Graduate School USA

Training and Professional Development

2016 Course Catalog

Business Analysis
Program and Managment Analysis
Government Audit Training Institute

Federal Human Resouces Management
Communication and Professional Skills
Leadership and Management

Project Management
Personal Property Management
Information Technology
Security

Federal Financial Management
Federal Acquisition and Contracting
Grants Management

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GSA Contract Holder

Government Training and Professional Development

Graduate School USA's Training and Professional Development division provides career related courses and staff development programs to meet the unique needs of federal departments, agencies and contractors. The courses and programs listed in the catalog are designed to improve individual performance and assist government agencies in operating more efficiently and effectively in achieving their goals. Our broad curricula include many government specific topics, and all courses can be customized to meet customer requirements.

Courses, certificate programs, and long-term leadership development programs position individuals for career advancement by helping them improve job performance. Course content and methodology address the core competencies required for many federal occupations and prepare learners for tasks they will perform on the job. As experienced practitioners in their fields, all Graduate School USA instructors bring real-world expertise to the classroom and provide learners with practical, job-related guidance.

Most of the daytime classroom courses listed in this catalog are available through GSA Supply Schedule 874 (MOBIS contract number GS-10F—0228P) for on-site delivery at any location in the world. By bringing Graduate School USA courses to your office or field site, you can realize many benefits as described on page 20. Graduate School USA staff will work with your organization to develop a training solution focused on the achievement of your performance objectives.

Table of Contents

ABOUT GRADUATE SCHOOL USA 2
CERTIFICATE OF ACCOMPLISHMENT PROGRAMS 4
CUSTOMIZED SERVICES AND ON-SITE TRAINING 18
MOBIS 19
ACCREDITATION AND APPROVALS 20
INTERNATIONAL INSTITUTE 21
DISTANCE EDUCATION AND SELF-PACED TRAINING 22

COURSE INFORMATION

BUSINESS ANALYSIS 23
COMMUNICATION & PROFESSIONAL SKILLS 26
FEDERAL ACQUISITION & CONTRACTING 40
FEDERAL FINANCIAL MANAGEMENT 48
FEDERAL HUMAN RESOURCES MANAGEMENT 66
GOVERNMENT AUDIT TRAINING INSTITUTE 94
GRANTS MANAGEMENT 109
INFORMATION TECHNOLOGY 111
LEADERSHIP AND MANAGEMENT 118
PERSONAL PROPERTY MANAGEMENT 130
PROGRAM AND MANAGEMENT ANALYSIS 133
PROJECT MANAGEMENT 138
SECURITY 144

GENERAL INFORMATION 149
INDEX 158

About Graduate School USA

AN ACTIVE LEARNING COMMUNITY FOR OVER NINE DECADES

Graduate School USA is a comprehensive educational institution well respected by the community it serves. Our range of programs and services includes continuing education, academic programs, career development, and certificate programs — all designed to serve the needs of organizations and individuals in both government and the private sector.

Graduate School USA is an independent, nonprofit educational institution headquartered in the nation's capital. The School engages a diverse student population through both innovative and proven approaches to teaching and learning that take advantage of its locations, its network of public and corporate leaders and practitioners, state-of-the-art technologies, and its connections with major employers. The School provides a broad array of learning opportunities in formats accessible to adult learners everywhere through affordable training programs, continuing education courses, executive and leadership development programs, and credit offerings at the certificate and associate degree levels.

By providing challenging education and training opportunities to aspiring and seasoned professionals, Graduate School USA prepares individuals to enter and advance in careers in government, as well as in related pursuits with private and not-for-profit organizations. Working adults enhance career skills and abilities, develop new competencies and qualifications, and expand their understanding of the ideals of a democratic society. Education, training, and consulting services position governments and organizations to operate more effectively and efficiently in reaching mission-critical goals.

The School fosters individual and organizational success through a supportive, practitioner-centered environment where public service is revered and learners become leaders. With unparalleled access to developments in the workplace, Graduate School USA maintains up-to-date curricula, allowing learners to remain current at every stage of their careers and personal development, be successful in meeting employment requirements, and contribute to organizational effectiveness.

Providing challenging education and training opportunities to aspiring and seasoned profesionals.

About Graduate School USA

OUR INSTITUTIONAL GOALS

- Develop and deliver high-quality curricula, programs, and support services that prepare learners for lifelong professional and personal success, particularly in government careers.
- Provide broad and varied learning experiences that develop career leadership potential in government organizations and other related entities that serve Washington, DC, the nation, and the world.
- Deliver to organizations training, education, and consulting services that build a knowledgeable, skilled workforce to more effectively and efficiently meet mission-critical goals.
- Teach public servants and other public-sector-related professionals the ethics and values appropriate to responsible governments serving the public good.
- Continually innovate to enhance the quality of the learning environment and the diversity of learning approaches to meet the needs of adult learners.
- Ensure that programs and services remain relevant to the communities, organizations, and markets we serve.
- Continually and consistently assess and improve programs and services to ensure desired learning outcomes.
- Provide and sustain a culture of exceptional customer service and responsiveness that meets the educational and business needs of those we serve.
- Ensure a sound fiscal environment and make strategic investments for a strong future.
- Attract, develop, and retain highly qualified, diverse faculty and staff who are committed to our mission, who create a learning environment which is supportive, challenging, and rigorous, and who value service to others.

WE PROVIDE EDUCATION, TRAINING, AND CONSULTING SERVICES

to position governments and organizations to operate more effectively and efficiently in reaching mission-critical goals.

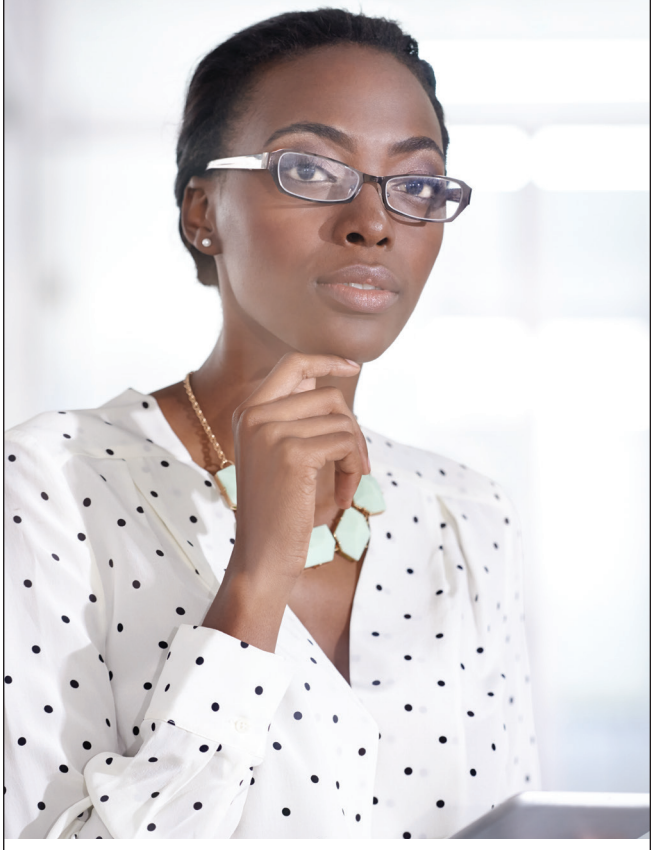
The school fosters individual and organizational success through a practitioner-centered environment.

Certificate of Accomplishment Programs

DAYTIME CLASSROOM CERTIFICATE PROGRAMS

BUSINESS ANALYSIS CERTIFICATE PROGRAM 5
ENTERPRISE ARCHITECTURE CERTIFICATE PROGRAM 6
GRANTS MANAGEMENT 7
HUMAN RESOURCES MANAGEMENT CERTIFICATE PROGRAM 8
LEADERSHIP, SUPERVISION & MANAGEMENT CERTIFICATE PROGRAM 10
MASTER CERTIFICATE IN FEDERAL FINANCIAL MANAGEMENT (MCFFM) 13
PERSONAL PROPERTY MANAGEMENT CERTIFICATE PROGRAM 14
PROGRAM AND MANAGEMENT ANALYSIS CERTIFICATE PROGRAM 15
PROJECT MANAGEMENT CERTIFICATE PROGRAM 17

It's time to take achievement to the next level.



Expand your skills with a Certificate of Accomplishment.

Designed around proven content and built specifically to meet federal requirements, certificate programs feature targeted knowledge sets.

For more information, visit graduateschool.edu/certificates

Business Analysis
Certificate Program

graduateschool.edu/certificates

The Graduate School USA **Certificate of Accomplishment in Business Analysis** helps participants acquire practical skills to carry out the entire business analysis process which includes eliciting, analyzing, communicating and validating requirements for changes to business processes, policies, and information systems. The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals.

Four courses are required to complete the certificate program. They appear in recommended order. You have three years to complete the program.

COURSE TITLE	COURSE CODE	CREDITS
Business Analysis: Overview	PGMT7400D	1.8 CEU, 18 CDU
Business Analysis Planning Workshop	PGMT8321D	1.2 CEU, 12 CDU
Eliciting and Communicating Business Requirements	PGMT8322D	1.2 CEU, 12 CDU
Requirements Analysis, Solution Assessment, and Validation	PGMT8323D	1.2 CEU, 12 CDU

IIBA Endorsed Education Provider
Endorsed Course™

Graduate School USA is an Endorsed Education Provider of the International Institute of Business Analysis (www.theiiba.org) and offers training recognized with Continuing Development Units (CDUs).

Apply for this certificate program online. www.graduateschool.edu/apply/

Enterprise Architecture

Certificate Program

(No new students are being admitted into this program)

graduateschool.edu/certificates

Enterprise Architecture is a blueprint for modernization. The Graduate School USA **Certificate of Accomplishment in Enterprise Architecture** is designed for current and prospective enterprise architects, as well as interested technologist and business specialists, to include skills to implement viable cost-effective enterprise architecture within their organization. Participants gain the knowledge to serve as effective change agents for enhancing intra and inter-agency communications, streamlining business processes and eliminating duplication of services, and facilitating data sharing for effective decision making across the enterprise and across government at large.

Introduction to Enterprise Architecture (ENTR7000T) is the introductory course and contains the up-to-date OMB Guidance for federal enterprise architects. All participants are required to take the introductory course to pursue the rest of the certificate program. Participants should take Applied Enterprise Architecture: Affecting Strategic Change (ENTR9002T) as the last course in the sequence because of the final project executed in the class.

REQUIRED COURSES (complete 6 courses)

Required First Course:

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Enterprise Architecture	ENTR7000T	1.8 CEU

Take the following four courses in any order:

COURSE TITLE	COURSE CODE	CREDITS
Service Oriented Architectures (Components & Services)	ENTR8001T	1.2 CEU
Technical Architectures	ENTR8002T	1.2 CEU
Data Architectures	ENTR8003T	1.2 CEU
Capital Portfolio Planning, Implementing, Maintenance, and Management	PROJ7998T	1.8 CEU

Final Capstone Course (should be taken as last course in sequence):

COURSE TITLE	COURSE CODE	CREDITS
Applied Enterprise Architecture: Affecting Strategic Change	ENTR9002T	1.8 CEU

Grants Management
Certificate Program

graduateschool.edu/certificates

The Graduate School USA **Certificate of Accomplishment in Grants Management** helps participants acquire basic knowledge and skills in managing grants in today's challenging, results-oriented environments. You have three years to complete the program.

Federal grants management involves 900 programs in over 26 grant-making agencies, providing more than $500 billion annually in financial assistance. Since grants management has evolved in a decentralized manner, the subject can be daunting to master. Graduate School USA is committed to providing a results-oriented grants management curriculum for grants providers and recipients that help you master this complex subject.

Participants should complete the courses in the following order:

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Grants Management	PGMT7101D	2.4 CEU
Grants Performance Management	PGMT8101D	2.4 CEU
The Effective Grants Manager	PGMT8201D	1.8 CEU

Apply for this certificate program online. www.graduateschool.edu/apply/

Human Resources Management

Certificate Program

graduateschool.edu/certificates

The Graduate School USA **Certificates of Accomplishment in Human Resources** are offered in three progressive levels. Consisting of courses that are practical, job-related, and federal-specific, our certificates focus on the real issues that confront contemporary HR practitioners and managers.

Courses required for the **Level I Certificate** cover the conceptual, technical, and procedural knowledge needed by the successful HR practitioner. The **Level II Certificate** courses build on these concepts and significantly broaden and expand the student's competencies. **Level III Certificate** courses further develop the analytical and consulting skills that equip the HR practitioner to serve as a valuable advisor to management.

Our HRM Certificates include both classroom and distance education courses.

The Level 1 certificate can be completed entirely online.

If you have previously completed HR courses at Graduate School USA, you may be able to apply them to a certificate of accomplishment. You may apply for the certificate program online. For more information about this or other certificates, please contact the certificate counselor at (202) 314-3320 or certificates@graduateschool.edu

I LEVEL I CERTIFICATE

Covers the conceptual, technical, and procedural knowledge needed by the successful HR practitioner.

NOW: Earn Your Level 1 Certificate Online

CLASSROOM				DISTANCE EDUCATION		
COURSE TITLE	COURSE CODE	CREDITS	OR	COURSE TITLE	COURSE CODE	CREDITS
Federal Human Resources Management	PMGT7011D	1.8 CEU		Federal Human Resources Management	PERS1731A	1.8 CEU
Federal Staffing and Placement	STAF7009D	3.0 CEU		Basic Staffing and Placement OR Federal Staffing	STAF7100A STAF7102A	4.0 CEU 4.0 CEU
Position Classification OR Principles of Classification	CLAS7003D CLAS7900D	6.0 CEU 3.0 CEU		Position Classification: An Introduction OR Federal Classification	CLAS7051A CLAS7052A	4.0 CEU 4.0 CEU
Federal Employee Relations OR Federal Labor Relations	LABR7009D LABR7010D	2.4 CEU 2.4 CEU		Basic Labor Relations	LABR7051A	4.0 CEU
EEO in the Federal Sector	EEOP7012D	1.8 CEU		EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Introduction to Statistics OR Using HR Analytics	STAT7100D STAF8016D	2.4 CEU 1.2 CEU		Practical Statistics	STAT7001A	3.2 CEU

Apply for this certificate program online. www.graduateschool.edu/apply/

Human Resources Management
Certificate Program

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II LEVEL II CERTIFICATE

(Upon completion of Level I): Builds on concepts covered in Level I and significantly broadens and expands competencies.

COURSE TITLE	COURSE CODE	CREDITS
Federal Employee Benefits	BENE7104D	3.0 CEU
Strategic Human Capital Management	PMGT7015D	1.2 CEU
OR		
Federal Workforce Analysis and Planning	PMGT7013D	1.2 CEU
Fair Labor Standards Act	CLAS7101D	1.2 CEU
Federal Position Management	CLAS7012D	1.2 CEU
Job Analysis and Competency Assessment	STAF8001D	1.8 CEU
OR		
Qualifications Analysis	STAF7023D	1.8 CEU
Federal Employee Development	CDEV7007D	1.8 CEU

III LEVEL III CERTIFICATE

(Upon completion of Level 2): Further develops the analytical and consulting skills that equip HR practioners to serve as valuable advisors to management.

COURSE TITLE	COURSE CODE	CREDITS
Clear Writing through Critical Thinking	WRIT7100D	1.8 CEU
Internal Consulting Skills for Federal HR Professionals	CDEV8005D	1.8 CEU
Leading Teams and Groups	TDEV8200D	1.8 CEU
Federal Performance Management	LABR7013D	1.8 CEU
Management Analysis: Overview	PGMT7000D	2.4 CEU
Project Management	PGMT7005D	2.4 CEU

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Leadership, Supervision & Management
Certificate Program

graduateschool.edu/certificates

Given the challenges facing government today-increased accountability, changing laws and regulations, tighter budgets - the demand for leaders is greater than ever before. Graduate School USA Certificate of Accomplishment programs provide the education and foundation needed to develop key individuals that are critical to the successful operation of the public sector.

Our **Leadership, Supervision and Management Certificate of Accomplishment Programs** encompass three levels:

1. Team Leader Certificate Program
2. Supervisor Certificate Program
3. Manager Certificate Program

The Leadership, Supervision and Management certificate programs comply with OPM requirements listed in CFR Title 5, Subchapter B, Part 410 Training and part 412 Supervisory, Management and Executive Development.

You will have up to two years to complete any one of the three program certificates.

TEAM LEADER CERTIFICATE PROGRAM

The Team Leader Certificate Program develops the necessary skills to lead and manage effective teams. The program prepares individuals to leverage the power of teams to provide solutions to problems, drive innovation, and enhance organizational capabilities. The program will address necessary skills for meeting the special challenges of leading teams in the public sector.

REQUIRED COURSES

COURSE TITLE	COURSE CODE	CREDITS
Leadership Skills for Non-Supervisors	ADMB7006D	1.2 CEU
OR		
Leadership Skills for Non-Supervisors	ADMB7506A	1.8 CEU
From Peer to Leader: Successfully Navigating the Transition	MGMT7125D	0.6 CEU
Jump-Starting High Performing Teams	TDEV7021D	1.2 CEU
Leading Teams and Groups	TDEV8200D	1.8 CEU
OR		
Leading Teams and Groups	TDEV8500A	1.8 CEU
Coaching Skills for Today's Leaders	MGMT9002D	0.6 CEU

ELECTIVE COURSES (select 2)

COURSE TITLE	COURSE CODE	CREDITS
Power of Influence Over Authority	MGMT7120D	0.6 CEU
Project Management for the Office Professional	ADMB7011D	1.8 CEU
Facilitator Workshop	TDEV8120D	2.4 CEU
Fundamentals of Writing	WRIT7010D	1.8 CEU

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Leadership, Supervision & Management
Certificate Program

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SUPERVISOR CERTIFICATE PROGRAM

Focusing on key supervisory competencies of communication and developing others, the Supervisor Certificate Program enables participants to lead successfully and inspire those they supervise. The curriculum addresses such skills as delegation, motivation, coaching, and mentoring—all associated with managing the performance of others.

REQUIRED COURSES

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Supervision	SUPV7001D	3.0 CEU
Federal Human Resources Management for Supervisors and Managers	PMGT7102D	3.0 CEU
Constructive Conflict Resolution	COMM7004D	1.8 CEU
Coaching Skills for Today's Leaders	MGMT9002D	0.6 CEU
Decision Making & Problem Solving	MGMT8102D	1.2 CEU

In conjunction with your professional field, you're required to select and complete a related Graduate School USA course in your field that will enhance your expertise in your profession. This selected course is subject to the approval of the Certificate Course Manager.

ELECTIVE COURSES (select 2)

COURSE TITLE	COURSE CODE	CREDITS
Writing for Results	WRIT7110D	1.2 CEU
Telework: A Managers Perspective	MGMT9021D	0.3 CEU

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Leadership, Supervision & Management
Certificate Program

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MANAGER CERTIFICATE PROGRAM

Effective government managers are responsible for creating and maintaining an environment that ensures agency success. Through this curriculum, participants explore such critical issues as setting and implementing management controls; aligning human capital efforts; and being attuned to the political dynamics. Create a framework for enabling change and organizational dynamics.

REQUIRED COURSES

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Management*	MGMT7099D	3.0 CEU
* This course is for those who have been managing for 3 years or less OR If you have been a manager for more than 3 years and have previously attended Graduate School USA's Introduction to Management, please submit an essay to the Certificate Course Manager documenting your management experience and expertise.		
Emotionally Intelligent Leaders	LEAD8007L	1.2 CEU
Introduction to Financial Management	FINC7000D	24 CPE
Strategic Human Capital Management	PMGT7015D	1.2 CEU

In conjunction with your professional field, you're required to select and complete a related Graduate School USA course in your field that will enhance your expertise in your profession. This selected course is subject to the approval of the Certificate Course Manager.

ELECTIVE COURSES (select 2)

COURSE TITLE	COURSE CODE	CREDITS
Executive View of Project Management	PROJ9003D	0.6 CEU
EEO for Supervisors and Managers	EEOP8101D	1.2

Apply for this certificate program online. www.graduateschool.edu/apply/

Master Certificate in Federal Financial Management (MCFFM)

graduateschool.edu/certificates

In Partnership With Colorado State University Online Professional MBA

Graduate School USA offers a competency-based Master Certificate in Federal Financial Management (MCFFM). The courses in the MCFFM align with the competencies that practitioners at all levels of the federal government must demonstrate to excel professionally. These courses are developed and taught by practicing financial management professionals and are offered nationwide. You must complete the MCFFM within three years after taking the first course in the program.

As you progress through the certificate program, you become a more valuable member of your financial management team. In addition to developing solid financial management skills, you are also better able to handle developmental assignments; demonstrate a personal commitment to self-improvement; and make the transition to higher-level positions.

All 10 of our courses are aligned with DoD financial management competencies.

The ten required courses in the MCFFM program are divided into two groups – Foundation and Subject Specific. **We recommend completing all of the foundation courses prior to registering for the remaining courses.**

Once you have completed Graduate School USA's MCFFM you may decide to pursue the Colorado State University MBA program, but there is no obligation to do so.

You may apply for the updated certificate program online. For more information, please contact the certificate counselor at (202) 314-3320 or certificates@graduateschool.edu

Special accommodations may be requested online by requesting ADA Accommodations. All requests must be received at least four weeks prior to the class start date to be fulfilled.

FOUNDATION COURSES

COURSE TITLE	COURSE CODE	CREDITS
Federal Appropriations Law	FINC7100D	32 CPE
Introduction to Federal Accounting	ACCT7001D	32 CPE
Introduction to Federal Budgeting	BUDG7001D	24 CPE
Introduction to Financial Management	FINC7000D	24 CPE
Congressional Budget Process	BUDG8175D	24 CPE

SUBJECT-SPECIFIC COURSES

COURSE TITLE	COURSE CODE	CREDITS
Budget Formulation	BUDG7101D	32 CPE
Budget Execution	BUDG7100D	32 CPE
Public Sector Financial Systems & Policies	BUDG8005D	32 CPE
Decision Support: Building New Analytical Skills	FINC8120D	24 CPE
Planning, Programming, Budgeting & Execution (PPBE)	BUDG8000D	24 CPE
OR		
Planning, Budgeting and Performance Measurement	BUDG8180D	24 CPE

Apply for this certificate program online. www.graduateschool.edu/apply/

Personal Property Management

Certificate Program

graduateschool.edu/certificates

The **Certificate of Accomplishment in Personal Property Management** covers life-cycle federal property management, allowing the participant to see the whole process instead of isolated procedures. The program provides a solid foundation of knowledge and skills, including team-based approaches for personal property management. Staff in positions associated with logistics, supply, acquisition, inventory management and property utilization and disposal are the audience for this certificate. Enrollees receive a solid foundation in the planning, control, use and disposal of an organization's assets and understand how the property management function interacts with the user, acquisition and finance.

You may apply for the certificate program online. For more information on certificate courses offered, please contact the certificate counselor at (202) 314-3320 or certificates@graduateschool.edu.

All courses are listed in the recommended order. Choose one elective from each group of elective courses:

Special accommodations may be requested online by requesting ADA Accommodations. All requests must be received at least four weeks prior to the class start date to be fulfilled.

REQUIRED COURSES (complete 4 courses)

COURSE TITLE	COURSE CODE	CREDITS
Applications in Personal Property Accountability	PROP7210D	2.4 CEU
Property Accountability: The Life Cycle	PROP7112D	2.4 CEU
Property Management for Custodial Officers	PROP7103D	1.2 CEU
Warehousing, Operations and Disposal	PROP7001D	2.4 CEU

ELECTIVE COURSES (complete 3 courses)

PROGRAM AND MANAGEMENT ANALYSIS COURSES (select 1)

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Financial Management	FINC7000D	24 CPE
Introduction to Statistics	STAT7100D	2.4 CEU
Management Analysis: Overview	PGMT7000D	2.4 CEU
Project Management	PGMT7005D	2.4 CEU

WRITING SKILLS COURSES (select 1)

COURSE TITLE	COURSE CODE	CREDITS
Clear Writing Through Critical Thinking	WRIT7100D	1.8 CEU
Essentials of English	ENGL7000D	3.0 CEU
Fundamentals of Writing	WRIT7010D	1.8 CEU

ACQUISITION COURSES (select 1)

COURSE TITLE	COURSE CODE	CREDITS
Comprehensive COTR Workshop	ACQI7523D	40 CPE
Contracting Basics for COTRs	ACQI7503D	24 CPE
Introduction to Government Contracting	ACQI7501D	40 CPE
Simplified Acquisition Procedures	ACQI7506D	40 CPE

Apply for this certificate program online. www.graduateschool.edu/apply/

Program and Management Analysis

Certificate Program

graduateschool.edu/certificates

The course of study for the **Certificate of Accomplishment in Program and Management Analysis** covers key concepts and skills required by the successful management/program analyst. The courses are government-oriented, job-related, practical and hands-on; they are taught by instructors with many years of high-level government experience. The program provides a framework for the development of a full and well-rounded mastery of analytic skills for the complete management (or program) analyst, and the certificate of accomplishment demonstrates a personal commitment to self-improvement.

Participants need to demonstrate a mastery of the two prerequisite courses before enrolling in the certificate program. The five required courses are presented below in a recommended sequence; it is not mandatory that you take them in this sequence, but it is highly recommended. Management Analysis: Advanced Applications is, however, the last course in the program and should be taken when all prerequisites, required and elective courses are completed. You must take a minimum of three elective courses. You have three years to complete the program.

You may apply for the certificate program online. For more information on certificate courses offered, please contact the certificate counselor at (202) 314-3320 or certificates@graduateschool.edu

Special accommodations may be requested online by requesting ADA Accommodations. All requests must be received at least four weeks prior to the class start date to be fulfilled.

PREREQUISITES (2 courses)

COURSE TITLE	COURSE CODE	CREDITS
Introduction to Statistics	STAT7100D	2.4 CEU
Management Analysis: Overview	PGMT7000D	2.4 CEU

REQUIREMENTS (complete 5 courses)

COURSE TITLE	COURSE CODE	CREDITS
Management Analysis: Designing and Conducting a Study	PGMT8001D	2.4 CEU
Management Analysis: Data Gathering	PGMT8000D	2.4 CEU
OR		
Data Collection and Analysis	PGMT7001D	3.0 CEU
Cost-Benefit Analysis Workshop	PGMT8100D	1.8 CEU
Project Management	PGMT7005D	2.4 CEU
Management Analysis: Advanced Applications (Capstone Course)	PGMT9000D	2.4 CEU

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Program and Management Analysis

Certificate Program

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ELECTIVE COURSES (complete 3 courses)

COURSE TITLE	COURSE CODE	CEU/CPE
Federal Budgeting for Non-Budgeting Personnel	BUDG7000D	1.8 CEU
OR		
Introduction to Federal Budgeting	BUDG7001D	24 CPE
Interpersonal Communications	COMM7006D	
Introduction to Program Evaluation	PGMT7003D	3.0 CEU
OR		
Management's Responsibility for Internal Controls (OMB Circular A-123)	AUDT8003G	16 CPE
Jump-Starting High Performing Teams: The Fundamentals	TDEV7021D	1.2 CEU
Management Analysis: Planning	PGMT7004D	2.4 CEU
Conducting Quality Analysis for Decision Support	FINC9150D	24 CPE
Decision Support: Building New Analytical Skills	FINC8120D	24 CPE

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Project Management
Certificate Program

graduateschool.edu/certificates

The Graduate School USA **Certificate of Accomplishment in Project Management** provides a thorough preparation for current project managers and those desiring to enter the field. Participants complete one of three basic courses that include IT project management specialization. Following the basic course, participants take five intermediate courses that address key knowledge areas and project management processes plus one elective. ***Individuals must complete the program in three years***.

REQUIRED COURSE

COURSE TITLE	COURSE CODE	CREDITS
Project Management	PGMT7005D	2.4 CEU
OR		
Project Management (Distance Education)	PGMT7005A	2.4 CEU
OR		
Project Management for IT: Application and Integration (recommended as first course)	PROJ7602T	2.4 CEU

Core Sources (select 5)

COURSE TITLE	COURSE CODE	CREDITS
Project Communications Management	PROJ8294D	1.4 CEU
Project Cost Management	PROJ8292D	1.4 CEU
Project Quality Management	PROJ8296D	1.4 CEU
Project Risk Management	PROJ8293D	1.4 CEU
Project Scope Management	PROJ8299D	1.4 CEU
Project Time Management	PROJ8291D	1.4 CEU

ELECTIVES (select 1) or the core course not previously taken

COURSE TITLE	COURSE CODE	CREDITS
Advanced COR Workshop	ACQI9008D	40 CPE
Comprehensive COR Workshop	ACQI7523D	40 CPE
Construction Contracting for CORs	ACQI8006D	40 CPE
Leading Teams and Groups	TDEV8200D	1.8 CEU
Managing a Project with Your Team	PROJ8202D	1.4 CEU
Negotiating Techniques	MGMT9104D	1.2 CEU
PMP Exam Preparation (Distance Education)	PROJ8395A	56 CEU
Preparing for the PMP® Examination	PROJ8295D	1.4 CEU

Apply for this certificate program online. www.graduateschool.edu/apply/

Customized Services and On-Site Training

Meet Your Performance and Strategic Goals with Customized Services and On-Site Training

With Graduate School USA's customized and on-site training, you benefit from a wide range of support services, including assessment, design, development, implementation, evaluation, and much more.

Valuable Services

COURSE AND DELIVERY CUSTOMIZATION

- Needs assessment and analysis
- Instructional systems design
- Fully customized courses with examples and content specific to your agency and needs
- Flexible delivery options, including instructor-led, web-based, and more
- Program and project management

CAREER TRANSITION AND TRAINING

- Talent management and executive coaching
- Career center management and workshops
- Student registration and customer service

SPECIAL SUPPORT SERVICES

- Instructional support and course material management
- Planning and management of programs and events
- Assistance with site selection, scheduling, marketing, and more

Big Benefits

COST SAVINGS

- Eliminate travel costs and overtime or non-work pay
- Control program costs by the number of your participants
- Get discounts through GSA Federal Supply Schedule 874

CONVENIENCE

- Choose the best time based on your employee workloads and schedules
- Eliminate travel time and reduce out-of-office time
- Reduce stress and time away from your other duties — pick the training, time, and place, and we handle the rest

TRAINING CENTER MANAGEMENT

Graduate School USA manages agency training centers that deliver a broad range of customized career development services. Our on-site training center administration support services provide agencies with knowledgeable, flexible, and dependable solutions that fulfill employee development and staffing requirements. Some of the services we provide include:

- Training Center Staff Support
- Facilities Management
- Competency-Based Organizational Development Facilitation
- Workforce Assessment
- Customized Course Development and Delivery
- Learning Management System Administration
- Career and Work/Life Counseling Services
- On-Site Distance Learning Delivery Support

For more information, please call (888) 744-4723

Mission Oriented Business Integrated Services (MOBIS), GSA Schedule 874

Helping you meet your mission-critical goals.

Graduate School USA holds GSA contract number **GS-10F-0228P**, providing **Federal Supply Schedule 874, MOBIS**. This program offers a full range of management and consulting services that can improve a federal agency's performance and aid it in meeting mission goals.

In addition, our broad curriculum of federally focused topics can be customized to meet the specific training needs of your organization.

GSA Contract Holder

Contact our Customer Support Center at (888) 744-4723 for additional information or to receive a price quote. You may also complete the Contract for Training at Your Location Inquiry Form on our website at graduateschool.edu/quote.

Accreditation and Approvals

Graduate School USA has secured reputable accreditation and approvals from recognized external organizations. These organizations are highlighted below and are further explained on our website at graduateschool.edu/accreditationapprovals. We are committed to meeting the standards and requirements set by these organizations to ensure the best possible learning outcomes for our students.

ACCREDITATION

Middle States Commission on Higher Education
Effective November 2012, Graduate School USA is a Candidate for Accreditation by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104; (267) 284-5000.

BUSINESS ANALYSIS

Graduate School USA is an Endorsed Education Provider of the International Institute of Business Analysis (IIBA) and is dedicated to serving business analysis professionals. We offer courses aligned with the IIBA's Business Analysis Body of Knowledge (BABOK®), and we grant Continuing Development Units (CDUs).

NASBA

Graduate School USA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to: National Registry of CPE Sponsors, 150 Fourth Avenue, Suite 700, Nashville, TN 37219-2417; website: www.nasba.org. In addition, Graduate School USA has sponsorship agreements with the New Jersey, New York, and Texas Boards of Accountancy, which recognize us as an approved source for continuing financial and auditing professional education. All of the NASBA-registered sessions listed in this catalog are instructor-led/group-live programs, unless otherwise noted.

DC EDUCATION LICENSURE COMMISSION

Graduate School USA is licensed by the DC Education Licensure Commission.

DEFENSE ACQUISITION UNIVERSITY

Graduate School USA is an approved Equivalent Provider of the Defense Acquisition University. The partnership provides a continuum of course work to support the consistent and continuous development of the Defense Acquisition Workforce's capabilities as they relate to effectively and efficiently implementing the Defense Acquisition System. DAU equivalent courses:

- ACQI7501D Introduction to Government Contracting (CON100 Equivalent)
- ACQI8006D Construction Contracting for CORs (CON244 Equivalent)
- ACQI7222D Contracting Officer's Representative Course (COR206 and COR222 Equivalent)

PROJECT MANAGEMENT INSTITUTE

Graduate School USA offers an extensive curriculum in project management, including daytime, evening, and distance education courses. We are a Global Registered Education Provider (REP) of the Project Management Institute, Inc. (PMI®), and we offer courses with Professional Development Units (PDUs).

International Institute

MISSION

Facilitating international cooperation and understanding through the exchange of knowledge.

EXCHANGE PROGRAMS

The International Institute designs and administers exchange programs for U.S. government agencies, foreign governments, international and nongovernmental organizations, and groups. Our goal is to offer participants the opportunity to interact and share best practices with their counterparts.

CAPACITY BUILDING

With experience working with more than 100 countries, access to approximately 600 learning programs and courses, and a multilingual staff, the International Institute has the ability to quickly develop customized programs that build the capacity of individuals and institutions.

GOVERNANCE

In partnership with governments and institutions, the International Institute works to build institutional capacity so governments are responsive, transparent, and accountable to their citizens.

HEALTH

The International Institute is developing a new international health program area. Using its educational products and services as a foundation, the Institute seeks to build the capacity of individuals and institutions in the area of health.

PARTIAL CLIENT LIST

- American Samoa
- Central Personnel Administration, Republic of China
- Commonwealth of the Northern Mariana Islands
- Federal Experts Bureau of the People's Republic of China
- Federated States of Micronesia
- Government of Jamaica
- Guam
- International Executive Service Corps
- Management Institute for National Development, Jamaica
- Ministry of Education, Republic of China
- Open World Leadership Center
- Organization of American States
- Republic of the Marshall Islands
- Republic of Palau
- U.S. Agency for International Development (USAID)
- U.S. Department of Defense
- U.S. Department of State
- U.S. Department of the Interior
- U.S. Trade and Development Agency (USTDA)
- U.S. Virgin Islands

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Contact us at: 202-314-4710.

Business Analysis

Visit
graduateschool.edu/busanalysis
for current schedule of courses.

SECTION CONTENTS

Business Analysis: Overview (PGMT7400D)..... 24
Business Analysis Planning Workshop (PGMT8321D) 24
Eliciting and Communicating Business Requirements (PGMT8322D)..... 24
Requirements Analysis, Solution Assessment and Validation (PGMT8323D).....25

IIBA Endorsed Education Provider
Endorsed Course™

Graduate School USA is an Endorsed Education Provider of the International Institute of Business Analysis (www.theiiba.org) and offers training that provides Continuing Development Units (CDUs). Take four courses and receive a Certificate of Accomplishment in Business Analysis. We can schedule on-site or online training that is customized for your organization.

BUSINESS ANALYSIS: OVERVIEW

PGMT7400D

Using the *Guide to the Business Analysis Body of Knowledge*, you develop a firm foundation in the principles and practices of business analysis - the critical process of identifying business improvement needs and developing projects to satisfy those needs.

The business analyst serves a critical role as the bridge between organizational stakeholders and solution providers, including contractors, to identify business process improvement opportunities, gather and analyze business requirements, and communicate and assist in implementing the solution package.

This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge*, and is part of the Certificate of Accomplishment in Business Analysis.

LEARNING OUTCOMES

- Describe the *BABOK®*
- Identify the value of business analysis in today's challenging environment
- Identify the key responsibilities of a business analyst
- Apply the business analysis process

WHO SHOULD ATTEND

Business, program and management analysts, program and project managers, and other professionals who want to learn how to identify business improvement projects, gather and analyze requirements, and communicate and guide the solution implementation process.

3 DAYS · 1.8 CEU

BUSINESS ANALYSIS PLANNING WORKSHOP

PGMT8321D

Develop the skills used by business analysts to effectively plan and monitor a complete business analysis project, including shaping the business analysis approach and conducting stakeholder analysis.

This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge* and is part of the Certificate of Accomplishment in Business Analysis.

LEARNING OUTCOMES

- Explain the tasks necessary to develop and monitor an overarching business analysis plan
- Assess current business capabilities to meet business needs and achieve strategic goals
- Define business solutions and justify the investment necessary to deliver the solutions

WHO SHOULD ATTEND

Business analysts, project and program managers, and others who need to plan and monitor business analysis efforts and identify business improvement opportunities within the enterprise framework. Participants should be familiar with business analysis principles as taught in Business Analysis: Overview (PGMT7400D).

2 DAYS · 1.2 CEU

ELICITING AND COMMUNICATING BUSINESS REQUIREMENTS

PGMT8322D

Develop the critical skills necessary to elicit, analyze and manage project requirements. Learn how to effectively prepare a requirements package and communicate it to stakeholders.

This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge* and is part of the Certificate of Accomplishment in Business Analysis.

LEARNING OUTCOMES

- Elicit and document stakeholder requirements
- Analyze and organize requirements within the solution scope
- Prepare a requirements package and present it to stakeholders

WHO SHOULD ATTEND

Business analysts, project and program managers and others who need to elicit, analyze, organize and present project requirements. Participants should be familiar with business analysis principles as taught in Business Analysis: Overview (PGMT7400D).

2 DAYS · 1.2 CEU

REQUIREMENTS ANALYSIS, SOLUTION ASSESSMENT AND VALIDATION

PGMT8323D

Develop the skills used by business analysts to assess and validate solutions. Learn how to allocate requirements, assess organizational readiness, define transition requirements and validate and evaluate solution performance.

This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge* and is part of the Certificate of Accomplishment in Business Analysis.

LEARNING OUTCOMES

- Assess proposed solutions and allocate requirements
- Define transition requirements and validate a solution
- Evaluate solution performance
- Identify and analyze requirements

WHO SHOULD ATTEND

Business analysts, project and program managers, and others who need to validate and evaluate solution performance. Participants should be familiar with business analysis principles as taught in Business Analysis: Overview (PGMT7400D).

2 DAYS · 1.2 CEU

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Communication & Professional Skills

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SECTION CONTENTS

Administrative Officers Workshop (ADMB7000D) 27
Critical Thinking (ADMB8146D) 27
Effective Meetings (ADMB8006D) 27
Instructional Design Essentials (ADMB9006D) 28
Managing Multiple Priorities (ADMB7007D) 28
Office Management (ADMB7009D) 28
Problem Solving (ADMB8129D) 29
Time Management (ADMB7028D) 29
Speaking with Clarity (COMM7033D) 29
Speaking with Confidence (COMM7010D) 30
Briefing Techniques (COMM7002D) 30
Instructor Training (CDEV9001D) 30
Listening and Memory Development (COMM7007D) 31
Interpersonal Communications (COMM7006D) 31
Positive Approaches to Difficult People (COMM7009D) 31
Increasing Personal Effectiveness (COMM7027D) 32
Essentials of English (ENGL7000D) 32
Grammar for Professionals (ENGL7005D) 32
Assertiveness Skills (COMM7001D) 33
Effective Communication with Customers (COMM8000D) 33
Customer Service Excellence (ADMB7003D) 33
Constructive Conflict Resolution (COMM7004D) 34
Communicating for Results (COMM7003D) 34
Communication Skills (COMM7005D) 34
Fundamentals of Writing (WRIT7010D) 35
Writing for Results (WRIT7110D) 35
Clear Writing through Critical Thinking (WRIT7100D) 35
Editing for Impact (EDIT7100D) 36
Proofreading (EDIT7001D) 36
Informal Rulemaking – How to Make It Work (PGMT7510D) 37
Government Email Writing (WRIT7041D) 37
Executive Writing (WRIT9001D) 37
Report Writing (WRIT7020D) 38
Writing Government Technical Documents (WRIT8244D) 38
Effective Government Correspondence (WRIT7007D) 38
Plain Writing: It is the Law (WRIT7043D) 39
Thinking Critically, Writing Clearly (WRIT7301A) 39

ADMINISTRATIVE OFFICERS WORKSHOP

ADMB7000D

Learn what is expected of an administrative officer and what it takes to excel and stay ahead of ever-changing priorities. A must for all federal administrative officers and staff, this fast-paced, three-day seminar provides you with a practical look at the functions of the administrative officer, including the roles of information broker, communications expert, office manager, change agent, budget analyst, and acquisition specialist. Topics of current interest, such as new human resources practices and federal performance management, are provided through recorded presentations by subject experts, followed by in-class discussions.

LEARNING OUTCOMES

- Apply fundamental concepts of the federal budget and acquisition processes
- Gain an in-depth understanding of the role of the administrative officer
- Recognize and prepare for real-world issues affecting your organization
- Apply leadership and change management principles to coach and guide staff to project completion and mission accomplishment
- Use simple statistics to complete project analysis, measure group progress and complete accountability reports
- Manage workplace stress using effective time management techniques

WHO SHOULD ATTEND

Administrative officers at the regional and headquarters level and others who perform administrative duties. Participants who have taken the course three or more years ago are encouraged to return to refresh their knowledge and skills.

3 DAYS · 1.8 CEU

CRITICAL THINKING

ADMB8146D

Learn strategies to deepen your thinking about various workplace topics. Enhance memory skills and build greater understanding. Apply your ideas effectively, and analyze arising issues in depth. Evaluate products, services, and procedures. Enhance your deductive and inductive reasoning to build strong logical arguments. Avoid the logical fallacies that trip up many writers and thinkers. Think with greater depth and clarity for improved effectiveness on the job.

LEARNING OUTCOMES

- Understand Bloom's thinking skills and move to ever-deeper levels
- Use memory-enhancement techniques
- Understand concepts and apply them in real situations
- Use thought tools to analyze and evaluate issues
- Build arguments deductively or inductively
- Identify and eliminate errors in logic
- Apply critical-thinking skills in group settings
- Help groups move through the stages of thinking

WHO SHOULD ATTEND

Anyone who wishes to sharpen thinking skills in the workplace as an individual, a team member, or a leader.

2 DAYS · 1.2 CEU

EFFECTIVE MEETINGS

ADMB8006D

Master one of the most important skills in the workplace: planning and running productive meetings. Whether you hold face-to-face or virtual meetings, become adept at creating an outcome-oriented agenda, staying on time and on topic, and facilitating attendees to ensure full participation. Make the most out of each meeting you convene.

LEARNING OUTCOMES

- Learn the essential components of effective meetings
- Recognize when a meeting is not the best vehicle to accomplish your purpose
- Manage and maintain control of the agenda
- Adapt your facilitation style to encourage participation by all attendees, including remote attendees
- Learn best practices for planning, conducting and evaluating meetings
- Use effective tools to keep track of ideas, decisions and assignments
- Know how to capture and share meeting decisions and actions

WHO SHOULD ATTEND

Everyone who plans or conducts face-to-face and virtual meetings.

2 DAYS · 1.2 CEU

INSTRUCTIONAL DESIGN ESSENTIALS

ADMB9006D

Learn how to improve the design and delivery of your training programs, make cost-effective choices, and ensure training funds are well spent. Gain practical, how-to-guidance on the most essential aspects of the training process.

LEARNING OUTCOMES

- Identify what makes training successful
- Learn the principles of adult learning and apply them to your training programs
- Discover why it is important to provide a variety of learning methods to ensure job performance improves after training
- Recognize participants' diverse learning preferences
- Gain tips to improve your training-related Requests for Proposals (RFPs)
- Understand how to evaluate training proposals to ensure successful training outcomes

WHO SHOULD ATTEND

Anyone who trains employees, selects training vendors, develops training materials, or evaluates training will benefit from this course.

3 DAYS · 1.8 CEU

MANAGING MULTIPLE PRIORITIES

ADMB7007D

Regain control over your workload, increase your efficiency, and ease your stress. Learn ways to dig out from beneath the mountain of paperwork, emails, and assignments, and eliminate anxiety over and frustration about your many responsibilities. Discover strategies for goal setting and prioritizing, as well as methods for overcoming procrastination. Learn to handle professional challenges with confidence!

LEARNING OUTCOMES

- Organize and handle paperwork and files efficiently
- Identify and resolve barriers to setting priorities
- Prioritize tasks based on degree of importance and urgency
- Apply the SMART goal-setting system
- Plan your time more efficiently
- Eliminate time wasters

WHO SHOULD ATTEND

All individuals who want to learn practical skills to manage and gain control over their workloads, increase their efficiency, set goals, prioritize tasks and overcome procrastination.

1 DAY · 0.6 CEU

OFFICE MANAGEMENT

ADMB7009D

Raise the performance level of your office by implementing practical strategies gained through hands-on experience. Acquire skills in team building, goal setting, leadership development, conflict resolution, and decision making. Become adept at working with others to set goals, improve performance, and develop your leadership skills.

LEARNING OUTCOMES

- Understand the managerial functions of your job
- Set realistic goals for yourself and your office staff
- Analyze problem-solving and decision-making steps applicable to the office setting
- Delegate work and provide on-the-job training
- Assess your leadership style and develop strategies to enhance your leadership abilities
- Understand motivation and its effect on work and leadership styles
- Identify a communications model and apply it in an office setting
- Apply time management and work distribution techniques

WHO SHOULD ATTEND

Office managers, program specialists, program assistants, and administrative staff who want to effectively manage their work environment and achieve organizational goals.

3 DAYS · 1.8 CEU

PROBLEM SOLVING
ADMB8129D

Understand problem solving as a process that relates to all positions in all agencies. Learn critical- and creative-thinking strategies to enhance your problem-solving abilities. Define problems by thoroughly analyzing their causes and effects. Brainstorm possible solutions and decide which one would work best at your unit or department. Apply your proposed solution and evaluate it, discovering what works well and what could be improved. Then implement your solution and monitor it. Learn to solve problems by yourself and also as part of a group or larger organization.

