive documents for management review and approval
Successful Letter and Memo Writing
C6788

Days of Training: 2 $250  April 17-18, June 1-2

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

Course Content:
• Identifying characteristics of effective business writing
• Planning and organizing thoughts before writing
• Creating a professional tone
• Avoiding run-on sentences and sentence fragments
• Checking for cohesive paragraphs
• Avoiding the most frequently made grammatical errors

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

Successful Workplace Communication
C1022

Days of Training: 1 $125  May 2; June 15

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

Course Content:
• Assessing communication styles and their impact on others
• Learning effective active listening techniques
• Recognizing and respecting others’ needs
• Developing techniques to achieve greater understanding
• Interpreting verbal and non-verbal communication cues
• Diffusing and resolving conflict situations

Target Audience: Clerical/administrative staff seeking to improve their communication effectiveness
Write to the Point
C9002

Days of Training: 2  $250  April 12-13

This workshop focuses on examining the writing process so that writers of routine office correspondence will write to the point. It provides opportunities to practice and evaluate writing techniques necessary to move the correspondence forward. Participants will view "writing to the point" from two perspectives: the purpose of the document and the meaning of the language. Constructive feedback on writing assignments will be provided to participants.

Course Content:
• Learning the fundamentals of purposeful writing
• Working on openings and closings to effectively focus the reader
• Determining the amount of content necessary to clarify the point
• Reviewing fundamental sentence structure issues
• Editing writing for conciseness and clarity
• Applying practical grammar and usage rules to work-related documents
• Receiving individual feedback of writing skills

Target Audience: All personnel who write office correspondence
Change: Moving Through Resistance
C8007

Days of Training: 1 $125  April 17
This course will address the challenges of resistance to change— an inherent component in workplace change initiatives. Participants will learn strategies for managing employee— and sometimes their own— apathy, criticism, negativity, and low productivity in the change process. Focus will be on how to effectively address these reactions and how to move forward.

Course Content:
• The benefits of resistance
• Common mistakes made by managers/supervisors when implementing change
• How to temper your reaction to resistance
• How to differentiate between performance problems and normal resistance to change
• How to respond proactively to resistance
• The “magic” that mobilizes a stalled change initiative
• Strategies for maintaining momentum during the resistance phase

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

Fundamentals of Supervision
C1031

Days of Training: 3 $375  May 10-12
This workshop offers participants an introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and be introduced to the key techniques that they will need to function effectively in their supervisory role. Emphasis will be placed on the supervisor as part of a management team committed to developing excellence in government.

Course Content:
• Recognizing the challenges of public sector supervision
  • Working with a diverse workforce
  • Communication of performance objectives for effective staff performance
  • Leadership practices that encourage commitment and teamwork
  • How delegating work benefits both the supervisor and subordinate
  • Coaching staff members for top performance
  • Using conflict resolution skills to minimize problems

Target Audience: New and prospective frontline supervisors
Leading For Excellence  
C9043

Days of Training: 2 $250  June 1-2

This workshop helps participants assume the qualities of leadership that can help their units to achieve improved performance. The concentration will be on proactive adaptation to change, assumption of responsibility and accountability, and taking initiative to ensure success.

Course Content:
- Using change as a springboard to improvement
- Developing personal responsibility for outcomes produced
- Empowering self and others to take action
- Assuming personal accountability for success
- Building work environments that promote performance

Target Audience: Managers, supervisors, team and project leaders

Performance Evaluation Clinic  
C9036

Days of Training: 1 $125  June 5

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. (Participants will bring a sample set of Tasks & Standards, in agency mandated format, and a performance evaluation to the workshop.)

Course Content:
- Revising and updating tasks and standards for clarity and significance
- Describing and summarizing performance observed over the rating period
- Applying ratings criteria in a fair and uniform manner
- Engaging employees in setting written goals and developmental planning for the next year

Target Audience: Managers and Supervisors
Performance Management  
C9037

Days of Training: 2 $250     May 22-23
This course will focus on best practices for setting standards, expectations, and goals for optimal performance. It will also provide participants with methods to reinforce positive results while addressing performance gaps. Participants will examine their own work environments, in which performance may be faltering, and devise action plans for maximizing high performance outcomes.

Course Content:
• Setting standards, expectations, and goals
• Pinpointing and analyzing performance problems
• Developing methods to provide constructive feedback
• Determining when coaching and counseling are appropriate
• Creating strategies for effective mentoring, coaching, and counseling
• Evaluating, tracking, and "fanning" quality performance

Target Audience: Leaders who want to effectively manage the performance of their workforce.

Smart Solutions for Unacceptable Employee Behavior  
C9017

Days of Training: 2 $250     May 18-19
From 'first approach' to 'last resort' actions, this workshop will explore the management skills and techniques needed to stop the negative effects of problem performers, bad attitudes, and unacceptable behaviors. Focus will be on employing 'smart' methods for managing, controlling, and resolving problem situations, without the resentment and anger that some outdated approaches may generate.

Course Content:
• The hallmarks and causes of bad attitudes and unacceptable behaviors
• ‘Setting the Bar’: recognizing a discrepancy between performance expectations and actual behavior
• When to coach, counsel, or discipline
• How to avoid encouraging—even "rewarding"—bad behavior
• Getting all perspectives, while remaining neutral and fair when co-workers take sides
• How to make the 'problem person' an equal partner in the solution
• Intervention techniques that put a halt to dangerously escalating situations

Target Audience: Managers and supervisors who need to develop strategies and techniques to deal with employee behavioral problems
Supervising Challenging Employees
C9038

Days of Training: 2 $250     June 15-16

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.

Course Content:

- Recognizing whether the challenge is from the employee, the situation or the relationship
- Distinguishing effective from ineffective responses to challenging employees
- Focusing on goals and outcomes instead of personality and process
- Negotiating "performance agreements"
- Soliciting and offering feedback more comfortably
- Influencing people through their own values and motivations
- Coping productively with personality differences
- Creating dialogue through improved active listening and questioning skills
- Measuring and increasing mutual TRAC ratings (trust, respect, affection, and confidence)

Target Audience: Managers and Supervisors seeking effective ways for supervising “challenging” employees
City-Specific Contracting*
P4001

Days of Training: 1 $150     April 25, June 13
This course provides an overview of the contracting process pursuant to the Procurement Policy Board rules. It also describes the organization of contracting in the City of New York. In-class case studies and examples enable participants to relate what they have learned in class to their daily work responsibilities.

Course Content:
• Background of the Procurement Policy Board
• Roles of the City Chief Procurement Officer (CCPO) and the Agency Chief Contracting Officer (ACCO)
• Determinations of Responsiveness
• Methods of source selection: Competitive Sealed Bids, Competitive Sealed Proposals, Sole Source, Small Purchases
• Determining the appropriate method of source selection
• Determinations of Responsibility
• The Pre-Solicitation Review
• Recommendation for Award
• Documentation and maintenance of contract files

Target Audience:
This course is designed for all City procurement personnel and is particularly relevant for those who are new to the City procurement environment.
*This course is approved by the New York Law School (NYLS) for Continuing Legal Education (CLE) credit. Advanced registration is required. Please direct all CLE inquiries to cleservice@nyls.edu or call 212-431-2165.

Conflicts of Interest Seminar
P4002

Day of Training: ½ FREE     May 1, June 20
This course provides an overview of the Conflicts of Interest Law, Chapter 68 of the New York City Charter. In-class case studies and practical exercises are used to provide participants with a general understanding of the Conflicts of Interest Law, how to avoid conflicts and appearances of conflict, and the responsibilities of the Conflicts of Interest Board (COIB)

Course Content:
• Conflicts of Interest Law (including but not limited to: accepting gifts, reporting misconduct by others, post-employment restrictions)
• To whom the law applies
• Seeking an opinion from COIB

Target Audience:
This course is strongly recommended for all New York City procurement personnel.
Ethical Decision Making for Procurement Specialists  
**P3012**

**Days of Training: 1 $150 June 12**
The goal of this course is to help each participant develop “ethical fitness.” This course focuses on how to recognize, analyze, and resolve the ethical dilemmas that procurement specialists face in their professional activities. Participants leave this course armed with a decision-making matrix — a tool that focuses on shared core values and allows participants to approach the analysis and resolution of ethical dilemmas in an organized way.

**Course Content:**
- How to develop consensus on core values
- Describe how establishing shared, core values improves the ethical environment of a government procurement organization
- Differentiate between moral temptations and authentic ethical dilemmas
- Analyze the dilemmas according to a new framework
- Resolve the dilemmas according to classic ethical principles

**Target Audience:**
Procurement personnel who encounter ethical dilemmas in carrying out their work responsibilities

Purchasing Off the NYS Office of General Services (OGS) Contracts  
**P4006**

**Days of Training: ½ (9a.m.-12:30 p.m.) Free June 21, June 22**
This course provides guidance to New York City purchasing employees when purchasing goods and services using the NYS Office of General Services (OGS) contracts. This course, with a focus on IT procurement, will describe what is available for purchase and the methods of purchasing. This course will highlight NYS requirements, as well as City-specific procedures.

**Course Content:**
- Benefits of using OGS contracts
- OGS contracts - variety, diversity, and experience
- Types of contracts
- Multiple award contracts
- Mini-bid process
- Vendor responsibilities
- OGS website

**Target Audience:**
This course is strongly recommended for all City procurement personnel.
Taking Stock: Acquiring DCAS Supplies On-Line
P5013

Days of Training: ½ (9:30 a.m.-12:30 p.m.) Free April 11, May 9, June 13
Location: DCAS Central Storehouse Middle Village, NY

The 2,200 commodities available from the Central Storehouse cover a wide range of tools, safety equipment, and maintenance supplies. Participants will tour this formidable facility and learn procedures for creating, editing, and approving on-line stock requisitions. Highlights include the user-friendly and time-saving features of the on-line Commodity Catalog, the Division of Municipal Supply Services (DMSS) Requirement Contract Database, and the DMSS homepage. Participants will have the opportunity to offer agency-specific feedback on product quality, new products, and overall service delivery.

Course Content:
- Reducing turn-around time for agency stock requisitions
- Accessing instantly on-line information for all commodities on DMSS Citywide RC’s-
- Accessing on-line Material Safety Data Sheets (MSDS)
- Generating reports on agency purchases for specific time periods
- Navigating the new web-based system
- Creating and processing agency stock requisitions
- Using the on-line commodity catalog
- Accessing and using the DMSS Requirements Contract database

Target Audience:
City procurement personnel who are responsible for the acquisition of supplies and materials from the DCAS Central Storehouse and Citywide Requirements contracts.