LEARNING OUTCOMES

- Understand the problem-solving process
- Learn specific strategies for each stage of the process
- Analyze causes and effects of problems
- Brainstorm many possible solutions
- Choose one or two possibilities and apply them to the problem
- Evaluate your proposed solution and discover ways to improve it
- Implement and monitor the solution

WHO SHOULD ATTEND

Anyone who wishes to improve problem-solving abilities in the workplace.

2 DAYS · 1.2 CEU

TIME MANAGEMENT
ADMB7028D

Discover practical techniques for managing time and increasing your professional and personal effectiveness. Learn how to devote time to the most important tasks and goals, how to organize yourself and how to organize your environment. Implement strategies for handling interruptions, anticipating deadlines and motivating yourself.

LEARNING OUTCOMES

- Recognize the benefits of time management, evaluate productivity, identify goals and set priorities
- Use technology to save time instead of waste time
- Maintain a reasonable work load by managing expectations
- Increase productivity by controlling interruptions and meetings, and recognize factors that adversely affect productivity
- Avoid information overload by identifying causes, screening information, controlling paperwork, using a filing system to organize your office and communicating effectively

WHO SHOULD ATTEND

All individuals who want to learn practical skills to manage their time and increase their professional and personal effectiveness.

2 DAYS · 1.2 CEU

SPEAKING WITH CLARITY
COMM7033D

Speak clearly and understandably! Whether you seek to practice pronunciation, reduce an accent, or develop a strong working vocabulary, create a more positive impression by improving the clarity and vocal quality of your spoken English.

LEARNING OUTCOMES

- Identify and use standard English forms of grammar and pronunciation
- Identify the standard and non-standard forms and patterns of your speech
- Be more aware of how others perceive your spoken communications
- Polish your English speaking skills to improve interactions in the workplace

WHO SHOULD ATTEND

Individuals who want to improve the clarity and vocal quality of their spoken English, including nonnative English speakers.

5 DAYS · 3 CEU

SPEAKING WITH CONFIDENCE

COMM7010D

Use a step-by-step approach to gain skills in speaking before groups more comfortably and confidently. Your presentations are recorded for playback, and your instructor provides helpful coaching and tips.

Class size is limited to 15 participants to ensure individualized attention.

LEARNING OUTCOMES

- Use proven techniques to overcome nervousness
- Learn how to make your presentation style more natural
- Demonstrate how to open and close a speech effectively
- Know your audience and the setting, and adjust your style appropriately
- Learn how to field audience questions

WHO SHOULD ATTEND

Anyone who speaks in front of small or large groups and has little presentation experience.

3 DAYS · 1.8 CEU

BRIEFING TECHNIQUES

COMM7002D

Develop your ability to give concise briefings that convey your main message quickly and clearly. Learn and practice essential strategies for delivering short structured briefings in this hands-on course. Your briefings are recorded for playback, and your instructor will provide useful coaching and tips.

Class size is limited to 15 participants to ensure individualized attention.

This course aligns with the following DoD financial management competency:

DoD LDR Competency	Proficiency Level	Hours
Oral Communication (Lead Self)	N/A	

LEARNING OUTCOMES

- Define the objective and build your message accordingly
- Utilize the correct style and tone to convey your information
- Analyze your audience and the setting
- Organize your key points in a logical and concise manner
- Learn how to stick to the point and avoid rambling

WHO SHOULD ATTEND

Anyone who wants to deliver clear and succinct briefings.

3 DAYS · 1.8 CEU

INSTRUCTOR TRAINING

CDEV9001D

Sharpen and improve your instructional skills and become a more polished presenter. Discover proven training techniques for large and small groups, in a variety of training venues, including methods for engaging remote participants. Practice using metholodogies in addition to lecture to enhance participant involvement and retention of learning outcomes. Experience hands-on engagement including using a variety of instructional methods from presentation and demonstration to role-playing and game-playing. Develop a personal toolkit of training techniques and learn to evaluate your training success and return on investment.

Additional Information:
View Course Selection Guides

LEARNING OUTCOMES

- Apply the five phases of the instructional design process
- Use alternatives to lecturing that actively involve both present and remote learners, while enhancing learning outcomes
- Strengthen your presentation skills and techniques for a variety of training venues
- Assess whether learning has occurred and its impact on the return on investment
- Understand the varying needs of the adult learner in the classroom environment
- Appreciate different learning styles and identify your own preferred style
- Effectively use nonverbal communication techniques to manage the group
- Use PowerPoint presentations, charts and hand-outs effectively

WHO SHOULD ATTEND

All employees who conduct training, manage training, make presentations or who want to enhance their retention of learning outcomes.

4 DAYS · 2.4 CEU

LISTENING AND MEMORY DEVELOPMENT

COMM7007D

Improve work performance by increasing your ability to absorb and retain information. Learn the techniques for listening and capturing information for convenient recall. Develop more confidence and improve productivity with your enhanced ability to access and recall important deadlines, policies and other information.

Additional Information:
View Course Selection Guides

LEARNING OUTCOMES

- Recognize the value of active listening
- Know the four key elements of good listening
- Understand your listening style and listening attitude
- Improve your listening skills and develop effective listening habits
- Recognize the major memory systems and techniques as well as items contributing to memory
- Train your memory by selecting the memory system and techniques that work best for you and are appropriate for the situation
- Improve your ability to remember names and numbers

WHO SHOULD ATTEND

Individuals who want to improve their ability to absorb and retain information.

2 DAYS · 1.2 CEU

INTERPERSONAL COMMUNICATIONS

COMM7006D

Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, and benefit from useful tips on tact and diplomacy.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

LEARNING OUTCOMES

- Adjust your conversational style to meet the needs of others
- Understand why you respond in a particular way to conflict
- Listen more effectively
- Work through or prevent conflict by avoiding destructive statements or actions
- Recognize and use appropriate behavior to work harmoniously and productively
- Select the best option for negotiating

WHO SHOULD ATTEND

Individuals who want to enhance their interpersonal skills to better communicate with others.

2 DAYS · 1.2 CEU

POSITIVE APPROACHES TO DIFFICULT PEOPLE

COMM7009D

Do not let "difficult" people ruin another day! Learn approaches for maintaining your composure and clarifying underlying issues, as well as strategic questioning and listening techniques to discover what is behind someone with a difficult personality. Leave the course refreshed and prepared to minimize the negative impact of difficult people in your work environment.

LEARNING OUTCOMES

- Interact more effectively with difficult people
- Assess your own personality and behavior styles
- Deal effectively with criticism
- Recognize conflict-inducing behaviors
- Utilize a six-step technique to develop assertive responses
- Identify the eight types of difficult people
- Identify positive strategies for dealing with challenging personalities

WHO SHOULD ATTEND

Anyone who may deal with difficult customers, clients, bosses, co-workers or employees.

2 DAYS · 1.2 CEU

INCREASING PERSONAL EFFECTIVENESS

COMM7027D

Gain practical tools for your day-to-day interactions that you can use to create and sustain personal effectiveness. This skills-based course by Employee Development Systems includes the DISC Personal Profile System and other assessments, and enables you to identify improvement opportunities and develop new proficiencies to become more effective personally and professionally.

LEARNING OUTCOMES

- Apply techniques to improve team cooperation and communication
- Manage conflict with individuals who have different behavioral styles
- Set goals for success
- Use communication skills that facilitate effective relationships

WHO SHOULD ATTEND

Individuals who wish to expand their capacity for success, both personal and professional.

2 DAYS · 1.2 CEU

ESSENTIALS OF ENGLISH

ENGL7000D

Gain greater confidence in your writing skills by developing a solid, practical foundation in proper English usage. Master subject-verb agreement, plural and possessive forms, and forms of verbs and pronouns. Become familiar with trends in grammar and usage.

This course is part of the Certificate of Accomplishment in Personal Property Management.

This course aligns with the following Department of Defense leadership competency:

DoD LDR Competency	Proficiency Level	Hours
Written Communication (Lead Self)	N/A	30

LEARNING OUTCOMES

- Use grammatical forms appropriately
- Refer to critical writing rules to avoid errors
- Apply the rules of subject-verb agreement
- Recognize and use the correct forms of verbs and pronouns
- Apply the rules of punctuation and use them skillfully
- Enhance your ability to take on new writing assignments business forms, reports, instructions and documents.

WHO SHOULD ATTEND

Everyone, including non-native English speakers, who need to gain a solid, practical foundation in English language rules and practice in correct construction and usage.

5 DAYS · 3 CEU

GRAMMAR FOR PROFESSIONALS

ENGL7005D

Refresh and improve your knowledge of current English grammar and usage rules. Ensure your reader can quickly and easily understand your message. Develop confidence in using correct punctuation, capitalization, spelling, verb forms, and numerals in your writing. Know when to employ different types of sentence structures, and become experienced at writing clear, correct sentences to communicate effectively with your readers.

LEARNING OUTCOMES

- Employ current standard grammar and usage in writing
- Punctuate and capitalize correctly
- Recognize when to use different sentence structures for different purposes
- Avoid common errors by correctly applying rules and guidelines
- Construct clear and correct sentences

WHO SHOULD ATTEND

Individuals, including non-native English speakers, who want to refresh their knowledge of grammar.

This course is the first of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

3 DAYS · 1.8 CEU

ASSERTIVENESS SKILLS
COMM7001D

Learn to speak honestly and directly, make decisions more easily, and influence people. Create a turning point in your life by recognizing the difference between assertive and aggressive behaviors, communicating more effectively, and listening for others' motives. Effectively handle criticism, deal with workplace anxieties, and build self-confidence by learning to approach business situations assertively.

LEARNING OUTCOMES

- Distinguish among non-assertive, aggressive and assertive behaviors
- Use behaviors that reduce and eliminate stress and conflict
- Redirect anger
- Use positive self-talk to increase confidence
- Verify that your verbal and nonverbal messages are consistent
- Use assertiveness techniques in a variety of situations

WHO SHOULD ATTEND

Anyone who wants to learn how to become more effective in working with others.

2 DAYS · 1.2 CEU

EFFECTIVE COMMUNICATION WITH CUSTOMERS
COMM8000D

Develop superior customer service by learning the basics of effective communication to successfully interact with internal and external customers. Become adept at recognizing and anticipating the needs of others; being flexible when handling requests and complaints; and spotting and responding to important verbal and nonverbal messages.

LEARNING OUTCOMES

- Understand the relationship between effective communication and quality service
- Know the elements necessary for effective communication with customers
- Use knowledge of listening, verbal and nonverbal cues, and communications styles to provide quality service
- Practice and apply communication tools and techniques for handling requests, problems and complaints effectively to the satisfaction of the customer

WHO SHOULD ATTEND

All those who want to successfully interact with their internal and external customers, become better team players and handle a variety of personalities at work.

2 DAYS · 1.2 CEU

CUSTOMER SERVICE EXCELLENCE
ADMB7003D

Become "customer-driven" and learn how to take service to the top, inspiring others to provide quality service. Gain proficiency in identifying your internal and external customers. Discover the latest methods for enhancing customer service and handling problems, including anticipating and responding to customers' needs.

LEARNING OUTCOMES

- Understand customer service and service excellence
- Know the basics of service excellence
- Explain why customer service is important to you, your organization and your customers

WHO SHOULD ATTEND

Anyone who deals with internal or external customers.

2 DAYS · 1.2 CEU

CONSTRUCTIVE CONFLICT RESOLUTION

COMM7004D

Conflict is inevitable, but transforming it into positive outcomes is a skill. Learn how to shape even the most difficult circumstances into satisfying, win-win experiences. Discover a wide variety of proven constructive approaches that lead to productive resolutions and teaching moments. Develop the tools for quickly analyzing and responding to difficult situations and share them with your team to make conflicts approachable and productive.

This course aligns with the following DoD financial management competency:

DoD LDR Competency	Proficiency Level	Hours
Conflict Management (Lead People)	N/A	18

LEARNING OUTCOMES

- Anticipate and prevent conflict
- Create conditions that encourage cooperation
- Recognize attitudes and behaviors that create conflict
- Resolve conflict with constructive confrontation and resolution skills
- Analyze conflict situations and select appropriate strategies to resolve the differences

WHO SHOULD ATTEND

Anyone who wants to better manage workplace conflicts.

3 DAYS · 1.8 CEU

COMMUNICATING FOR RESULTS

COMM7003D

Overcome barriers to effective office communications. Develop strategies to increase your ability to be understood by identifying your own communication style and that of others. Explore methods of interpreting verbal and nonverbal feedback and the use of appropriate repetition to clarify communications.

LEARNING OUTCOMES

- Apply the elements in the communications process for understanding and action
- Speak more clearly and directly
- Recognize and correctly interpret verbal and nonverbal feedback
- Listen for intent and meaning in another's message
- Distinguish among assertive, nonassertive and aggressive behaviors
- Express your needs assertively
- Resolve problems and challenges with co-workers and supervisors

WHO SHOULD ATTEND

Anyone who wants to communicate more effectively with others at work.

2 DAYS · 1.2 CEU

COMMUNICATION SKILLS

COMM7005D

Master the fundamental communication skills needed to get ahead. Much of your job success depends on your ability to communicate well, both in person and on paper. Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.

LEARNING OUTCOMES

- Recognize your own behavior style
- Deal effectively with different personalities
- Organize and deliver an oral presentation
- Recognize communication barriers and how to minimize them
- Organize your written work more clearly and concisely

WHO SHOULD ATTEND

Anyone who wants to become a better speaker, listener and writer on the job.

5 DAYS · 3 CEU

FUNDAMENTALS OF WRITING

WRIT7010D

Enhance your success at work by learning to prepare correct, concise and organized memos, emails and other documents. Using standard grammar and usage rules, construct simple, compound and complex sentences that communicate clearly to your readers. Use transitional words, phrases and strategies to link sentences into coherent paragraphs. The Plain Writing Act of 2010 requires all federal agencies to write public documents in a clear, concise and well-organized manner.

This course is part of the **Certificate of Accomplishment in Personal Property Management**.

LEARNING OUTCOMES

- Organize well-constructed sentences into coherent paragraphs and documents
- Compose clear, concise written products at work, following correct usage and grammar principles
- Organize your business writing to clarify the purpose and ensure the reader's understanding
- Plan each document to deliver a clear message to a specific audience

WHO SHOULD ATTEND

Individuals who want to improve their business writing skills. This course will also benefit non-native English speakers who are familiar with grammar and usage rules and skills as taught in Grammar and Usage (ENGL7005D).

See Practical Writing (WRIT1810A), a self-paced distance education course, if you want to reinforce what you learn in this course.

This is the second of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

3 DAYS · 1.8 CEU

WRITING FOR RESULTS

WRIT7110D

Create documents that achieve results. Learn to analyze each writing situation-focusing on your purpose, reader, and context. Write effective explanations and instructions, using lists, headings, and graphics to get the job done. Write convincing arguments, clearly stating your position and supporting it effectively. Avoid logical fallacies in your writing and learn to spot them in messages you receive. Use writing to convince your reader and achieve real-world results. Use plain language as mandated by the Federal Plain Writing Act of 2010.

LEARNING OUTCOMES

- Analyze the purpose, reader, and context of each communication situation.
- Write clear, well-organized explanations and instructions.
- Use headings, lists, and graphics to communicate clearly.
- Write compelling arguments that call the reader to take action.
- Use different types of appeals to convince readers.
- Effectively organize results-oriented messages
- Analyze arguments and avoid logical fallacies
- Use plain language to communicate clearly in writing.

WHO SHOULD ATTEND

Experienced writers who want to write more powerful, results-oriented documents.

This is the third of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

2 DAYS · 1.2 CEU

CLEAR WRITING THROUGH CRITICAL THINKING

WRIT7100D

Think more clearly by improving your writing. Write more clearly by improving your thinking. Understand critical thinking and learn strategies for deeper and deeper levels of thinking. Improve your thought process at each stage of the writing process. Create logical and persuasive arguments, and recognize and remove faulty logic. Sharpen your problem-solving skills and enhance group success. Write plainly as mandated by the Federal Plain Writing Act of 2011 and empower your career with critical thinking and clear writing.

This course aligns with the following DoD financial management competencies:

DoD LDR Competency	Proficiency Level	Hours
Influencing/Negotiating (Lead Teams/Projects)	N/A	5
Problem Solving (Lead Self)	N/A	5
Written Communication (Lead Self)	N/A	8

LEARNING OUTCOMES

- Understand and apply critical thinking in writing
- Use the seven traits to evaluate and improve writing
- Apply, analyze, evaluate, and create information
- Think critically through each stage of the writing process
- Build logical and persuasive arguments
- Reason deductively and inductively
- Create arguments that are consistent, complete, sound, and valid
- Avoid faulty logic in your writing and evaluate documents you read for faulty logic
- Devise, evaluate, and implement solutions to problems
- Think critically to analyze problems

WHO SHOULD ATTEND

Individuals who want to improve their critical thinking and writing skills. Participants taking this course should be familiar with the subject matter covered in Writing for Results (WRIT7110D).

This course is the fourth of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

3 DAYS · 1.8 CEU

EDITING FOR IMPACT

EDIT7100D

Gain the skills for revising your business documents to improve their clarity and accuracy. The Plain Writing Act of 2010 mandates that government documents be easily understood and well organized. Learn how to revise documents to give your main ideas greater power and emphasis. Become proficient at spotting and correcting common punctuation, capitalization, and abbreviation errors, as well as frequently misused words.

This course aligns with the following DoD financial management competency:

DoD LDR Competency	Proficiency Level	Hours
Written Communication (Lead Self)	N/A	12

LEARNING OUTCOMES

- Use a step-by-step approach to editing
- Gain confidence in your editorial decisions
- Clarify and simplify your written documents
- Recognize and correct the most common writing mistakes

WHO SHOULD ATTEND

Everyone who needs to edit or review documents.

2 DAYS · 1.2 CEU

PROOFREADING

EDIT7001D

Avoid professional embarrassment by improving your proofreading skills. Packed with exercises, checklists, and tips, this course familiarizes you with standard proofreading marks and terms; various methods of proofreading; and punctuation, capitalization, and abbreviation rules.

LEARNING OUTCOMES

- Recognize and correct errors in abbreviations, capitalization, compound words, consistency, grammar and usage, number style, punctuation and spelling
- Apply techniques for comparing original with corrected material
- Indicate corrections clearly with appropriate proofreading symbols
- Proofread with greater speed and accuracy

WHO SHOULD ATTEND

Anyone who wants to produce error-free documents, business forms, reports, and instructions.

2 DAYS · 1.2 CEU

INFORMAL RULEMAKING – HOW TO MAKE IT WORK

PGMT7510D

You can view a recorded webinar describing the course.

Learn to draft proposed rules, final rules, interim final rules, notices, and other rulemaking documents for your agency. This course was developed by Thomas O. Gessel, a former federal attorney who specializes in informal rulemaking. If you want to meet the expectations of reviewers, make your rules easily understood, and complete your assignments on time, this course is for you.

LEARNING OUTCOMES

- Explain the differences between informal and formal rulemaking
- Distinguish the various types of rules
- Identify the basic principles for writing rulemaking documents
- Identify strategies to strengthen existing rulemaking documents
- Write effective rulemaking documents

WHO SHOULD ATTEND

All staff involved in drafting and reviewing regulations.

2 DAYS · 1.2 CEU

GOVERNMENT EMAIL WRITING

WRIT7041D

Your emails are a reflection of your professionalism and your federal agency's image. Make sure you know how to write clear, concise and correct messages that get results. Discover techniques to improve emails that inform or persuade, and how to tactfully break bad news. Create a positive tone that ensures that your readers—your government coworkers, vendors, contractors and the general public—understand and respond appropriately to your messages. By writing emails that succeed the first time, you will avoid misunderstandings, time-consuming clarifications, and follow-up messages.

LEARNING OUTCOMES

- Create clear, concise messages that get results
- Analyze the purpose, reader, and context of each email message you send
- Use best practices of government and business email writing to avoid pitfalls
- Use appropriate greetings and professional sign-offs
- Write clear, well-organized explanations and instructions
- Write compelling messages that persuade readers to act
- Provide easy response options to ensure action
- Use a positive, professional voice in every email you send
- Create effective subject lines

WHO SHOULD ATTEND

All individuals who want their emails to convey a professional and polished message, including government employees and contractors, and those who manage others' email communication.

1 DAY · 0.6 CEU

EXECUTIVE WRITING

WRIT9001D

Executives are often faced with short timeframes to prepare high-level documents that must be well written and succinct. Reviewing and approving the written work of others is another challenge many executives face. Learn proven ways to streamline and improve your written work, from policies to handbooks to controversial correspondence. Discover techniques to tactfully manage and improve others writing. By applying the key characteristics of successful executive writing, your written products will improve, as well as the quality of the feedback and support you provide to those who prepare written drafts for your signature.

LEARNING OUTCOMES

- Refresh and build your skills in the core writing principles
- Learn the seven traits of executive writing
- Diplomatically evaluate and edit the writing of others
- Ensure that you and your staff are familiar with the federal requirements of the Plain Writing Act of 2010

WHO SHOULD ATTEND

All Federal executives and managers who present ideas in writing, and who wish to sharpen their business writing skills and those of their staff.

2 DAYS · 1.2 CEU

REPORT WRITING

WRIT7020D

Produce reports that incorporate the best practices highlighted in the Plain Writing Act of 2010. Pinpoint your readers' needs, choose the right style and tone, and organize your content and research into a format that enhances your main points.

LEARNING OUTCOMES

- Define the purpose and scope of a report according to the needs of the reader
- Organize and outline material
- Write sentences and paragraphs that follow principles of clear, concise government writing
- Format report data according to the purpose of the report
- Write a report that will be immediately clear to the reader
- Revise and edit reports according to the principles of effective writing

WHO SHOULD ATTEND

Individuals who need to write clear, concise and well-organized reports.

3 DAYS · 1.8 CEU

WRITING GOVERNMENT TECHNICAL DOCUMENTS

WRIT8244D

Learn how to create clear, concise, and correct technical government-related documents. Whether you prepare standard operating procedures, white papers, Federal Register notices, or other government documents, make sure you know how to analyze each writing situation and focus on its stakeholders, audience, purpose, form, and topic. Obtain and use a model document and your agency's style guide to support your writing. Learn effective research strategies, and develop a writing style that conveys complex information in a direct and easy-to-follow manner. Create powerful first drafts; then revise, edit, and design them to reinforce your main points and get stakeholder buy-in.

LEARNING OUTCOMES

- Define government technical writing and identify types of government technical documents
- Apply the seven traits of writing to evaluate and improve your writing
- Conduct comprehensive audience analysis for technical communication
- Use the technical writing process to plan and complete a technical writing project, using checklists and other job aids
- Collaborate effectively with others in producing government technical documents
- Organize, structure and format according to document purpose
- Design document specifications from sentence to paragraph to the full-document level
- Use graphics and visual aids when appropriate
- Reason and write logically to construct effective arguments

WHO SHOULD ATTEND

All federal employees and government contractors who need to produce concise and accurate technical documents that convey complex information clearly.

3 DAYS · 1.8 CEU

EFFECTIVE GOVERNMENT CORRESPONDENCE

WRIT7007D

Ensure that your government emails, memos and letters meet readers' needs and expectations, and comply with the standards of the Plain Writing Act of 2010. Learn techniques to write clearly and simply so your readers can easily understand your message.

LEARNING OUTCOMES

- Interpret the intent, purpose and audience of correspondence-writing tasks
- Understand the qualities of good correspondence as they apply to a 21st century government environment
- Identify and correct weaknesses and errors in correspondence documents, including email
- Apply the priorities for effective correspondence using a systematic, yet flexible, writing process
- Apply techniques to overcome writer's block, reduce stress and efficiently complete correspondence-writing tasks
- Prepare drafts through techniques for composition, including modifying templates and model documents
- Compose drafts from mind maps, notes and outlines
- Revise documents for readability and tone
- Assess whether documents meet the standards of the Plain Writing Act of 2010
- Create, revise and evaluate various types of correspondence documents
- Understand the similarities and differences between paper-based documents and email
- Coordinate and conclude the document drafting process; decide when a document is ready for release
- Apply proofreading techniques for error-free correspondence

WHO SHOULD ATTEND

Individuals who need to improve and strengthen their written government correspondence, including emails, memos and letters.

2 DAYS · 1.2 CEU

PLAIN WRITING: IT IS THE LAW

WRIT7043D

The Plain Writing Act of 2010 (October 13, 2010) requires the Federal government to write all new publications, forms, and publicly distributed documents in a "clear, concise, well-organized" manner. Executive Order 13563 (January 8, 2011), Improving Regulation and Regulatory Review, states that "..[our regulatory system] must ensure that regulations are accessible, consistent, written in plain language, and easy to understand." Two other executive orders (E.O. 12866 and E.O. 12988) also cover the use of plain language in regulations.

LEARNING OUTCOMES

- Become familiar with the legislation and OMB's guidance
- Review PLAIN's (Plain Language Action Information and Network) guidance on how the law impacts you and your agency
- Define "plain writing" and appreciate its importance to the reader
- Discover an ally and resource to improve your writing: PLAIN
- Tap PLAIN's Federal Plain Language Guidelines for excellent examples and tips
- Review the core rules of writing in plain language
- Spot examples of writing that fails to meet the requirements of the law
- Review basic editing techniques that will improve poorly written documents and emails

WHO SHOULD ATTEND

All federal employees who write external documents, reports or web content, as well as those who review other people's writing. For maximum benefit from this course, we encourage you to bring a writing sample to class.

3 HOURS · 0.3 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

THINKING CRITICALLY, WRITING CLEARLY

WRIT7301A

Develop your critical thinking skills to enhance your writing skills so that the reader can understand your intended message. Critically read information so you can analyze and understand the message of the writer. This course is part of the Certificate of Accomplishment in **Human Resources Management Level III**.

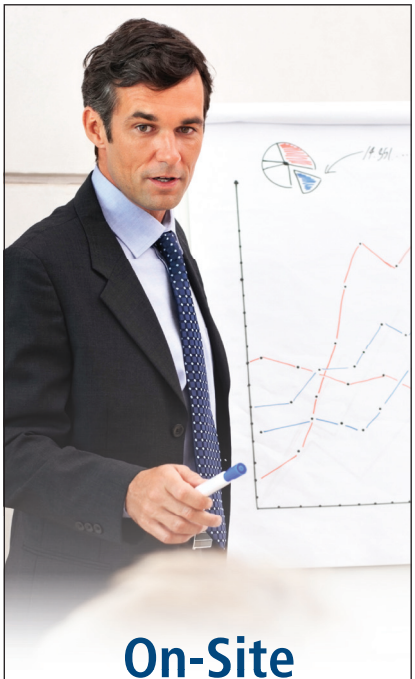
Enroll anytime in this online course. Textbooks must be purchased separately. Instructor-based study. Self-paced; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Writers who want to enhance their critical reading, writing, and thinking skills so they can critically analyze arguments presented by others, as well as create their own arguments to persuade others.

6 MONTHS · 4.5 CEU



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SECTION CONTENTS

Comprehensive COR Workshop (ACQI7523D) 41
Contracting Officer's Representative Course (ACQI7222D) 41
Contracting Basics for CORs (ACQI7503D) 42
Advanced COR Workshop (ACQI9008D) 42
Construction Contracting for CORs (ACQI8006D) 42
COR Refresher (ACQI7513D) 43
Introduction to Government Contracting (ACQI7501D) 43
Contracting Basics for Administrative Personnel (ACQI7502D) 43
Simplified Acquisition Procedures (ACQI7506D) 44
Simplified Acquisition Refresher (ACQI7516D) 44
Basic Contract Administration (ACQI7500D) 44
Introduction to the FAR (ACQI7010D) 45
Performance-Based Statements of Work (ACQI8517D) 45
Performance-Based Acquisition (ACQI8002D) 45
Planning and Managing Systems Acquisition (ACQI9010D) 46
Government Contract Law (ACQI8505D) 46
Federal Contracting: Ethics Compliance and Enforcement (ACQI7023D) ... 46
COR Essentials (ACQI7028D) 47
Governmentwide Commercial Purchase Card (ACQI7504D) 47

COMPREHENSIVE COR WORKSHOP

ACQI7523D

Master the position of contracting officer's representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR).

This course is part of the Certificate of Accomplishment in Project Management and Certificate of Accomplishment in Personal Property Management.

LEARNING OUTCOMES

- Develop statements of work
- Prepare a COR work plan
- Monitor contractor performance to ensure that the government obtains the benefit of the contract
- Recommend changes and provide technical support for contract modifications
- Recommend remedies for inadequate contractor performance
- Analyze contractor requests for payment
- Document contractor performance
- Perform contract closeout
- Prepare a purchase-request work package

WHO SHOULD ATTEND

Individuals who are or will be designated as contracting officer's representatives (CORs) and those persons who desire a greater understanding of the entire acquisition process involving more complex or larger dollar-value acquisitions. This course is recommended for CORs who will be assigned to contracts of medium to high complexity. New CORs seeking level I certification may want to take Contracting Basics for CORs (ACQI7503D).

5 DAYS · 40 CPE

CONTRACTING OFFICER'S REPRESENTATIVE COURSE

ACQI7222D

This course is specifically designed for Contracting Officer Representatives (CORs) who are responsible for assuring that contractors are performing the technical portion of the contract. Acquire the breadth of knowledge required to perform the COR role, including knowledge related to roles and responsibilities, as well as fundamentals of contracting regulations; types, phases, and other elements of contracts; awareness of ethical, legal, and cultural factors that impact COR responsibilities; and information necessary to effectively evaluate situations, apply knowledge gained, and make correct decisions to carry out COR responsibilities.

This course is equivalent to the Defense Acquisition University (DAU) course COR222 from which materials are adapted. This course is recommended by Federal Acquisition Institute (FAI) as one of the certification requirements for the Contracting Officer's Representative certification (FAC-COR).

LEARNING OUTCOMES

- Recognize the duties, limitations and authority of the COR
- Identify key laws and regulations that address fraud, waste and abuse and ethical considerations in federal contracting
- Recognize COR responsibilities in acquisition mission support planning
- Recognize the COR responsibilities in the contract award process
- Recognize the COR's role in tracking contract expenditures
- Recognize the COR's role in tracking the contract schedule
- Identify when proposed changes under the contract are needed so that the best interests of the government are protected
- Recognize the importance of the COR as a representative of the Contracting Officer during performance of the contract
- Identify the COR's participation in contract closeout
- Describe the COR's role in inspecting and accepting goods and services
- Identify major requirements for timely invoice review and payments
- Describe the administrative duties of the COR as outlined in the delegation letter
- Identify the unique characteristics of a construction contract
- Identify the unique characteristics of contracts in major systems and R&D acquisitions
- Identify control and disposition requirements for government furnished or leased assets
- Identify ethical, cultural, and contractual issues faced by the COR in a contingency environment

WHO SHOULD ATTEND

Individuals who have or will be designated as CORs, especially those who need training equivalent to DAU COR222.

5 DAYS · 40 CPE

CONTRACTING BASICS FOR CORS

ACQI7503D

Federal managers have become increasingly aware of the importance of proper contract administration in ensuring the maximum return on their contract dollars. The contracting officer's representative (COR) plays a critical role in affecting the outcome of the contract administration process. This course covers all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR).

This course is part of the Certificate of Accomplishment in Personal Property Management.

LEARNING OUTCOMES

- Understand the essential elements of government contracts
- Perform the steps required in the administration of a contract
- Describe the role of a COR, the limits and extent of COR responsibility and the relationship between the COR and the contracting officer
- Assist the contracting officer in resolving disputes between the government and the contractor

WHO SHOULD ATTEND

Anyone who handles government acquisitions, especially new CORs, project officers and task managers. Personnel involved with contracts of moderate or high complexity and needing level II certification should take Comprehensive COR Workshop (ACQI7523D) or Contracting Officer's Representative Course (ACQI7222D).

3 DAYS · 24 CPE

ADVANCED COR WORKSHOP

ACQI9008D

Contracting officer's representatives (CORs) play a critical role in ensuring that acquisitions are planned, executed and monitored to support their organization's mission critical functions. Learn how to apply key technical and general business competencies, and aligned skills identified by the Federal Acquisition Institute (FAI) to successfully perform your assignments. Apply key project management tools and techniques necessary to track acquisition progress and help ensure successful acquisition outcomes.

LEARNING OUTCOMES

- Plan acquisitions and conduct market research
- Define the government's needs
- Conduct pre- and post-award communications
- Establish performance metrics and measure performance
- Understand the principles and practices of procurement ethics
- Apply earned value management to measure performance
- Create work breakdown structures
- Develop cause-and-effect diagrams
- Implement the plan-do-check-act cycle

WHO SHOULD ATTEND

Level II and III CORs who need to maintain and enhance their proficiencies and satisfy the FAC-COR requirement of 40 hours of training every two years, and others involved in the acquisition process including project and program managers.

5 DAYS · 40 CPE

CONSTRUCTION CONTRACTING FOR CORS

ACQI8006D

This course is equivalent to Defense Acquisition University (DAU) course CON244. It focuses on construction contracting issues involving acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Davis-Bacon Act, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management. The training particularly benefits CORs newly assigned to construction contracts.

LEARNING OUTCOMES

- Apply policies, regulations and best business practices in administering construction contracts
- Evaluate the construction contract awardee
- Determine the applicable contract administration (compliance) approach
- Select the appropriate clause and describe the remedy for changed conditions
- Verify construction progress payment and more

WHO SHOULD ATTEND

CORs and others (e.g., professional engineers, quality assurance personnel and legal counsel personnel) assigned specific contract administration duties for construction contracts.

5 DAYS · 40 CPE

COR REFRESHER
ACQI7513D

Refresh your knowledge of the post-award phase of the federal acquisition process in this one-day course. Review key information needed by the contracting officer's representative (COR), project officer, or task manager to ensure successful contract administration. Update your knowledge by learning about regulatory changes to the acquisition process.

LEARNING OUTCOMES

- Monitor contractor performance
- Assist the contracting officer in interpreting contracts
- Perform inspections
- Identify unauthorized commitments
- Close out a contract
- Identify conflicts of interest and more

WHO SHOULD ATTEND

CORs, especially at level I who need to refresh their knowledge and meet continuous learning requirements. Those needing additional training to satisfy FAC-COR requirements should consider Comprehensive COR Workshop (ACQI7523D) or Advanced COR Workshop (ACQI9008D).

1 DAY · 8 CPE

INTRODUCTION TO GOVERNMENT CONTRACTING
ACQI7501D

Explore the highly complex federal acquisition process, including the functions of pre-solicitation, solicitation and award, and post-award administration; the roles of the legislative, executive and judicial branches in federal acquisition; and standards of conduct for members of the acquisition team. Learn to minimize risks, maximize competition, maintain integrity and assure delivery according to the contract terms and conditions.

This course is equivalent to Defense Acquisition University (DAU) course CON100, Shaping Smart Business Arrangements. It is also part of the Certificate of Accomplishment in Personal Property Management.

LEARNING OUTCOMES

- List and describe the goals of the acquisition process in terms of quality, timeliness and cost
- Assure that supplies and services are delivered when and where specified and that they conform to the contract terms and conditions
- Describe the major functions of the three phases of the acquisition process and state the primary business issues related to each function
- Understand what constitutes a modification, termination and claim
- Describe examples of activities that are prohibited under the standards of conduct

WHO SHOULD ATTEND

Anyone working in acquisition-related fields.

5 DAYS · 40 CPE

CONTRACTING BASICS FOR ADMINISTRATIVE PERSONNEL
ACQI7502D

Contribute to your organization's contracting success by learning the fundamentals of government contracting, from translating complex terminology and defining the acquisition process to recognizing potential conflicts of interest and interpreting key provisions of the Federal Acquisition Regulation (FAR).

LEARNING OUTCOMES

- Identify the three phases of the acquisition process
- Accurately use common acquisition terms and concepts
- Describe the purpose of the Federal Acquisition System

WHO SHOULD ATTEND

Program and technical staff, administrative assistants, office managers or anyone who needs to learn the fundamentals of government contracting.

3 DAYS · 24 CPE

FEDERAL ACQUISITION AND CONTRACTING

Visit graduateschool.edu/acquisition for tuition information and a current schedule of courses.

SIMPLIFIED ACQUISITION PROCEDURES

ACQI7506D

Learn the basics of simplified acquisition procedures, necessary for those involved in making some of the millions of purchases of essential products and services required by federal agencies. Learn how to perform better by using the latest electronic enhancements in the acquisition process. Learn about GSA schedules and other sources of supply that will make your job easier.

This course is part of the Certificate of Accomplishment in Personal Property Management.

LEARNING OUTCOMES

- Clearly state customer requirements
- Locate sources of supply
- Solicit for competition
- Receive and evaluate quotations
- Prepare appropriate documents
- Use appropriate purchasing methods
- Make contract awards
- Ensure contract performance

WHO SHOULD ATTEND

All federal employees making purchases of products and services within the simplified acquisition thresholds as well as other purchases from required sources of supply and existing contracts, such as GSA schedules.

5 DAYS · 40 CPE

SIMPLIFIED ACQUISITION REFRESHER

ACQI7516D

Review the principles and policies required for acquiring items and services, including making decisions in soliciting, evaluating, awarding and administering simplified acquisitions. Practical exercises and case studies are included to provide reinforcement of the lessons.

LEARNING OUTCOMES

- Properly state customer requirements
- Locate supply sources and solicit for competition
- Evaluate received quotations
- Apply appropriate purchasing methods
- Award contracts

WHO SHOULD ATTEND

Persons who need to reacquaint themselves with the basic theories, practices and concepts of simplified acquisition procedures as well as those who require training to maintain their warrants. Participants should be familiar with the acquisition principles as taught in Simplified Acquisition Procedures (ACQI7506D) or equivalent training.

3 DAYS · 24 CPE

BASIC CONTRACT ADMINISTRATION

ACQI7500D

You have just signed a contract, but the process does not end there. In fact, it is really just beginning. This course, which complies with the *Contract Specialist (CS) Training Blueprint* published by the Federal Acquisition Institute, provides guidance needed to ensure that the contract is managed correctly. You identify issues that require action by contracting personnel to ensure that the government receives what it pays for.

LEARNING OUTCOMES

- Conduct a post-award orientation
- Plan the administration of a contract
- Monitor a contractor's performance
- Resolve problems that may arise
- Apply remedies under the contract
- Prepare contract modifications
- Process a dispute, claim or termination
- Authorize payments under a contract
- Close out a completed contract

WHO SHOULD ATTEND

Recommended for all with full-time contract management duties. Others may want to take Comprehensive COR Workshop (ACQI7523D) or Contracting Basics for CORs (ACQI7503D). Auditors may want to take Auditing Outsourced Government Services (AUDT8235G).

5 DAYS · 40 CPE

INTRODUCTION TO THE FAR
ACQI7010D

Receive a basic understanding of the Federal Acquisition Regulation (FAR) and agency supplements as a complete regulatory system. A framework of the design of the FAR is developed throughout the course to emphasize how to use the regulation in the ordinary course of daily contracting and program functions.

Receive a copy of the FAR and learn how to use it as well as how to keep up-to-date on all FAR changes. Complexity is made understandable in this course. The FAR is used for hands-on problem-solving exercises which emphasize critical analytical thinking to achieve the best business decisions based on the correct regulatory application.

LEARNING OUTCOMES

- Gain a basic understanding of the FAR and its agency supplements as a body of knowledge system
- Learn the structure and interrelationships of the FAR Parts and how to use this understanding to solve acquisition problems
- Learn the salient points of all 53 Parts of the FAR

WHO SHOULD ATTEND

Personnel of any organization that utilizes the FAR, including: contracting officers, contract specialists, contracting officer's representatives (CORs), general counsel, agency program officials, federal contractors and subcontractors, program managers, and technical and logistical personnel.

3 DAYS · 24 CPE

PERFORMANCE-BASED STATEMENTS OF WORK
ACQI8517D

Avoid project failures, substandard services, delays in delivery and contract disputes by writing performance-based statements of work with effective quality assurance surveillance plans. A must for program and project personnel as well as contractors and auditors who need training in identifying inadequacies in statements of work. Learn a step-by-step method for writing effective task descriptions, performance standards, quality assurance surveillance plans and more.

LEARNING OUTCOMES

- Describe the tasks to be performed
- Explain how to manage risks
- Summarize the Seven Steps to Performance-Based Acquisition
- Conduct a requirements analysis
- Develop a performance requirements summary

WHO SHOULD ATTEND

Anyone responsible for writing or reviewing statements of work or quality assurance surveillance plans for service contracts.

3 DAYS · 24 CPE

PERFORMANCE-BASED ACQUISITION
ACQI8002D

Performance-based acquisition (PBA) is a proven method for obtaining better contractor performance, improved mission achievement, greater customer satisfaction and cost savings. Gain a broad overview of the essential concepts and tasks associated with conducting a successful performance-based acquisition to become a more valuable member of the acquisition team.

LEARNING OUTCOMES

- Identify challenges and opportunities for agencies in effectively implementing performance-based methods
- Explain the legal and regulatory framework for performance-based acquisition
- Describe the current performance-based acquisition environment
- Describe the "Seven Steps to Performance-Based Service Acquisition" process
- Identify essential elements associated with each of the seven steps to ensure effective application of performance-based methods
- Apply the performance-based acquisition process to acquisitions

WHO SHOULD ATTEND

All members of multi-functional, performance-based acquisition teams, including but not limited to the contracting officer/contract specialist, program/project manager, contracting officer's representative (COR) and any other personnel involved in, or who might be called on to participate in, an agency PBA team.

2 DAYS · 16 CPE

PLANNING AND MANAGING SYSTEMS ACQUISITION

ACQI9010D

Learn the roles and responsibilities of program managers and organizational leaders in the acquisition of major systems and capital assets. Identify the legal requirements, cost and risk concepts, and management strategies that surround and support major acquisitions. Examine systems acquisition methodologies for several major agencies, including the planning, resourcing, and decision-making strategies for each. Learn how mission, management, law, business skills, regulation, and finance work together to support your organization's acquisition activities, and how you can better manage systems acquisition for performance and results.

LEARNING OUTCOMES

- Identify competencies to effectively manage systems acquisition
- Explain statutory, legislative, regulatory, and financial aspects of major acquisitions
- Identify the roles of systems engineering, cost management, and risk mitigation in major systems acquisitions

WHO SHOULD ATTEND

Everyone needing to know how to effectively plan and manage major systems and capital asset acquisition.

2 DAYS · 16 CPE

GOVERNMENT CONTRACT LAW

ACQI8505D

Discover the unique laws of federal contracts that are derived from statutes, regulations and the decisions of administrative and judicial forums. Learn the sources of the current laws and, more important, how contract laws can be expected to be applied to common contracting situations. Become informed about contracting issues and know when to call on legal counsel to avoid or mitigate potentially serious risks in acquisition and contracting activities.

LEARNING OUTCOMES

- Explain laws and regulations which are the framework of government contracting
- Identify the legal requirements of sealed bidding and negotiation in the contract award process
- Define from a legal perspective: types of contracts, subcontracting, contract administration and performance
- Explain legal remedies for bidders and contractors and the role of the Government Accountability Office (GAO) and the U.S. Court of Federal Claims

WHO SHOULD ATTEND

All acquisition personnel as well as program and project personnel involved with government contracts.

5 DAYS · 40 CPE

FEDERAL CONTRACTING: ETHICS COMPLIANCE AND ENFORCEMENT

ACQI7023D

Procurement fraud scandals have prompted a tightening as well as an expansion of the regulatory requirements concerning ethics and standards of conduct. Both government contracting personnel and industry personnel need to understand what is expected of them with respect to procurement integrity and conflicts of interest, including the FAR provisions on contractor ethics. This course explains the key procurement ethics laws and regulations, as well as the role of key government entities involved in overseeing and enforcing those laws and regulations. It includes the text of selected regulations and guidance as well as references to public and private sector sources of information.

LEARNING OUTCOMES

- Recognize and apply the principles of ethical behavior in Federal procurement
- Describe administrative debarment and suspension procedures and the administrative tools available to the Contracting Officer for ensuring contractor responsibility
- Differentiate between a personal and an organizational conflict of interest
- Identify and explain the requirements of the Procurement Integrity Act
- Explain the whistleblower (qui tam) provisions of the civil False Claims Act
- Describe the FAR rule regarding the contractor business ethics compliance program and mandatory disclosure requirements

WHO SHOULD ATTEND

Government personnel, including but not limited to contracting officers/contract specialists, program/project managers, contracting officer's representatives (CORs), and other agency or contractor personnel involved in acquisition.

2 DAYS · 16 CPE

COR ESSENTIALS
ACQI7028D

This course is designed to provide the training required for FAC-COR Level 1 certification. You will gain the knowledge and skills needed to perform as a newly appointed COR. Understand COR roles and responsibilities as well as fundamental contract rules and regulations. Emphasis is placed on functions where the COR plays a key role, including monitoring contractor performance, performing inspections, and contract closeout. To reinforce learning, group and individual exercises are used along with a post-test.

LEARNING OUTCOMES

- Explain the roles, responsibilities and authorities of a COR in each phase of the acquisition process
- Understand the key laws and regulations that govern the acquisition process
- Use appropriate methods to monitor contractor performance
- Understand the steps involved in contract closeout
- Describe the standards of conduct and personal conflicts of interest

WHO SHOULD ATTEND

Newly assigned or about to be assigned Level 1 CORs.

1 DAY · 8 CPE

GOVERNMENTWIDE COMMERCIAL PURCHASE CARD
ACQI7504D

Government Accountability Office (GAO and other audit organizations frequently cite lack of user training in the improper use of the governmentwide commercial purchase card. Learn the rules and regulations of the purchase card program and avoid losing this convenient and efficient micro-purchasing method. Explore spending limits and authorized transactions, and become more secure in knowing how to apply the principles of integrity and ethics to protect yourself from personal liability.

Additional Information:
View Course Selection Guides:

LEARNING OUTCOMES

- Recognize the pitfalls involved in making purchase card purchases
- Answer some frequently asked questions concerning the use of the purchase card
- Implement the model procedures for using the purchase card
- Recognize improper use of the purchase card

WHO SHOULD ATTEND

Federal employees who need to make purchases using the governmentwide commercial purchase card.