A Winning Customer Service Approach to Purchasing
P5012

Days of Training: $150 May 22

This course provides participants with what they need to know to optimize customer service. Whether it is interacting with public personnel or working with individuals from the private sector, this course provides the customer service skills, knowledge, and attitudes needed to enhance personal and agency credibility and reputation for excellence in customer service.

Course Content:
- Defining professionalism and its impact on the customer, agency and you
- Identifying and reviewing how your personal image and attitude impacts the customer
- Defining the needs of your “internal” and “external” customers • Recognizing three key customer expectations
- Identifying and practicing the Customer CARE Satisfaction process
- Applying the customer service success formula
- Understanding why customers behave the way they do
- Recognizing and deal with the “controlling” customer
- Understanding, identifying, and handling three major types of challenging customers
- Understanding how customers listen
- Applying the Trust formula for long-term successful customer relations

Target Audience:
This course is recommended for all procurement and program personnel.
ISM SATELLITE SEMINARS

This spring, the Citywide Training Center and the Institute for Supply Management will present the following Satellite Seminars:

Risk and Change Management: Surviving in a Dynamic Business Environment
P5007 ½ day April 20 FREE

Buying Travel, Energy and Other Services
P5007 ½ day June 8 FREE

Each of these free four-hour programs (from 10:00 a.m. to 2:30 p.m.) features a panel of four senior-level purchasing and supply management professionals offering their wide and varied experiences relating to the topic. The Satellite Seminars are offered free of charge to NYC government employees and count towards recertification credit.

LEAP COURSES

NIGP’s Foundation Curriculum for the Public Procurement Profession

Contract Administration
P1001
Days of Training: 3 May 9-11 $550

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

Content of the Course includes:
Development of effective contract management/administration plans that can meet organizational goals.
- Overview of tools needed to design, develop and formulate the process.
- Assess how contract administration can be continually improved to enhance contract performances.

Target Audience:
This class is designed for contract managers at every level.
Developing and Managing Requests for Proposals in the Public Sector

P1002

Days of Training: 3 April 17-19, May 17-19 $550

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

Objectives:
- An understanding of the RFP planning and development process
- Application of proper procedures and evaluation techniques for an effective RFP
- Formulation of an effective process for selection and award

Target Audience:
This course is designed for procurement professionals that are entrenched in the competitive process; it offers an in-depth study of RFPs.

Introduction to Public Procurement

P1003

Days of Training: 3 April 10-12, May 2-4, June 7-9 $550

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

- Overview of roles, major components and functions of public procurement
- How public procurement adds value to the delivery of services
- Focus on the cultural, social, political, economic and legal environments that impact public procurement
- The importance of ethics and professionalism in public procurement

Target Audience:
Individuals interested in an overview of procurement functions for the purpose of understanding the basic elements that underlie all areas of public procurement.
The Legal Aspects of Public Procurement  
P1006

Days of Training: 3  April 26-28, May 15-17, June 14-16  $550

Designed to be an educational exploration of the Legal Aspects of Public Procurement, this course will provide a foundation of the principles and general concepts of the law as it applies to public procurement. Attention will be given to the ethical issues facing the profession relevant to the law. Taught by a procurement professional, not an attorney, this course will focus on actual procurement situations with actual procurement implications.

- Overview of legal terms in public procurement
- The Model Procurement Code
- The role of the law in public procurement
- The role of the public professional in the application of procurement and contract law
- Legal implications surrounding solicitations, contracting and post award issues
- Applying basic legal concepts and principles in public procurement

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

Planning, Scheduling and Requirement Analysis  
P1004

Days of Training: 3  April 4-6  $550

This course will cover strategic planning within an organization and the importance of its relationship to procurement planning. Planning models will be discussed, as will public sector budgeting. Developing key partnerships within the organization in requirements determination will be explored, as this will lead to the development of proper specifications. Pricing strategies employed in the public sector, such as cost analysis and life cycle costing, will also be covered.

- Recognizing Procurement’s role in the organizational strategic planning process
- Evaluation and application of the tools available for comprehensive procurement planning
- How planning, scheduling and requirement analysis impact the budget process

Target Audience:
Public procurement professionals who are interested in developing strategic working relationships with end users in their organizations.
Sourcing in the Public Sector  
P1005

Days of Training: 3  May 31 - June 2  $550

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

- How sourcing can engage the internal/external community in the acquisition process
- Examining the processes, and applying the correct procedures for acquisition of specific goods/services
- Applying the essential elements of sourcing within the acquisition process in a logical and transparent manner

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

Reviews / Exams Leading To Certification

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1000R</td>
<td>CPPB Review (1 day)</td>
<td>May 25</td>
<td>$175</td>
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<tr>
<td>P2000R</td>
<td>CPPO Review (2 day)</td>
<td>May 24-25</td>
<td>$250</td>
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<td>P1000E</td>
<td>CPPB Exam (½ day)</td>
<td>June 9</td>
<td>$415*</td>
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<tr>
<td>P2000E</td>
<td>CPPO Exam (½ day)</td>
<td>June 9</td>
<td>$490*</td>
</tr>
</tbody>
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* Cost includes a one-year NIGP National Chapter Membership
Technology Skills Courses

DATABASES

Access 2000
Level 1
T4011

Days of Training: 2 $250 April 19-20, May 8-9
Overview:
Participants will learn the basic skills necessary to begin using Access 2000. They will design and create databases, tables, queries, forms, and reports.