1 DAY · 8 CPE

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SECTION CONTENTS

Government Standard General Ledger (ACCT8100D) 49
Intermediate Federal Accounting (ACCT8003D) 49
Introduction to Federal Accounting (ACCT7001D) 50
Advanced Appropriations Law (FINC9100D) 51
Federal Appropriations Law (FINC7100D) 51
Federal Appropriations Law Update (FINC7200D) 52
Appropriations Law for Reimbursements, Revolving Funds, and User Fees (FINC9115D) 52
Managing Under Budgetary Constraints (FINC8141D) 52
Audit and Review Phase of the Federal Budget Process (BUDG8006D) 53
Budget Execution (BUDG7100D) 53
Budget Formulation (BUDG7101D) 54
Budget Justification and Presentation (BUDG7102D) 55
Congressional Budget Process (BUDG8175D) 55
Defense Working Capital Funds (FINC9000D) 55
Non-Defense Working Capital Funds (FINC9250D) 56
Federal Budget Process (BUDG7103D) 56
Federal Budgeting for Non-Budgeting Personnel (BUDG7000D) 56
Introduction to Federal Budgeting (BUDG7001D) 57
Performance Measurement and Budgeting (BUDG8101D) 57
Planning, Budgeting and Performance Measurement (BUDG8180D) 57
Planning, Programming, Budgeting and Execution (PPBE) (BUDG8000D) 58
Planning, Programming, Budgeting and Execution (PPBE) Army (BUDG8001D) 58
Public Sector Financial Systems & Policies (BUDG8005D) 59
Conducting Quality Analysis for Decision Support (FINC9150D) 60
Decision Support: Building New Analytical Skills (FINC8120D) 60
Introduction to Financial Management (FINC7000D) 61
Understanding Federal Financial Statements (FINC8103D) 62
Enhanced Defense Financial Management Training Course (EDFMTC) (FINC7060D) 62
Travel Regulations for Defense Agencies, JTR (TDY Only) (FINC7215D) 62
Travel Regulations for Defense Agencies, JTR (PCS Only) (FINC8230D) 63
Travel Regulations for Non-Defense Agencies, FTR (TDY Only) (FINC7213D) 64
Travel Regulations for Non-Defense Agencies, FTR (PCS Only) (FINC7104D) 64
Federal Accounting Standards (ACCT7102D) 65

GOVERNMENT STANDARD GENERAL LEDGER

ACCT8100D

Update your knowledge with the latest information on the U.S. Government Standard General Ledger (SGL). Learn how the SGL provides the framework for publishing the financial statements required by the Chief Financial Officers Act, Federal Financial Management Improvement Act (FFMIA), and Accountability of Tax Dollars Act (ATDA).

This course aligns with the following Department of Defense financial management competency:

DoD FM Competency	Proficiency Level	Hours
Fundamentals and Operations of Accounting	1	16

LEARNING OUTCOMES

- State the organization of the SGL chart of accounts
- State the basic budgetary and basic proprietary accounting equation
- List basic criteria for federal budgetary and proprietary accounting
- Journalize budget and proprietary entries for basic transactions with one-year operating appropriations and those accounts with spending authority from offsetting receipts and collections (i.e., revolving funds)
- Prepare pre- and post-closing trial balances
- Prepare budgetary and proprietary financial statements from trial balances
- Explain the composition of the reports required under Bulletin 01-09, Form and Content of Agency Financial Statements, as incorporated in OMB Circular A-136, issued by the Office of Management and Budget (OMB)
- State the nature, frequency of reporting and means of transmitting information for the SF-133 agency financial statements
- State the organization of the U.S. Government Standard General Ledger (SGL)

WHO SHOULD ATTEND

Federal budgeting and accounting professionals who need to use the Government's SGL and understand its impact on typical accounting and reporting processes will benefit by attending this course. Participants should be familiar with accounting principles as taught in in Introduction to Federal Accounting (ACCT7001D).

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

INTERMEDIATE FEDERAL ACCOUNTING

ACCT8003D

Expand your knowledge of the federal guidelines that apply to certain federal accounting issues and topics. Learn key elements of the financial management requirements and procedures mandated by federal laws, regulations, and related guidelines for the controlling and proper reporting of federal funds.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Accounting Concepts, Policies, and Principles	3	8
Budget Concepts, Policies, and Principles	3	24

LEARNING OUTCOMES

- Understand the components of federal budget and accounting fund controls, proper accountability, and reporting of authorized interagency reimbursement transactions
- Apply the required budgetary and proprietary accounting standards and procedures for proper funds control, accountability, and disclosure of non-appropriated fund types of activities and/or operations
- Prepare accrual, adjusting and closing entries to produce the required status of fund reports and other financial reports
- Discuss the budget planning and funds control aspects of payroll accounting and financial reporting
- State some of the essential budget and accounting information needs of the managers of federal agencies, entities and other non-federal organizations
- Explain the interactions of the roles and responsibilities of the Department of Treasury and other federal agencies regarding the perpetual accountability of funds and/or cash of the Federal Government
- Understand the basic fund control components of financial data sources and how they are used to prepare the required period-end external financial reports

WHO SHOULD ATTEND

Federal financial management, budgeting and accounting personnel who desire to refresh or expand their understanding of federal funds control, accounting requirements and practices. Participants enrolling for this course should be familiar with accounting principles as taught in Introduction to Federal Accounting (ACCT7001D).

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

INTRODUCTION TO FEDERAL ACCOUNTING

ACCT7001D

Gain a solid foundation upon which to build your career in federal accounting. Learn the key concepts of Federal Government accounting, including accrual concepts, maintaining accurate journals and journal vouchers, managing accounts and ledgers, running trial balances and adjusting entries, and reading financial statements.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**.

This course aligns with the following DoD financial management competencies:

DoD Financial Management Competency	Proficiency Level	Hours
Fundamentals and Operations of Accounting	1	28
Fundamentals and Operations of Budget	1	4

LEARNING OUTCOMES

- Apply federal accounting and financial management funds control concepts, standards, procedures and practices
- Recognize and record budgetary and proprietary accounting transactions in the financial system for the individual financial events resulting from the budget execution of appropriations
- Use the debit/credit journal entry and "T" account posting concepts tools to simplify and facilitate the accuracy of posting accounting transactions to the United States Standard General Ledger (USSGL) accounts
- Prepare adjusting entries to properly record financial events in the period incurred (accrual accounting)
- Prepare closing entries to close out nominal/temporary account balances
- Prepare working, adjusted, and post-closing trial balances and use them to generate external financial reports
- Prepare a Balance Sheet using the post-closing trail balance
- Understand the form and content of agency and governmentwide external financial reports

WHO SHOULD ATTEND

Federal employees who are engaged in financial management, budgeting and accounting functions and operations and who desire to refresh or expand their understanding of federal funds control, accounting requirements and practices.

LEVEL: FOUNDATION

4 DAYS · 32 CPE

ADVANCED APPROPRIATIONS LAW

FINC9100D

This course builds on the concepts learned in Federal Appropriations Law (FINC7100D). It will provide you with practice in researching questions on the proper use of government funds and applying your research results to several comprehensive case studies. You will gain confidence in your ability to analyze a situation, perform the necessary research, and correctly apply appropriations law concepts to determine the proper course of action. The course will be conducted with a combination of brief instructor lectures on the principles pertinent to the cases, followed by team review and analysis of the cases. The teams will then report their findings to the entire class for discussion and debate. Participants will be allowed to use any research tools at hand, including GAO's Red Book, GAO's website, and other search engine capabilities. Personal tablets, laptops or smart phones are encouraged to aid in this research.

LEARNING OUTCOMES

- Provide authoritative guidance to decision makers on the legality of proposed actions
- Use federal appropriations only for the purposes intended
- Observe & adhere to critical time frames of federal appropriations
- Avoid violations of the Antideficiency Act
- Apply appropriations language to a specific situation
- Use a reliable process for researching and making recommendations on the proper use of federal funds

WHO SHOULD ATTEND

Anyone who has completed the Federal Appropriations Law course but needs additional guidance and practice in solving complex appropriations law questions. This includes budget analysts, accountants, auditors, contracting officers, purchase card holders and approving managers, certifying officers, and program managers.

LEVEL: ADVANCED

3 DAYS · 24 CPE

FEDERAL APPROPRIATIONS LAW

FINC7100D

This comprehensive course provides you with skills ranging from the proper interpretation and application of federal appropriations law to the use of appropriated funds. Gain a solid foundation in Federal Government appropriations law using the *Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book), Volumes I and II.* Explore the relationship of agency budgets to appropriations, propriety, timing, and legality of certain types of expenditures. Become familiar with the basis to make legal decisions. Working in teams, gain practical experience by delving into case studies from Comptroller General Decisions.

As an added value, receive a CD-ROM containing the GAO Red Book, Volumes I-V, Volume I Update, and the Index and Table of Authorities. **NOTE:** There are roughly 7 inches of reference books associated with this course. You may want to consider some means to ship these documents back to your office.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Financial Concepts, Policies, and Principles	3	24
Financial Stewardship	3	8

LEARNING OUTCOMES

- Authoritatively provide guidance to decision makers on the legality of proposed actions
- Assess propriety of administrative decisions
- Apply Comptroller General Decisions to organizational activities
- Support your agency in the legal use of annual, multi-year and no-year appropriations
- Assist in a review of proposed in-house regulations

WHO SHOULD ATTEND

Anyone who deals with appropriations in the Federal Government, including budget analysts, accountants, auditors, contracting officers, purchase card holders and approving managers, certifying officers, program managers, and attorneys, and others who make decisions or provide advice based on an understanding of GAO's *Principles of Federal Appropriations Law* (Red Book

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

FEDERAL APPROPRIATIONS LAW UPDATE

FINC7200D

Get up-to-date on the most recent changes in appropriations law. Maintain expertise in the field of federal appropriations by becoming familiar with the most recent changes to appropriations law and the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book). Gain a refresher on the key principles of appropriations law, updates in Comptroller General Decisions that may affect your agency, highlights of Volumes III and IV of Principles of Federal Appropriations Law, and recent trends in appropriations restrictions and requirements.

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Financial Concepts, Policies, and Principles	3	8

LEARNING OUTCOMES

- Authoritatively state the law in relation to major principles
- Describe exceptions to general principles
- Recommend to management how the effective use of administrative discretion may permit broad use of appropriations
- Describe personal liabilities and relief status

WHO SHOULD ATTEND

Budget professionals, unit managers or attorneys who have not attended our four-day Federal Appropriations Law (FINC7100D) course in the last 36 months. Participants should be familiar with federal appropriations law principles as taught in Federal Appropriations Law (FINC7100D)

LEVEL: INTERMEDIATE

1 DAY · 8 CPE

APPROPRIATIONS LAW FOR REIMBURSEMENTS, REVOLVING FUNDS, AND USER FEES

FINC9115D

Learn the rules relating to reimbursable transactions (including Economy Act orders, non-Economy Act orders, mandatory sources, project orders), revolving funds, and user fees. Some of the most complicated and perplexing appropriated funds issues involve procuring and paying for products and services produced and consumed between government agencies. The rules concerning reimbursable orders are so complex that the Government Accountability Office (GAO) devotes the entire Chapter 12 of Volume III, *Third Edition, Principles of Federal Appropriations Law*, to address them. Achieve an understanding of, and learn to practically apply, these complex rules. A significant portion of the class involves analyzing cases to determine the proper course of action.

LEARNING OUTCOMES

- Describe and discuss critical issues related to interagency transactions and reimbursable agreements
- Correctly interpret appropriations law relating to interagency transactions and reimbursable agreements
- Comply with the current laws as they apply to interagency transactions, Economy Act orders, non-Economy Act orders, mandatory sources, revolving funds, and user fees
- Observe and adhere to critical time frames of federal appropriations
- Use federal appropriations only for the purpose intended

WHO SHOULD ATTEND

Financial managers, budget/program analysts and accountants who are involved with or need to know how federal appropriations law applies to interagency (and intra-agency) orders for goods and services. Participants should be familiar with federal appropriations law principles as taught in Federal Appropriations Law (FINC7100D).

LEVEL: ADVANCED

2 DAYS · 16 CPE

MANAGING UNDER BUDGETARY CONSTRAINTS

FINC8141D

This course explains advanced budget concepts and introduces program management strategies to respond to budget reductions in a downsizing environment. Checklists will be provided and "how to" guidelines for budget and program managers to build a defensible budget compliant with the new requirements for appropriations requests. Learn about the importance of performance measurement and strategic planning as the keys to support a mission-driven funding request.

Receive tools to enable you to develop a narrative justification in support of your programs and maintain your funding level consistent with the financial policies of the President, Office of Management and Budget, Congress, and senior management within your agency.

LEARNING OUTCOMES

- Successfully plan and justify funding requests in the new budget environment
- Develop and implement cost-cutting strategies for managing effectively in a downsized environment
- Use the performance improvement process to enhance program outcomes

WHO SHOULD ATTEND

Comptrollers; Administrative Officers; Auditors; Budget Analysts; Financial Analysts; Management Analysts; Program Managers; Senior Management; comparable officials in state and local governments.

Participants should be familiar with budget formulation and execution principles, as taught in:

Introduction to Federal Budgeting (BUDG7001D); Budget Formulation (BUDG7101D); Budget Execution (BUDG7100D).

LEVEL: INTERMEDIATE

1 DAY · 8 CPE

AUDIT AND REVIEW PHASE OF THE FEDERAL BUDGET PROCESS

BUDG8006D

*** This course has been replaced by Federal Audit and Review BUDG8215D.

Explore the processes used to ensure that programs are efficient, effective, and in compliance with the requirements of appropriations law and performance-based budgeting. Learn the differing roles and responsibilities of internal analysts, review staff, and auditors in analyzing program performance, financial integrity, and financial statements. Become familiar with the role and purpose of the Government AccountabilityOffice (GAO), the respective agency offices of the Inspectors General, and other audit organizations. Learn the different types of audits conducted by audit organizations, as well as the purpose of those audits.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Audit Planning and Management	1	4
Audit Reporting	1	4
Budget Concepts, Policies, and Principles	1	4
Financial Management Systems	1	4

LEARNING OUTCOMES

- Recognize basic requirement of financial systems
- Understand the oversight role of the Congress, CBO, GAO, OMB, Office of the IG, and the Treasury Department
- Understand the audit and review phase of the budget process
- Discuss the importance of Government Performance and Results Act (GPRA) and how it affects the budget execution process
- Recognize the importance of human resources relative to financial systems
- Discuss trends in relationship to the development of financial systems for government
- Describe the typical phases of a performance audit and the steps in planning performance audits

WHO SHOULD ATTEND

Program analysts, administrative officers, auditors, financial analysts, interns/trainees, management analysts and other professionals who need an understanding of the audit and review phase of the federal budget process.

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

BUDGET EXECUTION

BUDG7100D

Learn more about the organizational budget as the financial plan against which execution in the budget year is managed. Become knowledgeable about, and proficient in, implementing steps and strategies for executing a budget, including contingency plans, considerations for close out, midyear reviews, and Anti-deficiency Act compliance. Learn how to avoid liability problems, adhere to Office of Management and Budget (OMB) budget execution requirements, and understand the application of the Government Performance and Results Act (GPRA).

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies, and Principles	1	4
Budget Execution	3	16
Budget Formulation, Justification, and Presentation	3	8
Fundamentals and Operations of Budget	1	4

LEARNING OUTCOMES

- Avoid potential Anti-deficiency Act violations
- Explain how the budget execution process is affected in terms of legal availability of funds with respect to purpose, time and amount
- Identify key financial management legislation that shapes the budget execution process
- Describe budget terms related to budget execution as contained in OMB Circular A-11
- Develop annual performance plans, reports and measurement
- Modify a financial plan using practical tools and techniques
- Prepare allotment and sub-allotment advice
- Analyze productivity and evaluate year-to-date performance; manage year-end closeout and reporting requirements for your agency
- Manage reimbursable work and contractual agreements

WHO SHOULD ATTEND

Anyone who contributes to the budget execution process and needs to be aware of the principles, laws and procedures associated with proper budget execution. Participants should be familiar with budget principles as taught in Introduction to Federal Budgeting (BUDG7001D) and Budget Formulation (BUDG7101D.

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

BUDGET FORMULATION

BUDG7101D

Master the skills necessary to build an accurate and defensible budget compliant with the strict standards of the Office of Management and Budget (OMB). Explore the many challenges facing our nation as we seek to improve accountability, productivity, and meaningful reporting to name just a few.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies and Principles	3	8
Budget Formulation, Justification and Presentation	3	22
Fundamentals and Operations of Budget	1	2

LEARNING OUTCOMES

- Prepare for a Program Assessment Rating Tool (PART) evaluation
- Use essential budget concepts and terminology effectively
- Learn the steps to prepare for building a budget and effectively determine budget requirements that reflect the mission/strategic plan of your program
- Implement effective tools and techniques in documenting, presenting and justifying a budget
- Explain the relationship between the current year/prior year budgets and the budget year strategic plan
- Use effective techniques for formulating a budget, adhering to requirements set forth in the Office of Management and Budget (OMB) Circular A-11
- Learn about the presidential directed performance evaluation process

WHO SHOULD ATTEND

Budget analysts and financial management specialists who assist in the preparation of their organization's budget submission and compile cost data and other information to contribute to decisions about future program activities, funding and budget strategies. Participants should be familiar with budget principles as taught in Introduction to Federal Budgeting (BUDG7001D).

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

BUDGET JUSTIFICATION AND PRESENTATION

BUDG7102D

Build a strong foundation in the principles of effective budget justification and presentation, focusing on analysis of budget submissions and preparation of narrative descriptions. Become prepared to use results-based budgeting to justify a program, consistent with the requirements of the Government Performance and Results Act (GPRA). Learn many effective presentation tips that help you stay focused and will result in a positive experience.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies, and Principles	3	4
Budget Formulation, Justification and Presentation	3	20

LEARNING OUTCOMES

- Explain the effects of the economy and politics on budgetary changes
- Explain federal budget justification events and their relationship to the budget process
- Describe programs, showing outcomes and benefits
- Develop program goals, outcomes, performance measures and budget justifications
- Use performance-based budgeting to justify a program, consistent with the requirements of the Government Performance and Results Act
- Prepare and deliver oral briefings/testimony

WHO SHOULD ATTEND

Anyone who is involved in justifying or defending requests for budgetary authority. Participants should be familiar with budget principles as taught in Federal Budget Process (BUDG7103D), Introduction to Federal Budgeting (BUDG7001D), Budget Formulation (BUDG7101D), and Budget Execution (BUDG7100D).

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

CONGRESSIONAL BUDGET PROCESS

BUDG8175D

The Constitution requires that the Legislative, Executive and Judicial Branches manage the most powerful government in the world, the U.S. Government. Gain an overview of the various powers of each of the branches of government and how they must work together. Participate in hands-on exercises to fully understand the procedures, processes and practices that come about in response to developing conditions and circumstances.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM).**

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies, and Principles	3	24

LEARNING OUTCOMES

- Understand the constitutional requirements for each phase of the budget process
- Describe key budget terms and concepts
- Describe the purpose of federal budgets and the four key phases of the budget process
- Discuss key legislation influencing the budget action and the control of spending, as well as agency and individual accountability
- Describe the political and other processes giving rise to the U.S. Constitution, as well as the principal features of the Constitution which shape the function of our government
- Describe how federal appropriations law influences the spending of federal monies, as well as the most important rules which govern appropriations law
- Describe how the congressional process for budget decision making differs from the processes used in the Executive Branch
- Discuss the activities of the Congress and its constituents, powers, leadership and support, as well as how a bill becomes law

WHO SHOULD ATTEND

Anyone who needs an overview of the congressional budget process.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

DEFENSE WORKING CAPITAL FUNDS

FINC9000D

Learn the goals, roles and activities of the Defense Working Capital Funds (DWCF) and how they function in the Federal Government. Utilize a revolving fund concept in designing a business-like enterprise to operate within the Department of Defense (DoD) environment.

LEARNING OUTCOMES

- Describe the legislative history and authority for Defense Working Capital Funds (DWCF)
- Distinguish between a DWCF and an appropriated fund program
- Apply effective DWCF business principles and concepts
- Employ effective working relationships with customers and suppliers
- Apply the basics of DWCF accounting, budgeting, cost recovery, financial reporting and analysis

WHO SHOULD ATTEND

DoD financial managers, program managers and other DoD civilian or military personnel who need a comprehensive understanding of working capital funds, including policies, procedures, concepts and terms.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

NON-DEFENSE WORKING CAPITAL FUNDS

FINC9250D

Learn the goals, roles and activities of Working Capital Funds (WCF) and how they function in the Federal Government including policies, procedures, concepts and terms . Utilize a revolving fund concept in designing a business-like enterprise to operate within civilian Federal agencies.

LEARNING OUTCOMES

- Distinguish between direct and indirect costs and various other cost categories
- Implement the objectives of the Rate Stabilization Program and develop rates
- Analyze revolving fund financial statements and how they relate to your agency's fiscal condition
- Prepare a well-documented cost center budget for your organization
- Understand the various types of customer orders
- Manage direct and indirect costs effectively for your organization
- Learn the goals and financial objectives of Working Capital Funds within your agency
- Discover how capital investment programs function successfully
- Understand the cycle of operations within revolving funds
- Utilize the methods of cost accounting in a Working Capital Fund
- Know the budget process for revolving funds in your agency

WHO SHOULD ATTEND

Financial Managers, Program Managers and other personnel who need a comprehensive understanding of Working Capital Funds managed within civilian Federal agencies, including policies, procedures, concepts and terms.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

FEDERAL BUDGET PROCESS

BUDG7103D

The federal budget process is a highly structured system carried out in four distinct phases. In this brief but comprehensive course, explore the major phases and timing of the federal budget process; principal participants and their roles; current issues affecting congressional actions; and how the budget is reviewed and audited.

This course aligns with the following DoD FM competency:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies and Principles	1	16

LEARNING OUTCOMES

- Recognize the impact of the Government Performance and Results Act on the budget process
- Describe the roles of the Office of Management and Budget, Government Accountability Office, the Congressional Budget Office and the Inspector General of the Executive Branch in the budget process
- Identify current issues that affect the congressional phase of the federal budget process

WHO SHOULD ATTEND

Anyone who needs an overview of the federal budget process.

LEVEL: FOUNDATION

2 DAYS · 16 CPE

FEDERAL BUDGETING FOR NON-BUDGETING PERSONNEL

BUDG7000D

Receive a strong introduction to the federal budget process. Gain a firm understanding of what a budget is, how a budget is prepared, the composition of the federal budget, and the role of federal financial management professionals. Learn how key legislation is changing, how the federal budget is developed and executed, and the resulting impact on the nation's financial and program resources.

This course is part of the Certificate of Accomplishment in Program and Management Analysis.

This course aligns with the following Department of Defense financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Accounting Concepts, Policies, and Principles	1	2
Budget Concepts, Policies and Principles	1	8
Fundamentals and Operations of Budget	1	8

LEARNING OUTCOMES

- Demonstrate that you are ready for increased budget responsibilities
- State common budget terms and use them appropriately
- Estimate staff salaries, travel and contract costs with confidence
- Provide valuable assistance to your supervisors in constructing an operating budget
- Use valuable techniques for estimating costs
- Identify key characteristics of object class budgets and program budgets

WHO SHOULD ATTEND

Federal personnel who would benefit from an overview of the federal budget process and the procedures for formulating, justifying and executing their organizations' budgets.

LEVEL: FOUNDATION

3 DAYS · 1.8 CEU

INTRODUCTION TO FEDERAL BUDGETING

BUDG7001D

Gain a solid foundation in the principles and concepts of the federal budget process. In this first of six core budget courses, become familiar with the basic concepts of federal budgeting. Learn the fundamentals of preparing and modifying a budget; the key players and their roles; appropriation types and their distinctive characteristics; the four phases of budgeting; and the purpose of midyear reviews.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis** and the **Master Certificate in Federal Financial Management (MCFFM)**.

This course aligns with the following Department of Defense financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies, and Principles	3	4
Budget Formulation, Justification, and Presentation	3	8
Fundamentals and Operations of Budget	1	12

LEARNING OUTCOMES

- Track and analyze costs to ensure budget compliance
- Describe the federal budget process
- Use budget terminology correctly
- Apply budget concepts and techniques to your programs
- Identify the key elements of a performance budget

WHO SHOULD ATTEND

Budget, program and administrative technicians, analysts, officers and managers; accountants and accounting technicians; and auditors, financial analysts, interns/trainees and management analysts who would like to better understand the federal budget process.

LEVEL: FOUNDATION

3 DAYS · 24 CPE

PERFORMANCE MEASUREMENT AND BUDGETING

BUDG8101D

*** This course has been replaced by Planning, Budgeting, and Performance Measurement BUDG8180D.

Performance measurement systems establish and demonstrate government accountability and are vital to providing information for program and service improvements. Discover how to link your organization's budget information and performance measures. Learn the performance measurement process, the benefits of performance measurement, how to prepare performance-based budgets and how to recognize the components of a performance-based budget. Understand the challenges of implementation for your organization. Create meaningful evaluation reports and comply with important Government Performance and Results Act (GPRA) requirements.

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Financial Management Analysis	3	24

LEARNING OUTCOMES

- Explain the requirements for submitting strategic plans, annual performance reports and program performance reports, as required by the Office of Management and Budget
- Identify the importance of financial data in the program evaluation process
- Relate financial data to program evaluation
- Explain the concept of total costs

WHO SHOULD ATTEND

Budget and program analysts, accountants and other professionals involved in performance measurement, strategic planning or financial measurements.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

PLANNING, BUDGETING AND PERFORMANCE MEASUREMENT

BUDG8180D

Examine the relationship between performance measurement, strategic and annual planning, performance budgeting and performance reviews. Understand how performance measurement can improve planning and decision-making, resulting in government services that are more responsive, efficient and effective. Learn how to comply with the requirements of the Government Performance and Results Act (GPRA), the GPRA Modernization Act, and Part 6 of OMB Circular No. A-11. Become familiar with the concepts and terminology used in performance measurement.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**. It may be taken as an alternative to Planning, Programming, Budgeting And Execution (PPBE) BUDG8000D.

LEARNING OUTCOMES

- Differentiate between mission, goals, objectives, outcomes, outputs, inputs, performance indicators and performance targets
- Develop appropriate indicators and targets for measuring program performance
- Describe the requirements for strategic plans, annual performance plans, performance reviews and annual program performance reports
- Describe the process involved in the development of a performance-based budgeting and measurement system

WHO SHOULD ATTEND

Budget and program analysts, accountants, and operating officials involved in performance measurement, strategic planning, or financial measurements.

3 DAYS · 24 CPE

PLANNING, PROGRAMMING, BUDGETING AND EXECUTION (PPBE)

BUDG8000D

Explore the interrelationships of the budget cycle, the acquisition process and the mission planning of the Department of Defense (DoD). Gain an understanding of the documents generated during the PPBE process, the flow and sequencing of these documents and their various interfaces. Learn about the information and requirements of the Office of the Secretary of Defense, the Military Services, the Joint Chiefs of Staff and the Commanders of the Combatant Commands.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)** and it may be taken as an alternative to Planning, Budgeting and Performance Measurement BUDG8180D.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies, and Principles	3	16
Budget Execution	3	8

LEARNING OUTCOMES

- Describe the purpose of the PPBE process
- Describe the purpose of the planning, programming, budgeting and execution phases of the process
- Describe the roles of the key officials and organizations involved in the process
- Describe the key products and documents generated and used within the process
- Describe the relationship between strategic planning, needs determination, PPBE and the acquisition system processes
- Describe the four steps involved in the budget formulation process
- Describe the size and composition of the federal budget
- Explain the importance and increased emphasis being placed on evaluating performance

WHO SHOULD ATTEND

DoD civilian and military budget analysts, financial managers and operating officials who will benefit from a greater knowledge of how the PPBE process works and how organizational budget development and execution are affected by this process.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

PLANNING, PROGRAMMING, BUDGETING AND EXECUTION (PPBE) ARMY

BUDG8001D

Gain a greater knowledge of how the Department of Defense (DoD) and the Department of Army (DA) PPBE systems work in acquiring, allocating and managing resources. Explore the relationships among the DA budget cycle, acquisition process and mission planning. Gain an understanding of the documents generated during the entire PPBE process, the flow and sequencing of these documents, and the interface of the PPBE documents and requirements among the DA, Office of the Secretary of Defense, Military Services, Joint Chiefs of Staff (JCS) and Commanders of the Combatant Commands.

This five-day course is designed to satisfy the Army Civilian Training, Education and Development System (ACTEDS) CP 11 training requirements established for all financial management positions within the Department of Army.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Budget Concepts, Policies and Principles	3	8
Budget Execution	3	15
Budget Formulation, Justification, and Presentation	3	17

LEARNING OUTCOMES

- Review the main points of the congressional enactment process and explain its influence on PPBE
- Discuss the basic elements of DA budget execution
- Explain the relationships among the components of the Planning, Programming, Budgeting and Execution (PPBE) process
- Explain the relationship among strategy, war plans, PPBE and acquisition
- Describe how the DA program and budget submissions are derived and the relationship to the DoD and the President's Budget

WHO SHOULD ATTEND

Department of Army budget analysts, financial managers, accountants, management analysts and operating officials who want a greater knowledge of how the PPBE process works and how their organizational budget development and execution are affected by this process.

LEVEL: INTERMEDIATE

5 DAYS · 40 CPE

PUBLIC SECTOR FINANCIAL SYSTEMS & POLICIES

BUDG8005D

Learn how the Federal Accounting Standards Advisory Board (FASAB), the Chief Financial Officers (CFO) Council, and others impact decisions regarding basic principles of accounting in the public sector. Explore the many facets of fund control and account structure, and discover how to recognize basic requirements. Learn the characteristics that distinguish financial systems from other types of systems.

This course is part of the **Master Certificate in Federal Financial Management (MCFFM)**. View Course Selection Guides.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Accounting Concepts, Policies, and Principles	3	8
Financial Management Systems	1	20
Fundamentals and Operations of Accounting	3	4

LEARNING OUTCOMES

- Identify key legislation impacting financial systems
- Explain what federal financial systems are intended to do
- Explain the purpose and value of the fund account structure used in federal accounting
- Identify the different types of Federal Government funds
- Discuss the three most important laws pertaining to the need for Federal Government agencies to identify and understand the cost of their goods and services
- Identify the basic difference between a traditional cost accounting method and the activity-based cost (ABC) accounting method
- Identify the basic laws, regulations and policies pertinent to the requirements that Federal agencies use an Earned Value Management System for capital investment programs
- Understand the provisions of the Debt Collection Act as amended in 1996 by the Debt Collection Improvement Act

WHO SHOULD ATTEND

Budget, accounting, auditing, financial and administrative personnel.

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

CONDUCTING QUALITY ANALYSIS FOR DECISION SUPPORT

FINC9150D

Enhance your skills for improving financial and performance decision making. Learn more detailed methods of collecting and analyzing information in decision support work. Ensure that information used as evidence is strong, defensible, and of high quality.

Gain insight on how to think about your work, and use a conceptual overview to guide you in making decisions about conducting that work. Receive specific suggestions and examples of how to utilize analytical techniques more effectively.

This course is part of the Certificate of Accomplishment in Program and Management Analysis.

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Decision Support	3	24

LEARNING OUTCOMES

- Explain the various purposes of analyses in decision support work
- Describe specific analytic methodologies in the context of the five-step analytical process
- Select appropriate types of methodology, given specific problems and issues drawn from current situations in the federal program, budget, and financial management world
- Apply various types of analytical methods to specific decision support issues
- Identify key pitfalls and limitations for the selected methods, and understand how to avoid them or minimize their effects
- Recommend alternatives and interventions, based on analysis, to better utilize resources and improve mission effectiveness

WHO SHOULD ATTEND

Financial, budget, program analyst and management analyst professionals in intermediate to senior level positions, especially supervisors or staff responsible for developing and executing budgets, and/or evaluating and justifying new and existing programs to improve performance results. Participants should be familiar with decision support principles as taught in Decision Support: Building New Analytical Skills (FINC8120D).

LEVEL: ADVANCED

3 DAYS · 24 CPE

DECISION SUPPORT: BUILDING NEW ANALYTICAL SKILLS

FINC8120D

Develop your skills and capabilities for improved financial and performance management and decision making, especially in today's environment of declining budgets and increased performance expectations. Enhance your business intelligence to help you effectively manage and make informed decisions affecting your programs and service to the American public.

Learn techniques from the Office of Management and Budget (OMB) for evaluating agency and program performance to provide financial and performance information in useful form, anticipate OMB actions, effectively manage your program responsibilities, and truly support the business of government.

This course is part of the Certificate of Accomplishment in Program and Management Analysis and also part of the Master Certificate in Federal Financial Management (MCFFM).

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Decision Support	1	24

LEARNING OUTCOMES

- Identify and select data analysis methods
- Follow a comprehensive, structured approach for conducting analysis
- Formulate specific, answerable questions to guide and control the analysis
- Determine where and in what form data exist to answer the questions
- Identify and select data collection methods
- Present the results of the analysis structured to responds fully to the identified questions
- Apply the 5-step structured analytical approach to a case

WHO SHOULD ATTEND

Financial, budget, program analyst and management analyst professionals in supervisory and senior level positions, especially staff responsible for evaluating and justifying new and existing programs. Participants should be familiar with management analysis skills as taught in Management Analysis: Data Gathering (PGMT8000D).

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

INTRODUCTION TO FINANCIAL MANAGEMENT

FINC7000D

Obtain a comprehensive overview of the significant aspects of financial management. Gain an understanding of the fundamentals of the laws, critical concepts, procedures, and policies involved with sound financial management. Learn to link management, budgeting and auditing to performance measurement; recognize the primary requirements of financial systems; and adhere to governmentwide policies.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis** and also part of the **Master Certificate in Federal Financial Management (MCFFM)**. View Course Selection Guides.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Decision Support	1	6
Financial Management Systems	1	4
Fundamentals and Operations of Accounting	1	2.5
Fundamentals and Operations of Budget	1	2.5
Fundamentals and Operations of Finance	1	7

LEARNING OUTCOMES

- Describe financial management in the Federal Government
- Identify the phases of the federal budget process
- Discuss the basic principles of federal accounting
- Describe how financial information plays a part in performance measurement
- Characterize financial systems from other types of systems
- Adhere to governmentwide policies pertaining to debt management and cash
- Identify key roles played by personnel in financial management
- Explain basic principles of federal accounting
- Obtain an overview of the nature of internal controls and control systems

WHO SHOULD ATTEND

Anyone who will benefit from a comprehensive overview of financial management in the federal government, but especially program analysts, administrative officers, auditors, financial analysts, management analysts and interns/trainees in financial management career fields.

LEVEL: FOUNDATION

3 DAYS · 24 CPE

UNDERSTANDING FEDERAL FINANCIAL STATEMENTS

FINC8103D

Learn how to prepare federal financial statements that meet the Office of Management and Budget (OMB) guidelines. Discover the importance of stewardship reporting. Learn to apply various techniques used to examine financial statements. Identify the impact of the Government Performance and Results Act (GPRA) on financial reporting.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Accounting Concepts, Policies, and Principles	3	20
Financial Reporting	3	4

LEARNING OUTCOMES

- Recognize the importance of stewardship reporting
- Identify the impact of the Government Performance and Results Act (GPRA) on financial reporting
- Distinguish between budgetary and proprietary reporting
- Explain the financial statement requirements of OMB Bulletin 97-01
- Describe the preparation and analysis of the "basic financial statement"
- Describe the form and content of annual financial statements as prescribed in OMB guidance
- Identify new costs of operations and financial flexibility
- Demonstrate program and financial performance analysis

WHO SHOULD ATTEND

Accountants, financial managers, budget analysts, program managers, auditors and other professionals who are responsible for preparing, analyzing and interpreting federal financial statements will benefit from this course.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

ENHANCED DEFENSE FINANCIAL MANAGEMENT TRAINING COURSE (EDFMTC)

FINC7060D

The American Society of Military Comptrollers (ASMC) offers the Certified Defense Financial Manager (CDFM) program to those persons desiring to demonstrate proficiency in the core aspects of defense financial management. The CDFM is regarded as the premier certification for DoD financial managers. The Enhanced Defense Financial Management Course (EDFMTC) is excellent preparation for the CDFM Exam. Graduate School USA is very proud and honored to have not only developed the EDFMTC for ASMC in 1999,but also delivered over 700 sessions of the EDFMTC since 1999.

On-site Sessions:
Graduate School USA is licensed by ASMC to deliver the EDFMTC at a location of your choice for up to 32 students per class. Please contact Al Tyree at (202) 314-3639, or our Customer Support Center at 888-744-GRAD (888-744-4723) for more information.

LEARNING OUTCOMES

- Describe the interactions between internal and external resource management elements of the DoD
- Identify the standards and environments under which federal financial managers perform the planning, programming, and budgeting cycle
- Describe how accounting and finance in DoD can aid financial managers in meeting objectives for reliable financial management and reporting
- Articulate the uses and importance of auditing
- Comply with specific DoD legal requirements

WHO SHOULD ATTEND

Civilian and military members of the Department of Defense, U.S. Coast Guard, or employees of defense contractors and suppliers. Individuals interested in strengthening their professional qualifications by obtaining the CDFM may visit the ASMC website for more information.

5 DAYS · 40 CPE

TRAVEL REGULATIONS FOR DEFENSE AGENCIES, JTR (TDY ONLY)

FINC7215D

Learn the current rules and regulations for temporary duty (TDY) travel for uniformed members, civilian employees and other personnel in the Department of Defense from expert instructors. **This course covers the October 1, 2014 change to the regulations that combined the JFTR and JTR into a single regulation titled the Joint Travel Regulation (JTR).**

Students will learn the rules for travel authorizations, use of Government Travel Charge Card (GTCC), per diem allowances, transportation allowances,reimbursable allowances, contract (city-pair) discounted airfares, deductible meals, Government lodging and mess availability and non-availability, international travel, actual expense allowances for high cost areas and more.

LEARNING OUTCOMES

- Comply with current Joint Federal Travel Regulations (JFTR) and Joint Travel Regulations (JTR)
- Define and describe the requirements for travel orders and settlement vouchers while performing TDY for DoD agencies
- Identify and compute allowances and entitlements for uniformed and civilian personnel in DoD who are performing TDY
- Determine when per diem allowance is authorized as well as under what circumstances allowance is not authorized
- Calculate per diem entitlements, reimbursable expenses and allowances for TDY reimbursements domestic and worldwide
- Decide subsistence entitlement in conjunction with leave
- Identify and caculate allowances using special rules for mixed travel (per diem and actual expense)
- Provide assistance to uniformed and civilian personnel in DoD to resolve complex travel problems

WHO SHOULD ATTEND

All individuals who are involved with processing or certifying TDY travel orders, claims for per diem travel, transportation allowances, and certain other allowances of DoD uniformed service members (including regular and reserve components) and all DoD civilian employees. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who travels two or more times on TDY in one year.

If you need to learn about permanent change of station (PCS) allowances for civilian employees of DoD, see Travel Regulations for Defense Agencies, JTR—Vol. 2 (PCS Only) (FINC8230D).

To learn about TDY allowances for Non-DoD civilian employees, please see Travel Regulations for Non-Defense Agencies, FTR (TDY Only) (FINC7213D).

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

TRAVEL REGULATIONS FOR DEFENSE AGENCIES, JTR (PCS ONLY)

FINC8230D

Learn the current rules and regulations for permanent change of station (PCS) travel for civilian employees in the Department of Defense from expert instructors. Civilian employees are covered by the Joint Travel Regulations (JTR). Students will learn the rules for PCS Service Agreements, travel authorizations, use of Government Travel Charge Card (GTCC), per diem allowances, transportation allowances, international travel, en route travel, house hunting trips, temporary quarters subsistence expense, household goods movement, shipment of privately owned vehicles (POVs), residential transactions, miscellaneous expense allowance, relocation income tax allowance, and more.

This course covers the October 1, 2014 changes to the Department of Defense travel regulations.

LEARNING OUTCOMES

- Comply with current Joint Travel Regulations (JTR)
- Define and describe the requirements for Service Agreements, travel orders and requirements for civilian personnel performing PCS moves for DoD agencies
- Identify and compute allowances and entitlements for civilian personnel who are performing PCS moves for DoD agencies
- Calculate per diem entitlements, reimbursable expenses, allowances for PCS moves, and total PCS reimbursements in all situations
- Describe and utilize the JTR for the movement of household goods, house-hunting trips, temporary quarters subsistence allowance, transporting and storing POVs, residential transactions, miscellaneous expense allowance, and more
- Provide assistance to civilian employees in order to resolve complex travel issues

WHO SHOULD ATTEND

All individuals who are involved with processing or certifying PCS orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements of DoD civilian employees. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who will be making a PCS move.

If you need to learn temporary duty (TDY) travel allowances for DoD uniformed members and/or civilian employees, see Travel Regulations for Defense Agencies, JTR(TDY Only) (FINC7215D).

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

TRAVEL REGULATIONS FOR NON-DEFENSE AGENCIES, FTR (TDY ONLY)

FINC7213D

Learn the current rules and regulations for temporary duty (TDY) travel for civilian employees in non-DoD agencies from expert instructors. Students will learn the rules for travel authorizations, use of Government Travel Charge Card (GTCC), per diem allowances, transportation allowances, reimbursable allowances, contract (city-pair) discounted airfares, deductible meals, Government lodging and mess availability and non-availability, international travel, actual expense allowances for high cost areas and more.

LEARNING OUTCOMES

- Comply with current Federal Travel Regulations (FTR) as contained in Title 41 of the Code of Federal Regulations (CFR) - chapters 300 through 304
- Define and describe the requirements for travel orders and settlement vouchers while performing TDY for non-DoD agencies
- Identify and calculate allowances and entitlements for civilian personnel who are performing TDY
- Decide when per diem allowance is authorized and under what circumstances allowance is not authorized
- Calculate per diem entitlements, reimbursable expenses and allowances for TDY reimbursements for both domestic and worldwide
- Determine subsistence entitlement with leave conjointly
- Pinpoint and compute allowances using special rules for mixed travel (per diem and actual expense)
- Provide assistance to civilian personnel in Non-DoD agencies to resolve complex travel problems

WHO SHOULD ATTEND

All individuals who are involved with processing or certifying TDY travel orders, claims for per diem travel, transportation allowances, and certain other allowances for civilian employees in non-DoD agencies. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who travels two or more times on TDY in one year.

If you need to learn about permanent change of station (PCS) allowances for non-DoD civilian employees, please see Travel Regulations for Non-Defense Agencies, FTR (PCS Only) (FINC7104D).

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

TRAVEL REGULATIONS FOR NON-DEFENSE AGENCIES, FTR (PCS ONLY)

FINC7104D

Learn the current rules and regulations for permanent change of station (PCS) travel for civilian employees in non-DoD agencies from expert instructors. Students will learn the rules for PCS Service Agreements, travel authorizations, use of Government Travel Charge Card (GTCC), per diem allowances, transportation allowances, international travel, en route travel, house hunting trips, temporary quarters subsistence expense, household goods movement, shipment of privately owned vehicle (POV), residential transactions, miscellaneous expense allowance, relocation income tax allowance, temporary change of station and more.

LEARNING OUTCOMES

- Comply with current Federal Travel Regulations (FTR) as contained in Title 41 of the Code of Federal Regulations (CFR) chapters 300 through 304
- Define and describe the requirements for Service Agreements, travel orders and requirements for civilian personnel performing PCS moves for non-DoD agencies
- Identify and compute allowances and entitlements for civilian personnel who are performing PCS moves
- Calculate per diem entitlements, reimbursable expenses, allowances for PCS moves and total PCS reimbursements in all situations
- Describe and utilize the FTR for the movement of household goods, house-hunting trips, temporary quarters subsistence allowance, transporting and storing POVs, residential transactions, miscellaneous expense allowance and more
- Assist civilian employees in order to resolve complex travel problems

WHO SHOULD ATTEND

All individuals who are involved with processing or certifying PCS orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements for civilian employees in non-DoD agencies. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who will be making a PCS move.

If you need to learn about TDY allowances for civilian employees in Non-DoD agencies, please see Travel Regulations for Non-Defense Agencies, FTR (TDY Only) (FINC7213D).

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

FEDERAL ACCOUNTING STANDARDS

ACCT7102D

The Federal Accounting Standards developed by the Federal Accounting Standards Board (FASB) help fulfill the U.S. Government's constitutional requirement to appropriately record and report all revenues and expenditures. Learn these standards, including the latest changes from the FASB, as you also explore the related statutory requirements of the Chief Financial Officers (CFO) Act, the Government Management Reform Act, and related legislation.

LEARNING OUTCOMES

- Describe how and why federal accounting policies are developed
- Apply basic, detailed federal government accounting procedures
- State how results of operations are reflected in the public record
- Explain the standards for managerial, cost, and supplementary stewardship reporting
- Illustrate how handling selected assets and liabilities, direct and guaranteed loans, and property, plant and equipment is critical to the accountability of federal government accounting
- Identify references and resources to help you resolve issues facing your agency regarding federal accounting

WHO SHOULD ATTEND

Accounting professionals and financial management personnel who need a working knowledge of current federal accounting standards.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

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SECTION CONTENTS

Federal Human Resources Management for Supervisors and Managers (PMGT7102D) 68
Strategic Human Capital Management (PMGT7015D) 68
Using HR Analytics (STAF8016D) 69
Federal Human Resources Management (PMGT7011D) 69
Internal Consulting Skills for Federal HR Professionals (CDEV8005D) 69
Federal Human Resources Management for Administrative Personnel (PMGT8007D) 70
Freedom of Information and Privacy Acts (PMGT7000D) 70
Family and Medical Leave Act for Supervisors and Managers (PMGT7510D) 70
Federal Staffing and Placement (STAF7009D) 71
Federal Workforce Analysis and Planning (PMGT7013D) 71
Qualifications Analysis (STAF7023D) 71
Job Analysis and Competency Assessment (STAF8001D) 72
Examining for Federal Wage System Jobs (STAF7200D) 72
Adjudicating and Applying Veterans' Preference (STAF8007D) 72
Suitability Adjudication (STAF8101D) 73
Advanced Suitability Adjudication (STAF9101D) 73
Interviewing Techniques (STAF8012D) 73
Processing Federal Personnel Actions (STAF7010D) 74
Calculating Service Computation Dates (STAF7602D) 74
Staffing for Support Staff (STAF7001D) 74
Planning and Conducting a RIF (STAF7015D) 75
Classification Refresher (CLAS7004D) 75
Position Classification (CLAS7003D) 75
Principles of Classification (CLAS7900D) 76
Advanced Position Classification (CLAS9001D) 76
Position Classification for Non-Classifiers (CLAS8102D) 76
Writing Federal Position Descriptions (CLAS7910D) 77
Federal Position Management (CLAS7012D) 77
Fair Labor Standards Act (CLAS7101D) 77
Federal Pay Setting (STAF9002D) 78
Federal Employee Relations (LABR7009D) 78
Federal Labor Relations (LABR7010D) 78
Employee Conduct and Performance (LABR7011D) 79
Adverse and Performance-Based Actions (LABR7100D) 79
Federal Performance Management (LABR7013D) 79
Negotiating Federal Labor Agreements (LABR9001D) 80
Federal Employee Benefits (BENE7104D) 80
CSRS and FERS Retirement and Benefits (BENE8201D) 80
Workers Compensation and Disability Retirement (BENE8104D) 81
EEO in the Federal Sector (EEOP7012D) 81
EEO for Supervisors and Managers (EEOP8101D) 81
Federal EEO Counseling (EEOP7101D) 82
Special Emphasis Program Management (EEOP8115D) 82
Roles and Responsibilities of the EEO Advisory Committee (EEOP8110D) 82
Federal Employee Development (CDEV7007D) 83
Mid-Career Retirement Planning (FERS Only Participants) (BENE8120D) 83
Pre-Retirement Planning (BENE7102D) 83
Pre-Retirement Planning (CSRS Participants Only) (BENE7120D) 84
Pre-Retirement Planning (FERS Participants Only) (BENE7110D) 84
Pre-Retirement Planning for Law Enforcement and Firefighters (BENE7201D) 84
Understanding the Personnel Security Program (STAF8226D) 85
Personnel Security Adjudication (STAF8215D) 85
Advanced Personnel Security Adjudication (STAF9201D) 85
Personnel Security and Suitability Adjudication (STAF8220D) 86
Fundamentals of Conducting a Personnel Security Interview (STAF8203D) 86
Mid-Career Retirement Planning (BENE8102D) 86
Employee Performance Discussions (LABR7015D) 87
Managing Workforce Diversity (EEOP7001D) 87
Managing a Virtual Workforce (MGMT9013D) 87
Using Federal HR Flexibilities (STAF8013D) 88
Mediating Employee Disputes (PMGT7003D) 88
Adjudicating and Applying Veterans' Preference (STAF8607A) 88
Pay Setting for FWS Positions (PADM7001N) 89
Position Classification: An Introduction (CLAS7051A) 89
Federal Classification (CLAS7052A) 89
Fair Labor Standards Act (CLAS7102A) 90
EEO Counseling (EEOP7002N) 90
EEO – Its Place in the Federal Government (EEOP7051A) 90

SECTION CONTENTS

Basic Labor Relations (LABR7051A) 91
Pay Setting for GS Positions (PADM7002A) 91
Federal Human Resources Management (PERS1731A) 91
Calculating Service Computation Dates (PROC7002N) 92
Basic Processing Personnel Actions (PROC7003N) 92
Qualification Standards for GS Positions (STAF7051N) 92
Basic Staffing and Placement (STAF7100A) 93
Federal Staffing (STAF7102A) 93

FEDERAL HUMAN RESOURCES MANAGEMENT FOR SUPERVISORS AND MANAGERS

PMGT7102D

Successfully meet organizational objectives and abide by human resources laws and regulations. This five-day course equips you to handle the HR aspects of supervision. Learn about the guiding principles for human resources management, including merit system principles, prohibited personnel practices, and EEO.

In addition, gain knowledge and skills in these areas: labor relations; organizing, describing and classifying positions; filling vacancies; performance management; managing performance and conduct problems; and quality-of-work life issues.

This course aligns with the following Department of Defense leadership competency:

Human Capital Management (Lead People)	N/A	Hours 30

LEARNING OUTCOMES

- Identify quality-of-work-life initiatives and describe strategies for managing the impact on supervision and management
- Understand misconduct and the steps for taking appropriate disciplinary actions
- Identify the steps for understanding performance problems and describe the options for dealing with them
- Recognize the components of an effective performance management system and the supervisor's role in managing these components
- Identify strategies, considerations, and limitations for filling position vacancies
- Identify the supervisor's role in position management and classification
- Know the supervisor's obligations when working with employees who are members of a bargaining unit
- Learn the legal basis for EEO and identify types of discrimination
- Understand the roles of the supervisor and manager in federal HRM

WHO SHOULD ATTEND

All federal supervisors and managers who will benefit by learning about their specific responsibilities in human resources management as well as high-performing, non-supervisory employees who are preparing themselves for supervisory opportunities.

5 DAYS · 3 CEU

STRATEGIC HUMAN CAPITAL MANAGEMENT

PMGT7015D

Learn the skills you need to align human resources goals and budgets with your agency's mission. Understand the role of metrics and data in identifying desired outcomes and measuring progress toward the identified outcomes.

This course is part of the Certificates of Accomplishment in Human Resources Management.

This course aligns with the following Department of Defense leadership competency:

Human Capital Management (Lead People)	N/A	Hours 12

LEARNING OUTCOMES

- Learn the basics of knowledge management
- Develop a results-oriented performance culture
- Understand the strategic human capital management framework, strategic alignment and workforce planning and deployment
- Understand how to utilize data in strategic human capital management
- Acquire a historical overview of strategic human capital management

WHO SHOULD ATTEND

Anyone who seeks a solid foundation in strategic human capital management concepts, principles and best practices, especially supervisors, managers, team leaders, management analysts, program specialists, and human resources leaders and practitioners.

2 DAYS · 1.2 CEU

USING HR ANALYTICS

STAF8016D

This 2-day workshop provides students with a solid understanding of what HR analytics are within the government context, as well as the power of using analytics. Learn how HR data, metrics, and analytics can effectively guide decision-making that supports the mission and strategic goals of your agency.

Using a practical "case study" approach, participants learn what data to collect, how to collect it, and how to assess and analyze the data to gain meaningful insights that clarify decision points and make evidence-based decisions that support business and mission strategies. Through practical applications, students learn how to leverage data to improve their agency's hiring practices, diversity, attrition rate, succession planning, and accountability for mission accomplishment.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Describe the data HR practitioners need to clarify decision points and identify where to collect the data
- Assess and analyze data to make HR decisions that support business and mission strategies
- Leverage data to improve agency HR practices for mission accomplishment
- Present data-driven recommendations and decisions to management and other invested parties

WHO SHOULD ATTEND

Human resources practitioners as well as administrative staff who need an understanding of how data does and should drive HR decision-making.

2 DAYS · 1.2 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

PMGT7011D

Receive a high-level overview of the federal human resources environment, where merit system principles and prohibited personnel practices drive federal human resources management decisions.

It is part of the **Certificates of Accomplishment in Human Resources Management**.

Related Distance Education Course: Federal Human Resources Management (PERS1731A)

LEARNING OUTCOMES

- Describe the hiring process and how it is implemented in the federal government
- Discuss the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences impact federal human resource management practices
- Identify the principles upon which the federal human resources management system is based and describe how they affect federal HRM decisions
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations

WHO SHOULD ATTEND

New HR practitioners, administrative specialists, management analysts and technicians who assist in handling human resources issues. This course is not appropriate for individuals who have already completed Federal Human Resources Management for Administrative Personnel (PMGT8007D).

3 DAYS · 1.8 CEU

INTERNAL CONSULTING SKILLS FOR FEDERAL HR PROFESSIONALS

CDEV8005D

Acquire the skills you need to build partnerships with management and operate as an HR consultant within your organization. Identify various HR options available within the federal context by participating in exercises, workshops and case studies that have direct application to Federal HR situations and issues.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Offer alternative solutions to contemporary HR problems
- Integrate your technical HR knowledge into the consultative process
- Expand your role from a federal HR professional to an internal consultant
- Plan and prepare for the consultative relationship
- Know what causes client resistance and how to deal effectively with it
- Build partnerships with management
- Practice consulting skills using federal HR case studies, exercises and examples

WHO SHOULD ATTEND

All human resources professionals who advise federal managers and supervisors. Agencies may want to schedule on-site delivery of this course. It can be customized to address agency-specific HR issues.

3 DAYS · 1.8 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

FEDERAL HUMAN RESOURCES MANAGEMENT FOR ADMINISTRATIVE PERSONNEL

PMGT8007D

You are already aware that merit system principles and prohibited personnel practices drive federal human resources management decisions.

This course provides a high-level overview of the federal human resources environment, terminology and the following human resources functions: hiring, employee retention, performance management and human resources relations.

LEARNING OUTCOMES

- Describe the federal hiring process and how it is implemented
- Discuss the compensation process, including classification, pay and benefits, and explain how equal pay for equal work is accomplished
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences impact federal HRM practice
- Identify the principles upon which the federal human resources management (HRM) system is based and describe how they affect federal HRM decisions
- Discuss federal government performance management, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including complaint processing, agency administrative grievance systems, and union/management relations

WHO SHOULD ATTEND

Administrative specialists, management analysts and technicians who assist in handling human resources issues. This course is not appropriate for individuals who have already completed Federal Human Resources Management (PMGT7011D).

3 DAYS · 1.8 CEU

FREEDOM OF INFORMATION AND PRIVACY ACTS

PMGT7000D

Learn how to respond to Freedom of Information Act (FOIA) and Privacy Act (PA) requests. Become skilled at properly releasing records to the public while safeguarding necessary information.

LEARNING OUTCOMES

- Advise managers on which records can remain undisclosed
- Respond fairly to the public's right to know
- Keep personal information private
- Keep proprietary corporate information private
- Sanitize information to make records releasable
- Know where to get advice on cases too close to call
- Observe procedural requirements (tracking, denial letters, etc.)
- Determine when and how to charge fees for FOIA and PA records

WHO SHOULD ATTEND

All personnel who are involved with requests associated with the Freedom of Information Act or Privacy Act.

3 DAYS · 1.8 CEU

FAMILY AND MEDICAL LEAVE ACT FOR SUPERVISORS AND MANAGERS

PMGT7510D

The Family and Medical Leave Act (FMLA) allows up to 12 weeks of time off for employees to care for themselves or immediate family members with a serious medical condition. Learn the requirements you must follow and how to handle specific situations you may face. Ensure that you and your agency do not end up dealing with a grievance or court case because you do not understand or know how to apply the entitlements provided in the Act.

LEARNING OUTCOMES

- Recognize the complexities of the FMLA entitlements
- Locate law, regulation, and agency guidance on FMLA administration
- Identify the FMLA requirements affecting leave approval or denial
- Discuss workplace FMLA issues that both supervisors and HR practitioners must know how to deal with
- Describe situations in which FMLA leave must, can, and might not be granted

WHO SHOULD ATTEND

Federal supervisors and HR practitioners needing an introduction to employee and management issues related to the Family and Medical Leave Act.

2 DAYS · 1.2 CEU

FEDERAL STAFFING AND PLACEMENT

STAF7009D

Recruit and hire the right people with the right skills for your agency's needs. Gain the background and knowledge necessary to operate in the complex Federal staffing environment. Become knowledgeable about staffing rules, regulations, and principles; appointment authorities; recruitment methods and hiring procedures; qualifications; merit promotion; and in-service placement actions.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Research and use all available resource and reference material, including legal and regulatory issuances
- Devise alternative solutions to recruiting challenges
- Learn the role of the HR practitioner in assisting agency managers to recruit and retain top talent
- Identify competitive and non-competitive appointing authorities
- Apply merit promotion and other in-service procedures
- Apply time-in-grade and time-after-competitive appointment restrictions
- Assess minimum qualifications using the operating manual *Qualification Standards for GS Positions*
- Apply OPM policies and instructions
- Apply category rating procedures

WHO SHOULD ATTEND

Human resources management specialists, assistants, clerks and others, such as supervisors, managers and EEO staff members, who need to use and apply current federal staffing procedures and regulations.

5 DAYS · 3 CEU

FEDERAL WORKFORCE ANALYSIS AND PLANNING

PMGT7013D

Using a workforce planning model, acquire the skills you need to align workforce planning with your agency's mission. Learn how to forecast and plan for future human resources needs: analyze mission requirements, collect workforce data, identify workforce surpluses or gaps, and identify solutions to address the gaps.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Evaluate whether a workforce plan is achieving desired results or needs revision
- Take the steps needed to successfully implement a workforce action plan
- Develop strategies to address skill gaps
- Analyze and interpret workforce data using workforce supply and demand analysis methods
- Use data and planning models in the workforce planning process
- Recognize the importance of workforce analysis and planning in the strategic management of human capital

WHO SHOULD ATTEND

Anyone involved in assessing and planning for workforce needs, especially HR leaders, HR practitioners, budget analysts, management analysts, and program analysts. Supervisors and managers involved in strategic planning may also benefit by attending this course.

2 DAYS · 1.2 CEU

QUALIFICATIONS ANALYSIS

STAF7023D

Evaluate applicants for federal jobs by applying eligibility and qualifications requirements found in OPM's *Qualifications Standards*, including basic eligibility, minimum qualification requirements, specialized experience requirements, positive education requirements, and the substitution of education for experience.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Apply Group Coverage Standards
- Apply Individual Occupational Requirements
- Evaluate education as a substitute for experience
- Identify and evaluate positive education requirements
- Assess both general and specialized experience
- Differentiate between general and specialized experience
- Determine whether applicants meet eligibility requirements

WHO SHOULD ATTEND

HR specialists, assistants and others who are involved in the federal recruitment, staffing and/or placement processes.

3 DAYS · 1.8 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

JOB ANALYSIS AND COMPETENCY ASSESSMENT

STAF8001D

Learn how to analyze federal jobs so you can identify appropriate job requirements (specialized experience, competencies, knowledge, skills, abilities, and/or traits, write better vacancy announcements, and prepare effective assessment plans that measure applicants' abilities. This course covers both OPM's requirements and the Uniform Guidelines on Employee Selection Procedures.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Conduct an effective job analysis, consistent with legal and regulatory requirements, that identifies the major duties of a position
- Use the results of the job analysis to identify and refine the competencies, knowledge, skills and abilities needed to perform the work of the position
- Prepare operational definitions of competencies
- Develop plans based on training, education and experience to effectively measure applicants' abilities to do the work
- Develop appropriate applicant assessment and selection criteria
- Consider other assessment methods

WHO SHOULD ATTEND

Human resources management practitioners as well as supervisors and managers who are involved in the recruitment and placement process or otherwise assess job candidates.

3 DAYS · 1.8 CEU

EXAMINING FOR FEDERAL WAGE SYSTEM JOBS

STAF7200D

Learn to use the job element method to examine applicants for trades and labor occupations. Identify the job elements necessary for success on the job, develop a plan to measure the qualifications of applicants, and rate the applicants.

LEARNING OUTCOMES

- Use appropriate sets of elements
- Use screen-out elements
- Use practical methods for rating applicants
- Understand the principles of job-element (JE) examining for Federal Wage System jobs
- Identify and use applicable JE examining references and tools
- Apply JE examining practices in open-competitive and merit-staffing actions

WHO SHOULD ATTEND

Human resources practitioners, hiring officials and others who need to understand and/or use the JE examining method for Federal Wage System "blue-collar" jobs.

2 DAYS · 1.2 CEU

ADJUDICATING AND APPLYING VETERANS' PREFERENCE

STAF8007D

Ensure your personnel actions fully comply with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to preference in employment in the competitive and excepted services; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion.

Related Distance Education Course: Adjudicating and Applying Veterans' Preference (STAF8607A)

LEARNING OUTCOMES

- Apply veterans' preference to competitive and excepted service appointments
- Correctly adjudicate veterans' preference claims
- Identify the types of veterans' preference, including veteran, spouse, widow/widower, and mother
- Know the circumstances when Veterans' Preference applies
- Apply special appointing authorities for veterans in the following: Veterans' Recruitment Appointments (VRA); 30 Percent or More Disabled Veterans; Disabled veterans enrolled in a VA training program; and Veterans Employment Opportunity Act of 1998

WHO SHOULD ATTEND

Anyone who adjudicates veterans' preference claims or performs delegated examining work.

1 DAY · 0.6 CEU

SUITABILITY ADJUDICATION
STAF8101D

Learn how to perform suitability screening and adjudication for Federal employment. Understand the statutory and regulatory requirements of Title 5 CFR, Part 731, and the criteria used to make suitability determinations. Apply the Office of Personnel Management's (OPM) methodology for designating position risk and model for making suitability determinations. OPM originally developed this course and has approved its content.

LEARNING OUTCOMES

- Review and compare an individual's character and conduct against suitability standards
- Make appropriate and defensible suitability decisions
- Take appropriate actions based upon suitability determinations
- Recognize merit fraud, including qualification fraud (bogus degree claims, diploma mills, altered forms, etc.)
- Use OPM guidelines for adjudicating basic suitability determinations
- Designate risk levels for positions within your agency
- Understand your agency's responsibilities under Title 5 CFR, Part 731 Suitability

WHO SHOULD ATTEND

Adjudicators who are authorized by their agencies to handle suitability case processing and adjudication as delegated by OPM under Title 5 CFR, Part 731. Non-federal employees desiring to take this course must obtain OPM approval prior to registering. Contact philly@graduateschool.edu to initiate the pre-approval process.

COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

To be admitted into this class, you must present:

- a valid federal ID verifying you are a federal employee, or pre-approval from OPM; AND
- a copy of OPM's Suitability Processing Handbook (dated September 2008).

You must obtain the Suitability Processing Handbook from your agency's Security Officer. Graduate School USA cannot provide the Handbook. If you have any questions, please email philly@graduateschool.edu prior to registration.

3 DAYS · 1.8 CEU

ADVANCED SUITABILITY ADJUDICATION
STAF9101D

Update and refresh your suitability adjudication skills. Review the adjudication process, the specific factors and additional considerations covered by Office of Personnel Management (OPM) regulations, and OPM's "Issues Characterization Chart", so that you can make better decisions, avoid reversals on appeal, and safeguard the integrity, efficiency, and effectiveness of the Federal service.

LEARNING OUTCOMES

- Adhere to OPM processes
- Adjudicate Suitability cases using appropriate criteria and sufficient evidence
- Consider the impact of recent MSPB and U.S. Court of Appeals decisions on your suitability decisions

WHO SHOULD ATTEND

Adjudicators who are authorized by their agencies to handle suitability case processing and adjudication as delegated by OPM under Title 5 CFR, Part 731. Non-federal employees desiring to take this course must obtain OPM approval prior to registering. Contact philly@graduateschool.edu to initiate the pre-approval process.

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2 DAYS · 1.2 CEU

INTERVIEWING TECHNIQUES
STAF8012D

Gain the knowledge you need to design and administer structured interviews. Focus your interviews on the job competencies that are most critical to the position. Gain skill in developing behavior-based questions that tap the applicant's experience and indicate how the applicant is likely to handle similar assignments. Develop structured interview questions and rating scales.

LEARNING OUTCOMES

- Obtain useful information from candidates so that better selection decisions can be made
- Ask appropriate, nondiscriminatory interview questions designed to evaluate technical experience and expertise, communication skills and other, more complex competencies, such as leadership abilities and analytical thinking
- Conduct effective, structured interviews
- Define benchmark responses that permit you to rate or score applicant responses

WHO SHOULD ATTEND

Supervisors, managers, recruiters, human resources management practitioners and others who interview job applicants.

2 DAYS · 1.2 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

PROCESSING FEDERAL PERSONNEL ACTIONS

STAF7010D

Learn how to prepare, process and approve Requests for Personnel Actions (SF-52) and Notifications of Personnel Actions (SF-50), the essential personnel records for Federal employees. Use the correct and appropriate forms, terminology, codes, remarks, processes and procedures that affect personnel actions.

LEARNING OUTCOMES

- Compute service computation dates, determine veterans' preference, make career tenure and within-grade waiting-period decisions, and identify correct probationary periods
- Document accession, change and separation actions by correctly completing required entries (Nature of Action codes, Legal Authorities, remarks, etc.) on SF-50s and SF-52s
- Apply the civil service rules, regulations and procedures that govern federal personnel actions
- Locate information in and understand how to use the *Guide to Processing Personnel Actions*

WHO SHOULD ATTEND

Human resources management assistants, clerks, specialists and others who need to understand and apply federal personnel procedures.

5 DAYS · 3 CEU

CALCULATING SERVICE COMPUTATION DATES

STAF7602D

Determine creditable service and correctly compute all four types of service computation dates (SCDs): leave, retirement, reduction-in-force (RIF), and Thrift Savings Plan (TSP). Recognize when and how to change an employee's SCD.

LEARNING OUTCOMES

- Determine what service is creditable for leave, retirement, RIF, and TSP.
- Correctly change SCD's based on events such as excess nonpay status or changes from intermittent to full-time or part-time work schedule.
- Compute SCD's accurately.

WHO SHOULD ATTEND

All federal human resources personnel who compute and make changes to SCDs.

1 DAY · 0.6 CEU

STAFFING FOR SUPPORT STAFF

STAF7001D

Learn the essential federal staffing functions and how staffing relates to other HR programs. Become knowledgeable about the merit system principles and the prohibited personnel practices; the basic requirements of eligibility and minimum qualifications; in-service placement actions, including merit promotion; and other components of a sound recruitment and placement program.

LEARNING OUTCOMES

- Apply merit promotion and in-service procedures
- Understand the federal Human Resources Management (HRM) model, recruitment and staffing function, and the process and steps in filling a vacancy
- Apply a job analysis process for developing assessment tools
- Determine eligibility and minimum qualifications using OPM Qualification Requirements Standards
- Research the Code of Federal Regulations (5 CFR) to properly determine legal and regulatory requirements for recruitment and staffing

WHO SHOULD ATTEND

Staff members involved in the preparation of SF52s or SF50s who need to understand the relationship between staffing and other HR programs, or who are new to the federal recruitment and placement functions.

3 DAYS · 1.8 CEU

PLANNING AND CONDUCTING A RIF

STAF7015D

Learn to properly execute a reduction in force (RIF). Know what to do when an agency abolishes positions, or separates or downgrades employees due to a reorganization, lack of work, shortage of funds, or insufficient personnel ceiling.

Run a mock RIF to determine the impact of various decisions on employee entitlements and agency structure. Learn about appeal procedures, priority placement programs, and employee reemployment and restoration rights.

LEARNING OUTCOMES

- Understand the importance of competitive areas and competitive levels, retention group and sub-group, "bump" and "retreat"
- Identify pay implications for specific employees, including severance pay and retained grade and pay
- Establish a retention register
- Determine if an employee retains his or her present position or has a right to a different position
- Correctly apply four key factors of a RIF: tenure of employment, veterans' preference, length of service and performance rating

WHO SHOULD ATTEND

All HR practitioners, as well as union officials and other employee representatives, who need to understand or execute a RIF.

4 DAYS · 2.4 CEU

CLASSIFICATION REFRESHER

CLAS7004D

Agency reorganizations, restructuring, and the continuing retirement exodus of baby boomers in recent years have had a significant effect on agency classification systems. In many agencies, the vacancies created by this attrition have not been filled, leaving few experienced classifiers to pick up the slack. It used to be that only classifiers with a lot of experience attended "refresher" courses. Now, a significant portion of HR practitioners who classify only intermittently have a critical need to network and attend a course such as this.

In this course, students will refresh their knowledge on classification essentials and more advanced classification issues and go home with a quick and easy-to-use reference guide. In addition, students will enhance their skills by completing two online classification projects with instructor input and feedback.

Blended learning: 2 classroom days followed by 1 day's worth of classification projects to be completed online with instructor support. Independent online projects must be finished within 15 business days after the conclusion of the classroom session.

LEARNING OUTCOMES

- Apply the Factor Evaluation Standard (FES) format and Narrative Standard format
- Write defensible, well-documented evaluation statements
- Classify developmental positions and consider the implications of Statements of Difference (SoD)
- Apply the General Schedule Leader Grade Evaluation Guide (GSLGEG)
- Apply the General Schedule Supervisory Guide (GSSG)

WHO SHOULD ATTEND

Federal HR and other agency staff, including managers, supervisors and administrative staff, who have prior experience in evaluating/classifying positions under Title 5.

3 DAYS · 1.8 CEU

POSITION CLASSIFICATION

CLAS7003D

Become a well-trained classifier. This intensive ten-day course provides you with a foundation in General Schedule (GS) and Federal Wage System (FWS) classification. Focus on the legal bases, structure, and operation of the GS, FWS, and alternative classification systems.

Develop your skills in selecting and applying position classification standards and writing position evaluation statements.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Know how to apply the procedures used to classify federal leader, supervisory, and managerial positions
- Identify the preparation and interview procedures required for a position audit
- Select and apply procedures used to classify federal positions using the narrative system
- Select and apply procedures used to classify federal positions in the Federal Wage System
- Understand job family standards, guides, and the automated classification programs used by some federal agencies
- Prepare an evaluation statement using the Factor Evaluation System
- Apply the procedures used to classify federal positions using the Factor Evaluation System
- Understand the legal basis, structure, and primary tools of the General Schedule system
- Illustrate the rules applicable to classifying mixed grade/series and the interdisciplinary positions

WHO SHOULD ATTEND

All federal HR staff and others who classify positions or need an in-depth knowledge of how federal positions are classified. **Note:** Principles of Classification (CLAS7900D) is not a substitute for this in-depth, exercise-intensive course.

10 DAYS · 6 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

PRINCIPLES OF CLASSIFICATION

CLAS7900D

Learn how to apply the basic, cross-cutting principles needed to classify and analyze General Schedule (GS) and Federal Wage System (FWS) positions as well as selected alternative systems. Become adept with the principles and procedures associated with the systems used in federal classification. Improve the analytical skills you need to ask good questions about position duties and design.

This course is part of the **Certificates of Accomplishment in Human Resources Management**. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

- Explain and apply procedures used to classify federal positions using the FES
- Identify and apply the procedures used to classify federal leader, supervisory and managerial positions
- Explain and apply the rules applicable to classifying mixed grade/series and interdisciplinary positions
- Explain and apply procedures used to classify federal positions using the narrative system
- Learn the principles and references that guide classification in the federal sector
- Identify the methods used to evaluate positions in the federal system

WHO SHOULD ATTEND

Anyone who classifies, or needs to know how to evaluate the level and pay of, federal GS and FWS positions and selected alternate systems, including HR staff, managers, supervisors, administrative staff, and others.

This five-day course is not a substitute for the 10-day Position Classification course (CLAS7003D). It differs from the ten-day course in several ways. Due to time constraints, this course provides fewer exercises to practice and demonstrate correct application of classification standards. Also, it does not cover certain related topics, such as FLSA, position reviews and classification appeals.

5 DAYS · 3 CEU

ADVANCED POSITION CLASSIFICATION

CLAS9001D

In the Federal Government today it is not uncommon to find agency organizations operating side-by-side with some under the General Schedule system and with others classifying their jobs according to specific agency procedures. Acquire a good basic foundation in the principles of federal classification so you can make solid management decisions. Refresh your classification experience. Discuss the more difficult and technical classification issues through exercises based on actual classification appeals decided by the Office of Personnel Management. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

View Course Selection Guides.

LEARNING OUTCOMES

- Apply the Fair Labor Standards Act (FLSA) categories to properly determine exempt/non-exempt status
- Interpret and apply the General Schedule Leader Grade Evaluation Guide and the General Schedule Supervisory Guide
- Understand the General Schedule and Federal Wage System classification appeals processes
- Understand the concepts and apply the procedures to such technical issues as mixed grade/mixed series, interdisciplinary positions, and one-grade vs. two-grade interval work
- Use the references that guide the federal classification system
- Learn the procedures used to evaluate positions under the Factor Evaluation System and the narrative system

WHO SHOULD ATTEND

Federal HR and other agency staff, including managers, supervisors and administrative staff, who have prior experience in evaluating/classifying positions under Title 5.

4 DAYS · 2.4 CEU

POSITION CLASSIFICATION FOR NON-CLASSIFIERS

CLAS8102D

Learn the basic principles, structure, and operation of the federal position classification process.

Discover how to proficiently do the following: interpret and apply classification standards, select appropriate occupational groups and series, prepare well-written descriptions and evaluation statements, identify work characteristics that impact position classification, and recognize the basic principles underlying position management.

LEARNING OUTCOMES

- Apply guides for classifying work leaders and supervisors in the GS system
- Learn the classification appeals process
- Classify mixed positions using a variety of classification standards and guides
- Prepare evaluation statements for a variety of situations
- Prepare position descriptions in a variety of formats
- Select and apply GS narrative and Factor Evaluation System (FES) classification standards
- Learn the structure and operation of the General Schedule (GS) system
- Select and apply job-grading standards using the Federal Wage System

WHO SHOULD ATTEND

Federal supervisors, managers and administrative staff who prepare and evaluate job descriptions or have delegated position classification authority.

2 DAYS · 1.2 CEU

WRITING FEDERAL POSITION DESCRIPTIONS

CLAS7910D

"That's not in my job description." Since position descriptions (PDs) form the basis for many HR actions, including compensation, hiring, and RIF, it is essential that supervisors and HR practitioners include important duties, organizational relationships, and essential knowledge in employee PDs. Accurate, up-to-date PDs facilitate the accomplishment of an agency's mission, goals, and objectives at both the macro and micro levels. Learn how to make effective use of your organization's human resources by planning and describing positions completely and accurately.

LEARNING OUTCOMES

- Overview the basic principles of position planning
- Describe how good position descriptions facilitate accomplishment of the agency mission
- Describe the responsibilities in writing position descriptions
- Understand the format requirements of an FES position description
- Recognize how the classification system should influence the position description process

WHO SHOULD ATTEND

Federal supervisors, HR practitioners, and administrative staff who need to understand basic principles of position planning and apply these principles to the description of positions.

2 DAYS · 1.2 CEU

FEDERAL POSITION MANAGEMENT

CLAS7012D

Discover how to use position management tools, techniques, and methods to support a high-performing organization. Obtain a solid understanding of the role of position management in succession planning.

Learn to identify and correct the following problems: fragmentation, layering, unnecessary positions, narrow supervisor-to-employee ratio, job dilution, missing career ladders, workforce/PD inconsistencies and inaccurate position descriptions.

This course is part of the **Certificates of Accomplishment in Human Resources Management**. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

- Learn the various agency roles and responsibilities in the position management process
- Identify and apply the appropriate staffing and classification tools necessary to deal with position management issues
- Recognize the symptoms associated with common position management problems and how to resolve them
- Understand how organizational structures and common patterns of assigning duties affect position design
- Recognize the impact of organizational mission on position design
- Understand position management and its historical impact on federal agency programs

WHO SHOULD ATTEND

Human resources management specialists, management and program analysts, supervisors, managers and team leaders who are responsible for position management and increasing work unit efficiency.

2 DAYS · 1.2 CEU

FAIR LABOR STANDARDS ACT

CLAS7101D

Equip yourself with the information, understanding, and ability to correctly apply the provisions of the FLSA. Learn the general principles of FLSA and the administrative procedures by which covered work time must be compensated; how hours of work and scheduling of work become important factors when considering overtime pay entitlements; how to treat time outside regular work hours spent traveling away from the official duty station; and the responsibilities of those who have to ensure that FLSA provisions are not violated.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

View Course Selection Guides

Related Distance Education Course: Fair Labor Standards Act (CLAS7102A)

LEARNING OUTCOMES

- Learn the guidelines for filing an FLSA claim
- Identify situations in which travel is credited as hours of work and apply the appropriate guidelines, including compensatory time for travel
- Determine hours of work that can be credited as overtime by applying FLSA guidelines to a variety of situations
- Make FLSA exempt/non-exempt determinations by applying exemption criteria to employees/positions
- Describe agency, manager/supervisor and employee responsibilities under the FLSA
- Learn the history, coverage and regulations governing the FLSA

WHO SHOULD ATTEND

HR practitioners, administrative staff and payroll technicians who need an understanding of FLSA provisions to make informed decisions or advise employees or managers on FLSA matters.

2 DAYS · 1.2 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

FEDERAL PAY SETTING

STAF9002D

Acquire the knowledge necessary to set and administer pay for General Schedule (GS) employees. Learn how to implement and apply the complex array of pay administration rules, including those related to new appointments; reinstatement and reassignments; transfers and conversions; promotions and changes to lower grade; pay changes; recruitment, relocation, and retention incentives; superior qualifications; grade and pay retention and severance pay; and movement between pay systems.

This course aligns with the following Department of Defense financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Fundamentals and Operations of Military and Civilian Pay	3	9
Payroll Concepts, Policies and Principles	3	9

LEARNING OUTCOMES

- Apply pay-setting rules and requirements that illustrate the federal pay-setting cycle
- Explain GS pay-setting policies and requirements
- Set pay for a wide variety of personnel actions

WHO SHOULD ATTEND

Individuals who set pay, or give advice on setting pay, for federal civilian employees.

3 DAYS · 1.8 CEU

FEDERAL EMPLOYEE RELATIONS

LABR7009D

Understand the complexities of federal employee relations. Learn the rights and responsibilities of agency employees in areas such as probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, labor management issues, appeals and grievances, and more.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Understand the grievance and appeal options of federal employees
- Correctly handle situations involving medical issues
- Know the categories of awards available in the federal service
- Improve performance standards and advise managers on handling performance problems
- Decide when and how management should discipline employees
- Separate performance from conduct problems
- Determine probationary periods
- Understand management and employee rights in the workplace
- Identify and apply the correct laws and regulations for specific ER situations

WHO SHOULD ATTEND

Employee relations specialists and human resources practitioners working in support of human resources programs.

4 DAYS · 2.4 CEU

FEDERAL LABOR RELATIONS

LABR7010D

Gain a solid foundation in the area of federal labor-management relationships. Understand how harmonious labor relations can bring productivity gains to your workforce. Become proficient with bargaining unit determination and election procedures; exclusive union representation, negotiations and good-faith bargaining; and contract administration, grievance systems and arbitration.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Explain the process by which a union becomes the exclusive representative
- Learn the missions and goals of the various bodies involved in overseeing and facilitating the labor relations processes in the federal sector
- Understand the basic principles of labor relations incorporated in the Labor-Management Relations Statute
- Provide an overview of the history of labor relations in the federal sector

WHO SHOULD ATTEND

Federal labor relations specialists, human resources practitioners, and managers or supervisors who frequently deal with labor relations issues.

4 DAYS · 2.4 CEU

EMPLOYEE CONDUCT AND PERFORMANCE

LABR7011D

Develop the skills necessary to deal with common performance and conduct problems. Explore day-to-day problems that federal supervisors face in this practical, no-nonsense course. Become adept at dealing with workplace issues such as absenteeism, insubordination, an employee coming to work under the influence, threatening and intimidating co-workers, sick leave abuse, contentious conduct, poor performance and workplace violence. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

- Learn the steps in a performance-based action
- Write a performance improvement plan
- Follow the correct steps in a performance counseling session
- List the most common factors in assessing penalties
- Decide whether to take formal or informal action
- Determine when employee conduct is actionable
- Distinguish between a performance problem and a conduct problem

WHO SHOULD ATTEND

HR practitioners, as well as civilian and military supervisors of federal civilian employees. Supervisors will also benefit by taking Employee Performance Discussions (LABR7015D).

2 DAYS · 1.2 CEU

ADVERSE AND PERFORMANCE-BASED ACTIONS

LABR7100D

Achieve confidence in your ability to prepare or decide adverse actions or performance-based actions. Before taking adverse and performance-based actions against employees, learn to meet rigid penalty and proof standards of cause set by third parties that review removals, suspensions, demotions and furloughs. Explore disciplinary and non-disciplinary causes; unusual cause situations, such as medical problems or off-duty conduct; penalty factors; issues of proof; and pre-action investigations.

LEARNING OUTCOMES

- Determine whether an action requires adverse action or unacceptable performance action procedures
- Decide when an adverse action or unacceptable performance action is justified
- Determine if enough proof is available to take an action
- List relevant factors in assessing penalties
- Follow the correct procedures in taking either of the two actions

WHO SHOULD ATTEND

Federal HR practitioners, administrative specialists, managers and supervisors who prepare or decide adverse actions.

4 DAYS · 2.4 CEU

FEDERAL PERFORMANCE MANAGEMENT

LABR7013D

Become equipped in your role as supervisor, manager and human resources specialist with the skills you need to make meaningful performance distinctions. Implement communication, planning, tracking and other performance tools to make, or advise on making, performance decisions, regardless of the system in which you find yourself.

This course is part of the **Certificates of Accomplishment in Human Resources Management**. This course has been evaluated andapproved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

- Evaluate performance against established standards and communicate results
- Identify how to help employees progress toward established performance goals
- Plan and determine how performance distinctions will be measured
- Identify the current federal performance management systems
- Describe the basis for performance decisions

WHO SHOULD ATTEND

Supervisors or managers who are involved in appraising individual employees or HR practitioners who offer advice or work to make the appraisal process functional in their organizations.

3 DAYS · 1.8 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

NEGOTIATING FEDERAL LABOR AGREEMENTS

LABR9001D

Enhance your ability to prepare for federal contract negotiation sessions. Explore the fundamentals of preparing for negotiations, from applying refined bargaining skills and tactics to resolving impasses and dealing successfully with the Federal Mediation and Conciliation Service. Learn to apply a proactive approach to developing management and negotiation philosophy and proposals.

View Course Selection Guides

LEARNING OUTCOMES

- Organize a team to negotiate labor agreements
- Understand union proposals and tactics
- Assess the implications of proposal bargaining
- Develop a proactive approach to negotiation
- Understand and use interest-based bargaining approaches

WHO SHOULD ATTEND

All federal supervisors, managers, attorneys and human resources management staff who negotiate labor agreements or advise management negotiators.

5 DAYS · 3 CEU

FEDERAL EMPLOYEE BENEFITS

BENE7104D

Learn about the Federal Employees Health Benefit (FEHB) program, Federal Employees Group Life Insurance (FEGLI) program, Thrift Savings Plan (TSP), Civil Service Retirement System (CSRS), CSRS Offset, Federal Employees Retirement System (FERS), and Social Security. Make sure you can accurately and thoroughly analyze and respond to questions from employees about their federal employee benefits. Gain the information needed to advise new, current and separating employees about their benefits.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Determine and explain eligibility requirements, options and coverage for FEHB and FEGLI
- Determine retirement system coverage for new hires, rehires, transfers and converted employees
- Explain the basics of the Social Security eligibility and survivor benefits
- Determine retirement eligibility dates, identify creditable service and calculate basic annuity amounts under CSRS and FERS
- Explain the basics of the Thrift Savings Program and withdrawal options

WHO SHOULD ATTEND

All HR employees who administer and apply federal employee benefits.

5 DAYS · 3 CEU

CSRS AND FERS RETIREMENT AND BENEFITS

BENE8201D

Learn all you need to know to correctly inform and counsel Civil Service Retirement System (CSRS), CSRS Offset, and FERS employees about their federal retirement benefits and options. This comprehensive workshop provides valuable information about the rules, regulations, retirement application procedures and benefits of the retirement systems.

LEARNING OUTCOMES

- Identify CSRS, CSRS Offset, and FERS coverage and retirement eligibility requirements
- Calculate creditable annuity and service estimates
- Describe deposit service, redeposit service and post-56 military deposit service
- Explain retirement spousal elections, survivor benefits and death benefits
- Use the appropriate retirement forms and accurately process retirement applications
- Explain retiree aspects of FEHB and FEGLI, including eligibility and options
- Explain the special rules that impact Social Security benefits for CSRS retirees and surviving spouses (GPO and WEP)
- Prepare complete and accurate retirement applications

WHO SHOULD ATTEND

All HR employees, including specialists, assistants, clerks, and others who administer federal benefits will benefit by attending this course.

4 DAYS · 2.4 CEU

WORKERS COMPENSATION AND DISABILITY RETIREMENT

BENE8104D

Develop the knowledge and skills you need to handle claims for the Office of Workers Compensation Program (OWCP) and federal disability retirement. Understand the features of each program and help your agency process claims quickly and accurately, reduce worker compensation costs and bring injured employees back to work.

View Course Selection Guides

LEARNING OUTCOMES

- Understand benefits available under the Office of Workers Compensation Program (OWCP) and federal disability retirement
- Answer questions regarding the OWCP
- Explain and process the various claims forms for OWCP and disability retirement
- Explain injury compensation rules and return-to-work plans to federal employees

WHO SHOULD ATTEND

HR specialists, assistants and clerks, as well as other support staff members who are involved in administering benefits for federal employees.

2 DAYS · 1.2 CEU

EEO IN THE FEDERAL SECTOR

EEOP7012D

Understand the key provisions of EEO laws as they affect federal employment. Learn about prohibited forms of discrimination; the federal EEO complaint process; techniques for identifying and avoiding workplace discrimination, harassment, and retaliation; and supervisory responsibility for affirmative employment in the federal sector.

This course is part of the **Certificates of Accomplishment in Human Resources Management**.

LEARNING OUTCOMES

- Recognize EEO's place in the agency and how it interfaces with HR management
- Explain the rights and responsibilities of federal employees, supervisors and managers under EEO regulations
- Understand the role and responsibilities of EEO and HR practitioners in the EEO program
- Discuss the history of EEO in the federal government
- Identify agency responsibilities for establishing and maintaining EEO and affirmative employment programs

WHO SHOULD ATTEND

All federal employees will benefit by taking this course.

3 DAYS · 1.8 CEU

EEO FOR SUPERVISORS AND MANAGERS

EEOP8101D

Enhance your performance as a federal supervisor by understanding your role, responsibilities, and obligations in recruiting and maintaining a diverse workforce and in addressing and preventing discrimination, retaliation and all forms of harassment.

LEARNING OUTCOMES

- Define management's role and responsibility in the EEO program
- Consider the impact of EEO laws when making decisions
- Take appropriate action when an EEO complaint is filed
- Recognize and implement sound practices that support EEO objectives
- Work with the special emphasis programs to achieve EEO objectives
- Define, identify and take appropriate action in sexual harassment cases
- Understand the affirmative action program
- Learn proper job interview questions

WHO SHOULD ATTEND

Federal supervisors, managers and team leaders, including military personnel who supervise civilian employees.

2 DAYS · 1.2 CEU

FEDERAL EEO COUNSELING

EEOP7101D

Prepare to be an effective EEO counselor. Practice the skills you need to counsel employees and handle complaints. Learn about the EEO counselor's roles and responsibilities and study the laws, regulations, and directives that govern federal EEO and the federal EEO complaint procedures. Discuss prohibited forms of discrimination, including disparate treatment, adverse impact, and reasonable accommodation.

LEARNING OUTCOMES

- Describe available remedies, including compensatory damages, attorney's fees, and costs available to prevailing parties
- Understand mixed-case processing issues, including the right of election, class complaints processing, and negotiated grievance procedures
- Describe other procedures available to aggrieved persons
- Prepare an EEO counselor's report
- Attempt resolution of EEO complaint issues
- Identify relevant issues, documents and witnesses
- Explain the EEO process set forth in 29 C.F.R. Part 1614, emphasizing important time frames in the EEO process and the rights and responsibilities of parties

WHO SHOULD ATTEND

Federal employees designated by their agencies to serve as EEO counselors on either a full-time or collateral basis, or those who need a refresher on the counseling process.

4 DAYS · 2.4 CEU

SPECIAL EMPHASIS PROGRAM MANAGEMENT

EEOP8115D

Obtain the guidance you need to perform successfully as a Special Emphasis Program (SEP) manager. Learn about EEO and affirmative employment principles and how to develop strategies for managing and implementing SEP programs. Learn to identify employment barriers that impact your target group, allocate resources, conduct meetings, and sponsor appropriate SEP activities.

LEARNING OUTCOMES

- Answer commonly asked questions about the EEO complaint process
- Describe the duties and responsibilities of the Special Emphasis Program Manager
- Understand EEO laws and guidelines governing your agency's EEO program
- Perform an assessment of the EEO Program and recommend to management to meet Affirmative Employment Program (AEP) goals and objectives
- Describe the goals and objectives of the Special Emphasis Program
- Implement the Special Emphasis Program plan
- Publicize and promote the Special Emphasis Program

WHO SHOULD ATTEND

EEO special emphasis program managers as well as others interested in developing a broader perspective on the different aspects of the federal EEO program.

3 DAYS · 1.8 CEU

ROLES AND RESPONSIBILITIES OF THE EEO ADVISORY COMMITTEE

EEOP8110D

Build a strong, effective equal employment opportunity (EEO) advisory committee. Identify the roles and responsibilities of committee members. Learn the EEO laws, regulations and directives that govern the federal sector and acquire the skills you need to communicate and coordinate with top management regarding EEO and diversity issues.

LEARNING OUTCOMES

- Explain the roles and responsibilities of a committee member
- Use group dynamics to develop effective EEO advisory committees
- Advise management on EEO-related issues
- Identify the laws, regulations, and directives that govern the federal sector
- Explain the EEO complaint process
- Discuss the basic concepts behind affirmative action and federal EEO affirmative action program planning
- Coordinate plans with Special Emphasis Program coordinators and/or managers

WHO SHOULD ATTEND

EEO advisory committee members, individuals with collateral EEO responsibilities, Special Emphasis Program managers and EEO staff members.

2 DAYS · 1.2 CEU

FEDERAL EMPLOYEE DEVELOPMENT

CDEV7007D

Gain a comprehensive understanding of the role of training and development in the management of human resources. Explore the impact of legal requirements and both OPM and agency policy guidance. Learn to use a systematic approach to improve individual and organizational performance. Recognize the importance of a continuous learning environment in the development of a high-performing workforce.

This course is part of the Certificates of Accomplishment in Human Resources Management.

LEARNING OUTCOMES

- Learn the key components of career management
- Apply training policy to real organizational situations
- Know the specific training regulations and policies related to training and development
- Recognize optional training formats, such as Web-based instruction
- Apply training needs assessment tools
- Identify the connection between learning and performance
- Describe the learning organization
- Understand the evolving role of the HRD professional in the changing HRD environment

WHO SHOULD ATTEND

Human resources management practitioners at all levels.

3 DAYS · 1.8 CEU

MID-CAREER RETIREMENT PLANNING (FERS ONLY PARTICIPANTS)

BENE8120D

Improve your retirement outlook by obtaining important information now. Prepare a retirement readiness index and a financial plan. Learn how to optimize the contributions to your tax-deferred Thrift Savings Plan (TSP) retirement savings and investment account, and also your Federal Employees Retirement System (FERS) defined benefit, contributory retirement account. Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement.

LEARNING OUTCOMES

- Develop a realistic retirement plan
- Identify your retirement income needs and develop appropriate financial plans for your retirement
- Understand how your basic civil service annuity will be computed
- Make decisions regarding your federal health and life insurance benefits
- Identify TSP withdrawal options

WHO SHOULD ATTEND

Federal employees contributing to FERS who are interested in understanding the implications of benefits decisions made early in their careers.

Employees who anticipate retiring within the next ten years should take Pre-Retirement Planning (FERS Participants Only) (BENE7110D), or Pre-Retirement Planning for Law Enforcement and Firefighters (BENE7201D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

PRE-RETIREMENT PLANNING

BENE7102D

Acquire the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Civil Service Retirement System (CSRS) and the Federal Employee Retirement System (FERS). Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement. Learn about Medicare and Thrift Savings Plan (TSP) withdrawal options. Receive an overview of financial, estate, and "life" planning.