Prerequisite:
This course requires a basic understanding of computers, such as basic mouse and keyboard operations, point and click, double-click operations.

Next Step:
Access 2000 - Level 2

Access 2000
Level 2
T4012

Days of Training: 2 $250 May 15-16
Overview:
Participants will learn how to use complex query techniques, create efficient forms and reports, and create macros to automate their forms. In addition, students will gain experience with Internet-related features, including hyperlinks and the Web toolbar.

Prerequisite:
Access 2000 - Level 1

Next Step:
Access 2000 - Level 3

Access 2000
Level 3
T4013

Days of Training: 2 $250 June 5-6
Overview:
Participants will learn how to develop an application and tie the objects together into a cohesive system by using macros and Visual Basic for Applications code.
Access 2002
Level 1
T4021

Days of Training: 2 $250     April 27-28
Overview:
This course is for the new user of Access and assumes no experience with relational databases. The topics cover creating databases in Access and working with the data by using tables, queries, forms, and reports.

Prerequisite:
Windows 2000 - Level 1

Next Step:
Access 2002 - Level 2

Access 2002
Level 2
T4022

Days of Training: 2 $250     May 30-31
Overview:
Participants will learn how to use complex query techniques, create efficient forms and reports, and create macros to automate their forms.

Prerequisite:
Access 2002 - Level 1

Next Step:
Access 2002 - Level 3

Access 2002
Level 3
T4023

Days of Training: 1 $125     June 13
Overview:
In this course, student will extend their Access skills to create and implement switchboard forms, develop data access pages that include advanced controls, protect that information using security protocols, and make the data more accessible and portable.

Prerequisites:
Access 2002 - Level 1
Access 2002 - Level 2  

**Next Step:**  
This course completes the series for this application.

## Access 2003  

### Level 1  

**T4031**  

**Days of Training:** 2 $250  
May 2-3, May 18-19, June 7-8  

**Overview:**  
In this course, participants will learn the concept of the relational database, the Microsoft Office Access 2003 relational database application, and information management tools. Students will also learn how to design and create a new Access database.

**Prerequisite:**  
This course requires a basic understanding of computers, such as basic mouse and keyboard operations, point and click, double-click operations.

**Next Step:**  
Access 2003 - Level 2

## Access 2003  

### Level 2  

**T4032**  

**Days of Training:** 2 $250  
May 11-12, May 23-24, June 19-20  

**Overview:**  
In this course, students will extend their knowledge into more specialized and advanced capabilities.

**Prerequisite:**  
Access 2003 - Level 1

**Next Step:**  
Access 2003 - Level 3

## Access 2003  

### Level 3  

**T4033**  

**Days of Training:** 1 $125  
June 28  

**Overview:**  
In this course, students will learn remote database management, how to exchange data with XML and other type applications, and how to automate business processes by using VBA code.

**Next Step:**  
This course completes the series for this application.
**PageMaker 7**
**Level 1**
**T8003**

Days of Training: 1 $125 May 19

**Overview:**
In this course, you will learn basic techniques and skills as you create a four-page color newsletter that will give you a solid understanding of how to create professional publications using Adobe PageMaker software.

**Next Step:**
PageMaker 7 - Level 2

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**PageMaker 7**
**Level 2**
**T8004**

Days of Training: 1 $125 June 16

**Overview:**
In this course, you will learn advanced techniques as you create a color advertisement for publication and a catalog with tables in both printed form and as Acrobat PDF file designed for desktop printing or electronic distribution via the Web.

**Prerequisite:**
PageMaker 7 - Level 1

**Next Step:**
This course completes the series for this application.

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**Publisher 2000**
**Level 1**
**T8001**

Days of Training: 1 $125 June 14

**Overview:**
Participants will learn to use Microsoft Publisher to create a multiple-page document.

**Next Step:**
Publisher 2000 - Level 2
QuarkXPress 5.0
Level 1
T8015

Days of Training: 2 $250 May 24-25
Overview:
In this course, participants will use QuarkXPress to lay out professional quality single and multiple-page documents that include text and graphics, and are designed for professional printing and publication.

Prerequisite:
A basic understanding of the computer operating system you are using is recommended.

Next Step: QuarkXPress 5.0 - Level 2

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QuarkXPress 5.0
Level 2
T8016

Days of Training: 2 $250 June 26-27
Overview:
In this course, participants will build on their existing skills to learn some of the more advanced features of QuarkXPress, as well as learn some techniques that will allow you to improve your workflow.

Prerequisite:
QuarkXPress 5.0 - Level 1
E-MAIL / CALENDARS

Outlook 2000
Level 1
T7011

Days of Training: 1 $125     April 21
Overview:
Participants will learn the fundamentals of using Outlook 2000 to coordinate mail, appointments, events, meetings, tasks, and contacts.

Prerequisite:
Windows 2000 - Level 1

Next Step:
Outlook 2000 - Level 2

Outlook 2000
Level 2
T7012

Days of Training: 1 $125     May 5
Overview:
Participants will learn how to sort, filter, and group items; use and create Outlook templates and forms; and share information by using public folders and Net Folders.