LEARNING OUTCOMES

- Identify your federal health and life insurance benefits after retirement, as well as your entitlement to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by the Windfall Elimination Provision
- Identify TSP withdrawal options
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Identify your retirement income needs and develop appropriate financial plans for your retirement

WHO SHOULD ATTEND

Federal employees contributing to CSRS or FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

PRE-RETIREMENT PLANNING (CSRS PARTICIPANTS ONLY)

BENE7120D

Acquire the information you need to make fully informed decisions about retirement. Learn how Civil Service Retirement System (CSRS) annuities are calculated and how your health and life insurance benefits carry over into retirement. Learn about Social Security, Medicare, and Thrift Savings Plan (TSP) withdrawal options. Gain an overview of financial and estate planning.

LEARNING OUTCOMES

- Identify your retirement income needs and develop appropriate financial plans for your retirement
- Identify TSP withdrawal options
- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Determine whether you will be entitled to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by either the Windfall Elimination Provision or the Government Pension Offset
- Identify your federal health and life insurance benefits after retirement
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors

WHO SHOULD ATTEND

Federal employees covered by CSRS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

PRE-RETIREMENT PLANNING (FERS PARTICIPANTS ONLY)

BENE7110D

Obtain the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Federal Employee Retirement System (FERS). Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement. Learn about Medicare and Thrift Savings Plan withdrawal options. Receive an overview of financial and estate planning.

LEARNING OUTCOMES

- Identify your federal health and life insurance benefits after retirement, as well as your entitlement to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by the Windfall Elimination Provision
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Identify TSP withdrawal options
- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Identify your retirement income needs and develop appropriate financial plans for your retirement

WHO SHOULD ATTEND

Federal employees covered by FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

PRE-RETIREMENT PLANNING FOR LAW ENFORCEMENT AND FIREFIGHTERS

BENE7201D

Obtain the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS). Learn how your health and life insurance benefits carry over into retirement, and also about Social Security, Medicare, and Thrift Savings Plan (TSP) withdrawal options. Receive an overview of financial and estate planning.

LEARNING OUTCOMES

- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Decide whether you will be entitled to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by either the Windfall Elimination Provision or the Government Pension Offset
- Identify your federal health and life insurance benefits after retirement
- Identify TSP withdrawal options
- Identify your retirement income needs and develop appropriate financial plans for your retirement
- Understand how your annuity will be computed and what benefits will be payable to your survivors

WHO SHOULD ATTEND

Federal law enforcement officers or firefighters covered by either CSRS or FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

UNDERSTANDING THE PERSONNEL SECURITY PROGRAM

STAF8226D

Learn the practices and procedures required to administer the Personnel Security Program from beginning to end, from properly filling out the initial Personnel Security forms to avoid rejections, to the final security clearance or trustworthiness decisions.

LEARNING OUTCOMES

- Manage the Personnel Security Program
- Follow the Adjudication Guidelines
- Review and evaluate the contents of investigative request packages
- Control investigative reports
- Determine requirements for granting security clearances
- Understand the Continuous Evaluation Program and know how to suspend access to sensitive information
- Know how and when to grant temporary security clearances
- Learn the due process procedures

WHO SHOULD ATTEND

Government and industry personnel who are in the position of Facility Security Officers, Personnel Security Specialists, ISSM or ISSOs, Physical Security Specialists, COMSEC Custodians, and security generalists. Attendees must be U.S. citizens or naturalized U.S. citizens.

2 DAYS · 1.2 CEU

PERSONNEL SECURITY ADJUDICATION

STAF8215D

Learn to make solid personnel security determinations by applying the Federal Adjudication Guidelines mandated by Executive Order 12968. This course covers the fundamentals of the personnel security program, including the history, laws, and regulations; personnel security investigations; the Adjudicative Guidelines; the disqualifying and the mitigating conditions of each guideline; and the process for making personnel security determinations.

LEARNING OUTCOMES

- Explain and apply the Adjudicative Guidelines
- Analyze, evaluate, and act on information in the investigative report
- Follow the process for making a personnel security determination
- Identify issues requiring further investigation or determination
- Recognize the required procedures for unfavorable determinations
- Know what due process is and when to initiate it
- Adjudicate all investigative files objectively

WHO SHOULD ATTEND

Federal government and contractor personnel performing adjudicative functions. Attendees must be U.S. citizens.

3 DAYS · 1.8 CEU

ADVANCED PERSONNEL SECURITY ADJUDICATION

STAF9201D

Learn the advanced skills required to make final adjudicative determinations for security and trustworthiness eligibility, and also how to administer due process procedures when necessary. Discuss cases and issues personnel security adjudicators will encounter during their careers. Review personnel security investigations containing significant derogatory information, which provide an in-depth study of adjudication policy guidelines and the basis for and application of due process procedures in unfavorable personnel security and trustworthiness determinations. Discuss how to valuate and resolve complex multiple and sensitive issue cases, including the actions and related requirements involved. Complete due process case exercises, including practice with writing Statements of Reasons (SOR), reviewing subject replies (rebuttals), and writing final Letters of Intent (LOI) to the subject. Review your results in class.

LEARNING OUTCOMES

- Identify and adjudicate significant derogatory information in cases during initial, post-adjudicative, and reconsideration reviews
- Prepare a Statement of Reasons (SOR), review replies to the SOR, and make final determinations
- Learn when to request additional information, including any necessary medical evaluation

WHO SHOULD ATTEND

Adjudicators, investigators, pre-screeners in security office environments, both government and industry. Participants must have completed Personnel Security Adjudication (STAF8220D) and must be U.S. citizens.

3 DAYS · 1.8 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

PERSONNEL SECURITY AND SUITABILITY ADJUDICATION

STAF8220D

Learn the basic purpose, intent, procedures, and application of the Personnel Security and Personnel Suitability Adjudication Programs in reaching potential security and trustworthiness determinations.

Learn suitability determinations for federal government employment and contracting under 5 CFR 731, and for security clearance determinations under the Federal Adjudication Guidelines mandated by Executive Order 12968. Demonstrate your fundamental ability to research, analyze, weigh, decide, and acton given security and suitability information. Because this course is designed to impart the skills necessary to adjudicate in a security office, human resources office, or adjudication facility, it relies on practical exercises in class. These practical exercises assist you with your primary functions as adjudicator in identifying personnel security and suitability issues, and in making determinations with regard to the more frequent issues you encounter.

LEARNING OUTCOMES

- Follow the process for making a personnel security or suitability determination
- Understand policy guidelines and their application in classroom cases
- Identify basic issues requiring further investigation or determination
- Adjudicate cases for security clearance eligibility under Executive Order 12968 and the Adjudication Guidelines
- Adjudicate cases for suitability for employment under 5 CFR 731
- Understand the importance of due process and when to initiate it

WHO SHOULD ATTEND

Federal government and contractor personnel serving as adjudicators or performing adjudicative-type functions at all grade levels. Attendees must be U.S. citizens.

4 DAYS · 2.4 CEU

FUNDAMENTALS OF CONDUCTING A PERSONNEL SECURITY INTERVIEW

STAF8203D

Gain a general overview of the skill set required for conducting interviews for personnel security purposes. Designed for government and private industry personnel whose duties require conducting interviews of persons being considered for a position of trust or for access to classified information, this course informs you of the process of conducting personnel security interviews and reporting the results of those interviews. The main emphasis is on conducting subject interviews both for screening purposes and to resolve a known or developed issue. Learn adjudicative criteria in terms of development of all information necessary to resolve an issue.

LEARNING OUTCOMES

- Become familiar with the Privacy Act and the Freedom of Information Act
- Learn what to do to prepare for the security interview
- Issue identification
- Know which interview questions are illegal and/or improper
- Learn how to read body language
- Know the interview phases
- Learn how to write post-interview reports

WHO SHOULD ATTEND

Employees of federal, state, and local government agencies, contractors, or employees of private companies with personnel assigned to perform personnel security interview functions.

Prerequisite: Attendees must be U.S. citizens or naturalized U.S. citizens.

2 DAYS · 1.2 CEU

MID-CAREER RETIREMENT PLANNING

BENE8102D

Get important information now that will help you improve your retirement outlook. Prepare a retirement readiness index and a financial plan. Learn how to optimize your Thrift Savings Plan (TSP) contributions, and also your Federal Employees Retirement System (FERS) or Civil Service Retirement System (CSRS) contributions; how Social Security benefits are calculated; and how your health and life insurance benefits carry over into retirement.

LEARNING OUTCOMES

- Identify TSP investment options
- Understand how your basic civil service annuity will be computed
- Make decisions regarding your federal health and life insurance benefits
- Develop a realistic retirement plan
- Identify your retirement income needs and develop appropriate financial plans for your retirement

WHO SHOULD ATTEND

Federal employees contributing to CSRS or FERS who are interested in understanding the implications of benefits decisions made early in their careers. Employees who anticipate retiring within the next ten years should take Pre-Retirement Planning (CSRS Participants Only) (BENE7120D), Pre-Retirement Planning (FERS Participants Only) (BENE7110D), or Pre-Retirement Planning for Law Enforcement and Firefighters (BENE7201D).

Spouses are welcome to attend at no charge.

2 DAYS · 1.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

EMPLOYEE PERFORMANCE DISCUSSIONS

LABR7015D

Learn how to hold productive performance discussions with your employees. By structuring discussions and appropriately focusing your feedback, become skilled at defining short and long-term expectations, explaining how progress is measured, and identifying current levels of accomplishment. Through real-world exercises, you practice communication and performance management skills designed to help you minimize the stress of providing feedback by anticipating employee reactions and building a common understanding of performance expectations. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

- Utilize proven communication approaches to reach a common understanding of expectations
- Monitor performance and provide ongoing feedback to avoid surprises
- Deliver effective performance- focused feedback
- Overcome reluctance toward conducting performance-based discussions
- Eliminate personal issues that get in the way of effective performance discussions
- Communicate and recognize successful performance
- Plan interim and annual performance review conversations
- Recognize the differences between performance and conduct

WHO SHOULD ATTEND

All supervisors, managers and team leaders who conduct performance discussions.

2 DAYS · 1.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

MANAGING WORKFORCE DIVERSITY

EEOP7001D

Create an inclusive environment that capitalizes on today's complex and dynamic workplace. Come to understand, appreciate, and account for the impact and value of differences in backgrounds, generations, cultural experiences, perspectives, personality and heritage. Examine your interpersonal behavior in the workplace, discover its impact on those you lead, and enhance your skills to set a positive example and foster a respectful environment that maximizes employee productivity.

LEARNING OUTCOMES

- Identify the major trends that impact diversity in the workplace
- Explain the relationships between diversity, EEO and affirmative action
- Understand culture and cultural diversity
- Describe the impact of culture and cultural differences on interpersonal relations and the organization
- Identify differences between cultural groups, gender groups and generational groups
- Explain how prejudices and stereotypes are formed
- Recognize how to manage your own stereotypes
- Identify ways to improve communications across cultures
- Describe the self-management skills individuals need for effective intercultural transactions

WHO SHOULD ATTEND

Supervisors, managers and team leaders.

2 DAYS · 1.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

MANAGING A VIRTUAL WORKFORCE

MGMT9013D

Many of today's supervisors and managers must manage a workforce of teleworkers, contractors, remote team members and others they do not see on a daily basis. Contingency planning requires the ability to continue managing when employees can no longer use the office. Learn how to manage remote workers successfully without sacrificing performance or control. Discover the requirements of the Telework Enhancement Act of 2010 (Public Law 111-292), and discuss the challenges of implementing those requirements. Recognize the similarities in managing on-site and virtual employees, and learn tips for managing virtual teams. Discover helpful resources, including links to online tools, for use back at the office. Leave the course one step closer to implementing a successful program to manage a virtual workforce.

The course can be customized to include aspects of your workforce polices, any applicable collective bargaining agreements, and agency specific scenarios.

LEARNING OUTCOMES

- Identify jobs that lend themselves to telework
- Use new management techniques with remote workers
- Build virtual teams
- Manage teleworkers successfully
- Identify work that can be done remotely

WHO SHOULD ATTEND

Supervisors and managers of eligible telecommuters, off-site employees or other geographically dispersed staff who work in a boundaryless office. Leaders of virtual teams may also benefit from this session.

1 DAY · 0.6 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

USING FEDERAL HR FLEXIBILITIES

STAF8013D

Select and use HR flexibilities and authorities to recruit and retain a high-performing workforce. Learn the practical and appropriate uses of the various staffing, workforce restructuring and compensation flexibilities available to federal agencies.

Learn when to use direct hire authority; excepted service employment authorities; the Presidential Management Fellows program; recruitment, retention and relocation incentives; various veterans' programs; student loan repayment programs, and more.

LEARNING OUTCOMES

- Increase your agency's return on investment (ROI) on recruitment efforts
- Make your agency an "employer of choice" and your agency's hiring process more effective and efficient
- Choose and correctly use the appropriate flexibility to accomplish recruitment and retention objectives

WHO SHOULD ATTEND

Human resources management specialists, assistants and clerks, as well as supervisors, managers, recruiters and other hiring officials who need to know about and use Federal HR flexibilities. Supervisors and managers will also benefit by attending Federal Hiring Reform for Supervisors and Managers (PMGT7215D).

2 DAYS · 1.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

MEDIATING EMPLOYEE DISPUTES

PMGT7003D

Learn how to mediate employee disputes and maintain productive work relationships. Develop your problem-solving skills and study the causes and dynamics of conflict, the alternative dispute resolution process, coaching and negotiating skills, and more.

View Course Selection Guides

LEARNING OUTCOMES

- Define alternative dispute resolution
- Identify criteria to help select cases best suited for mediation
- Explain when alternative dispute resolution is not appropriate
- Coach disputing parties to communicate effectively
- Contrast the outcome of a dispute resolved using traditional dispute resolution methods with one resolved by alternative dispute resolution methods

WHO SHOULD ATTEND

Human resources, EEO and management officials who deal with employee disputes.

4 DAYS · 2.4 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

ADJUDICATING AND APPLYING VETERANS' PREFERENCE

STAF8607A

Ensure that your personnel actions fully comply with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to veterans' preference in employment in the competitive civil service and in the excepted service; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion under the Veterans Employment Opportunities Act.

- Online course
- Four-week 24/7 access to recorded lectures and content
- Instructor assistance and feedback on assignments
- Facilitated discussions

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to four weeks to complete.

Related Classroom Course: Adjudicating and Applying Veterans' Preference (STAF8007D)

LEARNING OUTCOMES

WHO SHOULD ATTEND

Anyone who adjudicates, applies, or advises on veterans' preference.

4 WEEKS · 0.8 CEU

PAY SETTING FOR FWS POSITIONS

PADM7001N

Learn how to set pay for employees under the Federal Wage System (FWS) in this extensive technical course. Implement and apply the rules and requirements related to new appointments; reinstatement and reassignments; transfers and conversions; promotions and changes to lower grade; pay changes; recruitment, relocation, and retention incentives; special qualifications; grade and pay retention and severance pay; and movement between pay systems.

Enroll anytime in this paper-based course. All materials supplied. Independent study. Self-paced; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR staff and administrative personnel who set pay or give advice on setting pay.

6 MONTHS · 2.4 CEU

POSITION CLASSIFICATION: AN INTRODUCTION

CLAS7051A

Learn to use OPM references and standards to correctly classify General Schedule and Federal Wage System positions. Overview position management principles so that you can advise supervisors and managers on making good decisions on economical and efficient position and organizational structures. Become familiar with the basics of alternative classification systems to ensure a well-rounded knowledge of how positions are evaluated in the federal government.

- ✦ Content is enriched with video and other multimedia
- ✦ Blogs and discussion designed specifically for students
- ✦ Limited instructor assistance

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely online.

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners, administrative staff, and others who need a basic knowledge of the federal classification system.

6 MONTHS · 4 CEU

FEDERAL CLASSIFICATION

CLAS7052A

Learn the basic, crosscutting principles you need to classify and analyze federal positions for compensation purposes, and apply these concepts by classifying GS, FWS, and alternative system positions. Improve your analytical skills in order to ask good questions about position duties and organizational design, write Factor Evaluation System (FES) position descriptions, and analyze position management alternatives.

- ✦ Instructor assistance and feedback on assignments
- ✦ Facilitated blogging and discussions

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I,** which can be completed entirely through distance education.

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete. This course has been evaluated and approved by the Office of Personnel Management as meeting established competencies for the HR profession.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners, administrative staff, managers, supervisors, and all others who need to know how to evaluate the level and pay of federal positions.

6 MONTHS · 4 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

FAIR LABOR STANDARDS ACT

CLAS7102A

Equip yourself with the information, understanding, and ability to correctly apply the provisions of the FLSA. Learn the general principles of the FLSA; how to determine exempt/nonexempt status, the administrative procedures by which covered work time must be compensated; how hours of work and scheduling of work are considered when determining overtime pay entitlements; how to treat time spent traveling away from the official duty station, including compensatory time off for travel; the responsibilities of those who ensure that FLSA provisions are not violated; and how the FLSA claims process works.

- ✦ Instructor assistance and feedback on assignments
- ✦ Facilitated blogging and discussions

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level II**.

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete.

Related Classroom Course: Fair Labor Standards Act (CLAS7101D)

LEARNING OUTCOMES

WHO SHOULD ATTEND

HR practitioners, administrative staff, and payroll technicians who need an understanding of the FLSA provisions to make informed decisions or advise employees or managers on FLSA matters.

6 MONTHS · 1.2 CEU

EEO COUNSELING

EEOP7002N

Learn to use the process required by the federal equal employment opportunity program to resolve allegations of discrimination based on race, color, religion, sex, national origin, age, disability, genetic information, or reprisal. This course meets the EEOC requirement for 32 hours of training for new EEO counselors.

- ✦ References and sample forms provided via CD-ROM

Enroll anytime in this paper-based course. All materials supplied. Independent study. Self-paced; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal employees who have been designated by their agencies to serve as EEO counselors, or those who need a refresher on the counseling process.

6 MONTHS · 3.2 CEU

EEO – ITS PLACE IN THE FEDERAL GOVERNMENT

EEOP7051A

Gain a basic understanding of federal equal employment opportunity (EEO): to whom it applies, the history of and need for the EEO program, what the federal EEO program encompasses, who is responsible for EEO, and the consequences of discrimination in the federal workplace.

- ✦ Content is enriched with video and other multimedia
- ✦ Blogs and discussion designed specifically for students
- ✦ Limited instructor assistance

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely online.

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal employees and supervisors, union officials, and EEO and administrative staff.

6 MONTHS · 1.6 CEU

BASIC LABOR RELATIONS
LABR7051A

Learn the fundamentals of collective bargaining and the rights and responsibilities of employees, management, and unions in the federal labor relations process.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely online.

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Non-postal federal managers and supervisors, and labor relations/HR practitioners. Union officials in federal agencies may also find the course valuable.

6 MONTHS · 4 CEU

PAY SETTING FOR GS POSITIONS
PADM7002A

Learn how to set and administer pay for employees under the General Schedule (GS) in this extensive technical course. Implement and apply the complex array of rules and requirements, including those related to new appointments; reinstatement and reassignments; transfers and conversions; promotions an changes to lower grade; pay changes; recruitment, relocation, and retention incentives, grade and pay retention and severance pay; and movement between pay systems.

- Blogs and discussion designed specifically for students
- Limited instructor assistance

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal personnel who set pay or give advice on setting pay.

6 MONTHS · 4 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT
PERS1731A

Learn about the principles and concepts that frame federal HRM, the rules that govern HRM actions in the federal government, and the relationships between the following HRM functions: compensation, hiring, employee retention, performance management, and human resources relations.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely through distance education.

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete.

Related Classroom Course: Federal Human Resources Management (PMGT7011D)

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal HR management.

6 MONTHS · 1.8 CEU

FEDERAL HUMAN RESOURCES MANAGEMENT

Visit graduateschool.edu/hr for tuition information and a current schedule of courses.

CALCULATING SERVICE COMPUTATION DATES

PROC7002N

Learn how to calculate and make changes to service computation dates (SCDs) using the methods prescribed in the Guide to Processing Personnel Actions. Understand the basics necessary to manually calculate SCDs or review and approve SCDs computed using agency automated systems.

Enroll anytime in this CD-ROM course. All materials supplied. Independent study. Self-paced; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners who must compute and make changes to service computation dates (SCDs).

6 MONTHS · 1.6 CEU

BASIC PROCESSING PERSONNEL ACTIONS

PROC7003N

Learn how to process personnel actions for federal employees using the required instructions in the Guide to Processing Personnel Actions ("the Guide"). Walk step-by-step through the Guide and other required manuals, seeing what is covered, how information is organized, and how to use the Guide to process personnel actions.

Enroll anytime in this CD-ROM course. All materials supplied. Independent study. Self-paced; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners or others who simply want to broaden their understanding of personnel processing.

We recommend that students complete the NISC course Personnel Procedures For Clerks and Assistants or have equivalent experience prior to enrolling in this course.

6 MONTHS · 3.2 CEU

QUALIFICATION STANDARDS FOR GS POSITIONS

STAF7051N

Learn how to make basic qualification decisions using OPM's Qualification Standards for General Schedule Positions. Know how the information on the Qualification Standards website is organized; the requirements for crediting experience and education; and how to apply group coverage standards, individual occupational requirements, and specialty standards.

✦ Qualification standards provided via CD-ROM

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level II**

Enroll anytime in this paper-based course. All materials supplied. Independent study. Self-paced; take up to six months to complete

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners, administrative staff, supervisors, managers, and others who wish to learn about qualifications for federal employment.

6 MONTHS · 4 CEU

BASIC STAFFING AND PLACEMENT

STAF7100A

Learn about the federal hiring process; current staffing law, regulations, rules, and procedures that must be used to ensure that federal hiring is fair and based on merit; and how to select and retain the best-qualified candidates for your agency's jobs.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely online.

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal hiring requirements.

6 MONTHS · 4 CEU

FEDERAL STAFFING

STAF7102A

Learn how to select and retain the best-qualified candidates for your agency's jobs. Learn about the federal staffing process and procedures that must be followed when hiring employees. This course provides federal HR practitioners with the background and knowledge necessary to operate in the complex environment of the federal staffing process.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

This course is part of the **Certificates of Accomplishment in Human Resources Management**, **Level I**, which can be completed entirely through distance education.

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete.

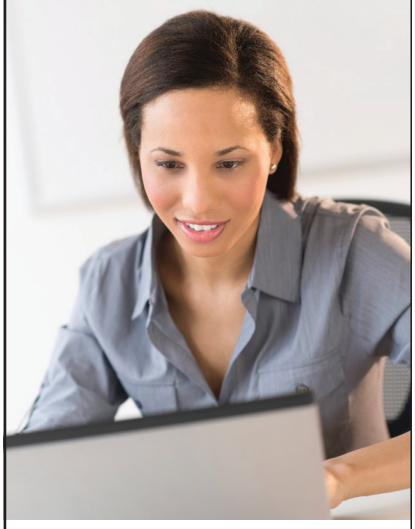
LEARNING OUTCOMES

WHO SHOULD ATTEND

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal hiring requirements.

6 MONTHS · 4 CEU

Human Resources Management Certificate of Accomplishment, Level 1



This respected credential in human resources management can be earned entirely online.

Courses required for the Level I Certificate cover the conceptual, technical, and procedural knowledge and skills needed by the successful federal HR practitioner.

Courses can be taken individually or as part of the certificate program.

Course Title
Federal Human Resources Management
Basic Staffing and Placement OR Federal Staffing
Position Classification: An Introduction OR Federal Classification
Basic Labor Relations
EEO – Its Place in the Federal Government
Practical Statistics

For more information, visit graduateschool.edu/hr

Government Audit Training Institute

Visit graduateschool.edu/gati for current schedule of courses.

SECTION CONTENTS

Audit Evidence and Documentation (AUDT7011G) 95
Basic Governmental Auditing (AUDT7001G) 95
Compliance Auditing (AUDT8095G) 96
Conducting Performance Audits (AUDT7002G) 96
Developing and Presenting Audit Findings (AUDT7021G) 97
Interviewing Techniques for Auditors (AUDT7012G) 97
Written Communication for Auditors (AUDT8611G) 97
Assessing Controls in Performance Audits (AUDT8021G) 98
Assessing Financial-Related Activities and Controls (AUDT8811G) 98
Assessing the Reliability of Computer-Processed Data (AUDT8043G) 98
Auditing Grants (AUDT7407G) 99
Auditing Outsourced Government Services (AUDT8235G) 99
Contract Auditing (AUDT8801G) 100
The Governmental Audit: From Planning to Reporting (AUDT8032G) 100
Intermediate Performance Auditing (AUDT8046G) 100
Making Your Case to Prosecute Fraud (AUDT8090G) 101
Planning Audit Assignments (AUDT8451G) 101
Quick Response Auditing (AUDT8011G) 102
Using Metrics to Assess Performance (AUDT8027G) 102
Writing Audit Reports by Objectives (AUDT8511G) 102
Auditing Performance Outcomes (AUDT9012G) 103
Contract and Procurement Fraud (AUDT8036G) 103
Effective Audit Supervision (AUDT9002G) 104
Managing the Audit Engagement (AUDT9102G) 104
Practical Statistical Sampling for Auditors (AUDT8112G) 104
Reviewing Other People's Report Writing (AUDT9502G) 105
Skills for Leading and Managing Audit Projects (AUDT9109G) 105
Analysis Techniques for Auditors (AUDT7900G) 106
Army Managers' Internal Control Administrators' Course (AUDT9015G) 106
Creative Thinking for Auditors (AUDT8012G) 106
Government Auditing for Non-Auditors (AUDT7005G) 107
Government Auditing Standards: Review and Update (AUDT7732G) 107
Information Systems Auditing (AUDT8029G) 107
Management's Responsibility for Internal Control (OMB Circular A-123) (AUDT8003G) 108
Prevention and Detection of Fraud (AUDT8002G) 108
Information Technology for Auditors (AUDT8024G) 108

AUDIT EVIDENCE AND DOCUMENTATION

AUDT7011G

To meet Government Auditing Standards (GAGAS), performance audit findings and recommendations must be supported and properly documented by sufficient, appropriate evidence. Learn the types of evidence, the tests that evidence must meet, alternative methods for collecting and documenting each type of evidence to include use of structured data collection instruments, and the benefits of referencing. Learn how your audit objectives and design strategy affect the evidence required to conduct an audit.

This course aligns with the following DoD financial management competencies:

DoD FM Competency	Proficiency Level	Hours
Audit Concepts, Policies and principles	3	8
Audit Concepts, Policies and principles	1	2
DecisionSupport	3	4
Decision Support	1	2

LEARNING OUTCOMES

- Identify and apply the Government Auditing Standards that pertain to audit evidence and documentation
- Describe the tests, types and sources of evidence, how evidence is collected and how it can be documented, to include use of data collection instruments
- Apply appropriate methods in collecting and recording evidence to assure the reliability 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 audit documentation
- Describe responsibilities for supervisory review of audit documentation and the benefits of referencing the audit report to the documentation

WHO SHOULD ATTEND

Performance auditors, especially new auditors, and also anyone preparing to take the CGAP exam.

LEVEL: FOUNDATION

2 DAYS · 16 CPE

BASIC GOVERNMENTAL AUDITING

AUDT7001G

Our premier course for new performance auditors! Develop the personal and professional attributes you need to be successful in the government audit environment. Through lectures, discussions and exercises, gain an understanding of the *Government Auditing Standards (GAGAS)*, types of audits, the role of audit objectives, audit evidence, the fundamentals of interviewing, the preparation of audit working papers, as well as audit findings and their elements. Learn to develop and present audit findings through individual and group exercises that emphasize sufficient qualitative and quantitative evidence and development of the findings for different audiences. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

Course materials include *Performance Auditing: A Measurement Approach* by Raaum and Morgan.

This course aligns with the following DoD FM competencies:

DoD FM Competency	Proficiency Level	Hours
Audit Concepts, Policies and Principles	1	20
Audit Planning and Management	1	4
Audit Reporting	1	12

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Auditors new to government performance auditing. Many topics in this course are also covered in Conducting Performance Audits (AUDT7002G).

This course is beneficial for anyone preparing to take the CGAP Exam.

LEVEL: FOUNDATION

5 DAYS · 40 CPE

COMPLIANCE AUDITING

AUDT8095G

Legislators, public officials and others expect that audits are conducted to ensure compliance with authoritative requirements. Learn the different kinds of compliance audits that might be made, including compliance with regulatory guidelines, contract and grant agreements, conformance with quality requirements, and compliance with established procedures and controls. Learn what auditors might do hen they find that authoritative requirement does not produce the desire results. Also, learn the circumstances when a compliance audit might not be appropriate. Through case study exercises, practice a step-by-step process for conducting compliance audits and learn how compliance findings may differ from findings for traditional performance audits.

LEARNING OUTCOMES

- 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
- Formulate objectives that establish what a given compliance audit is to accomplish
- Plan, execute and report on compliance audits

WHO SHOULD ATTEND

Auditors wanting to know the principles and general prerequisites in auditing for conformance with authoritative requirements, including contracts and grants. Also beneficial for others who do grant auditing.

LEVEL: FOUNDATION

2 DAYS · 16 CPE

CONDUCTING PERFORMANCE AUDITS

AUDT7002G

Gain a strong foundation in the theory, principles and methodology for conducting performance audits in accordance with the *Generally Accepted Government Auditing Standards (GAGAS)*. Focus exclusively on the knowledge and skills needed for performance auditing: the expectations of public sector auditors, the purposes and types of performance audits, the role of audit objectives, the types and tests of audit evidence, methods of evidence collection and documentation, and the types of performance audit findings and applicable elements of those findings. Practice audit techniques and developing audit findings through a series of public sector case-study exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

New auditors with less than six months of performance auditing experience. Anyone who has attended Basic Governmental Auditing (AUDT7001G) should not attend this course because the topics covered in this course are also included in Basic Governmental Auditing (AUDT7001G).

This course is beneficial for anyone preparing to take the CGAP Exam.

LEVEL: FOUNDATION

3 DAYS · 24 CPE

DEVELOPING AND PRESENTING AUDIT FINDINGS

AUDT7021G

A key challenge in reporting the results of performance audits is to formulate the report message from the audit data. A weak message translates into a weak report. An additional challenge is to then compile and sequence the audit facts to support that message. Using alternative methods, gain hands-on practice in marshaling the evidence from your audit into findings that answer the audit objectives and present the details in an understanding and convincing manner. Using case exercises, learn to develop findings for compliance, process and control, accomplishment and impact audits. You'll give an oral presentation on a finding that's developed for an integrated case study used throughout the course.

LEARNING OUTCOMES

- Explain the central role of effective audit objectives in finding development
- Define the role of performance aspects in audit findings
- Describe two finding 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 objectives
- Develop and present audit findings and related conclusions and recommendations
- Apply the Government Auditing Standards in the development of audit findings

WHO SHOULD ATTEND

New auditors who do performance, contract and grant auditing. This course will also benefit experienced auditors who want to enhance their developing and presenting audit findings skills. It is also beneficial for anyone preparing to take the CGAP Exam.

LEVEL: FOUNDATION

2 DAYS · 16 CPE

INTERVIEWING TECHNIQUES FOR AUDITORS

AUDT7012G

Sharpen the skills needed to obtain testimonial information for an effective audit! Learn the mechanics of effective interviewing techniques through lectures, discussions and simulated interview exercises. Witness the major steps of the interview process demonstrated in a mock interview. Identify proven interviewing techniques, and through role playing, identify your own style and practice the proven techniques. While designed for auditors, anyone who conducts interviews to obtain information for analysis purposes will find this course useful.

Class size is limited to 15 students to ensure individualized attention.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Auditors and professionals at all levels who want to enhance the effectiveness of the interviews they conduct.

LEVEL: FOUNDATION

3 DAYS · 24 CPE

WRITTEN COMMUNICATION FOR AUDITORS

AUDT8611G

Gain experience using the writing tools you need to produce professional audit documents that comply with the *Government Auditing Standards*. Learn to develop strong messages in response to audit objectives, support those messages with compelling evidence, develop the appropriate elements of a finding and organize your writing to eliminate unnecessary information. Learn how to write in a professional and correct style.

This course aligns with the following DoD FM competency:

DoD FM Competency	Proficiency Level	Hours
Audit Reporting	1	14

LEARNING OUTCOMES

- Assess the strengths and weaknesses of report messages and structures
- Develop a strong link from objectives to findings to recommendations
- Control paragraph unity and coherence
- Master the message-first style
- Use all four elements of a finding
- Recognize common sentence problems
- Avoid common grammar and punctuation problems
- Develop objective criteria for writing and reviewing audit documents

WHO SHOULD ATTEND

Auditors who prepare performance audit reports and other documents. Participants should also consider enrolling in the follow-up course, Writing Reports to Answer Objectives (AUDT8218G).

LEVEL: FOUNDATION

3 DAYS · 24 CPE

ASSESSING CONTROLS IN PERFORMANCE AUDITS

AUDT8021G

Explore the relationship of controls to risk and to processes and systems, the prerequisites for good controls, and techniques for assessing the design and implementation of controls. Become proficient in preparing clear objectives that define what your audit will accomplish using a step-by-step process for planning an audit of controls, the relationship of control weaknesses to the elements of a finding, and incorporating findings into audit reports. Simulated real-word practice in provided with numerous public sector case studies and exercises.

LEARNING OUTCOMES

- Recognize what internal controls are and their uses
- Apply the Government Auditing Standards guidance for considering controls in planning an audit
- Integrate an assessment of controls in the survey phase
- Plan an audit to assess controls, including development of objectives and selection of the scope and methodology to achieve objectives
- Document internal controls
- Develop and report findings on control deficiencies

WHO SHOULD ATTEND

Auditors who want to learn, or refresh their knowledge of, a step-by-step process for assessing controls in performance audits and incorporating findings into audit reports. This course is beneficial for anyone preparing to take the CGAP Exam.

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

ASSESSING FINANCIAL-RELATED ACTIVITIES AND CONTROLS

AUDT8811G

Gain the skills necessary to audit financial-related activities and controls on a systems-procedure and results-outcome basis in accordance with auditing and internal control standards. Learn to plan and conduct audits of eight common financial activities: financial planning and budgeting, cash, receivables, procurement, payables, property management, employee compensation, and financial reporting. Simulated real-world practice is provided with numerous public sector case studies and exercises.

LEARNING OUTCOMES

- Explain the purpose and operation of financial support activities and the controls generally applicable to these activities
- Plan a review of financial activities using a "systems-procedure" approach and an "outcome" approach
- Measure the performance of financial activities
- Evaluate the application of control activities with respect to planned objectives
- Identify and detect unauthorized use of resources and illegal and unethical acts
- Formulate effective recommendations for needed improvements (cure and prevention)

WHO SHOULD ATTEND

Auditors who assess financial-related activities and controls. This course is beneficial for anyone preparing to take the CGAP Exam.

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

ASSESSING THE RELIABILITY OF COMPUTER-PROCESSED DATA

AUDT8043G

Do you rely on computer-processed data as support for your audit findings and conclusions? Develop the necessary skills to evaluate the reliability of computer-processed data regardless of the environment in which it is generated and/or processed. Learn some of the more common techniques used by auditors to assess reliability and the processes employed to accomplish the assessments.

LEARNING OUTCOMES

- Define the professional standards, policies and guidelines governing audit activity related to data processing and data reliability
- Define and discuss the concept of, and responsibility for, data reliability assessments
- Discuss the framework for conducting a data reliability assessment and presenting the appropriate disclosure in the audit report
- Review a structured approach for performing and documenting the data reliability assessment process

WHO SHOULD ATTEND

Auditors who assess the reliability of computer-processed data. Participants are presumed to have attended the Information Systems Auditing course or have equivalent knowledge. Information Systems Auditing (AUDT8029G).

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

AUDITING GRANTS
AUDT7407G

Recent events have led the public eye to be critically focused on the use of federal and state dollars in grant-funded programs. Gain an awareness of the unique challenges faced by grant and program managers; the entities receiving the grants; and auditors. Receive an overview of the grants process; relevant grants management and grant audit regulatory requirements; and of related requirements contained in the American Recovery and Reinvestment Act (ARRA). Learn the stages of the grant process: award, monitoring, audit and close out. Become adept at implementing strategies for auditing each of these stages by applying those strategies in case studies.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Auditors and others involved in the grants process.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

AUDITING OUTSOURCED GOVERNMENT SERVICES
AUDT8235G

Today, delivery of many government services is being outsourced. Auditors have a pivotal role in providing oversight to assure that full value is obtained for money spent. Assessing the performance of contractors in delivering services is a critical audit task. Learn when it is, and is not, appropriate to contract for service delivery. Discover what contract vehicle to use, and the crucial role of contract terms in specifying expected performance levels for service quantity, quality, timeliness, and customer satisfaction. Learn the unique requirements and limitations in auditing contractor performance, preparing recommendations, and reporting audit results. Through case studies, learn the role of contract terms in specifying expected performance levels regarding service quantity, quality and timeliness; how to measure and assess contractor performance against contract terms and benchmarked norms; and what to do when contract terms are missing or vague.

LEARNING OUTCOMES

- Know what tasks and activities might be considered inherently governmental
- 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 applicable policies for procuring and contracting for the delivery of services
- Discuss practical approaches for dealing with scope limitations, missing documentation and situations that may indicate possible fraud
- Describe the potential causes of defective or faulty contractor performance and distinguish between intentional and unintentional noncompliance
- Develop audit plans, including objectives and the scope of audit coverage
- Effectively report the results of service contract audits
- Determine the factors that should be assessed in determining which services should be performed in-house and which should be outsourced
- Identify and distinguish roles of the contract monitor, the contract manager and the auditor

WHO SHOULD ATTEND

Auditors at all levels. Prior experience in using measures to assess performance is helpful.

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

CONTRACT AUDITING

AUDT8801G

Gain the knowledge and skills necessary to develop a forward-pricing proposal to address how to evaluate a contractor's estimate of costs to perform a government contract. Using two case studies to learn how to audit the various elements of the proposal: direct labor, direct material and indirect costs. Also learn how to incorporate quantitative audit techniques—statistical sampling, correlation analysis and improvement curve—in performing the audit. Develop a historical cost audit to determine whether the contractor is entitled to be reimbursed for costs claimed on contracts. Learn how to use the Federal Acquisition Regulations (FAR) and the Cost Accounting Standards to determine the allowability, allocability and reasonableness of costs. Learn how to calculate indirect allocation rates and how they are applied to contracts Applicable sections of the FAR are included as part of your materials for this course.

LEARNING OUTCOMES

- Describe the types of contract audits and related concerns, and the specific purposes of price proposal and historical cost audits
- Determine the allowability of costs using acquisition regulations and cost accounting standards
- Select and apply the methodology and quantitative audit techniques applicable to price proposal and historical cost audits
- Perform price proposal and historical cost audits

WHO SHOULD ATTEND

Auditors and others involved in auditing forward pricing and historical contracts.

LEVEL: INTERMEDIATE

5 DAYS · 40 CPE

THE GOVERNMENTAL AUDIT: FROM PLANNING TO REPORTING

AUDT8032G

If you have been assigned to only portions of a performance audit and need an overall perspective of the process, this course is for you. Improve your knowledge and skills related to all phases of the performance audit and the evaluation of results. By working a case study throughout the course, experience a complete audit, including preparing an audit justification, planning and conducting a survey, planning the audit and preparing a report. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

This course aligns with the following DoD FM competencies:

DoD FM Competency	Proficiency Level	Hours
Audit Concepts, Policies, and Principles	3	2
Audit Planning and Management	3	14
Audit Reporting	3	16

LEARNING OUTCOMES

- 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 audit documentation more effectively
- Implement the audit plan using the necessary tasks and understand staff responsibilities
- Assemble a findings-based audit report that will obtain and maintain interest
- Formulate value-added recommendations and get them accepted

WHO SHOULD ATTEND

Auditors who have worked on portions of an audit and want to better understand all phases of a performance audit.

LEVEL: INTERMEDIATE

4 DAYS · 32 CPE

INTERMEDIATE PERFORMANCE AUDITING

AUDT8046G

Gain the knowledge and skills necessary of a seasoned audit professional performing or supervising complex performance audits. Learn key concepts and decision processes for successfully executing each phase of a performance audit: survey, planning, field work and reporting. Through a progressive case study explore the audit process that challenges you to consider audit alternatives, make critical decisions and examine the outcome of your decisions. Apply techniques used by experienced audit practitioners and supervisors in this hands-on approach to managing audit engagements and ensuring more timely completion of meaningful audits.

This course aligns with the following DoD FM competencies:

DoD FM Competency	Proficiency Level	Hours
Audit Concepts, Policies, and Principles	5	12
Audit Planning and Management	5	6
Audit Reporting	5	6

LEARNING OUTCOMES

- Prepare programs of audit work to be done in each phase of the audit
- Based on survey work, identify detailed audit issues and core performance aspects having maximum potential for improvement
- Appraise in field work, the quantity and quality of program products and services (outputs) and the timeliness of their delivery to customers
- Appraise in field work, the economy and efficiency in producing program products and services and in delivering them to customers
- Prepare an analysis demonstrating any potential for improvement
- Develop performance findings and make recommendations for improvement

WHO SHOULD ATTEND

Auditors with two to five years experience conducting performance audits.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

MAKING YOUR CASE TO PROSECUTE FRAUD

AUDT8090G

Fraud is a booming business today! As fraud schemes become more sophisticated and defense attorneys more proactive, task forces including auditors, investigators and prosecutors are often assembled to combat the fraud schemes. Learn the techniques that are unique to planning and implementing a forensic audit. Identify how each team member contributes to the success of the task force. Learn the special rules and procedures that apply in obtaining evidence to substantiate and prosecute fraud. Analyze the differences between program and forensic audits, and also the basis for those differences.

LEARNING OUTCOMES

- 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 in combating fraud, and the participant's role on such a task force
- Contrast the standards of evidence 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
- Understand the principles of the forensic audit; and be able to apply them during a class project
- Be familiar with the basic rules of trial procedure, as well as the role of each participant
- Understand the task force participant's responsibilities as a potential witness; and be familiar with defense attorney tactics

WHO SHOULD ATTEND

Auditors, investigators and attorneys at all levels who participate on task forces to uncover fraud schemes and prosecute the perpetrators. Auditors wanting to know the rules that apply in independently pursuing fraud as part of an audit will also benefit by taking this course.

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

PLANNING AUDIT ASSIGNMENTS

AUDT8451G

Careful planning is the foundation of success in completing quality performance audits, quickly. Recognizing that audits are projects, a structured approach is presented for planning and performance audits that parallels project management principles. In the approach you learn: (1) a risk method to apply in identifying value-added subjects and issues for audit; (2) how to formulate audit objectives that meet standards, make clear what an audit is to accomplish, and provide for obtaining evidence to determine the nature and extent of identified problems; (3) how to apply a step-by-step process in selecting the scope of work and methodology for obtaining evidence to answer the audit objectives; (4) how to document the audit plan using a design matrix, and (5) factors to consider an assigning staff to conduct the audit. Simulated real-world practice is provided with numerous public sector case studies and exercises.

This course aligns with the following DoD FM competency:

DoD FM Competency	Proficiency Level	Hours
Audit Planning and Management	3	16

LEARNING OUTCOMES

- Explain the role of objectives in performance auditing
- Use risk assessment to identify areas of vulnerability and performance improvement for audit
- Apply a step-by-step approach in designing audits to achieve the objectives and use a matrix to document the design
- Explain the role of audit surveys in providing information for use in planning
- Apply a pre-survey conference to decide what information to obtain in preparing a plan for conducting a survey
- Write objectives that make clear what the audit is to accomplish; provide direction for planning and field work, facilitate report writing; and meet auditing standards
- Use a structured approach in selecting the scope and methodology to achieve the objectives, and use a matrix to document the design
- Cite factors to consider in determining staff and other resource needs

WHO SHOULD ATTEND

Experienced performance auditors. This course is beneficial for anyone preparing to take the CGAP Exam. Participants should be familiar with the material covered in Basic Governmental Auditing (AUDT7001G).
Recommended follow-up courses: Writing Audit Reports by Objectives (AUDT8511G).

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

QUICK RESPONSE AUDITING

AUDT8011G

Receive guidance on reducing the cycle time for your performance audits while maintaining quality, meeting user information needs, and conforming to the *Government Auditing Standards*. Ascertain when it is appropriate to offer clients alternatives to classic "full scope" audit coverage, and how to establish an auditor-client relationship conducive to quick delivery of products. Learn how to tailor audit products to better meet client needs. Drawing on multiple case studies, learn to write objectives to facilitate quick field work, timely reporting, and ways to narrow or limit the scope of audit work to satisfy the objectives.

LEARNING OUTCOMES

- Discuss why timely receipt of audit results has 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 auditors' clients

WHO SHOULD ATTEND

Experienced auditors, including supervisors, team leaders and managers.

LEVEL: INTERMEDIATE

2 DAYS · 16 CPE

USING METRICS TO ASSESS PERFORMANCE

AUDT8027G

Apply a measurement-based approach to assess the adequacy of government program operations performance. Learn how to prepare metrics of timeliness, quality, economy and efficiency, and how to apply those metrics in determining the adequacy of agency performance in producing and delivering program goods and services. Understand how to apply analytic methods in determining the cause of performance shortcomings and the potential for cost savings. Engage in numerous public sector case studies where you prepare appropriate metrics; analyze the nature, extent,and cause of shortcomings; and organize the audit results into a finding.

LEARNING OUTCOMES

- Understand the utility of measurement in assessing the adequacy of operations and program performance
- Plan an audit to assess an entity's success in producing and delivering quality products and services timely, economically and efficiently
- Prepare metrics using quantitative and qualitative data and use those metrics to systematically identify performance problems
- Develop findings that consider the nuances that arise in reporting findings for cost saving and performance improvement
- Apply an analysis and logic approach to identify changes in a process that will improve performance
- Cite four things auditors must know and agree on if they are to use measures in assessing the adequacy of performance and the potential for cost savings
- Define the aspects of performance that auditors often find relevant in assessing performance

WHO SHOULD ATTEND

Auditors who want to use metrics to systematically identify performance problems during an audit. This course is also beneficial for anyone preparing to take the CGAP Exam.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

WRITING AUDIT REPORTS BY OBJECTIVES

AUDT8511G

Accepted practice in performance auditing is to begin an 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 helps you organize your message and write reports that succinctly communicate the audit results. In practice exercises, write audit objectives that, when answered, will tell audit results as a story. In a case exercise, use a report conference to reach agreement on the message before writing; organize the report message to answer the audit objectives, and; write a finding synopsis.

This course aligns with the following DoD FM competency:

DoD FM Competency	Proficiency Level	Hours
Audit Reporting	5	24

LEARNING OUTCOMES

- Describe the effect objectives have on findings and message formulation
- Design a report to solve the problem of multiple audiences
- Write objectives for process-oriented and results-oriented audits that identify 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
- Apply general guidelines for selecting appropriate visual aids

WHO SHOULD ATTEND

Auditors who want to enhance their report-writing skills. This course is also beneficial for anyone preparing to take the CGAP Exam.

LEVEL: INTERMEDIATE

3 DAYS · 24 CPE

AUDITING PERFORMANCE OUTCOMES

AUDT9012G

If you seek the skill set required to successfully conduct audits to determine the impact(benefit) attributable to agency programs and changes made in program operations, this course is for you. Learn which "cause and effect" questions call for an audit to determine the outcome results attributable to an initiative, a new program or recent change to an existing program. Explore three evaluation designs useful to auditors in conducting such audits. These designs isolate the results or impact attributable to an initiative by comparing the performance achieved with the initiative to what performance would have been without it. Learn the conditions for applying each design, as well as the strengths and weaknesses of each design, in ruling out the effect of any rival causes. Through multiple case exercises, practice planning audits and developing findings that apply the three designs. Learn how to prepare a Cost and Benefit Analysis to determine if the results attributable to an implemented initiative are worth the cost.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Auditors with extensive experience in performance auditing. This course is beneficial for anyone preparing to take the CGAP Exam.

LEVEL: ADVANCED

2 DAYS · 16 CPE

CONTRACT AND PROCUREMENT FRAUD

AUDT8036G

The possibility of fraud in government procurement presents a constant risk. Learn to recognize the indicators of procurement fraud in different government contracts and to develop audit strategies to identify and quantify the extent of fraud in specific government contracting programs. Using actual examples from past procurement fraud cases, learn about traditional fraud schemes involving false statements, false claims, product substitution, accounting frauds and minority/woman/small business front operations. Focus on identifying the indicators of fraud, as well as criminal, civil, administrative and contractual actions in response to fraud. Explore fraud issues related to the growing government involvement in e-commerce.

LEARNING OUTCOMES

- Identify the auditor's 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
- Understand small and minority business programs and their susceptibility to fraud
- Identify investigative techniques to assist criminal investigators in conducting procurement fraud investigations
- Describe criminal, civil, administrative and contractual actions that can be taken in response to contract fraud
- Understand fraud in electronic commerce

WHO SHOULD ATTEND

Auditors looking to enhance their skills to detect fraud in government contracting programs.

LEVEL: ADVANCED

2 DAYS · 16 CPE

EFFECTIVE AUDIT SUPERVISION

AUDT9002G

Identify your management style and improve your effectiveness when dealing with others with different styles. Learn how to set performance expectations and how to match staff capabilities with audit tasks. Industry-recognized analytic instruments are used to provide you with a set of practical tools and techniques intended to enhance your supervisory skills.

LEARNING OUTCOMES

- Recognize the natural tension between the audit supervisor's roles as "technical" and "human relations" leader
- Identify ways of balancing these dual responsibilities
- Describe the leader's role and responsibilities under the Government Auditing Standards
- Recognize your own managerial and interpersonal styles
- Identify ways to improve your effectiveness when dealing with team members
- Apply leadership techniques to tasks such as managing the performance cycle, setting expectations, providing coaching and on-the-job training, monitoring performance, providing feedback, leading groups and meetings, managing conflict, and fulfilling admin
- Identify ways to apply the principles of motivation and leadership in leading and developing audit teams

WHO SHOULD ATTEND

Auditors in managerial, supervisory and team leader positions who want to focus on the supervisor's human relations role in leading audits. See Skills for Leading and Managing Audit Projects (AUDT9109G) if you want to focus on the supervisor's technical role in leading audits.

LEVEL: ADVANCED

4 DAYS · 32 CPE

MANAGING THE AUDIT ENGAGEMENT

AUDT9102G

Improve your effectiveness as a supervisor in leading the survey and planning phases of a performance audit. Understand the purpose, tasks and end products of each phase. Apply project management conferencing techniques in making requisite decisions in each phase. Gain practice applying the conferencing techniques through a case study simulation.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Audit supervisors, team leaders and managers who want to focus on the supervisor's technical role in leading audit engagements. See Effective Audit Supervision (AUDT9002G) if you want to focus on the supervisor's human relations role in leading audit engagements.

LEVEL: ADVANCED

3 DAYS · 24 CPE

PRACTICAL STATISTICAL SAMPLING FOR AUDITORS

AUDT8112G

Equip yourself with the basic concepts of statistical sampling and confidently explain how the concepts can be applied to decision making. Gain an appreciation of the role statistical sampling plays in auditing, inspections and fact-finding. Through case exercises, become proficient at applying basic statistical sampling principles and procedures in the audit environment. You will use Excel statistical functions and sampling software (that you can take back to our organization for use in audits. Emphasis is placed on sample-size determination and how to appraise and present the audit results. Using Excel and sampling software, learn all the steps from problem formulation to statistical design, field work, analysis and presentation of findings.

LEARNING OUTCOMES

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

WHO SHOULD ATTEND

Auditors who have some experience in performance auditing and who want to gain an appreciation for the role statistical sampling plays in the audit environment.

LEVEL: ADVANCED

4 DAYS · 32 CPE

REVIEWING OTHER PEOPLE'S REPORT WRITING

AUDT9502G

Reviewing draft audit reports written by others is a critical and delicate skill. Critiquing the writing, not the writer is the golden rule. Learn a structured process for efficiently evaluating the accuracy, appropriateness and readability of audit reports and for checking that findings are convincing, clear, objective, and complete yet concise. Discover how best to provide effective, constructive feedback with the ultimate goal of preparing better drafts and improving your writing skills. Practice applying the structured review process and developing new feedback skills through individual and group exercises.

This course aligns with the following DoD FM competency:

DoD FM Competency	Proficiency Level	Hours
Audit Reporting	3	16

LEARNING OUTCOMES

- Explain the role and responsibility of the reviewer
- Use Government Auditing Standards as the foundation throughout the report review, feedback and revision process
- Describe an eight-step review process for evaluating audit report drafts
- Apply this structured review process to evaluate communication problems quickly in draft reports you review
- Provide effective oral and written feedback from the review process to those who draft audit reports

WHO SHOULD ATTEND

Auditors who review reports written by other auditors.

LEVEL: ADVANCED

2 DAYS · 16 CPE

SKILLS FOR LEADING AND MANAGING AUDIT PROJECTS

AUDT9109G

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve positive results. Learn concepts and techniques for managing audit projects from proposal through reporting and for making the best use of your valuable time. Also learn how to communicate with responsible officials and the media; how to evaluate, coach, and motivate team members; and how to manage conflict. On completion of this course you will possess the leadership and management skills to ensure that your staff produce quality products that meet user needs and do so on time and within budget. The instructors for this course have been senior audit executives responsible for leading and managing multiple audits and for managing an audit office or division. **This course replaced *Planning and Managing Skills for Audit Leadership AUDT9014G.***

This course aligns with the following DoD financial management competency:

DoD FM Competency	Proficiency Level	Hours
Audit Planning and Management	5	8

LEARNING OUTCOMES

- Comprehend the behavioral changes and new skills critical to successfully transition to a leadership role
- Plan and direct the overall coordination and cohesion needed to systematically determine the extent and type of audit work to be done throughout audit assignments
- Manage all aspects of your audit teams as they move from the proposal through the reporting phase
- Motivate staff to complete assignments successfully
- Evaluate and select staff for audit assignments, and know how to manage and communicate effectively with them
- Communicate professionally and effectively with auditees, other government officials, and the media
- Better manage your scarce and valuable time by determining which specific audits or audit tasks have priority
- Apply leadership concepts and various techniques that can be used to successfully plan, manage, and communicate audit assignments
- Become a stronger and more confident leader by applying the tenets of people, principles, and products

WHO SHOULD ATTEND

Senior auditors responsible for leading and managing audit projects. It will also benefit those transitioning from a site senior to an audit team leader and manager.

LEVEL: ADVANCED

3 DAYS · 24 CPE

ANALYSIS TECHNIQUES FOR AUDITORS

AUDT7900G

Over the years auditors have experimented with a number of ways to analyze data in order to better evaluate performance or to more efficiently conduct audits. Analysts have developed methods for evaluating data which we believe are of a benefit to auditors. The techniques discussed in this course are derived from both of these sources. Analytical techniques that auditors, in the public and private sector, can use to identify and illustrate problems with performance, assess their causes, and identify solutions with a focus on developing findings and making recommendation are presented in this course. The objective is to present the techniques, discuss their uses, illustrate their applications, and provide practice in applying them to public sector case study audit exercises.

LEARNING OUTCOMES

- Describe each analytical technique and its specific use
- Explain the steps in applying each technique
- Apply each technique to one or more case exercises, following the steps for preparing the analysis and interpreting the results
- Select when to use specific analysis techniques

WHO SHOULD ATTEND

Auditors with performance auditing experience.

LEVEL: ALL

2 DAYS · 16 CPE

ARMY MANAGERS' INTERNAL CONTROL ADMINISTRATORS' COURSE

AUDT9015G

This two-day seminar provides the detailed guidance you need to carry out your roles and responsibilities as an Army Internal Control Administrator. It covers the statutory and regulatory requirements of the Army's Internal Control Program as well as other pertinent guidance. You will fully grasp the underlying Army philosophy on internal controls, the major elements of the Army Manager's Internal Control Program, and the basic responsibilities of key players in the process. By completing practical exercises, you will gain experience in conducting internal control evaluations and identifying control weaknesses.

LEARNING OUTCOMES

- Provide detailed guidance on conducting effective internal control evaluations
- Provide detailed guidance for developing an Internal Control Evaluation Plan
- Provide detailed guidance on identifying and documenting material weaknesses
- Provide guidance for establishing corrective action plans
- Provide detailed guidance on preparing annual statements of assurance

WHO SHOULD ATTEND

Internal Control Administrators and staff working for the Department of the Army, Army Reserve, and Army National Guard.

LEVEL: ALL

2 DAYS · 16 CPE

CREATIVE THINKING FOR AUDITORS

AUDT8012G

There are many ways to conduct audits and help organizations identify and solve problems. Learn practical, easy-to-use techniques for generating new ideas and how to apply them in the audit process. Practice these skills using exercises related to government auditing, business and real life. Gain experience with idea-generation techniques, best practices in auditing, use of control frameworks, and the impact of organizational cultures on auditing. Return to your work environment with a handful of tools to assist you in generating new ideas for your audits.

LEARNING OUTCOMES

- Eliminate roadblocks and barriers to the use of creative thinking in auditing
- Describe and discuss the basic concepts of creative thinking
- Distinguish between creative and critical thinking and explain their complimentary roles in problem solving
- Describe two key stages in applying creative and critical thinking to identify the causes and solutions to problems with performance
- Use creative thinking principles and tools to boost your output of innovative ideas and identify the real causes of, and best solutions to, organizational problems
- Apply critical thinking principles and tools to organize, evaluate and prioritize ideas generated by creative thinking

WHO SHOULD ATTEND

Auditors who want to explore creative techniques to apply in the audit process.

LEVEL: ALL

2 DAYS · 16 CPE

GOVERNMENT AUDITING FOR NON-AUDITORS

AUDT7005G

Why do auditors do what they do? Do you need to interact with auditors and thus need to know what is expected of you and what you can expect of the auditors? Learn the critical role that public sector auditors play in ensuring that government organizations, grantees and contractors merit the public's confidence. Explore the required standards they use and the processes they follow in planning, executing and reporting on financial, compliance and performance audits. Discover the expectations that audit organizations have in working with agency personnel and what agency staff can expect of auditors. Gain the knowledge needed to effectively interact with your auditors, represent your agency before auditors and respond to their findings.

LEARNING OUTCOMES

- Describe the role of public sector auditors
- Describe the processes they follow in planning, executing and reporting on performance audits
- Explain the expectations of audit organizations and their staffs in dealing with agency personnel
- Effectively interact with auditors and respond to audit findings

WHO SHOULD ATTEND

Non-auditors interact with auditors and are interested in learning the role and responsibilities of government auditors.

LEVEL: ALL

1 DAY · 8 CPE

GOVERNMENT AUDITING STANDARDS: REVIEW AND UPDATE

AUDT7732G

Receive an in-depth review and update on the *Government Auditing Standards*, plus a brief history on the development of the standards. Discuss the structure of the recent revision of the standards and the major changes, focusing on the sections applicable to performance audits. Discuss the purpose and requirements of individual standards, with emphasis on the recent changes. Apply specific standards to real life cases through a series of quizzes and exercises which make this course an interesting and enjoyable learning experience.

The course can be tailored for on-site delivery in segments of four hours or less to meet your needs.

LEARNING OUTCOMES

- Understand the foundation of GAGAS and auditors' ethical principles
- Demonstrate a knowledge of the Standards for use and application of GAGAS including types of audits and engagements
- Be familiar with the General Standards including recent updates
- Review the Performance Audit Standards including recent updates
- Understand the Supplemental Guidance specifically Appendix I
- Explain the General Standards, including application of the conceptual framework approach to independence and other updates

WHO SHOULD ATTEND

All auditors who apply the Government Auditing Standards to their audits.

LEVEL: ALL

1 DAY · 8 CPE

INFORMATION SYSTEMS AUDITING

AUDT8029G

Learn the basic processes, tools, and techniques involved in auditing today's information systems. Become familiar with the basic audit techniques specified in the U.S. Government Accountability Office's Federal Information System Controls Audit Manual (FISCAM), selected National Institute of Standards and Technology (NIST) special publications and other relevant audit guidance by engaging in exercises, case studies, lecturers, and discussions. Improve your skill set by discovering alternative methods of evaluating and testing both general and business process application controls, including identifying indicators of potential fraud. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BU THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- Provide a conceptual framework of internal controls in a computer environment
- Discuss the primary steps in conducting a risk assessment of an IT system
- Review the audit implications of recent technological changes
- Review the evaluation and testing procedures for General and Business Process Application Controls

WHO SHOULD ATTEND

Auditors with limited exposure to information systems auditing. This course is also beneficial for anyone preparing to take the CGAP Exam.

LEVEL: ALL

3 DAYS · 24 CPE

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL CONTROL (OMB CIRCULAR A-123)

AUDT8003G

Federal government agency heads must follow the requirements of the Federal Manager's Financial Integrity Act and OMB's Circular A-123 to assess and report on the agency's system of internal control. Learn how the required compliance assessment can be structured and carried out, including basic techniques and approaches for conducting evaluations and documenting their results. Become acquainted with the intent and content as related to internal controls of Appendix A (and its *Implementation Guide*), Appendix B and Appendix C of Circular A-123. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

LEARNING OUTCOMES

- Explain why internal control is important for helping managers accomplish organizational, operational and program objectives for which they are responsible
- Understand reporting requirements under the Integrity Act
- Define management control, internal control, the basic concepts and objectives
- Identify and apply GAO standards and OMB guidance for establishing and assessing controls
- Identify and apply key components of a control program
- Identify and apply key components in assessing controls
- Identify the objectives and requirements of the Integrity Act
- Identify approaches for evaluating controls
- Recognize and report deficiencies and material weaknesses

WHO SHOULD ATTEND

Program managers and others who conduct control assessments, as well as auditors who review implementation of OMB Circular A-123.

LEVEL: ALL

2 DAYS · 16 CPE

PREVENTION AND DETECTION OF FRAUD

AUDT8002G

Explore the legal statutes on fraud. Learn both the legal and layman's definitions of fraud, and the nature, causes and types of white-collar crimes. Become familiar with your professional audit responsibilities for designing audit procedures to detect fraud. Discover the role of internal controls and supervision in preventing fraud, and become familiar with audit procedures proven effective in detecting fraud. Discuss the role of auditors in reporting illegal acts and working with investigators to prosecute fraud. Practice fraud detection methods in multiple case exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- Cite auditor responsibilities for the prevention and detection of fraud
- Describe the circumstances under which fraud is committed and who commits it
- Define fraud and explain its elements
- Identify common indicators and detection techniques associated with fraud
- Describe the classic fraud schemes
- Describe the federal rules of evidence for prosecuting fraud
- Identify factors relevant to auditor cooperation with investigators and the timing and content of investigative audits

WHO SHOULD ATTEND

Auditors with financial and performance auditing experience and who seek a practical professional approach to fraud prevention and detection. Program managers may also find the course beneficial, as well as anyone preparing to take the CGAP Exam.

LEVEL: ALL

3 DAYS · 24 CPE

INFORMATION TECHNOLOGY FOR AUDITORS

AUDT8024G

Learn the components of information technology and how they are organized, developed and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the *Government Auditing Standards*. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- 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

WHO SHOULD ATTEND

Auditors at all levels who want to learn how information technology affects an auditor's responsibilities and performance. To learn more about the information systems audit process, enroll in Information Systems Auditing (AUDT8029G).

LEVEL: FOUNDATION

2 DAYS · 16 CPE

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Grants Management

Visit graduateschool.edu/grants for current schedule of courses.

SECTION CONTENTS

Introduction to Grants Management (GMT7101D)..... 110
Grants Performance Management (GMT8101D) 110
The Effective Grants Manager (GMT8201D)..... 110

GRANTS MANAGEMENT

Visit graduateschool.edu/grants for tuition information and a current schedule of courses.

INTRODUCTION TO GRANTS MANAGEMENT

PGMT7101D

Gain an overview of federal grants topics and terminology, roles and responsibilities, and rules and regulations. Delve into administrative requirements and basic financial compliance requirements, including common problem areas and potential solutions. Learn about elements common to most grants as well as identifying some of the revised requirements stated in the **new OMB Omni-Circular.**

This course is part of the Certificate of Accomplishment in Grants Management.

LEARNING OUTCOMES

- Define common types of grants and grant-related terminology
- Interpret common administrative and cost requirements
- Develop a procedure for tracking grant requirements for multiple grants
- Identify high-risk requirements for your organization and more

WHO SHOULD ATTEND

Anyone involved with administration of grants or grant-funded programs.

4 DAYS · 2.4 CEU

GRANTS PERFORMANCE MANAGEMENT

PGMT8101D

Focus on the unique performance management and measurement issues for grants and grant-funded programs. Enhance your awareness of performance issues relating to both achievement of program goals and effective and efficient management of program resources. Learn to apply a step-by-step, hands-on process on how to develop and use a formalized monitoring function for grants within your agency. Identify monitoring issues and tools applicable for both grantors and grantees, including elements for self-monitoring as well as monitoring of grantees and sub-grantees.

This course is part of the Certificate of Accomplishment in Grants Management.

LEARNING OUTCOMES

- Establish realistic performance targets
- Provide performance data in support of performance reports that is clear, concise and accurate
- Define and prioritize key monitoring processes and procedures
- Establish a formal monitoring plan for your agency and more

WHO SHOULD ATTEND

Anyone involved with administration of grants or grant-funded programs. Participants should be familiar with grants management skills as taught in Introduction to Grants Management (PGMT7101D).

4 DAYS · 2.4 CEU

THE EFFECTIVE GRANTS MANAGER

PGMT8201D

This capstone course explores the next steps towards increasing economy, efficiency and effectiveness of grants and grant-funded programs. Explore current issues and events in grants management along with how to prepare for a grants audit. Work a comprehensive case study in a simulated team environment to apply all the principles covered in the grants management curriculum.

This course is part of the Certificate of Accomplishment in Grants Management.

LEARNING OUTCOMES

- Assess and address the ten most common audit findings in grant programs
- Identify current issues and trends in grants management
- Identify new and unique options for dealing with special challenges in grants such as volunteer recruitment/training/retention, advertising of services, communication between the "number-crunchers" and the program/performance managers and much more

WHO SHOULD ATTEND

Anyone involved with administration of grants or grant-funded programs. Participants should be familiar with grants management skills as taught in Introduction to Grants Management (PGMT7101D) and Grants Performance Management (PGMT8101D).

3 DAYS · 1.8 CEU

Information Technology

Visit
graduateschool.edu/it
for current schedule of courses.

SECTION CONTENTS

Microsoft Access 2010: Introduction (DBAS7135T) 112
Microsoft Access 2010: Intermediate (DBAS8135T) 112
Microsoft Access 2010: Advanced (DBAS9135T) 112
Microsoft Excel 2010: Introduction (SPRD7988T) 113
Microsoft Excel 2010: Intermediate (SPRD8988T) 113
Microsoft Excel 2010: Advanced (SPRD9972T) 113
Microsoft PowerPoint 2010: Introduction (PRES7969T) 114
Microsoft Project 2010 (PROJ7991T) 114
Microsoft Word 2010: Introduction (WORD7990T) 114
Microsoft Word 2010: Intermediate (WORD8989T) 115
Cyber Security: A Technical Approach (SRTY8330T) 115
Introduction to Enterprise Architecture (ENTR7000T) 115
Service-Oriented Architectures-Components and Services (ENTR8001T) 116
Technical Architectures (ENTR8002T) 116
Data Architectures (ENTR8003T) 116
Applied Enterprise Architecture: Affecting Strategic Change (ENTR9002T) 117
Capital Portfolio Planning, Implementing, Maintenance and Management (PROJ7998T) 117

MICROSOFT ACCESS 2010: INTRODUCTION

DBAS7135T

This course covers the basic functions of Access 2010. After a comprehensive introduction to the database concepts and the Access environment, students will learn how to design and create databases. They will then work with table fields and records; sort and filter data; set field properties and data entry rules. Students will then learn how to create queries and manipulate forms and reports.

LEARNING OUTCOMES

- Plan and create a database
- Add fields to a table and set a primary key
- Understand how to find, sort, and filter records
- Set field properties and creating input masks
- Create queries in design view and by using the wizard
- Use comparison operators and calculations in a query
- Create, group, and summarize data in a report

WHO SHOULD ATTEND

Anyone who needs to manipulate, analyze or report on organizational data. Participants should have knowledge of Microsoft Windows.

2 DAYS · 1.2 CEU

MICROSOFT ACCESS 2010: INTERMEDIATE

DBAS8135T

This course covers intermediate functions of Access 2010. The students learn how to create table relationships and then apply normalization principles to the tables to ensure the data is divided into the proper fields. Students will then process data by using multiple tables in other Access objects. They also will be introduced to Lookup tables, Query Joins, Sub datasheets, Sub forms, and Sub reports.

LEARNING OUTCOMES

- Explore database normalization and create table relationships
- Enforce referential integrity between tables
- Use sub datasheets to enter data in multiple tables simultaneously
- Create calculated fields and summarize and group values in queries
- Adding calculated values and combo boxes to a form
- Examine advanced form types such as multiple items, split forms, and datasheet forms
- Create charts in forms and reports

WHO SHOULD ATTEND

Individuals with a basic understanding of Microsoft Access 2010 who would like to expand their knowledge.

2 DAYS · 1.2 CEU

MICROSOFT ACCESS 2010: ADVANCED

DBAS9135T

This course covers advanced functions of Access 2010. Students will write SQL statements and attach them to command button controls. They will also explore action queries as well as create and run sophisticated macros to automate tasks. Importing and exporting objects from Excel, XML documents, and other Access databases are covered in depth. In addition, selected applications development tasks such as creating switchboards and splash screens are examined.

LEARNING OUTCOMES

- Discuss, examine, and write SQL statements in Access
- Attach a SQL query to a control in a form
- Create macros and attach them to events of forms and command buttons
- Create macros for data transfer between other applications
- Import objects from Access databases and Excel worksheets
- Export and import XML documents
- Use Access data management tools such as compact and repair, splitting a database, and passwords and encryption

WHO SHOULD ATTEND

Microsoft Access users who seek a thorough knowledge of the advanced concepts of the access application.

2 DAYS · 1.2 CEU

MICROSOFT EXCEL 2010: INTRODUCTION

SPRD7988T

This course focuses on basic spreadsheet skills, incorporating the new features and functionality of Microsoft Office 2010. Students learn how to navigate the Ribbon, and key features in Excel. Students will learn to create simple worksheets which include formulas, formatting, absolute and relative cell references. They will also learn how to use Excel to analyze data more efficiently and effectively, work with data queries, and create professional looking charts.

LEARNING OUTCOMES

- Demonstrate proficiency in MS Office Excel 2010 new interface to include the Ribbon, Command and Contextual Tabs, Galleries, the Quick Access Toolbar, and the Navigation Pane
- Utilize the full range of new editing and formatting features available to include themes and styles
- Create and modify a 3-D Clustered Column Chart and gain an understanding of Excel®s charting program
- Print standard and customized documents to include orientation, page setup, margins, page breaks, and sizing
- Examine the use of analytical tools such as the IF function and Goal Seek in order to perform what-if simulations
- Use external data such as Web Queries and understand how to refresh a query definition
- Explore database functions by formatting a range as a table, adding total rows, sort and filter using both single and multiple criteria

WHO SHOULD ATTEND

Anyone who uses Microsoft Excel and needs to acquire the knowledge, skills and techniques to design formulas, create and edit worksheets, and present data results. No previous experience with Excel is assumed. Participants should have some prior knowledge of Microsoft Windows.

3 DAYS · 1.8 CEU

MICROSOFT EXCEL 2010: INTERMEDIATE

SPRD8988T

This course is designed to introduce students to Microsoft Excel features to improve their productivity. The course will include how to plan and incorporate Financial Functions in workbooks using range names; create 3-D formulas, to include linking information from one worksheet to another; and the creation of Data Tables for analytical purposes. Students will also create a loan payment calculator, and an amortization schedule using financial functions in the process. In addition, students will develop, query and filter an Excel Database. They will also create workbook templates, use the consolidation feature, and examine Smart Art graphics.

LEARNING OUTCOMES

- Add custom borders to a range and create cell names
- Create an Amortization Schedule
- Sort and Query a Table
- Use Database Functions (D-Functions)
- Work with Multiple Worksheets and creating 3-D Formulas
- Create and use templates

WHO SHOULD ATTEND

Excel users with some experience who want to expand their Excel skill set or who need to learn how to use existing skills in the MS Excel 2010 interface.

2 DAYS · 1.2 CEU

MICROSOFT EXCEL 2010: ADVANCED

SPRD9972T

This course is designed to introduce students to the more advanced Microsoft Excel Features. The course will introduce the students to tools required to both analyze and interpret large amounts of data. In addition students will examine formula auditing and data validation techniques and use tools to assist them in solving complex problems. Finally students will create macros using a code generator and develop simple programs using the Visual Basic for Applications (VBA) editor.

LEARNING OUTCOMES

- Create and format Pivot Tables and Pivot Charts
- Use formula Auditing Techniques to analyze a worksheet
- Use the Scenario Manager to record and save What-If assumptions
- Use the Macro recorder to create a macro
- Understand Visual Basic for Applications (VBA) code

WHO SHOULD ATTEND

Microsoft Excel users who wish to learn advanced Excel features. Participants should be familiar with Excel applications as taught in Microsoft Excel 2010: Introduction (SPRD7988) and Microsoft Excel 2010: Intermediate (SPRD8988T).

3 DAYS · 1.8 CEU

MICROSOFT POWERPOINT 2010: INTRODUCTION

PRES7969T

This one day course covers the basics of PowerPoint 2010. After a basic introduction to the PowerPoint Window, Views, the Ribbon, Quick Access Toolbar, and Themes, the students will learn how to create and edit various slide types as well as view and print their presentation. They will then become introduced to tools which allow the incorporation of effective graphics in a presentation. This will include changing background, clip art and photographs. In addition, to round out the course, students are introduced to Quick Styles, the Format Painter, and Slide Transitions.

LEARNING OUTCOMES

- Use the results oriented user interface ability to boost productivity
- Utilize and modify standard layouts to create custom slides
- Create bulleted lists, combine words and images and use multiple fonts and type sizes
- Save a presentation in HTML format so it can be viewed and manipulated using a browser
- Use new features for graphics including adding glow, shadowing, and 3-D effects
- Create diagrams using shapes such as arcs, arrows, cubes, rectangles, stars, and triangles

WHO SHOULD ATTEND

Anyone who wants to create effective presentations using PowerPoint 2010.

1 DAY · 0.6 CEU

MICROSOFT PROJECT 2010

PROJ7991T

Microsoft Project 2010 is a robust project management platform that provides value when managing several large scale projects or a number of smaller projects. Project 2010 provides both veteran and new project managers with a critical resource for decision making. The system includes the flexibility to adjust both time and resources attached to a project. By using Microsoft Project 2010, your project management team can benefit from the latest updates and features of a popular and fully featured software program.

LEARNING OUTCOMES

- Create a plan with tasks, milestones, durations and costs
- Apply MS Project software to planning processes to ensure excellence in project outcomes
- Create dependencies and adjust as project plan changes
- Track projects evaluating benchmarks related to time, costs and resources
- Generate reports for team members and decision makers

WHO SHOULD ATTEND

For project leads and team members who want to learn and apply a tool that utilizes software processes to assist in managing project efforts.

3 DAYS · 1.8 CEU

MICROSOFT WORD 2010: INTRODUCTION

WORD7990T

Achieve powerful results with a software tools that simplifies the process of creating documents. This comprehensive introduction positions users to take full advantage of the new capabilities of MS Word 2010. Using the ribbon effectively in Word 2010 will increase your productivity. The new features stress more opportunities for collaboration and enhanced features that provide a robust approach to editing, formatting and inserting sophisticated visual elements.

LEARNING OUTCOMES

- Create and edit documents including spell check, thesaurus and Auto Correct
- Format characters and paragraphs including fonts, line spacing, tabs and inserting special characters
- Enhance document appearance by effective use of headers, footers, page numbering, changing alignment and inserting clip art and pictures
- Create charts and graphics and use the table features to format data in rows and columns

WHO SHOULD ATTEND

Users who want to improve their productivity and create professional looking documents using the enhanced features of the software.

1 DAY · 0.6 CEU

MICROSOFT WORD 2010: INTERMEDIATE

WORD8989T

Designed to give you enhanced document formatting tools, Word 2010 also helps you easily organize and write your documents more efficiently. Enhanced features also include access through mobile devices so that you can capture your best idea when it happens. Word 2010 provides new and improved tools that help you look like a design pro and enhance your contents readability and clarity.

LEARNING OUTCOMES

- Use customizable Office themes to coordinate colors, fonts, and graphic formatting effects
- Customize the improved Ribbon to make the commands you need most accessible
- Utilize enhanced SmartArt graphics capabilities for photo layouts and organization charts
- Learn collaboration features to edit the same document at the same time with other team members in other locations
- Increase productivity by working when and where you need to, from the web or your smartphone

WHO SHOULD ATTEND

For users who understand the fundamentals of Microsoft Word 2010 and want to add impact to their documents.

1 DAY · 0.6 CEU

CYBER SECURITY: A TECHNICAL APPROACH

SRTY8330T

Cyberspace is often considered to be the central nervous system of our country. Our interconnected computers, routers, switches, and cables provide the infrastructure on which all our information travels. An attack on this infrastructure, or the information contained within it, is an attack on an organization's ability to fulfill its mission. Explore the threats and vulnerabilities associated with your information network, the current laws and regulations in place to help protect it, and what organizationscan do to better protect themselves. Explore the current trend of social networking and cloud computing, and the security ramifications from an organizational standpoint.

LEARNING OUTCOMES

- Identify the threats and vulnerabilities associated with networks
- Learn the strategies employed by computer hackers
- Identify viruses, Trojan horses and worms
- Understand the different attacks: social engineering, password attacks, network attacks and malicious software
- Evaluate currents trends including cloud computing and social networks and their effect on your organizational security strategy

WHO SHOULD ATTEND

IT professionals seeking to develop experience in the field of information security will benefit from this course

4 DAYS · 2.4 CEU

INTRODUCTION TO ENTERPRISE ARCHITECTURE

ENTR7000T

Gain an overview of enterprise architecture by reviewing architectural frameworks and approaches, in conjunction with legislative and regulatory requirements, including those published by OMB's Federal Enterprise Architecture Program Management Office (FEA-PMO).

LEARNING OUTCOMES

- Explain the relationship of EA to strategic planning, capital planning and investment control (CPIC), IT security, configuration management and system development life cycles (SDLC)
- Implement an agency enterprise architecture, including an "as-is" and "to-be" architecture and a transition plan for migrating from existing to targeted states
- Understand the fundamental concepts used in developing an "as-is" and a "to-be" architecture
- Comprehend the taxonomy and use of applying different architectural frameworks and approaches
- Apply underlying principles governing the application of federal enterprise architecture reference models

WHO SHOULD ATTEND

Anyone interested in learning about enterprise architecture, including aspiring and existing enterprise architects; CPIC coordinators; program/project managers; and IT, program, planning and budget specialists.

3 DAYS · 1.8 CEU

SERVICE-ORIENTED ARCHITECTURES-COMPONENTS AND SERVICES

ENTR8001T

Gain a general overview of the application and use of service-oriented architectures (SOA) in the context of EA. Address the identification, scope and reuse of services (and components) not only in this context but also relative to business processes and data.

LEARNING OUTCOMES

- Identify and scope services (and components) for reuse across the enterprise
- Effectively leverage the FEA Service Component Reference Model (SRM) to develop a targeted architecture within your organization
- Link services to business processes appropriately
- Evaluate the feasibility of introducing and implementing a service-oriented architecture into your environment
- Understand how UML, IDEF0 and BPMN can be used to identify services and associated requirements

WHO SHOULD ATTEND

Enterprise, solutions and technical architects, and program/project managers with an understanding of enterprise architecture and associated FEA requirements.

2 DAYS · 1.2 CEU

TECHNICAL ARCHITECTURES

ENTR8002T

Gain knowledge needed to help you meet FEA Technical Reference Model (TRM) requirements. Develop technical standards and specifications including security standards. Improve organizational compliance with selected standards by gaining skills in configuration management.

LEARNING OUTCOMES

- Create enterprisewide technical standards consistent with requirements specified in the FEA TRM
- Develop associated security standards in concert with requirements specified in OMB Circular A-130
- Link technical standards and specifications to identified agency FEA TRM service components
- Link technical standards and specifications to agency IT portfolios and assets
- Incorporate standards requirements in procurement clauses to better ensure consistent configuration management across the enterprise
- Monitor agency compliance with specified technical standards via configuration management
- Work closely with IT security and program components in developing an enterprise-wide security trust model within which security standards are specified for implementation within specified boundaries
- Learn the concept of security trust profiles and how they can best be leveraged within your organization

WHO SHOULD ATTEND

Enterprise, solutions and technical architects, and IS and technical managers having an understanding of enterprise architecture and associated FEA requirements.

2 DAYS · 1.2 CEU

DATA ARCHITECTURES

ENTR8003T

Gain an overview of how to implement an effective data management program. Study data architectures and data architecture frameworks, and learn approaches to implement them. Explore the key concepts of the FEA Data Reference Model (DRM) and associated data management functions.

LEARNING OUTCOMES

- Explain the development of data architectures in support of key business objectives
- Create a DRM implementation strategy
- Understand the fundamentals of enterprise data management to maintain data architectures
- Understand how to manage data as a national asset

WHO SHOULD ATTEND

Enterprise, solutions and technical architects; IS and technical managers; and database managers and administrators who have an understanding of enterprise architecture and associated FEA requirements.

2 DAYS · 1.2 CEU

APPLIED ENTERPRISE ARCHITECTURE: AFFECTING STRATEGIC CHANGE

ENTR9002T

In this capstone course, engage in an applied, problem-solving group exercise to develop a working enterprise architecture that can be effectively leveraged to support the business of an agency. After developing "as-is" and "to-be" architectures, and associated transition and sequencing plans, devise the accompanying EA communications and governance strategies to facilitate the development and maintenance of the EA. Address change management issues in conjunction with strategies of resource realignment through your participation in a group project that integrates major principles of this certificate program.

LEARNING OUTCOMES

- Create an actionable EA program
- Leverage an EA to demonstrate a return on investment for proposed business solutions
- Understand the role of the enterprise architect in leading change and introducing sustainable solutions
- Demonstrate compliance with federal mandates
- Learn how to select an EA toolset

WHO SHOULD ATTEND

Practicing enterprise and solutions architects, business partners and technologists with a general understanding of enterprise architecture and associated FEA requirements.

3 DAYS · 1.8 CEU

CAPITAL PORTFOLIO PLANNING, IMPLEMENTING, MAINTENANCE AND MANAGEMENT

PROJ7998T

Manage your legacy and investment capital portfolios more efficiently to achieve organizational strategic objectives while controlling costs. Gain an understanding of gap analysis and market research relative to the development of both capital plans and business cases. Learn how to conduct risk-adjusted net present value benefit cost analyses and how to prioritize investments relative to budget constraints and opportunity costs.

LEARNING OUTCOMES

- More effectively manage both legacy and investment capital portfolios; incorporate risk in benefit/cost analyses; define requirements to address identified gaps
- Prioritize investments, both within and between portfolios, based on budget constraints
- Incorporate prioritized investments in EA transition and sequencing plans
- Leverage earned value management to effectively manage capital investments
- Effectively inventory and document all major agency capital assets for capital planning purposes
- Associate organizational components and assigned/responsible organizational managers to respective legacy portfolios
- Populate OMB's Exhibit 300 from summary data extracted from a business case
- Relate identified capital assets to the strategic objectives they support
- Identify "gaps" that could preclude an agency from meeting its strategic objectives; define requirements to address identified gaps

WHO SHOULD ATTEND

CPIC Coordinators, Program and IT Project managers, contracting officer technical representatives (CORs), budget analysts, enterprise architects, and configuration managers.

3 DAYS · 1.8 CEU

Leadership and Management

Visit graduateschool.edu/leader for current schedule of courses.

SECTION CONTENTS

Leadership Skills for Non-Supervisors (ADMB7006D) 119
Preparing to Lead in the 21st Century (MGMT9020D) 119
Introduction to Supervision (SUPV7001D) 119
Introduction to Management (MGMT7099D) 120
Leadership Essentials (MGMT7020D) 120
Leadership Challenge (LEAD8010L) 120
Leading Change (MGMT7201D) 121
Leadership Communication (MGMT8112D) 121
From Peer to Leader: Successfully Navigating the Transition (MGMT7125D) 121
Facilitator Workshop (TDEV8120D) 122
Emotionally Intelligent Leaders (LEAD8007L) 122
The Power of Influence over Authority (MGMT7120D) 122
Coaching Skills for Today's Leaders (MGMT9002D) 123
Strategic Planning for Government Organizations (MGMT9200D) 123
Managing Employee Trust (SUPV7089D) 123
Jump Starting High-Performing Teams: The Fundamentals (TDEV7021D) 124
Leading Teams and Groups (TDEV8200D) 124
Telework: A Manager's Perspective (MGMT9021D) 124
Decision Making and Problem Solving (MGMT8102D) 125
Negotiating Techniques (MGMT9104D) 125
Executive Survival Skills (EXEC9911L) 125
Leading People (EXEC9912L) 126
Managing for Results (EXEC9913L) 126
Washington Executive Seminar (EXEC9904L) 126
Congressional Operations Workshop (CFPG9200L) 127
Executive Leadership Program (ELPG9000L) 127
Executive Potential Program (EPPG8400L) 127
Writing ECQ Statements (EXEC9100L) 128
Introduction to Organizational Learning (LEAD8000L) 128
Systems Thinking (LEAD8100L) 128
Mentoring Skills (MGMT7006D) 129
New Leader Program (NLED7300L) 129
Leading Teams and Groups (TDEV8500A) 129

"What I've learned is that great leaders are great learners."

By participating in the ELP, I was hoping to discover a new side of myself. I know life is a constant learning process but one thing I thought of when I thought of great leaders was: *They're already there. They made it.* What I've learned is that great leaders are great learners. They're continually learning, and what leading is all about is learning.

Roberta Mather, ELP graduate

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Aspiring Leader Program
GS 4-6

Executive Leadership Program
GS 11-13

New Leader Program
GS 7-11

Executive Potential Program
GS 13-15

For more information, visit graduateschool.edu/clm

LEADERSHIP SKILLS FOR NON-SUPERVISORS

ADMB7006D

Gain the respect and support of others by learning essential leadership skills. Master handling different personality types, delegating effectively, overcoming conflict without making enemies, and building stronger, more successful teams.

LEARNING OUTCOMES

- Identify how to more effectively communicate and resolve conflicts in the workplace
- Understand the dynamics of change and what's needed to transition from technical expert into roles that require leadership
- Identify common fear factors associated with leadership, how to overcome fear and build confidence
- Identify and assess the characteristics and styles of effective leaders
- Learn about the role of power in effective leadership and building work relationships

WHO SHOULD ATTEND

Individuals who lead others, office coordinators and other non-supervisory employees who want to improve their leadership skills.

2 DAYS · 1.2 CEU

PREPARING TO LEAD IN THE 21ST CENTURY

MGMT9020D

Gain a fundamental understanding of leadership and an increased awareness of your own leadership capacities. Receive opportunities to experience personal leadership while building skills in self-awareness and critical thinking. Discover how to integrate a leadership mind-set into your everyday activities and how to approach situations in a collaborative and self-directed manner.

LEARNING OUTCOMES

- Describe the fundamental state of leadership
- Assess personal leadership readiness and capacities
- Identify everyday leadership opportunities and choices
- Identify personal leadership development strategies

WHO SHOULD ATTEND

Individuals who want to explore their leadership capacity and learn how to build leadership into their everyday activities.

2 DAYS · 1.2 CEU

INTRODUCTION TO SUPERVISION

SUPV7001D

Learn solid supervisory techniques in our flagship course. Discover strategies to supervise employees while exploring the latest trends in the federal workforce. Learn the basics of coaching, delegation, communication and motivation and discover the necessary ingredients to understand your new role.

LEARNING OUTCOMES

- Demonstrate your interpersonal skills and decisiveness
- Identify staff training needs
- Build effective groups or teams
- Successfully transition to a supervisory position
- Recognize the "big 10" most common problems facing government supervisors
- Provide feedback that motivates employees
- Delegate work confidently and manage employee performance
- Manage a diverse workforce
- Define and meet customer expectations

WHO SHOULD ATTEND

New supervisors managers or team leaders, and also participants in supervisory development programs. Experienced supervisors can also update their leadership competencies. New managers should take Introduction to Management (MGMT7099D).

A recommended follow-up course is Federal Human Resources Management for Supervisors and Managers (PMGT7102D).

5 DAYS · 3 CEU

LEADERSHIP AND MANAGEMENT

Visit graduateschool.edu/leader for tuition information and a current schedule of courses.

INTRODUCTION TO MANAGEMENT

MGMT7099D

Cross the threshold into a key government position with the knowledge acquired in this comprehensive training for new and prospective managers. Learn about the four seemingly daunting challenges managers face, and explore, through a variety of experiential and developmental tools, how to handle them. Learn exciting concepts such as the Pygmalion effect, the CTEC (characterize, target, evaluate and celebrate) coaching process, the discipline of reflection, the Trump vs. Gandhi power model, and the art of persuasion. OPM's leadership competencies are at the heart of this course, and a detailed self-assessment is provided to guide you on the path of further development.

LEARNING OUTCOMES

- Balance competing interests of the multiple work units for which you are responsible
- Delegate and empower others whose expertise differs from yours
- Coach and facilitate the work of your direct reports
- Build broad networks of trusting relationships with your direct reports, bosses, peers and stakeholders

WHO SHOULD ATTEND

New managers, participants in management development programs, current supervisors and prospective managers interested in developing strong management knowledge and skills.

5 DAYS · 3 CEU

LEADERSHIP ESSENTIALS

MGMT7020D

Unlock your ability to lead effectively with this in-depth course. Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.

LEARNING OUTCOMES

- Apply principles and styles of leadership
- Practice risk and conflict management
- Empower and delegate to others
- Effectively set goals

WHO SHOULD ATTEND

Supervisors, managers, branch chiefs, division heads and professionals in influential positions.

3 DAYS · 1.8 CEU

LEADERSHIP CHALLENGE

LEAD8010L

"Leadership is about how leaders mobilize others to want to get extraordinary things done." - Jim Kouzes & Barry Posner

The Leadership Challenge is the solution for you if you want to become the very best leader in every aspect of your life. Discuss practices leaders use to transform values into actions, visions into realities, obstacles into innovations and risks into rewards. Based on the research of award-winning and best-selling authors, Jim Kouzes and Barry Posner, learn the Five BestPractices of Exemplary Leadership identified through their research. Explore how you can go places you have never been before, and also take others with you in the future.

LEARNING OUTCOMES

WHO SHOULD ATTEND

Individuals who want to explore and expand their leadership competence and capability.

2 DAYS · 1.2 CEU

LEADING CHANGE
MGMT7201D

Gain the knowledge and skills you need to help shape the future of your organization. Explore various tools for understanding and facilitating change, and strategies for managing and shaping change. Discover the endless possibilities to exercise true leadership.

LEARNING OUTCOMES

- Assess your leadership role in the continuing change process
- Prepare your organization for improved performance by exercising your skills as a confident change agent
- Plan and implement organization change initiatives strategically and systematically
- Develop strategies to support both near- and long-term plans for achieving the required organizational change

WHO SHOULD ATTEND

Supervisors, managers, branch chiefs, division heads, team leaders and professionals in influential positions.

5 DAYS · 3 CEU

LEADERSHIP COMMUNICATION
MGMT8112D

Become the leader who people want to follow. Focus on one of the most crucial competencies of a good collaborative leader: strong communication. Learn to connect with people to build trust and loyalty, use emotional intelligence to build rapport, how to bridge and leverage cultural and generational distances, and how to use these skills to reach consensus, build teams and develop better workers.

LEARNING OUTCOMES

- Define leadership communication in the 21st century
- Analyze the importance of strong leadership communication as a core competency of an effective, collaborative leader
- Practice strategies for better listening, connecting, building trust and consensus, bridging generational differences, and using emotional intelligence
- Learn how to use the community-centered perspective of Web 2.0 as a powerful communications tool
- Discuss crisis and change communications

WHO SHOULD ATTEND

Supervisors, managers, branch chiefs, division heads and professionals in influential positions. Also people aspiring to these positions.

2 DAYS · 1.2 CEU

FROM PEER TO LEADER: SUCCESSFULLY NAVIGATING THE TRANSITION
MGMT7125D

Address the changing relationship dynamics inherent in supervising former peers and learn specific techniques and strategies for success. Learn to develop new, appropriate relationships with former peers, establish new guidelines and rules of engagement and leverage previous relationships. Build and cultivate a new network of workplace peers to ensure success.

LEARNING OUTCOMES

- Recognize the changing responsibilities and relationships associated with becoming a supervisor
- Develop new and appropriate relationships with former peers
- Establish guidelines and rules of engagement for working with former peers
- Leverage the relationship with former peers to ensure success in your new position
- Understand proper supervisory roles and responsibilities
- Build and cultivate a new network of workplace peers

WHO SHOULD ATTEND

New supervisors and managers.