Prerequisite:
Outlook 2000 - Level 1

Outlook 2002
Level 1
T7021

Days of Training: 1 $125     May 10
Overview:
In this course, you will learn the basics of using Microsoft Outlook 2002 as a communications tool. You will send and receive mail messages, use a calendar to schedule appointments, and coordinate business meetings with multiple participants.

Prerequisite:
Windows 2000 - Level 1
Next Step:
Outlook 2002 - Level 2

Outlook 2002
Level 2
T7022

Days of Training: 1 $125     June 16
Overview:
In this course, participants will use advanced Microsoft Outlook 2002 features. Topics covered include customizing your messages, organizing your mailbox, coordinating schedules, saving and archiving mail, and sharing Outlook data.

Prerequisites:
Windows 2000 - Level 1
Outlook 2002 - Level 1

Outlook 2003
Level 1
T7031

Days of Training: 1 $125     June 2
Overview:
This course will provide participants with the skills needed to start sending and responding to email in Microsoft Office Outlook 2003, as well as maintaining the Calendar, scheduling meetings, and working with tasks and notes.

Prerequisite:
Windows XP - Level 1

GRAPHICS / PRESENTATIONS

PowerPoint 2000
Level 1
T5011

Days of Training: 1 $125     April 21
Overview:
Participants will learn the basic skills necessary to begin effectively creating presentations in Microsoft PowerPoint.

Prerequisite:
Windows 2000 - Level 1

Next Step:
PowerPoint 2000 - Level 2
**PowerPoint 2000**  
Level 2  
T5012

Days of Training: 1 $125  
April 28

Overview:  
Participants will learn advanced features of PowerPoint, including customizing templates and the PowerPoint environment and making a presentation interactive by using hyperlinks and action buttons.

Prerequisite:  
PowerPoint 2000 - Level 1

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**PowerPoint 2002**  
Level 1  
T5021

Days of Training: 1 $125  
May 12

Overview:  
In this course you will learn the basic skills necessary to begin effectively creating presentations in Microsoft PowerPoint.

Prerequisites:  
Windows 2000 - Level 1  
PowerPoint 2002 - Level 1

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**PowerPoint 2002**  
Level 2  
T5022

Days of Training: 1 $125  
June 9

Overview:  
This course is designed for participants who are familiar with PowerPoint and need to design templates, create slides with special effects, run various slide shows, create presentations for the web, and broadcast and review presentations on the job.

Prerequisites:  
Windows 2000 - Level 1  
PowerPoint 2002 - Level 1

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**PowerPoint 2003**  
Level 1  
T5031

Days of Training: 1 $125  
May 25
Overview:
In this course, participants will create effective basic PowerPoint presentations for delivery in front of an audience.

Prerequisites:
Windows 2000 - Level 1

Next Step:
PowerPoint 2003 - Level 2

PowerPoint 2003
Level 2
T5032

Days of Training: 1 $125     June 23
Overview:
In this course, participants will enhance presentations with features that will transform basic presentations into those with a powerful means of communication.

Prerequisites:
Windows - Level 1

GRAPHICS / WEB DESIGN

Illustrator 10
Level 1
T5109

Days of Training: 1 $125     May 18
Overview:
This course will introduce you to the basics of Adobe® Illustrator® 10. Adobe Illustrator is a sophisticated graphics program capable of creating complex and attractive illustrations and type effects.

Prerequisite:
A basic understanding of the computer operating system you are using is recommended.

Next Step:
Illustrator 10 - Level 2

Illustrator 10
Level 2
T5110

Days of Training: 1 $125     June 30
Overview:
In this course, you will use Adobe Illustrator 10 to create dynamic graphics using advanced drawing and editing tools, path editing techniques, filter effects, and masks.
Photoshop 7.0
Level 1
T5112

Days of Training: 2 $250     May 3-4
Overview:
In this course, you will learn to use several tools for selecting parts of images, and will move, duplicate, and resize images. Students will learn to use layers, and to apply layer effects and filters to create special effects.

Prerequisite:
A basic understanding of the computer operating system you are using is recommended.

Next Step:
Photoshop 7.0 - Level 2

Photoshop 7.0
Level 2
T5113

Days of Training: 2 $250     May 22-23
Overview:
In this course, you will learn how to use vector paths for a variety of purposes, including masking, clipping paths, and illustration.

Prerequisite:
Photoshop 7.0 - Level 1

Visio Professional 2000
Level 1
T5318

Days of Training: 1 $125     May 11
Overview:
Participants will learn basic concepts for creating flowcharts, and basic network diagrams.

Visio Professional 2002
Level 1
T5319

Days of Training: 1 $125     June 12
Overview:
In this course, you will learn fundamental skills while creating several types of diagrams using Visio
Professional. You will create a directional map, a block diagram, a basic and a cross-functional flowchart, an organization chart, and an office layout.

**Dreamweaver MX**

*Level 1*

**T9020**

**Days of Training:** 1  $125  June 9

**Overview:** This course will introduce participants to the basics of the Macromedia Dreamweaver MX Web development application.

**Prerequisite:**
A basic understanding of the computer operating system you are using is recommended.

**Next Step:**
Dreamweaver MX - Level 2

**Dreamweaver MX**

*Level 2*

**T9021**

**Days of Training:** 1  $125  June 22

**Overview:** This course will introduce participants to advanced concepts of the Dreamweaver MX Web development application. The course includes advanced Web site creation features available in Dreamweaver, including libraries and behaviors.