1 DAY · 0.6 CEU

LEADERSHIP AND MANAGEMENT

Visit graduateschool.edu/leader for tuition information and a current schedule of courses.

FACILITATOR WORKSHOP

TDEV8120D

Keep meetings, group discussions and other activities organized and on schedule. Develop your own style of facilitation by learning group dynamics, strategic management of decision making and problem solving. Discover time-tested techniques for managing conflict, methods of intervention, and effective listening and feedback.

LEARNING OUTCOMES

- Contract for the role of facilitator
- Use groups for cooperative problem solving
- Facilitate selected group problem-solving processes
- Effectively respond to a variety of common meeting problems
- Diagnose stages of team development and how teams function
- Understand and describe adult education principles
- Observe and utilize interpersonal and group dynamics to enhance group processes
- Use practical guidelines to give/receive constructive feedback, build consensus and practice effective listening
- Gain insight as to how personality types of the facilitator and members affect communication and group life

WHO SHOULD ATTEND

Managers, supervisors, team leaders, human resources management professionals and others who want to learn how to facilitate complex human interactions in a group setting. Some experience working with groups would be helpful.

4 DAYS · 2.4 CEU

EMOTIONALLY INTELLIGENT LEADERS

LEAD8007L

Effective leaders come in all shapes and sizes, but a common characteristic is a high degree of what psychologists call "emotional intelligence." Research indicates that not only is emotional intelligence more important than technical skills or traditional cognitive skills in shaping leadership effectiveness, but an organization's success is directly related to the emotional intelligence level of its leaders. As the working environment continues to change, emotional intelligence skills become increasingly important in determining who succeeds and who fails. Learn how to assess, develop and apply the emotionally intelligent competencies required for a leadership position.

LEARNING OUTCOMES

- Describe the concept of emotional intelligence and how it relates to successful leadership performance
- Cultivate emotional intelligence in your organization
- Develop a specific action plan for applying emotional intelligence in the workplace
- Utilize emotional intelligence to make more well-informed decisions

WHO SHOULD ATTEND

Employees and managers in leadership positions who wish to strengthen their ability to become emotionally intelligent leaders and develop the skills of emotional intelligence in others.

2 DAYS · 1.2 CEU

THE POWER OF INFLUENCE OVER AUTHORITY

MGMT7120D

Great leaders leverage their power and authority to influence others. While authority and power may lead to compliance, a more powerful force, influence, leads to commitment. Discover the key elements associated with influencing others—the strategic use of power, motivating your employees, and building and nurturing trust.

LEARNING OUTCOMES

- Define influence and power
- Practice influence communication skills
- Identify assertive, non-assertive and aggressive responses
- Implement assertive responses in case examples
- Elegantly give and receive criticism
- Provide ideas and feedback effectively
- Apply influence skills in career development

WHO SHOULD ATTEND

Supervisors, managers and leaders at all levels who want to create change within their organization.

1 DAY · 0.6 CEU

COACHING SKILLS FOR TODAY'S LEADERS

MGMT9002D

Coaching is an essential skill for leaders at all levels. Learn to develop productive employees and build effective teams. Review various coaching methods to motivate others, capitalize on their strengths and build trust that will foster growth. Learn how to give constructive feedback, maximize coaching opportunities and avoid common pitfalls.

This course aligns with the following DoD financial management competency:

DoD LDR Competency	Proficiency Level	Hours
Continual Learning (Lead Self)	N/A	6

LEARNING OUTCOMES

- Identify the characteristics of a good coach
- Conduct a coaching session
- Provide constructive feedback
- Break down barriers to action

WHO SHOULD ATTEND

Supervisors, managers and leaders at all levels who want to become more effective coaches. This course is also recommended for anyone responsible for building teams or work groups.

1 DAY · 0.6 CEU

STRATEGIC PLANNING FOR GOVERNMENT ORGANIZATIONS

MGMT9200D

Use strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to create a solid framework to meet your organization's challenges. Discover how to develop and use mission statements, strategic plans and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA.

LEARNING OUTCOMES

- Explain the entire strategic planning process
- Establish a strategic plan that puts into action your mission and goals, providing concrete measurable results that matter to your organization and its customers
- Develop your strategic plan in conformance to the federal government model under the GPRA legislation
- Build your organizational skills through an enhanced ability to think and act strategically

WHO SHOULD ATTEND

Individuals responsible for developing and implementing strategic-planning initiatives.

You may also be interested in Performance-Based Service Acquisition (ACQI8002D).

3 DAYS · 1.8 CEU

MANAGING EMPLOYEE TRUST

SUPV7089D

Increase the effectiveness and efficiency of your team by building trust. Statistical research documents that trust drives about two-thirds of organizational performance. Participants will complete a survey entitled "Organizational Communications" enabling them to identify trust shortfalls at their agency. Based on learning during the course, participants will formulate a specific plan to enhance agency trust and performance. This plan will include actions the participant directly controls, as well as persuading other leaders to work at building trust and enhancing agency productivity.

LEARNING OUTCOMES

- Define organizational trust
- Describe the change process while building trust
- Implement necessary changes beneficial for employees, customers, and the public at large consistent with mission accomplishment
- Strategically plan organizational change initiatives
- Identify actions needed to restore trust
- Explain the importance of a personal Leadership Action Plan by identifying priorities and opportunities for your individual development as a leader or manager

WHO SHOULD ATTEND

Supervisors, managers, branch chiefs, division heads, team leaders, professionals in influential positions.

1 DAY · 0.6 CEU

JUMP STARTING HIGH-PERFORMING TEAMS: THE FUNDAMENTALS

TDEV7021D

Learn the essential skills for establishing healthy group dynamics and developing a strong team. Whether you are a team leader or team member, gain the skills necessary for effective team performance in this highly interactive. Bring this course on-site to train your entire team cost effectively.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

Distance Education Option: Leading Teams and Groups (TDEV8500A).

LEARNING OUTCOMES

- Identify the characteristics of high-performing teams
- Analyze the behavioral differences that exist within the team
- Identify the advantages of working in a team environment
- Understand the four stages of team development
- Examine the change process: resistance to change, critical roles and skills needed during the transition
- Understand the importance of a team charter in building a common understanding of the team's purpose
- Identify the "top 10" needs important in the task and maintenance dimensions of team functioning
- Know how to best design your team to improve performance

WHO SHOULD ATTEND

Managers, team leaders and members, and work groups who want to establish healthy group dynamics. Attend this session with or without your team members.

2 DAYS · 1.2 CEU

LEADING TEAMS AND GROUPS

TDEV8200D

Acquire the knowledge and skills you need to be an outstanding team/group leader. Bring your team/group to a higher level by confidently managing tasks and motivating members to be the best they can be.

This course is part of the **Certificates of Accomplishment in Human Resources Management** and part of the **Certificate of Accomplishment in Project Management**.

Distance Education Option: Leading Teams and Groups (TDEV8500A).

LEARNING OUTCOMES

- Define team leader roles and responsibilities
- Identify team mission, goals/tasks and roles
- Make the most of different styles of behavior
- Explain how to lead a virtual team effectively
- Explain effective leadership models
- Evaluate team/group performance

WHO SHOULD ATTEND

Managers and leaders of task forces, teams or work groups. This course is also ideal for anyone who is responsible for building and facilitating teams.

Auditors will want to take Team-Developed Audit Reports (AUDT9601G). Also see: Jump-Starting High-Performing Teams: The Fundamentals (TDEV7021D) for a basic coursein team skills; and Leadership Essentials (MGMT7020D) or Leadership Skills for Non-Supervisors (ADMB7006D) for introductory courses in leadership.

3 DAYS · 1.8 CEU

TELEWORK: A MANAGER'S PERSPECTIVE

MGMT9021D

Discuss how to motivate and equip managers to initiate telework agreements. Discover the requirements of the Telework Enhancement Act of 2010 (Public Law 111-292), and discuss the benefits and challenges of implementing those requirements. Recognize the similarities in managing on-site and off-site employees, and learn tips for managing teams through a successful telework program. Analyze position descriptions and employee characteristics to assess suitability for telework and explore real-life team scenarios. Discover helpful resources, including links to online tools, for use back at the office. Leave this course one step closer to implementing a successful telework program.

When delivered at an agency's location, the course may be customized to include aspects of the agency's telework policy and collective bargaining agreements, and agency specific scenarios.

LEARNING OUTCOMES

- Know how to determine which positions/duties and employees are well-suited for telework
- List several solutions that overcome potential telework challenges and learn how telework can help to assist in achieving the agency mission
- Learn the strategies used by effective managers and how those skills do not differ whether managing on-site employees or those that telework
- Discover where to locate and utilize telework resources as well as practical tools to implement telework and evaluate employees

WHO SHOULD ATTEND

Telework managers. For on-site delivery, Graduate School USA recommends that the agency's telework coordinator participate as well.

4 HOURS · 0.4 CEU

DECISION MAKING AND PROBLEM SOLVING

MGMT8102D

Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions. You increase your productivity and gain confidence as you learn a variety of decision-making strategies and how to resolve problems constructively.

This course aligns with the following DoD financial management competencies:

DoD LDR Competency	Proficiency Level	Hours
Decisiveness (Lead Teams/Projects)	N/A	6
Problem Solving (Lead Self)	N/A	6

LEARNING OUTCOMES

- Promote inquiry as a productive communication mode
- Improve the quality of decision making of your group and in your organization
- Understand and effectively manage the traps of decision making
- Manage groupthink
- Use tools to get required data to solve problems and support decisions

WHO SHOULD ATTEND

Managers, supervisors, team leaders and members of any group or individuals who are involved in decision-making or problem-solving processes.

2 DAYS · 1.2 CEU

NEGOTIATING TECHNIQUES

MGMT9104D

Learn to create win-win situations and improve work relationships with colleagues, employees, customers, and others. Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula, interest-based methods, and empathy in the negotiation process.

This course is part of the **Certificate of Accomplishment in Project Management**.

LEARNING OUTCOMES

- Differentiate among negotiation, mediation and arbitration principles and techniques
- Assess the conflict management styles of others
- Use proven strategies to improve work relationships and sell your ideas to others
- Apply principle-centered negotiation techniques in the workplace

WHO SHOULD ATTEND

Employees who want to improve their ability to successfully negotiate everyday situations.

You may also be interested in Performance-Based Service Acquisition (ACQI8002D).

2 DAYS · 1.2 CEU

EXECUTIVE SURVIVAL SKILLS

EXEC9911L

Address the theoretical and practical leadership aspects essential for survival in today's changing environment. Examine how the leader's attitude, values and beliefs influence organizational performance. Analyze your critical thinking / decision making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership.

LEARNING OUTCOMES

- Balance competing demands from superiors and those you supervise
- Systematically analyze organizational problems
- Strategically plan agency and organizational change initiatives
- Apply effective leadership styles
- Assess the learning capacity of your organization

WHO SHOULD ATTEND

Individuals at the GS 14-15 level, participants in agency Candidate Development Programs and SES members seeking additional or refresher training.

3 DAYS · 1.8 CEU

LEADERSHIP AND MANAGEMENT

Visit graduateschool.edu/leader for tuition information and a current schedule of courses.

LEADING PEOPLE

EXEC9912L

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ) Leading People and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Explore the dynamics of team leadership and how to create a "Culture of Greatness," through coaching and empowerment.

LEARNING OUTCOMES

- Apply strategies to build and lead effective teams based on individual strengths
- Resolve conflict by applying a variety of conflict management styles
- Leverage diversity and foster inclusion in the workplace
- Develop and communicate a vision for workforce motivation
- Use coaching and effective strategy implementation to maximize organizational performance

WHO SHOULD ATTEND

Individuals at the GS 14-15 levels, participants in Agency Candidate Development Programs and SES members seeking additional or refresher training.

3 DAYS · 1.8 CEU

MANAGING FOR RESULTS

EXEC9913L

Today's federal leaders are expected to plan for and measure performance to demonstrate that the agencies and programs they manage are viable and achieving results. Learn strategies to achieve measurable performance gains in your organization. Explore organizational issues affecting performance measurement, the balanced scorecard, accountability, entrepreneurial approaches to improvement and how to manage stakeholder expectations.

LEARNING OUTCOMES

- Map strategic planning goals to organizational results
- Identify more effective performance measures
- Identify entrepreneurial approaches for continuous improvement and accomplishing organizational objectives
- Describe the principles of the balanced scorecard and how they can be applied to your agency
- Better manage stakeholder expectations

WHO SHOULD ATTEND

Individuals at the GS 14-15 levels, participants in Agency Candidate Development Programs and SES members seeking additional or refresher training.

3 DAYS · 1.8 CEU

WASHINGTON EXECUTIVE SEMINAR

EXEC9904L

Focus on the Executive Core Qualification (ECQ) Building Coalitions, placing an emphasis on the competencies External Awareness, Political Savvy, Influencing/Negotiating and Oral Communication.

In this two-week, non-residential program, participants engage in individual and group activities, exercises, simulations and presentations taking advantage of the Washington location to gain insight into activities on Capitol Hill. The Washington Executive Seminar focuses on the political aspects of serving as a senior executive in the federal government. Faculty includes former House staffers, political appointees, and senior executives from GAO, OMB and other federal agencies. Seminar topics change to reflect current administration initiatives.

LEARNING OUTCOMES

- Analyze administrative policy decisions and the factors that influence them
- Apply strategies to manage critical relationships between Congress, federal oversight bodies and the agency senior executive
- Identify strategies for agency advocacy and brand management through media relations
- Build coalitions and network to exercise influence within and outside the agency
- Describe keys for success in Public-Private Partnerships
- Apply career management strategies

WHO SHOULD ATTEND

Individuals at the GS 14-15 levels, participants in Agency Candidate Development Programs and SES members seeking additional or refresher training.

10 DAYS · 6 CEU

CONGRESSIONAL OPERATIONS WORKSHOP

CFPG9200L

Receive a comprehensive review of Congress, its culture and the legislative process. With your new knowledge, gain a deeper respect for and understanding of Congress and the impact it has on organizations at a variety of levels.

LEARNING OUTCOMES

- Explain the leadership and organization of Congress, as well as the political forces that shape legislation
- Understand how congressional committees and floor procedures affect how a bill becomes a law
- Discuss the roles of personnel and committee staff
- Explain how the media, special interests and money influence policy formation

WHO SHOULD ATTEND

Supervisors, managers and executives in the federal government who need to both influence congressional decisions and understand the impact that those decisions have on their organizations.

3 DAYS · 1.8 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

EXECUTIVE LEADERSHIP PROGRAM

ELPG9000L

Ensure your future as a manager by enrolling in the Executive Leadership Program (ELP). This nine-month program, with an emphasis on leading people, provides training and developmental experiences for individuals at the GS 11-13 levels through experiential learning and individual developmental opportunities. These activities are supported by classroom instruction and activities provided during the four residential sessions.

- Program components include:
- 360-degree feedback assessment
- Leadership Development Plan
- One 60-day developmental work assignment
- One shadowing assignment
- Five executive interviews
- Management readings
- Experiential team project and presentation
- Working with a mentor
- Community service

The current tuition is $4,829. View more information about schedule and nomination, or contact the Center for Leadership and Management at (202) 314-3580.

LEARNING OUTCOMES

- Self-assess and develop both strengths and areas for growth
- Map career goals and objectives
- Apply styles and principles of leadership
- Utilize effective leadership models to lead teams

WHO SHOULD ATTEND

High-potential federal employees at the GS 11-13 levels.

9 MONTHS · 13.6 CEU · 3 CREDIT

EXECUTIVE POTENTIAL PROGRAM

EPPG8400L

The Executive Potential Program (EPP) is a 12-month nationwide leadership development program that provides the training and developmental experiences necessary for high-potential GS 13-15 employees moving into executive leadership positions. The curriculum consists of four one-week intensive residential sessions. The program focuses on individual development needs and leadership skills, action learning teams, project identification and project planning. Additional sessions concentrate on the following ECQs: Leading Change, Leading People, Managing for Results and Building Coalitions/Communications. A key component of this program includes an emphasis on best practices in leadership. Typically, all of the residential sessions are held outside of Washington, D.C.

The current tuition is $6,879. View more information for schedule and nomination, or contact Darlene Young at epp@graduateschool.edu or (202) 314-3580.

LEARNING OUTCOMES

- Develop innovative solutions to solve organizational problems
- Create a personal and organizational vision of leadership and lead others to accept the vision
- Appreciate the importance of continuous learning as the cornerstone of leadership growth and success
- Solidify strategic partnerships
- Mentor and motivate others

WHO SHOULD ATTEND

Federal employees at the GS 13-15 levels.

12 MONTHS · 13.6 CEU · 3 CREDIT

LEADERSHIP AND MANAGEMENT

Visit graduateschool.edu/leader for tuition information and a current schedule of courses.

WRITING ECQ STATEMENTS

EXEC9100L

Review the history and requirements of the Senior Executive Service, with a focus on policies, procedures and the application process. Use OPM's general guidelines for writing Executive Core Qualification statements (ECQs) to gain an understanding of the competencies that comprise each ECQ. You are guided through a self-assessment and will write ECQ statements with the assistance of a coach.

LEARNING OUTCOMES

- Describe the structure of the SES and how you gain access to it
- Apply basic guidelines for writing your Executive Core Qualification statements
- Identify the competencies and tasks that comprise the leadership effectiveness framework
- Describe development resources to gain additional experience with specific Executive Core Qualifications

WHO SHOULD ATTEND

Federal employees at the GS 13-15 levels considering or in the process of applying to the Senior Executive Service.

1 DAY · 0.6 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

INTRODUCTION TO ORGANIZATIONAL LEARNING

LEAD8000L

Acquire a strong foundation in the core competencies required for building learning organizations. Discover new tools and methods while focusing on leadership practices and disciplines. Assess your role in creating a work climate that encourages learning and quality performance.

For more information on this program, please visit the Organizational Leadership Core Competency program page.

LEARNING OUTCOMES

- Create high-performance teams that can cut across functional stovepipes
- Reflect, think systematically and lead honorably
- Identify the changes required of you as a leader to help your organization achieve its goals
- Crystallize a personal vision for the work group as a first step to building exceptional teams
- Apply the principles of systems thinking and organizational learning

WHO SHOULD ATTEND

Employees and managers in leadership positions who want to strengthen their ability to create high-performance teams that learn.

3 DAYS · 1.8 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

SYSTEMS THINKING

LEAD8100L

Find out how your organization really works and gain insight into tackling workplace issues through systems thinking. Develop systems thinking skills for everyday use. Assist work teams with complex problems and design appropriate interventions by learning the vocabulary for communicating about systems, casual diagramming techniques and the use of systems archetypes in practical settings.

If your organization needs on-side delivery of this training at a location of your choice, please call (202) 314-3593 or email Tadessa.Jones@graduateschool.edu

LEARNING OUTCOMES

- Describe the cause-and-effect dynamics of performance and phenomena (good and bad)
- Apply the vocabulary and diagramming techniques for using systems thinking in practical workplace problem solving and analysis
- Apply the systems archetypes and tools to your own workplace challenges

WHO SHOULD ATTEND

Anyone interested in gaining insight into workplace issues through systems thinking.

2 DAYS · 1.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

MENTORING SKILLS
MGMT7006D

Explore the specific roles, critical skills and key principles that support a successful mentoring experience. Discover strategies for developing an effective learning partnership and learn how to write a mentoring contract, conclude a relationship and avoid problems that can destroy the partnership.

LEARNING OUTCOMES

- Assess your mentoring skills and developmental needs
- Establish a mentoring program or enhance the current program
- Identify key principles and understand how to develop skills that support successful mentoring experiences

WHO SHOULD ATTEND

Current or aspiring mentors or anyone who is interested in establishing a mentoring program.

1 DAY · 0.6 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

NEW LEADER PROGRAM
NLED7300L

This six-month program develops future public service leaders by providing assessment, experiential learning and individual development opportunities. It is open to public service employees at the GS 7-11 levels who have high potential for leadership or have recently entered leadership positions.

Individuals should be nominated for this program based on their potential and motivation to complete all requirements and participate fully in all components of this intensive six-month program ACE College Credit Recommendation Service reviewed.

- Program components include:
- Customized Leadership Development Plan
- 360-degree feedback assessment
- Three one-week residential training sessions
- 30-day developmental assignment
- Shadowing assignment
- Senior-level management interviews

The current tuition is $3,329. View information aboutschedule and nomination, or contact the Center for Leadership and Management at (202) 314-3580.

LEARNING OUTCOMES

- Identify leadership strengths and developmental needs
- Communicate more effectively
- Demonstrate greater proficiency in a variety of Executive Core Competencies
- Grow as a leader through a personalized leadership development plan
- Create a personalized framework for practicing leadership

WHO SHOULD ATTEND

Federal employees at the GS 7-11 levels who wish to develop and enhance their leadership potential.

6 MONTHS · 9.8 CEU · 3 CREDIT

LEADING TEAMS AND GROUPS
TDEV8500A

All session times shown are Eastern US.

Become an outstanding team/group leader—one who can lead and influence teams to boost productivity and achieve positive results. Learn how to confidently communicate, manage tasks, motivate and coach team members, and manage conflict.

- Two-week online course; three hours of live instructor-led interaction per week
- Individual and group exercises and text chat
- Weekly assignments
- Instructor-facilitated discussion forums

Related Classroom Course: Leading Teams and Groups (TDEV8200D)

LEARNING OUTCOMES

- Define team leader roles and responsibilities
- Identify team mission, goals/tasks, and roles, and evaluate team/group performance against its mission
- Utilize effective leadership models to lead on-site and virtual teams effectively

WHO SHOULD ATTEND

Managers and leaders of task forces, teams, or work groups, as well as those responsible for building and facilitating teams.

2 WEEKS · 1.8 CEU

Personal Property Management

Visit graduateschool.edu/ppm for current schedule of courses.

SECTION CONTENTS

Applications in Personal Property Accountability (PROP7210D)..... 131
Property Accountability: The Life Cycle (PROP7112D) 131
Property Management for Custodial Officers (PROP7103D) 131
Warehousing, Operations and Disposal (PROP7001D)..... 132

APPLICATIONS IN PERSONAL PROPERTY ACCOUNTABILITY

PROP7210D

Explore the team-based approaches to problem solving and decision making in the management of personal property. Work with expert instructors and share your experiences with other participants in realistic simulations, while reviewing essential information required of all property managers. Apply the skills and knowledge learned from previous courses in realistic case studies. Work on your own property management issues. Learn to create action plans for accomplishing management functions and discover invaluable problem-solving skills.

This course is part of the Certificate of Accomplishment in Personal Property Management.

View Course Selection Guides

Learning Outcomes

- Perform the skills learned in the course to use in the workplace in the area of your personal property working environment
- State the important content procedures and regulations for personal property managers
- Identify information and the skills in team-based approaches to personal property management
- Demonstrate information in team-based approaches to applicable situations
- Demonstrate problem-solving techniques and the application of policy to respond to real-world problems and practical exercises

Who Should Attend

Those who want to learn and apply team-based management skills and those who want to learn and apply management techniques in personal property to their own work environment.

4 DAYS · 2.4 CEU

PROPERTY ACCOUNTABILITY: THE LIFE CYCLE

PROP7112D

Learn how to apply laws and regulations to realistic problems in life-cycle management. Focus on acquisition; accountability, including inventory management, redistribution and reconciliation; and disposal of property. Develop effective team-based skills for managing and leading life-cycle property management operations.

This course is part of the Certificate of Accomplishment in Personal Property Management.

Learning Outcomes

- Select life-cycle management to personal property
- Describe factors for determining the need for equipment
- State supply sources and the acquisition process
- Discuss specific responsibilities of property managers in the accountability phase
- Discuss the inventory management functions of the accountability phase
- Summarize situations that require disposal of property
- Explain the methods, time frames and responsibilities for disposal

Who Should Attend

Managers of personal property and facilities; administrators of property provided to contractors; those who need to apply law to real problems in life-cycle management; those responsible for all or part of life-cycle management; and those needing to know about the acquisition process, accountability and the disposal process.

4 DAYS · 2.4 CEU

PROPERTY MANAGEMENT FOR CUSTODIAL OFFICERS

PROP7103D

Gain a comprehensive overview of the day-to-day management of personal property. Lectures, discussions and class exercises cover the administrative and regulatory aspects of a property management program, terminology and the processes of determination of need, acquisition, accountability, inventory, control and disposal at the user level. Discussions center on the working environment and communications among the custodial officer, the accountable officer and the resource managers.

This course is part of the Certificate of Accomplishment in Personal Property Management.

View Course Selection Guides

Learning Outcomes

- Identify the stakeholders in personal property and their relationship with key laws, rules and regulations
- Describe the key functions of department and agency property management officials including custodial officers
- Define key property management terms
- Explain the key activities and their relationship within the property management life cycle

Who Should Attend

All designated or soon-to-be-designated property custodians; personnel at the user level, collateral property managers or property custodial officers; anyone seeking a basic procedure course on personal property management responsibilities; and those who need to be able to coordinate, keep records, maintain inventory, and serve as a conduit between program and property functions.

2 DAYS · 1.2 CEU

WAREHOUSING, OPERATIONS AND DISPOSAL

PROP7001D

Learn about basic storage and warehousing of materials, supplies, furnishings and equipment used in federal agencies.

Become proficient as a warehousing manager and as a member of the property management team for the life-cycle management of personal property. Receive valuable information on the complex responsibility of warehousing, inventory management and the disposal process.

This course is part of the **Certificate of Accomplishment in Personal Property Management**.

View Course Selection Guides

Learning Outcomes

- Describe accountability in the receiving process
- Explain how to receive hazardous materials
- Differentiate among the various aspects of warehousing, including utilization of space, locator systems and materials handling equipment (MHE)
- Define storage management, including types of storage, space requirements, floor plans and layout, and storage aids and accessories
- Summarize the importance of security in inventory management

Who Should Attend

Anyone concerned with receipt, storage and shipping operations; those involved in warehouse safety practices and regulations, and security; those who need to know about the interface of inventory management and storage; those concerned with the use of materials handling equipment; those who need to know how to implement a space utilization design, and a storage locator and retrieval system.

4 DAYS · 2.4 CEU

Program and Management Analysis

Visit
Graduateschool.edu/analysis
for current schedule of courses.

SECTION CONTENTS

Cost-Benefit Analysis Workshop (PGMT8100D) 134
Data Collection and Analysis (PGMT7001D) 134
Introduction to Program Evaluation (PGMT7003D) 134
Introduction to Statistics (STAT7100D) 135
Management Analysis: Overview (PGMT7000D) 135
Management Analysis: Data Gathering (PGMT8000D) 135
Management Analysis: Planning (PGMT7004D) 136
Management Analysis: Designing and Conducting a Study (PGMT8001D) 136
Management Analysis: Advanced Applications (PGMT9000D) 136
Practical Statistics (STAT7001A) 137

PROGRAM AND MANAGEMENT ANALYSIS

Visit graduateschool.edu/analysis for tuition information and a current schedule of courses.

COST-BENEFIT ANALYSIS WORKSHOP

PGMT8100D

Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and behaviors, present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, OMB Circular A-94 and more. Cover the fundamentals to perform basic cost-benefit studies and understand complex studies.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Describe the purpose and objective of cost-benefit analysis
- Explain and utilize the concepts of cost, present value and discount
- Effectively use cost-benefit analysis
- Present findings and recommendations

Who Should Attend

While there is no grade restriction, this course is designed for mid-level managers, analysts and staff members who have had no previous training in cost-benefit analysis.

3 DAYS · 1.8 CEU

DATA COLLECTION AND ANALYSIS

PGMT7001D

Learn how to collect and analyze data for a management study or audit. Discover how the data shape the results and reliability of the management study or audit.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Design a research study
- Select a sampling procedure
- Develop effective survey tools and instruments
- Apply statistical analysis to data

Who Should Attend

Anyone who is responsible for collecting and analyzing data, such as management, program and systems analysts, will benefit from this course.

5 DAYS · 3 CEU

INTRODUCTION TO PROGRAM EVALUATION

PGMT7003D

Evaluation identifies, discovers, generates and displays information about an organization's program effectiveness. The information shows what the organization produces, how those products affect society and how much the effect is worth. Budget hearings before Congress, as well as OMB, often require information generated by evaluations. Legislation commonly requires formal evaluation of some type as a condition for a program's existence or funding. Learn to describe programs, identify information useful in evaluation, collect reliable data and analyze it effectively.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Identify and apply critical elements of the evaluation process
- Identify the phases of research design
- Evaluate the strengths and weaknesses of different data-gathering techniques
- Interpret statistical data
- Identify costs and benefits of a program

Who Should Attend

Employees who are new to the field of program evaluation or those who need to review the basics of program evaluation.

5 DAYS · 3 CEU

INTRODUCTION TO STATISTICS

STAT7100D

Today's federal employees require a basic understanding of statistics in order to properly analyze information, recognize important trends, and recommend or evaluate appropriate actions. The course begins with a refresher on essential arithmetic operations and algebraic notations used in basic statistical calculations and formulas. The course then covers both descriptive and inferential statistics for quantitative and categorical data. The emphasis throughout the course is on understanding the concepts underlying the statistical formulas and understanding which formula to use in a given analytic situation. Each formula is presented with examples and then practice is provided in calculating and interpreting the formula. The course manual serves as a reference for all statistical concepts and formulas for use on the job.

Learning Outcomes

- Calculate measures of the average and variation in quantitative data
- Differentiate between a population and a sample
- Draw a random sample with an acceptable minimal sample size
- Compare two sample means and two sample proportions
- Array data and do initial calculations
- Use proportions and percents to describe variation in categorical data
- Determine statistical significance and test hypotheses for means and proportions
- Construct a scatter diagram and compute a correlation coefficient
- Calculate the chi square value for frequency data
- Calculate z scores and use them to identify probabilities under the normal distribution
- Calculate a regression equation and use it to predict a dependent variable

Who Should Attend

Government employees and contractors who need to understand or perform basic statistical calculations and interpretations at work, including individuals who need a refresher course and those who have never taken a course in statistics.

4 DAYS · 2.4 CEU

MANAGEMENT ANALYSIS: OVERVIEW

PGMT7000D

Receive a solid foundation in management analysis techniques. Provide more effective assistance when working closely with experienced management analysts. Become acquainted with the process of analysis and various data-gathering methods, so that you can work independently on parts of studies or complete an elementary study with minimum supervision.

This course is part of the Certificate of Accomplishment in
Program and Management Analysis.
Personal Property Management,
Human Resources Management.

View Course Selection Guides

Learning Outcomes

- Describe the role of the management analyst
- Develop a basic study plan
- Identify and describe issues or problems
- Collect data employing the appropriate data collection methods
- Interpret simple descriptive statistics for data analysis
- Explain the fundamentals of developing a study report and presenting a briefing

Who Should Attend

Management technicians, supervisors, assistants, new program/management analysts, and those who anticipate doing elementary management analyses but have no formal training. This course also helps prepare those who have the potential for management analysis positions but do not currently possess the required technical knowledge.

4 DAYS · 2.4 CEU

MANAGEMENT ANALYSIS: DATA GATHERING

PGMT8000D

Get the knowledge and skills you need to produce thoroughly researched, useful management studies. Receive an overview and examples of the most frequently used data-collection tools, and identify those specific situations that are amenable to those tools and approaches. Learn about the most commonly used techniques to analyze the collected data.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Construct and use a causal model
- Deduce hypotheses from a causal model
- See the relevance and importance of correlation
- Develop viable operational definitions
- Conduct physical area inspections and layout analyses
- Perform work distribution charts and work samplings
- Construct process flowcharts
- Interview and develop effective questionnaires

Who Should Attend

Program and management analysts, auditors and others who want to improve their ability to produce thoroughly researched, useful management studies or who want to learn interviewing skills and how to design questionnaires and flowchart presentations. Participants should be familiar with management analysis principles as taught in Management Analysis: Overview (PGMT7000D).

4 DAYS · 2.4 CEU

PROGRAM AND MANAGEMENT ANALYSIS

Visit graduateschool.edu/analysis for tuition information and a current schedule of courses.

MANAGEMENT ANALYSIS: PLANNING

PGMT7004D

Learn the fundamentals of planning and preparing a valuable management analysis study for your organization. Explore topics such as planning a system using the functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal and applying the weighted ranking technique in decision making.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Explain the management perspective
- Analyze and/or assist with the organizational restructuring of your agency
- Understand and use the functional analysis systems technique, ordinal ranking and weighted ranking
- Construct a causal model via back-step analysis
- Plan a project via one of the following methods: milestone chart, Gantt chart or precedent diagram
- Use decision trees to organize data for recommendations
- Develop a viable study proposal

Who Should Attend

Program and management analysts, technicians and assistants, and others who need to learn the fundamentals of planning and preparing a management analysis study for an organization. Participants should be familiar with management analysis principles as taught in Management Analysis: Overview (PGMT7000D).

4 DAYS · 2.4 CEU

MANAGEMENT ANALYSIS: DESIGNING AND CONDUCTING A STUDY

PGMT8001D

Master the basics of designing and conducting a study. Discover the steps you need to proceed with confidence, including effective preparation techniques, well-founded research design methodologies, successful presentation tips, and proven work-measurement and cost-benefit analysis strategies.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Define management analysis and the role of the management analyst
- Identify and analyze a problem using the process of problem analysis
- Present an effective study proposal
- Describe and apply the techniques of model building in data analysis
- Define, organize and present a set of alternative solutions to problems

Who Should Attend

Program and management analysts, auditors and other professionals who want to improve their ability to produce thoroughly researched, useful management studies.

4 DAYS · 2.4 CEU

MANAGEMENT ANALYSIS: ADVANCED APPLICATIONS

PGMT9000D

Learn to apply and synthesize information, concepts, rules and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop. Guided by highly experienced instructors, review and apply management analysis tools and techniques in a structured environment to arrive at approaches or solutions to organizational issues or problems.

This course is part of the **Certificate of Accomplishment in Program and Management Analysis**.

View Course Selection Guides

Learning Outcomes

- Take loosely defined problems or concepts and turn them into project plans
- Identify stakeholders and their roles in analyses and/or projects
- Create a clear and shared vision for projects
- Develop a measurement system that provides "early warning signs" for problems
- Accomplish project goals effectively and efficiently
- End your project and capture the lessons you have learned

Who Should Attend

Program and management analysts, auditors and project/program managers who have a solid understanding of management analysis or project management fundamentals will benefit from this course.

You should complete the other courses required for the Certificate of Accomplishment in Program and Management Analysis before taking this **capstone** course or have at least one year of supervisory experience in program management, project management or management analysis.

4 DAYS · 2.4 CEU

PRACTICAL STATISTICS

STAT7001A

Master the basics of statistics, even if you have no prior knowledge of the subject.

✦ Limited instructor assistance

This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.

Enroll anytime. All materials supplied. Independent study; take up to six months to complete.

Learning Outcomes

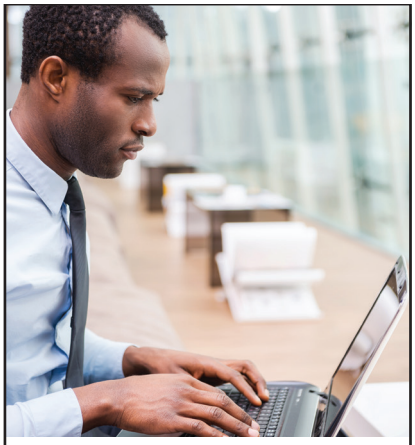
- ✦ Study statistical terms and definitions
- ✦ Construct a frequency distribution
- ✦ Compute measures of central tendency
- ✦ Compute an arithmetic deviation and a standard deviation
- ✦ Explain what is meant by the normal curve
- ✦ Present data using graphs and charts

Who Should Attend

Anyone whose work assignments include basic statistical calculations and interpretations, and those who have never taken a statistical course or those who need a refresher course.

Prerequisites:
Knowledge of high school algebra is desirable but not necessary.

6 MONTHS · 3 CEU



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- Multimedia-rich, technology-based instruction taps social networking sites and other Web 2.0 tools
- Peer dialog and instructor guidance via audio, chat, Discussion Forums, and email
- Flexible start times and completion dates
- Content tailored to your learning goals and knowledge
- Accessible from your computer or mobile device

Project Management

Visit graduateschool.edu/projects for current schedule of courses.

SECTION CONTENTS

Project Management (PGMT7005D) 139
Project Management for IT: Application and Integration (PROJ7602T) 139
Project Management for the Office Professional (ADMB7011D) 139
Executive View of Project Management (PROJ9003D) 140
Managing a Project with Your Team (PROJ8202D) 140
Planning and Managing Agile Projects (PROJ7994T) 140
Project Communications Management (PROJ8294D) 141
Project Cost Management (PROJ8292D) 141
Project Quality Management (PROJ8296D) 141
Project Risk Management (PROJ8293D) 142
Project Scope Management (PROJ8299D) 142
Project Time Management (PROJ8291D) 142
Project Management Fast Track (PROJ8300D) 143
Preparing For the PMP® Examination (PROJ8295D) 143
Project Management (PGMT7005A) 143

PROJECT MANAGEMENT
PGMT7005D

Learn to organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements and overcome potential obstacles. Whether managing an office move, implementing a new accounting system or launching a special program initiative, this course gives you the crucial skills for success.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices. In compliance with the Project Management Institute, Inc. (PMI®) standards effective January 1, 2013, this course provides measurable learning outcomes. Testing will occur during the session to assess student attainment of the learning outcomes. Individual test results are for the use of the student and the Graduate School USA only.

This course is part of the Certificates of Accomplishment in **Program and Management Analysis**, **Personal Property Management**, **Human Resources Management** and **Project Management**.

You may be interested in Project Management (PGMT7005A) offered through Distance Education.

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LEARNING OUTCOMES

- Demonstrate use of basic project management concepts and terminology related to *PMBOK® Guide* best practices
- Apply the Road Map to Good Project Management when initiating, planning, executing, controlling, and closing a project
- Describe the most important tools and techniques needed to plan, schedule, and control projects
- Lead the project team to execute the project plan
- Effectively close a project and formally terminate all activities
- Describe the value of project management software
- Control project execution by monitoring performance versus plan, and taking corrective action

WHO SHOULD ATTEND

Project managers, team leaders, team members and other professionals who want to learn how to complete projects on time and within budget, and meet quality standards.

4 DAYS · 2.4 CEU

PROJECT MANAGEMENT FOR IT: APPLICATION AND INTEGRATION
PROJ7602T

Sequence

Learn a practical, standard approach to managing project implementations of IT initiatives. Discuss project management knowledge areas, specific activities performed by a project manager under each area, and the tools and techniques to be applied in specific management situations. Gain hands-on experience through a case study involving practical examples of project planning concepts, scope and resource management, cost and schedule development, risk and change management, and the use of earned-value analysis for project control.

This course is part of the **Certificate of Accomplishment in Project Management**.

LEARNING OUTCOMES

- Perform project initiating processes, including: needs identification; defining concept of operation; and specifying high-level goals, objectives, funding and program/project management authority
- Establish a planning phase detailing a project plan for the life of an IT project
- Construct an implementation design and development activity for the creation of an IT project product
- Test and evaluate an implementation at component and system levels
- Manage and maintain IT project baselines
- Transition and close IT project products into use within an organization

WHO SHOULD ATTEND

IT directors and managers, project managers and team leaders, programmers/analysts, systems analysts, project office staff members. Attendees should have worked on a program or project or have participated in the procurement process for an IT initiative.

4 DAYS · 2.4 CEU, 24 PDU

PROJECT MANAGEMENT FOR THE OFFICE PROFESSIONAL
ADMB7011D

Project management is more than just getting things done; it involves careful planning, establishing authority and building teamwork. Gain the respect and confidence necessary for assuming more responsible roles in your organization. Prepare to stay on track and in control.

LEARNING OUTCOMES

- Provide critical support to a major project by performing key functions
- Gain control over project schedules and budgets through proper tracking
- Participate fully in the various aspects of project management
- Define the different roles of the project team members

WHO SHOULD ATTEND

Office professionals who seek a basic understanding of project management techniques or who want to sharpen their project management skills, as well as support and administrative personnel periodically assigned to project work teams or who head small projects. For more comprehensive coverage of project management principles, see Project Management (PGMT7005D). Auditors may want to take Planning Audit Assignments (AUDT8451G).

3 DAYS · 1.8 CEU

EXECUTIVE VIEW OF PROJECT MANAGEMENT

PROJ9003D

Managing projects is always a challenge, especially when those projects involve multiple stakeholders, new or unproven technology, shifting or unclear project requirements or constrained resources. Those project challenges multiply in a fast-paced, highly competitive workplace.

Discuss the value and importance of project management. Learn a project management framework, and the challenges of applying good project management in the organization.

LEARNING OUTCOMES

- Describe the new organizational environment, an environment that makes the application of solid project management an organizational imperative
- Describe three essential tools and methods for applying project management
- Identify the challenges of managing projects
- Increase awareness of the need for project management skills

WHO SHOULD ATTEND

Executives and managers who are focused on improving productivity and achieving designated outcomes. No experience in project management is required.

1 DAY · 0.6 CEU

MANAGING A PROJECT WITH YOUR TEAM

PROJ8202D

According to the Project Management Institute, the only skills more important to project managers than communicating effectively are negotiation and conflict resolution. These skills can make the difference between a project that fails amid acrimony and a project that succeeds and builds positive relationships within the team and across the organization. Learn proven techniques to help you acquire the necessary project resources, build consensus on project scope and requirements, and create clear understanding of the duties of team members and contractors.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management**.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

LEARNING OUTCOMES

- Facilitate development of high-performing project teams that are cohesive and clear on their goals
- Apply proven techniques for negotiating internal and external resources and achieving consensus on project goals and requirements

WHO SHOULD ATTEND

Project managers, team members, and others who want to apply best practices to implement project communications and project human resources management.

2 DAYS · 1.4 CEU

PLANNING AND MANAGING AGILE PROJECTS

PROJ7994T

The Agile Approach to software development has long been successfully used in the private sector and now has become an important development methodology in Federal IT. Agile development calls for project delivery in sequential phases that stress a delivery framework of four to eight weeks. Agile methods stress collaboration between programming teams and business experts. Because of using a shorter, more iterative process Agile development reduces the risk of long-term, large scope projects. Initial planning is done at a high level and supplemented by specific plans for each phase of the project. The project status is evaluated by working software that meets requirements. This three-day course offers a comprehensive guide to adopting Agile methodologies.

LEARNING OUTCOMES

- Promote customer satisfaction by frequent collaboration and delivery of quality software
- Learn how to manage change for your customers' advantage
- Use timelines that range from several weeks to several months for planning and delivery
- Motivate team members by providing support and resources and foster an independent environment that promotes accountability
- Make technical quality and superior design intrinsic to outcomes
- Build a culture that identifies lessons learned and effectively integrates new methods

WHO SHOULD ATTEND

The course is for project managers, business analysts, IT specialists, programmers/analysts, system analysts, and project office staff members.

3 DAYS · 18 PDU · 1.8 CEU · 1.4 CEU

PROJECT COMMUNICATIONS MANAGEMENT

PROJ8294D

Communications management is one of the essential functions that can dramatically affect the outcome of a project. Project managers must create and effectively use a communications plan that performs two principal functions: collecting the right data and disseminating appropriate information in a timely manner. To do this effectively, project teams must identify the appropriate audiences, develop appropriate communications media, establish a communications schedule, and manage the flow of information in and out of the project team. Learn the tools and techniques that project teams can use to build an effective communications plan.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management**.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Ensure the communications plan is followed
- Understand the connection between Project Communications Management and Project Stakeholder Management
- Develop an effective project information management approach
- Apply communication methods and tools for an effective communication plan
- Lead project teams through more effective communications

Who Should Attend

Project managers, team members and others who want to apply best practices to implement project communications.

2 DAYS · 1.4 CEU

PROJECT COST MANAGEMENT

PROJ8292D

The first step in successfully managing project costs is to have a project budget that realistically reflects the costs for executing the project. Project Cost Management addresses the identification, elaboration, planning, development and management of the project budget. Using best practices, learn how to develop a project cost estimate, project budget and project budget baseline. In addition, practice the preparation of a spending profile that supports variance analysis and corrective action using earned value management (EVM). Gain an effective skill set for developing and controlling the project budget baseline.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management**.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Explain project cost management basics
- Develop the project cost management plan
- Assess cost estimating methods
- Develop project budget and performance measurement baseline
- Interpret and analyze cost performance

Who Should Attend

Project managers, team members and others who want to apply best practices to improve their project cost estimating and budgeting skills.

2 DAYS · 1.4 CEU

PROJECT QUALITY MANAGEMENT

PROJ8296D

Most organizations recognize that their success and customer satisfaction hinge on the effective implementation of quality concepts, tools and techniques. Become a positive force by using best practice techniques to help ensure project and organizational success. Learn about the three PMBOK® quality management processes to enhance project success.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management**.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Explain the history of quality management and how it relates to project quality management
- Explain the purpose of quality management plan and how it relates to the project management plan
- Identify project quality requirements using project management tools and techniques
- Define the quality assurance process to ensure appropriate standards and definitions
- Monitor and record the quality of project deliverables to ensure customer satisfaction

Who Should Attend

Project managers, team members and others who want to apply best practices to improve the quality of their project processes and outcomes.

2 DAYS · 1.4 CEU

PROJECT RISK MANAGEMENT

PROJ8293D

To achieve project success in today's fast-paced, resource-scarce environments, you must possess the ability to assess, manage and interact with inherent and unforeseen project risks. Learn to uncover, communicate and develop successful strategies to transform project risks into project opportunities. Learn about all six *PMBOK®*Guide risk management processes with emphasis on developing the risk register. Practice risk management techniques to gain practical knowledge to apply to current projects.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management.**

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Apply effective risk identification techniques
- Apply appropriate risk management tools
- Develop risk mitigation approaches that improve the potential for project success
- Implement effective risk response control methods to stay ahead of potential risk events
- Explain the relationship between risk and both cost and schedule contingency planning

Who Should Attend

Project managers, team members and others who want to apply best practices to manage project risk.

2 DAYS · 1.4 CEU

PROJECT SCOPE MANAGEMENT

PROJ8299D

Defining the scope of a project is one of the most challenging tasks in project management. The importance of working with stakeholders to ensure the project meets their expectations cannot be overemphasized. Learn about the identification, elaboration, planning and management of project scope, including selected processes, from the integration and scope knowledge areas.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management.**

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Discuss definition and integration of project scope into the project life cycle
- Explain requirements identification and justification
- Explain the nature and extent of the work necessary to achieve project objectives
- Develop a work breakdown structure to identify project deliverables

Who Should Attend

Project managers, team members and others who want to apply best practices for planning and managing project scope.

2 DAYS · 1.4 CEU

PROJECT TIME MANAGEMENT

PROJ8291D

"On time" and "within budget" are two of the most frequently heard refrains in the project management business. Time and cost management form the basic foundation of the discipline of project management. Learn about the identification, elaboration, planning and management of the project schedule. Based on the *PMBOK® Guide* and current industry best practices, learn how to develop project schedules and the requisite planning elements.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management.**

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Use the project work breakdown structure (WBS) and PM tools to plan, develop, elaborate and manage a project schedule
- Integrate activity relationships, milestones, deadlines and other constraints into the project plan schedule
- Perform schedule variance analysis and change control including schedule compression strategies
- Effectively communicate the project schedule needs and status to stakeholders including the project team and senior management

Who Should Attend

Project managers, team members and others who want to apply best practices to planning and managing the project baseline.

2 DAYS · 1.4 CEU

PROJECT MANAGEMENT FAST TRACK

PROJ8300D

Your ability to effectively define, manage and measure a project's requirements, scope, on-time delivery and success is crucial in helping you gain approval for resources.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Identify the nine project management knowledge areas and the five process groups and distinguish between core and facilitating processes of project management
- Be prepared for the PMP® certification exam
- Define the scope of a project - one of the most challenging tasks for a project manager
- Develop and manage the project schedule
- Select the appropriate type of risk analysis
- Manage conflict on the project team and among stakeholders

Who Should Attend

Program managers, project managers and all others who work on a project team and desire a better understanding of the project management process should attend this class. Individuals interested in obtaining their PMP® certification should also attend. You receive the 35 hours of project management education required to take the examination.

5 DAYS · 3.5 CEU · 35 PDU

PREPARING FOR THE PMP® EXAMINATION

PROJ8295D

Establish your credential as a Project Management Professional (PMP®) by taking the PMP® certification exam offered by the Project Management Institute, Inc. Identify your personal strengths and weaknesses regarding mastery of the five process groups and nine knowledge areas of the *PMBOK® Guide*, and develop a personal study program to prepare yourself for success on the examination.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

This course is part of the **Certificate of Accomplishment in Project Management.**

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Explain the PMP® certification exam registration requirements and process
- Discuss the concepts and format of the PMP® certification exam
- Identify key areas for further development in order to create a personal learning plan to improve performance
- Apply studying and test-taking techniques from certified PMP®
- Identify the nine project management knowledge areas and the five process groups
- Distinguish between core and facilitating processes of project management

Who Should Attend

Anyone who has at least three years of experience working in a project-oriented environment, and who has already completed a rigorous certificate or self-study program and wants a compressed, targeted approach toward preparing for the PMP® exam.

2 DAYS · 1.4 CEU

PROJECT MANAGEMENT

PGMT7005A

Learn to organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome potential obstacles. Whether you are managing an office move, implementing a new accounting system or launching a special initiative, this course gives you the crucial skills for success. Participants spend four to five hours per week completing independent study assignments under the guidance of a seasoned project management professional.

Please check out the recorded video of the instructor describing what is covered.

Note: This course is aligned with the *PMBOK® Guide-5th Edition*, which covers all related best practices.

Enroll anytime in this online course. All materials included. Instructor-based study. Self-paced; take up to 16 weeks to complete.

This course is part of the Certificate of Accomplishment in **Program and Management Analysis**, **Personal Property Management**, **Human Resources Management** and **Project Management**.

PMP®, *PMBOK® Guide*, PMI®, and Project Management Professional® are registered marks of Project Management Institute, Inc.

Learning Outcomes

- Be familiar with the project management processes and best practices defined in the *PMBOK® Guide*.
- Learn how to use the Road Map to Good Project Management
- Explain the main tasks involved in, and outputs of, initiating, planning, executing, monitoring and controlling, and closing projects
- Be able to effectively plan, schedule, and control your projects

Who Should Attend

Project managers, team leaders, team members, and other professionals who want to learn how to complete projects on time and within budget and meet quality standards. Participants who prefer a classroom version of the course should register for Project Management (PMGT7005D).

16 WEEKS · 2.4 CEU

Security

Visit
graduateschool.edu/security
for current schedule of courses.

SECTION CONTENTS

Building a Better Security Program (SRTY8201D) 145
Counterintelligence for the Security Professional (SRTY7201D) 145
Industrial Security for Government Personnel (SRTY7204D)..... 145
Information Security Course (SRTY7205D) 146
Physical Security and the Protection of Classified Materials (SRTY7222D) 146
Security Specialist Course (SRTY7224D) 147
Understanding NISPOM Requirements (SRTY7225D) 147
Derivative Classification & Marking Requirements (SRTY7335D) 147
Derivative Classification & Marking Requirements (SRTY7336A) 148

BUILDING A BETTER SECURITY PROGRAM

SRTY8201D

Study a number of challenges faced by the security manager or Facility Security Officer who is responsible for a facility's overall security program. Learn how to implement a security program that far exceeds the minimum level required by regulation. Gain an introduction to those skills, attributes, and techniques used by security professionals known for having exceptional security programs. Learn basic leadership skills that enable you to become a more effective security professional. Raise the level of professionalism within your security program.

Learning Outcomes

- Learn the skills required to implement an effective security program that is supported by senior management and employees
- Discover the unique attributes of effective security managers
- Articulate effectively to employees the multifaceted threat to sensitive and classified information, resources, and personnel as part of their security education and training effort
- Know the techniques used by the most successful security professionals to gain senior management support and employee buy-in for your security program
- Learn how to translate specific national security requirements into effective security programs
- Discover ideas and approaches that have worked well for effective security managers so you can use them to improve security operations
- Know how to effectively lobby senior management for scarce resources to staff and support your security program
- Develop leadership skills that help you achieve security mission objectives
- Learn how to gain from employees a commitment to security requirements through effective security education and training programs

Who Should Attend

Facility security officers, assistant FSOs, security managers, assistant security managers, or anyone working in a security office, both government and industry. Attendees must be U.S. citizens.

2 DAYS · 1.2 CEU

COUNTERINTELLIGENCE FOR THE SECURITY PROFESSIONAL

SRTY7201D

Gain an introduction to today's threats (criminals, foreign intelligence services, terrorists, malicious code writers, hackers/hacktivists, and disgruntled employees) to sensitive and classified information, your employees, and your resources. Learn about the multifaceted threat that faces companies and agencies today, as well as tactics you can employ to combat it. Clearly understand the multifaceted threat to sensitive and classified information, resources, and personnel. Effectively articulate this threat to employees as part of your security education and training effort.

Learning Outcomes

- Gain an introduction to the threat from foreign intelligence entities
- Learn collection methods used by foreign intelligence services (FIS)
- Know how FIS use the Internet and social networks to approach employees
- Be aware of the growing threat from trusted insiders
- Learn what motivates the trusted insider who engages in espionage or leaking activities
- Know the reporting responsibilities of cleared employees

Who Should Attend

Relevant to all security personnel in government and industry positions. Attendees must be U.S. citizens.

2 DAYS · 1.2 CEU

INDUSTRIAL SECURITY FOR GOVERNMENT PERSONNEL

SRTY7204D

Designed to take the student from start to finish through the National Industrial Security Program (NISP) as it relates to government involvement, this course examines and explains the requirements for security of classified information released to industry from the issuance of a classified bid packet, through the completion of the classified contract. The course covers the information required for each of the 17 blocks of DD Form 254, along with practical exercises. Students will discuss the responsibilities of program managers, contracting officers, and security personnel.

This course is a combination of instructor briefings, video presentations, group discussions, and practical exercises. Upon completion of the course, the student clearly understands how to prepare the various documents/instruments necessary to support a classified contract issued to a contractor.

Learning Outcomes

- Be familiar with government responsibilities relevant to the administration of a classified contract
- Know verbiage, clauses, and federal acquisition regulations (FAR) / defense federal acquisition regulations (DFAR) that should be included in classified contracts
- Learn the process for sponsoring a contractor for a Facility Clearance
- Know the process for handling National Interest Determinations
- Learn how to properly complete a DD Form 254

Who Should Attend

Government and contractor employees (security professionals, contracting officers, contracting officer's representatives [CORs], subject matter experts) involved in issuing classified contracts, preparing or reviewing DD Forms 254, and/or preparing classification guidance. Attendees must be U.S. citizens.

2 DAYS · 1.2 CEU

INFORMATION SECURITY COURSE

SRTY7205D

Introducing you to fundamental requirements for classification, declassification, and safeguarding of national security (classified) information; this course reviews the contents of the Information Security Oversight Office's (ISSO) Directive No. 1. It also teaches you how to properly mark classified documents.

Upon completion of the course, clearly understand the principles of classification management related to classification, declassification, and safeguarding of classified information. Fullygrasp the rationale and mechanics of properly marking a classified document. This course is a combination of instructor briefings, video presentations, group discussions, and practical exercises.

Learning Outcomes

- Know the security requirements contained in Executive Order 13526 and ISOO Directive No. 1
- Learn how to ensure that your security program is adequately protecting national security information and materials
- Understand the principles of classification, declassification, and safeguarding of classified information
- Know the proper security markings on classified documents

Who Should Attend

Government and Industry personnel who are responsible for applying derivative classification markings. Attendees must be U.S. citizens.

2 DAYS · 1.2 CEU

PHYSICAL SECURITY AND THE PROTECTION OF CLASSIFIED MATERIALS

SRTY7222D

Physical security describes measures that prevent or deter attackers from accessing a facility, resource, or information stored on physical media, and it includes guidance for how to design structures to resist various hostile acts. Gain an introduction to the discipline of physical security as it relates to the protection of personnel, assets, and sensitive and classified materials and information. This is a fundamentals course addressing physical security challenges as well as suggested countermeasures for each challenge. The course is a combination of instructor briefings, video presentations, group discussions, and practical exercises.

Upon completion, be able to conduct a physical security survey of your facility and identify vulnerabilities in its physical security program. Learn to design a new facility using crime prevention through environmental design (CPTED) concepts that deter evildoers intent on engaging in criminal activities directed at the controlled facility. Gain an appreciation for the emerging technologies that are useful in current and future physical security programs. Finally, gain insight into ways to inure your facility against the myriad threats present in the operational world.

Learning Outcomes

- Understand the myriad threats to information, people, and resources
- Grasp the concept of come prevention through environmental design (CPTED) and security-in-depth
- Learn the technical aspects and principles of physical security
- Know the importance of building a system-of-systems for protecting a controlled facility
- Learn about emerging biometric technologies that have utility for physical security purposes
- Understand the convergence of IT security and physical security
- Know the advantages and disadvantages of security guards

Who Should Attend

People who work in classified environments and are responsible for the physical security of, or who want to learn about physical security measures supporting, classified work environments. Attendees must be U.S. citizens.

2 DAYS · 1.2 CEU

SECURITY SPECIALIST COURSE

SRTY7224D

This comprehensive course is primarily designed for the individual who has been newly assigned Security responsibilities and has little or no experience in the security field. This course also serves as a refresher for an individual who has been functioning as a Security Specialist for some time or who is preparing for the NCMS Industrial Security Professional (ISP) exam..
A manager responsible for the supervision of Security Specialists but who is not a seasoned security professional may also benefit. The newly appointed contractor Facility Security Officer (FSO) will also find this course valuable.

Included in this course is a combination of instructor briefings, video presentations, group discussions, and practical exercises. Upon completion, the Security Specialist clearly understands his or her security responsibilities as dictated by the national regulations, and has a well-rounded familiarity with all aspects of the Security Specialist position.

Learning Outcomes

- Apply the governing regulations for the protection of national security (classified) information
- Understand the principles of classification management relative to classification and declassification of materials
- Be familiar with the myriad requirements for safeguarding classified information
- Understand the rationale and mechanics of properly marking a classified document
- Implement an effective security education and training program
- Gain insight into obtaining senior management support and employee buy-in for the security program
- Become familiar with all aspects of the security clearance process, from justification and the personnel security questionnaire (PSQ) to submitting periodic reinvestigations

Who Should Attend

Any government employee who has been newly assigned Security Specialist (GS-080) responsibilities and has little or no experience in the security field.

4 DAYS · 2.4 CEU

UNDERSTANDING NISPOM REQUIREMENTS

SRTY7225D

The National Industrial Security Program Operating Manual (NISPOM) prescribes requirements, restrictions, and other safeguards to prevent unauthorized disclosure of classified information released by U.S. Government executive branch departments and agencies to their contractors. Thus, the NISPOM is the guiding security manual for contractor Facility Security Officers (FSO) and their staffs.

This course is a combination of instructor briefings, video presentations, group discussions, and practical exercises.

ISP Certification Exam: The instructor, an Industrial Security Professional (ISP) will be proctoring the ISP exam for eligible candidates who attend this "Understanding NISPOM Requirements" class. The two-hour ISP exam will be taken on-line only and will be administered on Friday afternoon immediately following completion of the class. A completed application, along with payment in full, must be received by NCMS at least 30 days prior to the scheduled test date.

Learning Outcomes

- Gain an introduction to the security requirements contained in the NISPOM
- Ensure that your security program is adequately protecting national security information and materials given to the contractor by the U.S. Government
- Be prepared for an inspection by the Cognizant Security Office (the Defense Security Service)
- Understand the rationale behind compliance requirements
- Accomplish an effective self-inspection, knowing that you are able to identify deficiencies in your security program and implement measures to eliminate any noncompliance issues

Who Should Attend

Security professionals in industry who need to enhance their understanding of the compliance requirements established in the NISPOM. However, the course also benefits the government security professional who works in industrial security and provides security oversight to a classified contract. Attendees must be U.S. citizens.

5 DAYS · 3 CEU

DERIVATIVE CLASSIFICATION & MARKING REQUIREMENTS

SRTY7335D

Change 1 to the National Industrial Security Program Operating Manual (NISPOM), based on Executive Order 13526, requires that all employees authorized to make derivative classification decisions be trained in the proper application of the derivative classification principles, with a special emphasis on avoiding over-classification, at least once every 2 years.

This briefing, delivered by an Industrial Security Professional (ISP), is designed to assure that your employees meet this new requirement and keep up-to-date with the knowledge and skills needed to make accurate derivative classification decisions.

This course as a required training is applicable for both initial and refresher training. New derivative classifiers will benefit from the full course - Understanding NISPOM Requirements (SRTY7225D).

Learning Outcomes

- Use the authorized and approved source documents that assist in analyzing and evaluating information
- Identify the elements that require classification and apply standard markings

Who Should Attend

All industry derivative classifiers authorized to make derivative classification decisions.

2 HOURS · 0.2 CEU

For Contract Only. Available for on-site delivery at a location of your choice. Receive a price quotation by calling (888) 744-4723 or completing the inquiry form at graduateschool.edu/Quote.

DERIVATIVE CLASSIFICATION & MARKING REQUIREMENTS

SRTY7336A

Change 1 to the National Industrial Security Program Operating Manual (NISPOM), based on Executive Order 13526, requires that all employees authorized to make derivative classification decisions be trained in the proper application of the derivative classification principles, with a special emphasis on avoiding over-classification, at least once every 2 years.

This briefing, delivered by an Industrial Security Professional (ISP), is designed to assure that your employees meet this new requirement and keep up-to-date with the knowledge and skills needed to make accurate derivative classification decisions.

This course as a required training is applicable for both initial and refresher training.

Enroll anytime for this online course.

Learning Outcomes

- Apply the authorized and approved source documents that assist in analyzing and evaluating information
- Distinguish the elements that require classification and apply standard markings

Who Should Attend

All industry derivative classifiers authorized to make derivative classification decisions.

New derivative classifiers will benefit from the full course - Understanding NISPOM Requirements (SRTY7225D).

2 HOURS · 0.2 CEU

General Information

Visit graduateschool.edu for tuition information and a current schedule of courses* graduateschool.edu/catalog or call 888.744.GRAD

The Accreditation and Approvals sections beginning on page 21 of this catalog provide additional information concerning Graduate School USA's mission, institutional goals, capabilities, accreditation, and approvals from recognized external organizations. This section includes some of the policies and general information applicable to the Government Training and Professional Development non-credit courses.

Please visit graduateschool.edu/policies for the most complete and up-to-date information relating to all Graduate School USA policies and procedures. If you have any questions or need additional information, please contact our Customer Support Center at (888) 744-GRAD.

Registration Methods 150
Non-Credit Admissions Policy 151
Training Accessibility 151
Multiple Registrations 151
Registration Information 151
GSA Federal Supply Schedules 151
Acknowledgement Notification 151
Confirmation Notification 152
Class Cancellations 152
Refund Policy 152
Course Hours and Attendance 152
Course Materials 152
Inclement Weather and Emergencies 153
Dress and Conduct 153
Request a Transcript 153
Guarantee and Grievances 153
An Equal Opportunity Provider 153
Privacy Policy (Participant Information) 154

*** Tuitions for selected course might change effective October 1st annually.**

REGISTRATION METHODS

Graduate School USA strives to make its registration policies and procedures as simple as possible so that you can quickly and easily register for open enrollment courses. Following these procedures maximizes your chance of enrolling in the class you want, when you want it. Register early; class sizes are limited and classes often fill quickly! If you have questions or need additional information, please contact our Customer Support Center. Our website contains all the latest information on class offerings and scheduling. We also conduct hundreds of on-site contract courses each year and can create customized solutions to meet your specific organizational needs.

1. Register Online with a Credit Card – The fastest way to register and obtain the most current information about a class. Website: graduateschool.edu

Visit our online course catalog and select the class you want to take. When you click on the "Register" button, you will be led through a secure online registration process. To complete online registration, you will need the participant's contact information, including current email address, and the credit card payment information. Payment by credit card is required for online registration. Online registrations are processed immediately; reserve your place in class using this convenient and secure registration method.

2. Register by Telephone with a Credit Card – Another fast way to register and get the most current information about a class.

Call our Customer Support Center at (888) 744-4723 to register and reserve your place in the class. Payment by credit card is required for telephone registrations. Phone registrations are processed immediately and provide a quick and convenient way to ensure that you secure a place in class.

3. Other Registration Methods – Allow at least three workdays for processing.

If you already know your class title, date, and location, and you prefer not to register online or by phone, you can register by fax, email, postal mail, or in person. Class sizes for most of our open enrollment courses are limited and classes often fill up quickly, so please note that it could take up to three business days to process your registration application after we receive it.

Fax

Fax a completed and signed company purchase order to our Customer Support Center at (866) FAX-GRAD / (866) 329-4723. A government training authorization form (e.g., SF-182) can be submitted in lieu of a purchase order. If payment will be made via credit card, be sure to include all of the credit card information on the government form or company purchase order: type of card, cardholder's name and telephone number, card number, and expiration date.

Email

Email an electronic file of your completed and signed company purchase order, government training authorization form (e.g., SF-182), or Graduate School USA Registration Form to us at customersupport@graduateschool.edu. If payment will be made via credit card, we recommend for security purposes that you not include any credit card numbers on the emailed forms. Please include a phone number so we may contact you to obtain your credit card information securely over the phone.

Mail

Mail your payment, completed and signed company purchase order, government training authorization form (e.g., SF-182), or Graduate School USA Registration Form found in the back of this catalog to:
Graduate School USA
ATTN: Registration Processing – CSC
600 Maryland Avenue SW Washington, DC 20024-2520

In Person.

If you prefer, you can visit one of our locations and we will be happy to register you!

4. Substitutes

You may substitute another participant at any time before the class begins. Please contact our Customer Support Center to make the substitution and provide the contact information for the substitute. You may have to submit amended paperwork if the payment method for the original enrollment is a purchase order or government training authorization form.

5. Class Transfers

Participants may transfer their registration to a future session of the same course by notifying us via email at customersupport@graduateschool.edu. A transfer will be processed only if requested in writing, submitted in a timely manner, payment is made for any additional fees, and space is available in the requested class. Only one transfer request will be honored, and any transferred registration can be used by anyone in your organization if the tuition was paid by your employer. Refunds will not be made for transfers that originated after any official refund deadline. To evaluate whether or not a request is timely, Graduate School USA will use the minimum advance notice requirements listed in our refund policy.

Electronic fund transfer payments can be made with Automated Clearing House (ACH) payments processed through the Vendor Express Program. To initiate the electronic funds transfer, the federal agency should complete the "Agency Information Section" of SF-3881 (ACH Vendor/Miscellaneous Payment Enrollment Form) and fax it to (202) 479-4895. If you have questions or need additional information, please call the Graduate School USA Accounting and Finance Office at (202) 314-3773. Advance Payment of Training-Related Expenses: Federal departments and agencies have the authority to authorize advance payment of training-related expenses such as tuition, per diem, travel, and other expenses essential to training. Additional information and guidance is found at 31 USC §3324 (1997), 5 USC §4109(a) (2) (1997), and 41 Comp. Gen. 626 (1962)

6. Class Registration Cancellations

Participants must submit their class cancellation requests in writing via email to customersupport@graduateschool.edu. If registrations are not cancelled in a timely manner, you will be responsible for the full tuition. To evaluate whether or not a request is timely, Graduate School USA uses the minimum advance notice requirements listed in our refund policy.

NON-CREDIT ADMISSIONS POLICY

Non-credit courses/programs may have admission requirements that are specific to those courses/programs based on level or content. All non-credit programs are open to those who are at least eighteen (18) years of age, have a high school diploma or a GED, and meet any other stated admission requirement(s) of the course/program. Please note that our Leadership Development Programs require special application packages. International students are welcome to enroll in any Graduate School USA course by following the same registration procedures as all other participants; however, Graduate School USA does not issue student visas (i.e., I-20 forms) to international students.

TRAINING ACCESSIBILITY

Graduate School USA is an equal opportunity provider and employer. We make every practical effort to ensure that our programs are accessible to physically challenged participants and participants with special needs. Graduate School USA fully complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 and does not discriminate on the basis of disability. The Special Accommodations Coordinator manages a variety of support services for students with disabilities and/or special requirements, including sign language interpreters, Braille, electronic format materials, computer-aided real-time translation (CART) services, note-taking services, testing accommodations, and use of assistive technology. Students requiring assistance and accommodation should complete a Special Accommodation Request form and submit it to the Office of the Registrar four weeks prior to the class start date. The Special Accommodations Coordinator may be reached at (202) 314-3349 or registrar@graduateschool.edu, and by TDD at (888) 744-2717.

MULTIPLE REGISTRATIONS

Our website supports online multiple registrations via credit card payments for supervisors, human resources staff, and other officials who approve training and often need to register others for our courses. Just select YES when asked "Do you want to process registrations for others?" when logging into your account after selecting the first desired class, and then follow the instructions to register multiple participants. You will receive a credit card receipt of your transactions, and the enrollees will get an email confirmation notifying them of their registration. Any multiple registrations via purchase order payment methods can also be faxed to us at (866) 329-4723. If you ever need assistance with multiple registrations, please call us at (888) 744-GRAD, and our staff will be glad to assist you.

REGISTRATION INFORMATION

Submitting accurate and complete registration data facilitates the processing of your registration and enables Graduate School USA to keep accurate student records for each participant. We need the following information to process your registration:

- Participant email address
- Participant name, preferred mailing address, telephone and fax numbers, and position title
- Course title, nine-character course code, and, if applicable, the date(s) and location of the course If payment will be made via credit card, be sure to include the following credit card information: type of card, cardholder's name and telephone number, card number, and expiration date

We must receive your payment or payment information before we can process a registration application. Student Information Forms are distributed in our classes, and providing us with the information requested greatly helps us serve you better by maintaining an accurate academic record, which enables you to:

- Obtain a replacement certificate of course completion if you need it for promotional consideration or other reasons
- Confirm that you have met all requirements for a certificate of accomplishment should you decide to pursue one now or in the future
- Have an accurate transcript of all courses completed at Graduate School USA
- Verify to your employer that you attended the course, as needed Graduate School USA will not make public personally identifiable information from any student's educational records without written consent of the student. Graduate School USA does not rent or sell any email addresses or other contact information provided by our students or collected regarding our students. We follow all applicable federal laws regarding release of personal information.

GSA FEDERAL SUPPLY SCHEDULES

Graduate School USA products and services are available through the GSA Federal Supply Schedule Program. Under Schedule 874 (MOBIS), Graduate School USA provides a broad range of services. The Schedule 874 contract number is GS-10F-0228P. Additional information can be found on Graduate School USA's website at graduateschool.edu and on the GSA website at www.gsaadvantage.gov

ACKNOWLEDGEMENT NOTIFICATION

You will receive an email acknowledging receipt of your registration request as soon as it is received and processed by our system. If you have not received the acknowledgement notification email in a timely manner or need a duplicate copy, please contact our Customer Support Center. Please do not make nonrefundable travel arrangements until you receive your class confirmation notification.

CONFIRMATION NOTIFICATION

We will send you an email confirming your registration at least 14 calendar days prior to the class start date. This notice confirms that the class will be conducted. This confirmation notification email will include additional information concerning the class date(s), start time(s), location, and any other information related to the class. Please do not make nonrefundable travel reservations before you receive this registration confirmation notification. If course materials or textbooks are not included as part of the tuition, the confirmation notice will provide information concerning any textbooks or course materials that need to be purchased. Unless otherwise noted in the confirmation notice, we do not include lodging and meals in the tuition fee. If you have not received a confirmation in a timely manner, please contact our Customer Support Center to verify that we have received your registration. Please see our **accessibility policy** if you need special accommodations or assistance.

For Daytime Classroom, Leadership Development Program, and Distance Education Courses

- We will confirm your registration at least 14 calendar days prior to the class start date.
- Where included in the tuition, course materials are provided on the first day of class.

CLASS CANCELLATIONS

By Graduate School USA

Graduate School USA reserves the right to cancel a class session. We will inform the participant if we need to cancel, but we will retain the prepaid tuition or registration forms until the participant or employer informs us to either (1) refund the money or return the registration forms; (2) transfer the prepaid tuition amount or registration forms toward tuition for another scheduled course for the same person; or (3) transfer the prepaid tuition amount or registration forms toward tuition for another scheduled course for another person.

By the Participant

All enrollment cancellation requests must be submitted in writing by email or fax to our Customer Support Center. If you do not cancel your registration in a timely manner, you will be responsible for the full tuition. To judge whether or not a request is timely, Graduate School USA will use the minimum advance notice requirements listed in our refund policy.

REFUND POLICY

All refund requests must be submitted in writing by email or fax to our Customer Support Center. Classes offered by Graduate School USA in conjunction with an educational partner may be subject to different refund policies. The cancellation and/or refund request date will be the date the email or fax was received by Graduate School USA. Please allow up to 30 days to receive a refund.

For Daytime Classroom Courses and Scheduled Distance Education Courses*

You may receive a full refund if the refund request is received more than 14 calendar days before the class or program begins. After that date, you may substitute another participant or transfer to another session, but refunds will not be made.

For Distance Education and Self-Paced Training Courses

To qualify for a refund:

- The written refund request must be received within 90 calendar days of the enrollment date;
- No lessons can have been submitted; and
- All books and materials must have been returned to, and received by, Graduate School USA in their original condition if the course materials were included as part of the tuition.

Refunds will not be made to any participant withdrawn from a course for failure to complete the course in the time allowed. In these cases, the participant must pay a $50 extension fee to continue in the course after the withdrawal date.

* This policy applies to any distance education course that has been scheduled with a set start and end date. The policy for other distance education courses is found in the next column.

COURSE HOURS AND ATTENDANCE

Classroom courses are conducted from 8:30 a.m. to 4:00 p.m., except for most CPE designated courses, which run from 8:30 a.m. to 4:30 p.m. Participants are expected to complete the entire course and should make their travel arrangements accordingly. Failure to attend the entire course may result in your not receiving a certificate of completion for the course.

** FEDERAL EMPLOYEES RECEIVING TRAINING OR EDUCATIONAL SERVICES FROM GRADUATE SCHOOL USA WHILE ON OFFICIAL TIME **

When a person employed by the federal government attends a class at Graduate School USA, where a federal employee receives educational services from Graduate School USA, or where any other such educational or training service provided by Graduate School USA to an individual or group is subject to the Government Employees Training Act or is otherwise paid for in whole or part by the employee's federal agency or another federal agency, Graduate School USA will consider such employee to be on official duty during the time such educational service or training is being provided. Graduate School USA will respond to requests by such employee's agency or other authorized federal official for information regarding such employee or employees, such as hours of attendance, completion of the course or class, and other educational or training-based information.

COURSE MATERIALS

The tuition for our open enrollment daytime classroom courses includes all required materials unless otherwise noted in the course description. If course materials or textbooks are not included as part of the tuition, the confirmation notice will provide information concerning any textbooks or course materials. Graduate School USA–developed training materials are protected by U.S. and international copyright laws. No portion of any Graduate School USA document may be reproduced or utilized in any form or by any means, electronic

or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the copyright holder, Graduate School USA.

INCLEMENT WEATHER AND EMERGENCIES

Graduate School USA Closings Policy

In an effort to provide clarity and consistency for our participants, instructors, and staff regarding School closings, Graduate School USA mirrors the federal government with regard to closings due to inclement weather or other emergencies. Therefore, if the federal government is closed, the School will also be closed. If the federal government declares a 2 hour delayed opening, classes will begin 2 hours after their normally scheduled start time (usually 8:30 a.m. for most daytime classes). Classes will always begin at their normally scheduled start time (usually 8:30 a.m. for most daytime classes). Check your confirmation letter for the precise times. When the federal government declares an early departure, the School will dismiss its classes earlier than normally, based on the circumstances. Closing updates will be available on the home page of our website. Classes missed due to these closings may be made up at no cost on a later date.

Closings/Dismissals in Washington, DC

Weather-related notices will be announced on the Graduate School USA website and via recorded messages at (202) 314-3320 and (888) 744-4723.

DRESS AND CONDUCT

Our dress code is business casual, and we want our participants to be comfortable throughout the training day. As room temperatures can vary, we suggest you also bring a sweater or jacket to your class. Conduct conducive to a professional workplace is expected throughout our classes and facilities, and we do ask that cell phones be silenced during class to minimize disruptions to other participants. Our classroom facilities cannot provide accommodations for children or non-service animals.

REQUEST A TRANSCRIPT

The Office of the Registrar maintains the official records of all students, including former Southeastern University students. All information is held in confidence and released only in accordance with the Family Educational Rights and Privacy Act of 1974, as amended in 1995.

Federal law prohibits the release of your transcript without written authorization.

Students requesting that their official or unofficial transcript of courses taken at Graduate School USA be forwarded to other institutions, government agencies, or firms must do so in writing. Regular official or unofficial transcript requests are processed within one week. Rush requests are processed within two business days. Transcripts are $5 each ($15 each for rush copies). When requesting a transcript, students must provide name, student identification number, dates of attendance, date of conferred certificate of accomplishment or degree (if applicable), and any other information required by the Office of the Registrar. You may print and fill out the Official Transcript Request Form from our website. A transcript request may be mailed or faxed to, or completed at the Registrar's Office located at, the following address:

Graduate School USA
Office of the Registrar
600 Maryland Avenue SW, Suite 305
Washington, DC 20024
Email: registrar@graduateschool.edu
Telephone: (202) 314-3412
Fax: (202) 479-2501

The transcripts of students who have not fulfilled their financial obligations to Graduate School USA or Southeastern University will be withheld until all obligations have been met.

GUARANTEE AND GRIEVANCES

Graduate School USA has always guaranteed the quality of our courses and services and is committed to continually improving our products and services. Our courses and the other services we offer consistently receive high ratings for being well delivered, relevant, and timely. If you are ever not satisfied with our meeting the stated objectives of the course or services performed, just send the reason via email to customersupport@graduateschool.edu. We will gladly provide you with a refund or apply the amount toward the fee for another Graduate School USA course or service. Your feedback is welcome and vital to our improvement efforts. Students who believe their rights and freedoms have been violated or that a violation, misinterpretation, or inequitable application of any of the regulations or policies of Graduate School USA has taken place should take timely action to resolve the concern. If possible, the participant should address the issue to us via email at customersupport@graduateschool.edu. We are committed to resolving complaints in a timely fashion.

AN EQUAL OPPORTUNITY PROVIDER

Graduate School USA prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and, where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (interpreters, Braille, large print, audiotape, etc.) should contact Carolyn Nelson, ADA Coordinator, at (202) 314-3349.

To file a complaint of discrimination, write:
Lorenzo Hester, Director
Human Capital Management
Graduate School USA
600 Maryland Avenue SW, Suite 180
Washington, DC 20024
Graduate School USA is an equal opportunity provider and employer.

PRIVACY POLICY (PARTICIPANT INFORMATION)

Personally identifiable information required by Graduate School USA to create your enrollment record is held in confidence under provisions established by the Family Educational Rights and Privacy Act (FERPA) as amended in 1995. Graduate School USA does not rent or sell any email addresses or other contact information that is provided by our students or collected regarding our students. We maintain ownership and control the use of your personally identifiable information in accordance with FERPA laws. There are several exceptions to this policy wherein Graduate School USA discloses records without the written consent of the student, and they are listed below:

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City	State	ZIP

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Phone (Including Area Code)	Secondary Phone (Including Area Code)

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Date	Location

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ID Information

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Secondary Email

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4th Participant Name*

ID Information

Mailing Address*

Primary Telephone*

Email Address*

Secondary Email

Last	First	Middle
Last 4 Digits of Social Security Number or Date of Birth (Required—See Privacy Policy)		
Agency/Office/Department		
Street		Suite/Floor/Mail Stop
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A
accessibility, 151
accounting courses, 49–50, 65
accreditation and approvals, 20
acquisition courses, 40–47
acquisition training services, 19
administrative competencies, 27–29, 33, 119
administrative officers workshop, 27
Agile project management course, 140
appropriations law courses, 51–52
Army Managers' Internal Control Program, 106
assertiveness skills course, 33
attendance, 152
auditing courses, 94–108
  advanced courses, 103–105
  audit and review phase of federal budget process, 53
  foundation courses, 95–97
  intermediate courses, 98–102

B
benefits administration courses, 80–81
briefing techniques course, 30
budgeting courses, 53–59
business analysis certificate program, 5
business analysis courses, 23–25
business consulting services, 19

C
capital portfolio course, 117
Center for Leadership and Management, 118
certificate programs, 4–17
  business analysis, 5
  enterprise architecture, 6
  grants management, 7
  manager, 12
  Master Certificate in Federal Financial Management (MCFFM), 13
  personal property management, 14
  program and management analysis, 15–16
  project management, 17
  supervisor, 11
  team leader, 10
Civil Service Retirement System (CSRS) benefits courses, 80
class cancellations, 151–152
class transfers, 150
classification and compensation courses, 75–78
classified materials protection course, 146
closings/dismissals, 153
coaching skills course, 123
communication and professional skills courses, 26–39
  administrative competencies, 27–29, 33, 119
  communication competencies, 29–34
  communication skills, 32–34, 121
  English and writing competencies, 32, 35–38
  general professional skills, 27–29
  interpersonal skills, 31–32
  leadership communication, 121
  leadership core competencies, 118–119, 122–124, 126–129
  presentation skills, 29–30
  project communications management, 141
  writing skills, 32, 35–38
communication competencies, 29–34
communication skills, 32–34, 121
compensation and classification courses, 75–78
computer courses. See information technology (IT) courses
conduct code, 153
conduct standards and management courses, 46, 79
conflict resolution course, 34. *See also* interpersonal skills courses
congressional budget process course, 55
congressional operations workshop, 127
consulting services, 19
contract law course, 46
contracting courses, 40–47
Contracting Officer's Representative (COR) courses, 41–43
correspondence writing courses, 37–38
cost-benefit analysis course, 134
cost management course, 141
counterintelligence course, 145
course delivery methods, 21–22
course hours, 152
course materials, 152–153
critical thinking courses, 27, 35

CSRS (Civil Service Retirement System) benefits courses, 80, 84
customer service courses, 33
customized services, 18, 21–22
cyber security course, 115

D
data architecture course, 116
data collection and analysis course, 134
data reliability assessment course, 98
decision-making courses, 60, 125
Defense Acquisition University, (DAU), 20
Defense Working Capital Funds (DWCF) course, 55
Deming, W. Edwards, Award, 155
disability retirement course, 81
dismissals, 153
dispute mediation course, 88
  refund policy, 152
dress code, 153
DWCF (Defense Working Capital Funds) course, 55

E
ECQ (Executive Core Qualification) statements writing course, 128
editing course, 36
EEO courses, 81–82
email registrations, 150
email writing course, 37
emotional intelligence course, 122
employee and labor relations courses, 78–80
employee benefits administration courses, 80–81
employee development course, 83
employee trust management course, 123
English and writing competencies, 32, 35–38
English language usage courses, 32, 35
enterprise architecture certificate program, 6
enterprise architecture courses, 115–117
Equal Employment Opportunity (EEO) courses, 81–82
equal opportunity policy, 153
  ethical compliance in federal contracting, 46
  PMP (Project Management Professional) Exam, 143
Executive Core Qualification (ECQ) statements writing course, 128
executive-level leadership courses, 125–127
executive writing courses, 37, 128

F
facilitation services, 19
facilitator workshop, 122
Fair Labor Standards Act (FLSA) courses, 77, 90
Family and Medical Leave Act (FMLA) course, 70
FAR (Federal Acquisition Regulation) course, 45
fax registrations, 150
federal accounting courses, 49–50, 65
federal acquisition and contracting courses, 40–47
  acquisition, 44–46
  Contracting Officer's Representative (COR), 41–43
  government contracting, 41–43, 46
  industrial security, 145
  NISPOM requirements course, 147
Federal Acquisition Regulations (FAR) course, 45
federal acquisition training services, 19
federal appropriations law courses, 51–52
federal budgeting courses, 53–59
federal contracting courses, 40–47
federal employee and labor relations courses, 78–80
federal employee benefits administration courses, 80–81
federal employee development course, 83
Federal Employees Retirement System (FERS) courses, 80, 83–84
federal financial management courses, 48–65
  core competencies for accountants, 42–44, 47, 49–65, 133–136, 139
  core competencies for budget analysts, 49, 51–56, 57–61, 65, 134–136, 139
  core competencies for financial managers, 49, 51–56, 57–61, 65, 134–136, 139
  core competencies for program managers, 42–43, 47, 51–56, 58–61, 65, 134, 136
  federal accounting, 49–50, 65
  federal appropriations law, 51–52
  federal budgeting, 53–58
  federal travel management, 62–64
  general financial management, 60–62
  master certificate program, 13
federal human resources management certificate programs, 8–9

federal human resources management courses, 66–93
classification and compensation, 89–90
employee and labor relations, 78–81
employee benefits administration, 80–81
Equal Employment Opportunity (EEO), 81–82
Family and Medical Leave Act (FMLA), 70
for administrative personnel, 70
for supervisors and managers, 68
Freedom of Information Act (FOIA), 70
human capital management, 68
human resources development, 83
internal consulting skills, 69
overview courses, 68–70
personnel security, 73, 85–86
Privacy Act (PA), 70
recruitment and placement, 71–75, 88
retirement planning, 83–84
strategic human capital management, 68
training and development, 83
federal pay setting course, 78
federal personnel actions processing course, 74
federal travel management courses, 62–64
Federal Wage System course, 72
FERS (Federal Employees Retirement System) courses, 80, 83–84
finance courses. See accounting courses; budgeting courses
financial management courses. See federal financial management courses
FLSA (Fair Labor Standards Act) course, 77, 90
FMLA (Family and Medical Leave Act) course, 70
fraud detection courses
contract and procurement fraud, 103
fraud prevention and detection, 108
prosecuting fraud, 101
Freedom of Information and Privacy Acts course, 70

G

general financial management courses, 60–61
general professional skills courses, 27–29
General Schedule (GS) pay setting courses, 78
General Services Administration (GSA) Federal Supply Schedules, 151
Government Audit Training Institute, 94–108
about, 94
advanced auditing courses, 103–105
foundation auditing courses, 95–97
intermediate auditing courses, 98–102
government contracting courses, 40–47
government correspondence writing course, 38
Government Training and Professional Development division, 2–3
government-wide commercial purchase card course, 47
Graduate School USA
about, 2–3
accreditation and approvals, 20
attendance and course hours, 152
certificate programs. See certificate programs
class cancellations, 152
closings/dismissals, 153
conduct code, 153
course materials, 152–153
customized services, 18, 21–22
dress code, 153
equal opportunity policy, 153
General Services Administration (GSA) Federal Supply Schedules, 151
Government Training and Professional Development division, 2–3
grievances and guarantee, 153
International Institute, 21
Mission Oriented Business Integrated Services (MOBIS) GSA Schedule 874, 19, 151
non-credit admissions policy, 151
on-site training, 18
privacy policy, 154
refund policy, 152
registration form, 156–157
registration procedures, 150–151
reserved rights, 154
training accessibility, 151
training center management, 19
transcript requests, 153
transfers, 150
weather-related notification, 153
grammar courses, 32
grants management certificate program, 7
grants management courses, 109–110
grievances, 153

GS (General Schedule) pay setting course, 78
GSA (General Services Administration) Federal Supply Schedules, 151
guarantee, 153

H
human resources courses. See federal human resources management courses

I
in-person registrations, 150
inclement weather notification, 153
information security courses, 115
Information Technology (IT) courses, 111–117
  enterprise architecture, 115–117
  for auditors, 108
  Microsoft applications, 112–115
  project management for IT, 139
Information Technology (IT) project management certificate, 17
instructional design course, 28
instructor-led training services, 19
instructor training, 30
internal consulting in human resources management course, 69
International Institute, 21
interpersonal skills courses, 31–32
interviewing courses
  for auditors, 97
  for human resources professionals, 73
  for personnel security, 86
IT courses. See Information Technology (IT) courses

J
job analysis course, 72
jump-starting teams course, 124

L
labor and employee relations courses, 78–80
leadership and management course, 118–129
  about, 118
  communication, 121
  core competencies for leaders and managers, 115, 119–125, 127–128
  leadership, 120–122
  leadership transition courses, 119–121, 128
  leading change, 121
  long-term leadership development, 118, 126–128
  performance, 122–123, 128–129
  problem solving/decision making, 125
  senior-level courses, 118, 125–128
  team developing/leading, 124
leadership development courses, 118, 125–127
listening and memory course, 31

M
mail registrations, 150
management analysis courses, 133–137
management services, 19
manager certificate program, 12
Master Certificate in Federal Financial Management (MCFFM), 13
mediation course, 88
meeting planning/conducting course, 27
memory course, 31
mentoring skills course, 129
Microsoft applications courses, 112–115
Mission Oriented Business Integrated Services (MOBIS) GSA Schedule 874, 19, 151
multiple registrations, 151

N
National Industrial Security Program Operating Manual (NISPOM) course, 147
negotiation course, 125
  federal labor negotiations, 80
  interpersonal relationship negotiations, 31. *See also* interpersonal skills courses
NISPOM requirements course, 147
non-credit admissions policy, 151
non-defense working capital funds course, 56

O
office management course, 28
on-site training courses
  about, 18
  plain writing, 39
online registrations, 150
organizational learning course, 128

P
pay-setting courses, 78, 91
performance assessment courses, 102–103
performance auditing courses. See auditing courses
performance based statements of work course, 45
performance measurement and budgeting course, 57
personal property management certificate program, 14
personal property management courses, 130–132
personnel action processing courses, 74, 92
personnel management courses. See federal human resources management courses
personnel security courses, 85–86, 73
physical security courses, 145–147
Plain Writing Act of 2010, 35–39
plain writing course, 39
Planning, Programming, Budgeting, and Execution (PPBE) courses, 58–59
PMP (Project Management Professional) Exam prep course, 143
position classification courses, 75–76, 89
position management course, 77
power of influence course, 122
PPBE (Planning, Programming, Budgeting, and Execution) courses, 58–59
presentation skills courses, 29–30, 97
priorities management course, 28
privacy policy, 154
problem-solving courses, 29, 125
professional and communication skills courses. See communication and professional skills courses
program and management analysis certificate program, 15–16
program and analysis courses, 133–137
  cost-benefit analysis, 134
  data collection and analysis, 134
  management analysis, 135–136
  program evaluation, 134
  statistics, 135, 137
program evaluation course, 134
project management certificate program, 17
project management courses, 138–143
Project Management Professional (PMP) Exam prep course, 143
proofreading course, 36
property management courses, 130–132
public sector financial systems and policies course, 59
purchasing courses. See federal acquisition and contracting courses

Q
qualifications analysis course, 71
quality management course, 141

R
recruitment and placement courses, 71–75, 88
Reduction-In-Force (RIF) courses, 75
refund policy, 152
registration form, 156–157
registration procedures, 150–152
report writing courses, 38, 102
retirement planning courses, 80, 83–84, 86
RIF (Reduction-In-Force) courses, 75
risk management course, 142
rules writing course, 37

S
scope management course, 142
security courses, 144–148
  cyber security course, 115
  information security, 146
  personnel security, 73, 85–86
senior-level leadership courses, 118, 125–128
Service-Oriented Architecture (SOA) course, 116
simplified acquisition course, 44
solution assessment and evaluation course, 25
speaking courses, 29–31
Special Emphasis Program (SEP) course, 82
staff development course, 83
staffing and placement courses, 71–75, 93
statements of work course, 45
statistics course, 104, 135, 137
strategic human capital management course, 68
strategic planning course, 123
study design course, 136
substitutes, 150

suitability and suitability adjudication courses, 73, 86
supervision courses. See leadership and management courses
supervisor certificate program, 11
systems thinking course, 128

T
team developing/leading courses, 87, 124, 140
technical architecture course, 116
technical writing course, 38
telephone registrations, 150
telework management courses, 87, 124
time management courses, 29, 142
trainer training, 30
training accessibility, 151
training and development course, 83
training center management, 19
transcript requests, 153
transfers, 150
transitioning to leadership courses, 119–121, 128
travel management courses, 62–64
trust management course, 123

V
veterans' preference courses, 72, 88
virtual workforce management course, 87, 124

W
W. Edwards Deming Award, 155
warehousing, operations, and disposal course, 132
Washington Executive Seminar, 126
weather-related notification, 153
workers compensation course, 81
workforce analysis and planning course, 71
Working Capital Funds (WCF) courses, 55–56
writing courses, 32, 35–39
- correspondence writing, 37–38
- critical thinking for clear writing, 35, 39
- editing, 36
- email writing, 37
- Executive Core Qualification (ECQ) statements writing, 128
- executive writing, 37
- for auditors, 97, 102, 105
- fundamentals, 35
- government correspondence, 37–38
- grammar for professionals, 32
- plain writing, 39
- proofreading, 36
- report writing, 38, 102
- results-oriented writing, 34–35
- reviewing writing of others, 105
- rules writing, 37
- technical writing, 38

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