**Prerequisite:**
Dreamweaver MX - Level 1
FrontPage 2000
Level 1
T9013

Days of Training: 1 $125     May 10
Overview:
Students will learn how to create documents with an HTML format, connected by hypertext, for use on the World Wide Web or on a corporate intranet.

Prerequisite:
A basic understanding of the computer operating system you are using is recommended.

Next Step:
FrontPage 2000 - Level 2

HTML 4.01: Web Authoring
Level 1
T9015

Days of Training: 1 $125     May 5
Overview:
Participants will learn about how to create Web documents using HMTL 4.01.

Next Step:
HTML 4.01: Web Authoring - Level 2

HTML 4.01: Web Authoring
Level 2
T9016

Days of Training: 1 $125     June 27
Overview:
This course is meant to provide you with the tools to create your own HTML documents. The course files are meant to provide the student with solutions that are easy to grasp, and to a certain extent, represent realistic applications.

Prerequisites:
Windows 95 or later
Internet Explorer 4.0 - Level 1
HTML 4.01: Web Authoring - Level 1
Netscape Communicator 4.5 - Level 1

Next Step:
HTML 4.01: Web Authoring - Level 3
XML
Level 1
(Second Edition)
T9027

Days of Training: 1 $125  May 1
Overview:
This course is a gentle introduction to XML. It is designed for both technical and non-technical participants. All of the central XML technologies are covered, including XSLT, XML DOM, XML Linking, DTDs, and XML Schema.

Prerequisites:
HTML 4.01: Web Authoring (Second Edition) - Level 1

Next Step:
XML - DTD Design (Second Edition)

XML - DTD Design
(Second Edition)
Level 2
T9028

Days of Training: 1 $125  May 17
Overview:
This course introduces participants to the basics of DTD design. In addition to the MSXML parser, the course uses the Internet Explorer Tools for Validating XML and Viewing XSLT Output.

Prerequisite:
XML - Level 1 (Second Edition)

Next Step:
XML: Schema Design

XML - Document Object Model
Level 3
T9029

Days of Training: 1 $125  June 21
Overview:
This course introduces the XML Document Object Models level 1.0 specification and the Microsoft implementation of it. The DOM specification is maintained by the World Wide Web Consortium; this course will present the core DOM as defined.

Prerequisites:
Programming - Level 1
XML - DTD Design
XML - Level 1
XML - Schema Design
HTML 4.01: Web Authoring (Second Edition) - Level 1
HTML 4.01: Web Authoring (Second Edition) - Level 2

OPERATING SYSTEMS

PC Fundamentals and Windows 2000
T1003

Days of Training: 1 $125 April 18, May 15
Overview:
This course is designed to teach participants basic computer concepts and skills related to IBM and compatible personal computers. Participants will increase their comfort with computers by learning the basics of hardware and software, exploring the Windows 2000 environment and becoming acquainted with core functions.

Prerequisite:
None

Windows XP
Level 1
T1031

Days of Training: 1 $125 April 24
Overview:
In this course you will create a document, organize files, work with Windows Messenger, create an efficient work environment, work with media, clean up their system, and find information on the Internet.

Prerequisite:
Computers Made Easy Group
Project Planning

Project 2000
Level 1
T6003

Days of Training: 2 $250 May 3-4
Overview:
Participants will learn how to use Microsoft Project 2000 to assist them with their project planning and management.

Next Step:
Project 2000 - Level 2

Project 2000
Level 2
T6004

Days of Training: 1 $125 May 18
Overview:
Participants will learn some advanced features of Microsoft Project 2000 and how to use Microsoft Project Central. This course meets the Microsoft Proficiency Guidelines for Microsoft Project 2000 at the Expert level.

Prerequisite:
Project 2000 - Level 1

Next Step:
This course completes the series for this application.

Project 2003
Level 1
T6023

Days of Training: 1 $125 June 6
Overview:
This course is designed for individuals who use Microsoft Office Project Professional 2003. The topics in this course cover the critical skills necessary to create and modify a project plan file that contains tasks, resources, and resource assignments.

Prerequisites:
Windows 2000 - Level 1

Next Step:
Project Theory – Intermediate
Crystal Reports 8.5
Level 1
T9138

Days of Training: 2 $250     April 25-26
Overview:
This course will introduce the basics of using Crystal Reports report-writing features.

Prerequisite:
Windows - Level 1

Next Step:
Crystal Reports 8.5 - Level 2

Crystal Reports 8.5
Level 2
T9139

Days of Training: 2 $250     May 8-9
Overview:
This course introduces some of the advanced features within Crystal Reports. Participants will use variables and multiple statements in formulas, create and use parameter fields, develop conditional format statements and work with multiple sections.

Prerequisite:
Windows - Level 1

Next Step:
Crystal Reports 10 - Level 2

Crystal Reports 10
Level 1
T9148
Days of Training: 2 $250     June 1-2

Overview:
In this course, participants will build basic list and group reports that work with almost any database

Prerequisite:
Windows XP - Level 1

Next Step:
Crystal Reports 10 - Level 2

Crystal Reports 10
Level 2
T9149

Days of Training: 2 $250 June 27-28
Overview:
In this course, participants will learn how to create more sophisticated reports like sub-reports and cross-tabs. Also, they learn how to increase the speed and efficiency of their reports by using SQL queries and dictionaries.

Prerequisite:
Crystal Reports 10 - Level 1

Next Step:
This course completes the series for this application.

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Excel 2000
Level 1
T3014

Days of Training: 1 $125 April 20, May 11, June 1
Overview:
Participants will learn basic worksheets skills and how to work with data in worksheets.

Prerequisite:
This course requires a basic understanding of computers, such as basic mouse and keyboard operations, point and click, double-clicks operations.

Next Step:
Excel 2000 - Level 2

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Excel 2000
Level 2
T3015

Days of Training: 1 $125 May 15, June 8
Overview:
Participants will learn the skills and concepts necessary to create charts and to use the list-management capabilities of Excel 2000.

Prerequisite:
Excel 2000 - Level 1

Next Step:
Excel 2000 - Level 3
**Excel 2000**

Level 3  
T3016

Days of Training: 1 $125  June 13

**Overview:**  
Participants will learn various advanced techniques for analyzing and manipulating data in Excel 2000.

**Prerequisite:**  
Excel 2000 - Level 1  
Excel 2000 - Level 2

**Next Step:**  
This course completes the series for this application.

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**Excel 2002**

Level 1  
T3024

Days of Training: 1 $125  April 25, May 17

**Overview:**  
In this course you will create, edit, format and print basic worksheets and charts in Excel.

**Prerequisite:**  
Windows 2000 - Level 1

**Next Step:**  
Excel 2002 - Level 2
Excel 2002
Level 2
T3025

Days of Training: 1 $125   May 22, June 15
Overview:
In this course you will create templates, sort and filter data, import and export data, analyze data, and collaborate on the Web.

Prerequisite:
Excel 2002 - Level 1

Next Step:
Excel 2002 - Level 3

Excel 2002
Level 3
T3026

Days of Training: 1 $125   June 22
Overview:
In this course you will customize workbooks, work with multiple data sources, collaborate with other users and enhance spreadsheets using charts and graphic objects.

Prerequisites:
Excel 2002 - Level 1
Excel 2002 - Level 2

Next Step:
This course completes the series for this application.

Excel 2003
Level 1
T3034

Days of Training: 1 $125   May 24, June 7, June 26
Overview:
In this course, participants will use Microsoft® Office Excel 2003 to manage, edit, and print data.

Prerequisite:
Windows - Level 1

Next Step:
Excel 2003 - Level 2
Excel 2003
Level 2
T3035

Days of Training: 1 $125 June 20, June 29
Overview:
In this course, participants will use Microsoft Office Excel 2003 to streamline and enhance your spreadsheets with templates, charts, graphics, and formulas.

Prerequisite:
Excel 2003 – Level 1

Next Step:
Excel 2003 - Level 3

Excel 2003
Level 3
T3036

Days of Training: 1 $125 June 30
Overview:
In this course, participants will learn how to automate common tasks, apply advanced analysis techniques to more complex data sets, collaborate on worksheets with others, and share Excel data with other applications.

Prerequisite:
Excel 2003 - Level 2

Next Step:
This course completes the series for this application.
WORD PROCESSING

Word 2000
Level 1
T2014

Days of Training: 1 $125     April 19
Overview:
Participants will learn the basic skills necessary to begin using Word 2000.
Prerequisite: Windows Level 1

Next Step:
Word 2000 - Level 2

Word 2000
Level 2
T2015

Days of Training: 1 $125     May 2
Overview:
Participants will learn intermediate features of Word 2000.
Prerequisite:
Word 2000 - Level 1

Next Step:
Word 2000 - Level 3

Word 2002
Level 1
T2024

Days of Training: 1 $125     May 16
Overview:
This course is the first in a series of three Microsoft Word courses. It will provide you with the basic concepts required to produce common business documents as well as give you the opportunity to apply them.
Prerequisite:
Windows 2000 - Level 1

Next Step:
Word 2002 - Level 2
Word 2002
Level 2
T2025

Days of Training: 1 $125     May 30
Overview:
In this course you will learn intermediate Word 2002 skills including how to create templates, manage table data, create a newsletter, send form letters, create a Web page, and manage document changes.

Prerequisite:
Word 2002 - Level 1

Next Step:
Word 2002 - Level 3

Word 2002
Level 3
T2026

Days of Training: 1 $125     June 29
Overview:
In this course you will gain the skills needed to create and use forms, macros, and document references, and to revise documents and edit Web pages in Word.

Prerequisite:
Windows 2000 - Level 1
Word 2002 - Level 1
Word 2002 - Level 2

Next step:
This course completes the series for this application.

Word 2003
Level 1
T2034

Days of Training: 1 $125     June 5, June 15
Overview:
In this course, students will create, edit, and enhance standard business documents using Microsoft Office Word 2003.

Prerequisite:
Windows XP

Next step:
Word 2003 Level 2

Word 2003
Level 2
T2035

Days of Training: 1 $125 June 12, June 23

Overview:
In this course, students increase the complexity of their Microsoft Office Word 2003 documents by adding components such as customized lists, tables, charts, and graphics. They also create personalized Microsoft Office Word 2003 efficiency tools.

Prerequisite: Word 2003 – L1
Beating Burnout
C9033
Days of Training: 1 $125 April 18, June 21

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

Course Content:
- Recognizing factors that contribute to that “frazzled condition”
- Determining if you exhibit symptoms
- Distinguishing the external and internal factors associated with feeling “overwhelmed” by responsibility
- Employing techniques to strengthen your resolve and “take control”
- Constructing a step-by-step action plan for alleviating and preventing burnout

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

Building Positive Workplace Relationships
C9019

Days of Training: 2 $250 June 8-9

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

Course Content:
- Pinpointing the differences between effective and ineffective workplace relationships
- Developing flexibility in actions, thoughts and feelings to better handle any situation
- Applying active listening and “conscious communication” strategies to interpret people and situations correctly
- Recognizing and effectively handling variations in personal style.
- Using conflict to create more constructive, authentic interpersonal relationships
- How to mediate conflict among others

Target Audience: Supervisors, managers, and professionals who want to build and maintain positive workplace relationships
Dealing Effectively with Different Personalities
C8001  
(Former title, “Using Personal Styles as Management Tools”)

Days of Training: 1 $135*  May 24
This course will help participants to increase their personal effectiveness in dealing with people at all levels in an organization. It uses the “DISC Personal Profile System” assessment* enabling them to examine four personality types, to identify their own behavior profile, and to focus on ways to build and improve working relationships with everyone.

Course Content:
• Self-analysis of personal style as a manager, a supervisor, or a team member
• Identifying personal comfort zones and how to expand them
• How to work effectively with diverse personalities to achieve results
• Seeing yourself as others see you and identifying your own strengths and weaknesses
• How to influence people whose styles clash with your own
• Behavioral clues to look for to identify the personal style preferences of people in typical work situations
• How to improve the quality of working relationships and reduce conflict

Target Audience:
Managers, supervisors, team members, and all staff who are looking for more sophisticated tools with which to build better working relationships

* $10.00 fee above the regular $125 class fee covers cost of the “DISC Personal Profile System” assessment.

Dealing with Difficult People
C6060

Days of Training: 1 $125  April 24, May 23
This workshop provides participants with techniques to enhance their skills for dealing with difficult people in the workplace. Participants will learn how to manage their own behavior, explore different coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation.

Course Content:
• Identifying emotionally charged situations at work and minimizing their impact
• Practicing strategies for gaining control of volatile situations
• Using techniques for taking charge of work-place conversations
• Learning how to fend off a personal attack without being drawn into a “no-win” showdown
• Learning methods to keep pressure from affecting job performance

Target Audience:
Managers, supervisors, and professionals
Defusing Workplace Aggression
C9032

Days of Training: 2 $250     April 26, May 16
The key to a safer workplace is recognizing and effectively dealing with workplace personnel and clients who exhibit the signs of incipient aggression. This workshop is designed to teach participants the necessary skills to neutralize altercations and prevent escalation. Focus will be on making the distinction between personnel who can be coached and those who should be counseled or referred for help.

- Examining and identifying the common signs of incipient aggression
- Recognizing the non-verbal signs of potentially disruptive behavior
- Developing communication skills to defuse altercations
- Formulating mediation techniques to prevent conflicts from escalating
- Assessing coaching/counseling techniques most appropriate for any given situation
- Exploring referral resources

Target Audience: Managers, Supervisors and Team Leaders who want to defuse potentially volatile situations

Helping Employees Normalize Abnormal Situations
C9030

Days of Training: ½ (9 am – 12:30 pm)     Free     May 1, June 1
This workshop will focus on what supervisors and Human Resources personnel can do to assist employees whose job performance may be faltering as a result of traumatic events that have impacted their personal lives or work environments. Traumatic events can include family tragedies, natural and unnatural disasters, or workplace violence. Workshop facilitators are counseling professionals from the NYC Employee Assistance Program (EAP).

Target Audience: Supervisors, managers, team leaders, and professionals
Managing Multiple Priorities  
C5044

Days of Training: 1 $125     May 24
This program will prepare participants to better manage the multiple priorities faced in today’s fast paced work environment. It will focus on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress.

Course Content:
• Clarifying and setting work and personal goals and objectives
• Getting and staying organized
• Taking charge of time
• Identifying and keeping top priorities moving when everything is important
• Recognizing and dealing with productivity killers
• Utilizing planning and organizing tools for measuring and monitoring progress

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

Managing Together for Success  
C3034

Days of Training: 1 $250     May 2
This workshop will assist participants in improving collaboration with their supervisor so that they will achieve the best personal and organizational outcomes. It will focus on ways to establish influence and understanding in order to develop a mutually successful work partnership.

COURSE CONTENT:
• Examining how “reading” your boss can result in positive long-term benefits
• Aligning your boss’s and your expectations to reduce conflict
• Learning what and how to communicate with your boss
• Conducting a “style analysis” so that differences can be effectively managed
• Identifying “action” steps for improving the employee-boss relationship

Target Audience:  Managers, supervisors, and professionals
Time Management Strategies
C8002

Days of Training: 1 $125 May 11

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

Course Content:
- Identifying individual work styles
- Getting organized and managing time in a variety of ways
- Selecting specific individualized time management strategies
- Implementing time management strategies

Target Audience: All who wish to develop tailored, immediately practicable time management skills
Michael Forte
Assistant Commissioner, Bureau of Personnel Development

Michael Solomon
Director, CTC Client Services

Ellen Lee
Director, CTC Operations

Walter Vazquez
Computer Systems Manager, CTC

Barbara Carroll-Ocasio
Supervisor, CTC Administrative Services

Jasmine Bent
Supervisor, CTC Operations Staff

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